eCampaigning Forum

eCampaigning resource pack
2008

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About the eCampaigning Forum

The eCampaigning Forum is a global community of online advocacy practitioners. The e-mail list has subscribers from over 80 different organisations in over a dozen countries. Meetings have grown from an informal get-together of mostly UK-based online campaigners, to an annual conference of international practitioners. Meetings are run using the Open Space methodology, on the basis that the most meaningful interactions at these conferences are with our peers.

For more information, to read reports, articles and blog posts from previous meetings, or to sign up to join the community e-mail list, visit **www.fairsay.com/labs/ecf**

About this pack
This booklet and associated video content aim to capture a range of the experience and expertise united at 2008's eCampaigning Forum conference in Oxford. We hope they will provide a useful resource for anyone involved in campaigning, on or offline.

Articles have been contributed free of charge by eCampaigners who attended the conference: many thanks to all those who have spared the time to share their knowledge. All the articles in the booklet, and the associated video are available online at **www.fairsay.com/insights**.

Acknowledgements
Advocacy Online is a leading provider of eCampaigning software and services. Over 70 organisations use our e-activist 3.0 technology to run their local, national, and global campaigns. Advocacy Online is pleased to support the development of this resource to help spread new ideas within the global eCampaigning community.
www.advocacyonline.net

FairSay provides advice and support on campaigning - especially campaigning via interactive media. FairSay organises the annual eCampaigning Forum and provides eCampaigning training. It initiated this resource pack and associated video so those who cannot attend the eCampaigning Forum event can still benefit from it and can gain insight into eCampaigning.
www.fairsay.com

Oxfam GB: Oxfam is a development, relief, and campaigning organisation that works with others to overcome poverty and suffering around the world. Oxfam GB is pleased to support the costs of producing and distributing this pack to event participants and beyond.
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Articles

eCampaigning essentials
Duane Raymond, FairSay

eCampaigning is increasingly critical to the success of campaigning (aka advocacy). For those organisations just starting campaigning via interactive media, here are some tips on what's essential for success.

The essential four
1. **Email communications:** your most important and powerful tool.
2. **Your website:** first impressions, enabling people to do things and attracting new supporters.
3. **Expertise:** develop it or hire it - but don't ignore it.
4. **Campaigning actions:** things for people to do.

Important
5. **Tracking and analysis:** knowing what works (and doesn't work) and why, so you can spend your time and money wisely.
6. **Time:** having the time, effort and focus to deliver a campaigning action.
7. **Budget:** having budget to spend on creative content, promotion and/or external help.
8. **Plan:** deciding how you plan to contribute to the campaigning objectives using eCampaigning.
9. **Feedback channels:** listening to supporters and learning how to engage them.

What is 'essential'?
By essential I mean that if you do these things it is possible to get good results for the effort you put in and you can regularly repeat your successes.

You could, of course, ignore them and go straight to using social networking sites and social media (blogs, photo sharing, video sharing, bookmark sharing). You might even achieve something (if you get lucky). But my experience is you'd have a hard time repeating your success since re-mobilising your supporters from the first initiative is difficult or ineffective, resulting in having to do all the same basic promotion, recruitment and mobilisation work over again.

These essentials enable you to build on past success and make sure it's repeatable. If you want to have a higher impact with your campaigns though, don't stop there. For example, you may be able to do great campaigning without tracking and analysis, but you'll achieve more with your resources if you're able to analyse and learn from your experience.

Some assumptions
This article is written with the assumption that you're campaigning as part of an organisation, with at least some staff and resources to oversee the eCampaigning, and a campaign with a medium to long term lifespan. It also assumes that part of your campaign strategy (you do have one - right?) is to recruit and mobilise a key stakeholder group. This may simply be 'the public' but if you have done a power

analysis of your targets then it is likely to be more specific. (See 'campaigning gaps' article for more on power analysis.)

If these assumptions do not match your situation, for example if you're campaigning as an individual, or with a very short-term campaign, your ideal approach may be different.

The essential four
Email communications
Email is your single most important tool. You need to collect supporters' email addresses and send email communications to them at least every two months, and ideally more frequently. Email is the key tool because it allows you to talk directly to supporters, very quickly, with a high degree of control over the message and its appearance. It's the widest standard for person-to-person messaging on the internet, and that means it's highly accessible and widely used.

Facebook, MySpace or other social networks are a great way to go beyond the essentials (or to use for campaigning as an individual), but social networking sites are still minor players when it comes to messaging, and they too depend on email to bring people back to their sites.

Do you need proof? In 2008 there are 1.6 billion active email users, yet only 530 million registered users of social networking sites in total. The issues with email, such as spam, are manageable. Since social networking sites require an email address for registration, social network users must still have an email address.

The exception to email being your single most important tool is if the supporter profile you are planning to engage simply doesn't use it, for example those who are not computer users, or who rely wholly on mobile phones.

Website
Your website is the main place where new supporters will get a first impression of your organisation and hopefully subscribe to your emails. Furthermore, the content you publish and the campaigning actions you run will attract new people every day. As a minimum for campaigning purposes, the website should have:
- the ability for people to subscribe to your email communications,
- information about your campaigns, regular updates of their progress and what your supporters can do.

If you wish to go one step beyond the minimum, then having campaigning actions that people can complete

on your website is very important. This not only makes it quick and easy for supporters to participate in your campaign, but it is also one of the main ways that people will opt in to your emails.

There are free services and tools for online campaigning actions, but, crucially, free services often prevent you from accessing the data of who took the actions (and thus new people who subscribed).

Expertise

Having the tools in place for eCampaigning is actually relatively easy. However if you don't have the expertise to use them then it is likely your eCampaigning efforts will have poor results. This sounds obvious, but many organisations simply add eCampaigning to the role of an existing staff member. The minimum expertise needed is:

- **Email marketing:** what is effective and what isn't
- **Web usability:** how to make priority actions/content as obvious and easy as possible
- **Campaigning:** how to mobilise people and influence targets

This is a minimum, not an ideal.

If you can only afford to hire one new person and already have campaigners and a web producer, then focus on getting someone with direct marketing expertise and some knowledge of the Internet - that is a good base for the skills and knowledge needed for eCampaigning.

To get people with these skills and/or knowledge you can:

- Let them learn from scratch on the job (the most expensive approach due to lost opportunities over the 1-2 years their learning could take);
- Send them on training;
- Hire an external consultant and have a staff member shadow this person (expensive but lower risk);
- Hire someone with the skills and experience (these people are very hard to lure away from current jobs);
- Allow them to do extensive research online to identify and acquire the theoretical knowledge before starting (time-consuming).
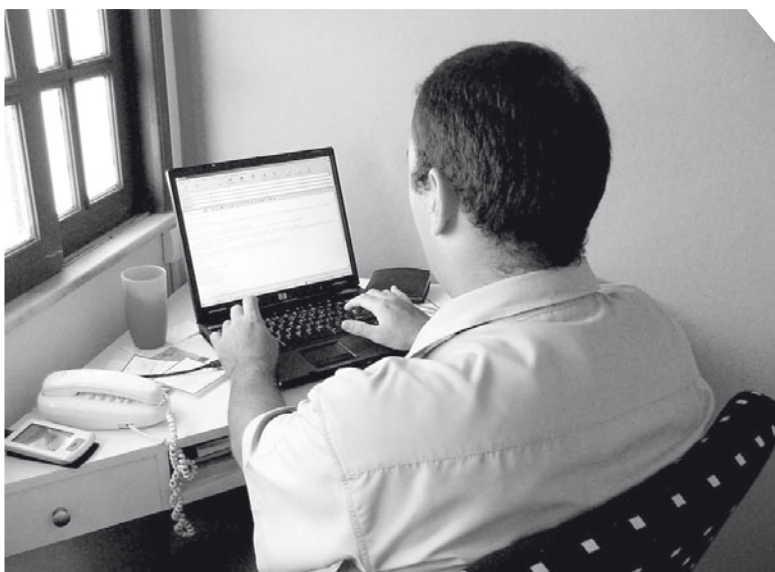
Email is still one of the most popular uses of the internet, with over 1.6 billion regular users.

Campaigning actions

Having regular new campaigning actions online doesn't just have impact on your campaign targets, but is also important to retain supporters and recruit new ones. The more frequently you run new campaigning actions, the faster your supporter base will grow. It may also help to keep your targets aware of your campaign and help achieve the campaign objectives. However, your actions do need to be genuine, timely, compelling and specific to work well.

