Campaigning and Advocacy

A self guided workbook for changemakers

student hubs

Welcome to your Campaigning and Advocacy self-guided workbook. Student Hubs supported university students, and early career colleagues, to engage with social action as active citizens for 16 years. Over that time we delivered a variety of programmes from Schools Plus tutoring in schools to tackle educational disadvantage to student consultancy for local charities through the Social Innovation Programme.

This Campaigning and Advocacy workbook is based on a training series which was designed to equip individuals like you with the skills you need to become an active citizen, and make the change you want to see. This workbook will guide you through five modules:
- Introduction to Campaigning and Advocacy
- Building your Campaign
- Communications in Campaigning
- Confidence, Resilience and Wellbeing in Campaigning
- Reflection and wrap up

Each module will share content, further reading and invite you to try new tools and reflect. You can work through this workbook as an individual, or in a group.

> ✓ **This workbook is aimed at:**
> University and College students
> Elected representatives
> Students' Union teams
> Early career university colleagues

Module 1: Introduction to Campaigning and Advocacy

Reflect: What words spring to mind when you think about Campaigning and Advocacy?

Campaign (verb)
To work in an organised and active way towards a particular goal, typically a political or social one.

Advocacy (noun)
Public support for or recommendation of a particular cause or policy.

Are campaigning and advocacy the same thing? It depends who you ask. Some people say yes, some see campaigning as more proactive and advocacy as more reactive, and some see campaigning as public facing and advocacy as government facing. Throughout this workbook the tools explored are useful for both campaigning and advocacy, and we will be treating the terms interchangeably.

Campaigns can be for:
- **Politics**. Think Brexit, or Bernie Sanders' 2020 campaign for President of the United States.
- **Advertising**. Like the famous John Lewis Christmas adverts.
- **Social change**. For example Extinction Rebellion, Veganuary, or Movember.

Reflect: What famous campaigns spring to mind? Are they for politics, advertising or to make social change? What has made them memorable?

There are five types of social impact campaign:
- **Awareness based**. Using education, shock value marketing techniques or resource collation to raise awareness of an issue. For example raising awareness of the impact of the climate crisis through a training session.
- **Action based**. Specific, pre-defined calls to action with the intention of inspiring individual or collective action. For example campaigning to encourage people to vote in an upcoming election.
- **Solution based**. Advocating for one specific solution to the challenge. For example campaigning for a university to hire more therapists to reduce wait times so that more students can access mental health support services.
- **Justice based**. Calling attention to an overall injustice or inequality, with the aim to consciousness raise. For example Black Lives Matter or Reclaim the Night.
- **Systems based**. Seeking to change the system itself, rather than a symptom under the system. For example campaigning to transition out of a capitalist system in order to tackle the climate challenge

Your campaign may fit into one of these types, or multiple, but coding your campaign will support you to keep your goals at the core of everything you do.

In all cases campaigns are about promoting and trying to achieve positive change, through:

- Influencing public policy and practice;
- Influencing corporate policy and practice;
- Influencing public attitudes and behaviours;
- Influencing decision making processes so that communities are involved; Or
- Empowering communities to influence decisions that affect them.

Reflect: Look on the previous page at the famous campaigns you identified, how would you code them?

Tearfund's advocacy cycle outlines the steps involved in a campaign

6 Evaluate

1 Identify the problem

2 Gather information

5 Take action

4 Plan

3 Make a decision

1. Identify the problem

There is no point planning a campaign without a clear understanding of the challenge you want to tackle, and the potential of a campaign to do this. Ask yourself:

- What is the cause of the challenge I want to tackle?
- Why do I want to change things?
- How can a campaign change things?

The problem tree can be used to understand the causes and consequences of the challenge you want to tackle.

Let's try: Write your challenge on the trunk of the tree. On the roots write the causes of this challenge. On the leaves write the consequences that result from this challenge.
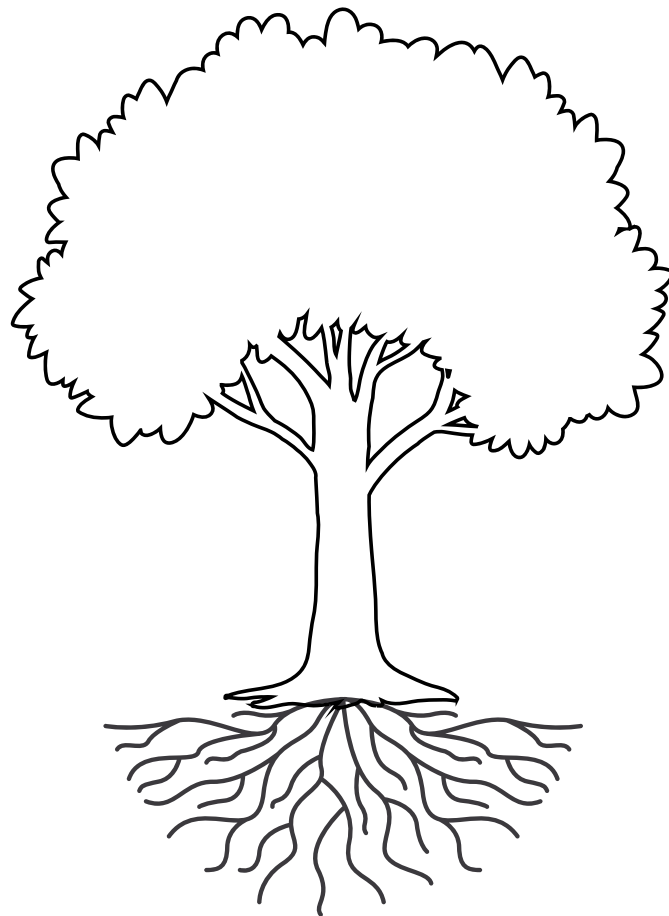
You can then prioritise different consequences and causes - and you can even go one step further by taking each cause and creating a problem tree with that as the main challenge. This will help you identify the root causes of the challenge you want to tackle.

