

Be(e) the change

Guide on campaigning

This publication is the follow-up of the training course “Be(e) the change”. The training course and the publication have been funded by the Erasmus+ Programme of the European Union.

Funded by the
Erasmus+ Programme
of the European Union



Erasmus+ is the EU Programme in the fields of education, training, youth and sport for the period 2014-2020. Education, training, youth and sport can make a major contribution to help tackle socio-economic changes, the key challenges that Europe will be facing until the end of the decade and to support the implementation of the Europe 2020 strategy for growth, jobs, social equity and inclusion.

Source: *Erasmus+ Programme Guide*, http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf

More about the Erasmus+ Programme: http://ec.europa.eu/programmes/erasmus-plus/index_en.html

This project has been funded with support from the European Commission.

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Authors

Editorial team:

Aljaž Malek

Roxana Nica

Natalia Luchko

Support:

Diana Podgurskaia

Małgorzata Zubowicz-Thull

Design:

Leticia Fernández









Many parts of this publication were inspired by the sessions prepared by the following trainers:

Ilze Jece

Ilona Olehlová

December 2016

Contents

	<u>Introduction</u>	5
	<u>About the training course “Be(e) the change”</u>	7
	<u>What is a campaign?</u>	8
	<u>Planning a campaign strategy</u>	11
	<u>Fundraising in campaigns</u>	21
	<u>Campaign communication</u>	30
	<u>Evaluation in campaigns</u>	40
	<u>Learn more - useful links</u>	49

Introduction

Campaigns are one of the most common and popular types of projects among environmental youth organisations in Europe. They are a great means to reach many people, raise awareness about various environmental topics and make direct calls for action.

Youth and Environment Europe has a long experience of organising campaigns. One of our long-running grassroots campaigns is **The Right to Be(e)**. It started in 2013 and had a big ambition - to raise awareness about the disappearance of bees and help them by planting flowers in as many places as possible. The campaign did not have any funding and was organised by bee enthusiasts. Since the start in 2013 we organise it every spring - we invite young people to plant bee-friendly flowers or organise other activities about bees. This and other campaigns inspired us to explore the tools of making them better. Thus we organised the training course **Be(e) the change** with which we aspired to develop young people's competences in organising environmental campaigns.

This publication is a follow-up of the training course and has the same title. We believe that the biggest driving force of any campaign is desire to bring change to an unfortunate situation, to make things better. Therefore, it is an invitation to all young people who care about the environment - bring the change in your communities.

We created this booklet for all young environmental enthusiasts who want to organise a campaign, but feel that they would like to learn more about successful campaigning. In the following pages you will find chapters which explore different aspects of the campaign: definition of the campaign, planning a campaign strategy, fundraising, communication and evaluation. There are also useful links on different topics - to give you some ideas on what to read next.

We hope that you will find this booklet helpful and worth coming back to - and that a lot of new environmental campaigns will be developed thanks to it.

Natalia Luchko

On behalf of the editorial team



About the training course “Be(e) the change”

The training course “**Be(e) the change**” took place between 23-30 August 2016 in the ecological center Toulcuv Dvur, Prague.

The project is based on the experience of Youth and Environment Europe (YEE) with **The Right to Be(e)** - a grassroots campaign which aims to support the survival of bees.

With this training course we wanted to learn more tools for creating successful environmental educational campaigns, as well as share experience among the organisations who took part in campaigns such as **The Right to Be(e)**. The project’s activities aimed at improving YEE’s and our member organisations’ campaigning skills by learning what an educational campaign is, how to plan it, how to motivate young people to participate in order to have better and more long-term effects after each campaign.

30 participants from 16 partner organisations and 13 European countries took part in the training course: Czech Republic, Albania, Armenia, Moldova, Serbia, Slovakia, Greece, Georgia, Portugal, Germany, Macedonia, Russia, Latvia.

During the training course invited trainers organised various kinds of activities, from presentations of successful campaigns, sharing of experiences and learning about visibility to analysing needs, identifying target groups, community mapping and strategic planning to name just a few.

Follow the link below to get more information about the project:
<http://yeenet.eu/index.php/projects/yee-completed-projects/1296-training-course-qbee-the-changeq>

What is a campaign?

We live in an ever changing world where things do not always turn out well. You may have found yourself in a situation when you did not agree with what is happening in your local community, in your country or to the environment you are living in. Sometimes you may have the feeling that nothing is changing, that nobody is doing anything about it and that nothing can be done about it. It may seem as if there are no options left (the government did all they could against a polluting factory, right?) and as if you cannot do anything about it yourself. Well, think again. For you can always try to achieve change with the help of *campaigning*.

Campaigning is defined as an **organised and well planned** course of action which aims at **creating change**. The word *campaigning* is of French origin and dates back to the 17th century. It was first used in military jargon to describe the movement of armies from fortresses or towns to open country (*campagne* in French) where they waged war.

Today, however, the word is linked to more than just warfare. It is associated with movements striving for change, political parties and advertising. We frequently stumble upon expressions, such as advertising campaign, military campaign, political campaign.

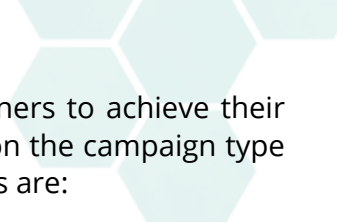
Campaigning is also frequently used by the civic movement to address different issues, be it related to the environment, human rights or other social issues. Campaigns are usually **used when there is no other option left**. Those responsible, be it companies or governments, either do nothing or not enough to make the situation better. It may occur, that they are not willing to cooperate. Sometimes their actions even make the situation better. Campaigning is good in achieving just that by mobilising those most affected – the public.

There are 3 types of campaigns used by the civic movement:

- 1. Urgent action or action alert campaigns:** these campaigns call for urgent attention in specific areas. An organisation asks supporters or like-minded people to influence public policy by writing a letter to the government, a company, an official or other important individuals.
- 2. Advocacy campaigns or campaigns for institutional change:** these campaigns try to persuade larger institutions (e.g. governments, municipal officials, companies) to make a harmful or unfair situation better by changing legislation or their way of practice.
- 3. Campaigns for behaviour change:** these campaigns are aimed at changing habits of people.

One approach to campaigning used by the civic movement is a **grassroots campaign or grassroots movement**. The main principle of grassroots movements is **grassroots lobbying** – the process of identifying people with the same interests and concerns, sparking interest for the issue in them and encouraging their active participation in achieving change. Grassroots campaigns are associated with bottom-up decision-making and are done on a voluntary basis without bigger financial inputs.





Different techniques can be used by campaigners to achieve their goal. Which techniques will be used depends on the campaign type and campaign strategy. Some of the techniques are:

- Campaign advertising (using promotional materials, publications, social media and other forms of media);
- Organising or taking part in conferences;
- Organising mass meetings (demonstrations, marches, rallies);
- Attracting media attention;
- Raising awareness among public with events;
- Creating publications;
- Establishing a volunteer network;
- Lobbying decision-makers.

These techniques, however, are **not done in a “by the way” manner during a campaign**. Campaigns, as mentioned above, are well planned and should not be taken lightly. Not even if the need for a campaign arises over night. For **only well planned and executed campaigns achieve their goals**. In the coming chapters you will discover how to create a successful campaign.