Going beyond the essentials

Tracking and analysis

Tracking tools are essential for learning what is working and what is not. You can then either refine what isn't working and/or switch to focus more on what is working.

You can do eCampaigning without them, and many organisations do, but you will be even more dependent on staff expertise to know what works, and you increase the risk of wasting time and budget.

Tracking and analysis mean three things:

- **Completion tracking** If you know what drove each supporter to take a particular action (including basic subscriptions) you can focus on what's most successful. Most systems don't have this capability, but hopefully over the coming years this will change. (Note: FairSay's free eCampaigning tool for the Open Source Plone CMS has completion tracking built in.)
- **Email tracking** How are emails performing vs. past emails? What are supporters opening, which links are they clicking on, and how many email addresses are invalid? Most bulk emailing systems have this capability but you may need to configure it, and

eCampaigning essentials

you'll definitely need expertise to know what it means.

• **Web tracking** How are visitors behaving on your website? If you don't have completion tracking, web tracking plus information on where users are coming from can be an acceptable substitute. Google Analytics is the best free service, but it requires basic technical skills to implement and some expertise to configure, tag links and understand the results.

Tracking and analysis can ensure that you optimise your activity. Making changes with an understanding of what is working best can produce a strong multiplier that can lead to dramatic improvements in your effectiveness. For instance, if more people open and read your emails, more are likely to go to your web-based action. And if you attract people with the right expectations, they're more likely to do the action, and you'll recruit new supporters more quickly.

Time
Setting-up, promoting and managing an eCampaigning action probably takes a minimum of 5-10 days per eCampaigning action. Why? Here are some of the things you need to do:

• Distill the policy ask into a headline and a brief campaigning ask.
• Get your campaigning ask approved (skip this step if you believe it is easier to apologise than ask for permission).
• Write the launch email to your supporters. If you want an image you'll need to find a suitable one you have the rights to use (not easy). If you need a design then triple this time.
• Configure the online action for people to take and test it thoroughly to ensure it works. This includes looking at the design of the page, the form fields people are asked to fill in, the content for the page, the supporting content and the cross-promotion messages on the thank-you page and in thank-you email.
• Get organisational signoff on the email and online action or revise things until you do (see above!) In some organisations this can take weeks on its own.
• Ensure that there is a feedback channel for supporters and potential supporters.
• Set up the email so it goes to the right supporters with the right content.
• Launch the email to supporters and monitor the initial results to ensure there are no technical problems.

• Promote it in as many places online as you have time for.
• Write, set up and send update emails to supporters if the action is running for longer than a few weeks.
• Deliver the campaign action results to the target (if there is one) - even if they received it via email. This helps you increase your campaigning impact.
• Review the campaigning action (including analysing the tracked results) and learn how to improve next time.

Phew! If you know what you are doing, this will take 5-10 days effort. If you are new to the whole thing it could take double or triple that time. What tends to happen in practice is you just skip many steps and thus lose the benefits each step brings to your campaigning.

Budget
Having some budget for eCampaigning would definitely help - especially if you wish to send people on training or get access to the tools necessary for good eCampaigning.

Budget for promotion (not only advertising) is very important. Without promotion all the effort you put into your campaigning has limited effect. Promotion is even more important if you have spent money to create some content and need to ensure you get a good 'return' on it.

Plan
Having an eCampaigning strategy and plan should be essential. In reality organisations do eCampaigning for years without a strategy or plan. A strategy can provide focus and goals that can help determine if the eCampaigning is generating the results required. Planning should also involve research into targets, supporters and the profile of people that need to be recruited.

Feedback channels
Listening to supporters via a feedback channel like a contact email address or polls and surveys is also an important activity that many organisations neglect. Having feedback can help improve your eCampaigning and ensure it engages supporters.

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Mind the gap – the most common campaigning mistakes
Duane Raymond, FairSay

I have been working with campaigners to help them make full and effective use of the Internet and New Media (aka eCampaigning) since 2001. In that time it has exposed many gaps in how campaigning is managed which limit not only eCampaigning, but general campaigning effectiveness.

Australian campaign network GetUp delivers a petition in a creative way – skywriting above Parliament House.

Campaigning gaps

Strategy: Surprisingly, many organisations seem to lack a campaigning strategy at all. They have their campaigning objectives, but little beyond that guiding them in their ongoing activity. Some have documents they call a strategy, but on inspection they are closer to a list of aspirations and are not that useful in guiding or reviewing campaigning.

Influence research: While most organisations do an excellent job researching the issues and what to do about them, the next step for campaigning is to research how the campaigning objectives can be achieved.

This generally involves:
- A power analysis: where and how are decisions made and who makes or influences them.
- Identifying strategies and tactics to apply the pressure needed at the right place and time.
- Identifying specific targets and researching what their position is on the issue and what strategies and tactics are most likely to influence them (and help them influence others).
- Setting goals that relate directly to the strategies, tactics and *targets*.

In too many cases this impact research is simply not done at all. Since campaigning is part art and part science, intuition is useful. But undertaking and implementing influence research (the science) helps campaigns achieve better results for the time and budget they spend on achieving their objectives.

Creative actions: All too often, the usual suspects and usual methods are used for campaigning actions (offline and online): standard petitions and letters to targets. The result is bland actions that do not appeal to journalists or the public.

Where possible, creative actions need to:

- Be clear from the outset whether the action priority is mass participation, media coverage or campaigning impact. All three are important but what is most important for this action as part of the overall strategy?
- Pick targets that serve the priority identified. A public figure, company or brand that is widely loathed or divisive is good for getting people to take actions, but if they will not listen then impact is low. A less 'public' target might be more easily influenced.
- Use innovative but simple ideas that capture the

Mind the gap – the most common campaigning mistakes

imagination of the public, journalists and your target. Either be more creative with petitions or letters or go beyond them with competitions, phone-ins or other ways for people to participate - not just support.

• Tell a story. Be specific and personal. Using a specific situation to demonstrate the larger issue is far more effective than bland general issues. Mixing that with a personal story - a real person with a name - further increases its effectiveness.

• Deliver the results in an unusual way. For example, GetUp skywrote 'Get Up, Vote No' above the Australian Parliament House in order to deliver a 100,000 signature petition against legislation that would put children in immigration detention.

Participation (supporters influencing the campaign planning and implementation) is surprisingly rare, in many campaigns. While people can support the campaign, they can't usually influence it in any way. Organisations like GetUp **www.getup.org.au** are succeeding because they operate on the basis of participation, seeing those taking actions as members, not just supporters. While many people only want to support campaigns, others want to do more and will work with those who provide that opportunity. The campaign will be more successful because of it.

Segmenting is a powerful way to get and keep people involved in a way that is relevant to them and predict who is most likely to be a potential campaigner for an issue so they can be approached.

This is already used for fundraising, but does not seem to be used much for campaigning. The exception is US political campaigning where advanced segmenting (aka modelling) is a necessity for winning elections.

Coordinated actions, using a range of approaches simultaneously, are also rare. Media, Internet, demonstrations and other tactics should be planned and used in combination - not independently as currently happens far too much..

Learning: Every time a new campaign is launched, or a new coalition formed, it seems everyone forgets the lessons from the last time. Both within organisations and within the sector, silly mistakes are made again and again that prevent a campaign being as successful as it can. The sector needs to learn how to learn.

eCampaigning gaps
Skill and knowledge gap There are simply too few people with a full grasp of successful eCampaigning

and the skills to deliver it. While the number is growing, acquiring these knowledge and skills through experience can take years.

Those that do acquire them are then in such demand they can move to better opportunities in other organisations and thus significantly set-back an organisation's eCampaigning activities..

A lack of persuasive analysis and reporting
Practitioners are not doing analysis and reporting that persuades senior management and trustees of the importance and potential of eCampaigning activities. As a result, the necessary extra people, budget and authority is not allocated - perpetuating the cycle of under-investment and under-achievement. This is partly due to:

• inadequate reporting tools,
• un-integrated advocacy tools which make unified reporting difficult,
• the lack of widely-accepted best practice performance levels,
• confusion over key performance indicators, how to calculate them and what they mean,
• lack of time, skills and/or knowledge to integrate, analyse and report on results.

Lack of promotion
Promoting an online action tends to be poorly planned and resourced, with most energy going into a campaign launch rather than promotion. Even when it is considered, it is rare that a promotion strategy is formulated or budget is allocated.

While promoting actions through existing participants and prominent placement on one's web site is essential, more forethought on promotion and support acquisition can help ensure a campaign has well-informed goals and a plan to achieve them.

