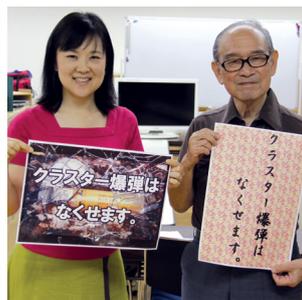


CMC Campaign Toolkit



Working together for a cluster munition free world

Content

1. Ban cluster bombs 001

2. Building a campaign network 004

3. Building a campaign strategy 009

4. Fundraising & mobilising resources 014

5. Crafting your message 021

6. Influencing policy makers 024

7. Mobilising the public 029

8. Getting media coverage 033

9. Online campaigning 039



For further support contact the Cluster Munition Coalition

www.stopclustermunitions.org

info@icblcmc.org

+44 (0)207 256 9500

1. Ban cluster bombs

Cluster bombs have caused unacceptable harm to civilians in every conflict in which they have been used and contamination continues to kill and injure people trying to rebuild their lives for decades after. Together we can bring an end to the harm and suffering caused by this horrific weapon. Join us in our global campaign against cluster bombs!

Cluster bombs

Indiscriminate

Unacceptable harm

Global ban

Stigma

What are cluster bombs?

Cluster bombs are large weapon systems containing multiple - often hundreds - of smaller bomblets.

They can be dropped from the air or fired from the ground.

Cluster bombs are also known as “cluster munitions” and the bomblets can also be called “submunitions”.

It has been well established that cluster munitions have a devastating impact on the lives of civilians, both at the time of use and long afterwards. They are a problem for two reasons: 1) they are indiscriminate, 2) they are unreliable.

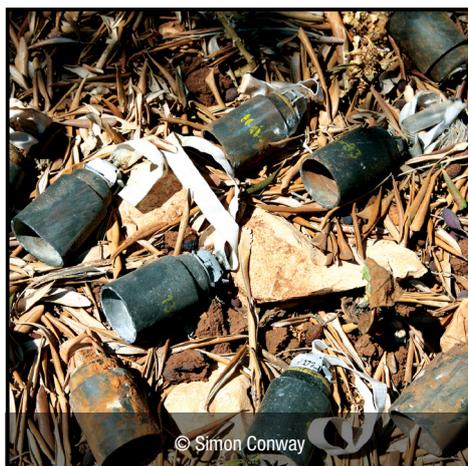
Around the world, in every conflict in which they have been used, cluster bombs have caused excessive harm to civilians. During an attack, cluster bombs cover wide areas of land (up to the size of several football fields) with explosives and shrapnel. Cluster bombs are indiscriminate weapons, because they can't distinguish between a soldier or a civilian. When cluster bombs are used in or near populated areas (the site of most modern conflicts) it is inevitable that civilian casualties, including women and children, are the result.

What's more, many of the submunitions, or bomblets, disbursed by cluster bombs fail to explode on impact.

Due to this high failure rate, huge amounts of unexploded bomblets are left on the ground, after an attack.

Like landmines, they pose a deadly threat to civilians living in that area long after a conflict has ended. Simply stepping on a bomblet or picking it up can cause it to explode – resulting in death or severe injuries from shrapnel, including loss of limbs and blindness.

Cluster bomb contamination can make land unsafe to live on and cause economic insecurity. Farmers working their land may accidentally set off the bomblets. Tragically, children are often attracted by their small size, curious shape and colour and mistake them for toys, killing or injuring themselves and others by picking them up and playing with them. Contamination can stop people from safely accessing schools, hospitals and land for housing and subsistence. Some communities have no choice but to carry on their daily lives on contaminated land, risking lives and limbs on a daily basis.



The global solution: The cluster bomb ban

The 2008 Convention on Cluster Munitions was established to put an end, for all time, to the suffering and casualties caused by cluster bombs. It comprehensively bans the use, production, stockpiling and transfer of cluster munitions. It requires destruction of stockpiled cluster munitions within eight years and clearance of contaminated land within 10 years of entry into force. It protects the rights of cluster bomb victims and it entitles countries affected by cluster bombs to receive international assistance to meet their legal obligations. In other words, the convention aims to prevent further harm from cluster munitions and to redress the impact of past use.

Jaymelyn Nikkie Uy, CMC Pilipinas, Philippines:

“When I was new in the cluster munitions campaign, I wish I had known more about the technical aspects of the Convention, particularly the contentious issues. Knowing and studying more about the Convention really gives a campaigner an edge when convincing government officials to sign and ratify the treaty immediately.”

One-hundred and thirteen countries have joined the ban, and many more adhere to it including stockpilers, former users and producers of the weapon as well as the majority of affected countries. As a result of its clear and time-bound requirements, states parties to the convention are working hard to destroy their stockpiles, clear their land and assist cluster bomb victims.

Thanks to the ban, there is now a powerful stigma against cluster bombs. These weapons have been used in just a few countries in recent years. Each incident of use has been followed by strong international condemnation and often denial or regret by the state in question.

But cluster bombs continue to kill and injure innocent people.

It is essential for the strength of the ban that states join, no matter the size of the country, whether or not they are affected by the weapon, and whether or not they have used, produced or stockpiled cluster munitions. With every new country that joins the treaty, the global norm rejecting cluster bombs is strengthened and the protection for civilians is increased.

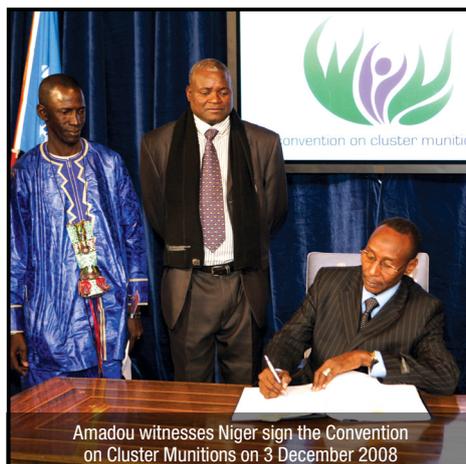
Every country in the world can and should join the Convention on Cluster Munitions. And to accomplish that, we need you! Your voice is needed to speak up and tell governments they aren’t going to win a war or defend their country with a weapon that kills civilians. It is a question of political will and of prioritising the protection of civilians over using outdated and indiscriminate weapons.

Theodora Williams, Foundation for Security & Development in Africa, Ghana:

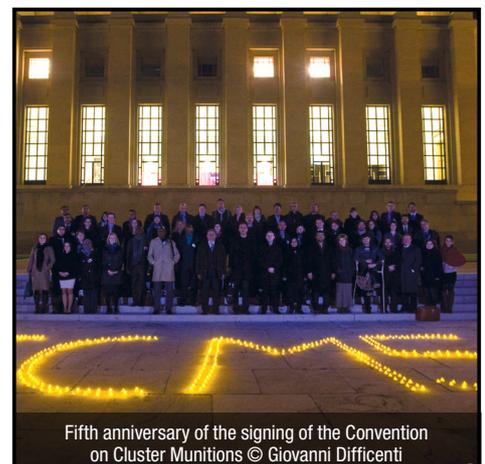
“When I was new to campaigning on cluster bombs, it was great to know that the Cluster Munition Coalition is such a huge resource. All I had to do was to look at the CMC website and/or write to the secretariat.”



‘I was in Oslo when we banned cluster bombs’
© Jan Lillehamre



Amadou witnesses Niger sign the Convention on Cluster Munitions on 3 December 2008



Fifth anniversary of the signing of the Convention on Cluster Munitions © Giovanni Difficenti

The campaign to ban cluster bombs: Join us!

The cluster bomb ban was achieved only because people from around the world demanded that it happened. And it will only be joined and enforced by all countries if individuals and groups around the world come together and demand it.

Ayman Sorour, Protection, Egypt:

“Believing in the cause is the easiest way to make sure everyone you talk to will help. If you do not believe deeply in the cause, others will not. Just imagine that you or your beloved ones could be a victim of cluster munitions who need help and it will help you be a great campaigner.”

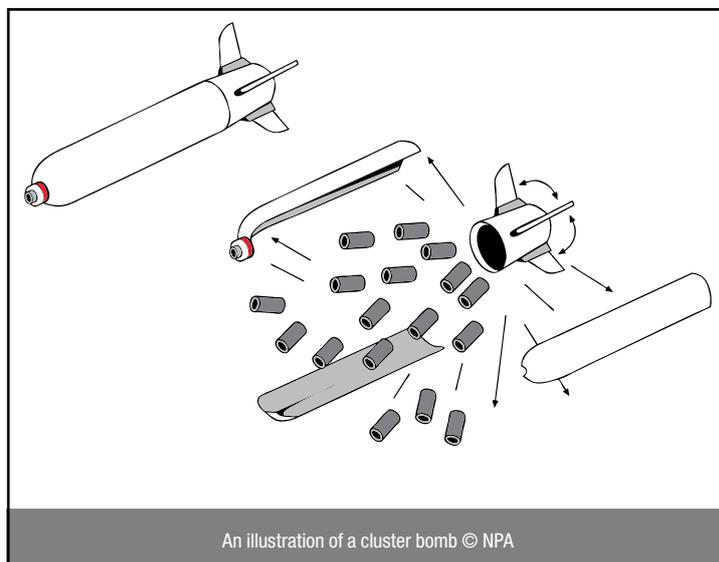
The Cluster Munition Coalition is a global network of civil society groups working in some 100 countries to end the harm caused by cluster bombs. Launched in 2003, its founding members include Human Rights Watch, Handicap International, Norwegian People’s Aid and other leaders from the Nobel Peace Prize-winning International Campaign to Ban Landmines, which secured the 1997 Mine Ban Treaty.

Bekele Gonfa, Survivor Corps (formerly Landmine Survivors Network), Ethiopia:

“Share good experiences with the Cluster Munition Coalition Network so that it can be practiced elsewhere.”

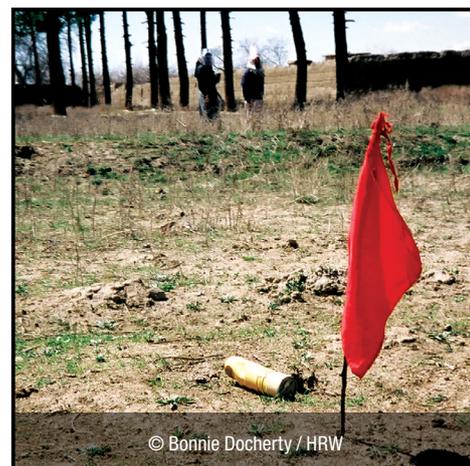
Following the signing of the Convention on Cluster Munitions by 94 countries in December 2008, the coalition mobilised a major global ratification campaign. Thirty countries ratified the ban swiftly, allowing it to enter into force in 2010. The coalition now works urgently for all states to join the ban and to fully implement all of its provisions.

Countries will be encouraged to join – and implement – the cluster bomb ban when people from their own country, and like-minded others from around the world, convince them to do so. You can make the difference and stop the harm caused by these indiscriminate and outdated weapons. Please join us in our campaign to eradicate cluster bombs world-wide!



More resources:

For more information on how you can help to stop cluster bombs in your country and around the world, go to www.stopclustermunitions.org



2. Building a campaign network

Being part of the global CMC coalition can help to amplify your voice, and give you the support you need to meet your campaign goals. In your own country you can also join up with other campaigners, campaigns or organisations to make your voice stronger and be heard loud and clear.

Coalition	Network	Alliance	Partnership	Union
-----------	---------	----------	-------------	-------

Work together to achieve change

Forming a coalition representing people or organisations from different sectors and/or perspectives on a particular issue is a powerful way to campaign. Coalitions and networks are formed around a common interest or problem for the purpose of strengthening a voice, uniting resources, increasing reach and demonstrating broad support for your aims in order to achieve a common goal.

There is no doubt that your voice will be heard louder when there are more of you advocating for a change in policy, attitude or practice by decision makers. We know now that the Convention on Cluster Munitions could not have been achieved without the power of the united voice and coordinated actions of the Cluster Munition Coalition.

Locally, nationally, or regionally you might consider a short-term, informal alliance or a longer-term, more formal coalition structure of like-minded NGOs and organisations. You might also want to reach out to individuals, celebrities or the media to work together in partnership. Before you get started, check the [CMC website](http://www.stopclustermunition.org) to see if there is already a network of Cluster Munition Coalition campaign members in your country or region.

Things to consider when deciding to collaborate

Before you make any decision to engage with other groups, organisations or people, you should ensure you can clearly describe your campaign objectives, goals and “asks”. Also take time to think about the decision makers and groups you need to influence, as this will help you to identify a list of people and groups you can work with, which may have influence on these targets already. Consider your current strengths and weaknesses, so that you can fill gaps that might exist. Think about how you want to work - so that your potential coalition members or partners can have a clear idea of your expectations. It can be useful to draft your initial campaign strategy before forming your coalition, but of course it is important to work with your coalition partners to develop and refine it together.

Habbouba Aoun,
Landmines Resource Centre for Lebanon:
 “Partner with everyone who shows interest, starting with survivors, affected families, and affected communities.”



Handicap International's Ban Advocates at the 4MSP in Lusaka



Celebration of the third anniversary of the entry into force of the CCM in the YYGM office in Ethiopia © Bekele Gonfa



Launch of Philippine Campaign against Cluster Munitions (PCCM) ©PCCM

Who to collaborate with

When building your target list, you may initially have some ideas about individuals and organisations you already work with, or that already have a reputation for working on similar issues. As you reach out to potential partners, further recommendations will arise, and as you build your campaign, others with similar agendas will approach you seeking to collaborate. It is worth spending some time researching the background of the organisations you want to work with, or that approach you, to ensure that your campaign reputation and integrity are not at risk.

- **Organisations:** This could be any organisation with a link to your campaign goals and objectives. It could be organisations similar to your own or ones that work on the different thematic areas related to cluster munitions (e.g. disarmament, victim assistance/disability rights/survivor networks, clearance, arms monitoring and research) or related treaties such as the Mine Ban Treaty, the Arms Trade Treaty, the Convention on the Rights of People with Disabilities and other International Human Rights or Humanitarian Law. You can also cast the net wider and think about organisations working on development, children's rights, women's rights, post-conflict issues, human rights, peace and security, and faith issues for example. Also consider working with youth organisations and universities. Take a look at your country report in the [Cluster Munition Monitor](#) to see which groups are already engaged in work on the different thematic areas of the Convention on Cluster Munitions.

