

Workshop 2 of the Narrative Change Lab:

## **The nuts and bolts of a narrative change campaign**

Workshop for German campaigners, advocates & spokespeople

March 21-22, 2018

Glaskiste, ExRotaprint,  
Gottschedstr. 4, 13357 Berlin

*Facilitators: Eóin Young, Lisa Quinn & Lucian Ciolan*

*International Centre for Policy Advocacy*

[www.icpolicyadvocacy.org](http://www.icpolicyadvocacy.org)

### **BACKGROUND – NEW MIGRATION NARRATIVES PROJECT**

As in many European countries, a growing populist rhetoric is currently becoming more mainstream in the public migration debate in Germany and is setting the boundaries of “acceptable” policy choices to measures driven by protection, security and exclusion. Having convened campaigners, researchers, activists and civil servants in Germany for more than a year and connected them to international campaigning practitioners to discuss better ways to engage the public, our response to this challenge is the New Migration Narratives (2017-19) project which aims:

to empower progressive campaigners to more effectively engage and rebalance the public debate around migration in Germany, putting diversity and inclusion more firmly back on the agenda.

The project comprises three main elements:

1. **Pedagogical tools** – Developing a Reframing Migration Narratives toolkit in German and English; the capacity development approach, workshops and resources for the Narrative Change Lab.
2. **Narrative Change Lab** – At its core, the project is a capacity development initiative and the Lab will support the step-by-step development of pilot reframing campaigns targeting the movable middle in Germany and also, build the capacity of 15-17 organisations to employ these approaches.
3. **Outreach** – Reaching out to other German networks (especially social movements) to promote the narrative change approach.

This workshop is the opening of the second stage of the Narrative Change Lab: Fleshing out your campaign plans, as shown in the table below

<b>Stage 1</b> Introduction to reframing and development of a campaign idea - December 2017 to March 2018 ( <i>Workshop 1 &amp; Strategy development &amp; Feedback clinic</i> )			
Stage 2 – Fleshing out your campaign plans	2.1	Workshop - The nuts and bolts of a narrative change campaign (2 days)	March 21-22, 2018
	2.2	Campaign build out and Practitioner support	April – September 2018
	2.3	Feedback Clinic on the campaign plan (0.5 day)	April– May 2018
	2.4	Message Testing (focus groups and deconstruction event) for pilot campaigns	July 2018
	2.5	Campaign refining and finalising phase	July – September 2018
<b>Stage 3</b> Campaign Implementation - September to November 2018 ( <i>Workshop 3 &amp; Feedback clinic on final revisions</i> )			

## AIMS & LEARNING OUTCOMES

In opening the second stage of the Narrative Change Lab, our **aim** is for participants:

*to develop the insights and skills to build out an effective reframing/narrative change campaign, and get them started on this work for their own campaigns.* Specifically, we will start to put meat on the bones of the existing campaign strategies developed in Stage 1 of the Lab.

### Learning outcomes

More specifically, through the workshop participant will:

#### *Learn how to:*

- Identify an acceptable overlapping value space to begin building positive messages to engage the middle;
- Build effective and engaging messages to serve as the backbone of your narrative change campaign;
- Develop the other key elements of your reframing campaign, such as visuals, stories, slogans and messengers to build out your campaign.

#### *Understand:*

- What the idea of positive messaging means in a reframing campaign;
- The key elements in building out a narrative change campaign;
- How other practitioners have put together these key elements for an effective reframing campaign;
- How to put the key elements together to support your own campaign message;
- What to avoid in a campaign from a reframing perspective;
- The steps and stages of the Narrative Change Lab in 2018.

*Benefit from:*

- Feedback and input from a group of practitioners on your initial campaign ideas
- A core planning tool to structure the stages of planning a reframing campaign targeting the middle
- Elements of the ICPA Reframing migration narratives toolkit to share with their colleagues and partners
- A network of international practice and practitioners also engaged in similar efforts