Lack of on and offline integration
Most planning for campaigning online seems to assume that the whole process has to be online, a fatal assumption. Targets are more influenced by offline activities, and supporters want to get physically involved locally. Digital media (Internet, Mobile phone,

etc.) are a great way to reach out and for key groups (public, journalists, policy makers, researchers) to reach the campaign - but not for every element of a campaign.

Absence of supporter care

It is quite common that support for people who email in is forgotten about in the official plans and thus either does not happen or is picked up by a web editor or other person without the time and strategy in place to provide proper support.

Organisational issues

A range of organisational issues present major barriers to making full and effective use of the Internet and other new media, even when people have the necessary skills, knowledge and experience. These include:

- eCampaigning **practitioners are involved late** in the campaign planning process.
- The **lead time is too short** for implementing a campaign on the Internet and with other new media.
- The **budget allocation is insufficient** for delivering the part of the campaign using the Internet and new media.
- There are **not enough people with the right skills** to do a 'best practice' eCampaigning .
- **IT staff are a bottleneck** (when they exist) to implementing new tools since campaigning has to compete with other IT organisational needs, and getting IT staff time requires longer lead-in times than campaigning allows.
- The **perception that eCampaigning operates independently** of other forms of campaigning like media, local groups, face-to-face advocacy and direct mail actions.

Knock-on impact of the general campaigning gaps

- Without a clear and specific strategy, eCampaigning practitioners must make a range of decisions without the benefit of guidance from a unified approach.
- Without influence research, e-actions are often ineffective.
- Without creative e-actions, the action fails to attract new or existing participants.
- If people can't participate online, the most valuable volunteers will go elsewhere and your campaigning will have less impact. The issue of participation is campaigning organisations' single biggest mental obstacle to moving from the first major phase of the web (aka Web 1.0) to the emerging phase of the internet (aka Web 2.0).
- Without segmentation, the email communication is less relevant to everyone.
- If the Internet activity coordination occurs in isolation to other campaigning approaches, then the impact of e-actions is diminished.
- Without the ability to learn from past campaigns and not repeat the same mistakes, e-actions are less effective than they could be and thus the campaign underperforms.
- If the eCampaigning seems to be ineffective, it may well be that it has more to do with the campaigning gaps than anything specific to the internet or your technology.

Technology: If all the above gaps were resolved, there would still be some gaps with the technology. The biggest issues with most eCampaigning technology:

- Best practices are difficult or impossible to implement (unless you build your own technology, and that is expensive and time-consuming).
- Integration with key systems (email, supporter databases, tracking) is almost non-existent (unless you build your own technology, see above).
- Tracking and reporting is terrible (partly due to the integration issue), providing little of the real information you need to make organisational decisions.

The right technology can also help resolve some of the other gaps by reducing the effort and technical skills and knowledge needed to set-up and manage campaign actions online.

The reasons for these gaps include overworked campaign staff, short lead times, low budgets, shifting priorities and more. These constraints will not go away, but addressing some of the gaps may give campaigners the space to be even more effective.

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Using a social network site for campaigning
Ben Clowney, Tearfund

Social network sites are among the most popular sites on the web. Here are some ideas about how to use applications, groups and fan pages on facebook.com, one of the most popular, to promote your cause.

Social network site **facebook.com** is the 8th most popular site globally, and the 4th most popular site in the UK. It's changed significantly since its inception and will continue to do so. Staying on top of changes and using them to maximise growth is one of the most exciting and challenging elements of using social networks for campaigning.

Applications
Applications (apps) are features which users can add to their profiles and use to interact with other users, from displaying their favourite books, sending virtual flowers or drinks to playing scrabble. Initially the viral growth of these apps was unrestricted, with users allowed to invite their entire friend list to add it in a single click. This allowed early apps such as iLike, a music app, to grow to a million users within days of launching.

The launch of facebook platform in May 2007 meant that third party organisations could create apps that could be integrated into the site.

There are now over 25,000 apps on facebook. Users are becoming frustrated with endless invites, so facebook have decreased the profile given to apps, with application activity appearing less often on news feeds, restrictions on invites per day and invitations easier to ignore.

Despite the sheer number of apps, there are still very few that promote charitable causes, and most of these just indicate support for a particular issue on your profile. With such a huge number of users, there is still plenty of space in the market for engaging apps with real-world impact.

Currently the most popular of these are:
Causes – one of the most popular applications on facebook, it allows you to create or indicate your support for any number of social causes, and recruit your friends to join you. Over 1.8m have indicated their support to 'Stop Global Warming'. You can give to your chosen cause, but there is little evidence of significant revenue generation.

Click to give – simply a reincarnation of The Hunger Site **www.thehungersite.com** where users can click each day to give 'a cup of food to the hungry', funded by advertising. It has grown steadily to around 70,000 users and 7,000 daily visitors.

Greenbook – offset your carbon emissions by adding this app. Sponsorship revenue is used to purchase renewable energy credits.

Give rice – another click to give offering, this time with a game attached.

Groups
Using a facebook Group is the most common way charities engage with facebook. It is a simple way to rally users to a particular cause.

The main limitation is that once the group membership exceeds 1,000, you can no longer send messages to members. Facebook has allowed some groups to be turned into fan pages, but it is not yet available for all groups.

Two interesting examples of groups:
Bring back Cadbury's Wispa – a campaign started on facebook to bring back the Cadbury's Wispa chocolate bar resulted in widespread media publicity and the return of a much loved piece of confectionary. Cynics suggest the group was started by Cadburys: if so it's an ingenious piece of marketing.

Support the monks' protest in Burma – despite the existence of hundreds of groups with the same message, one group gained critical mass, and thus attracted almost all facebook users who wanted to join a group of this type. It's a good example of a 'swarm', but the inability to email groups over 1,000 meant there was no way of contacting these individuals.

Fan pages
Fan pages are a relatively new feature set up to allow entities other than individuals to have a presence on facebook.

Users can become 'a fan of' your charity, which allows you to send them 'updates'. These messages don't go into their inbox but rather into a separate updates tab. Unlike groups, there is no limit on the number of fans you can message.

You can integrate applications into your fan pages, for example you could allow users to purchase a product.

Another bonus is that when your fans take action on your page, such as writing on your wall or posting a video, their actions are documented on the news feeds of their personal pages, in the same way as an application does (RED) has one of the most popular pages on facebook **www.facebook.com/joinred**

Top tips for social network campaigning
1. **Check out existing groups**
   Have your supporters set up groups or events related to your organisation? See what else is out there, and make contact with group organisers.
2. **Make sure you have the time**
   Keeping a profile, group or fan page updated is time-consuming, there is no point setting

Case study: SuperBadger

Tearfund worked with web development agency Rechord **www.rechord.com** to create the SuperBadger application in October 2007.

SuperBadger enables users to send campaign emails from within their facebook profile directly to chosen targets.
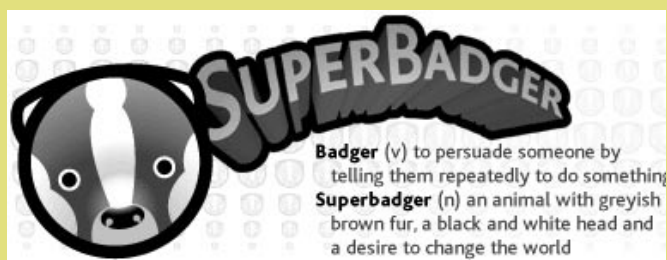
At the heart of SuperBadger is a simple scoring system, that awards users 'sett points' for taking actions (with bonus points for taking them quickly) and for recruiting friends. As more points are accumulated they rise up through the ranks, from Supporter Badger, all the way to Super Badger. They can also track their progress against friends on a leaderboard.

The emails work in the same way as any e-action, and users regularly receive responses to their 'badgers'. SuperBadger can claim recent success in helping persuade UK confectioner Thorntons to stock Fairtrade chocolate.

Since its launch it has generated 50,000 campaign actions and grown to over 14,000 users. Growth has slowed more recently as the viral potential of applications within facebook has decreased. Many new features are planned for 2008, which will hopefully increase the number of campaign actions taken.

If you haven't done so already, add SuperBadger by visiting **http://apps.facebook.com/superbadger** (facebook profile required).

something up if it goes for months without changing. You need to put in the time to encourage and respond to conversations on discussion boards to help your presence in the network flourish.

