

CAMPAIGNERS KIT



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Campaigning to change our world

by *Jody Williams*

CREATING SUSTAINABLE PEACE IS NOT ATTAINED BY CONTEMPLATING A DOVE FLYING OVER A RAINBOW WHILE SINGING PEACE BALLADS. Sustainable peace with justice and equality must be built on a strong foundation of human security, not national security - a security based on meeting the needs of people and not one that focuses primarily on the defense of the apparatus of the state.

Too often the images of the dove, the rainbow, and the guitar-strumming “peacenik” are used to trivialize the work of those who believe in the possibility of peace and are willing to work for it. Creating the elements of sustainable peace comes from a long-term commitment to tackling the underpinnings of a world-view that accepts and promotes war as a heroic endeavor rather than recognizing the resource and power grabbing horror that it is.

Tackling that world-view has to be the collective action of civil society. No one individual changes the world on their own. No matter what anyone says. Alone, thinking about all of the challenges in today’s world, can be completely overwhelming and, worse, disempowering. But when we choose to work together in coordinated action toward achieving a common goal, there is little that we cannot accomplish. Each and every one of us has the power to contribute to lasting change.

When we choose to use that power together in collective action we can make the seemingly impossible possible. The accomplishments of the International Campaign to Ban Landmines are a powerful demonstration of “people power.” The goal of attaining a treaty banning antipersonnel landmines was once called a utopian dream. It became reality in 1997 because over 1,300 non-

governmental organizations in about 90 countries around the world had come together in a global coalition of coordinated action to push countries to do what they should have done on their own - ban landmines.

Other, similar coalitions have followed suit. In 2008, the Convention on Cluster Munitions became reality. In 2013, the Arms Trade Treaty was successfully negotiated. And in April 2013, the Campaign to Stop Killer Robots was launched with the goal of banning fully autonomous robotic weapons that would be able to make target and kill decisions on their own.

Coalitions work - even against seemingly impossible odds. The International Campaign to Abolish Nuclear Weapons is turning old ways of looking at banning nuclear weapons on their head and is helping move the world closer to the goal of a world free of nuclear weapons. The Campaign is taking on recalcitrant world powers head on and refusing to let them continue to control the debate.

Bringing about change is hard work; it is not impossible work. It takes NGOs and civil society working together in strategic, coordinated action, and partnering with like-minded governments and international organizations to make a vision reality. Change does not happen simply because we wish it would. It is the result of the hard work of millions of people around the world - every single day.

Building sustainable peace is not a utopian dream. It is possible. It is a wondrous adventure to be part of making that change happen.

#1

ABOUT A BAN

Nuclear weapons are the only weapons of mass destruction not yet explicitly prohibited by an international convention, even though they have the greatest destructive capacity of all weapons.

A global ban on nuclear weapons is long overdue and can be achieved in the near future with enough public pressure and political leadership.

A BAN WOULD NOT ONLY MAKE IT ILLEGAL for nations to use or possess nuclear weapons; it would also help pave the way to their complete elimination. Nations committed to reaching the goal of abolition should begin negotiating a ban now.

There are currently 17,000 nuclear weapons in the world in the hands of nine states. Countless studies and reports have documented the medical consequences of nuclear war, with the overwhelming consensus being that human security and survival depend upon such an event never taking place. A recent study by IPPNW documented one scenario, a regional nuclear war, which showed that as many as 2 billion people would likely face starvation in the aftermath of a limited nuclear exchange.

However, the detonation of just one nuclear bomb over a large city could create a humanitarian crisis for which no state or international organisation could provide an adequate response. Quite simply, the only guarantee that the Earth is not plunged into the horror of a nuclear detona-

tion is to ensure that it never happens; the only guarantee that it never happens is elimination. The International Campaign to Abolish Nuclear Weapons (ICAN) advocates for a treaty banning nuclear weapons as the next step in the global effort to free the world from the menace of nuclear weapons.

BACKGROUND

Although there have been several attempts over the past two decades to initiate new discussions about nuclear disarmament, very little can be reported in terms of tangible progress.

Existing multilateral disarmament forums remain deadlocked and stacked in the favour of the nuclear weapon states, who as yet have demonstrated little interest in leading the way towards the total abolition and elimination of nuclear weapons. Indeed, over the course of the two decades since the end of the Cold War, the

nature of the nuclear weapons debate has been obscured by politicised discussions about the global security environment and the insistence by nuclear weapons states that of their ‘right’ to maintain a “credible deterrent”, while observing a “step-by-step” approach to disarmament.

The initiatives that have achieved stockpile reductions are insufficient and are undermined by the billion-dollar modernisation programmes planned or taking place now by all the nuclear weapon states. Since nuclear weapons pose a global threat, the responsibility to relegate the nuclear weapon age to the dustbin of history belongs to all states. Continued failure on disarmament is not an option. As long as nuclear weapons exist, there is a real danger that they will be used again – either intentionally, by accident or by miscalculation.

A treaty banning nuclear weapons should be pursued by a committed group of states even without the participation of those with nuclear weapons. The only way we will see a clear rejection of nuclear weapons that will resonate with the international community as a whole is if committed governments take the lead in calling for negotiations for a ban treaty. The renewed focus on the humanitarian consequences of these weapons over the course of the past year – placing the real effects of these weapons at the centre of the debate – has presented us with a historic opportunity to achieve this goal.

WHY A BAN?

A ban on nuclear weapons would represent a tangible next step towards elimination. As we have seen with the biological and chemical weapons conventions, the explicit prohibition of those weapons has facilitated the processes towards their elimination, which are currently ongoing. A treaty banning nuclear weapons will not in and of itself entail absolute elimination of the nuclear weapons, but it can and should be seen as the next step forward.

Although the very nature of nuclear weapons raises serious questions about whether they could ever be used in a manner compatible with the law of armed conflict, some nuclear weapon states point to the lack of an explicit prohibition, and even the language of the nuclear Non-Proliferation Treaty (NPT), as justification for their continued possession and deployment of nuclear weapons. A ban treaty would clearly fill the legal gap that exists among weapons of mass destruc-

tion and place nuclear weapons on the same footing as chemical and biological weapons.

As we have seen over the course of the last year, the greater focus on the catastrophic humanitarian consequences of nuclear weapons is beginning to displace the tired arguments propagated by proponents of the status quo. By focusing on the actual, horrific consequences of the use of nuclear weapons, the burden of proof as to why the international community should continue to accept the status quo or indeed even the incremental approach to disarmament is placed firmly on the nuclear weapon states and their allies. Building on the humanitarian approach, a legal instrument prohibiting nuclear weapons in all its forms would reinforce and strengthen the stigma against these weapons.

A clear international prohibition on nuclear weapons would go lengths towards puncturing the “mystique” about nuclear weapons, which has for too long separated them from other weapons of mass destruction. The only separation between biological and chemical weapons and nuclear weapons should be the recognition that they are equally, if not more, poisonous and indiscriminate, and many times more powerful in their destructive capability. The stigma attached to biological and chemical weapons is well established; a treaty banning nuclear weapons would contribute to the notion that any state that continues to possess and threaten the use of nuclear weapons does so in the face of the moral repugnance and legal rejection of these weapons and the horrific humanitarian consequences they cause. As UN Secretary-General Ban Ki-Moon recently stated, “there are no right hands for the wrong weapons.”

Although it might seem strange to imagine a treaty banning nuclear weapons without the initial participation of nuclear weapon states, we should keep in mind that a ban is envisioned as a next step – a very significant one at that – and not the silver bullet to achieve the outright elimination of nuclear weapons. The effect that a ban would have in changing the way that nuclear weapons are discussed (and defended) would in itself ‘change the game’ and apply pressure on the nuclear weapon states to see clearly that their continued obstructionism and inaction is untenable. The ban treaty, once in force, would powerfully challenge any notion that possessing nuclear weapons is legitimate for particular states.”

WHAT ABOUT THE NUCLEAR NON-PROLIFERATION TREATY (NPT)?

The NPT has demonstrated success in developing a global norm against the acquisition, possession and use of nuclear weapons, and has, as one of its three main pillars, the goal of achieving nuclear disarmament.

However, the NPT is facing a credibility problem which is a serious cause for concern. While the non-proliferation element of the treaty has on the whole been observed by member states, the disarmament obligation stipulated by Article VI of the treaty - the only legally-binding commitment to pursue nuclear disarmament - has been ignored. While it is clear that the NPT has served as an important tool in preventing the wider spread of nuclear weapons, we should note that the NPT actually grants a special status to the five states who are members based on their prior possession of nuclear weapons - China, France, Russia, the United Kingdom, and the United States. Non-nuclear weapon states are concerned that the NPT only serves the interests of the Treaty's nuclear-armed states, leaving other states helpless to intervene and change the narrative.

Some point towards the risk of 'undermining' or 'distracting' from the NPT as a reason to not pursue any new avenues such as a treaty banning nuclear weapons. However, rather than posing a threat to the NPT, banning nuclear weapons could be seen as fulfilling the NPT's objectives of achieving non-proliferation and disarmament. The states who criticise the NPT for being too

favourable to the whims of the nuclear weapon states should welcome a treaty that levels the playing field providing an opportunity for empowerment for non-nuclear weapon states, who would be able to take substantive action towards a nuclear weapons-free world in an arena that treats all states equally.

In short a ban treaty would complement the NPT and perhaps serve as a catalyst to overcome the serious issues that have plagued recent preparatory and review committees.

CONCLUSION

The arguments are clear. The case for a treaty banning nuclear weapons is strong. States are starting to realise the implications of the evidence presented - that time is not on our side when it comes to nuclear weapons. We have seen it before - the bans on cluster munitions and landmines clearly show the importance of placing humanitarian concerns at the centre of disarmament efforts to achieve meaningful progress.

The work that ICAN partner organisations have undertaken over the last years has dramatically altered the discourse around nuclear weapons and has created the momentum for a change. Conferences in Norway and Mexico show us that we cannot forget what these weapons actually mean - unacceptable humanitarian consequences for which no state or international organisation could provide an adequate response - and the next step towards a world free of nuclear weapons must be a bold one.

It is imperative that we continue and build upon these efforts to achieve the turning point in the path towards elimination - a treaty banning nuclear weapons.



**#2 CHANGING
THE DISCOURSE
ON NUCLEAR
WEAPONS: WHAT
IT MEANS FOR
CAMPAIGNERS
AND WHY IT'S
IMPORTANT**

by John Borrie

How do weapons or means of warfare become outlawed? In a nutshell, there is a shift from a state in which an object or practice is legitimate – or more or less seen as acceptable – to one in which the prevailing view is that the given object or practice is unacceptable.

THIS POINT HAS RAMIFICATIONS for campaigners if a connection is drawn to the question of what campaigns need to do to succeed. What a campaign should do is to catalyse this change of state, and to give the push needed to achieving agreements that formalise desired new norms of behaviour, for instance in treaty law. To this end, campaigners are entrepreneurs, fixers, cheerleaders and ‘peer pressurers’ among their roles.¹ They try to change the way that policy makers think about a given object or practice with a view to a concerted objective; often by showing that this is more consistent with other ‘responsible’ norms of behaviour. Frequently, campaigns try to bring broader societal pressure to bear on official policy makers to encourage such re-evaluation. After pointing out a problem, campaigners pose both a solution and suggest the way forward for states to get to that solution.

However, time and resources are finite, especially for NGOs. It means careful thought must be given to an effective and workable strategy in order to achieve campaign goals, and the kind of tactics that will enable the strategy’s implementation.

