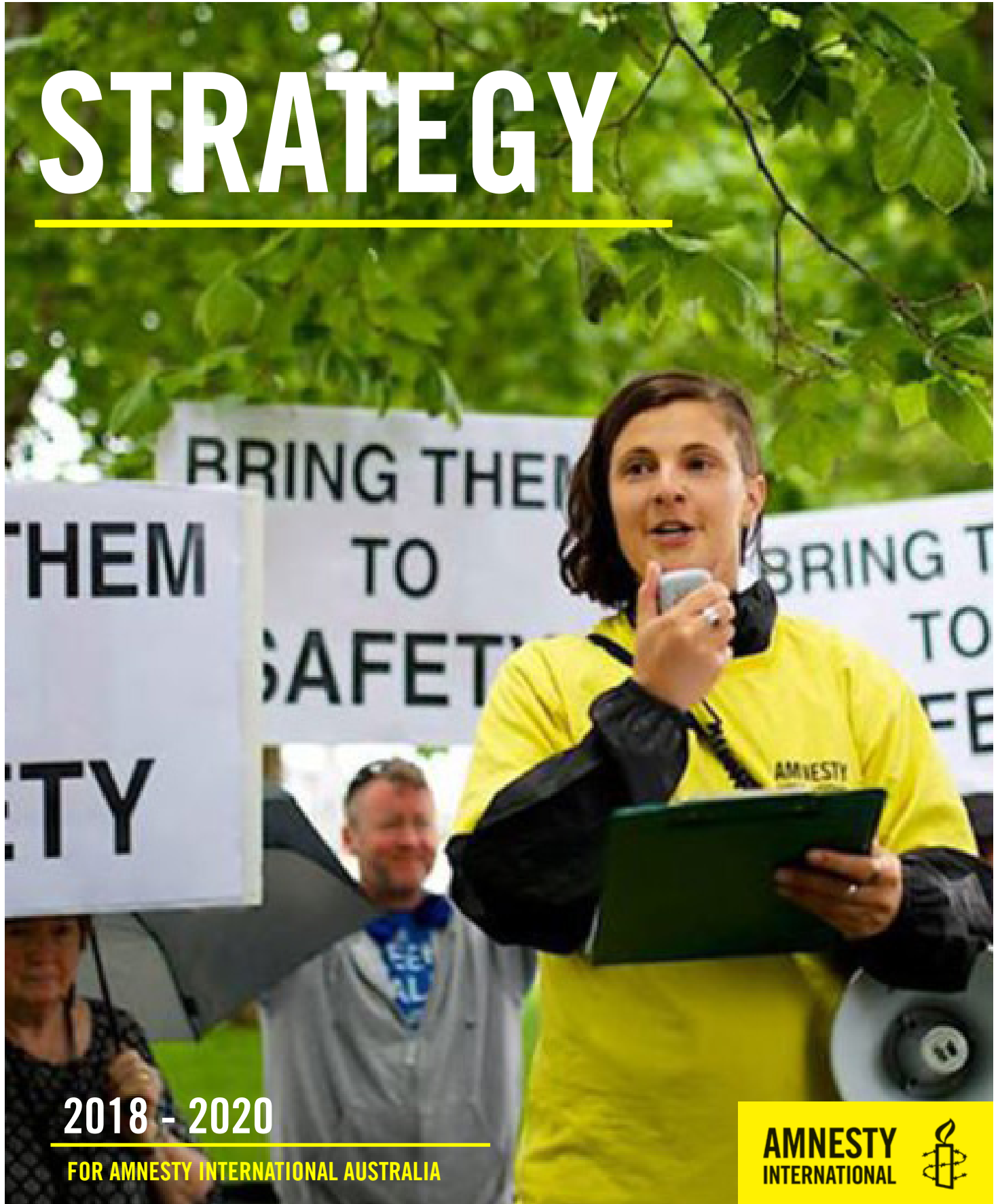# ACTIVISM

STRATEGY

2018 - 2020

FOR AMNESTY INTERNATIONAL AUSTRALIA

AMNESTY
INTERNATIONAL

Activists and staff call on the US to end a discriminatory travel ban on six majority-Muslim countries, Sydney, March 2017. © Amanda Atlee/AI
Cover: A 'Bring Them Here' rally for the people imprisoned on Manus and Nauru. © Karen Brown