Planning a campaign strategy

In this chapter we will look at what needs to be done before you create a campaign strategy and how to form a successful one. Be advised that steps in the coming chapters may happen simultaneously as they are sometimes mixed.

First steps – before you plan your campaign strategy

One of the key ingredients of a successful campaign is a **good team**. If team members share values and have similar interests, work is easier and more pleasant. In addition, a positive atmosphere can yield better results. Divide the tasks among yourselves according to skills and interests of each team member. People give better results if they enjoy their work and do what they are good at.

Before you start working on a campaign strategy it is also crucial to get familiar with the issue and everything revolving around it. A thorough **research of a topic** is very important as it can profoundly influence the course of your campaign.

Make sure to get as much information as possible on:

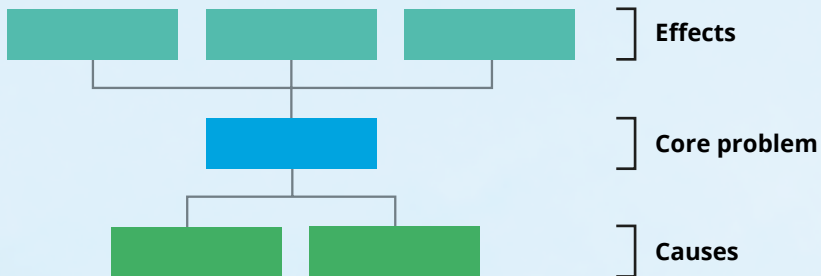
- ◆ The topic/issue you wish to address: what is the problem?
- ◆ Stakeholders connected with the issue: who is affected, who is causing the issue, who can do something about it, who is doing something about it?
- ◆ What needs to be done to improve the situation?
- ◆ What resources (time, people, money, connections) are available to you for tackling the issue?

Before you set out to do your desktop research, you first need to **identify the issue** – the problem. Although some issues need instant attention, it is nonetheless good to do some research before starting a campaign. By doing so we increase efficiency and chances of success. Sometimes the problem is obvious and at hand. In some cases, however, it might be less clear what the problem is. In this case, you can, for example, use problem trees¹ to identify the issue.

What is a problem tree?

A problem tree is a diagram which can help us identify issues and better understand their causes and effects. It should consist of three parts:

- tree roots represent causes for an issue,
- tree trunk is the issue itself and
- branches are the effects or consequences caused by it.



Problem trees are best done in groups. After some brainstorming, group participants should write down their conclusions either on flipcharts or colour cards and sort them out into different tree parts. The process of creating a problem tree is a good tool to raise awareness of the issue among a community. Since pictures are easily understood, they can also be very useful in presenting the issue to others.

¹ <http://www.sswm.info/content/problem-tree-analysis>

Once you identify the issue, you can move on to desktop research. Nowadays, information is not hard to come by. In fact, we even risk getting too much information. It is therefore important to **be as specific as possible** while searching for information on an issue, especially when we are doing it on the internet. When reading articles on news pages, **make sure that the information is reliable** – check what the source of information is. Moreover, do not stick just to one source but try to gather information from several sources.

If you wish to get more into detail or decide to search for original sources (scientific articles) you can do so on several pages (e.g. [Pubfacts](http://www.pubfacts.com)², [Google Scholar](https://scholar.google.com)³, [Plos One](http://journals.plos.org/plosone)⁴, [ScienceDirect](http://www.sciencedirect.com)⁵). It might happen that you will not be able to access some articles in full (abstracts are available though). In this case, you can try to contact authors of the article and ask them to share it with you. Desktop research may take up a lot of your time. Do it regularly (to a smaller extent) during your campaign to stay on track of the issue.

Once you gather information about the issue, you need to identify all **stakeholders** that are involved in it. Stakeholders are individuals, organisations, governmental bodies or companies that are either causing an issue, are being affected by it or could do something about it.

Let us say that you want to campaign against the smoke coming from a factory in your town. After you have done your research (read scientific articles, obtained relevant environmental data from research institutions) you have all reasons to believe that there is too much smoke, that the smoke is polluting the area and that it represents a health threat to people living near the factory. In this case, the smoke (pollutant emissions) is the issue. The stakeholders would be the company owning the factory (they are causing the issue – pollution), the people living nearby (they are affected by the issue – health risks) and state/municipal bodies (they could do something

² <http://www.pubfacts.com>

³ <https://scholar.google.com>

⁴ <http://journals.plos.org/plosone>

⁵ <http://www.sciencedirect.com>

about it – by creating and enforcing legislation).

Different tools, such as Forcefield Analysis⁶, Power Mapping⁷ or Tactical Mapping⁸, can help you to:

- identify stakeholders,
- define how they are connected to the issue and
- define relationships among stakeholders.

These tools are also helpful for communication and fundraising purposes. With them you can:

- Define the relationship stakeholders may have towards your campaign (who can help or harm your campaign).
- Identify stakeholders you must focus on in your campaign in order to achieve your goal (target audiences).

Last but not least, stakeholders can be a source of information on the issue you wish to tackle. Meet the stakeholders and discuss the issue with them. **Face to face meetings** are a good opportunity to gather information, to see whether stakeholders support your campaign idea, to build alliances and gain support or even come closer to resolving the issue without a campaign.

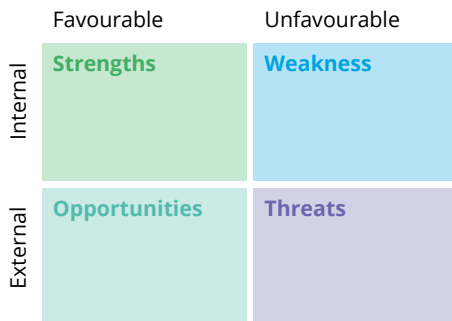
⁶ <http://www.extension.iastate.edu/communities/force-field-analysis>

⁷ <http://coe.stanford.edu/pre-med/documents/powermap.pdf>

⁸ <https://www.newtactics.org/resource/what-tactical-mapping>

Lastly, it is essential to know what **your capacities** are. A very useful tool which can provide you with a good **overview**, be it over the state of your organisation, the situation you are in or the issue that you are about to address is the **SWOT** analysis. This analysis enables you to look at existing and potential:

- Strengths,
- Weakness,
- Opportunities and
- Threats.



Knowing which and how many resources are available to you for the campaign can help you with the campaign strategy planning and activities to obtain additional funds (more about the latter in the [Fundraising](#) chapter of this publication).

During your research you may stumble upon similar past campaigns or a current campaign that is already addressing the issue. Learn from past examples (what was good, what was bad, what could be useful to you) and consider joining existing campaigns instead of creating a new one.

Developing a campaign strategy

Now that you are 'packed' with knowledge you are one step closer to your campaign and can move on to developing a **campaign strategy**. A campaign strategy is a plan that will guide your campaign and help you to achieve your goal. Proper planning of your strategy will enable you to be as effective as possible. It is good to make a simple and easy strategy, in order to have less problems in keeping track of your campaign and its implementation. Make sure to plan your strategy in

advance and to write it down. Once you have a strategy **it is advisable to:**

- Follow your strategy – that is why you have created it in the first place!
- Regularly monitor and evaluate your campaign strategy (what works, what does not?).
- Change your strategy according to the situation.
- Not change the strategy without examining the likely benefits of changes.