This chapter briefly explores some basic understandings and methods about how to identify and achieve campaigning goals. It draws in part on some other recent international campaigns like those to ban anti-personnel mines and cluster munitions. Of course, in many respects nuclear weapons are different from these other arms. The focus here is on some of the features of the process necessary to bringing about the change – an end to nuclear weapons – that campaigners (and many others) wish to see rather than on the characteristics of the arms themselves. I’ll argue, as I’ve done elsewhere, that there are some features and challenges in common between contemporary efforts

to stigmatise nuclear weapons and past efforts in other domains.² Even where there are clear differences, comparisons can shed light on the dynamics of affecting multilateral policy discourse in general. I’ll introduce a few pieces of terminology that are useful to thinking about what it is that has to be done to outlaw nuclear weapons and how to do it.

A key point at the outset is that political or diplomatic processes (like so many other situations in which human beings interact) are intersubjective. That’s the first piece of jargon. ‘Intersubjective relations exist through the ways in which human beings engage in processes of mutual discovery, and, in so doing, their identities are in a process of continual transformation.’³ What it amounts to is that others may influence our perceptions and behaviour, and that what we say and do – especially collectively – could influence them. Although economics and political science students are often taught that states or human beings are primarily rational agents, this assumption is a construct of convenience. Human and state behaviour (since state policies are decided by human beings) are actually a lot more complicated, and adhere to a ‘logic of appropriateness’ at least as often as the maximization of utility based on a rational ranking of all possible preferences.

Intersubjectivity and the reality that considerations of ‘appropriateness’ often influence human behaviour suggest a couple of things. First of all, some of the policies and positions of states exist for reasons that are not entirely rational. These may be historical in origin or expedient rather than thoroughly considered. For instance, a government’s insistence that nuclear weapons are important for its national security might be because that’s been the national policy for a long time, or because it seems preferable to avoid an argument

with allies than to comprehensively evaluate security risks and needs from scratch. It might be harder to change a policy than to continue it even if what seemed like a good policy in one security context has become a belief system out of touch with reality in another. Entrenched perceptions rather than a truly fundamental problem may be at the root of difficulties for policy makers seeing how or why their governments should shift from such a status quo. But we usually cannot know this until we begin to look carefully at a weapon or practice of concern and ask critical questions about it.

TESTING BELIEF SYSTEMS USING A HUMANITARIAN APPROACH

The stories of the processes culminating in the anti-personnel mine-ban and cluster munition-ban treaties show that sometimes impetus to change policies to reflect circumstances or higher international standards of behaviour has to come from outside government circles.

Prevailing assumptions and policies need testing, and policy-makers should be put under pressure to justify these with evidence and an accompanying logic that stand up to proper scrutiny. The justifiable has to be separated from the circumstantial, and the evidence-based from the merely rhetorical.⁴ For instance, it's often heard that nuclear weapons helped to prevent the Cold War becoming a hot one because both the US and the Soviet Union feared the consequences of escalation to a full conflict that would likely result in 'mutually assured destruction'. Regardless of whether this clear cause-and-effect existed (and I, for one, doubt it; there were many factors, especially luck), it doesn't follow that nuclear weapons help to prevent war now.

Nuclear deterrence is a belief system based on assumed relationships between particular causes and effects. These relationships change as conditions do, and so it's a claim that should be critically examined because it has a bearing on whether nuclear weapons are viewed as acceptable or not.

Past processes have shown that there are various ways to test the assumptions and beliefs

of state policymakers about cause-and-effect, methods that are helped by taking an approach that is humanitarian in nature. By a humanitarian approach I mean *assessing the acceptability of means and methods of warfare in terms of their effects and not only the intent of the possessor or user, motivated and guided by concern to protect civilians from harm, or combatants from superfluous injury and unnecessary suffering.*⁵

On anti-personnel mines it was shown that the alleged military benefits of these victim-activated weapons were outweighed by their humanitarian costs.

Later, on cluster munitions, it was demonstrated that explosive submunitions are not as reliable as a lot of governments had believed, and in the range of contexts in which they had been used these weapons caused a persistent pattern of harm to civilians due to their characteristics.

Both the Ottawa and Oslo processes were highly data-driven, and campaigners played key roles in generating, analysing and evangelizing findings based on that data. It indicates that campaigners are on more solid ground than they would otherwise be in the rather technocratic governmental 'expert' debates often seen in arms control forums if the orientation of their inquiry is on the actual effects of nuclear weapons rather than the intended consequences or the purported uses these would be put to.

EXPERTS AND THEIR LANGUAGE

What is an expert? One would think expertise is based solely on criteria like skills, experience and knowledge, but other factors also influence whom we accept as an expert. In fact, academics (themselves a form of alleged 'expert' or knowledgeable practitioner) observe that we are more or less likely to privilege the views and opinions of others (which are often offered as facts) depending on their identity. Experts look and sound like experts, and tend to regard themselves experts – or at least, as not like the rest of us.

Yet studies show that, historically, 'official' experts' assessments on matters like security policy have a predictive success rate that is only slightly more accurate than random chance.⁶ It strongly suggests we should be more critical about some

kinds of expert claims, for instance that nuclear weapons are necessary, including the assumptions this claim is based on.

Knowledge is power, as the old saying goes, and power can manifest itself in which kinds of knowledge claim are given weight in a discourse, and which aren't. In the context of cluster munitions, it turned out that the knowledge most governmental 'experts' possessed was about how these weapons were designed and supposed to be deployed.

Many of those experts really knew little about the full extent of what the weapons actually did in terms of the full range of intended and unintended consequences. Yet some of these experts assumed – perhaps even pretended – that they did. This too indicates that healthy scepticism pays until knowledge claims have been independently tested, even (especially!) those of policy experts.

It also follows that the kind of terminology used in talking about an issue is itself significant. One example of this is the self-applied label of 'P-5' in the nuclear weapons context by the five NPT nuclear-weapon states (China, France, Russia, UK and US). Now, one could argue this is just shorthand or really stands for 'Possessor' and not 'Permanent'. But the possession of nuclear weapons by these states under the NPT has nothing to do with their status as permanent ('P') members of the UN Security Council. To the uninformed, it implies an association that serves to add legitimacy to their 'special' status with regard to nuclear weapons. Moreover, it sends a message to the world that nuclear weapons and permanent seats on the Security Council somehow go together. This is obviously unhelpful to the cause of stigmatising nuclear weapons as useless and unacceptable.⁷

CHANGING THE DISCOURSE

It follows that changing the discourse – the manner in which things are talked about, and what is talked about, including which questions are asked and answered – must be a goal for campaigning. Of course, what people say and what they think is certainly not always the same thing. But, as campaigners in the nuclear and other contexts have observed, the aim here is to expose the gap between what policy-makers say and what they do.⁸

By exposing and exploiting the existence of such gaps through their activities, campaigners can put considerable pressure on government policy makers to make their actions more consistent with their words. This is usually a gradual process requiring diligent and consistent effort to gather evidence, analyse it and deploy it to cross-examine 'official' knowledge claims and develop persuasive new ways to look at a given weapon or practice.

Historically, though, this approach has paid off handsomely for campaigners. And it is, of course, being undertaken on a range of arms-related issues right now alongside the humanitarian consequences of nuclear weapons.

FRAMING AND REFRAMING

Campaigners and policy wonks often bandy about the terms 'framing' or 'reframing' without explanation. Framing refers to 'conscious strategic efforts by groups of people to fashion shared understandings of the world and of themselves that legitimate and motivate collection action.'⁹

Now let's go back to the point made at the beginning of this chapter that nuclear campaigns seek to shift the world from a state in which nuclear weapons are widely seen as legitimate – or more or less seen as acceptable – to one in which the prevailing view is that the given object or practice is unacceptable. This is reframing; that is, moving from one such shared understanding to another.

Analysis of past campaigns suggests that devising an initial reframing (which can take some time) was extremely important for getting campaigners' argumentation and messaging right. This is the period before a reframing becomes widespread.

Consider this initial reframing with respect to cluster munitions. NGOs had voiced concern about these weapons on humanitarian grounds for decades, but the Cluster Munition Coalition (CMC) was only formed in late 2003. Initial challenges included building up the CMC, gathering greater evidence to use as proof of the hazards to civilians that cluster munitions created, and developing persuasive arguments for prohibition based on that.

During this period there were early contacts with more 'friendly' states in which arguments

were tested and refined, and partnerships developed (and from which a ‘core group’ of states eventually emerged). It introduced doubts into the minds of policy-makers in increasingly concerned governments about the accuracy and reliability of cluster munitions – assumptions that had largely been taken for granted until then. But until 2006 there was no commitment to a ban by any group of states. Nor was a political process in prospect beyond largely circular discussions in the Convention on Certain Conventional Weapons meetings in Geneva.

But people can be persuaded to change their minds, especially when there are (as one Norwegian diplomat in the Oslo process put it) ‘the right people, enough resources, and political backing toward a clear objective’¹⁰ that a compelling reframing affords. Crucially, initial collective reframing involved not just states (as targets) but also NGOs themselves as they integrated humanitarian evidence and argument into a coherent suite of tools to campaign with, as indicated by the evolution of the CMC’s call. The knowledge-based contributions of non-NGO experts, including from the ICRC, UN, media and academia also contributed, and lent credibility to NGO calls as well as some helpful intellectual diversity.

SHIFTING THE BURDEN OF PROOF

By the time the February 2007 Conference that initiated the Oslo process occurred, a framing had already been developed – even if there would be subsequent evolution in the precise wording of the CMC’s call, and many twists-and-turns on the road leading to final adoption of the Convention on Cluster Munitions on 30 May 2008.

The Oslo Declaration’s commitment by 46 states toward a ban on those cluster munitions that cause unacceptable harm to civilians reflected this framing, locked states into it, and made the goal politically attractive to an increasing number of other states. Moreover, the discourse during the Oslo process admitted humanitarian evidence on an equal footing with user/possessor claims and used the former to test the latter.

This humanitarian evidence and ‘define-and-then-ban’ discourse in effect shifted the burden of proof back on to users and possessors of the weapon. For the first time states were forced to justify claims that their cluster munitions were acceptable. This they were unable to do on the whole because these justifications were largely based on contingent, hypothetical scenarios rather than on real-world evidence.¹¹

In this vein, it’s worth considering that if there is anything that fits the mould of something based on contingent, hypothetical scenarios it is probably the concept of nuclear deterrence.

CONCLUSIONS

There isn’t space in this brief piece to explore all of the important contributions campaigns make to the achievement of normative goals, or indeed to cover all of the factors that contribute to a successful international campaign. But, if there’s a conclusion I’d like the reader to draw it’s as follows: it’s vital in the early stages of a campaign to develop coherent thinking, messaging and communication – even if there are internal differences about particular issues to solve later.

Campaigners themselves need to develop a critical understanding of what they are dealing with. That’s because these early stages of reframing are when campaigners are likely to have the most influence in painting a picture of nuclear weapons in a way that introduces doubts into the minds of policy makers about things they had simply assumed to be true. It’s then that such people can be (re) educated, empowered and enlisted, and helped to club together with others of like-mind.

Meanwhile campaigners can develop their arguments and improve their performance as advocates based on their interactions with such people – alongside those of less like-mind, which is also crucial.

Campaigners should also consider what kind of process would serve the objective of the campaign best, and how to get states (for instance, those in a core group) to adopt that approach and stick to it. In the cluster munition process, the February

2007 Oslo Declaration set the stage: it made the task of the subsequent Oslo process to figure out *which* cluster munitions caused unacceptable harm self-evident.