3. **Set up a fan page**
   Gather all the engaging online content that your organisation has (videos, articles, stories) and use it to create a fan page.

4. **Promote offline**
   Social networks like facebook are popular enough to warrant offline promotion. If you've got a fan page tell your supporters. If you are creating an app, an offline promotional strategy is vital for growth.

5. **Avoid message overload**
   Many groups and fan pages overload their users with messages. Keep it short and focused, only messaging them if you've got something worthwhile to tell them.

6. **Don't be too corporate**
   Overly corporate doesn't work well on social networks. For groups and applications, it might be an idea to avoid including your organisation's name in the title. For a group you might want to choose an issue for people to rally around.

7. **Be reactive and provocative**
   Respond quickly to outside news events, and choose a more provocative stance over a safer one.

8. **Experiment with Social Ads**
   Social Ads are a way of promoting your facebook presence on users' news feeds. You choose to target specific individuals e.g. those whose profile displays a certain word. They are very simple to set up, and you can set daily spending limits as low as $5.

9. **Engage your friends and colleagues**
   If you and your colleagues are regular network users, you'll hopefully have a group of friends who can form a great base from which to launch a new initiative. Get in touch with them, nagging and bribing them to promote your initiative. If it's a facebook app, do this on a regular basis so they don't just invite 20 friends on the first day and then give up.

10. **Keep up with changes**
    Social networks change all the time. Read about facebook Beacon, which allows activity taken on your website to appear on facebook news feeds. Check out the new profile designs that are being discussed. Read blogs on and off the network, and think about how the changes will impact your current presence or create new opportunities.

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Making the most of video for human rights: some practical tips
Denise McDermott, WITNESS

Video can be a very powerful tool for change, and cheaper and simpler technology means that creating video is far more accessible. Here are some tips on making sure that the video you produce has the greatest impact.

Most of us don't have time to read through 25-page reports, so video is an accessible gateway to a common global understanding.

As eCampaigners we all know that video alone cannot "win" your campaign, but it can take it to another level, whether it is intended for a broad audience, or a few key decision-makers.

Transforming a campaign
At WITNESS we have trained groups around the world on how to use video to further campaign goals. The Foundation for Human Rights and Democracy in Liberia, for example, found that using video allowed them to move their campaign on dramatically, from trying to prove that sexual abuse was occurring in schools to calling for changes to stop the abuse. As Joe Aloysius Toe, a participant of WITNESS' Video Advocacy Institute writes:
"We wrote a report that documented [the sexual abuse in schools]. But in Liberia, the government will always try to deny or baffle the issue. We thought it wise to add a human face by doing a video documentary...
Our video was shown on World Human Rights Day and on National TV. A lot of people are talking about it, and now it is generating national debate. Girls were able to explain their situation. Now we hope that policymakers will give it some attention."
The video produced provided the stories and evidence that the abuse existed. Now the Foundation can focus on campaigning for the solutions, a huge step forward.

What are you trying to produce?
Assuming you have the equipment, software, editing capability, and technical expertise you need, make sure you're clear what your end result should be. The message should be clear, have a human element and appeal to its target audience.
Your final product should:
1. Tell the full story: The video, if distributed online or out in the field, should provide the full context of the campaign and have an 'ask'. Is there a particular policy you are trying to change? Is there a law that exists but is not being properly implemented? Ask yourself if someone happened upon the video outside the context of your own website or training session, would it stand on its own?
2. Be, or include, one strong video from the point of view of those affected. "Talking point" or "iProtest" videos often seem emotionally detached from the issue and lack detailed information.

3. Be emotional, but not too much. You're aiming for solidarity not sympathy.
4. Have a direct ask. Whether it's a policy, law or a mobilizing tool, the video should be clear about what you are trying to achieve.

Planning: production and content
Taking the time to plan your production schedule and content will save valuable time and money, and help bring important nuances to the surface. Planning will also provide room to include the people and voices that are most integral to reaching your goal, and you can prepare for backlashes that might occur. You will also avoid cultural faux pas by allowing enough time to consult with the people affected and find language translators and a post-production team who are sensitive to the local culture.

What is your goal?
Before you jump into filming it is very important to start with this basic question to unveil some not-so-obvious choices and decisions that need to be made. Start with: are we trying to raise awareness, mobilize or influence key decision makers?

Monks protesting in Burma, taken from a protest video uploaded to the WITNESS Hub for human rights by an anonymous user.

This first step will help shape the video content, your research, the footage you use and the distribution plan. For example, a video for a general audience would be introductory and more emotive than a video being screened for a few key decision makers at the United Nations. Starting with these basic questions will steer the content in directions you may not have expected, illuminating additional research that may need to be done, and help identify spokespeople.

Your goal will also affect the distribution and cost of production. A single screening at the UN or in your community may only require a high compression flash file. For a more widely distributed film, you may need several formats, so make sure you have a high resolution, broadcast-quality digital original to create dubs, and compress to different formats.

Do your research
Is there footage already available that can be integrated into the video? Are you looking to tell a story or provide evidence? What other videos have already been made about this topic? Was there something missing that your video could add to the debate? Is your video an update from a previous campaign?

Tone
Know the audience and identify appropriate spokespeople. Whether you are targeting college youth or industry leaders, the tone of the video should be suitable for that audience. An industry leader would just want the facts, whereas with a college audience you may want to create emotional tension. Here are a few things to consider in creating tone:
Who will be the primary spokeperson? Will it be a campaigner? Or will it be a person who has suffered due to some injustice? Do you need a scientist or specialist to articulate some of the more difficult concepts? Are those directly affected open and willing to speak about their experiences, and is it safe for them to do so on camera?
These decisions should be made well before you pick up the camera so you can direct the production team and those in front of the camera appropriately.

Accuracy/credibility
Who else might be an asset to your video? Are there any committee members, report writers, journalists, other groups that have credibility and can go on camera? Would their involvement help or hurt your cause? Are speakers controversial in their field or are their ideas generally accepted?

Develop outline/timeline and shot list
Once you have answered these questions, then develop an outline/timeline and a shot list. Gathering footage can be expensive and time-consuming. Being prepared with an outline and shot list will help cut down on the time you have to spend filming, editing, re-filming and re-editing.

Produce a schedule and circulate
Have each shooting day planned out so that the team,

US Human Right Network (USHRN) activist at a WITNESS video advocacy training in New Orleans.

including spokespeople, can prepare accordingly. You do not want people reading talking points minutes before the shoot. They should have ample opportunity to develop a natural composure when being filmed. Nervousness and insincerity comes from lack of preparation. Shooters will also need to test lighting and choose the best area to film.

Release forms and security
Be sure that all persons are aware of the film's purpose and understand how it will be used and where it will appear. Ask they sign release forms (pro formas are widely available online), and keep careful files. Be careful there aren't people included in the background that might not want to be included/or are at risk if they are included.

Creating compelling, effective videos is a process, and paying close attention to everyday detail is important in maintaining your credibility on an issue. It is a very effective way to convey a message, and you want to be sure that message is delivered with integrity and credibility. Simple slip-ups can distract from the message, and do the complete opposite of what you'd intended. So take your time. Plan. Edit. Get opinions from peers. Edit again.

Video advocacy resources
There are plenty of online materials and case studies on the WITNESS website. Please check out these links for help on technical issues and more indepth essays on video advocacy.

The WITNESS Hub for human rights has video and PDF resources. **http://hub.witness.org/toolkit**

Human Rights Video Project's "Moving Pictures, Moving Mountains: A Primer on Using Video on Advocacy Campaigns" **www.humanrightsproject.org/content. php?sec=essay&sub=moving**

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Gathering campaign information online: Woods under Threat
Ed Pomfret, Woodland Trust

Online interfaces and mapping tools have allowed supporters to feed in local knowledge of woods under threat and ancient trees, two of the Woodland Trust's campaigns.

Woods under Threat

Preventing the further loss of ancient woodland is one of the key aims of The Woodland Trust, the UK's leading woodland conservation organisation. Ancient woods, around for at least 400 years, are our richest habitat for wildlife and completely irreplaceable, but the UK has lost nearly 50 per cent of its remaining ancient woodland since the 1930s. Our woods are increasingly under pressure from development such as roads, housing and airports.

The Trust kept a record of woods under threat for several years as no other organisation and no one in government was doing this. We realised that there was simply no way to find out about all the cases up and down the country with one staff member taking on all the work themselves.