In your strategy you need to define:

- The **aim** of your campaign
- The **objective(s) and outcome(s)** of your campaign
- Tactics** you will use
- The **timeframe** and **timeline** of your campaign

Aim

A campaign's aim (sometimes known as goal or purpose) states what you **want to achieve or change**. Your aim should be specific and as realistic as possible. Form it as a short, clear and simple sentence. This way it will be understood easily by your colleagues, and the public. A realistic and achievable aim makes strategy planning easier and can be a morale booster for your campaign team.

Objectives and outcomes

Campaign objectives define **what needs to happen for you to reach your aim**. They are steps (or stages or subgoals) of your campaign. By setting objectives you can manage and follow your campaign more easily. Outcomes, on the other hand, represent the changes in stakeholders that will contribute to the campaign's aim.

Objectives can best be defined using the **SMART** method, which means they should be:

- Specific,
- Measurable,
- Achievable,
- Realistic and
- Time-bound.

Tactics

Tactics (sometimes referred to as techniques) are tools (or actions) used to reach your objectives. They can either raise awareness among people, attract the media or influence decision-makers. Some of the tactics are:

- Taking part in events
- Organising events (conferences, stunts, debates, demonstrations, marches, etc.)
- Raising awareness with different media (social media, videos, publications, etc.)
- Campaign advertising
- Mobilising volunteers
- Distributing campaign merchandise
- Lobbying stakeholders

There is no limit to the number of techniques that can be used in a campaign. Make sure, however, that you use techniques according to your resources and skills. In addition, use techniques that best respond to the stakeholders or the issue. How to define target audiences and communicate with your public will be addressed in a different chapter ([Campaign communication](#)).

Timeframe and timeline

The next step in planning your strategy is to form a timeframe and timeline. A timeframe is the time needed to achieve your aim, whereas the timeline is a schedule of tasks. Again, keep in mind that campaigns are unpredictable – the **timeframe and timeline may change**.

You can develop the timeframe by answering these questions:

What is the most realistic time to resolve this issue? The initial research should give you a better image of the issue.

Which resources are available for the campaign and how long will they last?

How much time does it take to do all tasks?

With the timeline you will get a **clearer image** of how realistic your campaign is, how much work on it will be needed, which tasks are ahead and when to do them. It will also help you to identify gaps, redistribute tasks and manage workload to avoid burnout of your team.

By defining the timeframe and timeline your strategy is more or less done. The only thing left for you to do, before starting the campaign, is to determine how you will communicate with stakeholders (chapter [Campaign communication](#)) and, if needed, how you will obtain additional funds (chapter [Fundraising](#)).

Project management applications

It is important to coordinate the work done on the campaign – for yourself and for the rest of the team as well. Online project management software can help you and your team plan your activities, monitor your campaign progress, set tasks and keep track of deadlines. Many of them are free and it is up to you to decide what works best for you when it comes to project management.

You can try, for example: [Trello](http://www.trello.com)⁹, [Asana](http://www.asana.com)¹⁰, [Agantty](http://www.agantty.com)¹¹, etc.

Campaign strategy checklist - a brief summary of chapter highlights:

- Make a campaign team with like-minded people. A team works better if members share values and interests.
- Divide tasks among yourselves. It is good if people do what they are good at.
- Do your research before you start a campaign.
- Plan your strategy before you start your campaign.
- Conditions may change. Change your strategy, if you have to.
- Have a simple and realistic campaign aim.
- Create S.M.A.R.T. objectives and outcomes.
- Use tactics that best respond to the stakeholders or the issue. Also, pick tactics according to your skills and resources.
- When determining your campaigns duration (timeframe), consider the issue, how much work is needed and how many resources are available to you.
- The timeline is a schedule which can give you a clearer image of your campaigns course.
- Various free online applications can help you manage your campaign, improve your work and thus increase your chances of success.

⁹ <http://www.trello.com>

¹⁰ <http://www.asana.com>

¹¹ <http://www.agantty.com>

References:

Amnesty International Campaigning Manual, 2001, London:

<https://www.amnesty.org/en/documents/act10/002/2001/en/>

Friends of the Earth Guide: How to campaign strategise: https://www.foe.co.uk/sites/default/files/downloads/cyw_39_campaign_strategise.pdf

Seeds for Change Resources: Planning your Campaign:

<http://www.seedsforchange.org.uk/strategy.pdf>

Virtual Knowledge Center to End Violence against Women and Girls,

Campaigns: <http://www.endvawnow.org/en/modules/view/3-campaigns.html>

The 10 tactics project: <https://archive.informationactivism.org/basic1.html>



Fundraising in campaigns

Sometimes, when we think of fundraising for a campaign we think of something complicated that not many of us might be good at. Raising money for a cause **requires certain strategy, planning and individual skills** but, once you learn how to do it, your campaign will get the additional support needed to successfully achieve its goals. In many cases, fundraising is one of the most important parts in the organisation of a campaign. We can organise grassroots campaigns (which are developed without any funds) but we all know that sometimes, when you, your team or organisation are planning a campaign, various costs emerge – for example, for materials, advertising, prizes, events, people’s work, etc. And if you are working in a non-profit organisation, why not try to do fundraising?

What makes a great fundraiser?

There are many things to learn and be aware of in order to become a successful fundraiser. The process can be long, but here are a few things for you to think about:

- Believe in the cause you are fighting for and be passionate about it – you know that saying: “Do what you love and love what you do”.
- Know your stuff – make sure you can give any possible information about your campaign and your organisation.
- Be confident, while still keeping moral integrity when asking for funds.
- Be a great communicator – communication skills are essential for a fundraiser.
- Be a great listener and show empathy – who does not appreciate that?
- Have a positive attitude when communicating with your target group.
- Use as much creativity as possible – especially if you are raising money online.

There are **different** elements that characterise fundraising. Fundraising implies that you aim to create a change in someone's behavior towards supporting your campaign, by, at the same time, giving information or raising awareness about your campaign. As Amnesty International points out, an important principle of fundraising is that it is all about supporting causes or people and not organisations (Amnesty International Campaigning Manual, 2001). Moreover, the target group, your potential or existing donors, are a key element in fundraising. Communication with them will imply the creation of relevant messages and calls for action.

How to fundraise

If you consider fundraising for your campaign, **you need to have a fundraising strategy** as a starting point. In your fundraising strategy you should try to include a variety of activities, usually both offline and online, that would help you raise money for your campaign. Think about the possibility of using this strategy in the future as well.

Fundraising can be understood as a process and, as any process, it involves different steps and elements. We will speak in the following paragraphs about what you should do through the fundraising process.

Shaping your fundraising plan

Set the **objectives and targets** that your fundraising action will achieve. Make everything specific: what will the money raised 'pay' for, the timeframe of your campaign, the amount of money you want to raise, who you will target, number of supporters you will reach, etc.