As mentioned earlier, the ‘define-and-then-ban’ approach taken by the Oslo core group during the international conference discussions over the 15-month Oslo process allowed campaigners to introduce independent evidence and argumentation based on the actual consequences cluster munitions. This evidence countered the rhetorical claims of states that their cluster munitions were not ‘worst culprits’ – building on prior research and campaigning work.

Late in the process, during the Dublin negotiation’s endgame, it was much more difficult to alter the track states were on in bargaining over specific points such as military interoperability provisions. Nuclear weapons as I said earlier are very different, but this would seem to be a relevant lesson in thinking about nuclear campaigning. It underlines that without the material power advantages states have, campaigners have to be smart to win the struggle over meaning inherent in efforts to stigmatise nuclear weapons through a ban treaty.

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4. Borrie, J. (2009). *Unacceptable Harm: A History of How the Treaty to Ban Cluster Munitions Was Won*. Geneva, Switzerland, United Nations.
5. For more discussion see Borrie, J. and T. Caughley (2012). *How Are Humanitarian Approaches Relevant to Achieving Progress on Nuclear Disarmament? Decline or Transform: Nuclear Disarmament and Security Beyond the NPT Review Process*. R. Johnson. London, Acronym Institute: 35-56. Online: <http://www.acronym.org.uk/sites/default/files/Decline_Transform_2012.pdf>.
6. See Tetlock, P.E. (2009). *Expert Political Judgment: How Good Is It? How Can We Know?* Princeton, Princeton University Press.
7. See Borrie, J. and T. Caughley (2013). *After Oslo: Humanitarian Perspectives and the Changing Nuclear Weapons Discourse*. Humanitarian Impact of Nuclear Weapons project paper no. 3. Geneva, UNIDIR: 16. Online: www.unidir.org.
8. See, for instance, Moyes, R. and T. Nash (2011). *Global Coalitions: An Introduction to Working in International Civil Society Partnerships*. London, Diana Princess of Wales Memorial Fund / Article 36: 78.
9. See Keck, M. E. and K. Sikkink (1998). *Activists Beyond Borders: Advocacy Networks in International Politics*. Ithaca and London, Cornell University Press, p. 3.
10. Borrie, J. (2009), *op cit*, p. 320.
11. Rappert, B. (2008). *A Convention Beyond the Convention, Stigma, Humanitarian Standards and the Oslo Process, Landmine Action*.



#3 GLOBAL COALITIONS

by Richard Moyes

Non-governmental organisations (NGOs) and other civil society organisations have become important actors in national and international politics. In many cases, where change is being sought to particular elements of policy or law, groups of NGOs have come together in coalitions in an effort to achieve that change.

IN THE FIELD OF DISARMAMENT and arms control such coalitions have achieved remarkable successes. The ground-breaking *International Campaign to Ban Landmines* was fundamental to the achievement of the 1997 Mine Ban Treaty, the *Cluster Munition Coalition* saw the agreement of the 2008 Convention on Cluster Munitions and most recently, *Control Arms* provided the momentum for the adoption of the international Arms Trade Treaty. Elsewhere, civil society coalitions have been fundamental to such achievements as the International Criminal Court, the rejection of child soldiers and many other policy and legal developments.

As ICAN grows in strength as a coalition, this chapter highlights some of the key features of civil society coalitions and some of the lessons that have been learned from past experience. Whilst all issues and coalitions present unique features they also share many common challenges. So whilst we should be wary of thinking past approaches can simply be replicated we should also recognise that our experience of working together in the past can make us yet stronger as we work together now and in the future.

Common characteristics of global civil society coalitions



A MEMBERSHIP

The basic characteristic of all global civil society coalitions is the membership:

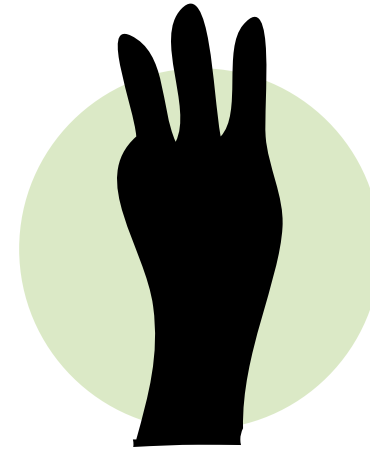
- » A coalition's membership might include a handful of organisations or several hundred.
- » Members might sign up to a charter with specific duties and responsibilities, or the affiliation might simply require endorsement of a common call.
- » Members are usually organisations rather than individuals, but there are often ways to include individuals in the coalition in one way or another.



A COMMON CALL FOR CHANGE

Global civil society coalitions come together in order to change practice, policy and sometimes laws at the global level:

- » This purpose is usually expressed as a call or mission statement and endorsing it is often the core requirement for becoming a coalition member.
- » This joint call is often the subject of negotiation among the members; it can be detailed or very broad but in any case it sets the parameters of the coalition's work



A LEADERSHIP

Many coalitions have in place a leadership to guide the policy and planning of the coalition and help facilitate the activities of the membership:

- » The roles and responsibilities of the leadership vary greatly among coalitions.
- » Leadership groups are either elected or appointed. Staff members are often employed to work on behalf of the coalition and coordinating the work of its members. Sometimes staff will be part of the leadership group and sometimes they may be more like a secretariat (yet either way they are likely to have a strong influence on the direction of the coalition).



A PLAN OF ACTION

There is often a general plan of action to achieve the global change that the coalition seeks:

- » Depending on the level of coherence within the coalition, this plan might be more or less detailed at the global level.
- » It could be a set of objectives on which governments to lobby through a campaign or global meetings, or it could be a more detailed analysis of the power dynamics and political targets among decision makers at the international level.
- » Members will often determine the best way to effect change in their own national or regional context.



A COLLECTIVE IDENTITY

Coalitions often promote a collective identity for themselves:

- » This can include a name, slogan, logo and visual identity.
- » Individual member organisations may communicate on behalf of the coalition, or identify themselves as members when undertaking specific actions, such as talking to governments or the media.

Global civil society coalitions tend to have the following characteristics:



Why do NGOs work in global coalitions?

CIVIL SOCIETY COALITIONS EMERGE for a variety of reasons. Some motivating factors include:

- » The desire to maximise NGO influence on advocacy targets in different countries, including helping activists overcome obstacles at a national level by drawing on international support.
- » The need to make the most of scarce human and financial resources and to avoid duplication of effort among NGOs working on similar issues.
- » The desire to ensure effective communications among key NGO actors working on a particular issue and to pool the expertise available to NGOs.
- » The desire to speak with one voice to avoid NGO disunity on an issue. Opponents will be all too willing to exploit differences in opinion among NGOs in order to undermine the overall goal being pursued.

Working in coalitions also provides a coordinated way for NGOs to forge and maintain strategic partnerships with external actors. It is easier for a government to relate to a coalition as a single partner that represents the range of civil society actors on an issue than to work out whom to interact with from among a host of organisations.

However, coalitions also impose costs and constraints on member organisations. A key trade-off when working in coalition is between the gains in effectiveness (stronger voice and wider reach) on the one hand and the amount of time and resources spent in making a coalition work on the other.

Coalitions have been described as a 'necessary bureaucracy' and every coalition an NGO joins brings with it another set of communications, another email list and another set of conference calls and meetings.

Two key themes: Trust and communication

AS COALITIONS COME TOGETHER and develop it is the trust between individuals and organisations involved and the flow of communication that will turn a group of organisations into a powerful policy-changing force. Trust itself can develop from effective communication, in particular from effective communication in the face of disagreement and tension. Tensions and disagreements are inevitable between groups of people and institutions.

The particular challenge for civil-society coalitions is that there are no fixed rules or practices regarding how these dynamics are to be addressed

or resolved. Such tensions can be very valuable, demanding scrutiny of policy positions, strategies and ways of working, but they can also create major problems if not addressed effectively.

Many of the issues that civil-society coalitions have worked on are very gloomy in their subject matter, often being focused on issues of deprivation or suffering internationally. Despite this, working in coalitions can be, and arguably should be, very enjoyable and very rewarding. Communication, trust and many other elements of collective work are greatly enhanced where people are enjoying what they do.



TEN LESSONS LEARNED

#1 BELIEVE CHANGE IS POSSIBLE

Even when critics and mainstream observers say the task is impossible, including your allies, it's crucial to have leadership that truly believes the goal is achievable and necessary.

#2 BE READY

When progress is difficult use the time to build the strength and reach of the network and to strengthen the coalition's evidence and arguments. Growing the coalition, supporting members in the production of research and analysis, and informal meetings with strategic partners can all build foundations for the future. This helps to build a community of practice ready to full advantage of opportunities when they arise.

#3 MOVE FAST AND MAKE IT INEVITABLE

Once the opportunity arises, move fast and keep up the momentum. Having an external deadline can help keep up the pace. This helps maintain a sense of humanitarian urgency. With momentum on your side you can foster a sense of the inevitability of the outcome.

#4 DOMINATE THE DATA

Building recognition that the coalition and its members are a reliable source for authoritative information on the issue at hand is vital to working with the public, the media, governments and international organisations. There is usually no need to overstate the case or inflate the problem in order to explain the need for change.

#5 SET THE TERMS OF THE DEBATE

It is not always necessary to win an argument you are presented with; it can be better to reframe the problem in a way that gives you the upper hand. Legal and technical arguments can be important, but they can also be ways by which the unacceptability of the status quo gets obscured or lost sight of. The burden of proof needs to be pushed onto those that claim reform is not needed or should only be limited and piecemeal.

#6 CONSTANT FOCUS ON THE HUMAN IMPACT

An key part of reframing the debate is to move beyond the common legal framing of balancing humanitarian and military considerations and to focus on the human suffering as unacceptable. This in turn sets the bench-mark for whether any proposed reform is sufficient or not.

#7 LEADERSHIP FROM THOSE DIRECTLY AFFECTED

Survivors and those directly affected should be leading voices in the campaign. They need to be supported effectively to ensure their inclusion and empowerment.

#8 A POWERFUL COALITION

Build a powerful coalition by being coordinated, diverse, inclusive, cooperative and 'affiliative' - understanding the different perspectives the coalition's members bring.

#9 FOSTER STRATEGIC PARTNERSHIPS

To change international law, a coalition will need to work in partnership with governments and international organisations. Where the coalition is made up of NGOs other key partners are likely to include parliamentarians, faith leaders, academics, journalists, amongst others. Individuals, personalities and relationships are sometimes more important than the policies and institutional mandates.

#10 DO A LOT WITH A LITTLE

It is vital to use resources strategically in ways that will actually contribute to change. One good contact with a strong relationship in a key country can be more important than a big public campaign in that country - the value comes from all of these contacts working together. It is often strong strategy more than anything else that enables the resources available to result in change.

#4 BUILDING A NATIONAL CAMPAIGN

by Erin Hunt

For ICAN to be successful internationally, we'll need to create strong national campaigns working to change national policies and campaigning in support of the international efforts.

It can be daunting to try to change national policy but with a strong and smart national campaign, it is possible.

Based on my experience campaigning nationally on landmines and cluster munitions, this chapter outlines a few of the key points to building and maintaining a national campaign.



SET GOALS AND PLAN YOUR CAMPAIGN

First things first, you and your team should determine what the goals of the national campaign are. It is going to be much easier to build a national campaign if you can tell people what you are working towards. Since this is the ICAN campaigner handbook, I'm going to assume that the overarching goal is to get your country to support and sign on to an international treaty banning nuclear weapons. That's great but you should have some smaller goals along the way as well that tell people how you are going to achieve our collective goal.

