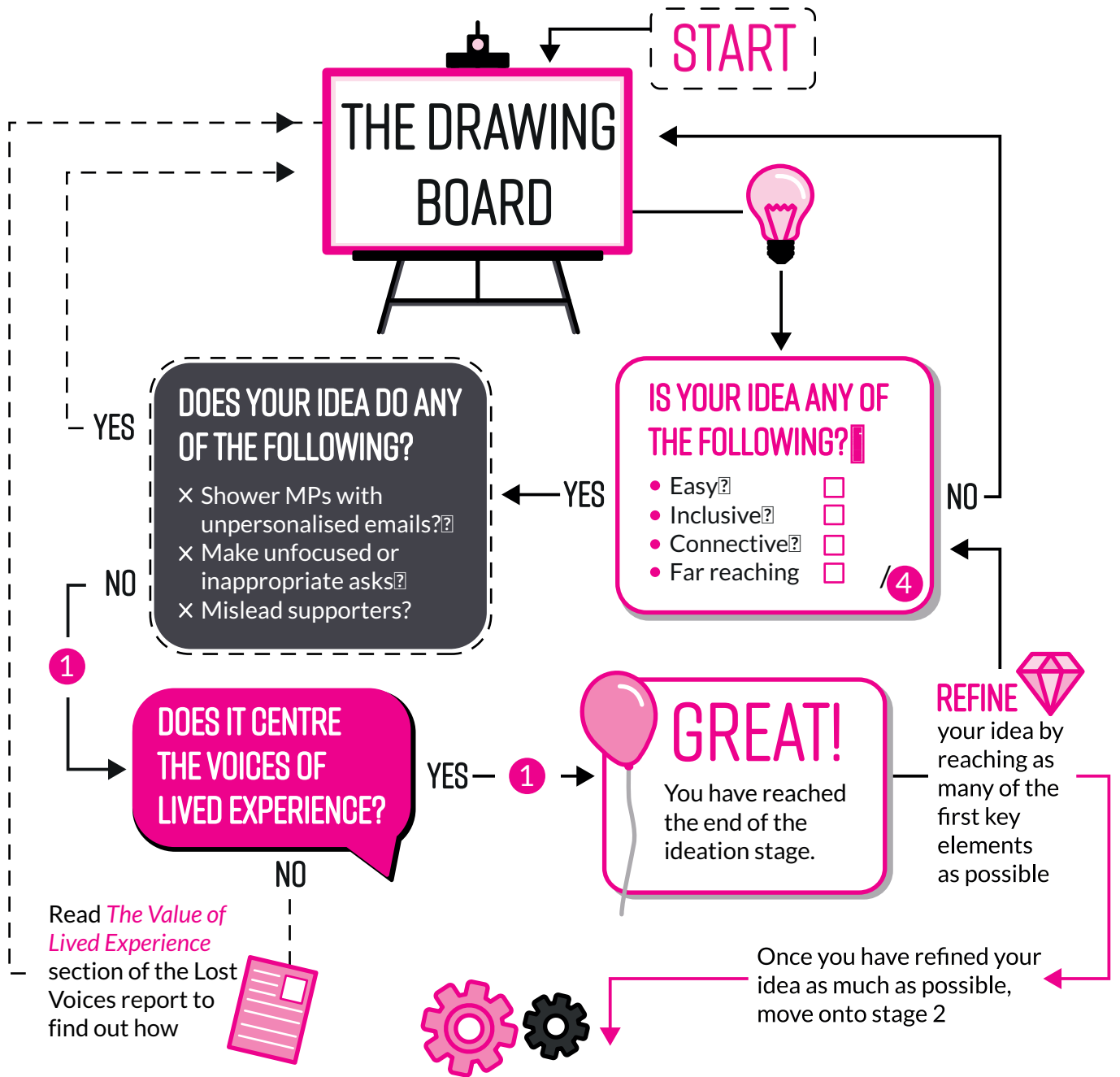




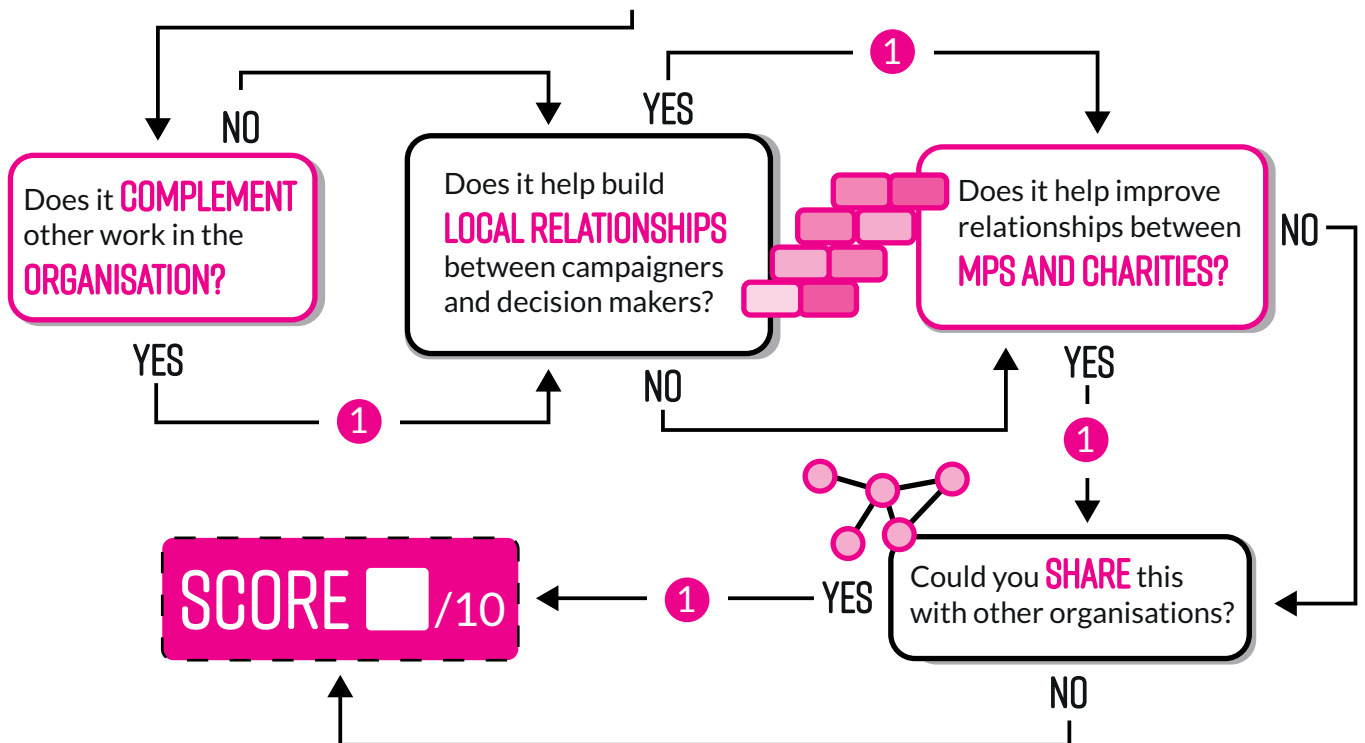
LOST VOICES.

A toolkit to help interrogate digital campaigning practices





THE STRATEGY



ABOUT THE PROJECT

This toolkit has been created as part of the Lost Voices project, funded by JRCT. The project examines the role of digital campaigning in influencing the ability of the voices of those most marginalised to be heard by those in power. The project, consisting of this toolkit and the Lost Voices report, provides both an analysis of the digital campaigning space and practical tools to better interrogate digital campaigning practices.

