

Really reaching people outside your own bubble with narrative change

24. Bocholter Forum für Migrationsfragen

April 5, 2025 | 11:45 to 13:00 | Lecture & Discussion

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International Centre for Policy Advocacy, Berlin

www.icpolicyadvocacy.org

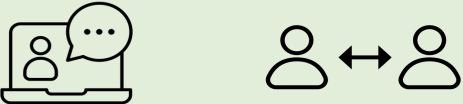
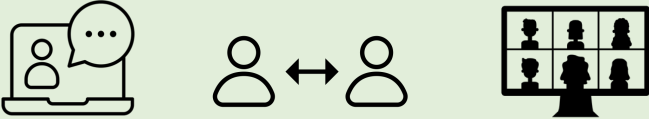
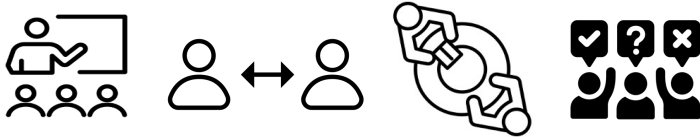
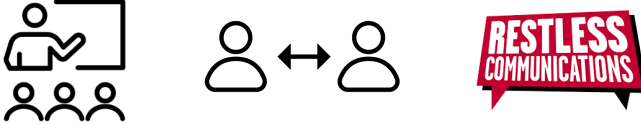


International Centre for Policy Advocacy

Develop & support effective advocacy initiatives to promote & safeguard democratic principles & open society values

- Advocacy support organisation
- Peer learning towards community of practice
- Evidence & testing
- Piloting & Scaling what works
- Policy Training Team within Open Society Institute – 2002 to 2011
- Registered in Berlin as a non-profit company (gGmbH) in 2012
 - Demokratie Leben Pilot Project – Reframe the Debate! (2017-2019)
 - Demokratie Leben Pilot Project – RESET (2020-2024)



New Narratives Lab

	Jan to June	July to December
2021	 <p><i>Focus:</i> Building a strategy to engage the middle <i>Methods:</i> Online workshop (5 x 3 hr sessions)/Mentoring/WG doing development work</p>	 <p><i>Focus:</i> Build draft pitch & materials & test <i>Methods:</i> in-person workshop (2.5 days) /Mentoring/WG doing development work/Online focus groups</p>
2022	 <p><i>Focus:</i> Storytelling for Social Media Campaigns <i>Methods:</i> Workshops/WG work/Interviews with protagonists/ National survey</p>	 <p><i>Focus:</i> Build Social Media Campaign – video content, copywriting, audience profile for Facebook ads <i>Methods:</i> Workshops/Mentoring/WG work including videoshoot with main protagonist</p>
2023	 <p><i>Focus:</i> Finalise & rollout pilot social media campaign <i>Methods:</i> WG work/campaigning/testing & evaluating</p>	 <p><i>Focus:</i> Compiling evaluation of pilot, drawing lessons & designing toolbox on pilot for wider use in CLAIM network <i>Methods:</i> Workshop/Mentoring/Certification of WG</p>



Migration & Civic Space



#KommMit Pilot Coalition (2023)



Core working Group



Partner im
**Kompetenznetzwerk
Islam- und Muslimfeindlichkeit**



MOSAIK e.V.



**Multikulturelles
Forum e.V.**



<https://www.narrativechange.org/de/kapitel-3-das-kommit-pilotprojekt>

Support Organisations



Gefördert vom



Bundesministerium
für Familie, Senioren, Frauen
und Jugend

im Rahmen des Bundesprogramms

Demokratie **leben!**

Migration Comms Strategy Workshop

International Centre for Policy Advocacy

ICPA



School of Transnational G...

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📺 That's a wrap for the 4th edition of our [#ExEdEUUI](#) hybrid course 'Migration Communication Strategies: Effective Approaches to Depolarise the Debate', organised in collaboration with the [Migration Policy Centre](#) (MPC) of the [Robert Schuman Centre for Advanced Studies](#).