Top Tip: Use a tree to define the change you want to see. Write your goal on the trunk of the tree, use the leaves to capture the benefits of your campaign and note actions needed on the roots.

2. Gather Information

The research phase is key - you need to understand what is happening at the moment, what the current state of the challenge is, and what individual people are experiencing. Ask yourself:
- What has already been done?
- What is already happening?
- What are the priorities of key people you need?
- What is the wider context?

User research will involve you speaking to individuals impacted by, or involved with, the challenge about the impact, and possible solutions. When speaking to individuals be sure to avoid leading questions, and focus on open questions where possible; eliminate jargon to ensure your conversation is accessible to everyone; be transparent about your desired outcome; and avoid asking about future behaviour, instead asking questions based on current behaviour.

One method of user research is cocreating a systems map of the challenge:
1. Define a perspective.
2. Collate key data for the group.
3. Invite the right people.
4. Cocreate a systems map.
5. Test the map with different scenarios.

A **PESTLE analysis** examines the environment you are campaigning within
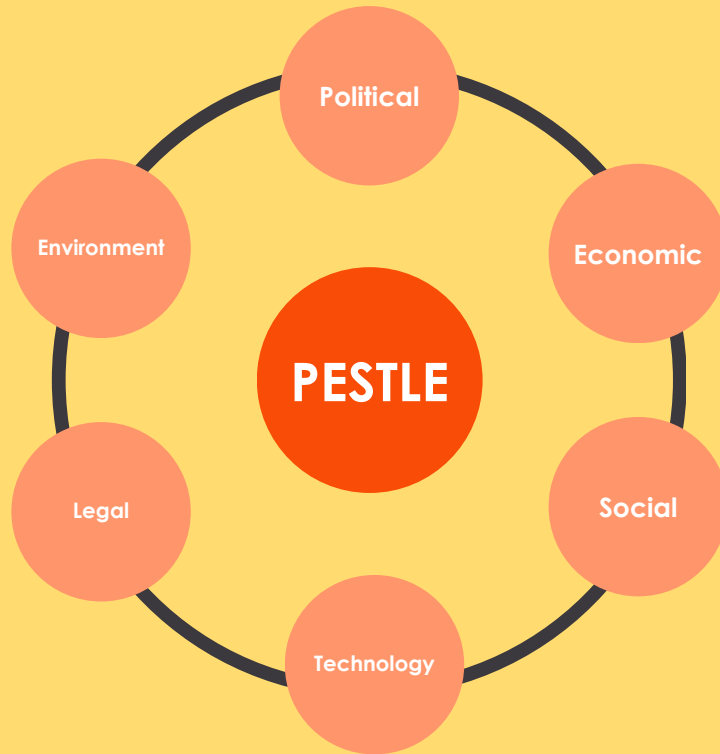
Let's try: Start a PESTLE analysis for a challenge you want to tackle. Try and think about at least one factor for each category.

3. Make a decision

We all have limited resource and capacity and we have to be smart with when we decide to campaign so that our effort and energy is as impactful as possible. To support yourself to understand whether you campaign is meaningful, and to make a decision about how to move forward, ask yourself:

- Are you going to take action?
- Can you really help?
- Do you understand all sides?
- Will you build lasting change?
- Is your campaign completable?
- Is your information up to date?
- Who can you work with?

4. Plan

Module 2 (page 10) will go into this part of the cycle in detail. Your campaign plan should include:

- The main problem;
- Your objectives;
- People who have power to make change;
- Your methods and activities;
- Time schedule;
- Possible risks;
- Responsibilities; And
- Measures of success.

5. Take action

The action you take will depend on your plan, and the resources available to you. This could include:
- **Lobbying**: Writing letters to officials, meeting with officials, providing information and research findings which may be of interest to the target group, inviting officials to visit and learn more about the situation themselves, or attending public meetings already arranged.
- **Informing others:** Arranging public meetings, joining demonstrations and marches, writing newsletters, or providing information sheets.
- **Media engagement:** Writing an article or letter for a newspaper or magazine, talking on the radio or a podcast, telling journalists about the situation, or making a press release.

6. Evaluate

Campaigning and advocacy work should be iterative. Meaning that it is a cycle so you reflect regularly to adapt your plans. Adaptations could include bringing someone new into the work, altering your messaging, trying a different approach - but whatever change is required you won't know if you don't build in time to reflect as an individual and with other stakeholders involved.

To reflect, ask yourself:
- What were your successes?
- What were your failures?
- What were your lessons?
- What would you do differently next time?