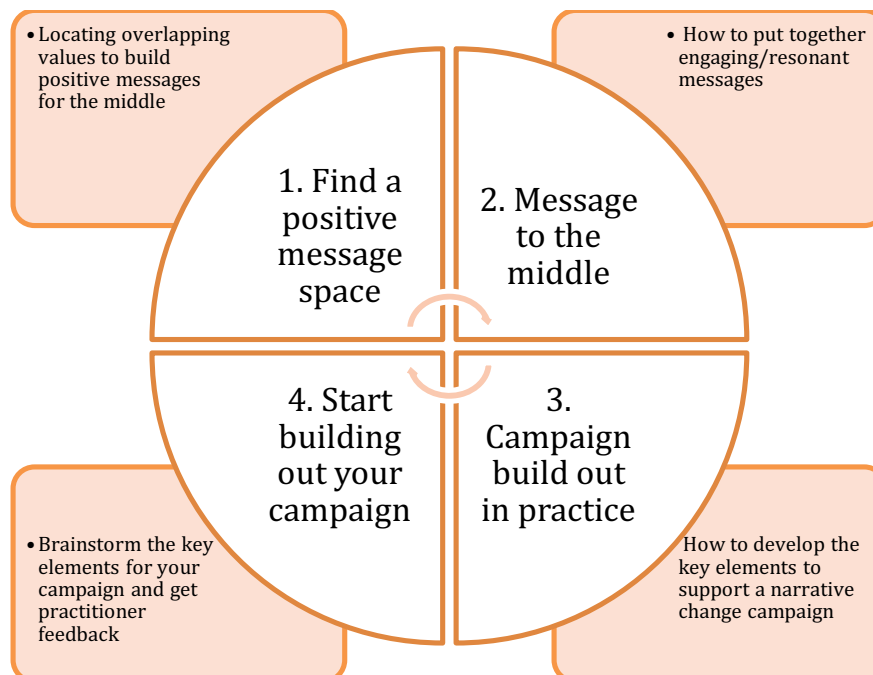
**MAIN RESOURCE**

The workshop is built around the insights developed for the ICPA Reframing Migration Narratives Toolkit ([www.narrativechange.org](http://www.narrativechange.org)). This toolkit has been in development for over a year and will provide practical guidance based on international campaigning experience to support progressives to effectively reach out to the middle in the public debate. The full toolkit will be launched in autumn 2018 in both English and German. However, Some parts of the toolkit have already been released:

- A video explaining the need for a reframing approach<sup>1</sup>.
- A series of videos from practitioners on the need and challenges of engaging the middle<sup>2</sup>.
- A set of Flashcards detailing “12 Keys to Reframing the Migration Debate”<sup>3</sup>.

**WORKSHOP OUTLINE**

The workshop consists of two days of training (March 21-22, 8 sessions x 90mins). The four main components of the workshop are:



<sup>1</sup> In English - [https://youtu.be/kU\\_OnYX0Su4](https://youtu.be/kU_OnYX0Su4) & in German - <https://youtu.be/ld37qQwTBxA>

<sup>2</sup> <https://www.youtube.com/playlist?list=PLINg5t4uHUdg5CoNUBVF7I7sIRwSRLbUu>

<sup>3</sup> You will receive a set of cards in the workshop.

*In more detail:*

### **1. Overlapping Values – Find a positive message space**

In this section, we begin by building on the existing research and take a step by step approach to mapping out the “positive self-concept values<sup>4</sup>” that the middle segments promote or defend in the migration debate. This will be a stepping stone to identifying a space for positive messaging. Specifically, we will:

- Reflect on what we can learn from the polling and mapping research and its limitations;
- Brainstorm the positive self-concept values that one segment of the German public promotes and defends in the migration debate;
- Reflect on the areas of those values you would be willing to build on in your campaigns and what fits with the opening you are targeting.

### **2. Engagement – Messaging to the middle**

In this section, we look at effective engagement and messaging approaches that build on positive stories and make an appeal to overlapping values in the migration debate. Specifically, we will:

- Consider effective approaches to engage challenging audiences in the middle;
- Reflect on what to avoid in trying to open such debates;
- Analyse messages that have worked well in previous situations;
- Outline good practice in messaging to start a dialogue through the advocacy process.

### **3. Key Elements – Campaign build out in practice**

In the third part of the workshop, we analyse in detail the approach taken in the build out of the key elements of a narrative change campaign using a real campaign case. This analysis will be structured around the elements of the ICPA Narrative Change Campaign Planning tool. Specifically, we will:

- Consider the key elements of any narrative change campaign;
- Have the chance to dig down deep into the approaches taken to develop the messages, slogan, images/visuals, stories, messengers and threshold forum/publication used in a specific campaign;
- Reflect on how to put all these pieces together to support the objectives of a campaign;
- Be introduced to the second element of the Narrative Change Campaign Planning tool.

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<sup>4</sup> i.e. We all have a self-concept of ourselves as a good person, so how they define the values they promote and defend in this debate.

#### 4. Get Started - Building out your campaign

On the second day, we focus on giving you the chance to start building out the key elements of your campaign and get first level feedback from a number of different practitioners. Specifically, we will:

- Work on defining a suitable and acceptable overlapping value and narrative space for your campaign;
- Give you the opportunity to brainstorm around a suitable message, image, slogan and story for your campaign, using the Narrative Change Campaign Planning tool;
- Provide the opportunity for you to get feedback from researchers, creative people, and other campaigners on your initial ideas.

We will close the workshop by clarifying the next steps in the Narrative Change Lab and what you need to do to prepare for the message testing process that will follow relatively soon.