👏 Thanks to all professors and instructors who made this learning journey unforgettable through case studies & sessions on:

- how organisations communicate on migration
- attitudes towards [#immigration](#)
- how to interpret migration opinion data
- advocacy campaigns for [#policy](#) change

...see more

🌐🇪🇺🇬🇧 You and 37 others

2 comments • 13 reposts



Love



Comment



Repost



Send



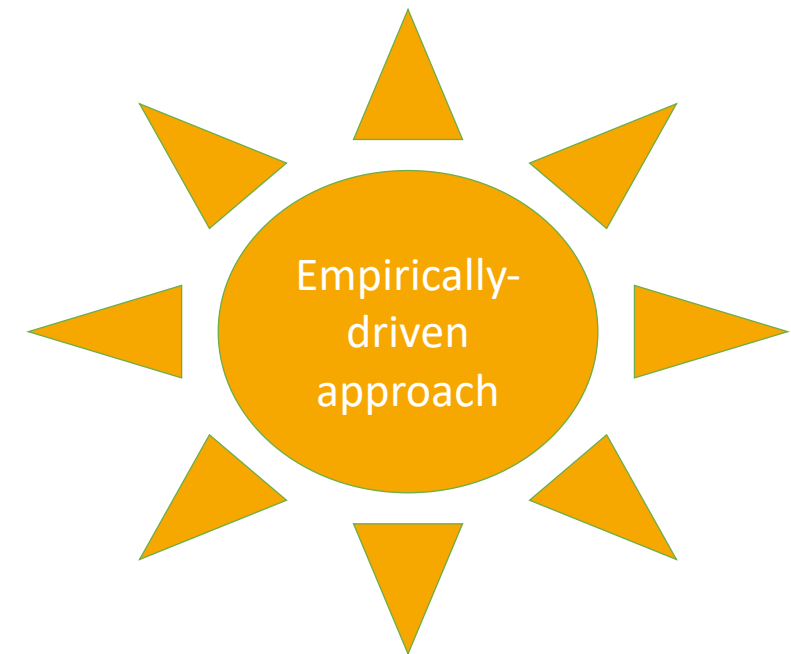
Tell them what you loved...



Session - Aim & approach

The aim is to provide insight into a **value-based approach to narrative change** and share ICPA experience of supporting **a real campaign pilot** to further illustrate the process & practice and be the basis to **reflect on the comms, advocacy and engagement work of participants**.

1. The Challenge & the Power of Frames
2. Targeting the movable middle
3. Campaign Case: #KommMit – CLAIM Allianz
4. Message Testing & Evaluation
5. Common challenges to Narrative Change
6. Longer-term change using Strategic Communications
7. Discussion



1. The Challenge & Power of Frames

Challenges & Data Sources

Quickly share your experience:

- Challenges you face in engaging the public on migration issues
- Your sources of public attitude data

