

برنامج مسار

برنامج دعم عمليات الحكم  
الديمقراطي في العالم العربي

*Programme in Support of  
Democratic Governance Processes  
in the Arab World*



Programa Masar

Programa de acompañamiento  
a los procesos de gobernanza  
democrática en el  
Mundo árabe

## From Civil Society to Civil Society: Organizing Social Change



Foundation  
For the Future



International Institute  
for Nonviolent Action

## Introduction

This workshop is organized by **Foundation For Future an Organization based in Jordan and acting in all the MENA region promoting democracy and Human Rights in cooperation with the International Institute for Nonviolent Action**. Its aim is to provide a space to think about our movements, our campaigns, to share with others how we are doing and how we can improve and connect our struggles.

Both sides of the Mediterranean are now involved in struggles for social justice, for real democracies where people can play an active role in the decisions affecting their lives. From Spain to Greece, from Tunis to Lebanon there is a wave of emerging movements proposing new ways of organizing, and questions like how to improve our movements to make them more effective? How can we work with others? How can we move from opposing to proposing movements? Are, among others, questions present in those movements. This training try to work around those questions, in two different ways: a) Suggesting ways of organizing and building up our campaigns collected through the best practices of successful movements and campaigns around the world b) Providing space for Civil Society to Civil Society direct consultancy, it means, providing the conditions for sharing practices, asking questions, giving advise among the different campaigns participating in the training. This method is based on the theoretical approach of collective construction of knowledge and building up communities of practices.

The International Institute for Nonviolent Action NOVACT, an organization based in Spain that encourages civilian-based nonviolent strategies to defend human rights and social justice worldwide, has developed this training based on its practical experience and involvement in different grassroots movements and organizations coming from the Middle East, South America and Europe.

## Target Group

Minimum of 12 maximum of 28 participants coming from different realities at both sides of the Mediterranean. The Training From Civil Society to Civil Society: Organizing social change is designed for people active in ongoing campaigns involved in social justice. This training is valuable especially for new to middle experienced activists, but it can also be done by experienced activists willing to rethink about their movements.

### *Requirements:*

- Each participant has to come with a concrete campaign he will work on. A campaign is a set of interventions designed to achieve a specific change, within a specific time, that contributes for the social change your group is looking for.
- Good level of English to follow up the trainings is mandatory.

## Duration, dates:

From the 22nd of September until the 9th of November: The training has an online part and a face to face part:

- **Residential:** Intensive face to face training: *56 hours*. **From 3rd to 9th of October 2014** (both included) in Barcelona (costs covered)
- **Online training:** Practical work on each participant's campaign. **From the 22<sup>nd</sup> of September until the 9<sup>th</sup> of November**. The online training will be based on practical work designing your social transformation campaign, with 6 on-line live sessions (one per week) and direct work on each participant's campaign, with the advice and coach of the course facilitator and the rest of the group.

## Place, Deadline, Expenses

**Place:** Residential stage will take place in **Barcelona** (Details will be provided to participants)

**Expenses:** For those candidates coming from abroad that are finally accepted, travel and accommodations costs for the residential stage will be covered.

**Deadline** for submitting applications: 20 August.

## Method

*Theory and practice:* Theoretical concepts and reflexions will be mixed with its practical use, we won't talk about tools and methods but we will use them. Learning by discussing and doing.

*Significative learning:* Everything will be done based on real examples, using the experiences and practices of each participant as our reference, to make learning significant for everyone of us.

*Individual and Collective thinking:* The exposition of different concepts will be followed by moments of individual thinking and collective thinking, giving space to our personal and collective reflexions in order to enrich our thoughts with the groups suggestions and the groups knowledge with our knowledge.

*Civil society to Civil Society learning:* Learning is something social, we learn by talking with others, by interacting with others, by others experiences. Our method will be based on the social construction of knowledge and having the group as the main source of knowledge.

*Exchange with local experiences:* Visits to real examples of social transformation projects, and sessions with the most successful social transformations movements in Spain will be organized during the course.

## Intended learning goals

At the end of the course, the participants will:

- Be familiar with the dynamics of civil resistance and nonviolent strategies through the history of the Palestinian popular struggle
- Be able to connect their principles to their theory of change,
- Be familiar with group organizing methods based on the dynamics of "Intelligent groups".
- Be familiar with Strategic Planning and Foresight Methodologies
- Improve their capacities related to Program Design, Development and Implementation
- Have analyzed the new communications strategies in the 2.0 world compared to their media, and advocacy work.