This framework is best understood in conjunction with the Lost Voices report. To download the report, visit www.thesocialchangeagency.org

We hope this provides a useful framework for improving your digital campaigns. If you have any questions about this toolkit or the report, do get in touch with us at info@thesocialchangeagency.org

The Social Change Agency team

INTRODUCTION

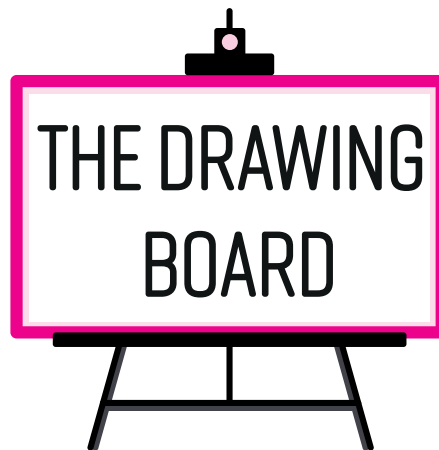
This toolkit intends to help charities improve their digital campaigns by centering the voices of lived experience. Based on thorough research conducted by The Social Change Agency, this framework will allow you to reshape your digital campaigns to be more accessible, effective, inclusive and responsible, while ensuring the voices of lived experience are central.

This framework intends to open up the possibilities of digital campaigning. It allows for building on traditional e-campaigning practices and for fresh innovative ideas. It provides researched and tested strategies that should form the basis of any digital campaign.

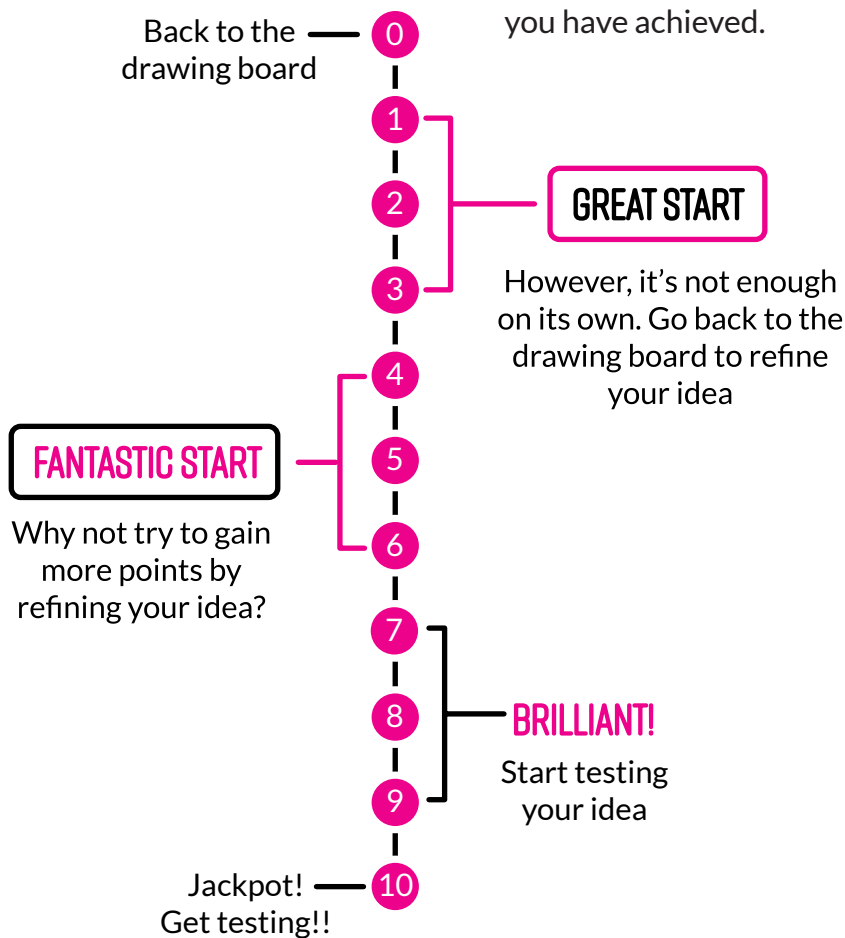
For best results, test a campaign idea that is not yet fully solidified. Going through the questions in the framework will allow you rethink, reshape and adapt your idea to fit with the essential elements that are needed to have a responsible digital campaign.

Your idea does not need to hit every single element that is mentioned. Rather, view this framework as a guide for understanding all the different ways that a digital campaign can be effective.

This is the process of idea generation. Begin by brainstorming your idea in all of its possible forms. It's in this area that your idea will sit, morph and adapt as you go through the rest of the framework.



Keep track of the points you gain as you travel around this flowchart. At the end of the framework, you can see your score out of 10. This will help you visualise what areas you are doing well in and which areas you need to work on. Each point is another element of responsible campaigning that you have achieved.