Further reading
- **[Why Organizers Need Mobilizers and Mobilizers Need Organizers](#) -** **Amanda Tattersall & Nina Hall**
- **[Participatory Advocacy: A toolkit for VSO staff, volunteers and partners](#) - VSO**
- **[The Advocacy Sourcebook](#) - WaterAid**
- **[Advocacy strategy toolkit](#) - ACT!2015**

Module 2: Building your Campaign

Be intersectional in your approach
Think about how issues and experiences intersect with one another, rather than acting in silo.

Be decolonial in your approach
Work to challenge existing structures of power.

Your goals

Ask yourself **what** change you want to happen. This should include identifying what needs to change, and to what extent it needs to change, to solve the issue your campaign is tackling. Be sure you make your goals SMARTIE: Specific, Measurable, Achievable, Realistic, Timely, Inclusive and Equitable.
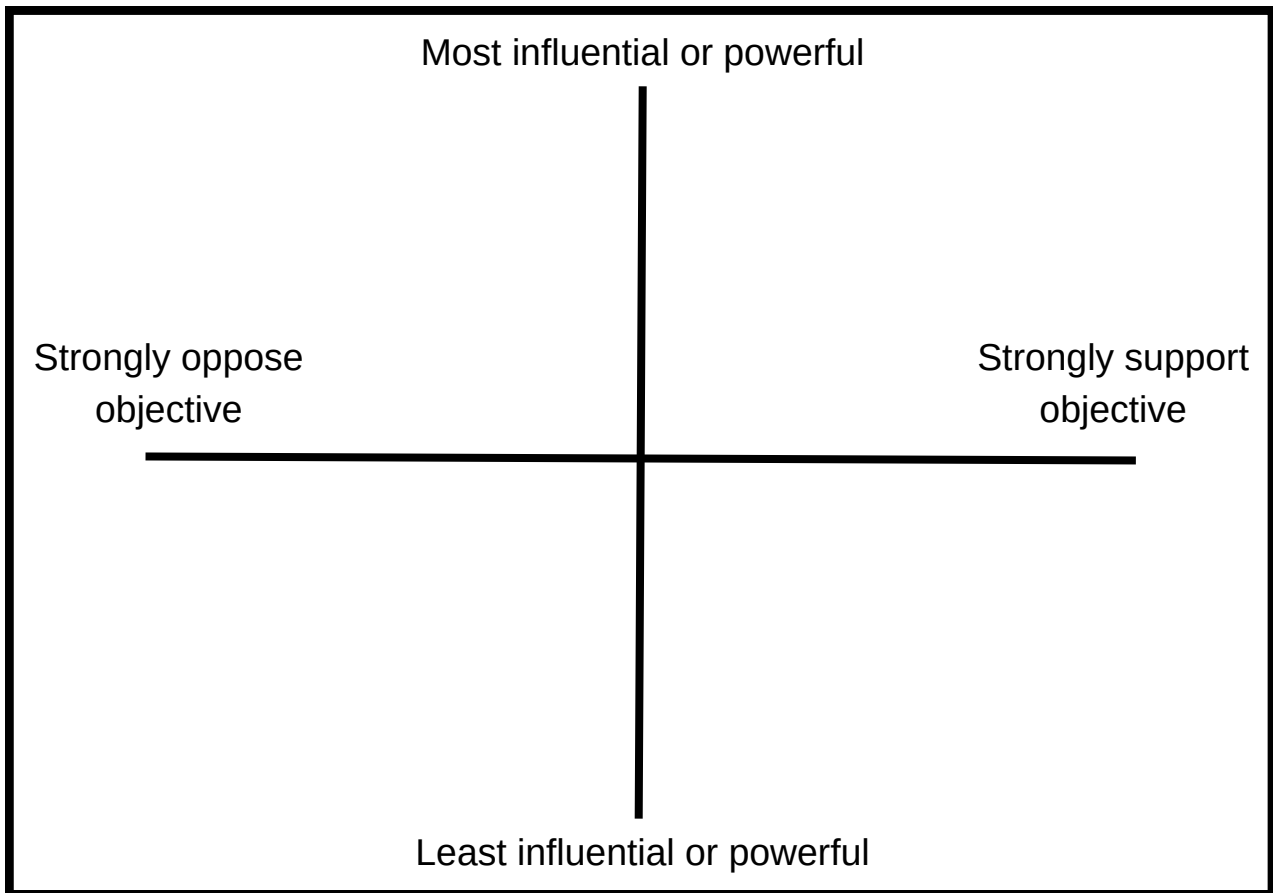
Your actors

Ask yourself **who** is needed to make this happen. Identify your stakeholders and their position on the issue your campaign is tackling. Stakeholders will include:

- Adversaries: those who oppose your position but are not responsible for decision making.
- Users: those your campaign is representing.
- Allies: individuals and organisations who can help you reach your goal.
- Internals: colleagues that have a stake in the campaign.

The Change Agency's power map is a tool to help you identify who has power, and who supports (or opposes) your campaign. Key allies already support your campaign, those who are neutral about your work might be your first target, and those who oppose your work will need the most convincing for the campaign to achieve success.

Let's try: Create a power map for your campaign. Identify who supports (and opposes) your position, and who holds power.

Most influential or powerful

Strongly oppose
objective

Strongly support
objective

Least influential or powerful

Your methods and messages

Identify **how** you aim to make change happen. Are you going to run a consultation? Are you going to lobby local government? Are you going to engage someone influential? Are you going to support a protest?

Module 3 (page 17) will go through messaging in more detail.

Your risks

Ask yourself **what risks** are associated with your campaign. You may like to record these risks in a risk register.

