

Creating online campaigns around counter and alternative narratives

Training seminar Civil Society Empowerment Programme



Objective

- Today, we will introduce the GAMMMA model. This approach will help you to build an effective online campaigning strategy around your alternative or counter narrative
- You will experience how to use social media as part of your (online) communication campaign with your target audience
- You will learn how to amplify your positive message and engage your target audience

Working principles

- Limited theory – lots of practice
- Learning by doing
- Learning from both success and failure
- Learning from each other
- You are the expert already!

Civil Society Empowerment Programme

- **Aim:** Support local civil society in countering violent extremism online
- **Launched** by EC at 2nd EU Internet Forum, 8 December 2016
- **Now:** Network development + training programme in EU countries
- **Next:** Call for proposals



Partners



Support

Radicalisation Awareness Network



Exchange of experience

Discuss in couples

Your experience in communication with your target audience
Challenges in conveying your counter/alternative narrative
Your needs with regard to online campaigning

Radicalisation Awareness Network



Exchange of expectations

Plenary inventory

**What would you like to learn during the seminar?
What would you like to share?**

Radicalisation Awareness Network



Six Basic Questions

1. What is your goal?
2. Who is your target audience?
3. What is your message?
4. Who is the messenger?
5. What are your media?
6. What is your call to action?

G Goal

A Audience

M Message

M Messenger

M Media

A Action



Your organization:

Your name:

Campaign idea:

Date:

Radicalisation Awareness Network



□

What inspires you?	What is already going well?	What is needed/left to do?	Who do you need realize this?

G Goal

A Audience

M Message

M Messenger

M Media

A Action

Today's programme

09.00	Welcome
09.45	Setting the scene
10.30	Coffee
11.00	How to develop your C/A online strategy
12.30	Lunch
13.30	How online works
15.30	Tea
16.15	Capacity building
17.00	Finish

G Goal

A Audience

M Message

M Messenger

M Media

A Action

Setting the scene

09.45 – 10.30

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Violent extremist or terrorist messages

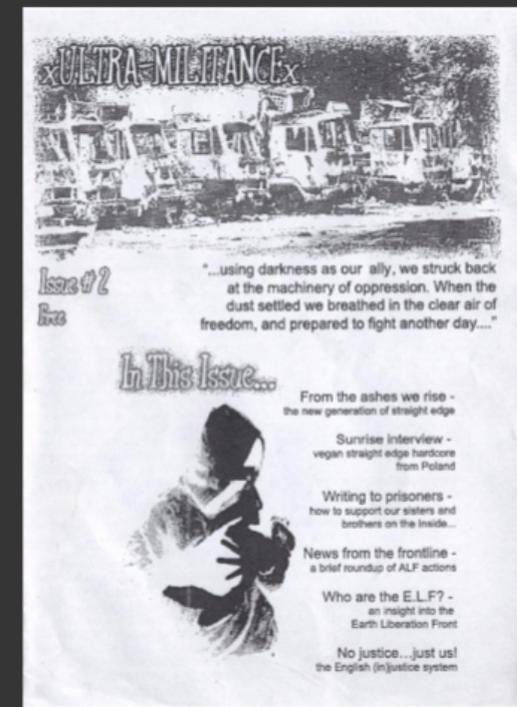
Plenary discussion

What kind of online violent extremist or terrorist messages do you know?

What is luring your target audience? Why?

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Definition

Violent extremism

Advocating, engaging in, preparing, or otherwise supporting ideologically motivated or justified violence to further social, economic or political objectives

Radicalisation

Growing readiness to pursue and/or support—if necessary by undemocratic means—far reaching changes in society that conflict with, or pose a threat to, the democratic order

RAN vision on radicalisation

Radicalisation is a process

It is important to draw a line between ideas, even if extreme, and violent actions resulting from extreme ideas

It is important to focus on the capacity to make a well informed distinction also between different types of violence

How do extremist groups reach out?

- Many types of violent extremist narratives
- Right wing extremism, religiously inspired extremism
- Different violent extremist ideologies often have similar communication approaches:
 - Push factors and pull factors
 - Combination of emotional appeal and very rational arguments
 - Head (ratio) + heart (emotion) + belly (intuition)

Discussion



(Very simplified model)

Can online communication be a tool for intervention?

**“A lot can be achieved through recycling,
adapting and building upon
the successful campaigns of others”**

Example 1 #Notanotherbrother



<https://youtu.be/ljIQ0ctzyZE>

Example 2



Twitter AU  
@TwitterAU

 Volgen

UPDATE: There has now been more than 90,000 mentions of [#illridewithyou](#) tonight [reverb.guru/view/697946497...](#) [#amazing](#)



RETWEETS
635

VIND-IK-LEUKS
439



03:19 - 15 dec. 2014

 24

 635

 439



Suzanne Carbone  @SuzanneCarbone · 15 dec. 2014

Bravo [@FatherBob](#) - you're pictured "[@TwitterAU](#)" 90 000 mentions



Deena الصَوِير @dsaweer · 11 mrt. 2016

People Are Tweeting Hilarious Made-Up Muslim Facts With #1in5Muslims



Charles: Climate change link to IS

EXCLUSIVE: SHOCK POLL

1 in 5 Brit Muslims' sympathy for jihadis

'WAKE-UP CALL' AFTER PARIS BLITZ

By TOMMY NEWTON-DUNN
FRANCE: CHRIS
NEARLY one in five British Muslims has some sympathy with those who have had the ill-fortune to die in Paris. The number among young Muslims aged 18-24 is even higher at one in four. The figures emerged in an exclusive poll conducted after the Paris attacks led by French and British jihadists returning from the war zone. Prominent Muslims told the poll was a wake-up call. Labour London Mayor Sadiq Khan tells The Sun. *Continued on Page 10*

ALICE MURPHY: 'TIME FOR BRITAIN TO SHUT DOOR' PAGE 10



EXCLUSIVE
Vardy's family rift over fiancée
PAGES 16 & 17



People Are Tweeting Hilarious Made-Up Muslim Facts With #1in5Mus...