I always aim for SMART goals, you know specific, measurable, achievable, realistic, and time-bound. So instead of our country publically supports a ban on nuclear weapons, a better goal would be 'in 2014 our country makes or joins two statements on the humanitarian consequences of

nuclear weapons in international forums.'

Once you set some goals, it's time to come up with a plan. Different organizations have different ways of planning their campaigns; for some it is a formal strategic development process, for others it is an informal discussion. Just make sure your team is onboard with the plan and that everyone knows the plan.

The campaign plan will help you stay on track to meeting your goals and will keep us all focused on abolishing nuclear weapons. The plan should be flexible to accommodate new developments but clear enough that you won't get distracted. Once you know what you want to do, it's time to find the people to help you do it.



ENLIST ALLIES

You can create a successful national campaign with a small number of people but you will need to enlist some allies in your country. There may be people already working towards a ban on nuclear weapons in your country but you will also need to bring some more people into the campaign. If you haven't seen the Dancing Guy Leadership video, have a watch <http://youtu.be/fW8amMCVAJQ> because it is the best demonstration of why it is important to bring others into your campaign.

As part of ICAN you often have already have some ready-made allies. Other partner organizations of ICAN should be willing and eager to join forces. Don't forget to check and see if you have local branches of any of the large international organizations in ICAN. You can see the list of ICAN partners online at: <http://www.icanw.org/campaign/partner-organizations/>.

The Red Cross/Red Crescent Movement (RC/RC) recently agreed on a four-year action plan working towards the elimination of nuclear weapons (<http://bit.ly/IVgzJp>). This decision means that your national Red Cross or Red Crescent society should be working towards a ban on nuclear weapons too. The RC/RC carries a lot of moral weight; their traditional neutrality and commitment to humanitarian principles mean that most likely your national RC/RC will be taken quite seriously. One thing to keep in mind when working with national RC/RC societies is that the movement's neutrality may require them to take a more behind the scenes role in the national campaign, but having the Red Cross quietly working towards a ban on nuclear weapons will be immensely helpful to your campaign. To reach out to the national RC/RC society in your country check out the contact list <http://bit.ly/19cE0d8> and send them

an email asking to speak to the person working on nuclear weapons, disarmament or international humanitarian law.

Beyond the RC/RC national society and any ICAN members present in your country, other non-governmental organizations will be excellent allies for your national campaign. Humanitarian and human rights organizations will be natural partners for you and with the discussions about the environmental impact of nuclear weapons in Mexico environmental organizations could also prove to be valuable and engaged allies. The threats posed by nuclear weapons affect everyone so think creatively about who might be interested in working with you, student societies and youth organizations, trade unions, academics and think tanks, professional organizations, faith communities.

In my campaigning I view journalists, bloggers and media outlets as allies as well. They can help you get your message out and will help shape the national conversation about your campaign and our work towards a ban on nuclear weapons. The following chapter on Media will give you more information on how to work with media.

Once you have identified potential allies, how to enlist them will be up to you. Some national campaigns have held roundtables to introduce a large number of organizations to the issue and the campaign all at once; others have met with individual organizations to tailor their partnership proposal to each organization but you might have a different idea entirely. You are the expert on what will work best in your national context. The key is to get people on your team and then you've got to make sure to keep them informed and coordinated.



COORDINATE, COMMUNICATE, AND COORDINATE SOME MORE

With a plan and allies, you are pretty much unstoppable as long as you coordinate with your allies and keep the lines of communication open. Share the plan with your allies so they know what the goals are and how everyone can contribute to reaching those goals. Keep your allies informed about the campaign, what's going on and what's

next. Communication and coordination will be the difference between a campaign that works and a campaign that flails.

How you communicate and how often you are in touch will depend on your style but the communication will allow you to keep energy up and keep everyone engaged.



WORK WITH DECISION MAKERS AND PARLIAMENTARIANS

When you are lobbying internationally, you will often meet with diplomats and government officials. National campaigning is not much different. Meeting regularly with government officials to discuss the national policy and the campaign more broadly is an important yet often overlooked aspect of national campaigning. Government officials write briefings and often pass information on to the top decision makers in your government so staying in touch with them will help you get your messages up to higher levels in the government. Government officials can be your allies in advancing policy change in your government or in increasing the importance of the nuclear disarmament in your country's foreign policy. Keep in mind, these government officials are the people you will be seeing again and again at international events and at national events, so it will be very beneficial to cultivate a good relationship with them even if you disagree on the issue.

In most countries, politicians will have the final word on your country's policy about nuclear weapons so it is crucially important to include working with politicians in your national campaign plan. In Canada, we've had the most success working in a non-partisan manner when dealing with our federal government. We meet with all parties (not just the governing party) to discuss our issues and ask for their support of our campaign goals. Keeping friendly parliamentarians updated through letters, emails and phone calls can help build a sense of partnership and encourage them to stay focused on our issue amidst the many issues calling for their support. In addition, we encourage supporters to write to their MPs and the relevant minister to share their views about disarmament.

Meeting with politicians sounds a lot more intimidating that it really is. We often forget that politicians are just normal people. Parliamentarians and politicians are your representatives so your views should matter to them. As long as

you review the resources available about nuclear weapons and the ban, plan your asks and practice your arguments, you most likely will know more about nuclear weapons than the parliamentarian or the politician.

I've spent the past two years working to get amendments to a piece of legislation in Canada's parliament with some success but it has been a learning experience. I'm going to share some of the little tips and tricks I've figured out through all this work in parliament.

» **DRESS THE PART** - it sounds superficial but it is easier to be taken seriously by parliamentarians when you dress appropriately. You'll know what is appropriate in your country but in all countries if you look like someone who knows their stuff people are more likely to listen.

» **TAILOR YOUR MESSAGE** - know who you are meeting and research their interests, their issues and their biography so you can shape your message to them. A ban on nuclear weapons will be relevant to everyone you just need to figure out how the issue is relevant to the person you are meeting. For example, if you are meeting someone who represents a rural area perhaps mention the impact of nuclear weapons on agriculture.

» **STAFF MEMBERS ARE IMPORTANT** - having good relationships with political staff is as important as maintaining a good relationship with the parliamentarian. The staff are more likely to have time to talk to you, they will be the ones who help write speeches, they can influence the priorities of the parliamentarian and they may be the ones who decide if you get a meeting or not.



ADAPT TO YOUR NATIONAL SITUATION AND HAVE FUN

In addition to your campaign plans, ICAN sends out action alerts when a collective effort is needed. The action alert is a great opportunity to get your national campaign mobilized.

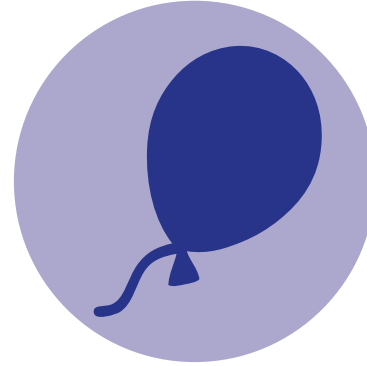
Make sure to adapt your actions to the national context to help the action gain traction in your country. Maybe you might need to change for cultural, environmental or political reasons. For example, the International Campaign to Ban Landmines held a “lend your leg” campaign that involved rolling up a pant leg for a day to draw attention to the landmine issue.

To allow the action to adapt to cultural contexts they provided suggestions that did not involve exposing skin; to adapt to a tense political situation one national campaign changed their plan and two mascots led the campaign with an awareness message rather than issuing political call for their country to join the Ottawa Treaty and to adapt to the remarkable cold in Ottawa, Canadian campaigners asked people to only roll up their pant leg long enough for a photo.

National campaigning is hard work so make sure you have fun while doing it. Public events often get better reception if they are fun and unusual. One very fun campaign action that comes to mind is when colleagues in South Korea rode the subway dressed as cluster bombs to bring attention to their country’s continued presence outside of the Convention on Cluster Munitions. Not only was the action fun for the campaigners, it was fun for spectators and newsworthy.

ICAN campaigners have used art actions to convert images of nuclear weapons into other things through the *Bombs No More* activity or allowed to people to *Eat the Bomb* using nuclear bomb shaped cookies or cake (delicious and fun).

Even if it is just celebrating your team members’ birthdays or bringing a treat to a meeting, having fun in your campaign will keep everyone motivated and engaged.



CELEBRATE AND KEEP MOMENTUM GOING

I won’t lie to you there will be setbacks, some governments aren’t going to be supportive of a ban on nuclear weapons right way and you might not achieve all your goals on the timeline you want. With national campaigning, you risk getting tunnel vision and feeling very discouraged by national setbacks.

There are a number of ways to deal with setbacks. The first is to find a win in every loss. For example, in our lobbying of Canada’s Parliament about cluster munitions, we have not yet been able to get the changes we want in the legislation but we have forced a small concession from the government and had our campaign actions cited in parliamentary debate. We may not have gotten everything we want but we have got the government to admit the draft legislation is flawed and that’s worth celebrating.

Another way to deal with setbacks is to use them as campaigning opportunities. If your country does not attend a meeting on the humanitarian initiative or does not sign on to a humanitarian statement despite your best efforts, that is an opportunity to reach out to the media and friendly parliamentarians to ask your government to explain themselves. Disappointment can open a window for further discussion and a better result in the future.

If you are working in a ‘weasel state’ or are just not reaching your goals always keep an eye on the global progress towards a ban on nuclear weapons. Global success can be very motivating even if you aren’t seeing much progress at the national level.

Regardless of whether or not you are meeting all your goals, make sure you celebrate your successes and the small victories that will come your way. Good news keeps your allies excited about the campaign, show progress and keeps your momentum going. Did your government attend an international meeting on nuclear weapons? Great, let people know! Did you get a response to a letter? Wonderful, celebrate that the government is paying attention! Was there a question in parliament? Amazing, share the video or the text! You get the idea - and spread through your campaign.

**IF YOU ARE
EXCITED, THE
ENERGY WILL BE
INFECTIOUS.**



#5

HANDLING THE MEDIA

by *Kate Wiggans*

How does the shift that is occurring in journalism and traditional media in general affect the efforts of civil society in the field of disarmament?

There are both pros and cons to the fact that increasing numbers of people today read or see the news online, as opposed to in a newspaper.

Among the pros are the fact that newsgathering in the digital age requires an enormous amount of content for an astronomically large number of digital media outlets all over the world, so with some informed research and a good, focused pitch, there is a much better chance of you getting your story published on a regional or continent-specific outlet: they are hungry for the colourful, unusual, feisty content that civil society can provide. The popular trend towards millions of people using sites such as the Huffington Post and Foreign Policy as their main source of commentary, or opinion, on current affairs also means civil society has much better access to platforms where they can showcase their expert knowledge and advocacy position via blogs or special editorial contributions. The fact that this piece of news related to your campaign or issue is then online also makes it far easier to archive and share much more widely through your own social media networks.

The downside of this shift is that the voracious appetite the modern news media now has for information means that for the big-name, global outlets there is even fiercer competition to get the story out, which can mean that the more in-depth, contemplative issues that are often connected to disarmament campaigning and the process of negotiating international humanitarian treaties can be diluted in the name of hastily written headlines and page hits. News is classed as news for a fraction of the time that it was when the International Campaign to Ban Landmines started in 1992, for example. Spotting the often tiny windows of opportunity to pitch a story is a big challenge, which is why every campaigner needs to be aware of the new stories relating to his or her country, and to flag these up to their colleagues in the campaign.

How has **Twitter** changed the way we contact journalists and the way they look for stories?