You can research on other organisations' fundraising actions. You should also make sure that the amount you plan to raise and the number of reached donors are realistic, based on your team and resource capacities. Consider also that the fundraising campaign might aim not only at raising the money, but also at creating awareness about your project (and organisation), finding new

collaborations, having impact on your reputation etc.

Tip: Keep your fundraising action short, in order to give the people the impulse to donate. If people have several months for donating, they will postpone it and end up never making the contribution.

Finding donors and maintaining a strong communication with them

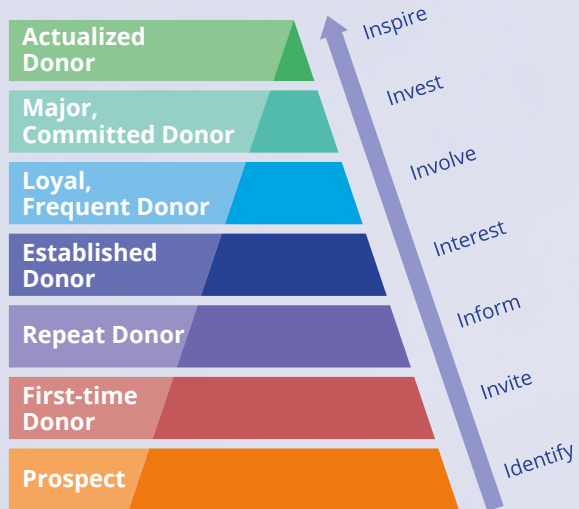
You should be thinking about **donors and supporters** in your campaign, if you plan to fundraise for it. If you or your organisation already have a **database of contacts** who could support your campaign, then use it and add new potential donors to it.

If you do not have such a database, it is time to create one. Do a research on all those individuals, companies, institutions who are connected to your field of activity or are interested in your activities. In order to monitor your relationship with the contacts, your database should contain information such as: name, address, email, telephone, record of contributions (dates, amount, how they contributed).



The Fundraising Pyramid¹

The fundraising pyramid (or donor pyramid, in some interpretations) is a tool that can help you better understand fundraising and think about your fundraising strategy. The higher you go into the pyramid, the stronger the relationship and higher chances that the contributions will be bigger.



Calling for action

You know your goal, you have your target group – **now it is time to start the actual fundraising**. You can promote and fundraise for your cause in various ways, both offline or online. **Offline**, you can send letters to target donors, organise an event, make your pitch face-to-face, use printed advertising (e.g. posters, flyers, billboards) etc. **Online**, you can use mailing lists, create a website where people can donate, raise money for your cause in social media, make a fundraising web application, etc.

The message and how you present it to the people is very important. Your message should be short, clear and realistic. For example: “Help us raise 200 EUR by April 15th 2017 to plant flowers for bees in May in 10 European cities” rather than “Help us raise 200.000 EUR for bees”.

¹ There are many interpretations of the fundraising pyramid, however we chose this one for being clear and easy to understand. For more information you can check out: <http://blog.abila.com/the-fundraising-pyramid-and-the-donor-life-cycle/>

How to make a pitch²:

1. Introduce the idea (What is the purpose of your pitch? What are you presenting?).

2. Tell something surprising or interesting in order to make the listener pay more attention to what you are presenting (Is there something unique about your campaign?).

3. Propose possibilities for further development regarding your campaign (How could your campaign grow in the future?).

4. Introduce the team members and their added value (What is the role of each team member within the campaign?).

5. Ask the decision maker to provide you with a decision (What do you need from the decision maker?).

6. Have a closing line and agree on something specific (What was the main idea of the discussion? What are the further steps to agree upon with the decision maker/ Is there a further meeting planned?).

Acknowledging your outcomes and giving thanks

At the end of the fundraising action, remember to **publish the results and state in a transparent way how the raised money will be used**. In order to consolidate the trust of your donors and general audience, give updates (on your website, in social media, via letters or emails) several months after the fundraising. You can share some nice stories about how the money was used, photos from your follow-up actions, etc.

It is very important to **thank everyone who donated** for your

² The 6 steps were inspired by the workshop of Zoltán Lehoczki during the training course “Act, React & E-Act” organised by International Young Naturefriends in Czech Republic in August 2016. Zoltán is Coordinator of International Communications at the Hungarian NGO “Természetjáró Fiatalok Szövetsége”.

campaign, no matter how much they donated. This will give them a sense of satisfaction and keep them interested in your future actions.

Online fundraising

Social media and online platforms are a great tool to reach your target audience and get more people to support your cause. According to the British social platform JustGiving, in 2014, 55% of people using **social media** when engaging with charity actions were inspired to make donations or act for the cause.

Here are some **tips** on how you can use online tools in fundraising:

- **Research on potential donors** by checking various indicators in social media, such as comments, Facebook likes and shares, tweets. Common hashtags could also be useful to identify the interests of your target groups.
- Make your online presence relevant to your target group by having **original and interesting content** in your website or social media accounts. Try to understand the online behavior of your audience and this way they will be more likely to want to contribute to your cause.
- **Create a powerful and emotive story** around your cause and use as much engaging content (photos, videos) as possible.
- Be creative and **give people the feeling that they are part of the cause** by involving them in the process. The online space gives you the possibility to engage your target group in using an application, playing a game, sending a photo or a video on a specific challenge, etc. For example, in 2014, the campaigns #NoMakeUpSelfie or #IceBucketChallenge attribute most of their success on giving people the chance to play a part and get involved in a challenge.
- A creative, **personalised “thank you”** message sent, at least online, increases your chances of having your donors support future campaigns.

What is crowdfunding?

Crowdfunding is a method which implies “raising money, awareness and support for a project, from the people around you”. It is usually done through an online platform where people can add their campaign and describe what they are raising money for.

A crowdfunding campaign can give you the validation that your campaign is useful and relevant to the society, when people are donating money through the platform. The already existing popularity of the crowdfunding platform helps you get more attention on your campaign. However, you will still need to invest your efforts into promoting your cause and making it attractive to the people.

When making a crowdfunding campaign:

- Give an **added value** to your campaign – what makes your story unique, among all the other stories promoted on the crowdfunding website?
- Make sure you still use **social media** for bringing more people to your campaign page.
- Create **audiovisual materials** to support your campaign description and your call for action.
- Before asking for money, create a **powerful story** around your cause.
- **Update** your crowdfunding page **regularly** – people like to know what is happening in your campaign and what is the progress of their support.