"#1in5Muslims think Ross and Rachel were on a break."

buzzfeed.com



Example 3



Radicalisation Awareness Network





0:47 / 1:59



Reflection in the plenary

What did you see? What did you feel?



Radicalisation Awareness Network



Coffee break

10.30 – 11.00

Radicalisation Awareness Network



How to develop your online strategy

11.00 – 14.30 (including lunch break)

Radicalisation Awareness Network



Online campaigning: why?

- You enable people to have their voice heard
- You educate your target audience
- You build a network

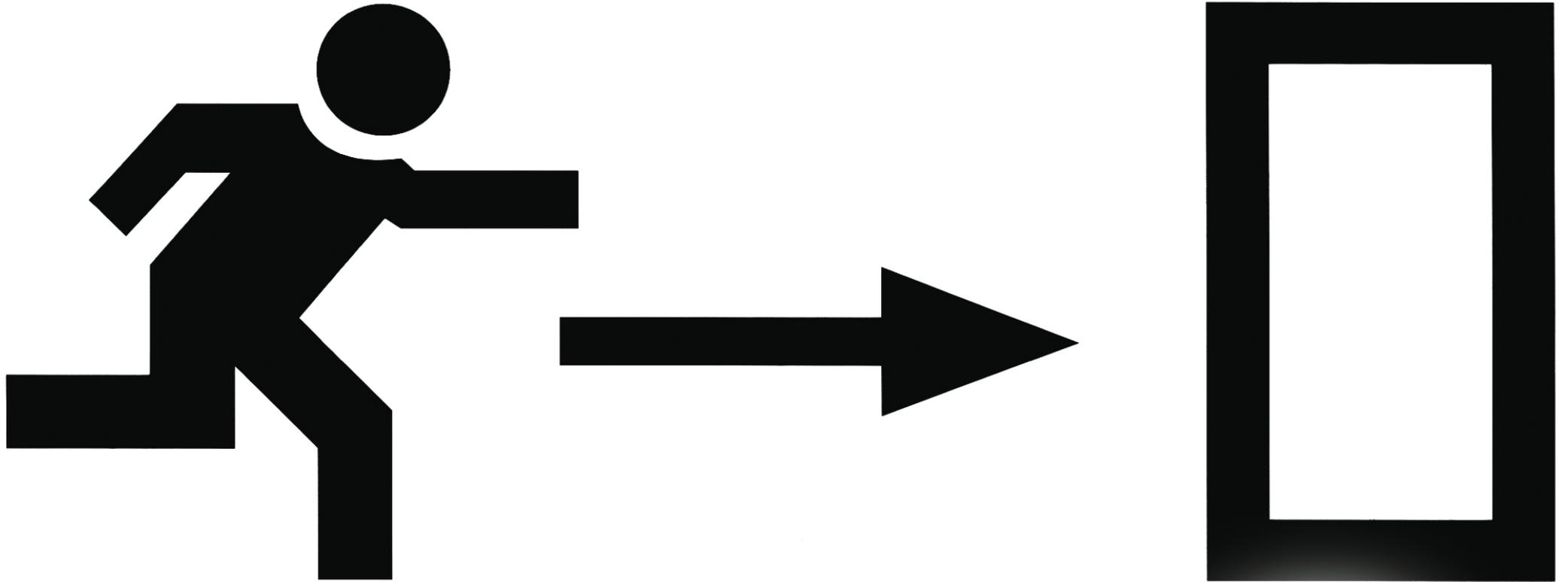
Communication strategies

Everyday

Campaigning

Reaction

NOTEINGANG



NEWS

Home | Video | World | UK | Business | Tech | Science | Magazine | Entertainment & Arts | Health | World News TV | More

World | Africa | Asia | Australia | Europe | Latin America | Middle East | US & Canada

Argentine Mothers mark 35 years marching for justice

By Vladimir Hernandez

Top Stories

UK triggers Brexit with letter handover

© 2017

Bob Dylan Nobel

59 minutes

Feature



Campaign strategy

1. What is your goal?
2. Who is your target audience?
3. What is your message?
4. Who is your messenger?

Answering these questions will help you to build an online campaign strategy around your alternative or counter narrative

G Goal

A Audience

M Message

M Messenger

M Media

A Action

What is your Goal?

Inventory in the plenary

To give information, facts & figures?

To empower people?

To demystify seductive extremist messages?

De-radicalisation?

....?

G Goal

A Audience

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M Messenger

M Media

A Action

Goals: where to start?

YOUR unique capability or opportunity

Why YOU?

Aim is always behaviour change

To start or adopt new behaviour

To stop doing something damaging

To prevent the adoption of a negative or harmful behaviour

To change existing behaviour

Defining your goal

How to define clear objectives and indicators for success

- 1. Make it measurable**
- 2. Make it small**
- 3. Make it simple and concrete**
- 4. Make it time-bound**

Example of smart goals

- **Difficult to achieve**

Reduce by 30% the number of Muslim men aged 35-45 from Birmingham and Tower Hamlets travelling to Turkey/Syria/Iraq to become Foreign Terrorist Fighters by May 2017.

- **Realistic to achieve**

In six months increase by 65% the number of 13-18 year old girls from South Thanet contacting our phoneline for advice about a friend at risk of being radicalised by right-wing violent extremist groups in order to reduce the number of individuals radicalised in our area.

Exercise

Individual preparation (10 mins)

Define the goal of (the current online campaign of) your organisation

Make it measurable, small, simple and concrete, time bound

Compare results in small groups of 3 persons (10 mins)

Who is your target audience?

- How do they receive and transfer information?
- What is their online environment?
- What context are they living in?
- What language do they use?
- What is their cognition?

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TARGET AUDIENCE

HOW TO *identify*

THE PEOPLE YOU WANT TO REACH

I N T R O D U C T I O N

You will already have a pretty good idea who you want to reach with your messages when you consider doing a campaign. But **how much do you really know about the people you want to reach out to**, have a discussion with or even help them change their mind? Having a **detailed understanding of your target audience** will be the key to your success. Why? Imagine being a great and skilful football player in an important match not really knowing where the goal is. How likely are you going to score? We therefore recommend that you take some time to reflect on the following guiding questions:

Can you define **key characteristics** of your audience?