Chapters

AMNESTY INTERNATIONAL

EXECUTIVE SUMMARY

This is the Activism Strategy for Amnesty International Australia (AIA). It covers the period from 2018 to 2020 and beyond. The strategy has been developed with the support of the Activism and Membership Committee of the AIA Board and through multiple rounds of consultation with stakeholders including activists, rights holders and staff teams.

The strategy examines the strengths and weaknesses of AIA's current activism model, the external and internal context and identifies the key areas where AIA must focus its resources in order to meet its goal of building an unstoppable movement of people willing and capable to protect their own rights and those of others.

The strategy is divided into chapters covering both AIA's mobilisation and organising work. These chapters set out the strategic approach to be taken to achieve AIA's goals.

Individual activities, timelines, responsibilities, and resource requirements as well as the detailed monitoring and evaluation framework will be contained in the Activism Strategy Operational Plan which will be finalised by December 2018.

1. CONTEXT

Following a period of rapid growth from 2011 to 2015, the two years 2016 and 2017 have been challenging times for AIA's activism. These challenges have been both external and internal and present both ongoing threats and opportunities for AIA.

This chapter sets out the political, economic, social, technological, legal and environmental factors that are impacting or are likely to impact on AIA's activism in the coming five years. It then assesses the strengths and weakness of AIA's current structures and identifies threats and opportunities that are likely to arise. These observations inform both the Activism Strategy and the Operational Plan under development to implement its goals.

Political context

The rise of economic inequality, populism and nationalism is challenging established human rights values and frameworks both globally and in Australia. The post-WW2 consensus around fundamental shared human rights is being undermined by populist politicians, international corporate interests and violent fundamentalist non-state actors.

For the first time in Amnesty's history there exists a globally organised, anti-human rights movement, backed by both state and non-state actors that is using technology to spread a message of fear and hate, influence elections in democracies in favour of autocratic politicians and parties, and undermine global commitment to human rights.

Rhetoric of security and an agenda of fear have eroded popular commitment to human rights, enabling many governments to reduce Human Rights protections and increase the power of states and corporations. This trend has been reflected in Australia through bi-partisan major party support for mandatory offshore detention of asylum seekers, increased technological surveillance by government agencies, and legislative restrictions on the right to peaceful assembly and protest.

This strategy assumes that three key trends in political engagement that have emerged in recent years will have a significant impact on the development of activism during the next three to five years:

- A focus on alternative political targets (beyond Ministers and politicians) and the development of new spheres for collective action.
- A tendency towards everyday, ad hoc or project involvement, rather than long term ideological allegiance or membership.
- The growing role of individualisation in social and political interactions.

(Ariadne Vromen, Digital Citizenship and Political Engagement)

Activists attend the 'One Day' festival in Fremantle, an alternative celebration for Australia Day in solidarity with Indigenous people. January 2017. © AI

Social context

As well as political factors influencing our strategic settings, a range of social drivers are assumed to impact AIA's activism over the coming three to five years:

- Slow wage growth reducing disposable income for charitable donations and discretionary activities.
- High working hours reducing time available for traditional forms of activism.
- Emergence of virtual reality and artificial intelligence accelerating the pace of technological innovation and continuing to fracture channels for engagement.
- Increasing consumer expectations of the quality of engagement influenced by ongoing developments such as data visualisation, improving video technology, and increased sophistication of user-generated content.
- The rise of online advocacy organisations like GetUp! or Avaaz with greater range of campaigns, focus on online engagement, investment in data analysis and testing, and an emphasis on digital storytelling.
- Other organisations moving to an organising model similar to AIA, leading to competition for activists.