To address this we developed **www.woodsunderthreat. org.uk** a sub-site of the main Woodland Trust website **www.woodlandtrust.org.uk**. The initial idea was to build up a resource of publicly available information to reveal for the first time the extent of the threat to this irreplaceable resource.

Mapping the problem

We developed bespoke mapping tools which highlight the areas under threat as the clearest way of getting the issue across visually. We also included the government's ancient woodland inventory, the record of known ancient woods are across the UK, the first time this resource had been made available digitally.

The development of the mapping tool fed into the development of the project, as it forced us to define exactly which information was important and which wasn't. However the amount of time it took to develop the mapping did mean that other areas of work were put on hold while the website was developed.

Supporters as researchers

Once the mapping and website was launched it was clear the next step was to get the public more involved as our eyes and ears. Thus far people had told us about threats via letters, phone calls, and occasionally emails, now they could report them online via the site.

The first five years of the Woods under Threat website have helped us build up our information base. When we started we were aware of around 100 cases – we now

know of well over 800. We are now moving into dealing with ancient trees under threat from development too, and the website provides us with almost unlimited scope for expansion.

Benefits

The site has allowed us to communicate quickly and easily where the woods under threat are, and what is threatening them, in one place. This has led to real policy change, helping to persuade the UK government to protect ancient woodland better through the planning system. (Of course this commitment doesn't necessarily lead to practical action to protect ancient woods on the ground.).

By providing a template to capture the threat, the website allowed us to prompt people for more of the information we actually needed. A threat can't appear on the map without a certain amount of information being supplied: previously it could end up on our books and staff would end up spending a great deal of time chasing around trying to find the information.

Better still, the website is a cost-effective and time-efficient way of gathering information that can be dealt with in a more managed way. The ability for people to submit their threats through the website has meant we can promote the project without worrying that our limited resources will be overwhelmed if lots of people respond.

Problems and learning points

The main disadvantage with the web-based approach is our primary audience is not particularly web-savvy. Many of our contacts are not online, or only use email on a very limited basis. This was especially the case when we first launched it five years ago. The map was developed in Flash, and prompts for download the plugin in the early days did confuse some people and may have led to them turning off.

Alongside the mapping we provide a guide for people wanting to fight their own cases of woods under threat from development. This involved presenting very technical information, which was quite dense text. As we all know dense, heavy text does not work particularly well on the web: it became clear that an offline approach was probably more appropriate for this information. The lesson was: use the correct medium for the information you're trying to

communicate and don't try to force everything into one format.

Ancient Tree Hunt

This site (**www.ancient-tree-hunt.org.uk**) used the same mapping system to enable people to report local examples of ancient trees. We tested a new approach, where the database is updated live, and new submissions appear on the map immediately, displayed as 'awaiting verification'.

The advantage of this process is that users understand that their actions have an immediate effect. In the original mapping system the threat was submitted but users had to wait for a member of staff to get back to them before they knew the Woodland Trust was looking into the case.

Next steps for Woods under Threat

In September 2008 we hope to build on the success of **www.woodsunderthreat.org.uk** with a new website and resources to enable people to take on cases themselves, increasing our ability to defeat development threats to ancient woods.

Supporters will be able to upload photos of the threat, post comments on it, and download model press releases, planning responses and other resources. The content will be much more user-defined, and the focus will be on making connections between the individual cases and users being able to service the needs of a local campaign by specifying what they need.

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The UK has lost nearly 50 per cent of its remaining ancient woodland since the 1930s.

Case study: reaching a new audience 'I'm not disposable' chopsticks
Fish Yu, Greenpeace China

The billions of pairs of disposable chopsticks thrown away each year in China provided an accessible way in to environmental issues for a new audience.

Credit: Greenpeace China

High impact materials supported activist stalls and presentations.

Background
Greenpeace is relatively new to China, a country where campaigning organisations are few and the challenges to campaigners significant.

China has a huge audience of Internet users, and awareness of environmental issues is growing.

Economic progress means increasing disposable income for many Chinese, especially in the cities. Eating out is a favourite way of enjoying that extra money, and disposable wooden chopsticks are very widely used: 80 billion pairs a year, the equivalent of 16 million trees. They're a very simple, very powerful symbol of the environmental impact of a consumer society.

Objectives
Greenpeace needed to raise awareness of environmental issues, and the idea that people can take individual action to make a difference, as well as raise people's awareness of the organisation itself.

Strategy
Online organising is a low-cost way of reaching such a large population, and is especially suitable in a context where community organising, such as setting up local activist groups, is very difficult.

The strategy was to target younger white-collar workers and college students, encouraging them to pledge to switch to re-usable chopsticks instead.

Under-30s are the major consumers in Chinese society, as well as being keen internet users.

Climate change or deforestation are complex issues, and it's not easy to quickly get across how individuals can get involved or make a difference. The impact of disposable chopsticks is simple and accessible: something that people could see in their everyday lives. It made a great starting point to recruit supporters with a view to opening them to the idea that they can get involved in campaigns on wider environmental issues.

It aimed to:
- be cool – talking in terms of a trendy lifestyle choice rather than an environmental issue,
- provide a simple, personal action people could take,
- work within the restrictions on operating in China, but push the boundaries of how campaigning could be done.

What was done
Strong visuals for posters, t-shirts etc, included the thumbprint tree. Stalls in big office buildings and student campuses offered people the chance to make a personal pledge to stop using disposables.

A simple website allowed people to sign up and get an 'ID card' to carry in their wallets to show their commitment to the campaign, or download an electronic version to display on blogs and websites.

Beautiful greenpeace-branded reusable chopsticks were available to buy, sold on amazon.cn at cost price. These were a best-seller in the run up to Christmas 2007. Exchanging Christmas gifts is becoming increasingly popular in China, particularly among young urbanites – the target audience for this campaign.

Restaurant-guide websites were encouraged to add tags showing whether restaurants used re-usable or disposable chopsticks. Within three months 3,000 restaurant reviews had been tagged.

Lobbying training for volunteers encouraged people to ask restaurants to switch to reusables, with a simple pack they could take to the restaurant owners. People linked up with other local activists online, and went to eat and lobby together.

Planning and funding
Fundraising in mainland China isn't possible at the moment, so more than 70 per cent of funding for Greenpeace China comes from individual donors in Hong Kong, mostly recruited through street fundraising. The rest of the money comes from charitable foundations working in China.

Outcomes
Over 20,000 people signed up, and the action gained a lot of profile in China. It also gained coverage around the world.

Next steps will be encouraging people to 'change your lightbulb' to provide another simple action for recruits, while starting to talk about the wider climate change issues. Later this year we will be launching a campaign on forestry, asking people to think about paper usage, publications, etc.

Fish Yu is Public engagement campaigner for Greenpeace China. xyu@greenpeace.org

Challenges
- Restrictions on NGOs, which have to be registered with the Ministry of Civil Affairs and find a 'supervising entity' to report to.
- Restrictions on running websites, particularly any 'Web 2.0' interactivity.
- The 'Great Firewall of China' (Golden Shield) blocks negative news and certain information sources, including many political sites and anything to do with human rights, religion or sensitive issues such as Tibet.

Launching a campaign online: STAND UP for Tiny Lives
Patrick Olszowski, Action Medical Research

AMR's STAND UP for Tiny Lives campaign has used the Internet to gather information and experiences from people affected by premature birth, as well as to recruit and mobilise campaign support.

Background

Action Medical Research (AMR) commits over £3million a year to support high quality research around the UK. It has been fundraising for research into the causes and treatment of premature birth through its Touching Tiny Lives appeal since 2005.

More than 25 babies die each week as a result of premature birth, and those who survive an early arrival will need a great deal of care, sometimes for the rest of their lives. However, the causes of premature birth are little understood, and there is no national strategy for tackling this costly and deadly problem.

In response to the problem, Action Medical Research decided to relaunch their STAND UP for Tiny Lives campaign, which in 2006 delivered a 10,000 strong petition to 10 Downing Street calling for more research into premature birth.

Objectives

1. Secure an independent "Premature Birth Inquiry" from Government, to look at how medical research could help reduce the numbers of babies born pre-term.
2. Raise the profile of AMR through media work.
3. Attract new people to AMR.
4. Enthuse and motivate AMR's staff, volunteers and existing supporters, so they continue to support the charity.
5. Build a range of partnerships with organizations to enhance the credibility and reach of STAND UP's call for a Premature Birth Inquiry.
6. Monitor and evaluate the success of all campaigning activity to improve likelihood of success for STAND UP and future campaigns.