- **Individuals:** People don't have to be part of an organisation to have great ideas and be motivated to act for your cause. Depending on your campaign tactics and who you want to influence, you may want to engage individuals as members in your network so that you can call on them to mobilise large numbers to support your campaign actions.

Think about other individuals you may wish to work with such as journalists, parliamentarians, civil servants and celebrities. Research who is talking about this issue or similar issues in the media, in academia, via social media (such as Twitter) and in policy fora for example. Depending on your structure (be it a membership structure, loose coalition, or supporter base) you may prefer to work with these individuals in collaboration but not as members.

Survivor participation

A key principle of the Convention on Cluster Munitions is consultation with and involvement of cluster munition victims and organisations working on this issue. Cluster munition victims include all persons directly impacted by cluster munitions as well as their affected families and communities. If you live in a country that has suffered contamination by cluster munitions, ensure you involve people directly affected – this could be survivor networks/individuals, community groups, or disability organisations for example. If your country is not affected by cluster munitions or other Unexploded Ordnance (UXO), try to consult with others in affected countries to give your campaign a stronger voice and ensure it is representative.

Sulaiman Aminy, Afghan Landmine Survivors

Organization (ALSO), Afghanistan:

“Establish a kind of campaign coalition or advocacy committee to strengthen your impact. Collective advocacy is more powerful than individual advocacy. Identify organisations and individuals with whom you share common goals, as well as survivors and other people with disabilities.”

When to collaborate

Collaborating on advocacy initiatives generally greatly enhances the impact of your actions. However, you should always ask yourself the following questions before you start your collaboration:

- What can be gained from joining with others at this time? Is it a “tipping point” moment for the campaign?
- What are the potential disadvantages or risks of collaborating at this time, if any?
- Are there any safety or security concerns to consider? (For example an unstable political situation, or members that could be compromised by speaking out).
- Will the advantages outweigh the disadvantages?
- If we initiate a coalition or a network, what are we promising to members? Can we deliver? Can we service and support a network?
- What are we expecting of our members and are our expectations realistic?
- What other campaigns are on the agenda – is there room for us to compete for policy makers' time?

Options for structuring your collaboration

Depending on the goals you are trying to achieve, there are several options for structuring your collaboration with others:

- Forming a **temporary alliance** to work together on a specific time-bound event or time period.
- Forming a **network of individual and organisational volunteers** that you can call on to participate in campaign actions such as letter-writing campaigns, petitions, public stunts and fundraising activities.
- Forming your coalition as a **new, distinct entity** that serves as a formal umbrella over your organisation and your member organisations for the work you will do on this issue. These coalitions are typically managed by a secretariat (volunteer or paid staff in a new separate entity or as an in-kind contribution of a member) that coordinates joint work on the campaign goals and communicates to members. These types of coalitions can be (a) legally registered as their own NGO or (b) informally housed in a member organisation under their legal registration.

(a) Registering and complying with legal requirements as a completely independent organisation can be a timely and costly process - so you need to consider if it is worth the time and effort for the change you want to affect. It can bring advantages in terms of fundraising and independence.

(b) Alternatively, you might want to establish an informal coalition, which gives you the benefits of bringing together different organisations without having to deal with legally registering. It is important to establish the goals and objectives together with all coalition members, to ensure you are all on the same page. Also, decide your timeline together and decide how long the informal coalition will exist (1 year? 2 years? When the objective has been achieved?).

Getting started

Although you should already have drafted your campaign strategy before you decide to engage widely with others, when you recruit your members, it is also important to build a shared vision of what you are doing. Make sure everyone is on the same page and that your strategy maximises the skills, knowledge, expertise and connections of all your group members. Other tips for starting to work with your network or coalition include:

- **Define the roles and responsibilities of members including:**
 - The amount of time group members can realistically commit to the group.
 - The relevant skills, expertise and experiences that members bring to the group.
 - The resources that are readily available to group members.
 - The relevant interests of group members.
 - Who will be responsible for the secretariat (including meeting agendas and recording meeting discussions and decisions) and will there be paid staff?
 - Whether one individual or an organisation will be assigned as chair of the coalition.
 - Whether the chair will be elected or assigned, and the length of term of the chair.
 - Any other roles that need to be fulfilled (for example a treasurer or volunteer coordinator).

Ensure everyone knows what their individual roles are. This is important for creating a unified and motivated campaign group.

Nadira Mallik,

Gono Kalyan Shanstha (GKS), Bangladesh:

“You can partner with organisations already working for peace and security, or working with disabled people - it is easy to make partnerships. And it is also easy to use their existing facilities like meeting rooms and facilities to support your campaign work.”

- **Get clear commitments and expectations of members, such as:**

- Each individual or organisation must be committed to the problem and its solutions.
- Each individual or organisation must be committed to coordinating resources and efforts to solve the problem.
- Each individual or organisation must be committed to the belief that every other organisation has the right to be involved and have their say.
- Each individual or organisation must be committed to open communication.
- Each individual or organisation must be committed to the recognition of the coalition or network, not the individual contributions.

**Margaret Arach Orech,
Uganda Landmines Survivors Association:**

“Identify and build relationship with allies.
It makes the process of influencing policy makers a little easier.”

- **Decide how the group will operate, including:**

- How will the group make decisions (e.g. consensus, voting by majority, or designated lead(s))?
- Who will communicate on behalf of the group to external stakeholders and any protocol for communications (e.g. use of group or members' logos, approval process for external messages, etc.)?
- What are the ground rules for how the group will handle conflict and differences of opinion?
- How and when will the group evaluate progress towards campaign goals and the effectiveness of its operations?
- How and when will leadership of the group change?
- Will you have members, partners, subscribers, advocates, associates, and/or supporters?
- Will you be called a network, a coalition, a group, a partnership or a national campaign?
- How will you co-opt new members?
Will you have a formal application process and/or a loose mailing list?
Will you have a Memorandum of Understanding (MoU) or a Membership Pledge for example?
- How will you fund/resource your group, and how will you allocate funds/resources?



The CMC delegation at the 4MSP in Lusaka



CMC campaigners Francky Miantuala and Bekele Gonfa



CMC campaigners from Latin America

Best practices for collaborating

- Create an atmosphere that encourages participation - an environment that is relaxed, friendly, and unhurried.
- Act as if you expect everyone to participate and allow members to express their thoughts.
- Look for and facilitate opportunities to include as many people as possible in discussions.
- Encourage passive or quiet members to speak up and don't allow a few to dominate the discussion.
- Be sure that there is respect for differences of opinions and value differences as a means to develop creative solutions.
- Don't allow an individual to be harassed or embarrassed.
- Be sure credit is given where it is deserved.
- Do regular skill inventories and check-ins to make sure you are using the group's full talents and expertise.
- Allow conflict and difference of opinion, but always maintain the focus on issues and not personalities in a way that encourages group problem solving.
- Create transparent working practices to maintain trust and ensure wide ownership of the issue.

More resources:

- [Existing Cluster Munition Coalition campaign members](#)
- [Building a campaign strategy](#)
- [2014 Cluster Munition Coalition Campaign Action Plan](#)
- Related coalitions working on disarmament and disability issues: [Control Arms](#), [International Disability Alliance](#), [International Campaign to Abolish Nuclear Weapons \(ICAN\)](#)



ICBL-CMC coalition structure:

The Cluster Munition Coalition (CMC) formed in 2003, was initially hosted by UK NGO Landmine Action (now AOA), and operates as a membership campaign comprised of non-governmental organisations (NGOs) worldwide. Following a merger with the International Campaign to Ban Landmines (ICBL) in 2011, the International Campaign to Ban Landmines and Cluster Munition Coalition (ICBL-CMC) operate a joint campaign membership. No joining fee or annual subscription is required, rather applicants are requested to: (1) Endorse the calls to action by the CMC and ICBL; (2) Agree to abide by the ICBL-CMC Membership Pledge; and (3) Submit a completed application form. A team of staff service the campaigns and provide administrative, media, finance, logistical, and policy support. A Governance Board oversees the work of both the ICBL and CMC. Alongside campaign members, the CMC works in partnership with the UN, ICRC, states, media and other stakeholders. Individuals are also encouraged to support the campaign via member organisations and via newsletter and social media sign up. In some countries campaign members have formed a national coalition, in others NGOs operate independently but collaboratively as ICBL-CMC members.



CMC director Sarah Blakemore gives a statement at the 4MSP



© NPA Laos



Preparing for the MSP © Stephane De Greef

3. Building a campaign strategy

Building an effective campaign strategy is one of the most important things you can do to make your campaign against cluster bombs successful. A good strategy can guide all of your campaign actions and help you have as much influence as possible.

Strategy

Plans

Objectives

Targets

Activities

Process of change

Only when you understand how change processes work (for example in a government), will you be able to influence them to achieve the change you want. Therefore, if you want to influence a government's policy decision or position you first need to ask yourself what the change is that you want to bring about. You also need to find out who takes the decisions; how decisions are being made and when; and finally, you need to know which different factors influence the decision.

Steps for building a strong strategy

A good way to structure your campaign and advocacy strategy is to: 1) identify your campaign goals, objectives and main "ask"; 2) analyse the policies that will support or block your desired goal; 3) identify the groups or decision makers that need to be influenced to make these changes; 4) identify your key messages; 5) create an inventory of your current strengths and weaknesses; and identify any upcoming opportunities or threats in the external environment; 6) identify your tactics and activities; 7) plan your monitoring and evaluation.

1. Identify your goal and objectives

What do you want to make happen? And what will be different when it happens? This long-term, general outcome that you would like to achieve is your overall goal. It is what ultimately needs to happen to bring you closer to your vision.

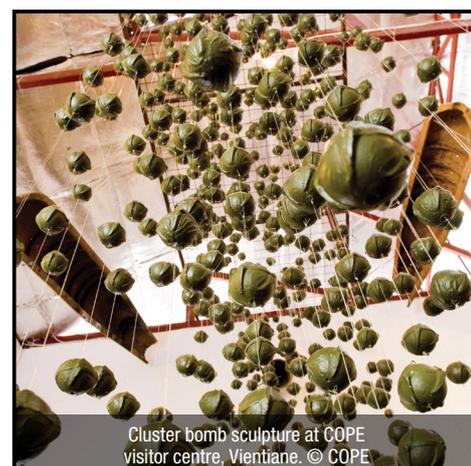
Your goal could be, for example:

"No more use of cluster munitions"

To achieve your goal, you need to identify smaller, specific milestones that need to happen to get there. These are your objectives. You can use these to monitor and evaluate whether you are making progress toward your goal and if your strategy is working.

Thomas Küchenmeister, Facing Finance, Germany:

"The most important things are the perception of the media, the public and parliament, good networking, and a relationship of trust with all relevant stakeholders."



When deciding on your objectives you need to make sure that they are SMART:

Specific	Is your objective detailed, well-defined and action-oriented?
Measurable	Can you track progress, change and success? And how?
Achievable	Can it be done in the proposed time-frame with the resources that are available?
Relevant	Is this relevant to your work and your overall goal?
Time-bound	Is there a clear deadline?

A SMART objective could look like this:

“By the end of 2015, [your country] has drafted, and is implementing, a plan to accede to the Convention on Cluster Munitions.”

An un-SMART objective would look like this:

“[Your country] has and is implementing, a plan to join the Convention on Cluster Munitions.”

Emma Tagicakibau,
Pacific Concerns Research Centre, Fiji

“Talk to civil society partners that carry out advocacy work on other issues, such as women’s rights, child rights, or the environment, to find out who their contacts are in government - politicians, civil servants, etc.”

Reaching your goals and objectives can take time and sometimes this might be quite demotivating. Therefore, it is important that you not only set long-term objectives, but also set short-term objectives, which allow you to gain short-term successes. Celebrate these successes to keep yourself and your campaign colleagues motivated to continue working for you cause.

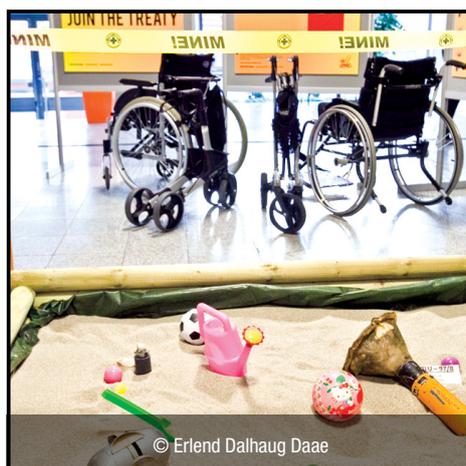
2. Policy analysis

Policy analysis includes:

- Identifying the policy (or policies) that need to change
- Identifying key actors and institutions that make decisions about policies, as well as those who can influence policy makers
- Understanding formal and informal policy making processes
- Understanding the political context (e.g. other issues on the political agenda)

To influence and advocate effectively, you need to find the right policy “hook”. This is how you can link your issue to existing policies or agendas, and to people and/or institutions in the formal political arena. Examples of finding a policy hook could be showing how joining the Convention on Cluster Munitions can strengthen regional security partnerships, or, highlighting that the Convention on Cluster Munitions brings international cooperation and assistance to affected countries which can support development. Once you’ve identified your policy hook, you can identify your target – the key decision-makers – as well as allies and opponents.

See [Influencing policy makers](#) section for further support.



3. Identify your audience

You need to identify the people who can help you to achieve your objectives. Ask yourself, who are the key decision makers and who influence them? You probably have several target audiences, for example government representatives, allies in the government, potential partners, general public, media, etc. You should know why and how each audience you approach is likely to influence your ultimate target (the person, organisation or group who can ultimately make the change you want to happen). This will help you channel your actions and resources effectively.

Be sure to consider both those who may help and those who may hinder progress toward your goal. Be as specific as possible and include the names of key individuals when possible.