Internal context

Amnesty International Australia experienced a major growth in active supporters, action groups and actions from 2011 to 2015, followed by plateau or decline in 2016 and 2017. Online activism has declined much more sharply than offline activism or group numbers. These trends are understood to result from a range of drivers in both the external environment and in AIA's strategy and operations. The factors below represent the internal strategic and resource elements which correlate with the overall trend in results. A full causation analysis has not been undertaken, but some lessons drawn from prior experience inform this strategy.

2011 – 2015 growth factors:

- AIA priority given to the Grassroots Project, aimed at strengthening AIA's mobilising and organising approach.
- Partnerships encouraged and developed at national, state and local level.
- Innovation promoted via internal cross-team workshops with structured follow-up.
- Deliberate effort by line managers to break down working silos across staff and activist teams.
- Focus on increasing both online and offline mobilisation and supporter growth driven by the Vision target of 500,000 active supporters.
- Compelling domestic and international human rights cases, told as individual stories.
- Partnering with third party platforms (change.org, care2.org).
- Heavy investment in social media at a time when this channel was flourishing.

2016-2017 decline factors:

- Grassroots project concluded – while learnings were converted to 'business as usual', no priority activism project has yet been developed in its place.
- AIA supporter expectations and volume outgrew the communications infrastructure – particularly our website/ CRM – and a refreshed website did not deliver increased action numbers.
- Change of focus in the 2020 Vision from growth to impact, reflected in the active supporter target.
- Organising efforts concentrated on leadership development in preference to mobilisation.
- Focus on digital strategies in preference to innovation in offline tactics for groups.
- Lack of compelling Australian human rights cases and frustration with lack of progress on some long term issues (asylum seeker policy).
- Technical obstacles limiting digital innovation and testing, access to supporter information and ability to demonstrate and communicate effectiveness of mobilisation.
- Growing public and decision-maker cynicism about 'clicktivism' including loss of faith in the efficacy of online petitions.
- Change of business model of third party platforms limiting cost-effective partnerships.

International context

The Global Activism Models Project is an active research project led by the Global Group on Activism aimed at rapidly evolving the effectiveness of Amnesty's global activism by identifying and assessing current activism models and forms used within the Amnesty movement and outside. It examined activism models in over 40 countries and 5 from outside Amnesty, assessed them for effectiveness in delivering both impact and growth and their strengths and weaknesses and undertook more detailed research of five specific models.

Recommendations arising from the Global Activism Models Project that have been taken into this strategy are to:

• **Review Amnesty International Australia's current activism model and develop an Activism Strategy based on clear goals and objectives that has organisation-wide integration and priority.**

• **Develop human rights education for future growth and commitment to Human Rights values.**

• **Increase variety of action group forms and mobilisation activities.**

• **Develop additional options for forms of offline activism that sit outside traditional action groups.**

• **Recognise that engagement with rights holders is crucial to activists and develop opportunities for more direct connections and meaningful partnerships.**

• **Partnership work at local through to international level is crucial to growing AIA's supporter and activist base and its ability to deliver impact.**

LESSONS BROUGHT INTO THE ACTIVISM STRATEGY

Taking into account the context above, this strategy is informed by assumptions that the ability for AIA to reach, recruit and retain new supporters will be impacted by:

• **Ongoing and accelerating changes to technology and third party platforms, including changes to the social media environment for sponsored and organic sharing of content.**

• **Public sentiment continuing to move away from loyalty to organisations towards interest in specific issues with an expectation of short term impact for actions.**

• **Need for more diversity of ways to engage and take action that respond to the expectations of more empowered and self-directed activists.**

• **Breaking down internal barriers to develop an integrated approach to support for Human Rights whatever the form of engagement: donation, action, skill development and/or education.**

• **Rise of distributed network campaigns requiring partnerships and a high level of local autonomy.**

2. AUDIENCE AND PURPOSE

Who is this strategy for and how will it help them to improve AIA's activism?