Can you narrow down their age range, gender, cultural background, their group specific “group-language”, in which cities or districts they live?

Are you clear about:

- ✓ What they care about?
- ✓ Why they would listen?
- ✓ Why they would care about your message?
- ✓ Why they would share your message with others?
- ✓ Why they would interact with you?
- ✓ Why they would change their thinking and behaviour?
- ✓ Where do they get their information from, where their “echo chambers” are you want to get my message in?

GENERAL**VITAL STATISTICS**

How many people are like this? Trends? Indices and comparisons?

WHO THEY ARE

Key economic or demographic characteristics (individuals age, sex etc.)

GENERAL LIFESTYLE

How they live. What they like doing. Priorities. Aspirations. Consumer trends. Attitudes to government/life in general.

THIS AREA / ISSUE**NEEDS, BENEFITS & MOTIVATIONS**

Rational needs, emotional or hidden needs. What motivates them?

BEHAVIOUR – WHAT THEY DO

What drives and triggers action? Where do they do what they do? How frequently? Barriers to doing/thinking? Key **words / language** used?

INFLUENCERS

Who or what **influences** them? Why? (See also 'Media', below.)

BELIEFS AND ATTITUDES

Thoughts, beliefs, attitudes to this? What values do they hold that relate to the issue? What makes them feel good? Bad? Why?

MEDIA**GETTING INFORMATION & MESSAGES**

Place, time & how they get info

How much info they want/need

Where they get it from-media used

When & where they're most receptive?

WHO INFLUENCES THEM

Who they do/don't listen to & respect

Who delivers for them? In contact with?

Do you know your target audience well?

Exercise

Split up into 3 or 4 groups

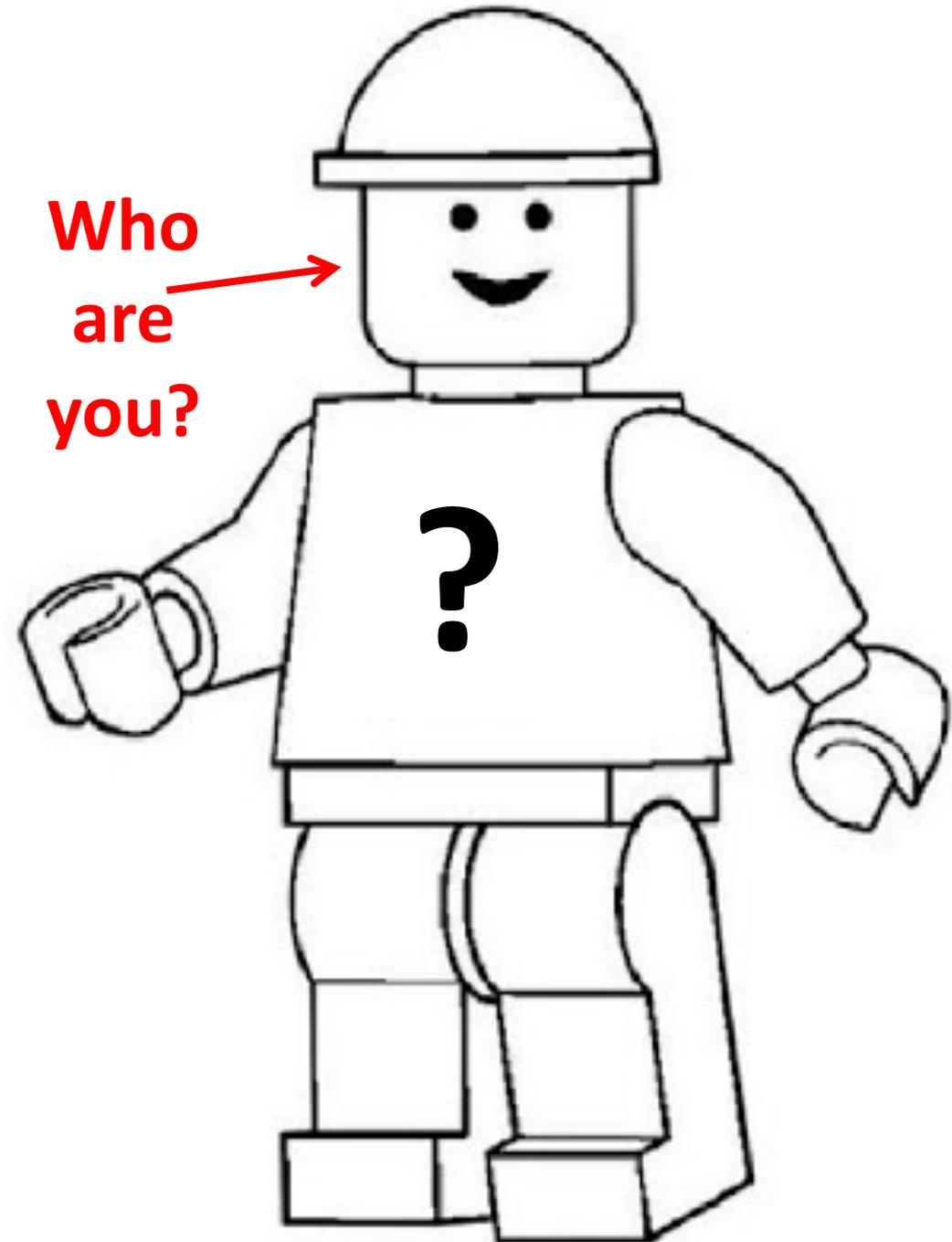
If your target audience is 1 person...

Make a drawing

Discuss his/her characteristics
with your group

Ask each other questions that help
to make the image more detailed

20 mins



What to do and what not to do

LESSONS LEARNED

What to do and what not!

This input is based on interviews with 53 CSOs from Europe and beyond, who did a total of 56 large and small size alternative or counter narrative campaigns. The interviewees wanted to share their lessons learned with fellow CSOs.

//01 | AUDIENCE

Most said they knew a lot about the AUDIENCE they wanted to reach, but many could not explain in detail what the key characteristics of their audience were or where and how to reach them most effectively and efficiently. Most also said they would invest more preparatory work into audience research next time.