4. Identify your message

What does your audience need to hear? Reaching these different audiences requires crafting a set of messages that will be persuasive and appealing. These messages must always have the same essence, but they need to be framed and tailored differently depending on the audience you are addressing. In most cases, advocacy messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.

The Cluster Munition Coalition has global messages that can be adapted and used in specific countries. For example, this key message on destroying stockpiles of cluster munitions:

“This can be done – Destruction does not need to be high-tech or expensive. Cooperation and assistance will help states that need it with financial and/or technical support.”

See [Crafting your message](#) section for further support.

5. Analyse your strengths and weaknesses

Analysing your strengths and weaknesses is sometimes called a **SWOT analysis**. It is helpful for building your strategy around your internal strengths and weaknesses, while being mindful of external opportunities and threats.

Strengths

What do we have?

An effective analysis of your strengths takes careful stock of the skills, knowledge and resources that you already have readily available to be built on. This includes past work and experience, the relationships and networks you have, staff and other people's capacity, and existing knowledge and information. For example, who do you know that knows the decision makers? Where do you have volunteers and staff already? You don't have to start from scratch, you can start from building on what you've already got.

Weaknesses

What do we need to develop?

After taking stock of what you already have, the next step is to identify what you haven't (yet) got. This means looking at relationships that need to be built, and capacity for lobbying, media, research and funding which are crucial to any campaigning effort. Take your weaknesses into consideration in your strategy development and, if you cannot fill them, try to find alternative solutions.

Opportunities

What is happening outside your organisation and in society that can help achieve your objectives?

External conditions always influence your strategy and course of action. You need to be aware of what is happening around you and identify factors and events that can play to your advantage. For example, your country may be in an election year or a key meeting may be taking place in your region.

Threats

What is happening in society that can prevent you from achieving your objectives?

Some external conditions can hinder your strategy or even prevent you from achieving your objectives. You need to identify them early and identify whether there is anything you can do to act to minimise the damage these can have on your plans and objectives, if possible.

6. Identify your tactics and activities

Your tactics are the means through which you will try to achieve your objectives. Different situations call for different tactics. Based on your SWOT analysis you can begin to determine a list of concrete actions you can take to achieve your objectives.

One way of helping to decide which tactics to use is to develop a 'results chain'. This is also called a logical framework analysis, log frame or logic model and is often a requirement of funding proposals. (See section Fundraising and Mobilising Resources for further support).

A results chain starts with your overall campaign goal. It shows the results or impact of your campaign and outlines all the steps you will take to get there and critically describes the assumptions you are making about the impact of your activities. It might seem backwards to start with the results rather than the activities you are planning, but it really does help to think through your theory of change; the logic of how your proposed activities can have an impact on your goal.

John Rodsted, Safe Ground (formerly the Australian Network to Ban Landmines and Cluster Munitions), Australia:

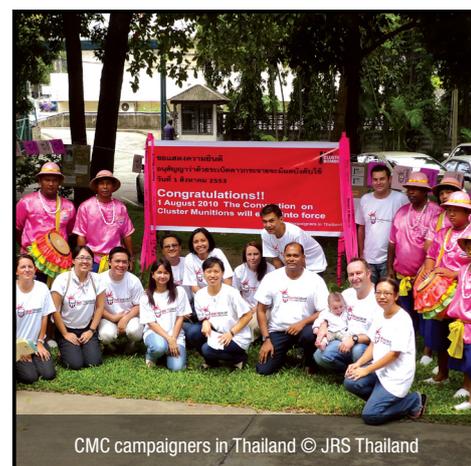
"A model that covered so much in outreach, advocacy, media and membership was the Ban Bus. We put a lot under that banner and we were able to reinvent it and modify the concept into many formats and to cover many different needs during the course of our campaign work."

The core elements of a results chain are:

- **Results or impact:** Your overall campaign goal (e.g. No more use of cluster munitions)
- **Outcomes:** Your campaign objectives – the changes in policy, practice or behaviour that your campaign has contributed to. You might have short, medium and long term outcomes, e.g.
 - Medium term: Country X has drafted and is implementing, a plan to join the Convention on Cluster Munitions
 - Short term: Designated government leaders are sensitised to the need to join the Convention on Cluster Munitions
- **Assumptions:** Explain why you think your outputs/activities will lead to your outcome. (E.g. A workshop will support Country X to overcome barriers to joining the treaty and understand the advantages of doing so)
- **Outputs/activities:** These are the specific deliverables to achieve the outcome you desire (an example could be: 2 roundtables attended by 4 parliamentarians, 4 country representatives, 3 NGOs, and 2 representatives from local survivor groups)
- **Inputs:** These are the time, budget or other resources you will need to carry out your activities.

Your results chain should be based on strong analysis of what has worked in the past (this is a real opportunity to build on your evaluation and learning from earlier work) and it is also good to evaluate new ideas in this way too.

When you have chosen your tactics, list the individual activities in chronological order, so you can develop a timeline and work plan for implementing them.



Examples of tactics and activities include:

- A one-to-one meeting with a Minister or other high level representatives.
- A workshop/round table/conference with parliamentarians, government officials, diplomats, UN partners, NGOs, survivors, even potential funders.
- A letter to high-level representatives urging action on the Convention on Cluster Munitions.
- A letter writing campaign.
- Using campaign anniversaries to call or meet with all of your contacts, and remind them of the symbolic opportunity (encourage them to make a public statement or to urge for progress within government).
- A mass participation event engaging members of the public to support your work against cluster munitions.
- Working with states parties to the convention to encourage them to influence your government.
- Lobbying decision-makers in face-to-face meetings to persuade them to support your objective(s).
- Public events such as film screenings, theatre performances, music concerts, book or report launches.
- Social media activity.
- Engaging the media through opinion-editorials, interviews, and press releases.
- Working with high-profile personalities.
- Online petitions.
- Protests such as demonstrations, marches, boycotts, vigils.
- Advertisements on television, radio and print media.
- Producing campaign materials such as t-shirts, buttons, posters and stickers.
- Lobby your representatives or organise a side event or exhibition at Convention on Cluster Munitions treaty meetings, or other national, regional or international fora.

7. Monitoring and evaluation

You want to ensure that all the efforts you put into your campaigning and advocacy are actually working. As with any journey, along the way you need to check whether you are still heading in the right direction. To monitor and evaluate your strategy and progress made towards achieving your SMART objectives you need to find out whether your strategy and actions are still in line with what you are trying to achieve. Are you still targeting the right people? Do your messages come across well or do they need to be tailored? Have you chosen the right tactics? Have any new challenges or opportunities emerged? It is important to be able to make mid-course corrections and to discard the elements of a strategy that are not working. How often you should evaluate your strategy depends on the specific timelines you have set for your objectives. It is generally good to evaluate your strategy at least annually, but perhaps more often – for example every month or every few months – depending on your particular objectives.

Iouri Zagoumenov, Belarus Support Center for Associations and Foundations (SCAF)/Belarus Campaign to Ban Landmines, Belarus:

“When we first started campaigning it was risky to be too vocal on arms control and national security issues through mass media, because many people did not feel safe to even discuss these issues and others strongly objected to disarmament. So, we decided to first engage young people in the campaign, as they are more open to change. But young people don't like formal seminars, conferences and meetings - they like cultural events that involve music, theatre, arts, photo exhibitions, and so on. So we started to organise cultural events focusing on mine and cluster munitions ban issues. These events continue to receive wide media coverage, which has made sure that millions of people have become aware of our campaign and its targets.”

More resources:

- [ICBL-CMC 2012-2015 Strategic Plan](#)
- [Influencing policy makers](#)
- [Crafting your message](#)



4. Fundraising & mobilising resources

Campaigning doesn't have to be very expensive, but there are nearly always some costs involved and you will need to find ways to secure resources for your work.

Fundraising	Donors	Budgets	Proposals	Resources
-------------	--------	---------	-----------	-----------

Raising funds for your campaign

All kinds of financial support may be needed for your campaigning such as staff salaries or volunteer expenses, equipment, venues, supplies, printing, internet access, and travel, and like it or not, we must spend time and energy seeking the funding and in-kind support that will keep our campaigns operational and our work progressing. Funding for advocacy as opposed to programme funding can be more difficult to source, especially from government donors. But at the end of this chapter we discuss ideas to source unrestricted funding, which gives you the freedom to spend on advocacy or any other activity of your choice. Speak to Cluster Munition Coalition campaign colleagues to share ideas and experiences of fundraising for advocacy.

Bekele Gonfa, Survivor Corps (formerly Landmine Survivors Network), Ethiopia:

“Results of my work make my work attractive to funders. For example, the number of survivors that have been rehabilitated as the result of my work; the government’s position as the result of my advocacy; and government attendance at MSPs and other relevant meetings.”

There are several ways you can approach fundraising for your campaign, and a successful fundraising strategy should have some of all of these elements:

- Writing and submitting proposals for different projects to potential donors – as an individual organisation or through a strategic partnership with other organisations.
- Selling a product or a service and using the profits to fund your advocacy work.
- Hosting specific fundraising public events like a dinner, a concert or a film screening.
- Asking businesses for things you need such as computer equipment, cell phone minutes, stationary or printing - these are called in-kind donations.

Habbouba Aoun, Landmines Resource Centre for Lebanon:

“What makes our work attractive to potential funders? Showing commitment and local ownership, and having a good proposal that includes nice pictures of the work being done and the people being helped.



Friendly volleyball match © Assistance Advocacy Access, Serbia



Campaigner Changeun Yeom at a disinvestment protest in South Korea © Weapon Zero



Global day of action in Ireland

First things first:

Knowing what you want to do and why

When you are considering submitting a funding proposal - either responding to a call for proposals or preparing one proactively - it is important to be clear about what you are seeking funding to do and why. As mission-driven organisations, it is essential that we avoid chasing money and doing projects outside our mandate just because there is funding available. This is often called “mission drift” and it can be destructive to small, focused organisations as we can find ourselves getting pulled further and further from what we were created to do.

Just as importantly, it is usually obvious to donors when we seek funding for projects for which we do not have experience or expertise, or a mandate to fulfill. It is a waste of your time and effort to apply for something that does not match your organisation’s mission and vision. And it is a waste of a donor’s time – and potential goodwill towards your organisation – to screen out your proposal on this basis.

Sulaiman Aminy, Afghan Landmine Survivors Organization (ALSO), Afghanistan:

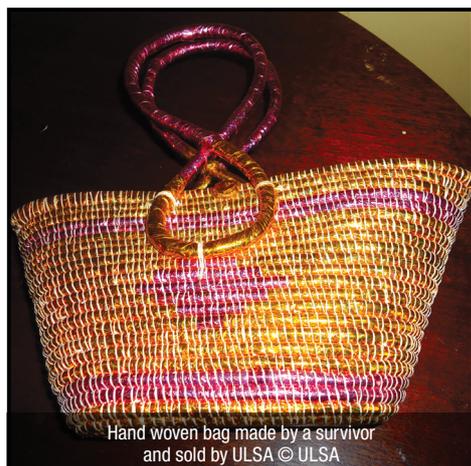
“Your objectives should be SMART [specific, measurable, attainable, relevant and time-bound]. Your programme should be high-quality, creative and unique – maybe something organised for the first time in your country. In your proposal and report, include feedback from beneficiaries and the reaction from government in addition to the documents of your project like photos, survey data, questionnaires and reports.”

Questions to consider at this stage include:

- What need is the project addressing?
- How do we know it’s a need?
- Why are we doing this project now?
- What is the change we want to see?
- Where will we undertake this project?
- Do we have partners or contacts in this (geographic) area?
- Do we have experience in or (enough) knowledge of this area to be successful?
- How does this project help us fulfill our mission and vision?
- Do we have the capacity and experience to be successful?
- Why would a donor (or this particular donor) be interested in this project?
- How does this project fit this donor’s priorities and objectives?
- Who will and won’t we accept funds from?

Taking stock of what you want to do, and why, should involve consulting with other team members and partner organisations, particularly if they will be implicated in the project you are considering.

This might seem like a lot of work before you even start writing – particularly if there is a looming deadline for proposals – but the information gathered by the questions above is essential to your chances of success. This is a “make or break” step in project planning and proposal writing.



Burim Hoxholli, Focus, Kosovo:

“Contact private companies - banks, insurance companies, pharmacies etc. They always have reserved annual budget for humanitarian projects.”

Finding a donor

Unfortunately, it is not enough to write a great proposal for a much-needed project or programme. We must also seek out donors that will consider it. Ideas for donors include:

- Relevant departments of your own national, regional or municipal government.
- Convention on Cluster Munitions-friendly governments' foreign affairs or development departments.
- Embassies of friendly governments in your country.
- UN agencies such as UNMAS, UNICEF and UNDP.
- [The European Union](#).
- Charitable trusts/foundations, such as the [Sigrid Rausing Trust](#), [the Gates Foundation](#), [Open Society Foundation](#), [MacArthur Foundation](#), [Oak Foundation](#).
- Issue specific foundations, such as the [Disability Rights Fund](#), [Abilis Foundation](#).
- International aid and development agencies and NGOs.
- Interest groups, such as the [Rotary International](#) and [Lions Clubs International](#).
- Religious groups within your community that regularly take up collections.
- Companies or business with a corporate social responsibility policy, such as Ikea ([Ikea Foundation](#))
- Individuals in your community (or benefactors).

One way to determine your list of prospective donors and supporters is to have a brainstorming session with your staff and campaign colleagues to map out who your “hot” contacts are (someone the group personally knows), “warm contacts” (a donor who someone else in your network could introduce you to) and “cold contacts” (potential donors that no one in the group or the group’s network knows). This will help you create and set priorities for your fundraising strategy.

Other ways you can find potential donors include:

- Build on existing relationships. Your current supporters, and hot and warm contacts, should be your first points of contact for future projects. If they are not willing or able to support your proposal, they may be able to connect you with someone who can. Be proactive and explicit about requesting such connections.
- Use your network and partners as resources to find out who is funding what and where. Ideally, you would like to engage with a donor that has already supported the cause or a similar project. Be prepared to share information about your donors with your partners.
- Consider partnering with another organisation that has an existing relationship with a potential donor. Folding your project into a larger programme run by another organisation could be an easy and mutually beneficial way of realising your goals.
- Monitor donor websites for requests for proposals (RFPs). Subscribe to their e-newsletters, “like” their Facebook page, and follow them on Twitter to keep abreast of what they are funding and where, and what their priorities are.