THE STRUCTURE

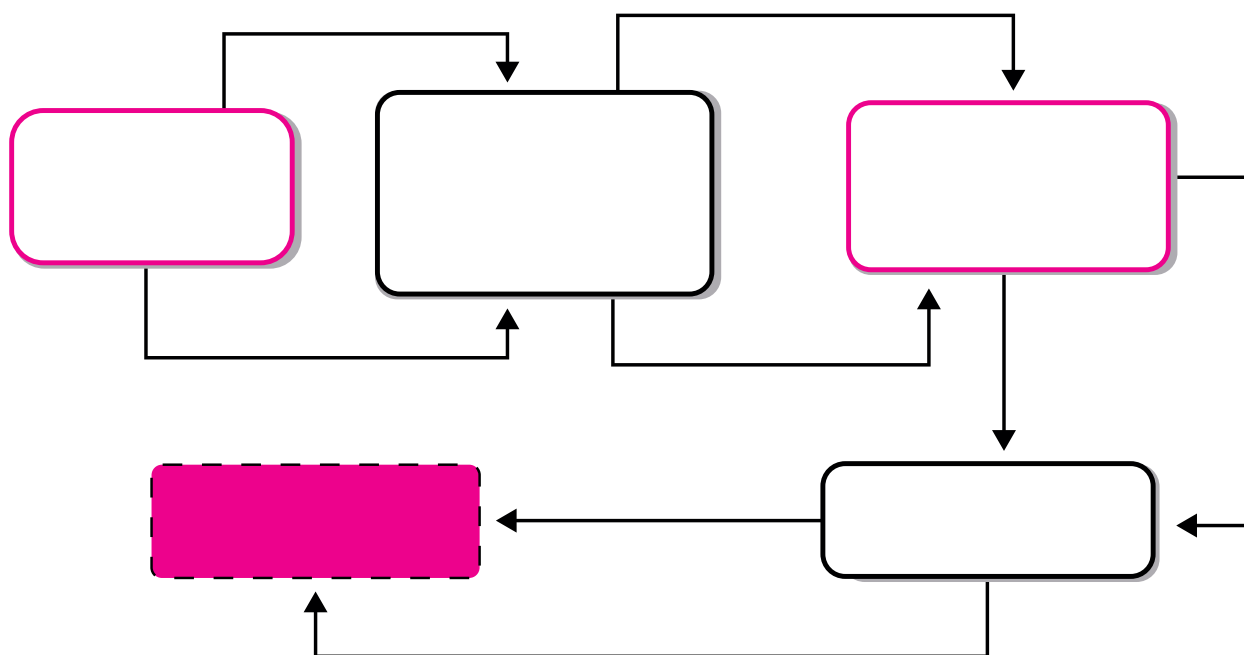
Use this toolkit as a scale to measure how responsible your digital campaigning tactic is. Once you have mulled over your idea in the 'drawing board', begin the flowchart and work through each of the questions. Use this booklet to allow you to question further and refer to the Lost Voices report for more detailed explanations.