Instructions

Go to

www.menti.com

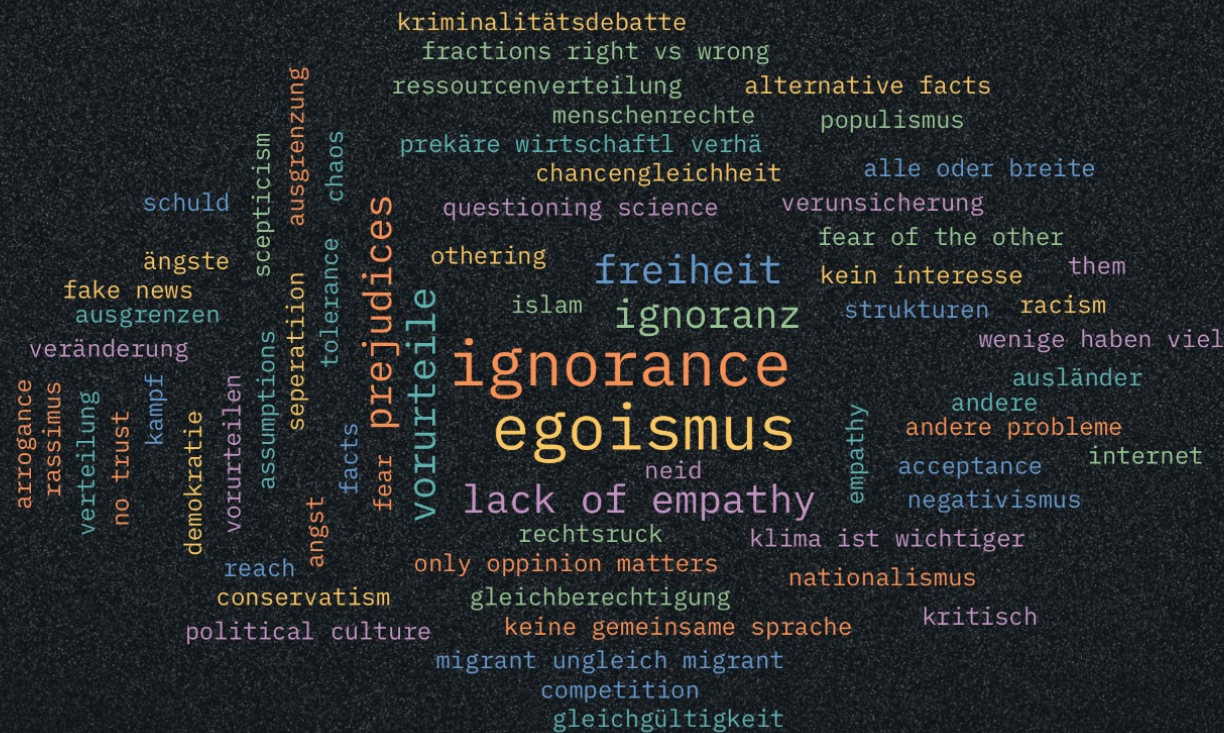
Enter the code

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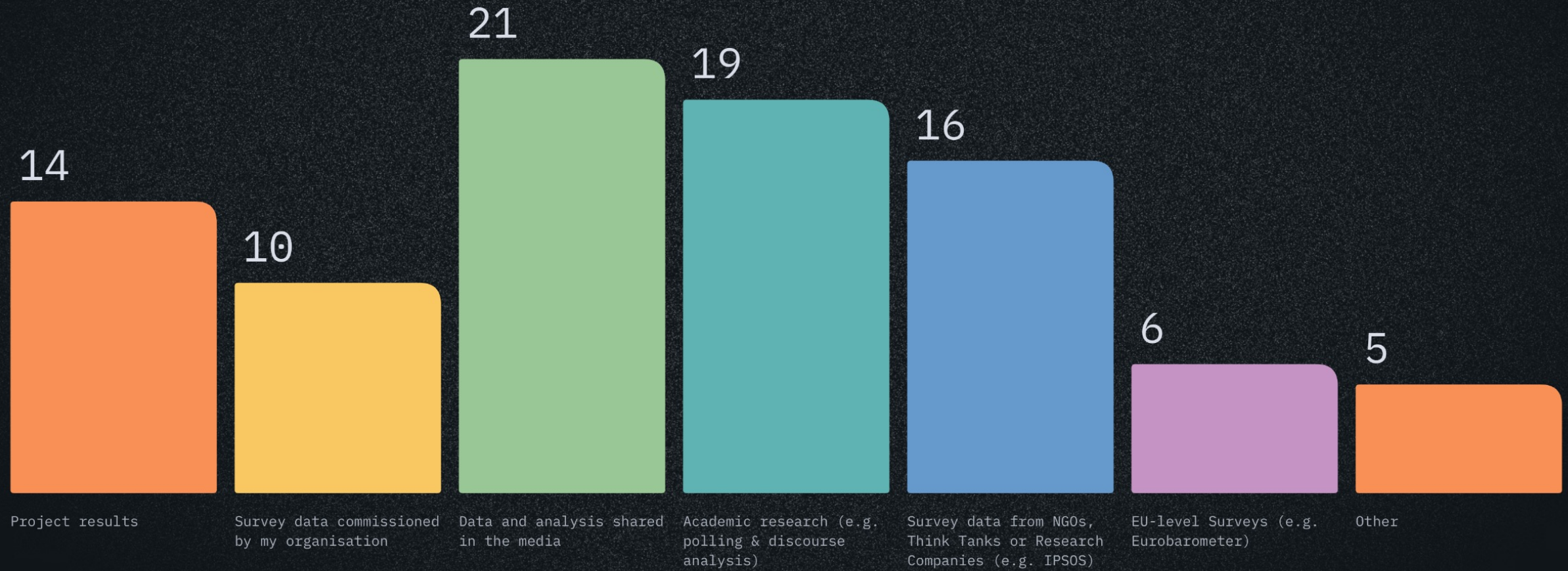


Or use QR code

81 responses



What are your main sources of data on public attitudes?