Theodora Williams, Foundation for Security & Development in Africa, Ghana:

“Be strategic and innovative. We got the Canadian High Commissioner to host parliamentarians for lunch to discuss Ghana’s ratification process. We spent very little, but got huge results.”

Hector Guerra, ICBL-CMC Mexico:

“If possible, it is useful to get advice from other organizations and individuals with experience in fundraising. Needless to say, having a full-time employee working on this, would make a huge difference.”

Elements of a good proposal

Many donors have their own preferred templates for proposals. If your potential donor has a template or application form, it is critical that you follow it to the letter! Show the donor you know how to follow instructions and make it easy for them to award you funds by providing all the information they are seeking. If they provide a word or page limit, follow it. Assume that you will be penalised for going over the limit and/or the donor will stop reading after the allotted limit and not consider any other information, no matter how interesting or important you consider it to be.

If your prospective donor does not have a template, you should include the following elements in your proposal:

- **Title:** The title of your project should clearly identify what the project addresses. It is the first “hook” to keep the donor reading. As such, the donor should be able to tell whether or not it fits within the scope of their call for proposals or funding priorities.
- **Executive summary:** This is an “at a glance” version of your project. Try to keep it less than half a page. It should include: the name of your organisation; the total amount of the project as well as the amount requested from this specific donor (assuming you are seeking funding from multiple donors); a short overview of what the project will do and achieve; and the duration of the project (e.g. the project will take six months or three years).
- **Context:** This is the section where you make the connection for the donor about how what you want to do will contribute to solving a problem or need that the donor is concerned about. To do this convincingly, you need to do your research. This is where you showcase your understanding of the issue, the geographic area and local population, and the underlying political, social and economic conditions.
- **Results chain:** A results chain (also called a logical framework analysis, log frame or logic model) starts with your overall campaign goal – the results or impact of your campaign, outlines all of the steps you will take to get there and critically, all the assumptions you are making about the impact of your activities. (See section on Building a Campaign Strategy for more information on this)

- **Timeline:** In addition to the overall project duration, it is useful to include a timeline of project activities. This helps the donor understand how the project will unfold and your cash-flow needs.
- **Coordination and cooperation:** Explain the relationships with any other organisations for this project. This might include other NGOs, government bodies, UN agencies, schools, community groups or religious institutions. List who they are and what responsibilities they will have.
- **Risk analysis:** Most donors request a risk analysis because they are aware that there are always factors within and beyond your control that might affect the project. They want to know how you are going to address these, and how you will still be able to work towards getting results if any of those conditions are realised.
- **Monitoring and evaluation:** This is the section that explains how you are going to track the project’s progress and assess the degree to which you have achieved the expected results. To do this, you will need to define indicators for each of your results statements. Indicators measure progress towards achieving results. They are not targets. For example: “percentage of workshop participants reporting increased knowledge of victim assistance” is an indicator, not “85% of workshop participants report increased knowledge of victim assistance.” Like your results statements, indicators should be SMART (Specific, Measurable, Achievable, Relevant and Time-bound). They should also be cost-effective to track, and part of what you already do. When developing indicators, it is helpful to imagine yourself in the not-too-distant future writing a report to your donor using these indicators. This will help you keep them realistic and appropriate.

Amir Mujanovic, Landmine Survivor Initiative, Bosnia and Herzegovina:

“Don’t over-order materials and use volunteers whenever possible.”

Building proposal budgets

The purpose of a funding proposal is to request money. In addition to having a compelling, clearly written narrative proposal, you must include a budget. As with project planning, the development of the budget should not be done in isolation and may require research. The following guidelines will help you prepare a project budget:

- Do your research.** Do not guess at expenses. Depending on the type of project, of course, this means contacting your travel agent or checking websites for fares if your project involves travel; calling venues for room rental rates; getting the catering menu from the venue and costing out all the breaks and meals you will cover; getting quotes from printers and other suppliers; and figuring out what materials and supplies you will need and estimating their cost.

In addition to direct project-related costs, it is appropriate to include overhead and administration expenses. These are expenses such as rent, internet and phone charges, postage, heating, hydro and other regular bills, technical support, equipment rental (e.g. photocopier), and all the other expenses necessary to keep your organisation operational. You can include portions of staff – usually senior management – salaries as overhead, in recognition of the oversight role they play, even if not directly involved in implementing the project. Some donors will allow a percentage (usually between 7% and 20%) of direct project-related costs to be allocated as project administration. Others will require you to itemise these, as you would do with direct costs. Make sure you know your donor’s guidelines.
- The budget should be presented logically and clearly, with the overall project expenses presented alongside the expense items you are asking them to fund so they can see the “big picture” of your project. Donors will want to see the link between the budget and activities and expected results. Depending on the type of project, the budget could be formatted by activity.

For example:

Expense	Requested from Government of xxx (USD\$)	Requested from other donors (USD\$)	TOTAL
Regional universalisation workshop			
Travel for 15 international participants	7,500		7,500
Per diem and accommodation for 15 participants x 3 days	2,000	3,000	5,000
Materials and supplies (e.g. workbooks, flipchart paper, pens, LCD projector)	1,500		1,500
Facilitator fees	1,000	500	1,500
Facilitator travel	750		750
Facilitator accommodation and per diem	-	300	300
Workshop coordinator salary and benefits	1,000		1,000
Administration (10%)	1,355		1,355
Total:	15,125		18,925

- **Present the budget in the donor's currency.** Your internal working version can be in your own currency. Include a separate column with the currency conversion. Because currency exchanges fluctuate, note where you got the rate from and on which date. Oanda.com and xe.com are reliable currency exchange sites.
- **Build some flexibility into the budget.** Often, we build budgets many months or even years before we actually implement the project. In the meantime, airfares change, catering prices rise, supplier rates go up, exchange rates fluctuate, etc. For these reasons, you will need some flexibility.
- **Check and double-check!** The proposal budget is your audition to the donor on how well you can manage their funds. Make sure all your formulas are correct and there are absolutely no mathematical errors. Circulate the draft budget to your team and partners to make sure all foreseeable expenses are included and realistic.

Building relationships with in-kind donors

Successful fundraising – both financial and in-kind – is all about building strong, reciprocal relationships with donors where both of your needs are being met. Both in-kind and financial prospective donors are looking for a match between a concern, value or need they have with what you can offer them.

The research and preparation that you need to put in to approaching a financial donor is very similar to what potential in-kind donors will require. You still need to:

- Do your homework about what you want to do and why, and be very clear on what greater need your project will address
- Create a proposal or shorter concept note summarising what you want to do, the outcomes and the budget
- Research prospective in-kind donors through mapping out your “hot” and “warm” contacts, and researching company policies and practice
- Compare your list of prospective in-kind donors with the expense items in your budget to look for a good fit between what you need, what they have and what you both care about

- Come up with a list of benefits that you can offer your in-kind donor that will allow their contribution to be acknowledged by the public (e.g. give them a speaking role at your event, list them as a sponsor in all event materials, ask them to be a member of your field visit delegation, offer them a chance to participate in any media opportunities generated by your project, etc.)
- Always follow through on any of your commitments to a donor – thank them every chance you get, before, during and after the event to pave the way for future asks of support!

What can you ask from an in-kind donor?

- Office furniture and stationary equipment, such as a computer, printer, and a telephone
- Meeting space
- TV and radio advertisement space - these can get very expensive, but sometimes (especially local) TV channels and newspapers offer free advertising space for charities
- Expertise – support with book keeping, legal advice, translation and communications planning for example

Organising a fundraising event

Before you decide what type of event to choose, think which people you are hoping to attract and what type of event or activity they would enjoy. A concert, sporting event, exhibition, or auction are just some things you could organise to raise money.

Collections

Door-to-door collections, collections in public spaces or leaving a collection box in a shop are just a few ways to directly raise money from the public. You do need to be wary that different countries have different rules for collecting money door-to-door or on the street, so do check the rules before get started!

Ayman Sorour, Protection M.A.H.R.F, Egypt:

“Everyone everywhere is looking for money. A real campaigner is the one who can show they can do a lot of things, with less money, that nobody else can do.”

Merchandise

Some Cluster Munition Coalition campaign members, such as the [Cambodian Campaign to Ban Landmines and Cluster bombs](#), sell their own merchandise to raise funds for their activities. T-shirts, pencil cases, caps, calendars, cards and pens branded with your logo can be sold directly by your supporters, online or in charity shops. This method has the advantage that you raise funds and spread your campaign message at the same time.

You will need to consider initial outlay costs, and also do your research to ensure sales would generate enough money to cover the production costs, let alone generate additional funds for your campaign. So carefully consider your budget beforehand and decide whether it is worth the investment.

Crafts and artwork

The survivor group of the [Ugandan Landmines Survivor Association \(ULSA\)](#) sells its own-produced woven baskets and bags to raise funds for its activities - a therapeutic and social way to generate income, supporting the employment or self-employment of campaign beneficiaries.

Boubine Toure, Senegalese Campaign to Ban Landmine/ICBL, Senegal:

“To inspire people around me, I show them the disastrous humanitarian consequences of cluster munitions.”

Crowd funding

Crowd funding is raising many small donations from a large number of people for one particular activity – for example to fund an art or film project. There are special websites that facilitate the technicalities of crowd funding, such as [Kickstarter](#).

Sponsorship

Ask a local business to sponsor a specific activity or event, for example a football competition, printing publications or enabling a survivor representative to attend an international treaty meeting.

Investing in action

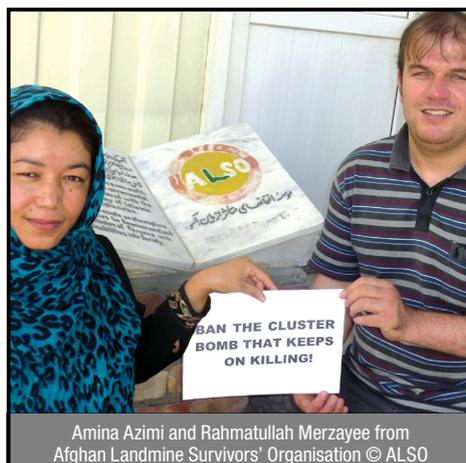
The CMC offers a small grant programme to support campaigners’ work. Each year a call for applications is announced on the CMC website – keep an eye on www.stopclustermunitions.org

Dr. Eva Maria Fischer, Handicap International, Germany:

“Ask if someone else in the CMC has already created a website, flyer or tool that you need - and adapt it to your context.”



Kyungsoo Park campaigns against investments in cluster munition producers in South Korea © Weapon Zero



Amina Azimi and Rahmatullah Merzayee from Afghan Landmine Survivors’ Organisation © ALSO



Project RENEW football match - “We can stop cluster bombs” © Project RENEW

5. Crafting your message

Once you have developed your campaign strategy you know what you want to achieve, and who you need to target to achieve this, it's time to craft your messages.

Message

Convey

Inspire

Communicate

Evoke

What makes a message effective?

A message tells your audience (which could be policy makers, journalists, partners or the general public) what they are asked to do, why it is worth doing, and the positive impact of their action.

Essential elements of your message include:

- What you want to achieve
- Why you want to achieve it (and why others should want to achieve it)
- How you propose to achieve it
- What specific action you want your audience to take

Your message should capture the essence of what you are trying to say to your audience. In just a few sentences, a message should communicate why your issue is important and what you want others to do for your cause. It should also give your audience choices of actions and tell them what you hope the outcome of the actions will be.

There are different ways to present your message. You can take an informative approach, presenting facts and figures, or you might decide to take an emotive approach.

Camilo Serna, Campaña Colombiana Contra Minas, Colombia

“It is also important to define the channels through which the strategy will be implemented. Keep in mind that all actions performed (definition of the audience, creating messages, broadcast messages, etc.) should have the same objective to communicate. This, in order to prevent sending mixed messages.”

- **Logic and reasoning** - Using facts, evidence and reasoning might be very effective when your message targets government officials or potential donors. These people tend to be performance driven and like to use statistical evidence to back their actions.
- **Emotion** - An emotive message tends to be effective if you want the public to act, if you are appealing to an individual or if you're planning a fundraising appeal.

Audiences have different needs and expectations, and will respond most effectively to a message prepared with them in mind. Of course politicians are also just people who will feel emotions upon hearing a story about a child who lost her legs and potential livelihood after stepping on a cluster munition. At the same time, facts showing the widespread consequences of cluster munitions might trigger people to give you an extra dollar during your fundraising event. Whichever way you decide to frame your message, there is no right or wrong way of doing it – it all depends on the context you are working in and who you are talking to.

It is worth spending the time to develop and tailor your messages for different audiences, for different contexts, and for different media. It is also useful to develop your organisational description, your campaign aims and your calls to action in varying lengths; for example in one sentence, a short paragraph, a long paragraph and on one page. Set yourself a challenge, can you even adapt these elements into 140 characters for Twitter?

Maria Eugenia Villareal, ECPAT, Guatemala:

“To make cluster bombs an issue of importance in my country, I introduced the issue as a human rights and humanitarian disarmament matter.”

The character of the speaker

You can appeal to the audience through the reputation of the person delivering the message; this could be you, or a cluster munition victim telling his or her own story, a politician, a technical expert, or a respected celebrity who cares about the ban on cluster munitions for example.

Example message to a government that has not yet joined the Convention on Cluster Munitions:

Ban Cluster Bombs, Join the Convention:

Cluster bombs have caused excessive harm to civilians in every conflict in which they have been used and contamination of land continues to kill and injure people trying to rebuild their lives for decades after.

The life-saving Convention on Cluster Munitions is a comprehensive, effective solution to the problem of cluster munitions. It prohibits the use of the weapon, as well as requiring clearance of cluster munition remnants, destruction of stockpiles, and the provision of assistance for victims. Today 113 countries have joined the Convention, of which 84 are States Parties.