For example, one of the campaigns had two kinds of audiences: European practitioners (#1) and the general European population (#2), that they intended to reach out to through four YouTube videos. The audience was too vast, therefore the videos did not receive enough online visibility. The interviewee explained that the preparatory work should have been more focused on research based on the differences among the audiences of each member state.

In another case, an interviewee expressed the will to invest more time into focus groups to a) validate their findings before applying them and b) to engage with the target audience.

//02 | MEDIA CHANNELS

Some CSOs were overwhelmed by the massive attention their campaign received, making them question if they had targeted the right audience. Others had hoped for more traffic and clicks. Both groups did not invest much into researching which (social) MEDIA CHANNELS, like Facebook groups or Twitter hashtags, their target audience was using. Identifying the communication channels and echo chambers of their audience(s) will be a priority for most next time.

For example, one of the interviewees explained that their campaign was initially launched through a website they had created; once it was launched on Facebook, the average amount of time

¹ The interviews were conducted by the [European Foundation for Democracy](#) between October and December 2016

- Audience
- Media Channels
- Monitoring and evaluation
- Call-to-action
- Intervention

Lunch break

12.30 – 13.30

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What is your message?

Tell me your message...

*...is it positive
or is it critical?*

G Goal

A Audience

M Message

M Messenger

M Media

A Action

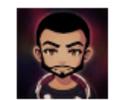


Zoeken



0:12 / 2:00

Abdullah-X: Five Considerations for a Muslim on Syria



Abdullah-X
Abonneren 1.208

34.991 weergaven

Volgende

Autoplay



Abdullah-X: The Real Meaning of Jihad
Abdullah-X
21.388 weergaven



The Rise of British Jihadis in Syria
VICE News
1.098.470 weergaven



Abdullah-X: More Considerations on Syria and Iraq
Abdullah-X
8.854 weergaven



Abdullah-X: Allah Or Illuminati Light In The Age Of Darkness
Abdullah-X
3.144 weergaven



Malala rejected by UK Muslims
Shameful
kounterfeet
413.978 weergaven

Tekoja

På svenska | In English



LAHJOITA MIKÄ KAMPANJA? TARINAT MATERIAALIT MEDIA | PEACE UNITED



About the campaign



ABOUT PEACE UNITED

ARRANGE A GAME



How to create attractive content

- Keep thinking about your campaign goals!
 - If your goal is to interact with your audience, organise content that is interesting enough to spark dialogue
 - If you want your audience to take action, how are you going to persuade them?
 - If you want them to learn something, do not act as a teacher
- Deliver content with added value, be fun & interesting!

Who is the messenger?

Plenary discussion

The message and the messenger in
the following examples ...

... are they credible, consistent,
compelling, connected?

G Goal

A Audience

M Message

M Messenger

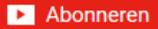
M Media

A Action



How To: Natural Hair Sew-in Weave Start to Finish

 **TheBrilliantBeauty** ✓

 **Abonneren** 326.847

415.257 weergaven

+ Toevoegen aan ↻ Delen ⋮ Meer

👍 12.318 🗨 262



Volgende Autoplay

 **How To: Crochet Braids Step-by-Step Tutorial | X-Pression Cuevana Bounce**
TheBrilliantBeauty
1.007.554 weergaven

 **WATCH ME DO CROCHET BRAIDS! Collab w/ OmabelleTV | TheBrilliantBeauty**
TheBrilliantBeauty
122.071 weergaven

 **#30. DIY : CROCHET BRAID , FREETRESS DEEP TWIST**
Beautycanbraid
3.173.090 weergaven

 **HOW TO | Drawstring Ponytail on**

Click here to Subscribe



0:10 / 11:00

▶ ⏪ 🔊

📄 ⚙️ 📺 🗖

Badmans World 14 | New Scotland Yard | Humza Productions

132.530 weergaven

👍 4K 💬 106 ➕ ➦ ⋮

Volgende

AUTOPLAY



Badmans World 6 | Diary of a Badman | Humza Production
Humza Productions ✓
193K weergaven



Badmans World 7 | Killing Ja Sean | Humza Productions
Humza Productions ✓
279K weergaven



Badmans world 15 | Badman School Tour pt 1 | Humza
Humza Productions ✓
85K weergaven



Badmans world 19 Asian peo vs white people going on
Humza Productions ✓
284K weergaven



Taking The Humza
BBC Three ✓ 91K weergaven



canvas

Dat er geen botsing van beschavingen
is, maar een prachtige ontmoeting.

5:05 / 6:23

Mohamed El Bachiri

Volgende



Credibility is key to success

Often, the messenger is more successful when (s)he is credible in the eyes of the target audience

Often, but not always, credibility is enhanced when the messenger

- is both compelling as well as connected
- uses both facts & figures as well as emotions & beliefs

Head

Heart

Belly

Messenger

Audience



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Halftime!

We have the first building bricks for your Campaign Strategy ready!

G Goal

A Audience

M Message

M Messenger

M Media

A Action

Useful tool: campaign templates

Radicalisation Awareness Network
RAN 

3 CAMPAIGNS

Which one is right for you?

Research on the programming of alternative and counter narrative campaigns indicates that many campaigns are not set up in a way to engage with a specific target audience and to change someone's thinking or behaviour. Campaigns often don't have clear and measurable goals, no in-depth knowledge about their target audience, no call-for-action and no 1-2-1 intervention component. As a result, campaigns can appear as monologues, where one side tells a story and the other side, often random people of the broader public, is supposed to listen. *Imagine someone standing on a public square in your town telling a story they care about to random people passing by. What kind of effect and impact would you expect?*

This paper aims at helping you following the essential steps for a successful campaign. **We recommend that your campaign should be aiming at helping people change their perspective or behaviour. You should therefore go through all 12 steps listed below (//03 IMPACT).**

Even the most well-meaning and motivated CSO, however, might face limitations that restrain their abilities because of insufficient time, budget, staff or capacity. There are still campaigns you can do to promote your organisation and the issues you work on and care about (**//01 VISIBILITY**), or to show alternative ways of action to your audience (**//02 ACTION**).