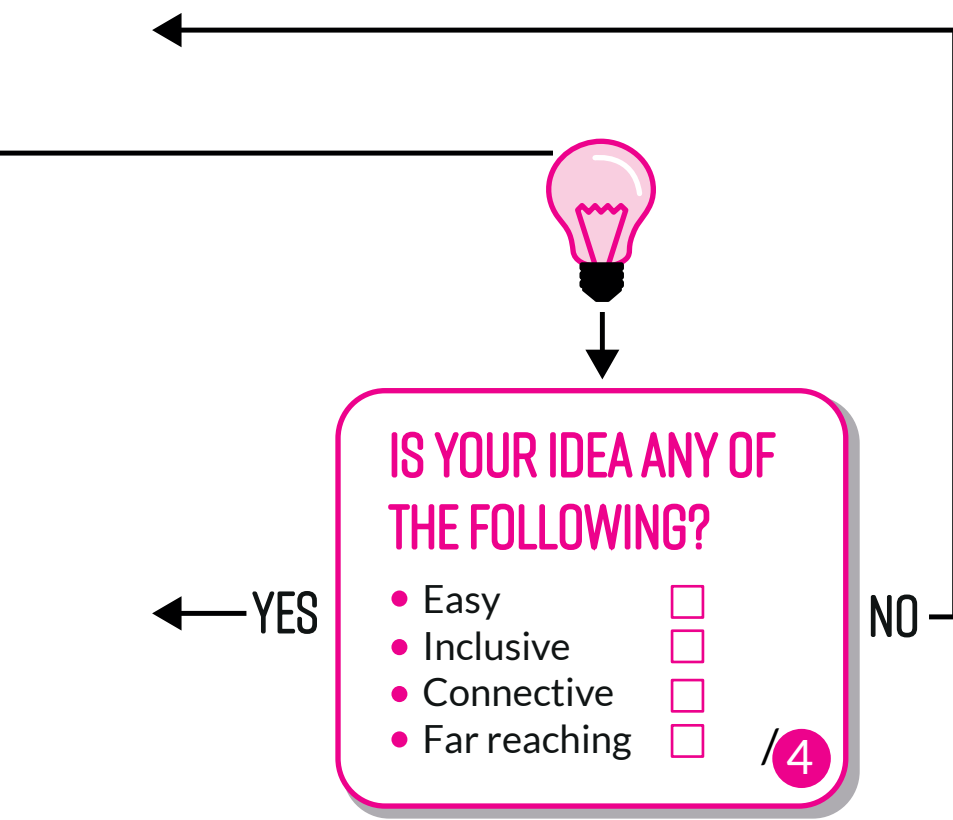
The first section refers to the core elements that make digital campaigning brilliant. Next, the elements that we know have contributed to the breakdown of trust between the key players in digital campaigning.

Finally, the central element of this framework: the lost voices. It's crucial to spend significant time on this section, rigorously testing and shifting your idea with the help of the accompanying questions.

Once your idea has gone through these three core sections, it's time to move onto the strategy. This section will allow you to expand your idea to make it as impactful as possible.

Not every idea has to meet every key element in the framework, but as a minimum there should be at least one of the first core elements (easy, inclusive, connective, far reaching) and at least three other elements (centering lived experience, complementing work in the organisation, building local relationships, improving MP-charity relationships, collaborating with other organisations).





After consultation with over 100 organisations in the charity and campaigning sector, we solidified the key elements of digital campaigning that we love and don't want to lose: easy, inclusive, connective and far reaching.

In order for your idea to adhere to this framework, it must be at least two of these key elements.

Easy: Could this idea be recycled? Is it nimble? Could it pivot its course easily?

Inclusive: Is this idea accessible? Does it allow for anonymity within the crowd?

Connective: Does your idea help create networks at scale? Does it connect those experiencing the issues with those in power? Can it be shaped by those with lived experience?

Far reaching: Does your idea allow for you to reach new audiences?

When you go back through the framework, try and tick off as many of these key elements. Each element ticked off adds another point to your scale of responsible digital campaigning.

For more information, read the 'Best Practice in Digital Campaigning' section of the Lost Voices report.



Although there are huge benefits to digital campaigning, there are some elements that have done more harm than good to digital campaigning. Ensure your new idea does not do any of the following:

Shower decision makers with unpersonalised emails: Sending mass, unpersonalised emails to decision makers is rarely successful, and often has dangerous repercussions. There is general consensus that sending MPs mass unpersonalised emails is not an effective campaigning tactic.

Make unfocused or inappropriate asks: The least valued types of e-campaigns are those that do not adequately assess the role of the decision maker in shifting power. Often, emails are sent out to MPs who have no role in making a decision over a policy. A responsible digital campaign will ensure that the target is correct, and that the ask is reasonably within their power to do.

Mislead supporters: Digital campaigning works most effectively when charities are honest and transparent to supporters about their role in creating change. In order to rebuild the trust between charities and supporters, e-campaign actions should not offer false promises to supporters.

For more information, read the 'Areas for Improvement in Digital Campaigning' section of the Lost Voices report

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DOES IT CENTRE
THE VOICES OF
LIVED EXPERIENCE?