Here are some examples of crowdfunding platforms - take a look and see which ones fit your campaign:

[StartSomeGood](https://startsomegood.com/)³

[GoFundMe](https://www.gofundme.com/)⁴

[GlobalGiving](https://www.globalgiving.org/)⁵

[IndieGoGo](https://www.indiegogo.com/)⁶

[LaunchGood](https://www.launchgood.com/#/)⁷

[FirstGiving](http://www.firstgiving.com/)⁸

[CauseVox](https://www.causevox.com/)⁹

[JustGiving](https://www.justgiving.com/)¹⁰

³ <https://startsomegood.com/>

⁴ <https://www.gofundme.com/>

⁵ <https://www.globalgiving.org/>

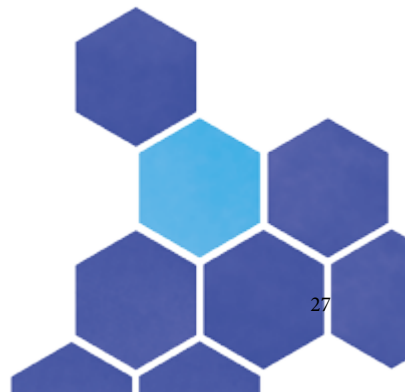
⁶ <https://www.indiegogo.com/>

⁷ <https://www.launchgood.com/#/>

⁸ <http://www.firstgiving.com/>

⁹ <https://www.causevox.com/>

¹⁰ <https://www.justgiving.com/>



Fundraising checklist - a brief summary of chapter highlights:

- Always start your fundraising plan with setting specific aims and objectives.
- Have a database for existing and potential donors.
- Identify offline and online activities for raising money, based on the type and purpose of your campaign.
- Make the fundraising message short, clear and realistic.
- Disseminate the results and tell how the money raised will be used.
- Give thanks to all those who donated for your campaign, regardless of their donation.
- Especially when fundraising online, create relevant and creative content, build emotional stories around your cause and engage your online audience as much as possible.

References:

Amnesty International Campaigning Manual, 2001, London:

<https://www.amnesty.org/en/documents/act10/002/2001/en/>

Designing a successful fundraising campaign for your NGO, Susan Pezzullo and

Julie Rice, International Youth Foundation, 2001, Maryland: <http://www.iyfnfnet.org/sites/default/files/Designing%20a%20Successful%20Campaign.pdf>

Friends of the Earth Guide, How to: raise money for your local group:

https://www.foe.co.uk/sites/default/files/downloads/cyw_47_raise_funds.pdf

JustGiving & Social Media Misfits, "Friends with money – a guide for fundraising on social media": <http://mirceaivanof.ro/ce-este-un-fundraiser/>

How to launch a successful fundraising campaign by Gail Guengerich, Upleaf.

com: <https://upleaf.com/nonprofit-resources/online-fundraising/how-launch-successful-fundraising-campaign>

Friends with Money. A guide to #fundraising on #social media, Social Misfits

Media, 2014: http://www.literacytrust.org.uk/assets/0002/8788/Friends_with_Money_-_a_guide_to_fundraising_on_socialmedia_from_JustGiving.pdf

What is crowdfunding, Crowdfunder.co.uk: <http://www.crowdfunder.co.uk/help/what-is-crowdfunding>

10 Secrets of Highly Successful Crowdfunding Campaigns, Nathan Hangen,

Ignitiondeck.com: <http://ignitiondeck.com/id/10-crowdfunding-secrets/>

Youtube video: Lecture 19 - Sales and Marketing; How to Talk to Investors

(Tyler Bosmeny; YC Partners), How to start a Startup: <https://www.youtube.com/watch?v=SHAh6WKBgiE>

Campaign communication

When you have your campaign idea, you plan your campaign strategy and are ready to implement your actions. But one of the most important things you should still consider is communicating about your campaign – promoting it to the audiences, making it visible both online and offline. There is a very popular saying which embodies briefly and perfectly the idea behind campaign communication: “If a tree falls in the forest, and there’s nobody around to hear, does it make a sound?”

How to prepare a communication strategy

Any communication process should consider the answers to the five questions: **Who? What? When? Where? How?** For your campaign communication you should also include the question **Why?**, as the purpose of communication will reflect the aims of your campaign.

We identify the following **elements** to be developed in a communication strategy:

1. Communication objectives

Your communication objectives should be aligned with your campaign’s aim and objectives. This will be the starting point in your campaign communication. What is the purpose of the message you are spreading? To raise people’s awareness about your campaign’s topic? To convince them to make an action in their community? To establish a community? To build strong online presence and engagement? To raise money for your cause? etc.

2. Target audiences

Target groups are a key factor in any kind of strategy planning. For your communication strategy, **choose the best audiences for your objectives and messages**. Sometimes, obvious audiences are not the most relevant ones for your campaign, so research on different types of target groups, understand their behavior in participation or interaction and, if possible, pre-test your messages and promo materials. Your messages will be much more effective if you target relevant audiences for your campaign.

When brainstorming or discussing with your team about the target groups for your communication strategy, use the following **questions**:

Who do we need to reach to achieve our communication objectives? (e.g. students in environmental field, high-school students, parents with small children, etc.)

What methods could we use to engage these people? (e.g. organise a free movie screening on your campaign topic at the university, have regular posts with photos and videos on Facebook, etc.)

When is the best time to interact with these people? (e.g. if there are some youth or student events in your community, check them out; if you are mostly promoting your campaign online, follow your target groups' 'habits' on social media, etc.)

Audience memory

People tend to forget what you are saying as follows:

- 25% of what you said after 24 hours,
- 50% of what you said after 48 hours,
- 80% of what you said after four days.

Still, they will remember the remaining 20% for some time.

Here are a few more **tips on how to reach your audiences**:

- **Keep them informed**; depending on the topic of your campaign, you can create some useful resources (e.g. guides, infographics, reports, etc.) and make them available for free.
- **Use your organisation's and your campaign's visual identity.** The visual elements that you use will make your message more noticeable and appealing.
- **Spread the word as much as possible:** your target groups might get information and be reachable through different channels (e.g. local/international newspapers, social media, events, meetings, newsletter, leaflets, etc.)

3. Content and messages

What you say is essential. The messages that you promote should be clearly in line with your campaign's goals and relevant to your audiences.

Consistency and being memorable are important characteristics of a message promoting your campaign. When planning your campaign content, make sure that it is unified and it does not confuse your audiences. If you let your audiences know from the beginning what you 'expect' from them, then they will feel even more engaged in your campaign. A good strategy for successful communication is to divide your message into maximum three small key messages that your audiences will remember.

"AIDA" is a great concept that you can use when shaping the content of your campaign messages and promo materials. What does it stand for?

A - attract attention through your messages

I - make your messages raise interest

D - create the desire in people to do something towards your campaign's cause

A - messages should turn desire into people's real action

4. Campaigning materials

Depending on target groups and objectives, your campaign materials can be promoted offline, online or, surely, a combination of the two. Campaigning materials can be used for getting people informed, raising awareness about what you are doing or taking action during the campaign (and motivate others to act as well).

Great types of visual content:

- Eye-catching photographs
- Inspiring quote cards
- Interesting data visualisations (e.g. statistics, reports, etc.)
- Engaging videos
- “How-to” guides
- Thought-provoking questions
- Cool infographics

The design of your campaigning materials is very important and it should be connected to your messages – this way you will attract more attention and interest. From the beginning, agree on which materials you will make for promoting the campaign and divide tasks among your team. Maybe someone is better at making newsletters, others create awesome posters, and someone else can build a web app for your campaign.

5. Media

Working with media can bring your campaign more recognition, but you need to know how to do it in an effective way. There are a **few principles that are important for media communication**:

- ◆ Being reliable: keep your word if you agree on some time (meeting point, deadline, etc.) with a journalist.
- ◆ Being accurate: give examples and share real stories.