//01 VISIBILITY Steps 1-8	//02 ACTION Steps 1-10	//03 IMPACT Steps 1-12
-------------------------------------	----------------------------------	----------------------------------

1. Visibility

Take a good look at our work!

2. Action

Here is what you can do!

3. Impact

Engage with them and change their mind

How online works

14.30 – 16.15

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From strategy to operation

In this section

- a. How online works
- b. Tools, manuals & tutorials
- c. Tips & tricks

G Goal

A Audience

M Message

M Messenger

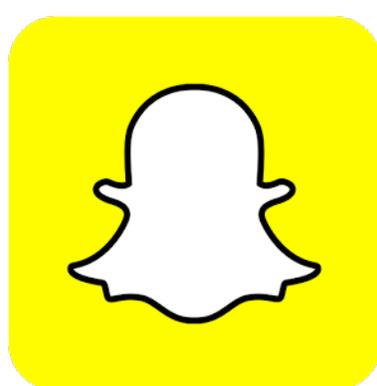
M Media

A Action

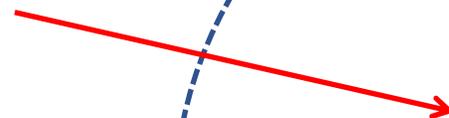


What social media platforms ...
... do you **know**? (and which not)
... do you **use**, personally and professionally?
... does your **target audience** use?

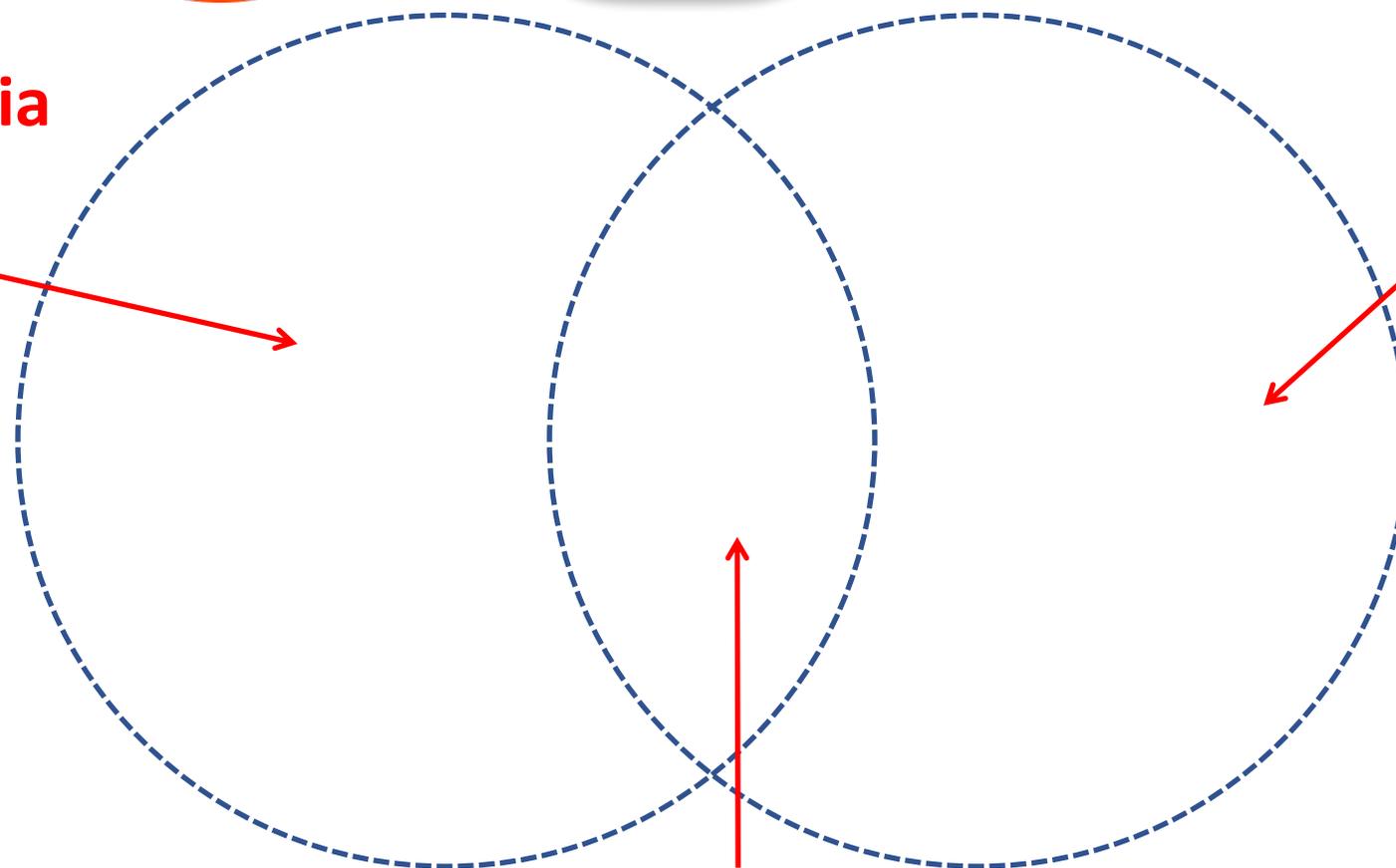
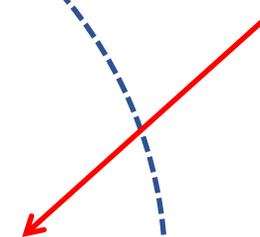
What **gaps, chances and threats** do you see?



**Social media
you use**



**Social media
used by
your target
audience**



Do you meet here?

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Reaching people with your message

Mobilise your network
Extend your reach
Get fans and supporters

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Online = dynamic dialogue

- Continuous ongoing stream of messages (not 1-time marketing efforts)
- Dialogue (instead of monologue)
- Open for response
- Network communication (instead of sender > receiver)
- Personal, individual (instead of mass, anonymous)
- At the dark side: echo chamber and bubble effect (instead of confrontation with the unknown)

Echo chamber or bubble effects

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How will you affect behaviour change?