Risk registers support you to anticipate and mitigate against potential setbacks.

Rating your risks allows you to prioritise them, your rating should be calculated by multiplying the likelihood of the risk happening, with the severity of the consequence if it does happen.

Setback	Rating	Control measures	Actions agreed
No-one attends event	8	Promote event widely, for at least four weeks beforehand	Mo create comms plan by Friday taking into account methods and timeline

Let's try: Map out at least one risk for your campaign. This should include the setback, risk rating, control measures and actions agreed.

| Setback	Rating	Control measures	Actions agreed

Your responsibilities and resources

Ask yourself **when** and **where** you aim to make change happen, as well as **what steps** need to be taken and **what resources** are required to achieve success.

Reflect: What resources might be required for your campaign?

A Gantt chart supports you to map out what the actions are, when they need to be done, who is responsible and how long each task is expected to take.

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Task 1	████	████				
Task 2		████	████	████		
Task 3			████			
Task 4				████	████	
Task 5					████	

| Team 1 | Team 2 | Team 3 |
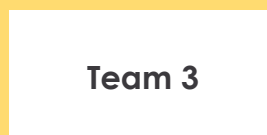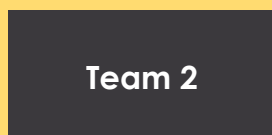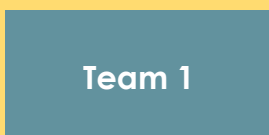
Your measures of success

Ask yourself **when** you will know you've achieved your goal. What does success look like for your campaign? What are your key metrics? Key metrics could include:

- Number of letters sent.
- Number of signatures received.
- Number of meetings attended.
- Number of attendees at your event.

Reflect: What are your campaign's key metrics?

Building a campaign means making a lot of assumptions about the world we live in, and how change happens. Two tools can support us to test these assumptions: a SWOT analysis and a theory of change (or logic model).

Let's try: A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis can be used for strategic planning. Start your SWOT by listing internal strengths and weaknesses, and external opportunities and threats for your campaign.

Campaign strengths *(e.g. organisers are highly skilled)*	Campaign weaknesses (*e.g. limited financial resource)*
Campaign opportunities *(e.g. other groups doing similar work)*	Campaign threats *(e.g. cost of living crisis)*

Next, you can reflect upon how strengths can be employed, and weaknesses can be overcome, to take advantage of opportunities and counteract threats.

	Strengths	**Weaknesses**
Opps	*How can strengths be employed to take advantage of opportunities?*	*How can weaknesses be overcome to take advantage of opportunities?*
Threats	*How can strengths be employed to counteract threats?*	*How can weaknesses be overcome to counteract threats?*

A Theory of Change is a planning tool to help you tell your campaign's 'story' and map out what you want to achieve. It outlines your inputs, outputs, activities, outcomes and impact. To learn more about this framework check out NCVO, NPC and Bond. To create your own Theory of Change outline your campaign's:

1. **Situation**: identify the current context, this includes exploring the challenge your campaign is tackling.
2. **Aims**: clearly state the goals and objectives of your campaign.
3. **Outcomes**: this is the change in belief, behaviour or systems your campaign will achieve.
4. **Impact**: this is the ultimate sustainable change your campaign hopes to work towards.
5. **Activities:** these are the actions taken by your campaign.
6. **Outputs**: these are the actual deliverables your campaign will provide.
7. **Inputs**: these are your resources; financial, physical and human.
8. **Rationale and assumptions**: these are the conditions necessary for campaign success.

Make sure your Theory of Change is valuable, understandable, achievable and logical.

Further reading
- **Transformation in the aid and development sector? Decolonising Aid** - **Centre for Humanitarian Leadership**
- **The Charity So White blog**
- **A 5-Point Guide to Decolonising Aid** - **Gina Dorso**
- **It's 2022 and Decolonising Aid finds itself at a crossroads: which path will you take?** - **Dylan Mathews, Bond**
- **Time to Decolonise Aid** - **Peace Direct**
- **Decolonising mental health, aid and fundraising** - **Hamimu Masudi (Bond)**
- **How to make sure your disruptive protest helps your cause** - **Mark Engler and Paul Engler**
- **The Project Canvas**

Module 3: Communications in Campaigning

There are three levels of values: personal values, what values we engage in other people and what values underpin society as a whole. They influence the way we vote, the things we buy, the friends we choose, our personal wellbeing and more. They also influence how we take action on social and environmental issues.

Reflect: Use the Schwartz spatial map designed by the Common Cause Foundation to identify your personal values. Reflect on what is important to you, and what motivates you.

Research from the Common Cause Foundation has highlight how and why values are important in campaigning, finding:

- Campaign communications framed through appeal to intrinsic values (e.g. social justice, equality, freedom to choose) perform better in strengthening support for causes than messages framed to appeal to extrinsic values (e.g. wealth, success).
- Campaign communications combining intrinsic and extrinsic values are as ineffective as those appealing to just extrinsic values.
- The values reflected in campaign communications influence the audience's intention to take action with a different cause.

When creating communications for your campaign ask yourself:
- What values are we foregrounding in our campaign?
- What values do people experience in action when they join our campaign?
- What values do we celebrate when we speak of campaigning to others?
- What assumptions are we making in terms of the values that other people hold?
- How could we better show intrinsic values in action?