Although I've been out of the true journalism game for a long time, I know that all of my friends who still report the news use Twitter as a staple source of vital information now.

Where once it would have been a case of arriving at the office in the morning and skimming the pages of all your rival newspapers / listening to the headlines on all your rival radio stations, it is now a matter of checking the Twitter handles of the outlets or journalists in question on your way into work. One BBC journalist I know once managed to find, research, produce, edit and publish a story on the BBC News website without leaving his office in his garden shed. He had all the technology he needed at home (these days just a computer and a working internet connection) and he found the story itself - an exclusive - on Twitter.

It is now possible to contact journalists directly and begin a conversation with them about a particular story or issues, without having to know their phone number or email address. However, there are important cautions to note: it is not a good idea to contact a journalist on Twitter unless you really do have something salient to say, or some genuinely interesting information to impart.

Also, it is vital to note that if a campaign really wants to use Twitter to augment media interest in its work then this should ideally be the work of one dedicated person who is familiar both with media outreach and the established "etiquette" of the social networking site - it might only be 140 characters per Tweet but composing good ones takes thought and time, not to mention being able to respond in a timely way to any replies: vital if you want to gain any real traction with your contacts.

In terms of gaining media coverage I think what I outline above about the increased competition of the rolling global news gathering system today is a real challenge to getting more detailed stories about disarmament initiatives or proactive campaigns covered.

I also think that the reduction in numbers of experienced foreign correspondents, whose knowledge of a particular region and its relevance to disarmament initiatives is a huge help when pitching stories, has made life more difficult for campaigners to sell the story to other editors and journalists less invested in the issue.

Social media has provided campaigners with an unprecedented platform on which to spread their messages and generate significant momentum in support of their work, but this activity needs to be co-ordinated and targeted, which is hard work.

What are the main challenges facing campaigners working in the field of **humanitarian disarmament**?

What are some of the "hooks" campaigners should be aware of when trying to **grab the attention** of journalists?

E.g.s of "reactive" hooks i.e. when the campaign should react quickly to something external that has already happened.

- » **IF THE WEAPON** or means of conflict you are campaigning against is used, sold, mentioned during high level UN summits, seized or otherwise claims victims campaigners should always assess whether or not to seek any media coverage, or to add to any news already circulating about the incident(s).
- » **IF A GOVERNMENT** makes a national policy decision that could support / threaten the campaign and / or treaty process, that could create a good way in for campaign messages in media outlets.
- » **IF THE PROCESS** to negotiate or implement your disarmament treaty sees a big change - either positive or negative - and especially if this change is accompanied by an announcement / statement by a leading government representative and / or a significant number of states - campaigners can use this to generate a media hook, although for this to generate good coverage it would need to be a really significant event (e.g. the US signing the Arms Trade Treaty - the US signing anything in fact!).

E.g.s of "proactive" hooks i.e. when campaign can plan to proactively pitch stories around upcoming events.

- » **ANNIVERSARIES** of the campaign being established, of treaties being signed / entering into force can be used as a hook to forward plan news feature stories explaining the work of the campaign. Anniversaries of the use of the weapon system in question are even better at portraying the issues in question.
- » **ARRANGE FIELD TRIPS** for journalists to see the impact of the weapon you are campaigning against: visit affected areas, meet survivors and their families, watch weapons being destroyed or dismantled. This makes the issue much more real and therefore gives the media something more tangible to engage with.
- » **REPORT RELEASES** - packs reducing all the most interesting information into bite-sized, headline-grabbing chunks can be prepared and circulated to the media at a pre-arranged press conference.
- » **PHOTO SHOTS.** These can happen in tandem with press conferences - either just before or just after - and need to include something visually interesting and illustrative of the campaign's methods and purpose.
- » **STUNTS.** If done well these can themselves generate enough interest to create news - otherwise they can be documented by campaigners and used in a press release afterwards. Examples that can be effective are flash mobs, demonstrations in key locations / on key dates, visually compelling installations. Handicap International's pyramid of shoes quickly became one of the main symbols of the anti-landmine movement, for example.

How can campaigners effectively use **traditional forums**, such as the UNGA First Committee and other relevant meetings of state parties, in their media outreach efforts?

I think the best way to use UN disarmament meetings and Meetings of States Parties to existing treaties in media outreach is to invite journalists to come along to the meeting itself. This will be a very hard sell, especially outside of the UN confines, but if you can convince a journalist to invest the time to actually attend the conference to understand it better, talk to delegates, attend side events, interview campaigners and see the thing in action you have a much better chance of getting detailed, well-informed coverage of the conference and even if this is only in one outlet, that kind of quality coverage could be more beneficial than four or five very short stories elsewhere.

Failing this, securing the support from the highest-level delegates to contribute to your media outreach efforts would also be a huge help (though also not always easy to do). As outline above, these conferences can also act as a hook for a story about the campaigns work, or the issues it seeks to raise awareness of, even if the conference itself doesn't make the news.

What are some of the **biggest mistakes** people make when contacting journalists? What are the big NO-NOs?

- » **NEVER CONTACT A JOURNALIST WITHOUT FIRST BEING SURE** about what exactly their job is: what issues interest them, what they write about, which geographical area they cover etc. Make your pitch as interesting as possible for them.
- » **DON'T ASSUME THE JOURNALIST KNOWS ANYTHING** about the campaign you work for or the issue you campaign on - explain everything but don't use jargon!
- » **DON'T WRITE LONG EMAILS** - they don't have the time to read them and will just disregard them if they're really long. If you can't get your pitch across in less than 200 words you need to rethink it.
- » **DON'T MAKE PROMISES YOU CAN'T KEEP** - they will come back to bite you! Be clear from the start about what is possible, and be realistic without limiting what you can offer too much.
- » **DON'T FORGET TO PROVIDE ALL YOUR CONTACT DETAILS** - phone number, Twitter handle, email etc - you have to make it as easy as possible for them to get back in touch with you!

What are the elements you need to consider when you draft a media strategy for an event or a release?

What are some of the most important points to remember when **drafting a press release** or trying to place an op-ed in a traditional media outlet?

When planning all kinds of press releases, op-eds, strategies and events timing is everything.

Can you link the event or the release to an external event to increase the newsworthiness? What other stories might you be competing with on your planned release date (thereby limiting your chances of good coverage)? Who will be available as spokespeople on the day? How will you ensure your op-ed is timely or linked to other media coverage?

Which geographical area is the most important to target - vital to consider so you can factor in timezones. Will the event or the release be embargoed (often a useful tactic to ensure good and accurate coverage of the launch of complicated reports - it gives the journalists time to digest and analyse the expert information).

How do you write the **perfect pitch**?

There are some tips to writing a good pitch to journalists, but the best advice in my opinion is that the best pitches aren't written at all, they are spoken.

If you have planned well, put together an interesting, new opportunity to report on a particular issue, researched the best journalist to speak to and found their correct contact details then being able to sell your story to them in person - either on the phone or face to face if possible - will most of the time get much better results than an email, even if the email is personalised.

"Cold calling" a newsroom to speak to a journalist you don't know can be an intimidating experience, that is for sure! But be confident and don't forget you are offering them something, in any case even if they aren't interested in the story they will remember you more clearly if you have called, and will appreciate you more for doing so.

If your strategy is to issue a stock release or media advisory to a big list of contacts here are some tips:

- » **KEEP THE PRESS RELEASE / ADVISORY SHORT!** No more than an absolute maximum of two pages of A4.
- » **PUT THE MOST "NEWSWORTHY" ELEMENT OF YOUR PITCH AT THE VERY TOP** - in the headline of your release and especially in the subject line of your email.
- » **IF YOU INCLUDE AN INTRODUCTORY TEXT TO THE RELEASE KEEP THAT SHORT AND FACTUAL TOO** - make sure your contact details are clearly visible.
- » **PASTE THE RELEASE / ADVISORY INTO THE BODY OF THE EMAIL** you are sending - be careful not to lose your logo positioning or formatting.
- » **MAKE SURE YOU BLIND COPY ALL THE EMAIL ADDRESSES** if you are sending to a list - it is bad form to reveal everyone's contacts.



#6 SOCIAL MEDIA

by Lorey Campese

Having a Facebook page for your cause is no longer optional. It's a necessity.

Having a robust digital presence for your campaign means increased legitimacy, provides an unparalleled forum for increasing awareness, and ultimately allows you to reach the 1.5 billion people that use actively use social networks without leaving your office.

If you're interested in having your cause heard, reaching a maximum number of people, and creating real change in the digital age, you're going to have to utilize social media.

Printed petitions, letters to government, and of-line campaigning are undoubtedly still important. Depending on where you're campaigning, they may in fact be the most important. However, in order to execute effective and successful campaigns

it's a good idea to begin utilizing digital outlets to promote your messages and actions.

This chapter will provide an overview of social media campaigning, give you the basics for success, and dive deeper into some tips and strategies to take your organizations, coalitions, and campaigns to the next level in the digital world.

THE BASICS

Platform selection

THE FIRST STEP to executing brilliant social media campaigns is ensuring that you have a solid foundation to begin broadcasting content. This starts with platform selection. If your organization doesn't have a solid social media presence yet, you should start by selecting which platforms you want to use. If your campaign already has a social media presence, you should do an analysis of whether you're using the right platforms and the right number of platforms.

For those just beginning, Facebook and Twitter are the recommended starting points. These platforms tend to be the most effective tools to date for promoting cause-related content. Given their importance for activism, advocacy, and increasing your campaign's brand awareness online, some tips for Facebook and Twitter campaigning can be found at the end of this section.

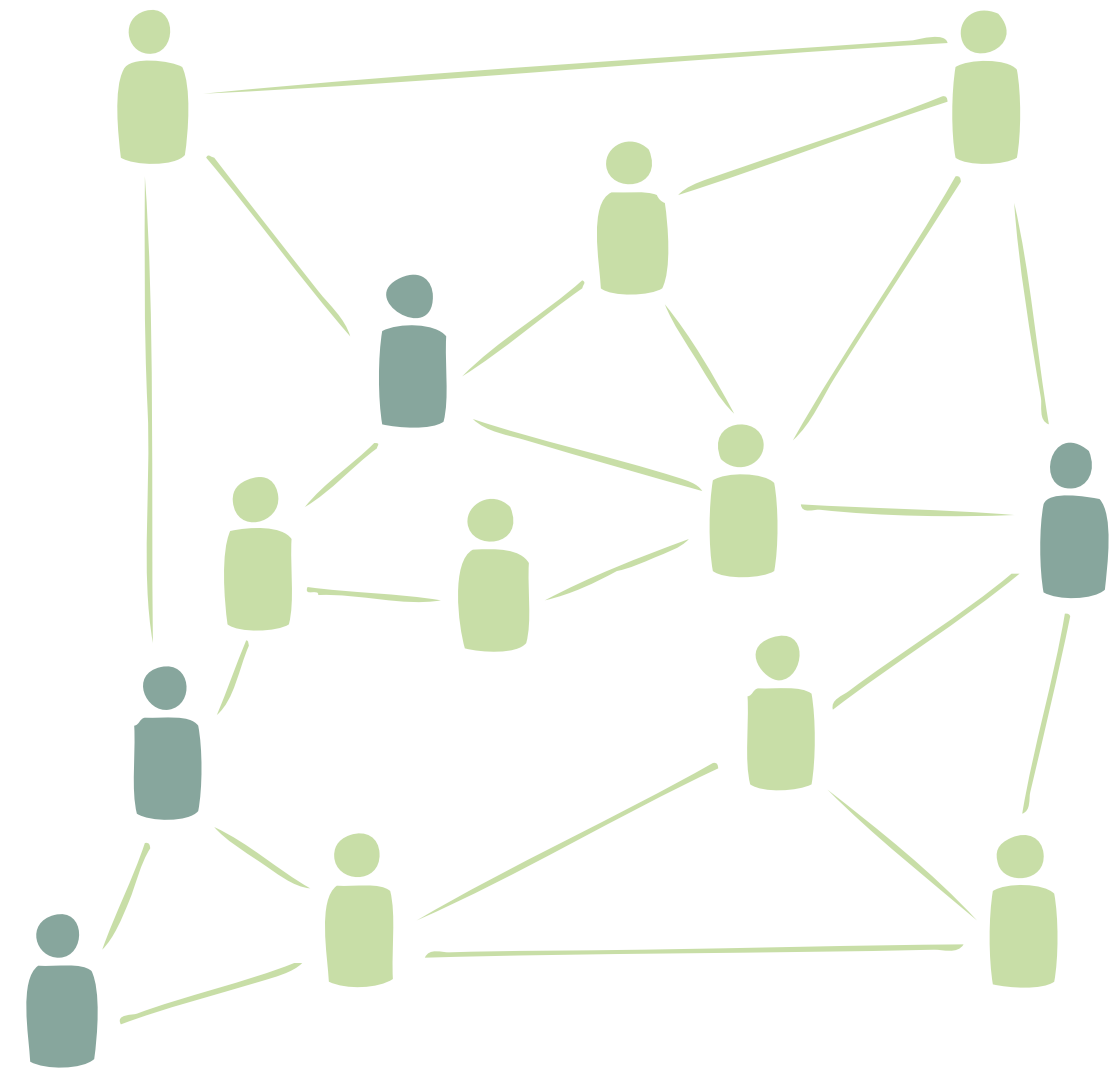
As you continue to grow and as resources become available, you may also want to consider branching out to other social media platforms. The platforms you select should be decided by your group's capacity and your campaign's initiatives. If you have limited staff or volunteer support, creating and sustaining an online presence on 12 platforms is obviously not recommended.