At least 43 countries that have stockpiled, produced, and/or used cluster munitions have joined the Convention, including key international and regional military powers. Several of the world's most affected states have joined the convention, including Lao PDR, Afghanistan, Iraq and Lebanon. Their participation shows that a wide variety of states with different political, economic, and security perspectives all support the global ban on cluster munitions.

On the occasion of the anniversary of the entry into force of the Convention on Cluster Munition we call on [COUNTRY] to act now to prevent further harm from this weapon. Every country in the world can and should join the Convention on Cluster Munitions. It's a question of political will and of placing a priority on the protection of civilians over the use of outdated and indiscriminate weapons. We therefore urge [COUNTRY] to accede without delay.

The content of your message

- **Know your audience** – Take into account their interests, ideas and knowledge
- **Keep it simple** – Your messages should be short and easy to understand, with a clear call to action

Find opportunities to connect your message to relevant events in the news, a major report launch, or an upcoming deadline or anniversary. These windows of opportunity are brief time periods in which you can achieve significant impact with your message.

Example message appeal to people to donate:

Tumana was 3 years old when she was travelling with her family and had stopped for their lunch break in the area of Mgerinat in the north of Western Sahara. As they were finishing lunch and the family was starting to get ready to get back onto the road, Tumana walked to go to the toilet – a small group of bushes. On her way she saw some interesting looking items, a bit like toys, spread and stacked on the ground. She picked one up to play with, triggering it to explode. The toy like item turned out to be an unexploded submunition of a cluster bomb. The blast of the cluster munition left Tumana unconscious.

Tumana survived the blast, but lost her right arm.

The incident changed Tumana's life and that of her family entirely. They were forced to move away from their village, leaving behind everything, including their source of income. They moved to Rabuni, where they stayed in a refugee camp.

Tumana is 10 years old now, but still too young to get prosthesis because her bones are still growing. Every year she needs surgery, which is performed abroad.

Today Tumana is doing well. She goes to school and has learnt to write with her left hand. However, she does find it difficult to deal with the questions she gets from other children about her arm, bringing up painful memories.

Tumana receives assistance through the AOV mine victim assistance programme. With your generous donation AOV can support more children like Tumana.

Global Cluster Munition Coalition messages

The message to eradicate cluster bombs will have the most influence if global campaign messages and the advocacy messages used in each country, are linked and mutually reinforce each other.

The global Cluster Munition Coalition develops and shares updated messages on all major aspects of the cluster bomb ban and recommendations of which countries and audiences to focus on. These global messages can be adapted and tailored to the situation in each country.

You can get the most updated versions of these messages and recommended audiences by visiting the CMC website www.stopclustermunitions.org or contacting CMC staff.

More resources:

- Cluster Munition Coalition Lobbying Guide, available from CMC staff
- [Influencing policy makers](#)
- [Getting media coverage](#)



Crafting your message for the media

Your message for the media will again depend on your audience, but should include:

- The situation or problem the campaign or action is addressing
- The solution you propose
- The action that can be taken to help solve the problem

Your message and its three parts (problem, solution, action) should be featured in every article and interview you do and conversation you have.

Your core message should also be shaped into two products:

- **Talking points** – These summarise your central message in three or four sentences and include your main argument and evidence to support it.
- **Sound bites** – These are shorter, and convey your message in words and symbols that will grab the audience's attention. They are important for print media, but even more so for TV or radio.

See [Getting media coverage](#) section for more support.

Denise Coghlan, Cambodia Campaign to Ban Landmines & Cluster Munitions:

“Let survivors tell their own stories.”

Useful facts and statistics:

- Cluster bombs have been used in at least 36 countries and 4 disputed territories since the end of World War II, by at least 20 government armed forces. Most recently cluster munitions have been used in Syria and South Sudan.
- Countries with the highest number of casualties include Laos, Iraq, Vietnam, Afghanistan and Lebanon.
- Where the status was recorded, civilians accounted for the majority of cluster munition casualties (94%). Most civilian casualties were male (82%) and a significant proportion were children (40%). 60% of cluster munition casualties are injured while carrying out normal daily, livelihood activities in usual and accustomed places.
- The Monitor estimates that prior to the global effort to ban cluster munitions, 91 countries stockpiled millions of cluster munitions containing more than 1 billion submunitions.
- Israel rained an estimated 4 million submunitions on South Lebanon in 2006, the vast majority over the final three days of conflict. Failure rates were around 40%. Remaining landmine and cluster munition contamination in Lebanon is said to affect 565 towns and more than 900,000 people, or approximately one in five people of the population.
- Laos, as one of the most heavily affected countries in the world, is still trying to clear the remnants of 270 million submunitions dropped by the United States between 1963-74 - it could take decades more but it is achievable. Yet until then, 80% of people in affected areas are still having to use land that they know or suspect to be contaminated with deadly explosives.
- At least 34 states have developed or produced more than 200 types of cluster munitions.

6. Influencing policy makers

Convincing policy makers in your country to join and fully implement the cluster bomb ban is possible. In recent years, a combination of many different advocacy approaches has worked in countries around the world. Take time to consider which approaches are most likely to influence policy makers and advance the ban on cluster bombs in your country. Also learn from other CMC campaigners how they achieved a breakthrough in their country.

Advocacy

Lobbying

Influencing

Convincing

Informing

Identifying who to influence

- Government departments:** Scope which departments have the government portfolio on the issue of cluster munitions - there is likely to be a lead department, usually the Ministry of Foreign Affairs or Ministry of Defence. Other departments may need to be consulted on the decision for example the Office of the Prime Minister, Ministry of Justice and the Ministries of Social Affairs or Ministry of Health if your country is affected. Consider the policy “hook” that will get these departments interested in prioritising cluster munitions. As well as making the ethical case that cluster munitions should be banned, consider and demonstrate how joining and implementing the global ban can support multiple agendas (including international development, economic development, health care, national and regional security, international relations and tourism for example).
- Civil Servants:** Whatever policy you are trying to influence, it will most probably be written by civil servants. Compared to parliamentarians, they are much more likely to be in their position for longer and know their topics very well. Don't underestimate the power of these people doing the desk work. Identify the civil servants working on or leading your topic and try to establish strong relationships with them.

Georges Ntidendereza, Association de Prise en Charge des Orphelins de Guerre (APECOG), Burundi:
 “Identify the people in the government who have the ability to take political decisions.”

- Parliamentarians:** Depending on your campaign strategy and the environment you work in, you might also want to identify and create relationships with elected officials, from as many political parties as possible, to champion your cause and open doors for you to other influencers. It also helps to have supportive parliamentarians to drive the ratification or accession through to the parliamentary stage. Often there is no resistance to joining the treaty, it is just getting the decision from a desk or committee stage to a higher level, which can be slow due to competing priorities within the government.
- Overseas Missions:** Identify and build relationships with your representatives in Geneva, New York and other relevant missions. Staff at government missions have proven to be key allies and drivers of progress on the Convention on Cluster Munitions - from the Oslo process negotiations through to the implementation. They are often the representatives attending treaty meetings, so work with them to ensure key outcome documents, messages and progress on the convention is relayed back to capital.

Serena Olgiati,

Action On Armed Violence (AOAV), UK:

“Diplomats are also human beings! So the best way to advocate for your messages is not to adopt an aggressive and challenging posture with them, but to first establish a connection with them. This can sometimes most easily be done during receptions or evening times. Once you have a better understanding of the person you are talking to, you can be much more effective in getting your advocacy messages across.”

Approaches to influencing policy makers

Once you have first considered your overall campaign strategy, identified who you need to influence and crafted your messages, here are some specific approaches you can use to influence decision makers to support and implement the ban on cluster bombs. Analyse the stages of decision making within your political system, and consider which tactics can help influence change at each stage.

• Developing partnerships

The strong partnership between governments and civil society was integral to the establishment of the Convention on Cluster Munitions - this partnership is as important as ever to make it a success.

Building lasting, positive relationships with policy makers can be very helpful to your efforts over time.

Inspire and encourage those who can influence decision making to share ownership of the issue, make it their cause and be active partners in the cluster bomb ban effort. Consider appealing both to their sense of what is right and their self-interest. Some of the opportunities you can share may be valuable to them as well, including media story and photo opportunities, chances to speak at public events, participation in global days of action, participation in key meetings or field visits, or opportunities to co-organise events or initiatives.

As well as seeking support, remember to offer your support too - officials are busy and will have multiple portfolios. Be reliable and on hand help them to make the case to seniors and ministers, to be the expert, and to help do the groundwork.

• Advocacy meetings

Face-to-face advocacy meetings with policy makers are a key way to persuade them to make change. Convention on Cluster Munitions treaty meetings offer a great opportunity to lobby relevant officials and the Cluster Muniton Coalition coordinates lobby preparation around these meetings.

In your country, try to secure a meeting with a Minister or other high level representatives, and meet frequently with desk officers and other relevant officials. Consider who among your group and campaign allies may be most likely to secure an in-person lobby meeting, and who might have the most influence in a face-to-face conversation. Prepare your verbal case well, and bring a concise, effective written brief to leave behind.

The global Cluster Muniton Coalition has samples of advocacy meeting key messages you can draw from and can offer you support to help you learn how to lobby effectively in-person. Take notes and remember to document the results of your meeting afterwards for follow-up and to track your progress. Share insights with Cluster Muniton Coalition staff and campaign colleagues working with you.

Aisha Saeed,

Yemen Mine Awareness Association, Yemen:

“To find out which decision makers to target, discuss with relevant people such as your country’s Mine Action Director.”



At 2MSP © John Rodsted



A morning briefing at 4MSP



Meeting room at 3MSP

- **Informal lobbying**

Sometimes it might be too difficult or not desirable to organise a formal advocacy meeting. Instead you might want to try to talk to an official outside of a traditional policy arena. Lobbying, as the word suggests, is traditionally done in the lobbies of government buildings and elsewhere where you will meet government official outside an official meeting space. It might also be at a reception or other less formal occasions where you, and the official, are able to talk more freely. Use your informal lobbying to also establish relationships that you will be able to build on in the future.

- **Letter writing**

Writing letters to policy makers with influence is another way to persuade them to act and keep the issue on their agenda. Letters from civil society to Ministers or leaders can also help to give opportunities for designated officials to discuss the issue with superiors. Work with your government contacts to identify who to write to, and when is the most opportune time to write.

Coordinated but individualised letters which arrive at the same time can have a large impact – you could choose a symbolic day, or time coordinated letter writing ahead of a policy consultation. Alternatively ask members or partners to co-sign one letter to give it more weight. Consider which of your campaign members and allies might have the most influence as signatories. For example, members of a particular elected representative's constituency, or a respected community or faith leader may be good choices.

The number of letters policy makers receive, and who they are from can affect their impact. The Cluster Munition Coalition has samples of advocacy letters you can draw from.

Habbouba Aoun,

Landmines Resource Centre for Lebanon:

“Engage an official in the cause of a specific survivor or contaminated village of interest to the community.”

- **Round tables and workshops**

Inviting policy makers to take part in public or private round table discussions or workshops on aspects of the Convention on Cluster Munitions is another way to engage with them. These approaches can help build ongoing, positive relationships with supportive officials, and give them a platform for learning and sharing their positive views of the cluster bomb ban. It can also provide an opportunity for you to connect with the policy makers further, and build their sense of positive involvement with the issue. Consider inviting parliamentarians, government officials, diplomats, UN partners, mine action teams, NGOs, survivors and, potentially media, unless it could prohibit open dialogue.

- **Field visits**

Seeing is believing. Coordinated visits to cluster bomb-affected communities or countries can be an effective way to educate and persuade decision makers to join and implement the ban on cluster munitions. Seeing the problem and efforts to address it firsthand can have quite an impact. Field visits (including to clearance operations and victim assistance programmes) can also provide officials with opportunities for positive media coverage and experiences they can talk about afterward, which can strengthen their commitment.

Nguyen Thi Thanh Hong,
Association for Empowerment of
Persons with Disabilities (AEPD), Vietnam:

“Based on experience, I found the way to do advocacy in my context, I never opposed the government, but instead, tried to encourage them to carry out their responsibilities that also reached my advocacy targets. For example, I and my colleagues encouraged the Department of Labor, War-Invalids and Social Affairs to build an action plan to support persons with disability including victims, which is also under a program of the government.”

- **International visits/missions**

Visits by international allies of the cluster bomb ban, such as Cluster Munition Coalition ambassadors or staff, can be good opportunities to advance the ban in your country. They can provide additional chances to meet with and influence key policy makers and garner media coverage.

Also consider which states have influence on your country and work together with campaigners from countries that have already joined the convention to encourage their representatives to raise the issue bilaterally. States Party to the Convention on Cluster Munitions are obliged to encourage those not yet party to ratify or accede to the convention - hold them to this responsibility and help them to fulfil it.

- **Working with international partners**

Working with international partners in your country may help you gain access to and influence decision makers. In some cases, it can be helpful to collaborate with the embassies of supportive donor countries or influential allies of your country. It can also help to work with knowledgeable UN agencies or international NGOs which have good relations with the government. The United Nations Development Programme (UNDP) and International Committee of the Red Cross (ICRC) are key partners in the establishment and implementation of the Convention on Cluster Munitions. Coordinate your advocacy activity strategically with a range of key partners to have the strongest impact.

- **Treaty meetings and other regional and international events**

There is a regular schedule of international meetings which can provide good opportunities for influencing your country's policy on cluster munitions.

Every year there is a Meeting of the States Parties for the Convention on Cluster Munitions and an intersessional meeting. Every five years, there is a review conference (with the first scheduled in 2015). Smaller, less regular regional treaty meetings provide good opportunities as well.

Take advantage of other disarmament meetings such as those to support the Mine Ban Treaty (MBT) and Convention on Conventional Weapons (CCW). Also consider other regional and inter-governmental meetings where groups of decision makers are meeting on related issues that could also provide good chances to organise activities and advocate for the cluster bomb ban, e.g. the UN General Assembly, the UN Programme Directors Meeting, meetings of regional organisations such as the African Union, ASEAN or OAS, or events focused on the Convention on the Rights of People with Disabilities.

All meetings are opportunities for networking, advocacy, hosting side events on your work, publishing and launching reports, and more. They are also key milestones at which your country's government could announce and receive positive attention for steps forward on the ban. A [calendar](#) of events can be found on the Cluster Munition Coalition website.