The first step when creating your campaign's communications is **identifying your audience**. This includes your target, the individual who has the power to make the decision you want, and your audience, everyone your campaign is going to reach. Your target and audience often overlap.

Once you have identified your audience it's time to get to know them and understand their perspective.

Let's try: User needs statements summarise who a stakeholder is, what they need and why. Write a user needs statement for a key stakeholder in your campaign.

As a...

When I see the campaign
I need...

So that...

Empathy maps are a more in depth way of taking your stakeholders' perspective.

1. **Who are we empathising with?**
2. **What do they need to do?**
3. **What do they see?**
4. **What do they say?**
5. **What do they do?**
6. **What do they hear?**
7. **What do they think and feel?**

When creating your campaign's communication it's useful to understand how people are moved to develop new opinions, and take action. This will support you to identify what the priorities are of different stakeholders, and how you can adapt your messaging to reach and influence different groups.

The Diffusion of Innovations model communicates how over time an idea gains momentum and diffuses through a population.
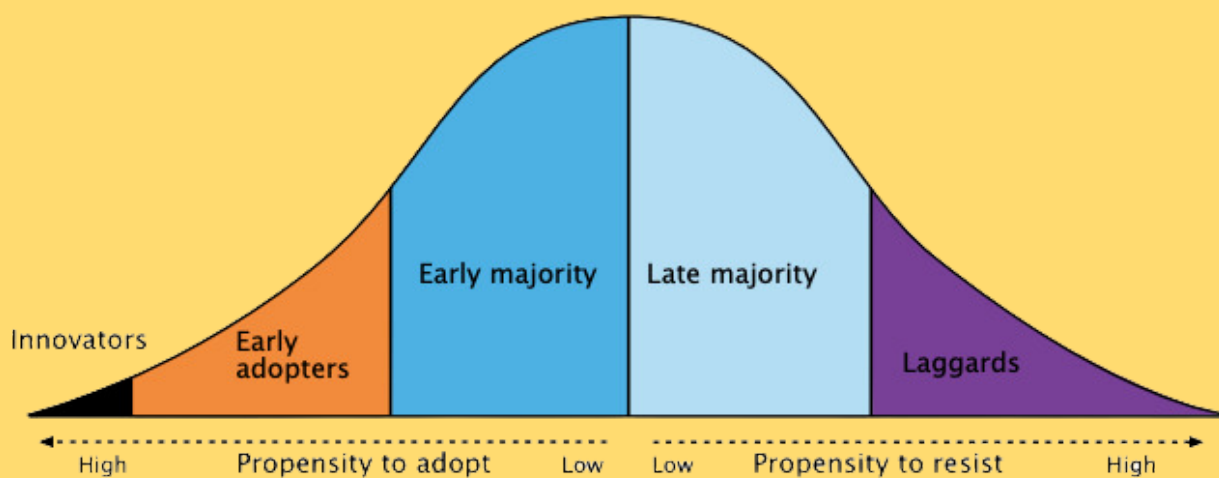
- **Innovators** are the first who want to try the innovation, they are interested in new ideas and willing to take risks.
- **Early adopters** enjoy leadership roles and are aware of the need to change so embrace opportunities to adopt new ideas.
- The **early majority** are rarely leaders but do adopt ideas before the average person.
- The **late majority** are skeptical of change and will only adopt an idea after the majority.
- **Laggards** are bound by tradition and skeptical of change, they are the hardest group to get on board.

The apathy staircase is useful for when you're trying to put forward an idea or argument. Apathy is a lack of interest or enthusiasm about a topic but it's not a solid state, people can be moved out of apathy into action through your campaign. It can be used to frame speeches, campaigns or conversations.

Structure your argument with:

- **Experience:** What is the person's experience of the issue? How does the campaign affect them?
- **Injustice injection:** How is their experience unfair or wrong? Comparisons can be good to do this.
- **Visioning:** Illustrate that it is possible for their experience to change. How would this benefit them? What would need to happen to make that change happen? Who makes decisions?
- **Action**: How are you going to make the change happen and what can they do to help you?

So once you are comfortable with your audience, their values and their perspective, you can start to build your campaign framing. Your campaign's frame is the ideas and principles that form the basis of all communications you create.

"Framing is the choices we make about what ideas we share and how we share them. It's what we emphasise, how we explain an issue, and what we leave unsaid... [These choices] have the power to affect how people think, feel and act." (Frameworks UK)

The best messages are:
- **Simple**: complex ideas do not stay in our memories
- **Unexpected**: they grab our attention
- **Concrete**: the more dimensions and detail, the easier it is for us to remember an idea
- **Credible**: ideas must fit within individual's existing frame of reference
- **Emotional**: we care about individuals, and ideas which connect with our identities and values
- **Stories**: ideas are more memorable when they tell a story
- **Memorable**: connected to a broader brand or campaign

Let's try: Write three sentences summarising the message for your campaign. Use the checklist below to assess its effectiveness.

Is your message:
- ☐ Clear
- ☐ Short and punchy
- ☐ Understandable to someone who doesn't know the issue (jargon free!)
- ☐ Memorable

Does your message:
- ☐ Include a summary of the change you want and the reason the change is important
- ☐ Include clear actions for the audience
- ☐ Have a clear deadline for action

You should also consider **branding** - you need a clear, simple and fun campaign brand which is connected to your vision, mission and values.