The story of baby Joshua, born at just 23 weeks, was one of the experiences people shared via the Action Babybook set up on flickr.com in the run up to the campaign relaunch

Strategy

The campaign had a limited budget and staffing. A mix of a dedicated website and third-party functions such as flickr and google maps would enable maximum impact while keeping costs down. All online activity was designed to complement offline lobbying and organising.

What was done

A group was set up on photo-sharing site flickr.com called 'the Action Babybook', as well as a facebook group to enable the campaign to reach out to people directly affected. These were set up well in advance of the campaign launch, and the stories, photos and direct experiences shared fed into the development of moving and high-impact campaign materials.

Eight of the people who had joined the flickr group took part in the campaign's public launch in February 2008, getting an estimated £280,000 worth of media coverage.

The dedicated campaign microsite **www.standupfortinylives.org** is linked from the home page of the main AMR site. A bespoke system allows people to sign up to the campaign and leave a message on a campaign noticeboard on the home page if they wish. They can then email their MP directly to ask them to support the call for an inquiry. The site integrates google maps to show which MPs have already responded, and also allows people to email their friends and share their own experiences of premature birth, including uploading photos.

When they are emailed, the MPs are provided with links to allow them directly to sign up to the campaign, as well as a pro forma press release for them to use locally. If an MP signs up, an email to the people who contacted them is automatically triggered. The site includes moving video – one commissioned professionally, originally for use at community fundraising events and another created fairly informally by campaign staff.

AMR staff were crucial in attracting the first visitors to the site. Department-specific landing pages were used to gather information for a 'leader board' to set up competition between departments to see who could bring in the most supporters.

Planning and costs

The budget for the site itself was £10,000. One of the requirements was that all updates could be managed in house without needing support from AMR IT resources, so it was built using WordPress blog to make this straightforward. The planning and execution was done over nine months.

Outcomes

By early May, less than three months after launch, over 1,200 people had signed up and over 400 emails had been sent to MPs. 33 MPs had said they would support the call for an inquiry.

Patrick Olszowski is Campaigns Manager at Action Medical Research. Patrick@action.org.uk.

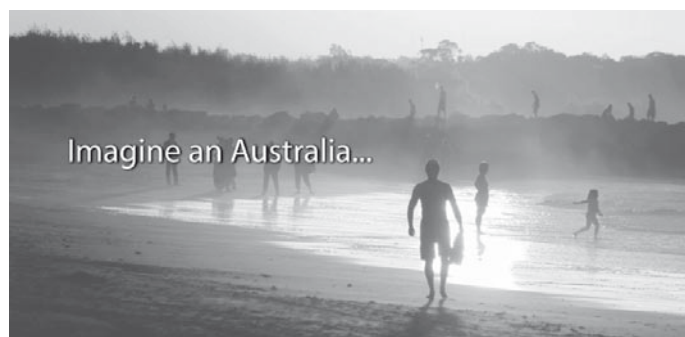## Activism around an election: Australia 2007
Oliver MacColl, formerly of GetUp

GetUp forms part of the new generation of activist communities, including MoveOn in the US and Avaaz globally, which are making the most of new technologies to enable people to take action on a range of progressive issues. Here's how GetUp mobilised Australians in the run up to the 2007 General Election.

What is GetUp?

GetUp (**www.getup.org.au**) is an independent, grass-roots community advocacy organisation giving everyday Australians opportunities to get involved and hold politicians accountable on important issues. Whether it is sending an email to a member of parliament, engaging with the media, attending an event or helping to get a television ad on the air, GetUp members take targeted, coordinated and strategic action.

GetUp does not back any particular party, but aims to build an accountable and progressive Parliament - a Parliament with economic fairness, social justice and environment at its core. GetUp is a not-for-profit and receives no money from any political party or the government. We rely solely on funds and in-kind donations from the Australian public.

meant that thousands of potential voters would not have the opportunity to vote.

GetUp commissioned polling on the number of Australians aware of the changes to the Electoral Act and held a "National Enrolment Week" in August. Efforts were targeted on seven key marginal electorates; volunteers mobilised online distributed nearly 4,000 enrolment forms, and organised 13 separate university drives.

Direct voter persuasion

As an independent organisation GetUp did not back or endorse a political party. However this did not mean that GetUp would let the parties decide how their policies were seen by voters.

Flyers were used to raise GetUp's key issues in voter's minds when comparing the parties.

GetUp was founded in 2005 by Jeremy Heimans and David Madden, two young Australian graduates of Harvard University's Kennedy School of Government who have worked at the intersection of technology, new media and politics in the United States. It is run by a small team of around 10 staff, including administrators.

Elections 2007

The campaigns GetUp ran during the election can be divided into three areas: enrol voters, direct voter persuasion and setting the agenda of the political debate and parties.
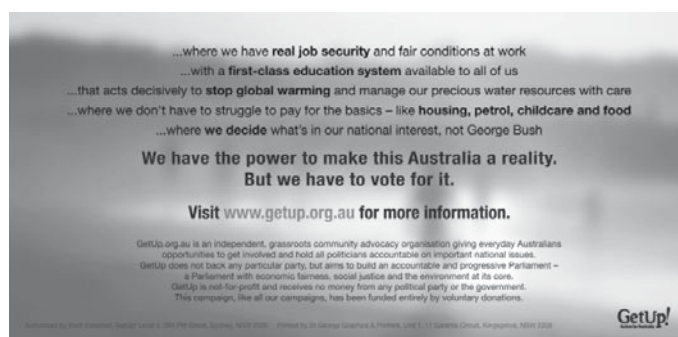
Enrol the voters

Australia has a compulsory voting system, so there are not usually voter enrolment drives targeted at the general public by independent organisations or political parties. However changes to the Electoral Act

The GetUp electoral program was broken into three tiers. The first tier was geographical areas of particular political importance, which had paid GetUp organisers on the ground organising and coordinating events. The second tier was geographical areas of secondary political importance in metropolitan areas, where activities were organised and coordinated by interns from the national office. The third tier was (generally) rural and regional areas in which tools were made available online for volunteers to self-organise with minimal staff involvement. All these tiers used a series of flyers.

The first set of flyers were designed to ensure that voters were thinking about the issues GetUp campaigns on as they make up their mind between the parties. The 'Imagine an Australia...' flyers were distributed in key electorates by 6,000 volunteers across Australia from six months before the election until Election Day.

An Election Day flyer provided a direct comparison chart showing the parties' policies on key issues.

However for Election Day, with all the parties' policies confirmed, GetUp produced a comparison table, so that voters could see how the parties compared on the issues we campaigned on. These flyers were handed out at hundreds of polling booths by thousands of volunteers across Australia.

GetUp also launched **HowShouldIVote. com.au** and invited all citizens to generate customised voting guides based entirely on their own preferences. This was the first time in Australian history that such personalised guides based entirely on the issues were available.

Every candidate nationwide was invited to fill out a survey to indicate where they stood on the issues. Users filled out the survey to determine their best match. Their personalised How-To-Vote cards were then available online, via email and SMS so they could take them right into the polls on Election Day.

Setting the agenda of the political debate and parties

GetUp used a variety of tactics to attempt to set the agenda of the debate in the election. As well as commissioning polls and stunts to get media coverage, the campaign involved the GetUp community via email action requests:
· online petitions to both parties asking for a policy commitment,
· creating print ads and asking members to fund them,
· asking members to join the Walk against Warming,

An online competition asked volunteers to compile a 30 second TV ad, and members funded the broadcast of the winning ad.

a national series of rallies raising the profile of climate change,
· arranging stunts – volunteers creating a human sign on a beach, dressing up with swimming floaties at events etc, and
· the 'Oz in 30 seconds' competition (www.ozin30seconds.org) – asking members to submit 30 second ads, vote on the submissions and fund the winning ad's broadcast.

Results
Talking about "six unique features" of the 2007 Australian Federal Election, Peter Hartcher, the Sydney Morning Herald's Political Editor, said "The 2007 election is the first to witness the advent of GetUp!".

Some of the impacts he was referring to include:
· taking a leading role in the campaign to restore balance and accountability to the Senate by ending the Coalition's monopoly on power, including Australia's first ever multi-party election ad,
· empowering all Australians to vote based on the actual issues they care most about,
· seeing over 150,000 personalised How-To-Vote cards distributed, matching over 1% of the voting population with the candidates who most aligned with their views,
· creating a sophisticated online to offline mobilisation programme, turning out 8000 volunteers throughout the election period, including 3500 in polling booths in over 100 electorates on Election Day, effecting over half a million voter contacts, distributing multi-issue party comparison scorecards.