CMC Meeting with Iraq's Delegation at the 4MSP



Margaret Arach Orech delivers a CMC statement



Stop Explosive Investments report launch in Denmark, 2013

- **Share information**

Compile and disseminate information on the issue to officials including reports and relevant materials. Share knowledge on global developments and policies on cluster munitions – for example the latest country to join, or complete stockpile destruction, or countries speaking out to condemn use.

Follow up on treaty meetings by ensuring the relevant officials have written a report on proceedings - and offer your insights to ensure the important points are highlighted.

Scope and contribute to relevant national consultations, action plans and committees that could support progress on the Convention on Cluster Munitions in your country. Offer expertise, suggest talking points, and provide encouragement for progress.

- **Be the expert**

Time and again policy makers report their appreciation for the expertise of Cluster Munition Coalition members – be the expert that helps your country join and/or implement the global ban. If you need support to build your confidence, Cluster Munition Coalition members and staff are here to help you with that. If you need a specialist in a particular technical aspect of the treaty (to attend a meeting contribute to a consultation, or review a document you have produced for example) - reach out for support from campaign colleagues around the world

Preparing for an advocacy meeting

- Be clear about your objectives for the meeting, such as getting information or changing the person's position.
- Determine your main message. What are you asking this decision maker to do?
- Decide if you will attend on your own, or with others, then prepare and rehearse your arguments and answers to possible questions.
- Create personal background notes on previous developments, previous interaction, and officials' stance on the issue.
- Know key facts and figures, and try to show the humanitarian impact of the weapon on people.
- Prepare specific questions you need answers to, for example on a decision-making process or timeline.
- Consider preparing a briefing note or materials to share with the person.
- Be polite and respectful, even if disagreeing, and thank the officials for their time.
- Take notes during the meeting including action points, and share with Cluster Munition Coalition staff and campaign colleagues.
- Know when part (or all) of a discussion is off the record and do not take notes at that point.
- Take a business card or contact details and follow up after your meeting.

Ema Tagicakibau,

Pacific Concerns Research Centre, Fiji:

"I round off the meeting by requesting regular 'talanoa'. That is Fijian for 'talk time' - an informal story telling session. During such sessions you can update each other on what is happening on the CCM treaty front e.g. government progress on reports, assistance with report template, etc. The Fijian government appreciates such opportunities as it can be their only source of information on the CCM."

More resources:

- [Building a campaign strategy](#)
- [CMC government resources](#)
- [Why and how all states should join the Convention on Cluster Munitions](#)



7. Mobilising the public

The greater the public support to your cause, the more likely policy-makers will feel inclined to listen to you and prioritise your issue. Whether you want to raise awareness with a photo exhibition, build capacity through a workshop, collect signatures on the streets, or anything else, involving the public in your campaign can be a great way to spread your message, motivate people to get involved in your cause, and to have a fun and inspirational time with like-minded people!

Mobilising	Engaging	Inspiring	Motivating	Appealing
-------------------	-----------------	------------------	-------------------	------------------

Why would you involve the public in your campaign?

Mobilising the public for your advocacy and campaigning can be done in countless different ways. Your public mobilisation strategy, including the events you choose to organise, needs to contribute to the goals and key messages of your campaign strategy.

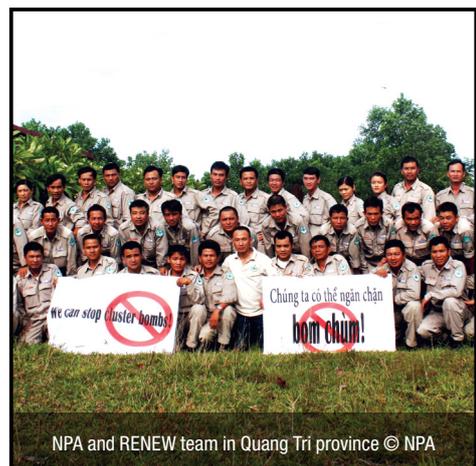
Depending on your specific campaign goals, there may be several strategic reasons why it would make sense to engage the public in your campaign work, including:

- To demonstrate wide support for your issue, giving policy-makers a mandate to act.
- To expand the reach of your advocacy work by encouraging the public to participate in certain activities (e.g. contacting their elected representatives or members of the parliament, a petition or letter-writing campaigns).
- To generate media attention for your message, for example by organising a public action or a stunt.

- To fundraise from the public to support your work.
- To raise awareness about your cause.
- To appeal to policy-makers as individuals inspiring them to be part of a collective movement for positive change.

Start off by building relationships with individuals, community groups, institutions (like schools and faith groups), civil society organisations and others who you would like to mobilise.

Merel Krediet, Cluster Munition Coalition, London:
 “If you’re organising a public action, spread your message wide by printing campaign resources you can disseminate. There are materials on the CMC website that you can use or adapt.”



Tips for effectively engaging the public

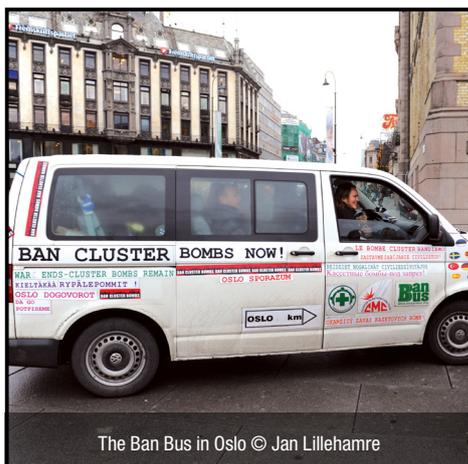
- Know what you want to do and why:
 - What are you trying to achieve?
 - What issue do you want to address in this outreach?
 - How does the public engagement activity you have selected support one or more goals in your advocacy strategy?
 - What are the specific goals for your public engagement activity and what is the theory of change? Make them SMART (specific, measurable, achievable, realistic and time-bound)!
 - When will your public engagement activity have been a success and how will you measure this?
- Know your target audience:
 - Who are they? Where do they live? How easily can they be engaged in the event or the action?
 - What types of event or action would this audience find compelling, interesting, accessible?
 - How do they get the information they need on a daily basis (e.g. word of mouth, radio, social networking, etc.)?
 - Who do they respect and look up to? Who are their role models? Who do they listen to?
 - What do they already feel, think, or know about the issue? How do they currently behave in relation to the issue?
 - How influential are they? Can they help spread the message? Do they have money to donate? Will they join the movement and help do the work?

- Know the change or action that you want:
 - In what way do you want the target group to change, or what do you want them to do as a result of this outreach?
 - What things could stop them from taking action or making the change you seek? What can you do to make it easier for them?
 - What things could help motivate them to take the action or make the change you desire?
- Know yourself:
 - What skills and personal strengths do you bring to public engagement and outreach work (e.g. communication skills, organisational skills, people skills, networking skills, etc.)?
 - How much time and resources do you and/or your organisation have to put into this outreach?
 - Who do you know that can help you?

Based on all these considerations, you can decide what type of action suits your goal best to deliver your message and reach the change you seek.

Jesus Martinez, Network for Survivors & Persons with Disabilities, El Salvador:

“When government officials did not take action on something, we would organise an event and mobilise survivors to join, because these type of activities are normally covered by media.”



The Ban Bus in Oslo © Jan Lillehamre



Stop Explosive Investments public action in Germany © Handicap International



Global Day of Action in South Africa

Ideas for public advocacy actions from national Cluster Munition Coalition campaigns

Big and small, global and national, here is a tiny snapshot of the many inspiring public campaign actions Cluster Munition Coalition campaign members have taken (and continue to take) to rid the world of cluster bombs.

- [Stop Explosive Investments campaign](#): The Cluster Munition Coalition works with Dutch member [PAX](#) to target the producers of cluster munitions via its ‘Stop Explosive Investments’ campaign. Campaigners get involved via national advocacy, media activity, and a global day of action. The campaign is supported by a comprehensive annual report by PAX, detailing the status of cluster munition investments and government policy worldwide. This approach complements the Convention on Cluster Munitions by targeting the worldwide financing of cluster munition producers in countries around the world. It also helps to engage the public, governments, financial institutions and the media on the broader issue of cluster munitions to strengthen the global stigma against the weapon.
- [Mines Action Canada’s #fixthebill](#) campaign asked campaigners from around the world to urge Canada to fix its weak legislation to implement the Convention on Cluster Munitions. Campaigners shared photos and video messages, wrote to Canadian ministers and parliamentarians, joined a #fixthebill Twitter campaign, submitted testimony to senate hearings, worked with international media and encouraged their politicians to reach out to Canada.

- In 2008 campaigners John Rodsted and Mette Eliseussen led the [Ban Bus](#), an eight-week, 12,000 kilometre mobile advocacy initiative through 18 countries in Europe. The aim was to convince governments to sign the Convention on Cluster Munitions at the Oslo signing ceremony on 3 December 2008 and to raise global awareness of the issue. Beginning in Serbia and ending at the signing ceremony in Norway, the Ban Bus team, along with national campaigners, rallied public support for the treaty and turned the eyes of the world on governments who were resisting the ban.
- The ICBL [Lend your Leg campaign](#), created in partnership with the Colombian NGO [Fundación Arcángeles](#), asked individuals (including campaigners, policy makers and celebrities) to mark the International Day for Mine Awareness by rolling up their trouser leg in solidarity with landmine and UXO victims and bring attention to the issue worldwide. Many Cluster Munition Coalition members used the opportunity to campaign against cluster munitions.
- [Weapon Zero](#) campaigners in South-Korea [dressed up as cluster bombs](#) and travelled on the metro in Seoul to raise awareness for their disinvestment campaign against national pension funds investing in cluster munition producers.
- [COPE Laos](#) organised the Adieu ‘Bye Bye’ Bombie cup. Teams from NGOs, international organisations, government departments and foreign embassies in Vientiane joined to mark the first anniversary of the Convention on Cluster Munitions and promote the importance of countries worldwide joining the convention. Watch their great [video](#)!



Umedjon Maimov, Tajikistan, Handicap International Ban Advocate calls on Canada to #FixtheBill © MAC



Adieu Bombie Cup © COPE



Weapon Zero campaigners on the metro in Seoul © Weapon Zero

- [Assistance.Advocacy.Access - Serbia](#) attracted the support of the Balkans' most famous drummer, Dragoljub Djuricic, and 'beat the drum against cluster bombs' at public music events attracting wide publicity and interest. The activity supported efforts to move the government closer to joining the global cluster bomb ban. [See the 2010 highlights.](#)
- To push for ratification of the Convention on Cluster Munitions in Uganda, [Uganda Landmine Survivors Association \(ULSA\)](#) coordinated civil society groups, government officials, survivors and other to march through the capital city Kampala accompanied by a band and dance group to get the crowd moving. The march concluded with an event with speeches from Ugandan landmine survivors and showing the Cluster Muniton Coalition video "Unacceptable Harm".
- [The Cambodia Campaign to Ban Landmines and Cluster Munitions](#) enlisted the help of children to tell the government to keep them safe and join the Convention on Cluster Munitions. [Watch](#) Tun Channareth and the kids in action!
- In Bosnia and Herzegovina, [Landmine Survivors Initiatives](#) organised an [exhibition](#) of portraits of UXO victims set up on a square in the centre of Sarajevo. Passers-by were asked to sign postcards stating the need to ensure financial resources to accelerate the mine clearance process in Bosnia and Herzegovina.
- At the Wellington Conference on Cluster Munitions in February 2008, ANZCMC campaigners led a '[lie-down](#)' action creating chalk silhouettes. It created a powerful representation of the horrific damage caused by cluster bombs showing governments attending and the public what it would be like to be bombed by cluster munitions in their own capital. CMC campaigners organised a follow up action at the May 2008 Dublin Diplomatic Conference on Cluster Munitions surprising passers-by with their mass '[lie-in](#)' in the city centre. Suddenly, 150-200 people laid down on the street to call for a ban on cluster bombs, symbolising those killed or injured by cluster munitions.
- In 2011 the Cluster Muniton Coalition and partners thwarted attempts by countries such as the United States to adopt a weaker standard on cluster munitions (via the Convention on Conventional Weapons) that would have allowed for continued harm to civilians by these indiscriminate weapons. As part of a wider programme of campaign activity, the Cluster Muniton Coalition teamed up with [Avaaz](#) to launch a global [petition](#) securing over 600,000 signatures. The petition was presented to governments in front of media during the negotiating conference, and a large banner and guerrilla flyer action meant government delegates could not fail to miss it.

More resources:

- [CMC campaign resources and tools \(videos, fact sheets, photos\)](#)
- [Building a campaign strategy](#)
- [Crafting your messages](#)
- [Fundraising and mobilising resources](#)
- [New Tactics in Human Rights](#) - A database of ideas and actions from human rights campaigners around the world



Portrait exhibition organised in Sarajevo by ©Landmine Survivors Initiatives



Lie down protest on O'Connell street Dublin 2008 © Sasko Lazarov



'Beat the drum against cluster bombs' © Assistance Advocacy Access Serbia

8. Getting media coverage

Engaging with the media can be a useful tool to influence governments to pay attention to your message, build public awareness and support and generate publicity for your campaign and its activities.

Media	Interviews	Television	Radio	Newspapers
-------	------------	------------	-------	------------

The media landscape

To be effective at communicating your message, it is important to get to know the media landscape in your country. Investigate where and how people get their news. What are the main types of media at work, which are the influential newspapers or broadcasting channels? Which media outlets are influential among politicians and decision-makers, and which do they utilise to get their messages out? Which news outlets are the most popular with various audiences and what are the different editorial approaches? Find the names and contact details of newspapers, wire services, magazines, blogs, television and radio stations/programmes to compile your media list.

As well as obtaining the contact email and phone numbers of a publication's news desk, or broadcaster's forward planning desk, also take time to identify influential journalists, and the journalists most likely to cover your issue. Keep a list of journalists that write or broadcast stories about disarmament/disability/domestic or international politics/ defence or security for example. Build up your contact list (including Twitter handles), and depending on your capacity, take time to develop

relationships and build trust with these media contacts. Not only can you learn what their interests are and when their deadlines are, you can also let them know you're available if they need more information on another story.