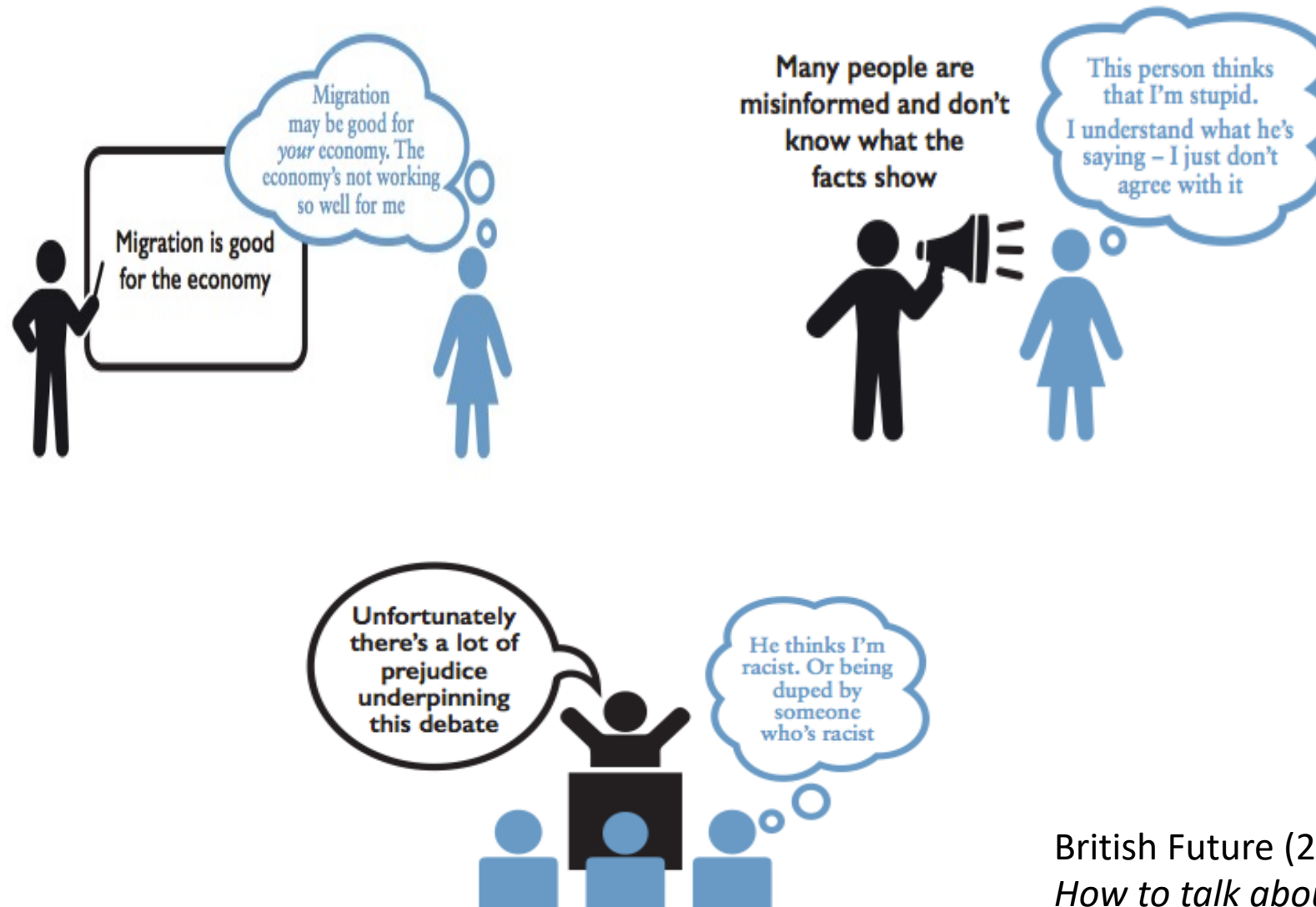


Challenges – pushing back the mainstreaming

- Polarisation in the debate
- Real danger = mainstreaming of populist narratives in Germany & Europe
- Populists setting the agenda and progressives in reactive mode – stuck in countering negative narratives
- Usual approaches not working in highly emotional debate



More a lecture than a conversation



British Future (2014),
*How to talk about
Immigration*

The power of frames





Central Elements of a Frame



- Problem & Causes
- Good & Bad Guys
- Solutions & Values

Frames as identity stories & agenda setters

- Stories we tell ourselves to explain the complicated world, but also socialised stories
- Not a blank slate – seeking patterns that reassure us, as we “cannot endure an absence of meaning”
- People are frame-driven - Strong attempts to change can even ‘backfire’
- Dominant media frames/narratives are the space to make good (“acceptable”) policy
- Triggering as ‘cultural acupuncture’