WHO	THIS STRATEGY WILL GIVE THEM
Activism and Membership Committee	• Overview of our approach to activism and organising. • Key definitions that feed into our other information / products. • Our approach to best practice. • Our five year pathway. • Indicators to measure, consistent with the *Top Line Plan.*
Staff	• Understanding of how their work fits into the broader context. • Understanding about what activists expect of them. • Clarity about language and terminology. • Direction about strategic priorities and where to put emphasis in their work. • Indicators to measure, consistent with the *Top Line Plan.*
Leaders (established)	• Understanding about what the organisation expects of them. • Understanding of what their role is now and potentially in the future. • Ability to explain the AIA model.
Leaders (emerging)	• Window into how they might engage with AIA in the future. • Explainer of jargon and define what we mean in AI and AIA by activism and activist. • Motivation to explore the wider world of activism.

Out of scope: Governance role of the Activist Leadership Committee and other governance structures.

Notes on areas covered in all six chapters:

Young people are active, heard and respected in everything from grassroots engagement to decision making.

There is significant crossover between the six chapters.

© Private

3. DEFINITIONS AND KEY CONCEPTS

ACTIVISM = mobilising + organising

Mobilising: maximising public support for a campaign by seeking to engage in action as many people as possible who are already disposed to support the campaign and have the skills necessary for action. Factors considered mobilising are outlined in Appendix A.

Organising: building breadth and depth of activism by developing citizens as democratic leaders and engaging people in collective action (Hahrie Han). Organisers identify, recruit, and develop the leadership of others; build community around that leadership; and build power from the resources of that community (Marshall Ganz). Factors considered organising are outlined in Appendix A.

Action: an activity undertaken by an individual or group to support an AIA campaign. Actions can be multiple and varied.

Action group: three or more members who take action on a common human rights purpose within AIA's mandate. This includes short term groups of three or more people and groups of people under 18 years old eg. school groups.

Supporter / community engagement: the way that AIA interacts with the community and its supporters, focussing on how it acquires, develops and retains supporters.

Online action: action taken through the use of a digital tool (website, social media etc).

Offline action: action taken in person, not primarily through the use of a digital tool (hardcopy petitions, events, phone calls).

Activist: a person who campaigns to bring about change. AIA uses Circles of Commitment to identify levels of activist engagement (see diagram on page 9).

Volunteer: someone who freely gives their time to support Amnesty's work.

Active supporter: someone who has taken at least one form of action (see *Actions Weighting Matrix*) within the previous 12 months of the date of calculation.

Member: A member is a person who has met the requirements of the AIA constitution, agreed to abide by that constitution, furnished the membership fee and been accepted as a member by AIA. Members pay a membership fee and have voting rights at annual general meetings as well as other rights and benefits.

Leader: someone who accepts responsibility for enabling others to achieve a purpose. A leader in AIA does one or more of the below:
*   Takes responsibility for the long term health and strategic direction of their part of the organisation.
*   Speaks in public (including online) in support of AIA positions and encourages others to take action.
*   Grows our capacity to act by developing activists through educating, empowering and inspiring toward action.

An activist, volunteer, supporter, member and leader often crossover, with one person fulfilling multiple definitions.
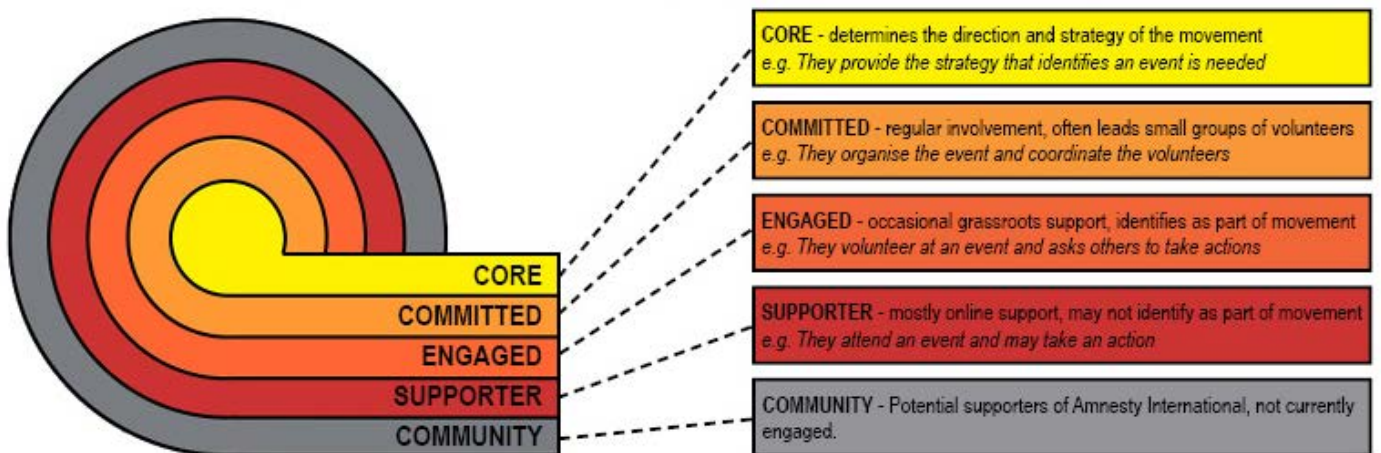
Circles of commitment