- Being honest will bring your campaign a positive image and more visibility.
- Providing useful information: promote your stories; they are good and important to audiences, so media will be interested in hearing them.
- No begging or lecturing: they show nothing good. What is more, your campaign and organisation will be suffering the most.
- Make short clear sentences that can easily be cut and used later.
- Point out how people can join, etc.

6. Assessment of your campaign communication

At the end of your communication or promo actions, take a look back. Did you meet your objectives? Were the target groups the most relevant for this campaign? Were your messages and materials engaging enough? This will help you see **how effective your campaign was** and you will know which strategy and tools to use in future communication.

Offline vs. online communication

Offline communication implies most of the 'traditional' ways of communicating with your target groups or media. When we speak about the non-profit field, offline communication is still used, especially if you address target groups that do not really use the Web or if you want to place your message in a straightforward way (e.g. in a poster or a leaflet).

Most used ways of offline communication are:

- Printed materials such as brochures, posters, leaflets, banners, newsletters, etc;
- Other promo materials such as bags, t-shirts, etc. They should be made of eco-friendly materials - e.g. organic cotton for bags or t-shirts. It is very important that the promo materials you

create are environmentally-friendly and ethical;

- In-person events and presentations;
- Advertisements in newspapers or magazines;
- Bulk mailing/template mail sent simultaneously to a list of people (contacts list).

Although campaigns are still using offline communication to promote their cause, **online communication** brings great new opportunities for campaigners. It can reach a larger audience in a shorter time and it can be cheaper – even for free to some extent (e.g. creating a blog or an infographic). Especially if you are addressing young people, you will find many target groups online.

Online communication refers, for example, to the use of:

- Websites and blogs;
- Social media networks;
- e-Newsletters;
- Online magazines and brochures;
- Web applications;
- Visual and audiovisual materials that are most engaging online, such as videos, infographics, etc.

Tips for campaigning on social media:

- **Keep things visual** – in 2013 it was reported that photos get 53% more likes, 104% more comments and 84% more click-throughs on links than text-based posts.
- **Film it** - videos still earn the highest rate of engagement. If creating videos, make sure that they are not too long. The length of your video should be enough to send the message that you want to pass.
- **Use emotions** – people relate more to stories that appeal to emotions.
- **Have relevant content** – if you create original messages and materials that are interesting, useful or new to the target groups, they will pay more attention to it.
- **Be consistent in promoting your campaign** – keep a constant communication with your target groups on social media and make your messages strong and accurate.

Tools to use to promote your campaign

Image editors

Campaigns get more attention when you have catchy and creative visual materials that promote them. For creating collages, posters, infographics, etc., there are many image editors available on the Web that offer great features. Some of them are free or require to create a free account.

According to your purposes, you can try for example: [Canva](http://www.canva.com)¹, [Pixlr](http://www.pixlr.com)², [PicMonkey](http://www.picmonkey.com)³, etc.

¹ <http://www.canva.com>

² <http://www.pixlr.com>

³ <http://www.picmonkey.com>

Video editors

Like image editors, online video editors help you create catchy promo materials for your campaign. There are several editors available on the Web, either for free or requiring payment. Editors such as [YouTube Video Editor](#)⁴, [WeVideo](#)⁵ or [Magisto](#)⁶ are worth a try.

Email marketing services

To make communication with target groups or with stakeholders and donors more effective, it is recommended to create contact databases and mailing lists that you will use throughout your campaign. Email marketing services give you the possibility to send newsletters or personalised emails promoting your campaign or calling for action from your contacts.

For example, a free and easy-to-use tool for creating engaging newsletters is [MailChimp](#)⁷.

Ways to create web content

The visibility of your campaign can increase significantly if presented on a website or a blog. Building a website or a blog is something that you can do even without any expertise in coding or web development. On the Web you can find several open source content management systems (CMS) such as [Joomla!](#)⁸, [WordPress](#)⁹, etc. or web development platforms – for example, [Wix.com](#)¹⁰.

⁴ http://www.youtube.com/create_channel?upsell=upload

⁵ <http://www.wevideo.com>

⁶ <http://www.magisto.com>

⁷ <http://www.mailchimp.com>

⁸ <http://www.joomla.org>

⁹ <http://www.wordpress.com>

¹⁰ <http://www.wix.com>

Campaign communication checklist - a brief summary of chapter highlights:

- Define your communication objectives - they should be aligned with your campaign's aim and objectives.
- Choose the most relevant target groups for your campaign communication. Always think about: who you need to reach; in which ways you can engage your target groups; when to interact with them.
- Create and promote clear, relevant and memorable messages.
- Visual/audiovisual materials are key to a successful campaign communication. Use photos, videos, infographics, quotes, statistics, etc.
- When collaborating with media, be reliable and provide useful, clear information.
- At the end of communication actions, check: whether your objectives were met, your target groups were reached, your messages were engaging, your promo materials were relevant.
- Choose appropriate offline/online communication channels and tools.
- On social media, communication should be as visual as possible (photos and particularly videos are very engaging) and be built around stories and emotions.

References:

Amnesty International Campaigning Manual, 2001, London:

<https://www.amnesty.org/en/documents/act10/002/2001/en/>

How to write a communication strategy: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/6369.pdf>

Friends of the Earth Guide: Engage different audiences: https://www.foe.co.uk/sites/default/files/downloads/cyw_74_different_audiences.pdf

Friends of the Earth Guide: Raise your local profile: https://www.foe.co.uk/sites/default/files/downloads/cyw_63_raise_profile.pdf

Friends of the Earth Guide: Get the message across: https://www.foe.co.uk/sites/default/files/downloads/cyw_58_get_message_across.pdf

Friends of the Earth Guide: Use the media: https://www.foe.co.uk/sites/default/files/downloads/cyw_36_use_the_media.pdf

10 Types Of Awesome Visual Content Your Brand Should Be Creating Right Now [Infographic], Mary Stribley, Designschool.canva.com: <https://designschool.canva.com/blog/visual-content/>

8 Social Media Lessons You Can Learn From The Pros [With Templates], Mary Stribley, Designschool.canva.com: <https://designschool.canva.com/blog/8-social-media-lessons-can-learn-pros-templates/>

Marketing: 47 Facebook Statistics for 2016, Kit Smith, Brandwatch.com: <https://www.brandwatch.com/2016/05/47-facebook-statistics-2016/>

7 Powerful Facebook Statistics You Should Know About, Fastcompany.com: <https://www.fastcompany.com/3022301/work-smart/7-powerful-facebook-statistics-you-should-know-about>



Evaluation in campaigns

Very often while working on campaigns we forget about evaluation completely. It may also happen that we want to evaluate our work but do not know how - which tools to use.

However, evaluation is an **important and essential part** of any campaign. It should be planned from the earliest stages – together with the whole strategy. There are several **reasons** why campaigners should always use evaluation in their work:

- to make sure they are following the plan and staying on track;
- to improve the effectiveness of the campaign;
- to sum up successes of the campaign;
- to identify what needs to be done differently or improved in future campaigns;
- to learn from their experience;
- to share the results with relevant stakeholders involved in the campaign;
- to empower and motivate people involved in the project;
- to be held accountable - prove that they really worked on the campaign according to the set plan or that they used funds honestly.

In this chapter we will explore monitoring and evaluation – a process which can help you make your campaigns better and more effective.