Along with journalists, you might want to research and develop relationships with writers, photographers, bloggers or film makers who would be sympathetic to your cause and could promote your message. You may also want to develop relationships with some high-profile people in your community who have visibility with the decision makers you are trying to influence or who can otherwise bring attention to your campaign message and actions. Though tread carefully and make sure they are on message!

Burim Hoxholli, Focus, Kosovo:

"Invite a famous person in the community to your activities, it draws attention. Create friendships and follow up with journalists, in order to be able invite them again. If you're able to make friends with them, you will always have them at your campaign events."



John Rodsted being interviewed about the Ban Bus
© Jan Lillehamre



Branislav Kapetanovic, CMC spokesperson,
at a press conference at 2MSP © John Rodsted



Vientiane Times
The First National English Language Newspaper
12, 2012 ISSUE 178 www.vientianetimes.la

Laos celebrates 2nd anniversary of C...

Khammavath Lathapao
More than 110 activities have now signed the convention that prohibits the manufacturing, production and transfer of cluster munitions. The Oslo Convention became international law on August 1, 2010. Laos is one of 71 of the 111 signatories that have since ratified this treaty. Minister to the Government's Office, Mr. Bounphoum Douangphouk, said at the 2nd anniversary of the Entry into Force of the Convention on Cluster Munitions (CCM) in Vientiane on Wednesday. Deputy Prime Minister Mr. Aung Lay, ministers, ambassadors, international organizations and officials from the United Nations Development Programme (UNDP) attended the anniversary celebration. In Laos, the explosive remnants of war are a large obstacle to economic development. The UNDP identified and demined about 1,3 million mines. Mr. Aung Lay said that the main targets of aid to reduce the impact of UXO is to support the victims and their families, create productive income for UXO victims, and to help them to rebuild their lives. He said that the development of the country is the most important goal for the government.

Article in the Vientiane Times about a football and petanque friendship tournament

Engaging with the media

- **Proactive communication** is when you hold an event, make a statement or organise an action to generate interest among partners and the media.
- **Reactive communication** is when you comment on an outside event or announcement or incident. It often means you have to react very quickly to respond to whatever is happening and to make the most of the opportunity.

Examples of when the media could be interested in publishing or broadcasting a story with your help:

- Problems such as new use of cluster bombs or a cluster bomb incident
- Release of the annual [Cluster Munition Monitor](#) report, or other nationally relevant research or statistics
- International, regional or national conferences you participate in
- A development in your government’s cluster munition policy, e.g. a government announcement on joining the Convention on Cluster Munitions, a ministerial statement against use of cluster munitions, completion of clearance and becoming cluster bomb-free, or starting a new survivor assistance programme
- Local events such as a practitioners’ workshop, the releasing of cleared land to a community, a fundraising event, or a religious ceremony

- The launch of a new programme by your organisation, such as vocational training, a day camp for young survivors, peer-to-peer counselling, or a data collection project
- Key anniversaries such as 1 August (the Convention on Cluster Munitions entry into force) or participation in national or global Cluster Munition Coalition campaign actions. Invite policy makers to participate in global days of action. As well as helping to engage them, media presence can encourage them to speak positively on the issue
- International Day for Mine Awareness and Assistance in Mine Action (4 April), International Day of Persons with Disabilities (3 December), or other days such as Children’s Day, Women’s Day or Earth Day - (It is useful to prepare a calendar at the beginning of the year with an overview of all important dates)
- Country visit by Cluster Munition Coalition staff or representative, or by a Monitor researcher
- A profile of a cluster munition survivor, giving personal testimony of their experience and calls to action.

Elir Rojas Calderon, Centro de Informacion en Zonas Minadas, Chile:

“Provide or offer exclusive news or information to a big media outlet. This is good for their ratings. Tools the media likes include exclusive pictures, strong testimonies - and, of course - the real truth of the impact on each country.”



Esther VandenBroucke of Netwerk Vlaanderen (now FairFin) is interviewed about the divestment campaign ©Jeppe Schilder/PAX



Article about cluster bombs in a Malian newspaper



Grethe Østern is being interviewed at the Oslo signing conference © Jan Lillehamre

Choosing your media tools

There are lots of ways to get your message out via the media including by a press release, media advisory, radio phone-in, letter to the editor, press conference, becoming an audience member, inviting a journalist or production team to an event or location, Twitter, photo call or stunt for example. We'll outline some of these media approaches in this section, but also look at the Online Campaigning section for more.

**Dr. Eva Maria Fischer,
Handicap International, Germany:**

“Use the days when journalists have to write on this or related topics – like UN-days or big conferences. Tell them stories not only facts. They won't read endless factsheets and press releases full of quotations unless you get their personal interest and empathy.”

**Amir Mujanovic, Landmine Survivor Initiative,
Bosnia and Herzegovina:**

“An efficient way to get a journalist's attention is to invite him or her for lunch or a cup of coffee.”

Media advisory

A media advisory is a short announcement for an upcoming event. It includes information on:

- **What** the event is
- **When** it will take place
- **Where** it is
- **Who** will be involved in the event and available for interviews such as: experts, local personalities, groups. Who needs to act to make the change you seek?
- **Why** the event is interesting for the media or how it relates to a current event or news trend

It can also mention a photo opportunity, for example a high level official who is attending your event or an unusual activity such as a Flashmob.

It must include your contact details including a mobile/cell phone number! If additional information is available on a website, indicate the web address. If the media are only invited for a specific part of the event, for example the opening ceremony, make that clear.

Media advisories are sent out to the media ideally a week before your event. Follow-up phone calls should be made a day or two before your event to remind them and to check if they are coming.



Anyalem Zenebe being interviewed during the 4MSP



Journalists interview Kokou Aklavon at the Lomé regional conference



© Stephane De Greef

Press release

A press release is used to let the media know of something new that is happening. This could be a new development on an issue, a new action that has been taken, or a reaction to a current event. Press releases are sent out on the day of your news or dated for release on the day of your news. It is not usually necessary to distribute a release under 'embargo' but you might do this if you are circulating advance text of a speech, or want to give journalists time to analyse and write up new research findings.

Journalists get many press releases every day, and they cannot spend a lot of time reading them, so think of an angle to make yours stand out, and keep it concise (one or two pages). Use a headline that states what the story is about and grabs the reader's attention. Ensure your opening paragraph has the most important information and is engaging.

As per media advisories, include the five 'Ws':

1. **What** is the news?
2. **When** are things happening?
3. **Where** is the impact?
4. **Who** is involved?
5. **Why** is it important?

Use short paragraphs, short sentences and short words. The words and ideas should be easily understood by people who are not experts on the topic (avoid jargon and abbreviations!).

The three most important elements of a press release are the headline, the first paragraph and the quote. If you get them right, the rest will be easy.

- On top of the page, write: 'Press Release – For Immediate Release', or 'Press Release – Embargoed Until [Date & Time]'.
- The headline is short and to the point. It emphasises what's new and highlights your main message.
- The first paragraph summarises what is new, most interesting and most important, in one or two sentences. It starts with '[Your city and the date]'.
- The second or third paragraph should include a quote that comments on or conveys the main message of the press release. If punchy and interesting, it will draw a journalist into the release.
- The other paragraphs provide extra relevant information (e.g. explain why the story is important, convey your main messages, provide additional background or facts and figures, and include additional quotes from people in your organisation).
- The last paragraph or a notes section below the press release can include basic information on your organisation and on the Convention on Cluster Munitions.
- At the end of the press release, write the word END, and put your contact details. If journalists want additional information or interviews, they will contact you. If you do not access your emails several times a day, write only your mobile number and keep your phone with you at all times.
- Notes to editors: You can include extra details at the end in case a journalist runs a longer story. Make sure you use bullet points and keep it short. You might include extra background information, statistics, details of photos available or interviewees.



Quotes should be short, engaging and able to stand alone. A journalist is much more likely to pick up your quote word for word than any other part of your press release. Each quote can only come from one person and should give the name and title of the person. You can include more than one quote in a press release – try to include a gender balance, consider quoting an official or someone high profile, and be sure to quote survivors when speaking about victim assistance. A quote is an opportunity to express an opinion or say something emotional and human. When writing a quote, pause and say it out loud, to hear whether it flows well.

After you've finished drafting your press release, read through it again to check for spelling mistakes or missing information. If possible, it's always good to have another person check over it too. When you read your press release back to yourself consider the following: would it make you stop and want to learn more? Is it a story that you would find yourself telling other people? If yes, you have written a good media release.

Take time to consider when to send your press release to media. Will you get more pick-up if you circulate your press release in the morning or in the afternoon for example? You can find out the copy deadlines by calling the news desk or getting to know your target journalists.

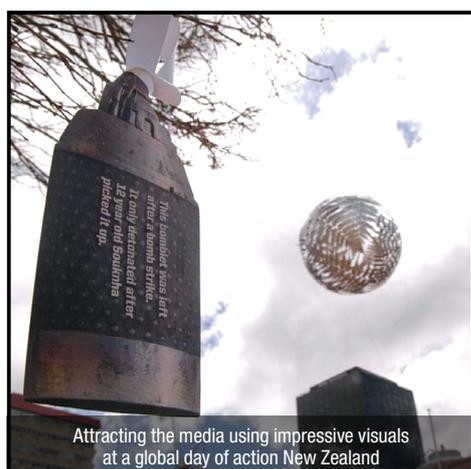
After you send a press release out, it helps to follow up with phone calls to see if journalists received it and are interested in covering it, as well as to offer your help if they need more information or want an interview. This also makes sure that your press release does not get dumped in their spam folder. Don't lose heart if your press release isn't covered – there might just have been bigger news stories. It's ok to ask journalists why it has not been picked up to learn for next time.

Opinion editorial

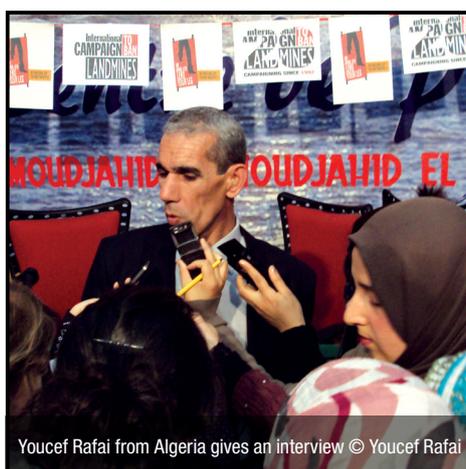
Opinion editorials (also known as commentaries, opinion pieces, or "op-eds") allow you to express a more in-depth opinion on a current event or issue. If you want your opinion editorial to be run during a specific time period, for example for a treaty anniversary, or impending policy decision, contact the editor a few weeks in advance. Ask the editor if there is space available during that time and if there is any interest in your article. Or, act quickly if you want to react to a current news event (for example use of cluster munitions). Including a high-profile name as an author also helps.

An opinion editorial should:

- Have a title that incorporates the main message.
- Have an engaging opening line to draw the reader's attention.
- Clearly identify the author, including name, title and organisation, as well as why he/she is qualified to comment on the issue.
- Be approximately 400-800 words (check with the newspaper first, as they differ in their requirements)
- Provide the relevant background information and statistics to support your opinion.
- Be a finished article – an opinion editorial differs from a press release because it is personally written, rather than a journalist's interpretation of your story.



Attracting the media using impressive visuals at a global day of action New Zealand



Youcef Rafai from Algeria gives an interview © Youcef Rafai



CMC spokesperson Branislav Kapetanovic

Media interviews

When preparing for media interviews:

- Find out whether the interview is pre-recorded or live
- Decide on two to three key messages that you want to communicate
- Know your background information
- Practice your messages with someone
- Get the questions ahead of time if possible - it's ok to ask!
- Ask who will be interviewing you and approximately how long the interview will be
- Prepare a 'sound bite'; a one-sentence summary that captures the essence of the message that you are trying to bring across - try to use it during the interview

More resources:

- [Online Campaigning](#)
- [Crafting your messages](#)
- [Getting Coverage: A Practical Media Guide for CMC and ICBL Campaigners](#) for easy-to-use examples of these media tools and more tips.
- [Calendar](#) of key events and anniversaries
- [Photos and videos](#) from the Cluster Munition Coalition media room



When being interviewed:

- Keep calm, and speak slowly and clearly, and try not to fidget
- Give the important information first
- Give short answers and examples
- Be yourself
- Use simple language, avoid acronyms or technical words
- If you don't know the answer, don't make it up. It is always better to say that you are not sure. Alternatively drive your answer to the message that you want to give or continue with general facts related to the question. If relevant, you can offer to find out the answer and get back to the journalist before his/her deadline.
- Remember that everything you say can be used by the journalist, even things you say after the interview is over. If you think you need to correct something you said, it is fine to come back to the question and correct your answer
- If you are interviewed alongside someone with very differing opinions, remain courteous, positive and don't let them aggravate you
- Try to get the Cluster Munition Coalition or your campaign/organisation mentioned towards the beginning
- In broadcast interviews, be ready with a call to action or information for viewers/listeners who want to get involved

It's worth spending time practising for interviews with colleagues or on video. Don't be afraid to ask for constructive criticism, and to analyse how you come across.

Also spend time identifying your spokespeople and preparing key points, media briefings or short answers to difficult questions, so you are prepared for reactive interview opportunities.

9. Online campaigning

Facebook, Twitter, LinkedIn, Youtube, Instagram, Tumblr, RenRen, Weibo and Vkontakte, are only a few of the social media sites out there. Don't worry, you don't have to use them all to set up a successful online campaign. Pick a few, and set up your own successful social media campaign, either to support your offline work, to inform and increase your supporter base, or as a campaign in its own right.