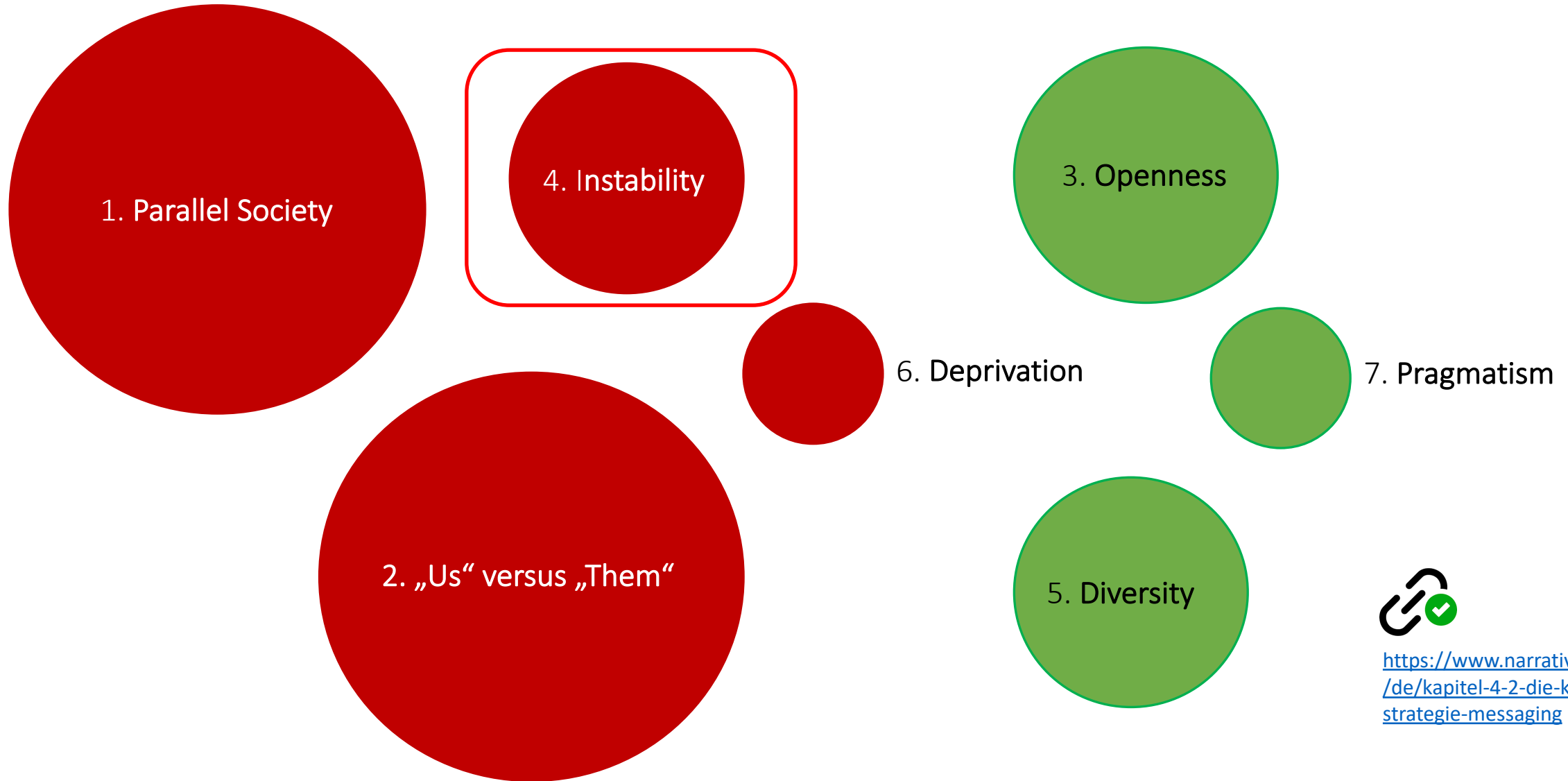
David Cameron

– On the Calais camp

Asked about the Calais crisis, he spoke of "a **swarm** of people coming across the Mediterranean, seeking a better life, wanting to come to Britain". *(BBC 2015)*