What is monitoring and evaluation?

First of all, it is important to know what is the difference between monitoring and evaluation:

Monitoring is a process of collecting information about the performance and implementation of your campaign, gathering needed data for evaluating it later. It is usually done throughout the whole duration of a campaign – from the beginning till the end.

Evaluation is usually done at the end of a campaign and it analyses the data collected during the monitoring to draw learning conclusions and see if the campaign reached the set objectives and made the difference which you wanted to make.

How to plan evaluation and monitoring:

Planning evaluation can seem as a daunting task – what do you start with and which tools should you use? You can always divide it into smaller questions which will help you not to get lost:

Why to evaluate?

Who is involved?

When to monitor and evaluate?

What to evaluate? Which information do you need?

How to collect information?

How to report?

Why to evaluate?

This question seems to be obvious and not really needed - if we decided to make evaluation, we probably already know why? However, it is important to have **clear goals** for yourself before you even start your campaign. Evaluation of all aspects of a campaign can be a very big and long process which can take a lot of your effort and lower your motivation. It is much more productive to decide on



specific purposes of your evaluation. When you know the reason of your evaluation, you will know what you need to evaluate, who will be involved in the process and who will use the results of the evaluation. You can see the examples of reasons for evaluation at the beginning of this chapter.

Who is involved?

There are different groups of people (**stakeholders**) who will have interest in monitoring and evaluation of your campaign. Some of them will be directly involved in the evaluation process, while others will check reports and final results of the evaluation.

When answering the question *Who is involved?* we can divide it into two smaller questions: *Who will conduct the evaluation?* and *Who is going to use the information?*

Who will conduct the evaluation?

During the planning stages of your campaign, you can decide if you want to have **internal or external evaluation**. This will depend vastly on your budget and the scale of your campaign. Most probably, if your campaign has little or no funding, the evaluation will be organised and implemented by members of the project team who worked on the campaign. You can decide within your team who could coordinate the whole process of evaluation – to organise monitoring and evaluation activities, collect information and distribute it among other stakeholders.

If you have bigger budget and a wide campaign, you can also invite external company to organise evaluation for you – they will be responsible for collecting data, choosing the most appropriate methods and sharing the results with you.

Who is going to use the information?

Identifying various stakeholders and choosing to whom you will report the results of evaluation is important because it will influence what and how you will evaluate.

The **potential users** of monitoring and evaluation are:

- **The campaign team** – to know how well the campaign was organised, if it was successful or not, what its impact was, to use the results for improvement.
- **Funders** – to be held accountable for your work.
- **Board members and other people** from your organisation – for better decision-making on current and future campaigns.
- **Participants of the campaign** – to inform them about the results of the project.

When to monitor and evaluate?

The timing of monitoring and evaluation depends on the stakeholders involved in the process. If you need to present the results of evaluation to funders, then most probably you will have a strict deadline to respect and submit your report.

The best way is to decide on your **timing** during the planning stage of your campaign. The monitoring should be done **during the whole duration of the campaign** – therefore, you can already plan when you should have monitoring activities (for example, collecting information).

The evaluation is usually conducted **at the end of a campaign** – but it is important to remember that the results and conclusions will be reported to relevant stakeholders: people who organised a campaign, people who work in your organisation, funders, etc. Therefore, the timing will depend on them and how urgently they need the information.

What to evaluate? Which information do you need?

There are different types of evaluation depending on what you want to evaluate. As a rule, many guides on evaluation suggest the following three types:

- 1. Process evaluation** which measures effort and outputs of campaigns. It assesses the used methods, the implementation

and how well a campaign was delivered. Examples of questions in such evaluation: *How many materials have been put out? What has been the campaign's reach? How successful were the used methods?*

- 2. Outcome evaluation** measures effect and changes which result from a campaign. It assesses if you achieved the set aim and objectives of your campaign. Examples of questions in such evaluation: *Did some people change their behaviour? Has there been any desired change (attitudes, beliefs, etc.)?*
- 3. Impact evaluation** measures deeper changes or long-term results and shows if your campaign made a difference to the problem which you wanted to address. This is something that you can check some time after your campaign finished.

During the planning stage of your campaign you need to set indicators which will help you monitor the progress. Indicators are *measurable or tangible signs that something has been done or that something has been achieved*. (Monitoring and Evaluation by Janet Shapiro, CIVICUS toolkit)¹. You need to set indicators so that you know which information you will have to collect for the evaluation.

To develop indicators you can follow the next steps:

- 1. Identify the problem** situation which you want to address.
- 2. Develop a vision** on how your campaign could change this situation. This will give you impact indicators.
- 3. Plan the campaign** and activities which you will organise to reach the set objectives. Which methods will you use? This will give you process indicators to evaluate if you delivered your campaign well.
- 4. Develop indicators** for effectiveness – how to see if you reached aim and objectives in your campaign.

¹ Monitoring and Evaluation by Janet Shapiro, CIVICUS: <http://www.civicus.org/view/media/Monitoring%20and%20Evaluation.pdf>

Here are some examples of indicators for various types of evaluation that you can use while planning your campaign:

Process indicators:

- Number of working meetings you had during the campaign.

Outcome indicators:

- Changes in awareness and knowledge.
- Changes in attitude to the topic of the campaign or set objective.
- Changes in behaviour.
- Media frames - how the issue is presented in media.
- Policy change - if your campaign reached decision-makers and they changed the current law (or introduced the new one) connected with the issue you work on.

Impact evaluation indicators:

- Long-term outcomes of behaviours.

How to collect information?

You need to collect needed information to assess it later. The collection of information is done during monitoring actions which should be planned throughout your campaign.

Here are some ideas on how to collect the data for different types of evaluation:

Process evaluation methods:

- **Media tracking** - find a way to monitor how many hits your page got, likes and shares on social media, articles in newspapers, reports on radio and TV, etc.
- Collecting the information related to the **campaign implementation**: how many people were reached, how many responded, etc.
- Monitoring the implementation of the **strategic plan** of the campaign: if you organised all planned meetings, etc.

- Evaluation meeting by the project team - to discuss the campaign, its results and share the experience of each member.

Outcome evaluation methods:

- **Interviews** with your target group - asking open-ended questions about knowledge, attitude, etc.
- **Online surveys** before and after the campaign.
- **Direct contact** with participants - for example, your campaign can invite participants to make their own action and send you the information. During the evaluation stage you can see how many people you reached and try to contact them for interviews.
- **Tracking social media** comments and engagement.

Impact evaluation methods:

- **Repeated measures** - you can use the same evaluation method (for example, questionnaire) with the same group of people after some period of time.

How to report

Sometimes you have to make a report for funders and they have specific forms and deadlines which you need to respect.

If you want to make an internal report (among campaign team or organisation), you can decide on how and when you will present the results. First of all, you will need to assess the collected information and make some conclusions and recommendations.

You can create a written report and share it with chosen stakeholders.

Here is one idea for report layout:

Summary + Content

Brief information

about the evaluation and its results. It should be short and engaging so that readers would like to see the rest of the report.

Introduction - information about the campaign, who and how conducted the evaluation.

Findings - summarising the main results of the evaluation.

