

Narrative Change Lab

Training of Associates (ToA) Syllabus

ICPA Workshop: “Changing the weather” in the Public Debate on Migration

for

ICPA Narrative Change Associates

19 & 22 August, 2019

Glaskiste, ExRotaprint, Gottschedstraße 4, 13357 Berlin

Since 2016, ICPA has been working to build the capacity of diversity activists to have a stronger voice in reframing the migration debate. We support activists to put new positive narratives into the public debate on migration to reduce the anxiety, move away from polarising populist narratives and make space for ideas of diversity and tolerance, i.e. “changing the weather”. A key element of this work has been the design and implementation of the Narrative Change Lab, a pilot capacity building and campaign development initiative developed as a key component of our project “*Reframe the Debate: New Migration Narratives for Constructive Dialogue*” (2017-2019)¹.

In addition to the Lab, another core component of this project is outreach and sharing lessons and insights on narrative change campaigning. The aim of this outreach work is to widen the circle of practitioners/activists (across sectors) in Germany and wider Europe and contribute to fostering a community of narrative change practitioners who are interested and engaged in this type of communications work. Central to achieving this outreach goal, is a group of Associates who can deliver sessions on the lessons learned from applying a reframing approach, most especially in German. Training a group to become ICPA Narrative Change Associates will enable ICPA to reach further than our current language and capacity allows, taking on more workshop and presentation requests of partners and extending the reach to wider audiences in Germany. In addition, we have already started incorporating those from our network into international and national events to share the lived and learned experience from activists. This is of huge value and can also be continued through the work of the team of Associates.

Building on these outreach goals, the aim of this short Training of Associates (ToA) course is to:

build the capacity of ICPA Narrative Change Associates to effectively deliver a short overview version of ICPA’s reframing migration narratives workshop, as part of the team of Associates engaged by ICPA and also incorporated into their own work.

More specifically, the objectives for the course are:

- To clarify the role of Associates within the Lab and with ICPA;
- To enhance the knowledge and insight of participants needed to present and explain the key elements of the two-hour workshop;
- To build insight into how workshops are requested/commissioned and how to adapt it to different audiences;

¹ Implemented under the ‘Demokratie leben!’ programme <https://www.demokratie-leben.de> supported by the Ministry of Family Affairs, Senior Citizens, Women and Youth <https://www.bundesregierung.de/breg-en/federal-government/ministries/ministry-of-family-affairs> and Social Change Initiative <https://www.thesocialchangeinitiative.org>

- To develop a critical understanding of the four main elements of the workshop and the approach to delivering them;
- To establish flexible workshop teams and give them an opportunity to prepare for a rehearsal session;
- To provide each team with an opportunity to deliver the workshop in a supported environment and receive feedback from peers and ICPA mentors;
- To make plans to engage Associates for actual workshop events.

Short overview of the two-hour ICPA session/short workshop

This ToA will focus on building insights into a short two-hour overview session that seeks to build awareness of **why** a reframing approach is valuable and **what it takes** to develop a reframing campaign to the movable middle. The session has four main elements:

1. *Challenges of campaigning to the public on migration* – In the current populist climate, what are the obstacles to putting forward a diversity agenda in public discussions on migration and how can frames help us understand these challenges?
2. *Understanding and targeting the middle* – Why should we target the so-called ‘moveable middle’, and how can we understand this group better?
3. *Engaging the middle: Key campaign insights* – What are effective ways to engage these movable middle groups in campaigning approaches?
4. *Campaign case* – To illustrate the approach and principles, we share a real example of a campaign developed to engage middle groups in the migration debate.

Elements of the ToA

There are two elements for the ToA – Preparation reading and a two-day workshop.

1. Preparation readings

To build your background knowledge, we would ask you to read and digest the required reading from the Reframing Migration Narratives Toolkit before our first workshop on August 19th. If you are feeling more ambitious, you can also look at the key chapters from original sources in the optional readings. These are available on the Dropbox link in the footnote².

Training Element	Required reading from Toolkit	Optional background readings
Challenges	http://www.narrativechange.org/toolkit/why-reframing-approach	1. How to talk about immigration – British Future
Understanding and targeting the middle	http://www.narrativechange.org/toolkit/11-target-middle-segments-their-current-frames	2 & 3. More in Common - German Segmentation (2017) 4. ICPA - Wheel of Migration

² <https://www.dropbox.com/sh/ljhdjineq0qsv0p/AACKo1QDLLZsZNI1gk8AtZFXa?dl=0>

Engaging the middle – Key campaign insights	http://www.narrativechange.org/toolkit/core-lessons Please follow the links into the toolkit to better understand what's behind each key	5. Lakoff – Don't think of an elephant, Chapter on talking to conservatives 6. Ganz – Public Narrative, Collective Action, Power
Examples of campaigns and research	http://www.narrativechange.org/toolkit/campaign-cases	
Some tough questions you may have to handle	http://www.narrativechange.org/toolkit/toolkit-faq	

2. Two-day ToA workshop

The ToA is comprised of eight sessions over two days, broken down as follows:

Day 1, Monday 19 th August Understanding the Workshop	
09:00 – 09:30	Welcome/Coffee
Session 1 09.30 – 11:00	<i>Opening and expectations</i> <ul style="list-style-type: none"> Syllabus and ToA expectations <i>Context of the Reframing Workshop</i> <ul style="list-style-type: none"> Who requests the workshop and partners' interests/aims?
11:00 – 11:15	Coffee
Session 2 11.15 – 13.15	<i>Participant observation of the 2-hour Reframing workshop</i>
13.15 – 14.00	Lunch break
Session 3 14.00 – 16.00	<i>Deconstructing the workshop</i> <ul style="list-style-type: none"> Elements & logic Building the knowledge & participant engagement
16:00 – 16:30	Coffee and cake
Session 4 16.30 – 17.30/18:00	<i>Making pairs</i> <ul style="list-style-type: none"> Getting a good match Start preparation for rehearsal