YES — 1 →

Digital campaigns that truly centre the voices of lived experience have the potential to be groundbreaking. However, there is currently little space for those with lived experience to *genuinely* speak to power using their own voices. Our research with organisations that work directly with people with lived experience revealed some useful insights for how to best centre their voices:

Leadership positions: Allow those with lived experience to take up a leadership position within the campaign. This may look like an apprenticeship for the duration of the campaign, having campaign ‘ambassadors’, or holding regular meetings with those with lived experience and formulating a digital campaign strategy together.

Barriers to participation: In many situations, those with lived experience may face a higher barrier to participation in digital campaigns. Does your idea acknowledge your audience and take necessary measures to allow them to take part in a digital action?

Contact with those with lived experience: Do people within your campaigning teams have regular contact with those with lived experience? Do you have anyone with lived experience within your campaign team?

Questions to think about:

- Does your idea give those with lived experience a unique user journey?
- Does it allow for those with lived experience to take control of the campaign?
- Does it allow for you to keep a record of the interaction you have had with those with lived experience?
- Does it help to provide digital skills to those with lived experience (if appropriate)? This may look like gathering digital signatures on a tablet, or bringing people together to do a joint digital action, guided by those with more digital skills.

To read our definition of lived experience and to find out more about its role in digital campaigning, read ‘The Value of the Lived Experience’ and ‘Areas for Improvement in Digital Campaigning: Paying lip service to the voices of lived experience’ section of the Lost Voices report.



Does it **COMPLEMENT**
other work in the
ORGANISATION?

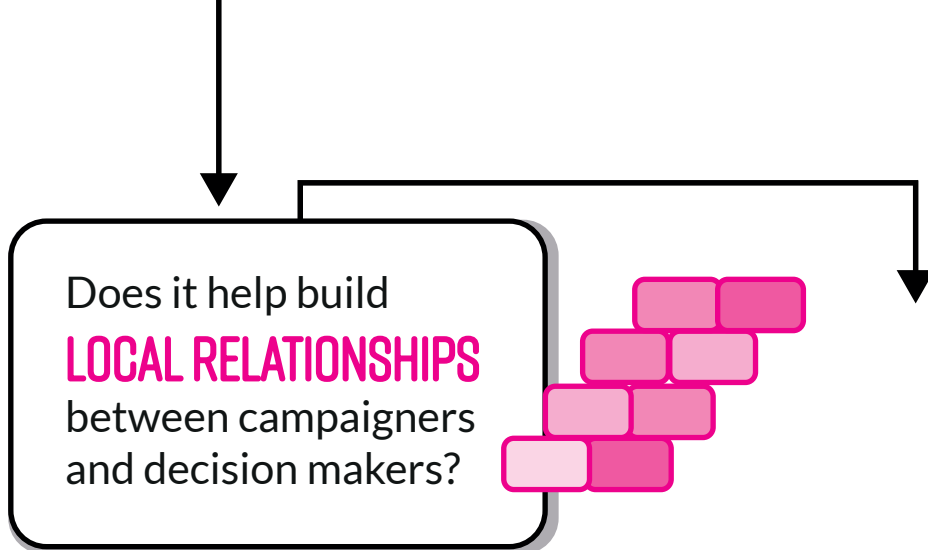
The skills in digital teams are often not shared across the whole organisation. As a result digital campaigning is becoming stale. The best way to spark innovation is to spread ideas across departments and sectors.

Some questions to think about:

- Has your idea had the input of people outside the digital staff?
- Is it something that can be shared across teams?
- How will it complement other actions in the organisation?

These questions will allow your idea to transcend the typical digital boundaries, and to think about campaigning in a more holistic manner.

For more information on skilling up non-digital staff, take a read of the 'Areas for Improvement in Digital campaigning: organisational silos' section of the Lost Voices report.



There is a lack of one to one relationships between decision makers and individual supporters. Decision makers find it easy to dismiss an email, whereas face to face contact or direct relationships are much harder to ignore.

Some questions to think about:

- Does your idea help to improve direct relationships between those with lived experience and decision makers?
- Can decision makers identify individual campaigners through this idea?
- Does this idea allow for personalisation?
- Is there an 'in real life' aspect of this idea that allows for decision makers and campaigners or those with lived experience to meet?