## Intended outcome

At the end of the course, the participants will have design a social transformation campaign for a period in between 6 months and one year. The design will include:

- a) Internal analysis (resource analysis)
- b) External analysis (context and actors analysis)
- c) Theory of Change
- d) Timeline of interventions/ actions
- e) Communication strategy

## Contents:

### ***Module 1. Theoretical Framework: From where we come to where we go:***

Our way of organizing, our personal and collective compromises are influenced by our past and by our vision of the future. We all have a theoretical framework based on our practice, on theoretical references, on other examples. We all have story of self that is the base to engage with others and is the motor of our actions. Making this frameworks visible, organizing our principles, identifying the sources of our principles and the relations between them, and organizing the way of building our “story of self” according to this is the first step in organizing our movements

- **Nonviolent resistance:** What do we understand by Popular Struggle, by Nonviolent resistance?
- **Glocality:** When we think of changes do we do it at a local level or do we consider the global level? Do we understand the connection between the different struggles taking place in this very moment? Are we linking our local efforts for transformation with the global change? Are we able to connect our claims with others claims? What are the advantages of the global-local connection?

### ***Module 2. Our campaigns: People, Power and change***

Power is based on people, social movements are a key element of this power and nonviolent struggles have learnt and contributed to the evolution of the notion of participatory democracy. This relation entails a theory of change based on social justice not just as a goal to reach, but as a practice to develop while doing. Understanding some of the key elements of the sociology of social change that can be adapted to our different local context is quite important when building up our social movements.

- **Theory of Power: Democracy is a process not a procedure:** What is power? Where is it and who has it? What is the relation between nonviolence and a participatory democracy? The notion of people power.
- **Theory of Change: The role of social movements:** How do social movements start and evolve? What moves people to act? Social changes are not just the result of socioeconomic conditions, spontaneous efforts, or causality, collective actions take place in a complex frame of relations and elements that define a certain *structure of political opportunity*. How important is it? How do we work to create that structure of political opportunity? Do we claim for social justice or do we build social justice?

### ***Module 3. Organizing for change: How we do is what we will be.***

The internal organization of any movement or campaign is crucial for its future success, in terms of reaching their goals. In any transformation process, the type of organizations we build, the relations we establish will deeply mark the type of changes we will be able to reach. Doing with, instead of doing for, creating intelligent dynamics and not just sharing work is basic in a transformation process. Transformation is not only something we look for, it is something we have to apply to our daily life.

- **Intelligent groups: Leadership, interactions and motivations:** Are we taking the collective intelligence into account? Are our groups working as intelligent groups? What kind of Leadership do we have in our groups? What type of Leadership do we want? Collective and shared Leadership are the most effective for social transformation. Have we analyzed the type of interactions happening in our groups? Do we know what the motivations for being involved in group dynamics are?

### ***Module 4. Building up a strategy.***

Strategy is how we turn what we have into what we need to get what we want. It is both analytic and imaginative, figuring how we can use our resources to achieve our goals. How do we keep high expectations without frustration? We need to be realistic to as what we are, but ambitious with what we want. Establishing our goals in terms of transformation goals, planning giving space to emergencies and unexpected situations, being prepared to improvise, the strength of the simple, the tactics we use and the actions we select as motivation factors for further mobilization are all elements to consider when building up our strategy.

- **From what we have to what we need to get what we want:** Learn how to strategize turning what you have (resources) into what you need (power) to get what you want (outcomes), adapting to changing conditions as they emerge

### ***Module 5. Mobilizing for action: Building up our actions:***

Our campaigns and our movements come to the final step of mobilization and deployment of resources to take actions, following our strategies, based on our principles and theories of change and carry on with the commitments of others (our group, our constituency). Actions describe who we are and also help us to mobilize people, to add people to our campaigns.

- **Organize actions:** What are the key elements that make actions effective? How much control do we have over them? How do we choose the best actions to reach our goals?
- **Actions that mobilize people and power:** How can actions help us gain people in our campaigns? Do we connect our actions with the people's motivations? Are our actions connected to the needs of the people?
- **Dilemma actions:** Actions as the way to delegitimize the power that is oppressing you, and actions that contribute to give you more legitimacy.

### ***Module 6. Communication: Our messages, our audiences, our tools***

The democratization in the access to new technologies (2.0) and internet has radically changed the way of communicating, forcing our movements to adapt from our previous communication strategies to the new situation. Our actions are more visible, our Communications role is more active, our ideas can be spread faster.

- **From one way mass media to mass auto communications:** What are the dynamics of the mass media? What are the contributions of bi directionality, horizontality, multimedia (mobile phones, internet, radio, press), what are the consequences of self generated contents and the self selection of contents?
- **Communication is not improvisation:** How do we adapt messages to the different audiences and keep our coherence? How do we combine or differentiate between messages applying to emotions, mobilizing messages, and solid, consistent and rigorous arguments? How do we build a common language that connects with the reality of those we are talking to? The role of fiction and symbols in our messages.
- **Our practice Speaks for us:** What do our public actions say for us/about us? How do we combine our need to communicate our messages with the need to manage the media distortion/manipulation?

**To think before coming to the training:**

Why do you want to take part on this Training?

Why is this learning important for you?

What are your expectations regarding this training?

What do you think you can offer to this training?

What is the campaign you want to work on?

- What is the problem you are trying to solve? How would the world be different if the problem were solved?
- Who are the people directly suffering the problem, and who is the people that will work on the campaign?
- What is your specific goal? What is the change you would like to see?