Social Media	Tweet	Post	Like	Share
--------------	-------	------	------	-------

Your social media strategy

An effective social media strategy is important and valuable to support and/or lead your advocacy and campaigning. It allows you to inform, engage and inspire your supporters and grow new supporters, without it costing much money. In many parts of the world social media has become very influential. You can use social media for different reasons:

- **Connecting with people** or supporters in both your local and national network and far beyond
- **Engaging in activities together** online such as petitions, letter-writing and sharing photos;
- **Sharing information** including adding to and commenting on published information or circulating information to journalists, policy targets and others

Your social media strategy should support and/or drive your advocacy and campaigning work and must be linked to your overall campaign strategy

Rob Perkins, Action on Armed Violence, London:
 “Twitter is such a simple and effective way to get my message out. I get new followers every time I share a news story I’ve written or some new findings from our research team, and that helps to build the support for our work.”

Sarah Leo, Action on Armed Violence, London:
 “Don’t be a robot! I find it a lot more interesting to follow people who also reveal a bit of personality rather than just pure professionalism. There should be purpose to every tweet, of course, but a light comment in between could trigger interesting interactions.”



© Cambodia Campaign to Ban Landmines



Fun images do well on social media, such as this CMC cartoon



Celebrating the fifth anniversary of the CCM © Gustavo Vieira

Some of your social media options

1. Facebook (www.facebook.com)

What it is: Facebook is the most popular social media network in the world today with over 800 million active users all around the world. You can use Facebook as an individual or as an organisation to connect with others you know or who care about similar things. Many non-profit organisations have a Facebook “page”, used as a way of raising awareness and generating action on different issues with a broad and diverse group of people. You can post almost anything on Facebook such as “what is on your mind” status updates, links, and pictures.

Alex Hiniker, PAX, New York:

“Actively engage with other likeminded accounts by retweeting their messages, responding to their points, and mentioning them in tweets you think they might find interesting. But don’t annoy people by spamming with the same or similar messages over and over again. At a very minimum, they will find your content repetitive and uninteresting and unfollow you. If you are especially annoying, they may even block you.”

Tips for using Facebook for advocacy:

- There are two different types of Facebook pages, one for individuals and one for organisations. To create an organisation page you need to have (or create) an individual Facebook account first. From your individual account you can choose “Create a page”. A “page” is useful because it can be administered by several people at the same time and has a more professional look. It is also easier for people you don’t know to “like” an organisation’s page.
- Do your best to make what you post “likeable” or “shareable”! Try to find inspirational stories, examples of courage, etc. – something that would move someone to hit the “like” or “share” button. If you write only negative things, it will discourage your supporters.
- Mix it up by attaching links to your website, news articles, your partners’ websites, action alerts, photos, and more.
- Photographs and videos are very popular on Facebook - use them!
- On Facebook, the shorter the text in the posting, the better!
- Don’t forget to ‘Like’ the Cluster Munition Coalition on Facebook (www.facebook.com/banclusterbombs) and connect with other Cluster Munition Coalition campaigners worldwide. It’s great for getting ideas for campaign actions, and for easily keeping in touch with others.



Photo that was sent to journalists on twitter for the launch of the Worldwide Investments in Cluster Munitions report 2013



Animals are popular online! © Erin Hunt



‘Reversing the cluster bomb ban presents risks’. Cartoon prepared for CCW negotiations © Emmanuel Letouze

2. Twitter (www.twitter.com)

What it is: Twitter is a social media network that allows users to send short messages (140 characters maximum) onto Twitter generally or directly to other users. There are two main activities you can do on Twitter: 1) view and send messages via tweeting, retweeting and sending private messages and 2) build your contact list and network by “following” and engaging with other Twitter users. Twitter is a great tool for making announcements of events, breaking news or action alerts. It is also good for engaging with journalists and for getting the latest information - often breaking news will appear on Twitter slightly before it appears on news wires.

Combining the strength of Facebook and Twitter in a ‘Thunderclap’

In 2013 the ‘[Stop Explosive Investments](#)’ campaign used Thunderclap to send one message to the world hundreds of times. The message directed to the Danish government, called on the country to introduce legislation prohibiting financial investments in companies that produce cluster munitions.

Thunderclap is a petition platform that, when enough people sign up to it via Facebook, Twitter or Tumblr, sends out that one message from each individual’s Facebook, Twitter or Tumblr page at the same time. The clever bit is that supporters don’t all have to sit behind their computer at the same time for it – the Thunderclap website does it for them, as long as enough supporters sign up prior to the deadline.

It is a great tool to get a huge social reach. Do you think you can find 100 people to support your cause? (www.thunderclap.it)

Tips for using Twitter for advocacy:

- Intersperse your own tweets with retweets (RT) of others you are following. This helps to form relationships and connections with new networks and to support like-minded users to get the message out.
- Make tweets personable and friendly – even though you might be tweeting from your organisation’s account, everyone knows it is not a robot.
- Use hashtags (#) in front of key words to help people find the topic you are talking about (e.g. #clusterbombs, #clustermunitions, #Syria) If there is a major event, for example, do your best to find out what hashtags are being used and then include them in your tweets.
- Direct your tweets by using a twitter ‘handle’ (@) if you want a particular person/organisation to read your tweet (e.g. @banclusterbombs).
- Use Tweetdeck to filter tweets, so you can easily follow those tweets that mention certain topics (<https://tweetdeck.twitter.com/>).
- At least once a week, go through your new followers and see if you need to “follow” them too.
- A tweet is easily sent and easily seen by a lot of people, therefore think twice before you tweet, particularly if it regards something (potentially) sensitive.
- Consider live tweeting during an event to create a sense of action, and to involve those not attending. During treaty meetings @banclusterbombs and Cluster Munition Coalition campaigners tweet to get proceedings out of the conference venue and into the world.
- Follow those you want to influence – many politicians, journalists and influential organisations are now on Twitter. Sometimes it’s difficult to find the real account for high profile figures - look for the ‘blue tick’ to make sure. Don’t forget to follow the Cluster Munition Coalition (@banclusterbombs). You can create ‘lists’ in Twitter to help you manage your contacts.
- Use Bitly (<http://www.bitly.com>) to shorten website links, and Citebite (<http://www.citebite.com>) to shortcut to selected quotes on a website – this means you can fit more into your 140 character tweets.

3. YouTube (www.youtube.com)

What it is: YouTube is a video-sharing site where you can share video clips or whole films that you or others have made. YouTube videos can be made professionally or with mobile or pocket video cameras.

Sending your targets a YouTube link is a lot easier than emailing big files, and you can also share links via Facebook and Twitter.

Tips for using Twitter for advocacy:

- Be you, be different. Your YouTube profile should reflect your organisation's sensibility, so think of posting content that is keeping in line with who you are - YouTube users appreciate authenticity
- Find someone with the technical skills and tools to help you create a professional looking video
- Create a great call-out video to attract attention to your issue. The call-to-action video is your most important piece of media – you don't get a second chance to make a first impression. The video should be concise, interesting and with a clear message or call
- Testimonials from people that are affected by your campaign issue are powerful, as are messages from influential supporters
- You can embed YouTube videos onto your website fairly easily – share your own clips and Cluster Muniton Coalition films this way. You can find Cluster Muniton Coalition films at <http://www.youtube.com/user/CMCInternational>.

Alex Hiniker, PAX, New York:

"When engaging in online discussions, compose your message, count to 10, and then reread it. Don't respond in the heat of the moment and post a message you will regret."

Hector Guerra, ICBL-CMC campaigner, Mexico:

"Online campaigning could easily be overestimated. In itself, it is not enough."

4 Sharing photos through Flickr (www.flickr.com) or Instagram (www.instagram.com)

What it is: Flickr and Instagram are free online photo-sharing networks that allow you to provide other people with a glimpse into your campaign. They say a picture is worth a thousand words, and using them in your advocacy and campaign activities can really be an asset. Flickr can also become the place you store and search for photos to use on your other social media.

Tips for using photos on social media for your campaign:

- Take a camera with you everywhere and document what you, your organisation or partners are doing. At an event, take a photo. Giving an interview? Ask someone else to take a photo of you while being interviewed. Having a staff meeting? Photograph it. You would be amazed at how much people love seeing behind-the-scenes photos of what is happening with your organisation.
- Ask other people to upload photos relevant to your issue. On Flickr, you can set up a group around a particular theme or issue. It's pretty simple and allows supporters to upload their own photos. Then, when you have events around the country, ask people to submit them to the group and you can highlight them on your own site. When you ask people to participate, they're going to feel more attached to your issue and likely take more action.
- Be creative. Conduct campaign actions asking people to find and take photos of a theme and post them online. You could ask people to hold message boards, or find another way to get your key messages across.
- Images of people that are affected by cluster munitions and UXO are powerful - it might be a survivor, a family living in contaminated region, or those employed in clearing land. You'll need to get consent from the people on the photos to use images, especially of children. Try to keep a good record of the permission granted, and context an image can be used. If you are using another photographer's images, be sure to credit them clearly.
- Create a media set of photographs that you can easily share with journalists. You can use your own and some of the photos from the Cluster Muniton Coalition collection (www.flickr.com/clustermunitoncoalition/sets).

5. Blogs

What it is: A blog is a website where items are posted on a regular basis, usually of a more informal nature, and often in the form of various posts by individuals. A blog can include text, video, images and links. Blogs use a conversational style and often focus on a particular “area of interest”.

There are several blogging platforms, available such as WordPress (www.wordpress.org), Tumblr (www.tumblr.com) and Blogger (www.blogger.com), that enable anyone (including those with little technical skills) to set up a blog. There are many features that allow readers to interact with the blogger, such as sharing or liking posts, commenting on posts, and user subscriptions.

Blogging platforms can also serve as a cheap method to create a website for your organisation or campaign. Tumblr is especially good for this, and there are lots of free or low cost templates (also known as ‘themes’) that you can use to make your website look professional.

Tips for using blogs for advocacy:

- Decide what you will write about on your blog. What is your area of expertise or experience that people would find compelling? What keywords should you use in your blog to help people who would be interested in your cause to find you?
- Get personal – show the personality and values of yourself or the organisation. Decide if the blog is a personal blog (from an individual) or if you will have a number of regular or guest authors to create a variety of voices.
- Post regularly, but make sure what you have to say is interesting and compelling. Relate your posts to your cause or the actions you want people to take, and explain why.
- Vary the content that you post on your blog, such as journal entries, videos, photos, or links to other news with a comment from you.
- Search for other bloggers with similar interests. Follow them, comment on their blog posts linking back to yours, or ask them to team up with you on an action.

Other popular social media networks:

There are countless social media networks. So many that we don’t have the space to highlight every single one in this chapter. But it is good to realise that popularity of social media networks differ in each country or region. Ask the people around you which social media networks they are using, to find out which other network(s) you might want to start using too. Some examples:

- RenRen (‘China’s Facebook’) - <http://www.renren.com/> and Weibo (Chinese language Twitter equivalent) <http://weibo.com/>
- VKontakte – Russian language social media network similar to Facebook - <http://vk.com/>
- www.cloob.com (Persian-language social media page, mostly popular in Iran)
- And also: Reddit, LinkedIn, Yammer, Badoo, Pinterest, Quora, Google+, Viadeo, Orkut, Odnoklassiki (Russian only), Myspace...

Alex Hiniker, PAX, New York:

“If you are tweeting on behalf of a campaign or group, be strategic about your content. Plan your tweets ahead of time, and make sure you tweet at a time when you know your target audience will be online. There are free programs available for you to program tweets ahead of time if you will be offline.”

Erin Hunt, Mines Action Canada:

“The various platforms all have their own tone and method of communicating. For example, Facebook allows you to share slightly longer posts and more information while Twitter lends itself to short updates and links.”

Making the most of your social media strategy

- **Keep it short:** Writing concisely is an important skill for campaigners, especially on social media. To get your message across, you have to say it well and short. Don't fight the character counts – use them to inspire better, clearer writing! If you need to shorten a weblink to include in your post use link-shortening services, like bitly.com.
- **Post and engage with your supporters often:** Remember social media is a conversation and it's important to talk! Post often and grow your network by engaging with other like-minded people or groups in the conversation, such as other Cluster Munition Coalition national campaigns, donors and related organisations.
- **Use Storify** to bring together posts from different social media networks in one place, such as was done to document links relating to use of cluster munitions in Syria in 2012 (<http://storify.com/banclusterbombs/syria-s-cluster-bomb-use>)
- **Keep it in perspective** – social media can take up as little or as much time as you give it – but it can be tempting to spend a lot of time on it! Regularly monitor and evaluate your use of social media and reflect which activity is having the most impact.

Erin Hunt, Mines Action Canada:

“You can use social media to both inform your current supporters and to reach out to new supporters or to decision makers and media outlets. Including photos will help your posts stand out.”

Safety and security

- It is advisable to set up a separate email address which you use to sign up to your social media pages. You should use this email address for social media only and ensure you keep your work and private email separate.
- Keep good passwords. Passwords protect your computer and social media presence so that no one can access them without your consent. Good passwords are made up of six to 12 alpha-numeric characters (a combination of letters, numbers and symbols). Do not use passwords based on information that people know about you (like key campaign words, your birthday, the name of your pet or your mother's name), and change them regularly.
- Always log off social media sites when you are done using it, particularly when you are using a public computer.
- Keep your computer virus-free by installing an anti-virus programme and scan your computer regularly to detect viruses.
- Anytime you use a shared or public computer (like at an internet café), always go into the “history” section of the internet browser and clear the history when you are done.
- If you think you are at risk of compromising your personal safety by online campaigning then it is best not to do it!

More resources:

- [CMC Facebook page](#)
- [CMC Twitter page](#)
- CMC's [image](#) and [video](#) library
- [Building a Campaign Strategy](#)
- [Crafting Your Message](#)
- Tactical Technology Collective's [10 Remixed Tactics](#), ideas for shaking up your online activism
- [We are CMC](#) – example of a Tumblr page



The Cluster Munition Coalition (CMC) is an international coalition of nongovernmental organisations (NGOs) working to eradicate cluster munitions, prevent further casualties from these weapons and put an end for all time to the suffering they cause. This campaign toolkit was created to support new campaigners to kick-start their campaign work to end the pain and suffering caused by cluster munitions worldwide.

Cluster Munition Coalition

**5th Floor, Epworth House, 25 City Road,
London EC1Y 1AA, United Kingdom**

Tel: +44 (0) 2072569500

Email: info@icblcmc.org

© Cluster Munition Coalition, 2014



Working together for a cluster munition free world