Make It Easy

Make it Social

Make it Cool

Make it Time-Sensitive

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Exercise

Split up into groups of 3 persons

Search the internet for a good example of Dynamic Dialogue

Discuss the working principles in this example

15 mins

Three big social media platforms





“70% of the teens and millennials believe that Youtube creators shape culture and their life”

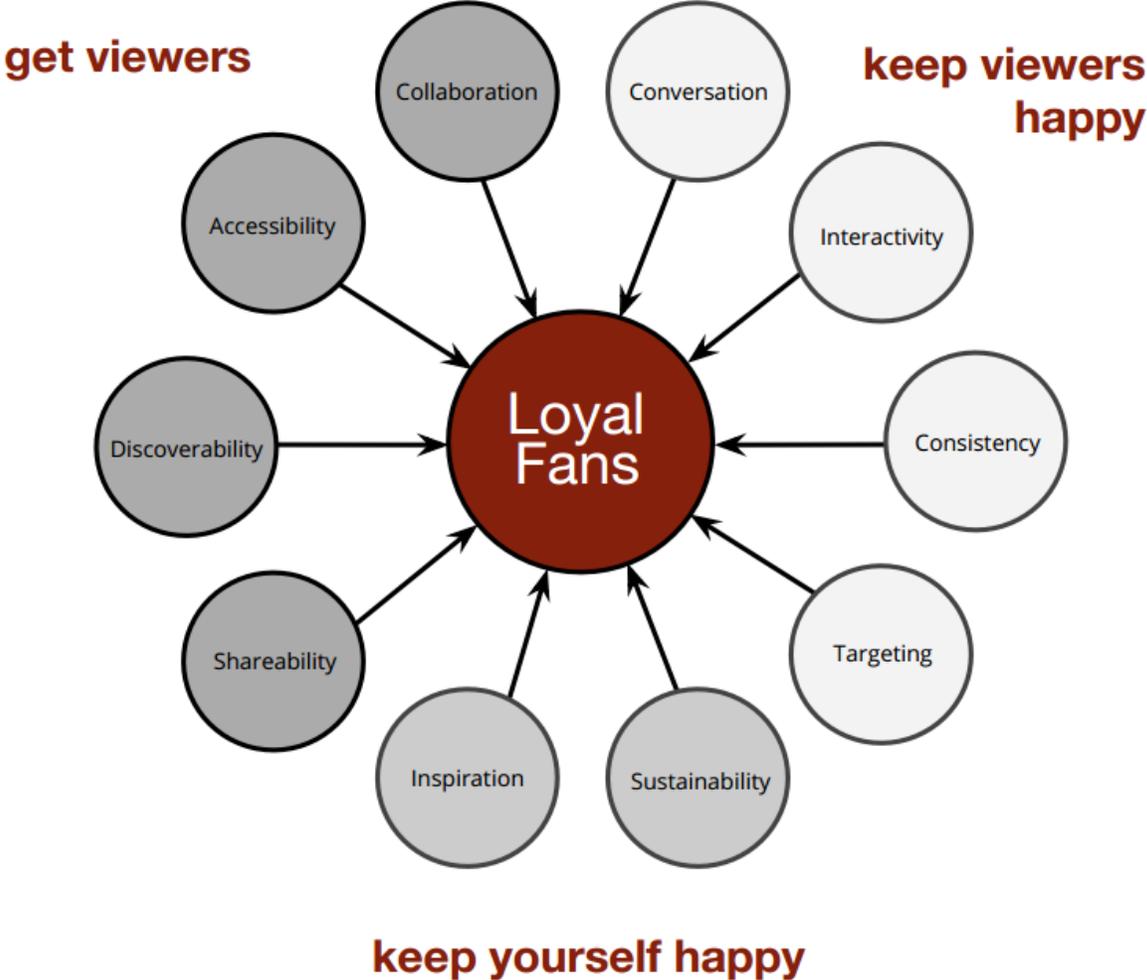
Format

- You don't have to have television quality
- Youtube makes moviemaking and watching more accessible than ever before

***10 FUNDAMENTALS
OF A CREATIVE STRATEGY ON***

You Tube

10 Fundamentals



[Bit.ly/10fundamentals](https://bit.ly/10fundamentals)

5 out of 10



Conversation
Consistency
Sustainability
Discoverability
Collaboration

CREATORS' CORNER

Creators' Blog

PARTNER PROGRAMME

Benefits & Qualifications

Toolkit

Success Stories

PARTNER SHOWCASE

Gaming

How-To & Education

TV & Film

Music

Not for Profit

Sports

YouTube Charities Programme

Tell your organisation's story through videos on YouTube



Join now

- 1 Create a YouTube channel for your nonprofit.
- 2 Apply to Google for Charities.
- 3 Enrol in the YT charities programme by following the instructions in your Google for Charities acceptance email.

[Apply to Google for Charities](#)

Raise money for your cause on YouTube with donation cards

With donation cards, your viewers can make a donation to your organisation directly from your video on YouTube.

You can also use our resources to raise funds and awareness for your cause by adding donation cards to your videos, rallying your supporters and partnering with creators.



“1 billion photos uploaded
to facebook daily”

Done is better than perfect

What works on facebook?



Make your posts conversational
Informal, personal, and inviting response

Be authentic

Be visual

Be simple

Be timely

Organic audience vs paid audience

Breakthrough – Nonprofits on Facebook - Internet Explorer provided by Radar Groep - Citrix Internet

https://nonprofits.fb.com/story/breakthrough/



Breakthrough – ...



Adverteren – YouT...



(10) Facebook



(10) Herdenkina v...



Nonprofits on Facebook

[Learn the Basics](#)



[Raise Awareness](#)



[Activate Supporters](#)



[Raise Funds](#)



[More](#)



40% are 'listeners'



Credibility comes over time. Be honest and consistent

What works on Twitter?