In addition to capacity, the type of actions your campaign is currently profiling should also determine which platforms you use. For example, if you are requesting global audiences to submit photos for a specific action (such as the Lend Your Leg or Million Faces actions) you may want to consider investing in Instagram or Flickr, two of the leading photo-based social media platforms. If you are creating exciting video interviews with experts or celebrities, think about investing in YouTube.

Other platforms to consider include Pinterest, LinkedIn, Foursquare, and Vine. Each of these tools offers different added value for campaigns and tend to reach different geographic and demographic audiences.

Finally, depending on what part of the world you are campaigning in, regional social networking sites may also warrant consideration such as VK (Russia and Central Asia), Qzone (China), and Orkut (Brazil).

Do your research before diving into a new platform and only take on as many as you can operate at a high level.



THE SOCIAL MEDIA PLATFORM MENU

01 FACEBOOK*	1.1 BILLION
02 YOUTUBE	1.0 BILLION
03 GOOGLE+	327 MILLION
04 TUMBLR	300 MILLION
05 TWITTER*	240 MILLION
06 LINKEDIN	184 MILLION
07 INSTAGRAM	150 MILLION
08 FLICKR	87 MILLION
09 PINTEREST	50 MILLION
10 FOURSQUARE	40 MILLION

* Recommended minimum presence

When deciding on which platforms to focus your resources on, it's helpful to know the options. These are the most commonly used global platforms for social engagement ranked by active monthly users.

FACEBOOK ESSENTIALS

KEEP IT SHORT: Messages should not be more than four lines long. If it's more than four lines total, save it for your website.

CALLS TO ACTION: Best practices suggest adding the words "like" or "share" into the message text of your Facebook post exponential increases that post's reach. If you sent a direct mailing or an email blast, you would always have a call to action. Make sure your Facebook posts have one as well.

EXPLORE WHAT CONTENT WORKS BEST: Mix in posts that highlight photos, blogs, videos, text, and news to see what captures your audience's attention. Post more of what they like and less of items that receive less engagement.

TWITTER ESSENTIALS

HASHTAGS AND MENTIONS - you want your tweets to reach the largest number of people possible. Adding hashtags to keywords (i.e. #ArmsTreaty, #goodbyenukes) and mentioning handles (i.e. @controlams, @nuclearban) ensures that messages don't get lost in the Twitterverse

FOLLOWER TO FOLLOWING RATIO - it is always more attractive to have a higher number of followers than handles you are following. If you are only followed by 200 people, make sure that your handle doesn't follow 2,000.

FOLLOW NEW PEOPLE REGULARLY - new and interesting users join twitter daily. The best way to attract new followers is to show interest (when appropriate) in what they're saying too. Twitter is both for sending and receiving information. Don't be afraid to follow!

CONVERSATIONS - replies and favorites are underutilized forms of campaign communication on Twitter. A reply to a question or input in a conversation can mean a lifelong supporter.

LISTS - Twitter lists are an excellent method for gathering targeted information without becoming overwhelmed with large followings that are common with global campaigning. Creating lists for your top campaigners, coalition members, or journalists who cover your issue can also prompt interactions (retweets, favorites, and replies).

Content

Generating and posting timely and thoughtful content is the driver of any online campaign. The content you broadcast will be the primary factor in determining how fast your cause grows online, how much momentum your campaign maintains, and the amount of online actions taken to create the change your campaign seeks.

The tips in this section will help you think more broadly about how to generate winning content that will grow your audience and keep them engaged.

MULTIMEDIA

The inclusion of multimedia (photos, videos, and infographics) is an essential part of any social media strategy. Messages that include multimedia tend to receive exponentially more engagement than pure text-based content. While resources for graphic design and video production may be limited, your group should utilize members of your campaign that are proficient in basic graphic design (simple Photoshop experience can go a long way), photography, and video editing. When deciding on content for your campaign, think about the posts you are most likely to like, RT, +1, or share on your personal social networks. The more engaging, creative, and visual, the more likely audiences will engage with your key messages.

CONTENT DIVERSITY

While you may have found that one type of content (infographics for example) receive the most engagement from online audiences, remember to diversify the content you broadcast. Mixing in photos, blog posts, quotes, links to op-eds, news stories, and webpages will help your top content to stay fresh and ensure that audiences don't get bored.

KEY DATES

Have a big campaign meeting coming up? Is Human Rights Day right around the corner? Plan for it accordingly and make sure you have your social media messages lined up. A holiday-themed graphic or a feature quote from a high-profile campaign supporter on their birthday can pay off big for your social media presence. Creating monthly calendars that guide the big picture for your online activities is a must for any organization. Each key date presents a unique opportunity to grow faster, spread more awareness, and reach more people. Make sure your group is forward-thinking and has time to lay out the right content for the occasion.

CROSS PLATFORM CONTENT MANAGEMENT TOOLS

Managing Facebook, Twitter, YouTube, LinkedIn, and Google+ profile can seem like a daunting task. Social media management dashboards can be a useful tool in the never-ending struggle to keep a well-maintained online presence. Services such as Tweetdeck, Hootsuite, and Tweetcaster allow you to schedule posts, keep track of who is using your campaign hashtags, and even streamline messaging across all social networks using a single online tool. For example, using Hootsuite can allow a social media manager to line up all posts for the week for Facebook, Twitter, LinkedIn, Google+ and YouTube on Monday morning. With the digital campaign on autopilot, you never miss a key posting time and campaigners have time to generate content for the next week. Many of these services are offered free of charge and have mobile versions.

Diving deeper into social media messaging

Analytics and data

Monitoring your online performance is critical for campaign success. Most social media platforms have built-in mechanisms to determine the health of your digital campaign and reveal the level of impact your messages are achieving through data. Your data can tell you what messages are well-received, what types of content to stop publishing, and the best times to post for optimal support. When your numbers are highest, you can duplicate your efforts in the future, taking advantage of proven tactics. Conversely, when numbers decline you can decide what your campaign can do differently to improve your online presence.

Social media also provides a quantifiable way to measure impact that can be useful when reporting back to donors and grant makers. Aggregating data from all platforms where you have a campaign presence using a spreadsheet or Google Doc can help you get a better sense of how your campaign is performing as a whole.

Facebook, YouTube, Google+, Flickr, and LinkedIn each offer free data tracking tools built into the platform interface for organizations. However, Twitter does not offer data monitoring services for users that do not purchase ads. If your organization does not fall into this category, several external Twitter monitoring services are available including Topsy (most robust monitoring capability), TwentyFeet, Twitter Counter, and Twitonomy.

Can't afford the Twitter monitoring tool? Take advantage of free trials and capture all of your data at once.

Personal tone and messaging

Striking the right tone for social media posts is critical. When you're writing a press release, you want to ensure the messaging is exciting, emotive, and succinct. The same goes for your social media messages. Audiences want to be connected with the people that make up the campaign rather than an impersonal logo.

Frame your messages as if you are writing them directly to a friend rather than broadcasting them to thousands of strangers. Humor, sarcasm, and wit can make simple messages go viral when done properly. In the social media world, campaigners are competing with friends, family, corporations, and the latest pop culture memes for attention. Striking a personal tone makes you stand out.

KEY METRICS BY SOCIAL MEDIA PLATFORM



FACEBOOK

- New page likes
- Cumulative post likes
- Cumulative post shares
- Combined daily reach
- Top cities



TWITTER

- Retweets received
- Favorites received
- New followers
- Mentions received



YOUTUBE

- Total videos watched
- Estimated minutes watched
- Top cities



GOOGLE+

- Network visits
- Average visit duration
- +1s received
- Comments received
- Post reshares
- New followers



INSTAGRAM

- Cumulative favorites
- New followers



LINKEDIN

- Clicks
- Interactions
- Followers acquired

Post frequency

One of the most common questions asked about social media campaign is how often should groups post messages. Posting frequency varies from platform to platform. On Facebook, organizations and campaigns can be expected to issue posts multiple times each week, but typically no more than one each day.

For Facebook, a dormant period typically aren't associated with a deterioration in page interest (you will not lose page 'likes'), but posting less frequently reduces exposure, slowing interest and growth. In contrast, Twitter requires daily tweets and the microblogging nature of the tool is useful for broadcasting many messages over short periods of time. Ideal posting frequency should ultimately be determined by the data that lays out your audience engagement.

Over time, analyzing social media metrics through Facebook Insights, Twitter Analytics, and Google Analytics will show how much content is most impactful for your campaign audience and when they prefer to receive it. If you notice a drop in Facebook activity when you are posting every day, try adjusting to post 3 times each week. If your tweets are receiving less retweets and favorites when you issue 5 per day, publish less content for a few days.

Style guides

It is common for multiple people to manage social media accounts or for new campaigners to eventually take over the management of your online presence.

Agreed upon style guides help to ensure that consistency in tone, voice, and messaging are maintained. These style guides help to map out the key topline messages that each post should support, how messages should be framed, as well as basic tactics that drive your campaign.

These style guides can spell out simple information such as the primary and secondary hashtags your group uses on Twitter, what the sign off process is for infographics, and goals for each social media platform.