Top Tip: Pick some core colours and use templates on a graphic design tool like Canva to create a professional brand without design resource.

Reflect: Pick a brand you love - social issue or otherwise. What is successful about their branding? What lessons can you learn for building your campaign brand?

Next up, ask yourself how you are going to **get your message out there**.

Your method could include:
- **Written mediums**: Petitions, open letters, infographics, emails, poetry and essays.
- **Verbal mediums**: Speeches, presentations, online webinars, video clips, storytelling and Q&As.
- **Creative mediums**: Artwork, photography, fiction, music, poetry and essays.
- **Physical mediums:** Protests, sit ins, strikes, in person rallies, leafleting, demonstrations, events and stunts.
- **Online mediums**: Social media, blogs, web pages, emails and newsletters.

Top Tip: Ensure social media campaigns have a clear call to action to take people beyond the platform.

You may also use a messenger. This could be an ambassador who feels strongly about your cause and will act as an initial adopter to spread the word. The best ambassadors are either from a specific expertise group, or have a high social status. Alternatively, you could develop a partnership to help spread the word about your cause and reach new audiences. Why not organise events and activities together to share resources and responsibilities?

Further reading
- [A framing toolkit: How to talk about homes](#) - Nationwide Foundation, JRF and Frameworks UK
- [Can words change the world](#) - The New Economics Zine
- [The Narratives We Need](#) - Public Interest Research Centre
- [How to build trust with unlikely allies](#) - Larger Us
- [Unpacking, Expanding, and Imagining Shifting Narratives](#) - Collective Imagination
- [Framing essentials: how numbers can add up to a compelling story](#) - Frameworks UK
- [Convincing people that change is possible by 'painting the beautiful tomorrow'](#) - Christina Palassio

Module 4: Confidence, Resilience and Wellbeing in Campaigning

Ever feel like your success isn't deserved? Ever feel like you're not as competent as others perceive you to be? Ever feel like you're not enough?

You're not alone. It's commonly estimated that at least 70% of people have experienced imposter syndrome at some point in their lives.

A good first step to building your confidence is to understand your conditions for success. You should reflect upon:
- What a clear plan looks like for you for an event or activity.
- How much practice you like to have before a commitment.
- How you might pre-empt issues and questions.
- What an ideal environment looks like for you - think the temperature, what you're wearing, the space you're in.
- What success looks like.

Before an event or activity think about how you are taking up space. You may like to use verbal affirmations such as '*I have a right to be here*', '*I am not taking up too much space*' and '*It's ok to fail*'. Or physically take up space by stretching your arms and standing tall.

RIVAS is a visualisation tool you can use before an activity or event to understand what success looks like and map the path to achieving it.

RESULT: What is your goal?
INTENTION: Why do you want to achieve this?
VISUALISATION: What does success look like?
ACTION: What are the milestones to achieve success?
SUPPORT: Who's help do you need to achieve success?

For public speaking, you could think about the 5 Ss:
- **Stride**: How you walk into the space. Your presentation begins the moment you are seen.
- **Stand**: How much you move. You should allow the audience to focus on you, moving to add emphasis.
- **Smile**: This will relax and engage the audience - and it might also relax you.
- **Speak**: What you want to say first. Be ready to start speaking and stay in control.
- **Stay**: What you do after you finish speaking. When you have finished take time to look around, engage the audience and take questions if relevant.

What's most important is to understand what makes you feel calm and confident.


It's also important to adopt a growth mindset: the belief that you can develop. For your campaign this looks like the ability to be reflective, adaptable and flexible allowing for constant improvement.

Next time you find yourself thinking *"I can't do that"*, reframe it to *"I can't do that **yet**!"*.

Regular reflection is vital to practicing a growth mindset.

