

## Campaign template

To be used in conjunction with the AEC Advocacy toolkit

-----

**Step 1. Challenge - Monitoring and identification of tendencies or initiatives in political, social or legal arenas**

<p><b>Challenge</b></p> <p>Describe the challenge as you see it:</p> <ul style="list-style-type: none"><li>• What is the background?</li><li>• Has the challenge occurred over a long period of time, or did it happen suddenly?</li><li>• Does the challenge come from general societal trends, or does it have more specific origins?</li><li>• How serious is the challenge?</li><li>• How does the challenge affect you and/or your institution?</li><li>• Who will be affected, and who will not?</li></ul>	
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

# Advocacy Toolkit



**Step 2. Analysis - Shed light on the challenge by going through the various tools and thereby create clarity about options for action, alliances and other resources**

<p><b>Policy processes (Tool 3)</b></p> <p>If applicable, determine if a political process has been initiated and how far the process has progressed.</p>	
<p><b>Stakeholders (Tool 2)</b></p> <p>Define stakeholders in all relevant sectors. Which are your allies, which can become your allies, and which are your adversaries?</p>	
<p><b>Resources (Tool 1)</b></p> <p>Using tool 1, define your hidden and operational resources. Define your catalytic resources in terms of time, money and working hours</p>	
<p><b>Challenge redefined</b></p> <p>After going through tools 1-3, you may have a clearer picture of the challenge, its origin and possible consequences. Write it here before looking into the necessary actions.</p>	

# Advocacy Toolkit



**Step 3. Planning – define the objectives and the surrounding elements that will help you achieve them.**

<p><b>Objectives/goals</b></p> <p>What do you want to achieve? Is it an overall change of political priorities, is it an overall improvement of the reputation of a sector (objectives)? Or is it the withdrawal of a budget cut or a certain change of legislation (goals)? Create a clear narrative!</p>	
<p><b>Target groups</b></p> <p>Whom do you want to influence? Politicians, certain political parties or other decision-makers, high-ranking officials, the public, organisations, employees, students?</p>	
<p><b>Content (framing) (Tool 5)</b></p> <p>Using tool 5, how can you best angle your message to create attention, through which channels do you reach your target group(s)? How can you further frame your message by using a spokesperson with high credibility or emphasize being part of majority?</p>	
<p><b>Strategic approaches (Tool 4)</b></p> <p>Are you trying to prevent the change, use buffering, talking about the good things your institution does, making appearances and alliances with politicians etc. If you want to support the change, use bridging, showing how your new solution will work the best.</p>	

# Advocacy Toolkit



## Step 4. Putting into action

<p><b>List of contacts (Politicians, top officials etc.)</b></p> <p>Make sure that you reach all the people who will take part in the decision or has the power to influence it.</p>	
<p><b>Media Strategy</b></p> <p>The media strategy consists as a minimum of:</p> <ul style="list-style-type: none"><li>• Message</li><li>• Target groups and Channels</li><li>• Reach</li><li>• Timeline</li><li>• Budget</li><li>• Evaluation (as part of step 5)</li></ul>	
<p><b>Conferences &amp; Events</b></p> <p>Consider identifying conferences &amp; events where you can either appear as guest speaker or where you can meet possible alliance partners, politicians etc.</p>	
<p><b>Alliances</b></p> <p>Creating alliances is a good way to visualise being “part of majority”. Many different voices – best if within different sectors - with the same message are always stronger.</p>	
<p><b>Monitoring</b></p> <p>Set up an effective system to monitor the effect of your campaign. Only in this way can you make a thorough evaluation.</p>	

# Advocacy Toolkit



## Step 5. Evaluation – to be addressed during and/or after the campaign

<p><b>Communication</b></p> <p>Did you succeed getting your message through to the target groups? How did your media strategy perform? Did you participate in any in-person events or conferences?</p>	
<p><b>Reception</b></p> <p>How was your message received? Was there understanding or criticism? Why? Did you succeed to create new alliances with politicians, senior officials, the press or others who would agree to your message? If not, why? Will you keep trying and what will you change?</p>	
<p><b>Change of attitudes</b></p> <p>How did you succeed changing the attitude of the target groups? Explain why or why not? If why not, will you keep trying and what will you change?</p>	
<p><b>Behaviour</b></p> <p>Did the change of attitude lead to the decisions you were asking for? Did it result in different behaviour with decision-makers or others?</p>	

# Advocacy Toolkit



## **About**

This advocacy toolkit was produced by the AEC Advocacy Task Force and is a deliverable within the AEC ARTEMIS project. It focuses on reinforcing the capacity of AEC members to advocate themselves for the HME sector and for the cultural and creative sector at large.

## **The AEC Advocacy Task Force**

- Irene GAROFALO, ELIA – European League of Institutes of the Arts
- Katharina WEINERT, EMC – European Music Council
- Manuel DAMÁSIO, GECT – European Grouping of Film and Television Schools
- Guillermo RODRÍGUEZ, EPASA
- Nana SHARIKADZE, Tbilisi State Conservatoire
- Stefan GIES, AEC Senior Advisor and Culture Action Europe Board member
- Finn SCHUMACKER, AEC Executive Director (TF Coordinator)