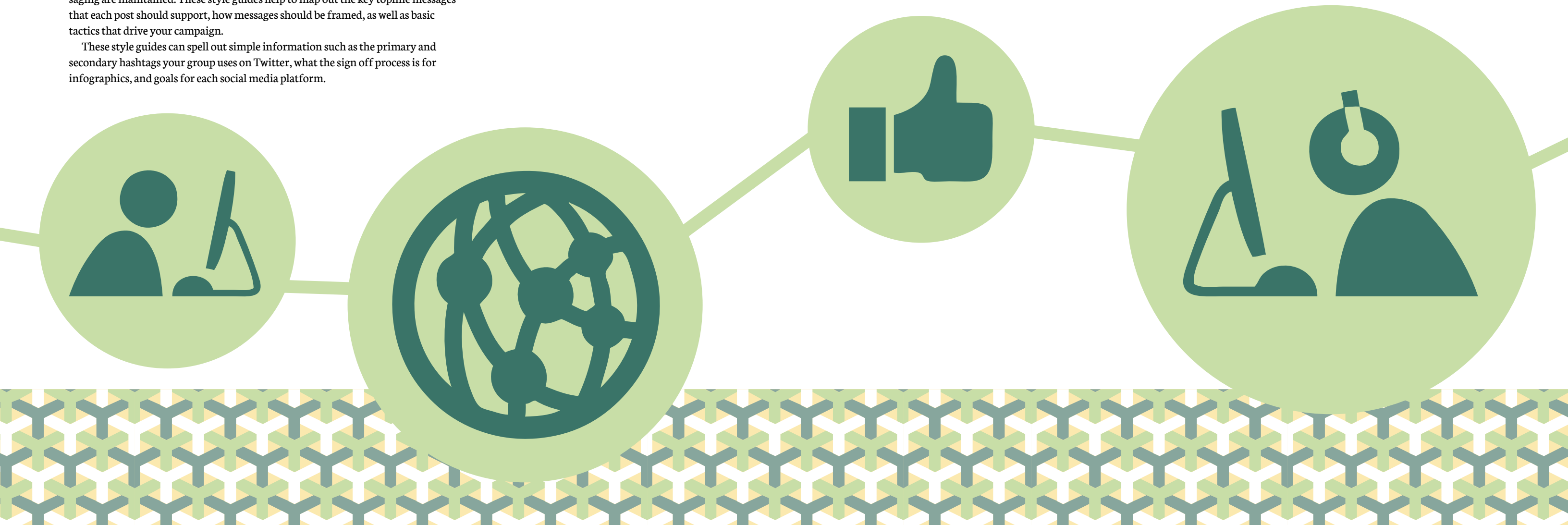
Harnessing social networks of individual campaigners

To build the momentum of a successful online campaign, individual campaigners must play a huge role. Your campaign's hashtag will never trend if your organizational outlet (no matter how large it is) is the only one pushing the message. Individual campaigners should be informed of the goals of your online campaign, topline messages, and be encouraged to share, like, and retweet the messages you publish.

Think of your social media engagement like a layered ball. Your main outlets (organization, coalition, or campaign operated platforms) constitute the center of the ball. The national and regional members of your campaign along with individuals and volunteers that directly support them are the expanded core.

All of these players collectively reach different groups of people who will receive your messages and pass them on to their networks. When you combine great content with this broader approach to message distribution, campaigns have the potential to truly go global and create change.

However, this is impossible without your expanded core promoting your causes' key messages. They have a force multiplying effect that is critical to campaign success.



The next level of social

If you have your social media platforms selected, have mastered content creation, and are consistently growing the reach of your messages, it's time for the next level of social. These few tips are for organizations with an established social media presence looking to invest further in their digital campaigns.

EVENT SPECIFIC SOCIAL MEDIA

Any time your campaign will be hosting a major conference, be attending a meeting at the UN in large numbers, or otherwise have many campaigners in the same place, it's a good idea to put together a targeted and event specific social media plan.

This plan does not have to be more than a few pages that encompass the goals for the event and some basic tactics that will be employed to achieve those goals. Conducting effective event specific social media can typically be accomplished by coordinating four key items: a "big ticket" action, advance message distribution to individuals attending, increasing post frequency, and live updates.

Your "big ticket" social media action should be an ask that you put out to your largest networks requesting them to take action online during this specific event. Make sure the ask is something that can have an impact on the event itself or raise enough awareness to compel people to participate.

Examples of these larger scale actions include Thunderclap actions, coordinated Twitter actions (tweeting messages at a predetermined target at a specific time), or photo posts holding a simple sign. Remember to incorporate your campaign hashtags, logos, and branding and to involve your expanded core. Thorough advance planning is key to ensuring success of the "big ticket" social media action.

In order to make it easiest for the campaign supporters in attendance to take action, it is a good idea to provide them with sample tweets,

low to medium resolution JPEG photos and/or graphics (lower resolution for sharability), and campaign messages in advance of the event.

The rate at which supporters tend to take action increases the closer they receive the information. Ideally, campaigners will receive the email and be able to take action immediately. Embargoed messaging sent a day or more in advance must contain clear instructions on timing.

During peak campaign times such as these major events it is also encourages that campaigns increase their posting frequency beyond the standard. For example, Facebook content can be increased from a single daily post to 3 posts per day. Schedule posts with time in sufficient time in between with great enough intervals for audiences to engage with each piece of content before receiving the next. If your campaign has a global audience, scheduling posts at early and late hours will also give an opportunity for more people to see your content.

Finally, live updates are a must for event specific social media campaigning. Feel free to "live tweet" events, publish a livestream on your organizations home page, and create reactive graphics if capacity allows.

Feel free to also try something different and escape to an empty meeting room to do a "LIVE from the UN" video blog using your smart phone. The increased live updates are a tried and true method for attracting new audiences who want to know what the buzz is about.

PAID PROMOTION

While organic content (posts that you publish without boosting their reach with paid promotion) is typically sufficient to establish and grow a campaign, some basic financial resources can go a long way to enhancing the reach of your campaign. Facebook, Twitter, Google+, YouTube, and LinkedIn all offer methods of targeting new audiences through paid promotion.

On many platforms, campaigns have the option to promote their page as a whole (increasing page likes and followers) or promote specific graphics, messages, and posts. Depending on the demographics you plan on targeting this mini-ads can cost as low as .01 USD and as much as 0.50 USD.

Make sure to explore promotion tools thoroughly before committing financial resources as targeting methods are increasingly sophisticated. When used right, a \$50 - \$100 USD investment can make an enormous difference for your online presence for a specific event, high traffic period, or for the day your campaign spokesperson is featured on a front page story.

CROSS PLATFORM PROMOTION

Once you have all of your platforms running on all cylinders, make sure to do some cross platform promotion. Most users on Twitter are also on Facebook and odds are users on Facebook also watch YouTube videos or have a Google+ account.

Cross promoting all of your platforms can ensure your social media campaigns are harmonized and open the door for new audiences that have already expressed an interest in your cause.

10 SOCIAL MEDIA TIPS TO BOOST YOUR CAMPAIGN NOW!

01. CALLS TO ACTION ON FACEBOOK.

If you tell them to 'like' your graphic, they're more likely to do it.

02. LET YOUR CONTENT PEAK.

Don't publish additional messages if your last message is going viral.

03. #THROWBACKTHURSDAY.

Repost your best content from years past on Thursday and used #TBT hashtag.

04. BE AN "EARLY ADOPTER" JUST IN CASE.

Reserve your campaign name on new platforms in case they're the next big thing.

05. BE LIBERAL WITH YOUR RETWEETS.

Retweets and favorites don't cost your campaign anything, but make the original publishers feel very engaged.

06. DON'T UNDERESTIMATE THE IMPORTANCE OF THE »ABOUT US« SECTION AND YOUR TWITTER BIO.

Make sure to include disclaimers, but make them fun and personal.

07. NO OVER-HASHTAGGING.

Don't use more than 3 hashtags in a tweet.

08. LINKING SOCIAL MEDIA THROUGHOUT YOUR WEBSITE.

Make sure your main platforms are promoted on your home page and sub pages.

09. SOCIAL MEDIA ASKS IN MASS EMAILS.

In your next email blast, embed a tweet and ask your supporters to retweet it

10. PROMOTE OTHER CAMPAIGNS.

Everyone wins with collaboration.

#7

INTERNATIONAL LOBBYING

by Anna MacDonald, Control Arms Coalition

Two key ingredients for any campaign to achieve success are passion and strategy. Passion includes the drive, the motivation, the energy and the commitment to see change achieve. Strategy is how you are going to do it – thinking through the long-term objectives, and working out the best tactics to get there. At the heart of this is the ability to lobby well – to persuade others to change, and to build relationships and networks. Here are some lessons learnt from more than a decade of international lobbying with the Control Arms coalition.

01. BE ORGANIZED AND HAVE A STRATEGY

For Control Arms, in the early years our strategy was to try and have one country from every region as an ATT champion – meaning they would publicly speak in support of an ATT, and work with us on ideas to promote and advance this. As work at the UN began with the first ATT resolution, our power analysis became more sophisticated. We would have a spreadsheet, divided by region, with every country listed, and their position on the ATT – champion, supporter, undecided, sceptic etc. We would colour code these into a simple red-yellow-green for ease of seeing the level of support across each region.

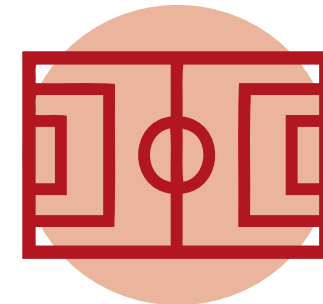
Over the years, our analysis evolved. By the time of negotiations, we had clear groupings of states in our spreadsheets: progressives, broader like-minded, passive supporters, ambivalents, passive sceptics and active sceptics. We had different strategies for each group, and different lobby briefs and messages accordingly. Knowing who the lead governments are on different issues, who are the dominant players etc, is essential for devel-

oping an effective strategy. Good policy analysis of lobby feedback will help with this, along with analysis of notes taken in main meetings, feedback from capitals and regional leads.

Gathering lobby feedback is critical. In-between global meetings you need a system whereby lobby feedback in capitals, Geneva and New York, as well as at regional meetings is collated. We used Google docs, as a simple password-protected database where regional leads could update the

Getting such systematic feedback is the hardest part of coalition work! Good NGO lobbyists are often excellent at the meetings themselves, and less good at sharing the feedback – the next meeting comes along, other priorities and deadlines and pressing and sending feedback slips. But if you can get this into a system, then coordination becomes a whole lot easier.

MAKE SENDING FEEDBACK AFTER MEETINGS A PRIORITY FOR EVERYONE – AND HAVE A CLEAR AND SIMPLE SYSTEM FOR RECORDING AND SHARING IT.



02. REGIONAL LEADS

Having a good structure of regional leads makes global coordination whole lot easier. It often naturally falls to campaigners who are from that region to be the obvious members of that group. But of course there may be others who wish to join it – because their organization have strong ties with a particular country, or perhaps they themselves have strong links with a particular diplomat. Each regional group will work best if given space to work out their own systems for coordination and briefing meetings.

PUTTING TIME INTO ANALYSIS AND PREPARATION OF MESSAGES AND BRIEFS WILL MAKE YOU MORE EFFECTIVE, AND MAKE COORDINATION ON THE GROUND MUCH EASIER.

Think tactically about who you are meeting – for example in Control Arms we found an often-frosty reception from China to meetings with perceived western NGOs. Colleagues from Africa

however, countries where China has a strong interest in peace and stability, would get a better reception, and were instrumental for example in persuading China that small arms and light weapons must be included in the ATT. Think about your target countries, and from whom a lobby message may be best received.

JOINT STATEMENTS. Joint statements from groups of like-minded countries can be incredibly powerful in building support for an issue, and in changing the balance of power within a negotiation or meeting. A significant number of cross-regional countries all signing onto a statement can be very impactful in shifting the position of larger sometimes-intransigent states. They also take a lot of work to pull together, and to negotiate among countries. Think carefully about how and when to encourage a joint statement, and discuss closely with your core group of governments.