- Factual content. Personal Language
- Think about what interests your audience
- Everyday content
- Tip: offer Q & A sessions
- Don't wait, be in the moment



CAMPAINING ON TWITTER
HANDBOOK FOR NGOs

It is both about your target audience as well as your target moments

Radicalisation Awareness Network



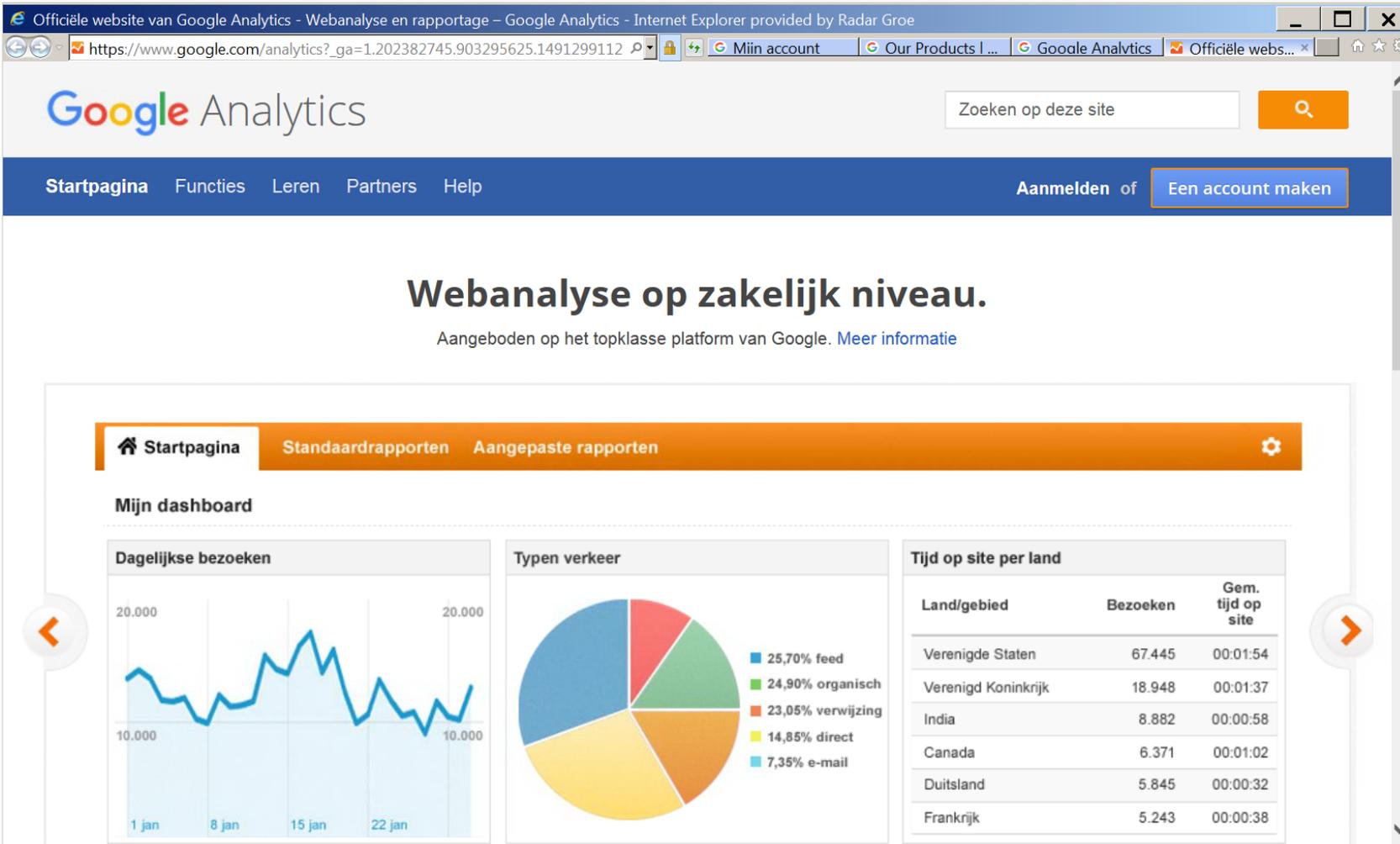
Tea break

15.30 – 15.45

Radicalisation Awareness Network



Are you on the right track?



Hate speech: what to do?