Oliver MacColl was GetUp's National Organiser for the Australian Federal Election 2007.
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What's happening in campaigning and the Internet
Duane Raymond, FairSay

ECampaigning might not be new – I've been working in this field for nine years now - but the last two years have seen two important breakthroughs. More non-profits are moving into campaigning, and the Internet has gone mainstream.

A more crowded campaigning space
More non-profits have been taking on campaigning, and in the last year or two this trend seems to have picked up speed. In the UK, this is primarily due to the success of Make Poverty History **(www. makepovertyhistory.org)** in 2005 and its global parent coalition (**www.whiteband.org**), and the momentum of the Climate Change movement e.g. Stop Climate Chaos (**www.stopclimatechaos.org**) coalition in the UK.

I experienced this trend in two ways:
1. Established campaigning organisations started to feel it was harder to acquire and retain supporters (the bulk of what clients ask me with help on).

2. Organisations new to campaigning were both hiring staff for new campaigning roles, and were asking for help in areas of developing their strategy and plans and implementing these.

But there was also a continuation of the trend that started years ago: the establishment of new campaigning organisations:
- MoveOn (**www.moveon.org**) mobilises millions of individual Americans around liberal and progressive political issues. It has continued to grow, fuelled by the 2006 US Election and its ability to continually improve by constantly split-testing, analysing and surveying to inform the effectiveness of innovations and their ability to listen to and involve their participant base.e.
  - This model was successfully replicated in Australia with GetUp (**www.getup.org.au**) which only launched in Aug 2005. Now GetUp has more supporters than all the political parties combined and (I think) any other single Australian NGO (unions might be an exception).

Anyone who dismisses these initiatives as 'Internet' is still Internet illiterate: they are not about the Internet at all, they are about engaging with people and encouraging people to engage with each other. The Internet merely makes it cheaper and easier to do that.

MoveOn and GetUp also get tens of thousands of people on the street and taking real action - and have inspired a new generation of people to have hope for their country and world.

Another organisation, Avaaz (**www.avaaz.org**) is successfully taking this model global, with well over 3 million members in its first year, taking action on issues such as climate change, global justice and conflict in the Middle East.

Credit: Make Poverty History

The Make Poverty History campaign in the UK used new media to mobilise offline action, including 225,000 campaigners attending the G8 summit in Edinburgh.

The Internet becomes mainstream

The 2006 US Election demonstrated how far the Internet had come. Both parties and almost all candidates used the Internet (in conjunction with more traditional approaches) to fundraise, promote their message, undermine their opponents and mobilise their supporters. The rapid growth of social networking sites in 2007 and their use for campaigning has further led to the mainstreaming of the Internet in daily use and for campaigning use. The was further reinforced by the success of Barack Obama in 2008 in his bid to become the US Democratic party nomination for US President.

Blogging networks and video were important to this, as were custom social networking tools such as those used on the major party websites MyGOP (**www.gop.com**), The Democratic Party (**www.democrats.org**). Furthermore the Democrats started using modelling (aka micro-targeting or segmenting) – just as the Republicans have for years – to tailor their messaging for specific audiences. This is likely to have been one the reasons why the Democrats made such significant gains in 2006.

Non-profit campaigners are also increasingly experimenting with blogging, posting campaign videos, podcasting, using wikis, making mashups, etc. All these activities are not necessarily new, but they have become more mainstream in terms of media reporting and public usage.

The use of social networking sites (e.g Facebook, MySpace) and social media sites (e.g. Digg, Del. icio.us, YouTube) for campaigning generated a new surge of activity and experimentation in 2007 due to the potential of attracting large numbers of new supporters. The hopes of using these sites for

In the run-up to the presidential elections, the US political parties are using social networking tools to enable their local activists.

effortless recruitment were unrealistic. However they helped change non-profit directors' and managers' minds on the issue of online message control: before 2007 a top concern was how the messaging can be controlled, while from 2007 non-profits realised they could not control the messaging and they needed to trust and engage supporters and potential supporters. However it also wasn't always about using third-party social networking sites, as demonstrated by the success of custom social networks like MyActionAid and MyBarackObama.

In my own work I saw and heard non-profit directors and senior managers increasingly expressing that the Internet is an essential part of achieving their organisations' campaigning objectives. A few years ago, the Internet was an afterthought for these same people. This is an important breakthrough since part of the challenge for years has been finding people in these roles who see the larger potential for the using the Internet beyond just publishing, email updates and fundraising. However most senior managers still do not yet know how to use it effectively and what using it effectively requires.

However the Internet becoming 'mainstream' in the non-profit world does not mean that non-profits are yet effective at using it for campaigning. What it does suggest is that directors and senior managers may now be clearer about what they expect it to deliver. They may start to demand a better return from their investment in using the Internet for campaigning, may be willing to allocate more staff and budget and may be willing to take more risks.

Duane Raymond is a campaigning strategist and analyst, and director of FairSay.
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Future gazing: online trends for campaigning organisations
Andrew Davies, Greenpeace International

What are the key external trends which will affect the work of campaigning and advocacy organisations in the next three to five years?

Two workshop sessions at the eCampaigning Forum 2008 looked at the question "What online trends can advocacy groups take advantage of, or will be affected by?" with a view to informing our work. The 'text cloud' below summarises the results of 'brainstorming' what those trends might be, and simple voting (pick your top three) to weight what were thought to be the most important.
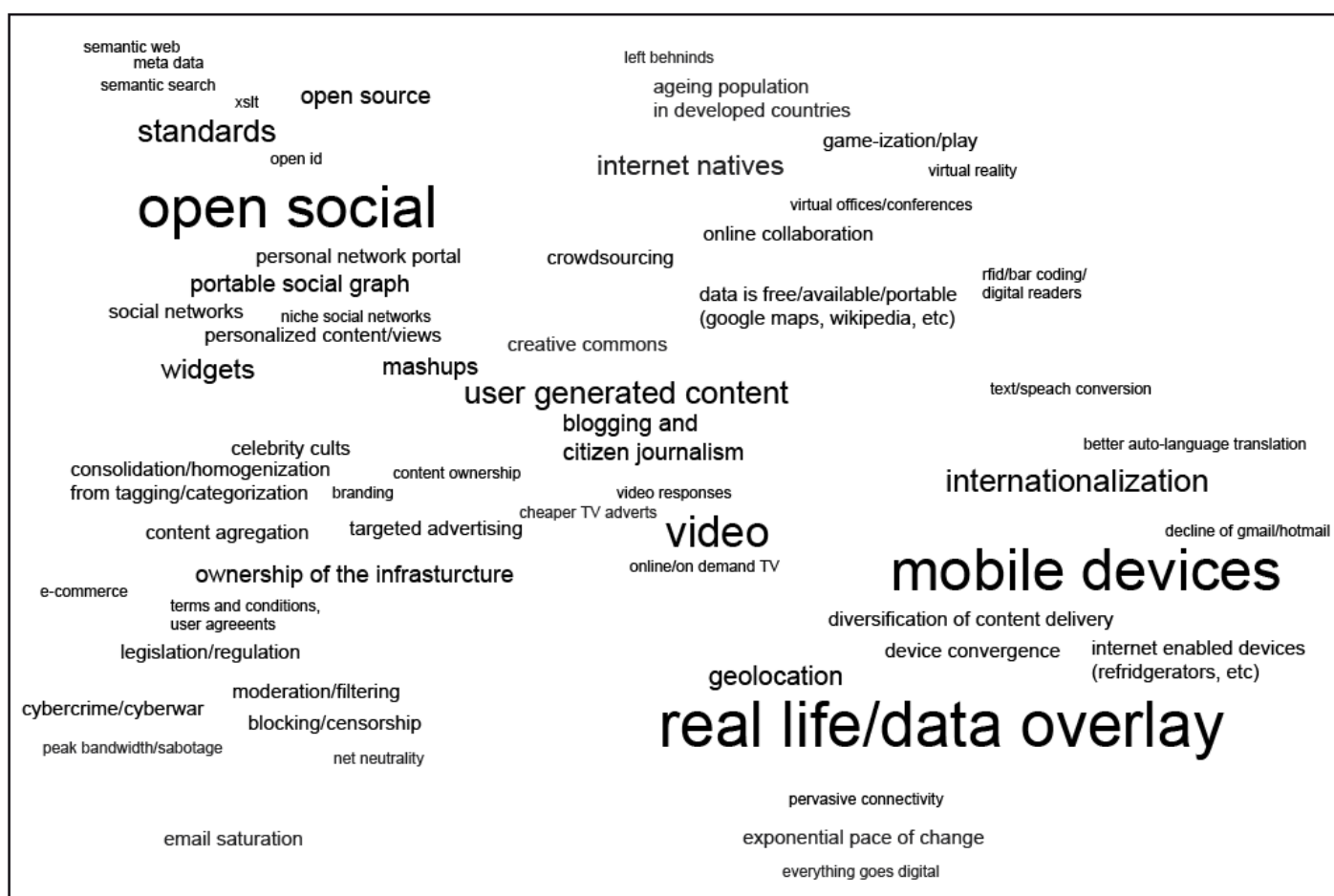
Text cloud
A text cloud is a way of visually displaying a weighted list, with more common, or more important, words displayed in larger type. It's often used as a way of navigating web content, particularly on blogs or social networking sites by 'tagging' content with keywords, and displaying the tags/words at different sizes according to how common they are.