03. BUILD RELATIONSHIPS

Building up relationships with key diplomats is important to successful lobbying, and to partnership working with progressive governments. It takes time to build trust and communication, so make investing in this a priority, and don't expect it to happen overnight. Identify the lead diplomats for the most strategic countries you want to work with and/or influence, and the lead NGO colleagues who will liaise with them. Having one or two people build relationships with each diplomat shares the workload, and also makes it much easier than multiple people trying to talk to the same person.

Think about what you can offer the diplomat - technical support in a particular area; research information on a topic they are interested in etc. NGOs are an important source of information and expertise for governments, and relationships are much more effective where they are mutually beneficial.

But diplomats also rotate regularly - make sure that the relationships you build are not with one diplomat alone, so that you do not have to start from scratch if that person leaves. In Control Arms, we aimed to build relationships with the most senior official in each government - the lead Ambassador or Head of Delegation. But it was also important to get to know the ATT expert level on the team - the person(s) responsible for leading on key policy areas.

Lead liaison people for working with a Core Group or Like-minded group is also important, to make organising meetings smoother, and to avoid duplication of work. This doesn't mean that multiple people cannot attend meetings - it is important for inclusivity and to present diversity of the coalition that it is not just the same people attending every group meeting - but it is much easier if coordination is done by designated leads.



04. COMMUNICATION

Good communication within the broader coalition, as well as with supporters and/or members is just as important as sharing lobby feedback. People need to know how things are going, what progress has been made, where there are still challenges, and most importantly, what they need to do next. Invest in communications by having designated team members responsible for regular updates - daily when at major meetings, and weekly or monthly in between.

Digital communications - having an active campaign Facebook page and Twitter feed at a minimum are just as important as an up to date website, and both activists and diplomats will take note of your online presence and communications.

05. GET GOOD AT LOBBYING

THE LOBBY BRIEF. Before major meetings or events, have a lobby brief that can be circulated to all coalition members. Translate it into the major languages.

Remember that lobby briefs can easily be accidentally get left lying around in cafes or meeting rooms - so don't write anything in it that could be damaging if passed on to governments.

THE LOBBY MEETING.

- » Be clear in your own mind on the purpose of the meeting, and set yourself a clear goal. Is it an introductory meeting to build relationships; are you trying to persuade them to shift position on a particular issue.
- » Be prepared. Know who you are meeting, what their role is, and what their view currently is.
- » Know your stuff. Make sure you've read the relevant lobby brief or position paper in advance and be clear on the points you want to get across.
- » Don't be afraid to ask for help. If you want technical support on a particular issue, then ask a colleague from a relevant partner organization to come along with you. Don't feel that you have to do everything by yourself - coalitions are much more effective when everyone plays to their strengths and supports each other.

» If you feel out of your depth at any point in the meeting, don't panic. Just be polite, if you don't know the answer to a question put back to you, then tell them you will double-check that one and get back to them.

» Take notes, and write up the meeting as quickly as possible afterwards, even if it is just one or two quick bullet points. It can be helpful to have a template for lobby feedback for longer meetings. But keep it simple. A basic template could read:

Date:

Meeting with:

NGO attendees:

Main points covered:

Action points:

Contact info for delegate:

» Try to have clear action points at the end of the meeting. This might be sending the delegate some information you have promised electronically; following up on an idea for a side-event; providing some ideas for an intervention etc. In your follow, thank them for their time. Try to get their cell phone number too if you can - be able to directly call and text is very useful. Just don't overuse this.

REMEMBER - HAVING THE MEETING IS NOT AN END IN ITSELF, BE CLEAR WHAT YOUR ACTION POINTS ARE.





06. WORK TOWARD MILESTONES

An obvious point, but having a goal of a treaty or a ban is a long term objective. To maintain momentum and motivation and for the campaign to be manageable, have milestones along the way - objectives for each meeting; annual goals; objectives for each region etc. It is a lot easier to measure success along the way, and fulfill the all-important task of feeding back to supporters

We also used an online tracking system - armstreathy.org - to visually and publicly track the positions of governments on issues of substance within the treaty - eg on treaty scope (supporting covering all weapons and ammunition or not); on criteria (a clear “shall not transfer” where major risk of human rights violations) etc. Our aim with armstreathy.org was to both document the evolving positions of states, and to provide additional encouragement to support specific issues - no state wants to be identified as “red” and therefore opposed on particular issues, especially as support for that issue demonstrably grows.

For group meetings, it is even more important to have a clear Agenda. Make sure you pre-meet at NGOs, and agree who will lead on different Agenda items, who will take notes etc.

Use every fora that you can where the issue is relevant. In Control Arms, we were often present at other meetings at the global and regional level where ATT was not the main topic, but there

would be opportunities for side-events, informal meetings in the margins with relevant diplomats. This was an important part of maintaining momentum, information gathering and maintaining pressure.

Have an event plan for every major meeting or conference. This should cover the main objectives, key messages, power analysis of the major players, and activities planned to achieve objectives. Have a clear structure for coordination - who will chair daily coordination meetings, who will lead on each area etc, and try to get this agreed as far in advance as possible. Main activity areas in an event plan will likely include:

Policy analysis and messaging

Lobbying

Note-taking

Media

Popular mobilization

Digital communications

Logistics

Evaluation

EFFECTIVE LOBBYING IS ABOUT PEOPLE - ITS AN ART NOT A SCIENCE - BUT BY THINKING THROUGH SOME OF THESE KEY AREAS, YOU CAN MAKE YOUR EFFORTS MORE COORDINATED AND ULTIMATELY IMPACTFUL.



**EFFECTIVE
LOBBYING
IS AN ART,
NOT A
SCIENCE.**

Let's ban nuclear weapons

by *Beatrice Fihn*

WHEN YOU THINK ABOUT IT, IT IS QUITE REMARKABLE THAT THE MOST POWERFUL WEAPON THE WORLD HAS EVER KNOWN - THE ONE WITH THE UNMATCHED ABILITY TO WREAK UNCONTROLLABLE AND INDISCRIMINATE DESTRUCTION AND WHICH NEARLY EVERYONE AGREES SHOULD BE BANISHED FROM THIS EARTH - IS STILL LEGAL.

It's almost as if we forgot to ban nuclear weapons.

The use of a nuclear weapon on a major populated area would immediately kill tens if not hundreds of thousands of people—women, men, and children. Hundreds of thousands might be alive—but severely injured. Blinded, burned, crushed. The immediate effects of even a single nuclear weapon are shocking and overwhelming. Its destructive force is capable of nightmarish scenes of death, despair and suffering. They go far beyond what is considered acceptable, even in the context of war.

The Conference on the Humanitarian Impact of Nuclear Weapons in Oslo held in March 2013, concluded that it would not be possible to coordinate and deliver any meaningful humanitarian response to a catastrophe brought about by nuclear weapons. No international organization or state could adequately deal with the situation. This much is clear.

The time has come for a prohibition on nuclear weapons. Civil society is ready.

Civil society has struggled for a long time with this issue. It's not an easy task we have ahead of us. There are those who will seek to thwart and undermine our efforts; they will say that our focus on the humanitarian consequences of nuclear weapons is a distraction, that our goals are unrealistic and impossible, even undesirable.

It's a good thing that we know panic when we see it - and those that would seek to slow us down are definitely panicking.

In the last years we have seen the rebirth of a seminal idea - a ban on nuclear weapons. In order to reach our goal, ICAN campaigners around the world need to work hard and work together.

We have to be relentless and effective in our campaigning to spur governments to act. We can prevent a humanitarian disaster from a nuclear weapons detonation, but we need to mobilize now.

A treaty banning nuclear weapons is achievable. It can be initiated by states that do not possess nuclear weapons. Nuclear-armed states should not be allowed to prevent such negotiations.

Campaigning for a ban on nuclear weapons might appear hard at times. It might seem hopeless and unrealistic. But a ban on nuclear weapons is coming because ICAN campaigners have decided to make it happen. And from experience, civil society can be extremely powerful when we work together, in an organized way. Through effective mobilization, civil society has overthrown governments, blocked destructive international agreements, and created multilateral treaties, international law and courts to enforce it.

We can ban nuclear weapons, and by mobilizing on all levels, through international diplomacy, on a national level, through traditional media and social media, we will make it happen.

LET'S GET IT DONE. LET'S BAN NUCLEAR WEAPONS.

PROFILES OF CONTRIBUTORS TO ICAN CAMPAIGNERS KIT



ANNA MACDONALD is Head of Arms Control at Oxfam. She has been working for Oxfam for 16 years and has represented Oxfam and the Control Arms campaign at several UN conferences on the arms trade.

She has worked with people affected by conflict in many of Oxfam's programmes around the world.



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Since 2003, she has been involved in MAC's work to ban landmines and cluster munitions as a volunteer, an intern, a youth campaigner and now as the program officer.

Erin has been a leader on MAC's campaign to close loopholes in Canada's draft cluster munition legislation by working with parliamentarians, citizens and international experts to amend the bill. You can follow her on Twitter @erinlynhunt



LOREY CAMPESE is a Humanitarian Campaigner at Oxfam International and the Communications Lead for the Control Arms Coalition. He has worked on the Arms Trade Treaty for over two years coordinating online engagement and digital communications for the Control Arms campaign.

As a primary focus of his work, he aims to increase the public's understanding of the positive impact the Arms Trade Treaty will have on preventing arms transfers where there is a risk that they will be used to violate human rights or international humanitarian law through online activism.



RICHARD MOYES is Managing Partner at Article 36, and member of ICAN's International Steering Group. He is joint Coordinator of the International Network on Explosive Weapons (INEW) and an Honorary Fellow at the University of Exeter.

Moyes previously served as Director of Policy at Action on Armed Violence and Co-Chair of the Cluster Munitions Coalition.

He also established and managed explosive ordnance disposal projects for the UK NGO Mines Advisory Group.



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In 1997 Williams was jointly-awarded the Nobel Peace Prize along with the ICBL for her work towards banning and clearing landmines.

Williams also served as co-coordinator of the Nicaragua-Honduras Education Project and deputy director of Medical Aid for El Salvador.



KATE WIGGANS. After working on the British national press in London, Kate turned her journalistic hand to generating greater awareness of the grave humanitarian toll of conflict. With MAG (Mines Advisory Group) and as Media and Communications Manager for the ICBL-CMC, Kate has supported campaigners worldwide in obtaining media coverage to more effectively advocate for change on a regional and global scale.

Now a consultant, Kate has most recently worked with the International Network on Explosive Weapons (INEW) and Control Arms, helping campaigners secure widespread coverage of the historic signing of the Arms Trade Treaty in New York in June 2013.



BEATRICE FIHN is the manager of Reaching Critical Will. Fihn previously worked as a research officer at the Geneva Centre for Security Policy. She is currently on ICAN's International Steering Group, and is responsible for managing the campaign's international staff team.



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Prior to joining UNIDIR, Dr Borrie worked with the Mines-Arms Unit of the International Committee of the Red Cross (ICRC).



THE INTERNATIONAL CAMPAIGN TO ABOLISH NUCLEAR WEAPONS (ICAN)

IS A GLOBAL COALITION OF NON-GOVERNMENT ORGANIZATIONS
WORKING FOR A NUCLEAR-WEAPON-FREE WORLD. WE ARE URGING
ALL NATIONS TO START NEGOTIATIONS NOW ON A TREATY BANNING
NUCLEAR WEAPONS COMPLETELY.

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