As Amnesty engages with people they can move through the Circles of Commitment from Community (potential supporters) to Core (determines strategy). This Activism Strategy aims to provide the necessary training, support, opportunity and encouragement for each individual to reach the level of engagement with Amnesty that most suits them and their circumstance.

CIRCLE	WHO LEADS?	MEASURE	BEHAVIOURS	NEEDS
Community	• Staff (Activism, Comms, Fundraising) • Action Groups + Activist Leaders	• Volunteer EOIs. • Social media engagement.	• Not currently engaged with the organisation.	• Interest needs to be peaked through social media and/or face to face engagement . • Group activities need to be inviting.
Supporter	• Staff (Activism, Comms, Fund-raising) • Action Groups + Activist Leaders	• Action numbers i.e. event attendance or petitions signed.	• People on your email list. • People who like / share social posts. • People who sign petitions. • People who attend a local event.	• An opportunity to find out more about AIA through seeker sensitive events e.g. social activities (Meaningful Movies) and induction opportunities (Get Active).
Engaged	• Staff (Activism + Organising) • Activist Leadership Committee • Action Groups + Activist Leaders	• Volunteer attendance.	• People who will volunteer at events / stall. • People who contribute at group meetings. • People who will take on a task from group meetings e.g. book a venue. • People who will write a letter to the editor / engage with local media. • People who attend a workshop. • People who will phone / write a letter to MP.	• An opportunity to take on a task that is clearly defined and timebound. • They have a direct point person who will provide them with support and any necessary training. • They can see how this task or activity can contribute to the bigger picture.
Committed	• Staff (Activism + Organising) • Activist Leadership Committee • Action Groups + Activist Leaders	• Reported by groups in the annual Group Returns. • Reported by staff.	• People who take responsibility to organise an event or lead on a project. • People who recruit and train others to be involved. • People who induct new members to the group. • People who understand and can communicate theory of change / strategy / purpose / outcomes. • People who will build and maintain relationships with key stakeholders eg. Local MP or partner organisations.	• Asked to take ownership over the outcome of a project. • Need to be involved in the decision making processes related to that project. • They have a direct point person who will provide them with support and any necessary training. • Succession planning: they are able to step away from their previous engaged level role so that they can focus on organising.
Core	• Staff (Organising) • Activist Leadership Committee • Activist Advisory Groups • Board and Sub Committees / Working Groups	• Reported by groups in the annual Group Returns. • Reported by staff. • People in elected positions eg. Board/ Activist Leadership Committee.	• People who would be media spokespeople. • People who run training workshops. • People who lead consultation processes. • People who set strategy and direction of the group or activity. • People who mentor / support committed activists. • People who may be on governance bodies, advisory groups or playing lead role in our movements structure. • People who are responsible for long term plans and are responsible for achieving them.	• Should feel shoulder-to-shoulder with staff. • Involved in organisation wide decision making processes. • Their plans contribute to broader strategy of AIA including the 2020 Vision. • Identifiable to other people . • They have a direct point person who will provide them with support and any necessary training. • Provided with special / unique opportunities. • Succession planning.