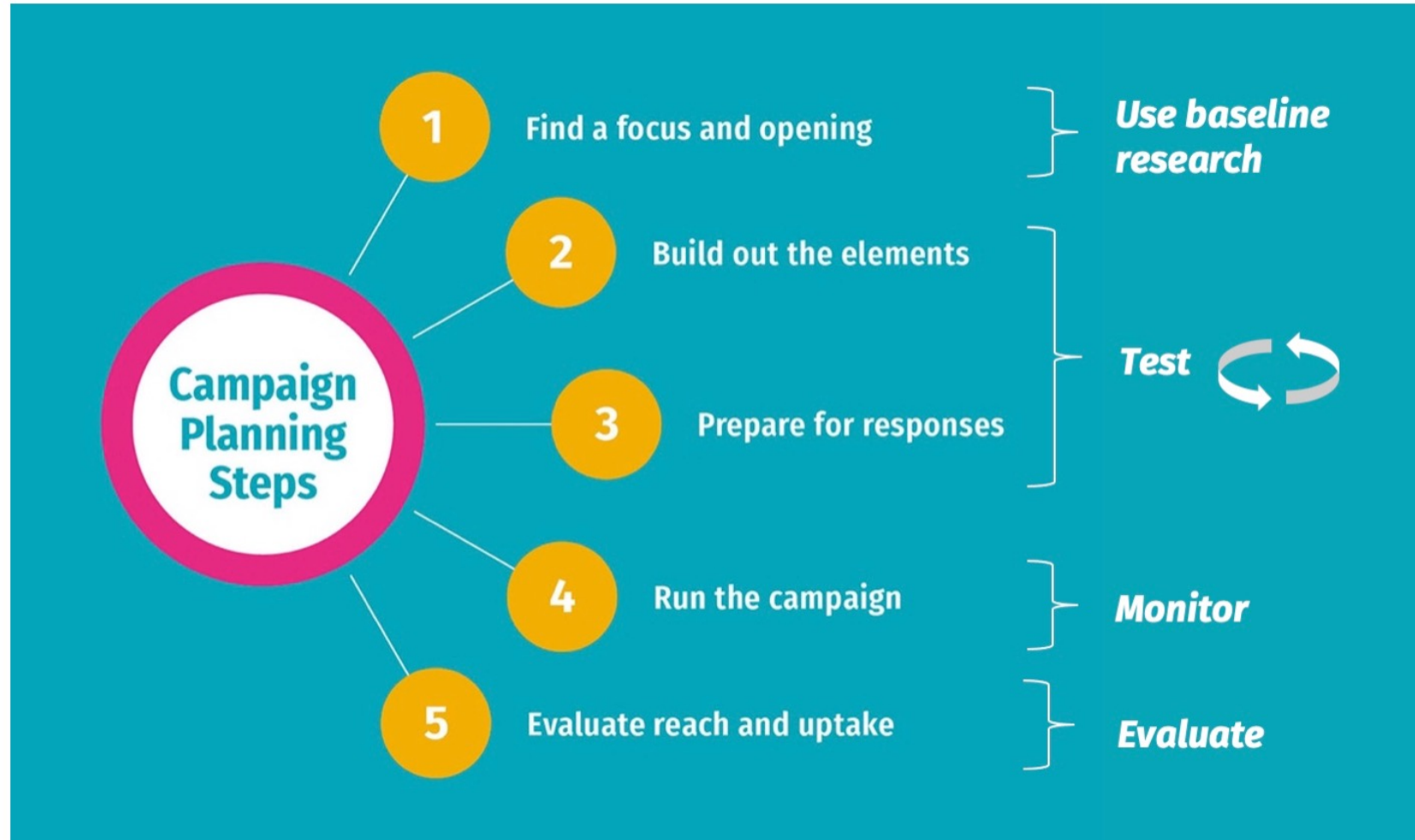


Frame map of the social media debate 2020



<https://www.narrativechange.org/de/kapitel-4-2-die-kommit-strategie-messaging>

Empirically-driven Narrative Change



Source: [ICPA Strategic Comms Knowledge Base](#)

Well established & applied

Fields

Political
Communication

Behavioural
Economics

Social Psychology

Cognitive
Linguistics

Negotiation &
Conflict
Transformation

Policy analysis

Projects

Migration Exchange (UK) - British Future, IMIX, COMPAS

European Programme for Integration & Migration (EPIM)

Social Change Initiative (Europe)

Never Alone Initiative (Italy)