Reflect: What's going well with your campaign? What's not going as well? Are there any current questions, issues or challenges? What would you adapt or change for next time?
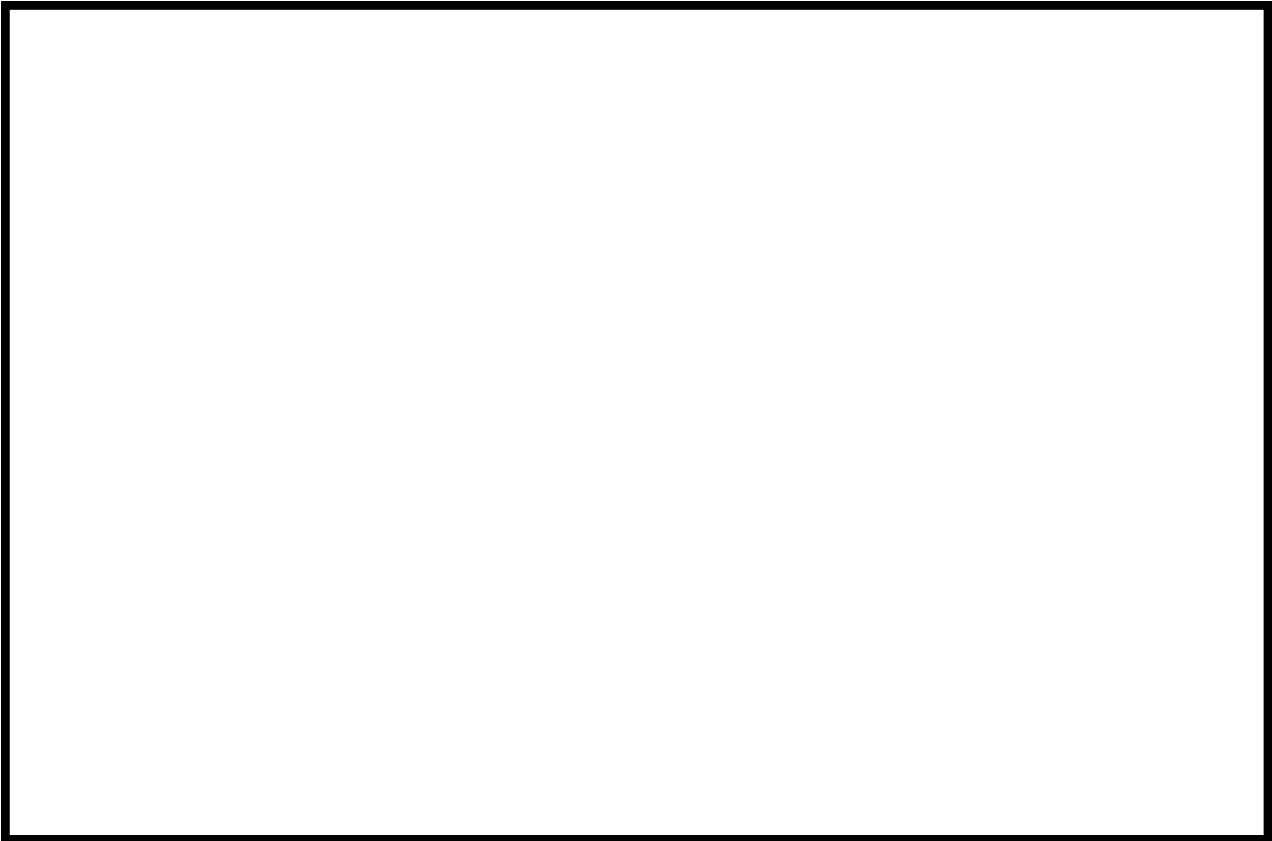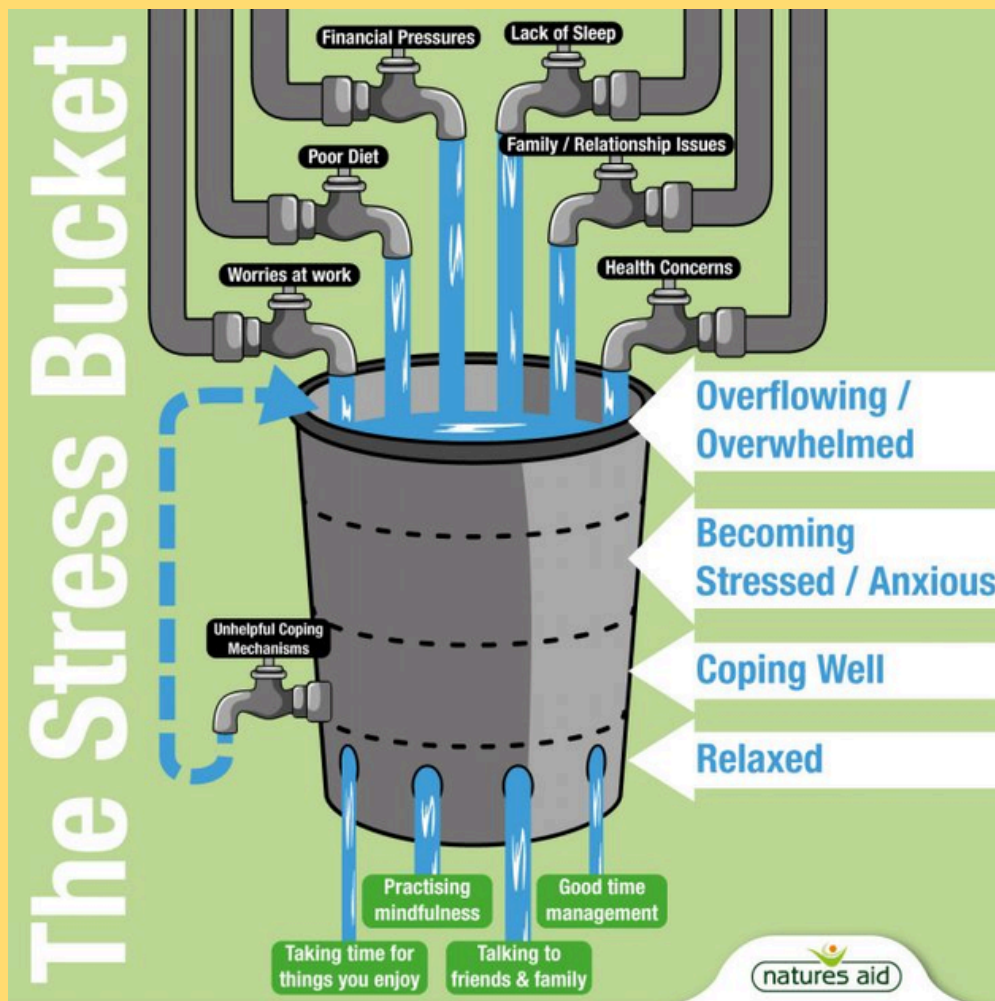
It is, and can be, exhausting to constantly be fighting for something that you believe in. Activist fatigue is real and you are allowed to feel it. It's not easy creating change and we can feel overwhelmed in our effort.