Leaders

A LEADER AT AMNESTY IS SOMEONE WHO	EXAMPLES OF HOW THIS IS DEMONSTRATED
Takes responsibility for the long term health and strategic direction of their part of the organisation	• National Board Member • National Board Committee or Working Group Member • Activist Leadership Committee Member • Local Action Group / Network / Uni Group Convenor
Speaks in public (including online) in support of AIA positions and encourages others to take action	• National Board Member • National Board Committee or Working Group Member • Activist Leadership Committee Member • Local Action Group / Network / Uni Group Convenor • Campaign Advisory Group Member
Grows our capacity to act by developing activists through educating, empowering, and inspiring toward action	• Activist Leadership Committee Member • Local Action Group / Network / Uni Group Convenor • Campaign Advisory Group Member • Group Organiser • Activist Organiser • Training Organiser • SNOT Coordinator • Volunteer Leader

CORE - determines the direction and strategy of the movement
e.g. They provide the strategy that identifies an event is needed

COMMITTED - regular involvement, often leads small groups of volunteers
e.g. They organise the event and coordinate the volunteers

ENGAGED - occasional grassroots support, identifies as part of movement
e.g. They volunteer at an event and asks others to take actions

SUPPORTER - mostly online support, may not identify as part of movement
e.g. They attend an event and may take an action

COMMUNITY - Potential supporters of Amnesty International, not currently engaged.

CIRCLES OF COMMITMENT

4. GOALS

The goal of this strategy is to fulfill the AIA 2020 Vision goal of building an unstoppable movement. These goals are:
• We are a large and powerful mass movement of people
• We are a diverse movement of people welcoming all who support our vision and values
• We have the leadership necessary to realise our vision at a national, regional and local level.

The individual objectives under each of these goals is set out in part 2 of the AIA 2020 Vision.

The Operational Plan for this strategy will identify activities, timelines and responsibilities for meeting these objectives.

GOALS

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5. MOBILISING – ONLINE

In 2021 AIA's online mobilising will:

- Deliver large numbers of a range of online actions that will achieve human rights impact and grow our movement in size and diversity. This work will be integrated with the audiences identified in the Communications Strategy.

We will achieve this by:

- Continuously monitoring, innovating, testing and evaluating our online work.
- Reaching and motivating to take action a larger and more diverse audience of people through a range of different communications channels and across the broad range of AIA's work.
- Being more timely in responding to external events and the media cycle.
- Providing a broad variety of ways that supporters can take online actions to support AIA's campaigns.
- Researching best practice for online engagement across the sector.
- Introducing new tools to enable online engagement.
- Developing our ability to communicate online in an engaging and motivating way that demonstrates our values.
- Celebrating our successes more frequently through a variety of online channel.
- Deepening and extending engagement through tailored supporter journeys that include both online and offline forms of action.

People involved will be:

- Supporters: taking more and a greater variety of actions delivering greater impact.
- Activists: developing new online tactics, encouraging more people to take online actions through greater sharing on social media and incorporation of online actions into events.
- Staff: content design and delivery, ongoing monitoring, evaluation and innovation.

IN SCOPE

Campaign digital communications (email, social media, web content, third party platforms) - note communications strategy overlap

Digital activism and tactics

Online organising

OUT OF SCOPE

Fundraising

Brand proposition and new audience target segments

6. MOBILISING – OFFLINE

In 2021 AIA's offline mobilising will:

- Deliver a range of offline actions that will achieve human rights impact and grow AIA's community presence and influence.