#### WORKSHOP METHODOLOGY

This workshop is practical in nature and targets the needs of workshop participants. Active participation is the cornerstone of the methodology employed with emphasis placed on the analysis of authentic case studies and products of the campaign process, as well as the application of knowledge and skills to participants' own campaign plans. Other main aspects of the methodological approach adopted in the workshop are:

- a learner-centred, interactive environment;
- pair and small group work to facilitate peer interaction;
- learning by doing (case/research analysis);
- analysis of real campaign cases & practice, up to date research and polling;
- role of participants as informed and responsible adult learners and the role of the trainer as facilitator.

#### TIMETABLE FOR TRAINING DAYS

The training workshop will be run over two days, Wednesday, March 21<sup>st</sup> and Thursday, March 22<sup>nd</sup> 2018. The daily workshop timetable of 4 x 90-minute sessions is as follows:

Daily workshop timetable	
09.30 – 11.00	Session 1
11.00 – 11.30	Coffee break
11.30 – 13.00	Session 2
13.00 – 14.00	Lunch
14.00 – 15.30	Session 3
15.30 – 16.00	Coffee break
16.00 – 17.30	Session 4

#### WORKSHOP FACILITATORS

- *Eóin Young, Programme Director, International Centre for Policy Advocacy.*
- *Lisa Quinn, Director, International Centre for Policy Advocacy.*
- *Lucian Ciolan, Senior Trainer, International Centre for Policy Advocacy.*

**Eóin Young** ([young@icpolicyadvocacy.org](mailto:young@icpolicyadvocacy.org)) is co-founder and Programme Director in the International Centre for Policy Advocacy (ICPA). He has worked as a trainer and mentor in supporting the development of policy research, writing and advocacy capacity in the NGO and governmental sectors in the EU & Eastern Europe/Central Asia for over 15 years. Before founding ICPA in 2012, he previously worked under the Local Government and Public Service Reform Initiative (LGI) of the Open Society Foundations (OSF) and is co-author of the manuals “Writing effective public policy papers” (LGI/2002), “Making research evidence matter: a guide to policy advocacy in transition countries” (OSF/2012) & “The Essential Guide to Policy Brief Writing” (ICPA/2017). More recently, Eóin/ICPA has led a team in developing a programme to support advocates in reframing public narratives in seemingly intractable, highly emotional issues, such as migration and shrinking civic space. He has a multidisciplinary background in Mechanical Engineering, a postgraduate degree in Sociolinguistics and is a big fan of MOOCs – having studied framing, data analytics, songwriting and behavioral economics.

**Lisa Quinn** ([lisa@icpolicyadvocacy.org](mailto:lisa@icpolicyadvocacy.org)) is co-founder and Director of ICPA. Prior to establishing ICPA in 2012, she worked for over a decade under Local Government and Public Service Reform Initiative (LGI) of Open Society Foundations (Budapest) to support the research, communication and advocacy capacity development of policy practitioners in transition countries. In addition to designing and managing capacity development programmes and ICPA's staff and training team, she also authors practical policy resources and toolkits, e.g. “Making research evidence matter: a guide to policy advocacy in transition countries” (2012). Lisa also leads ICPA's work in Germany, especially building up the project "Reframe the Debate! New Migration Narratives for Constructive Dialogue" (2017-2019), implemented with support of the federal "Demokratie Leben!" programme and Social Change Initiative. Lisa draws on an applied and multidisciplinary background, with degrees in Management and Sociolinguistics. And she's working hard on her German!

**Lucian Ciolan** ([lucian@icpolicyadvocacy.org](mailto:lucian@icpolicyadvocacy.org)) is a Senior Trainer with International Centre for Policy Advocacy. In addition, Lucian is Professor at the University of Bucharest, Faculty of Psychology and Educational Sciences, where he currently acts as dean. In the last years, he was extensively involved in training and consultancy activities, especially in Central and South-Eastern Europe. His expertise is mainly related to education and training, public policy, project and performance management, training of trainers.

#### INTERNATIONAL CENTRE FOR POLICY ADVOCACY

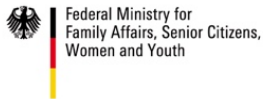
The International Centre for Policy Advocacy (ICPA) is an independent, Berlin-based NGO dedicated to bringing more voices, expertise and evidence into policy decision-making and promoting an enabling environment where policy decisions are grounded in the public interest. The main focus of our work is to build the policy engagement capacity and

confidence of researchers, advocates and activists from across sectors through training, mentoring and providing practical resources<sup>5</sup>. In more recent times, given the growing populist challenge, we have developed a reframing programme to support activists and researchers wishing to enter emotionally heightened debates around the issues of migration and closing space for civic engagement. In more than 15 years, we have worked extensively with more than 60 partners (often through policy fellowship programmes – 16 to date) to support over 5,000 policy practitioners in Europe (EU and Eastern Europe), Central Asia and West Africa.

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## PROJECT PARTNERS

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<sup>5</sup> For example: <http://advocacyguide.icpolicyadvocacy.org>