But what you can do is understand your wellbeing warning signs and build your resilience so that you are well equipped to respond positively to stress.

Everyone experiences stress, and the right amount of it can be motivating. But what resilience allows us to do is recover quickly from challenges - letting go of things we can't control and processing stress in our bodies. Being like a tree, adapting to the seasons.

The [stress bucket] **shows how stress accumulates, and how our coping mechanisms can prevent us from becoming overwhelmed.**

The Stress Bucket

- Financial Pressures
- Lack of Sleep
- Poor Diet
- Family / Relationship Issues
- Worries at work
- Health Concerns
- Unhelpful Coping Mechanisms

- Overflowing / Overwhelmed
- Becoming Stressed / Anxious
- Coping Well
- Relaxed

- Practising mindfulness
- Good time management
- Taking time for things you enjoy
- Talking to friends & family

natures aid

Stress impacts us all in unique ways. It's important to understand what happens to you when you're feeling stressed - so that you, and those close to you, can understand how stress is impacting you. These are your wellbeing warning signs.

These can be **physical** factors such as having a headache, low energy or tummy ache; **social** factors like chatting less or more and a change in focus on tasks; **lifestyle** factors like cancelling on friends, turning up late or not stopping a hobby you love; or **numbing** factors like watching too much TV or overeating.

Reflect: List at least three of your wellbeing warning signs and think about how you can share this with others.

There are lots of things you can do to build your resilience toolkit. A number of techniques which support you to develop resilience in the moment, in the short term and in the long term.

1. Identifying self sabotage
Do you have an inner gremlin in your head? Find it, name it and reframe the situation.

"I'm not good enough"
> Imposter syndrom gremlin
> I wouldn't be in this role if I didn't have the skills to complete this task

2. Mindfulness

Notice and articulate emotions, allowing them to move through you. Why not try a body scan or breathing techniques?

Box breath
> Breathe in for 5
> Hold for 5
> Breathe out for 5
> Hold for 5
> Repeat

3. Permission slips

Verbalise and write down what you give yourself permission to do.

"I give myself permission to leave on time."
"I give myself permission to be honest."
"I give myself permission to make mistakes."
"I give myself permission to not finish everything on my list."

4. Self compassion

Be your own inner cheerleader and build yourself up. Ask yourself how you would respond to a friend; write yourself a letter from a place of acceptance; and practice supportive touch.

5. Gratitude

Write down five things you are grateful for each day.

Reflect: List five things you feel grateful for today.

6. Connection

Regularly connect to:

Ourselves, our values and purpose
Nature, fresh air and sunshine
Our community, people and networks

The five ways to wellbeing is a scientifically proven approach to wellbeing. Every week we should **connect**, **get active**, **take notice**, **learn** and **give**.

Let's try: How are you practicing the five ways to wellbeing this week?

Activity	Which way to wellbeing?	When	Where

Something you can do is build your resilience toolkit. This is made up of things you should do in the moment when stress arises, in the short term to process stress and in the long term to feel good! Make sure you 1) share your toolkit with friends, family and those you work closely with so that you can support one another and 2) put your toolkit somewhere you will see it regularly so that you can hold yourself accountable to prioritising these actions on a daily, weekly and monthly basis.

Let's try: Build your resilience toolkit. Pick activities that resonate with you, and don't be afraid to tweak and update it as you learn more about yourself.

In the moment I will...

(e.g. do a box breath and a [54321 grounding meditation](#); communicate with others that I'm struggling; clear my physical workspace and light a candle)

In the short term I will...

(e.g. ensure I get 8 hours of sleep; reprioritise with my team to ensure I don't drop the ball; complete or delegate the task causing me stress; use the [Breathe](#) or [Brainwave](#) app; do an [end of day reset](#))

In the long term I will...

(e.g. meet a friend for a coffee; exercise; plan my week keeping my post-lunch low energy in mind; set clearer goals to keep motivated; enforce my work/life balance boundaries; access talking therapy through local services)

Further reading
- [**Mental health and wellbeing**](#) **resources - Student Space**
- [**Burnout**](#) **- Emily and Amelia Nagoski**
- [**The Joy of Being Selfish**](#) – **Michelle Elman**
- [**Set Boundaries, Find Peace**](#) – **Nedra Glover Tawwab**
- [**Healthy Boundaries: A guide from our shared exploration**](#) **- Conscious Leaders Circle**

Module 5: Reflection and wrap up

Reflect: What skills have you developed through completing this workbook?

Reflect: What have you most enjoyed about completing this workbook?

Reflect: What key learning are you taking away from completing this workbook?

Reflect: Write a SMARTIE goal for yourself, to take your next step in campaigning and advocacy. Identify the first step and when that is going to happen. How can you hold yourself accountable?

Thank you. Further reading

- **Influencing, Advocacy & Campaigning - Oxfam**
- **Campaigns at Universities UK**
- The **Larger Us Podcast**
- **Youth Advocacy Toolkit - Unicef**
- **Three steps to building a successful student campaign - Tess Riley (The Guardian)**
- **Current campaigns at Citizens UK**
- **The Origins of an Advocacy Campaign - Ioan Cable (Future Advocacy)**
- **Of crystal balls, pandemics, and resilience: why foresight should be in the DNA of the social change field - Krizna Gomez**

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