We will achieve this by:

- Ensuring that all campaign plans include a variety of forms of offline action to be included in supporter journeys.
- Supporting coordination between activists for joint mobilisation moments.
- Developing offline actions that will support activists to mobilise members of their community to take action in a variety of ways.
- Supporting activists to develop community level campaign plans that will add impact to AIA's campaigns.
- Providing materials and support for activists working within culturally diverse communities.
- Providing support for strategic campaigns, outside of AIAs national priority campaigns, that are initiated and led by activists.
- Providing activists with training and access to digital tools for organising and mobilising.
- Celebrating the work of our activists and the successful mobilisation of their communities.
- Developing processes and practices to integrate our organising, mobilising and fundraising programs.

People involved will be:

- Activists: developing new offline tactics, encouraging more people to take action in their community through greater use of social media and online tools, developing ongoing relationships with relevant community organisations and leaders, strategic MPs and media.
- Staff: training, event support, material design and delivery, providing opportunities for activist networking, ongoing monitoring, evaluation and innovation.

IN SCOPE

Community level activism

Grassroots MP and media engagement

Partnerships*

OUT OF SCOPE

Street fundraising

National and international media

Supporters celebrate outside Parliament House, Canberra, after the ACT Parliament passed a motion in support of an improved community sponsorship program for refugees. March 2018 © AI

7. MOBILISING – EVENTS

In 2021 AIA's events will:

- Deliver direct and indirect human rights impact.
- Raise funds for AIA's campaigns in Australia and in other countries.
- Grow AIA's presence and influence through extensive local, regional, national and international media coverage.
- Take place in many communities.
- Take a wide range of forms.
- Be engaging and rewarding for activists and supporters.
- Provide an entry point for deeper activist engagement.
- Reflect the diversity of the Australian community.

We will achieve this by:

- Developing and empowering our action groups and other activists to organise a variety of event forms in their community.
- Developing resources and materials for groups to assist in planning, running and evaluating events.
- Providing high quality training to activists in event planning and coordination.
- Providing funding for groups to run events.
- Running high profile campaign events developed and coordinated by campaign project teams and activist leaders to gain media coverage and deliver direct human rights impact at key moments in the campaign strategy.
- Developing mobilisation tools that can be used by activists to maximise turnout to events.
- Developing tools and guidance with Fundraising team to support third party beneficiary events as well as partnered fundraising events.
- Developing guidelines for the integration of fundraising and community-led fundraising.

People involved will be:

- Supporters: attending events.
- Activists: initiating and coordinating community events.
- Activist Leadership Committee: funding events, coordinating and attending events.
- Staff: initiating and coordinating high profile campaign events, supporting activists through training and event promotion and developing guidelines for integration of fundraising and activism.

IN SCOPE

Community events organised by activists

Fundraising events organised by activists
Fundraising events initiated by staff and run by activists.
Fundraising and third party beneficiary events in partnership with external bodies.
Mass mobilisation fundraising events

Events organised by campaigns team

OUT OF SCOPE

Major donor, bequest and mid donor events organised by our Fundraising and Philanthropy teams

National and international media

8. ORGANISING – LEADERS

In 2021 AIA's organising of leaders will:

- Increase AIA's community presence and influence and mobilise more people to engage in AIA campaigns.

We will achieve this by:

- Distributing power, responsibility and relationships across the movement.
- Enabling leaders to develop other leaders.
- Encouraging autonomy by enabling activists the freedom to identify, create and innovate their own strategic work.
- Providing clear and diverse pathways to identify, develop and retain activist leaders. Retention to include options that aren't as time intensive.
- Providing clear pathways between various types of activism eg. schools to uni.
- Recognising individual and collective activists for their role in contributing to social change.
- Ensuring meaningful involvement in campaigns – planning with activists, not for them.
- Enabling activists to be campaign leaders within their community, region or nation including fundraising.
- Providing unique opportunities for activist leaders.
- Encouraging self care and sustainable activism.
- Improving connection to activists and between activists by reviewing our communication channels.

People involved will be:

- Activists: identifying and taking leadership opportunities.
- Activist Leaders: leading and representing AIA within their communities and providing pathways for others to become engaged. Distributing power and responsibility among other activists. Delegating and encouraging emerging leaders to step up.
- Staff: collaborating with activist leaders, creating structures to enable leadership, identifying, training and mentoring emerging leaders.