- Respond
- Report
- Ignore
- Hide
- Block, delete



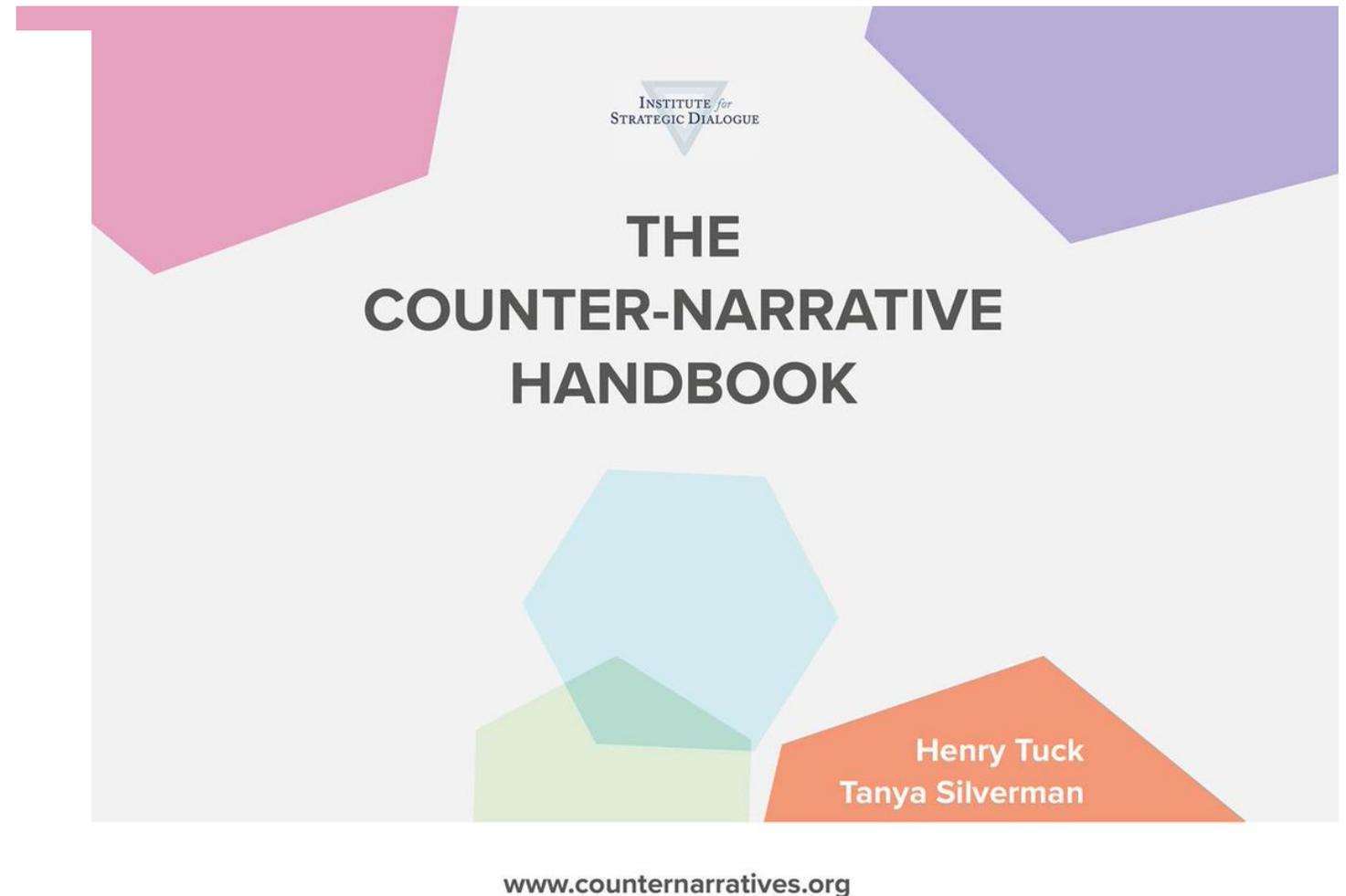
Counter Speech Information Pack

Online Civil Courage Initiative OCCI
EN, GE, FR



Contents

- Planning a Campaign
- Creating Content
- Running a Campaign
- Online Advertising
- Engaging Audiences
- Evaluating Campaigns
- Toolbox & Resources



[1](#)[HOW TO PLAN A CAMPAIGN](#)[2](#)[HOW TO CREATE CONTENT](#)[3](#)[HOW TO PROMOTE A CAMPAIGN](#)[BROWSE CASE STUDIES](#)[CONNECT TO AVE NETWORK](#)

RESOURCES TO CREATE & MANAGE CAMPAIGNS TO COUNTER EXTREMIST NARRATIVES.

[SEARCH](#)

WHAT DO YOU NEED HELP WITH?

[1](#)

HOW TO PLAN A CAMPAIGN

Use our [guided tool](#) to create or revisit your campaign strategy. Take inspiration from [other campaigns](#), browse [FAQs](#) and learn best practices for setting up a campaign with [our guide](#).

[2](#)

HOW TO CREATE CONTENT

Get inspired and learn to create engaging and effective content with [our guide](#) and [FAQ](#). Browse [useful digital tools](#) and learn important skills with our selection of [video tutorials](#).

[3](#)

HOW TO PROMOTE A CAMPAIGN

Become a social media expert: create and fine-tune your strategy with our [guided tool](#); learn about tips and tricks in our [guide](#), [FAQ](#) and [video tutorials](#); [find inspirations](#); and execute efficiently with [digital tools](#).

Exercise

In small groups (3 – 4 persons)

Search for 1 or more of the presented tools, tutorials, manuals

Browse the material

Discuss its applicability for your campaign

If time remains, we will discuss findings in the plenary

15 mins

Tools, tutorials and manuals

Counter speech information pack

<http://www.strategicdialogue.org/wp-content/uploads/2016/06/OCCI-Counterspeech-Information-Pack-English.pdf>

Counter narrative handbook

http://www.strategicdialogue.org/wp-content/uploads/2016/06/Counter-narrative-Handbook_1.pdf

www.counternarratives.org

<http://www.strategicdialogue.org/wp-content/uploads/2016/06/OCCI-Counterspeech-Information-Pack-English.pdf> (10 pager)

Campaigning on Twitter Handbook

<http://esmefairbairn.org.uk/>

Facebook SMB

https://www.facebook.com/blueprint?attachment_canonical_url=https%3A%2F%2Fwww.facebook.com%2Fblueprint

Facebook Ads for non-profits

<https://nonprofits.fb.com/topic/ads/>

Youtube non-profit programme

<https://www.youtube.com/nonprofits>

https://www.youtube.com/watch?feature=player_embedded&v=YpKAtk5CoIM

Youtube 10 Fundamentals

<http://Bit.ly/1ofundamentals>

Radicalisation Awareness Network



Capacity building & wrap up

16.15 – 17.00

Radicalisation Awareness Network



Capacity building

Wrap up

Where are we now?

Time to mingle and start dating

G Goal

A Audience

M Message

M Messenger

M Media

A Action

Linking online-offline engagement

Every campaign hovers around a Call to Action

Are you prepared?

Desire response

Critical or negative response

Verbal/physical threats/violence

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What are your campaigning qualities?

Internal

*You can influence
these things more
easily*

Strengths

Weaknesses

External

*You cannot influence
these factors easily*

Opportunities

Threats

Reflection

Radicalisation Awareness Network
RAN 

Your organization:
Your name:
Campaign idea:
Date:

	What inspires you?	What is already going well?	What is needed/left to do?	Who do you need realize this?
G Goal				
A Audience				
M Message				
M Messenger				
M Media				
A Action				

Reflecting upon today's programme...

- What inspired you?
- What is already going well?
- What is needed/left to do?
- Who do you need realise this?

Partnerships

Speed date!

Search the room for potential partners

Make working agreements for further collaboration

Share results in the plenary

20 mins

Have a safe trip home

Radicalisation Awareness Network

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Evaluation

Please fill in the evaluation form that will be sent to you via e-mail

Thank you

Radicalisation Awareness Network