For more information about building local relationships, take a look at the 'Best Practice in Digital Campaigning: building relationships with decision makers' section of the Lost Voices report.



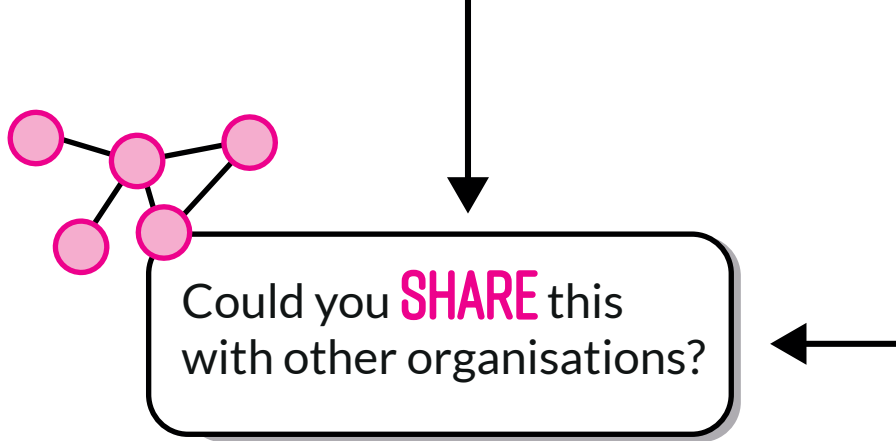
Does it help improve
relationships between
MPS AND CHARITIES?

Charities are regarded as intermediaries between those with lived experience and those with decision makers. They have the resources to support those with lived experience to demand change. However, the tactic of mass emailing has broken down the relationship between charities and decision makers. It's useful to look at how other departments approach their target audience to find parallels or tactics to borrow.

Here are some questions to help you think about how to rebuild this trust through digital:

- Does this idea acknowledge or thank a decision maker for their work?
- Does this idea allow for you to keep a record of decision maker's actions with your organisation?
- Does this idea contain in its evaluation a tracking of decision maker's responses?
- Have you analysed how other departments (eg, the fundraising department) treat their target audience and tested whether tactics can be transferred or adapted?

For more information about improving relationships between decision makers and charities, take a look at the 'Best Practice in Digital Campaigning: building relationships with decision makers' section of Lost Voices report.



Collaborating with organisations of varying sizes can create a more streamlined digital campaign. It's through collaboration that campaigns turn into movements. Can you share this idea across the sector, or find a way to collaborate with other organisations around this idea?

Here are some questions to think about:

- Could you make this idea open source?
- If you can't make it completely open source, could one of the members of your organisation go into another organisation to teach some of the skills you have learnt?
- Could this idea be something that you test with a number of different organisations, and share the evaluation?

For more information about collaboration across organisations, take a look at the 'Best practice in Digital campaigning: collaboration' section of the Lost Voices report.

CONCLUSION

Congratulations! You have reached the end of the framework. Go back to the 'drawing board' and take a look at your initial idea. Now add to it all of the notes you have made along the way. Your idea should now be multi-layered and show the potential for a multi-pronged approach for your digital campaign, encompassing different areas of the organisation and, crucially, centering the voices of the lived experience.

And, it's always here to go back to if you need to rethink or reshape your idea.

Good luck in your digital campaigning journey!

If you have any questions or would like to get in touch about this framework and its uses for your organisation, please contact info@thesocialchangeagency.org

EVALUATION

A good campaign must set clear metrics by which success will be measured. However, our research indicated that some of the success measures or Key Performance Indicators (KPIs) used in digital campaigning are not helpful. In particular, the metrics of success used in many campaigns are geared towards scalability rather than impact. Take a read of 'Best Practice in Campaigning: success metrics' of the Lost Voices report to find out about alternative measurements of success.

ACKNOWLEDGEMENTS

We would like to extend our thanks to Joseph Rowntree Charitable Trust for funding this project and for their faith in us.

We are hugely grateful to the interviewees who took time out of their busy schedules to be interviewed by our team. These insightful conversations helped to form the foundation for this toolkit.

We would also like to thank our advisory board for their continued support throughout this project.

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the toolkit please contact:**

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