In this case, each word was increased in size for every vote cast either in the sessions, or afterwards by email. The trends are arranged into fairly subjective groupings, keeping in mind the discussions.

Disclaimer
Predictions like this are notoriously tough. It's certain we got some things right, and some things wrong. What's more, a good strategy means a good fit for the organization. Even knowing the future wouldn't be enough. You'd still need to fit it with your goals and capabilities to make good choices.

Notes
Internet natives - people who've grown up with the internet.

Ageing population – the person who suggested this contended that people over 50 are major social networkers, though not necessarily online.

Everything goes digital - TV via Internet, newspapers via Internet, etc

Internationalisation: in 2nd brainstorm this was equated with developing countries getting wired via mobile devices (not web browsers) so I split the votes for this, added 2 to mobile devices and 3 to internationalisation.

Real life/data overlay - combines the idea of pervasive connectivity and geolocation. eg walking down the street and being able to see on your mobile which houses have people who belong to your social network, or having digital glasses that display a street map with route information and housing market values.

Device convergence - eg. game consoles playing music and accessing internet, one tool doing everything (same as mobile devices in some people's minds?).

Consolidation/ homogenisation from tagging/categorization - tagging something in a certain way means some people will see it, others won't. eg: a song that's tagged "alternative" wont be found by "pop" searchers. This could be self-reinforcing, causing a fragmentation/ splintering of audiences.

Open social – a common platform being developed by Google to allow the creation of features which can be used across multiple social sites which have opted in, such as myspace, orkut etc. In the discussion this may have represented a broader idea of separating your social network from any particular service.

Open source – Software and applications developed collectively and not owned by any particular company. This means the costs of using open source programmes are in the implementation and staff time, rather than in paying for licenses etc. In other sessions at the forum, including one on campaigning with limited resources for smaller organisations, there was wide agreement that open source tools are vital.

Ownership of the infrastructure – dominance of certain big names in search, aggregation, etc (ie. google, youtube)

A fuller version of the notes from these brainstorms is available online at **www.scribd.com/ doc/2553454/**

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Video material

The following video clips are available for viewing and download at www.fairsay.com/ insights. You are welcome to use them freely for non-commercial purposes, such as training and discussion.

Interview: ECampaigning in an election
Ben Brandzel, formerly of US progressive movement MoveOn
16 minutes
Ben talks about how new media helped the organisation mobilise its membership to influence the US Congressional elections in 2006.

Interview: Coalition campaigning
Glen Tarman, Advocacy Manager, BOND
13 minutes 50
Glen talks through some of the strengths and challenges of coalition campaigning, looking particularly at the 2005 Make Poverty History campaign in the UK and how on and offline campaigning worked together.

Interview: Blogging the 2007 UN Climate Change conference
Karina Brisby, Interactive Campaign Manager, Oxfam GB
10 minutes 30
Karina talks in detail about Oxfam's blog project at the UN Climate Change conference in Bali, looking at the challenges of multi-lingual text, photo and video blogging on behalf of different Oxfam International affiliates, and drawing out learning points.

Presentation: eCampaigning and social media
Karina Brisby, Interactive Campaign Manager, Oxfam GB
30 minutes
Karina's presentation looks at how campaigning organisations are using social networks and web 2.0 technologies including Oxfam's blogging at the 2007 UN Climate Change conference, and at the Fairtrade Woman project, promoting Fairtrade Fortnight on Facebook and MySpace.

Presentation: eCampaigning for growth
Ben Brandzel, formerly of MoveOn
40 minutes
Ben talks about the key moments which led to big surges in recruitment at MoveOn and other online movements, how to plan to grow your membership and mailing lists, and how to manage the challenges of being an eCampaigner in a big organisation with an 'offline' history.

Presentation: Campaigning in China – disposable chopsticks
Xin Yu (Fish), Public Engagement Campaigner, Greenpeace China
Fish talks about the context for campaigning in the People's Republic of China, and how Greenpeace China has used the issue of disposable chopsticks to start raising awareness and recruiting support for environmental campaigning.

Presentation: eCampaigning and mobile phone videos
Kevin Jardine, Radagast solutions (previously of Greenpeace Canada and Greenpeace International)
35 minutes
Kevin's presentation looking at how activist-collected video can form part of a campaign, with a case study from Greenpeace UK's campaign against expansion of Heathrow Airport.

Discussion panel: eCampaigning around elections
Glen Tarman, Advocacy Manager, BOND
Oliver McColl, formerly of GetUp
Ben Brandzel, formerly of MoveOn
Paul Hilder, Campaign Director, Avaaz

eCampaigning essentials
Duane Raymond, FairSay
4 minutes
Duane talks about how to make sure you know what you're trying to achieve through your eCampaigns, and why email is the bedrock of all eCampaigning.

Email as the basic tool for eCampaigning
Branislava Milosevic, Online Communications Manager, CAFOD
2 minutes 50
Branislava talks about the importance of segmentation, and ways of recruiting new people to mailing lists.

eCampaigning basics
Kevin Jardine, Radagast solutions (previously of Greenpeace Canada and Greenpeace International)
1 minute 20
Kevin talks about the basics – getting people to sign up to your email list.

Campaigning vs eCampaigning

Thomas Schultz-Jagow, Campaigns Director, Oxfam GB
David Taylor, Health & Education For All Campaigner, Oxfam GB
Thomas and David talk about how eCampaigning fits into broader campaigning, and some of the internal issues organisations have applying eCampaigning.

Online video for human rights

Denise McDermott, Online Outreach Co-ordinator, WITNESS
7 minutes 31
Denise talks about the work of WITNESS in enabling human rights organisations to make the most of video to support their campaigns, including tips on making the most of the medium with different target audiences.

eCampaigning around a crisis

Paul Hilder, Campaign Director, Avaaz
Paul explains how Avaaz responded to the Burmese government's crackdown on protesting monks in September and October 2007

Amnesty UK and Burma campaigning

Seb Cumberbirch, Editor, Amnesty UK
Seb talks about how Amnesty International UK responded to the Burmese government's crackdown on the monks' protests in September and October 2007.

eCampaigning and Islamic Relief

Adnan Hafiz, Website Manager, Islamic Relief
Adnan Hafiz on the role of the Internet for Islamic Relief and future plans

Facebook and the Burma monks' protest

Johnny Chatterton, Campaign Manager, Burma Campaign UK
3 minutes 15
Johnny talks about how Facebook enabled a sudden 'swarm' of concern to mobilise people in support of the Burmese monks' protest in 2007, and highlights some of the strengths and weaknesses of Facebook for campaigning.

New media and a new campaign

5 minutes
Patrick Olszowski, Campaigns Manager at Action Medical Research talks about using new media to gather case studies, launch and promote their campaign Stand Up for Tiny Lives, calling for an inquiry into the causes of premature birth.

Rewarding campaigning – a loyalty scheme

5 minutes
Nathaniel Ashford, Website and eCommunications manager, ActionAid explains how the 'Who pays' campaign for responsible supermarkets uses the 'loyalty scheme' model to encourage campaigners to take action.

eCampaigning adventures on social networks

Ben Clowney, Campaigns Officer, Tearfund
Richard Casson, Interactive Campaigner, Oxfam GB
Ben and Richard talk about their experiences of using social networking tools for "fair trade man" (Tearfund) and "fair trade woman" (Oxfam GB) during Fairtrade fortnight, and its impact on public engagement.