Day 2, Thursday 22 nd August Rehearsal Day	
09:00-09:30	Welcome/Coffee
Session 1 09.30 – 11.00	<i>Team preparation</i> <ul style="list-style-type: none"> • Discuss changes made to slide deck • Time for teams to prepare • Get advice from ICPA mentors
11:00 – 11:30	Coffee
Session 2 11.30 – 13.00	<i>Rehearsal</i> <ul style="list-style-type: none"> • Rehearse sections 1&2 of the overview workshop • Self • Self-reflection and feedback
13:00-14:00	Lunch break
Session 3 14.00 – 15.30	<i>Rehearsal</i> <ul style="list-style-type: none"> • Rehearse sections 3&4 of the overview workshop • Self-reflection and feedback
15:30 – 16:00	Coffee and cake
Session 4 16:00 – 18:00	<i>Next steps</i> <ul style="list-style-type: none"> • Overall reflections from Associates • How will ICPA and Associate work together? • Preparing for a real workshop • Translation of materials into German • ICPA's ongoing support to Associates

Methods

Since 2004, ICPA's Directors have designed and conducted seven Training of Trainers (ToT) programmes and provided ongoing development support for a team of 26 trainers certified to deliver ICPA's policy training modules and provide mentoring support for advocacy practitioners. The ToA is not a full ToT, but is built on the same principles.

The ICPA approach to associate education is based on the idea of '*Enriched Reflection*', i.e. a supported experiential/reflective approach. This developmental approach combines the following learning opportunities in building associate competence and supporting the steps to effective performance:

- Develop relevant theoretical and practical methodological insight;
- Participant observation and deconstruction of others conducting the session;
- Work in a team to prepare to deliver the workshop;

- Deliver a rehearsal workshop session in a supported environment;
- Reflect on and get feedback on your rehearsal session;
- Find an approach to the workshop that suits you;
- Consider the support you need to get to take on your first workshop.

In more general methodological terms, the ToA also adopts the *principles of adult learning* by placing emphasis on the following:

- Role of trainers as informed and responsible adult learners and the role of the course directors as facilitators;
- A learner-centred, interactive environment;
- Learning by doing.

Key resource

The key resource for the workshop is:

- Reframing Migration Narratives Toolkit (ICPA/2018)³.

The ICPA course directors & mentoring team

Eóin Young (young@icpolicyadvocacy.org) is co-founder and Programme Director in the International Centre for Policy Advocacy (ICPA). He has worked mainly as a trainer and mentor in supporting the development of policy research, writing and advocacy capacity in the NGO and governmental sectors in the EU & Eastern Europe/Central Asia for more than 15 years. Before founding ICPA in 2012, he previously worked under the Local Government and Public Service Reform Initiative (LGI) of the Open Society Foundations (OSF) and is co-author of the manuals “Writing effective public policy papers” (LGI/2002), “Making research evidence matter: a guide to policy advocacy in transition countries” (OSF/2012) & “The Essential Guide to Policy Brief Writing” (ICPA/2017). As Programme Director of ICPA, Eóin leads the policy capacity development team and is technical lead on a newer programme to support advocates in reframing public narratives in seemingly intractable, highly emotional issues, such as migration and shrinking civic space. Eóin is also co-author of the recently launched ICPA Reframing Migration Narratives Toolkit⁴. He has a multidisciplinary background in Mechanical Engineering, a postgraduate degree in Sociolinguistics and is a big fan of MOOCs – having studied framing, data analytics, songwriting and behavioral economics.

Lisa Quinn (lisa@icpolicyadvocacy.org) is co-founder and Director of the International Centre for Policy Advocacy (ICPA), a Berlin-based NGO. Prior to establishing ICPA in 2012, she worked for a decade under Local Government and Public Service Reform Initiative (LGI) of OSF (Budapest) to support the research, communication and advocacy capacity development of policy practitioners in transition countries. Lisa leads the strategic and organisational development of ICPA and its staff and training team, and also designs and manages capacity development programmes and authors practical policy resources and toolkits, e.g. “Making research evidence matter: a guide to policy advocacy in transition countries” (2012). Lisa currently leads ICPA's work in Germany, including the project “Reframe the Debate! New

³ <http://www.narrativechange.org>

⁴ <http://www.narrativechange.org>

Migration Narratives for Constructive Dialogue" (2017-2019), implemented in partnership with the German federal "Demokratie Leben!" programme and Social Change Initiative. Lisa draws on an applied and multidisciplinary background, with degrees in Management Studies and Sociolinguistics.

International Centre for Policy Advocacy (www.icpolicyadvocacy.org)

The International Centre for Policy Advocacy (ICPA) is an independent, Berlin-based NGO dedicated to bringing more voices, expertise and evidence into policy decision-making and promoting an enabling environment where policy decisions are grounded in the public interest. The main focus of our work is to build the policy engagement capacity and confidence of researchers, advocates and activists from across sectors through training, mentoring and providing practical resources. In more recent times, given the growing populist challenge, we have developed a reframing programme to support activists and researchers wishing to enter emotionally heightened debates around the issues of migration and civic space. We started as a training team which was incubated as part of the Local Government Initiative, Open Society Institute in Budapest. In more than 15 years, we have worked extensively with more than 60 partners (often through policy fellowship programmes – 17 to date) to support over 5000 policy practitioners in Europe (EU and Eastern Europe), Central Asia and West Africa.

Partners

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