IN SCOPE

Identification, development and support for activist leaders

Tracking relationships with activist leaders

Pathways to leadership

Forms of leadership

Activist involvement in campaign planning

OUT OF SCOPE

Governance structures

9. ORGANISING – GROUPS

In 2021 AIA's organising of groups will:

- Strengthen AIA's community presence and influence, mobilise more people to engage with AIA campaigns and provide pathways for individual supporters to become more actively engaged.

We will achieve this by:

- Encouraging the diversity of activism structures across the country eg. individual organising, self-starting groups, action centre based volunteer teams, short-term project based groups, tactic based groups, active school groups.
- Expanding concept of electoral presence to encapsulate the above.
- Investing more in the development of our presence in regional and outer metro areas.
- Distributing leadership within and between group structures.
- Providing meaningful mobilisation moments and innovative tactics.
- Encouraging local autonomy and adaptation of campaign strategies and tactics.
- Creating effective communication channels to groups and between groups, including groups from other AI sections.
- Celebrating group success.
- Recognising positive contribution of temporary groups.
- Broadening our engagement with schools by using the breadth of our activist structures and supporting a diversity of school based activism.
- Supporting groups to have stronger ties within their community as part of a distributed network approach.
- Learning from best practice from other AI sections and/or organisations.
- Ensuring that our partnership guidelines encourage networking.

People involved will be:

- Supporters: become more actively engaged through group structures.
- Activist: coordinating and promoting group activities and encouraging supporters to become further involved.
- Activist Leaders: lead group development and planning, ensuring succession planning and sustainability.
- Staff: supporting action groups through training, planning, materials and providing networking opportunities. Looking for opportunities for new group development.

IN SCOPE

Community and state level partnerships

National and state activist networks e.g. LGBTQI Networks

Pathways to leadership

Any AIA structure that facilitates collective activism

OUT OF SCOPE

National partnerships

Governance structures

Participants at an Amnesty social change lab learn new skills in effective activism. Melbrourne, 2017. © AI

10. ORGANISING – TRAINING

In 2021 AIA's training program will:

- Strengthen skills to undertake effective activism which ensures greater human rights impact and develop the skills needed to become activist leaders.

We will achieve this by:

- Linking training to campaign strategies, human rights outcomes, fundraising and movement building strategies and pathways to engagement.
- Measuring training outcomes against clear training objectives.
- Developing higher level strategic skills in our activist base.
- Diversifying training methods and enabling more experiential learning.
- Making training more accessible by creating self paced online training tools.
- Expanding our training networks by working with partners.
- Exploring the links between Human Rights Education, training and activism.
- Giving our activists access to AI and external training opportunities.
- Strengthening our train the trainer model.

People involved will be:

- Supporters: become more actively engaged in training.
- Activist: become more highly skilled through training, develop skills in training other activists.
- Activist Leaders: develop skills in designing and delivering training to other activists, engage in higher level and external training.
- Staff: Designing, delivering and evaluating training within a strategic framework.

IN SCOPE

Internal and external activist training

Online and offline training

Human rights education

OUT OF SCOPE

National partnerships

Governance structures

11. MONITORING AND EVALUATION

Implementation of the strategy will be in accordance with the Operational Plan. Progress against the goals and objectives will be monitored every six months coinciding with the relevant quarterly community engagement reviews. The strategy will be reviewed in 2020.

APPENDIX A: MOBILISING VS ORGANISING

	MOBILISING	ORGANISING
Underlying precept	Maximise number of actions.	Maximise people's ability to act.
Strategy for building power	Build numbers by taking people where they are.	Build leaders by transforming who people are.
Approach to recruitment	Build numbers by taking people where they are.	Create experiences most likely to transform people and contribute to further action.
Support provided	Technical and logistical support.	Training, coaching, mentoring and promoting reflection / evaluation.
Level of guidance	Given direct action to take.	Given strategy and then the autonomy to act within this.

Source: Coe and Kingham in the UK (www.coeandkingham.org.uk/strategy/mobilising-vs-organising)