Conclusions - you can interpret the findings and draw some conclusions about the campaign.

Recommendations - specific ideas on what needs to be improved or which practices turned out to be successful.

You can also think of some creative ways of reporting - the most important thing is that you share the results and recommendations with the relevant people.

Hopefully you will be more motivated to plan evaluation of your campaign in the future - it can bring a lot of positive results and help you get better at what you do. It is also important to celebrate our achievements and successes - evaluation can help with this too.



Evaluation checklist - a brief summary of chapter highlights:

- Know the difference between monitoring and evaluation.
- Plan the evaluation at the very beginning of the campaign.
- Define the main goals of the evaluation - why do you need and how you can use the results.
- Define the stakeholders of the evaluation: project team, other employees of your organisations, participants, funders.
- Decide who will conduct the monitoring and evaluation: can you hire the external evaluation expert? If not, choose a person from the project team who will coordinate the process and prepare a report.
- Establish the timing of monitoring and evaluation: when do you need to present the results of the evaluation? How often will you monitor the implementation? When will you collect the information?
- Decide on what you want to evaluate: process, outcomes or impact.
- Define indicators to monitor the progress.
- Collect the needed information.
- Assess the information and present the results to relevant stakeholders.

References:

Amnesty International Campaigning Manual, 2001, London: <https://www.amnesty.org/en/documents/act10/002/2001/en/>

Virtual Knowledge Center to End Violence against Women and Girls, Campaigns: <http://www.endvawnow.org/en/modules/view/3-campaigns.html#307>

Monitoring and Evaluation by Janet Shapiro, CIVICUS: <http://www.civicus.org/view/media/Monitoring%20and%20Evaluation.pdf>

Learn more - Useful links

What is a campaign:

Wikipedia - Civil society campaign: https://en.wikipedia.org/wiki/Civil_society_campaign

Brian Martin, Nonviolence versus Capitalism (London: War Resisters' International, 2001) - Environmental campaigns: <http://www.bmartin.cc/pubs/01nvc/nvcp09.pdf>

Examples of campaigns:

The Right to Bee campaign: <http://yeenet.eu/index.php/campaigns/the-right-to-bee>

deMilked - 42 Of The Most Powerful Social And Environmental Ads That Will Change The Way You Think: <http://www.demilked.com/social-advertisement-powerful-ads/>

Greatist - The 10 Campaigns Helping Save Our Planet Most: <http://greatist.com/health/campaigns-saving-planet>

InspirationFeed - 20+ Environmental Awareness Advertising Campaigns: <http://inspirationfeed.com/inspiration/advertising-inspiration/20-environmental-awareness-advertising-campaigns/>

The Guardian - Top 10: climate change campaigns: <https://www.theguardian.com/global-development-professionals-network/2013/nov/15/top-10-climate-change-campaigns>

The Guardian - Top 10 sustainability campaigns of 2014: <https://www.theguardian.com/sustainable-business/2014/dec/24/top-10-sustainability-campaigns-2014>

Planning a campaign strategy:

Campaign Handbook - Planning the Campaign Strategically: <http://campaignhandbook.gef.eu/planning-strategically/>

Organizing for Power - Strategy & Campaigns: <http://organizingforpower.org/strategy-campaigns/>

New tactics in human rights - Strategy Toolkit: <https://www.newtactics.org/toolkit/strategy-toolkit>

Community ToolBox: <http://ctb.ku.edu/en/table-of-contents>

Iowa State University - Force Field Analysis: <http://www.extension.iastate.edu/communities/force-field-analysis>

SSWM - Problem Tree Analysis: <http://www.sswm.info/content/problem-tree-analysis>

New tactics in human rights - Map the Terrain: <https://www.newtactics.org/toolkit/map-terrain>

Top Achievement - Creating S.M.A.R.T. Goals: <http://topachievement.com/smart.html>

The Change Agency - Power mapping: https://gofossilfree.org/uk/wp-content/uploads/sites/3/2015/05/power_mapping.pdf

Community ToolBox - SWOT Analysis: <http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main>

Fundraising:

Abila blog - The fundraising pyramid: <http://blog.abila.com/the-fundraising-pyramid-and-the-donor-life-cycle/>

Youtube video: Lecture 19 - Sales and Marketing; How to Talk to Investors (Tyler Bosmeny; YC Partners), How to start a Startup: <https://www.youtube.com/watch?v=SHAh6WKBgiE>

Friends of the Earth - Hard up!: https://www.foe.co.uk/sites/default/files/downloads/cyw_17_fundraising.pdf

npENGAGE - The best of nonprofit fundraising designs: The best of nonprofit fundraising designs: http://npengage.com/nonprofit-marketing/designing-for-good-top-nonprofit-graphic-designs-episode-4/?utm_source=pirsocialsharing.org&utm_medium=&utm_campaign=pirsocialsharing.org

Nonprofit Tech for Good - Fundraising archive: <http://www.nptechforgood.com/category/fundraising/>

Campaign communication:

Friends of the Earth - How to: reach target audiences: https://www.foe.co.uk/sites/default/files/downloads/cyw_49_reach_audiences.pdf

Friends of the Earth - How to: give good media interviews: https://www.foe.co.uk/sites/default/files/downloads/cyw_68_media_interview.pdf

Canva - Running a Successful Social Media Contest: <https://designschool.canva.com/blog/social-media-contest/>

Canva - The Complete Guide to Nonprofit Social Media: Strategy and Design Tips for Success: <https://designschool.canva.com/blog/social-media-for-nonprofits/>

Evaluation in campaigns:

KnowHowNonProfit - Evaluating the impact of your campaign: <https://knowhownonprofit.org/campaigns/campaigning-and-influencing/developing-your-campaign-strategy/evaluating-the-impact-of-your-campaign#>

Harvard Family Research Project - Lessons in Evaluating Communications Campaigns: Five Case Studies, Julia Coffman: <http://www.hfrp.org/publications-resources/browse-our-publications/lessons-in-evaluating-communications-campaigns-five-case-studies>

Unicef Monitoring and Evaluating Advocacy - Companion to the Advocacy Toolkit, Julia Coffman: https://www.unicef.org/evaluation/files/Advocacy_Toolkit_Companion.pdf


A step by step guide to Monitoring and Evaluation: <http://www.geog.ox.ac.uk/research/technologies/projects/mesc/guide-to-monitoring-and-evaluation-v1-march2014.pdf>



This publication was created by Youth and Environment Europe.

Youth and Environment Europe (YEE) is a network of many youth non-governmental organisations coming from European countries. YEE's activities aim to promote sustainable development, environmental protection and nature conservation. All our activities are organised and carried out by and with the involvement of young people under the age of 30. YEE encourages all activities that can increase the knowledge, understanding and appreciation of nature and the awareness of environmental problems amongst young people in Europe.

www.yeenet.eu



The booklet Be(e) the change was created for all young environmental enthusiasts who want to organise a campaign, but feel that they would like to learn more about successful campaigning. Inside you will find chapters which explore different aspects of the campaign: definition of the campaign, planning a campaign strategy, fundraising, communication and evaluation. There are also useful links on different topics - to give you some ideas on what to read next.

Printed on recycled paper.