11.11.11 Coalition (Belgium)

America's Voice (USA)

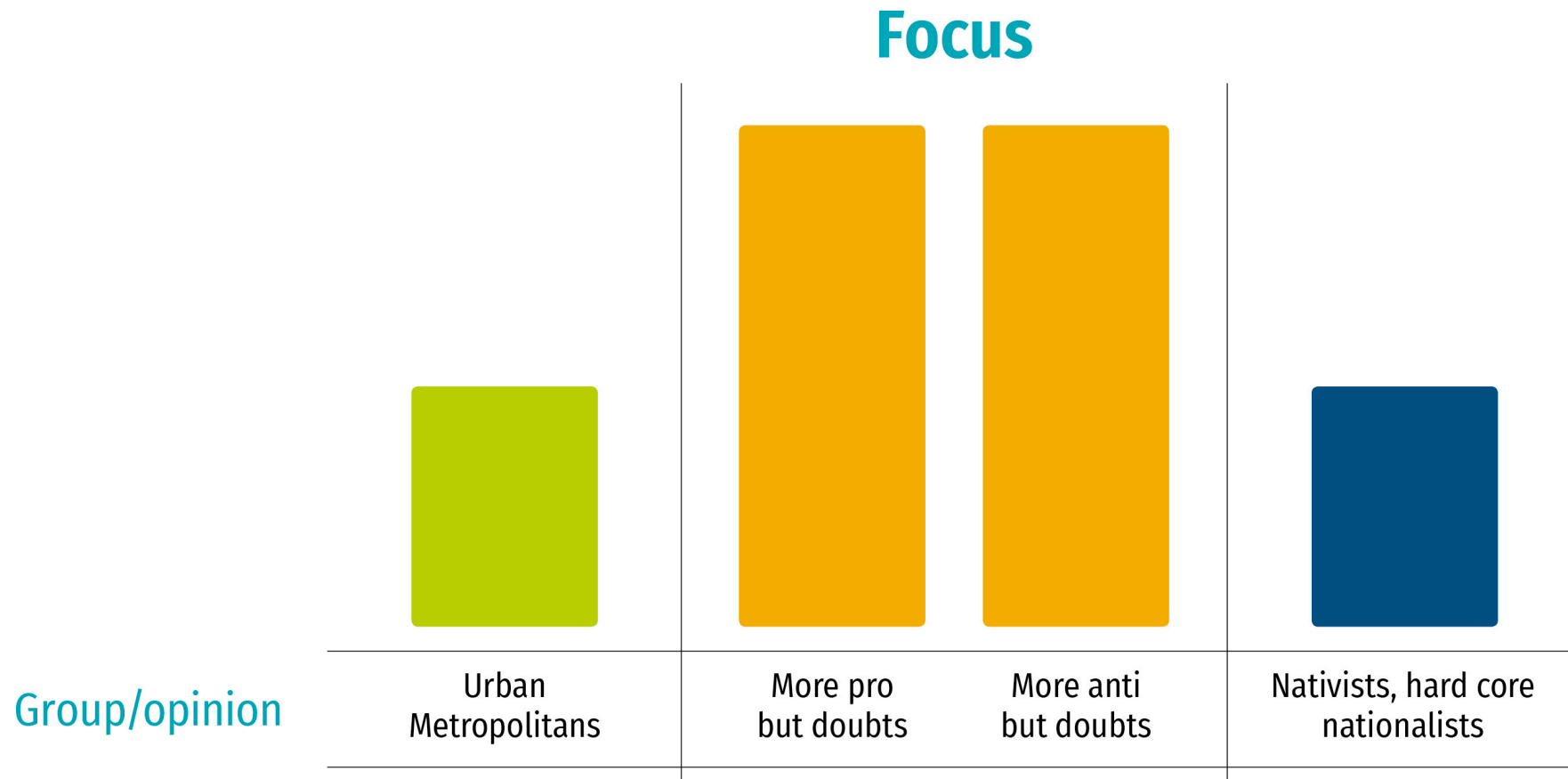
The FrameWorks Institute (USA)

The Narrative Initiative (USA)

2. Targeting the Middle

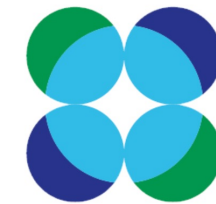
Targeting the middle

Common Population Segments in the Migration Debate



Target Audience/Segment

Germany's six segments

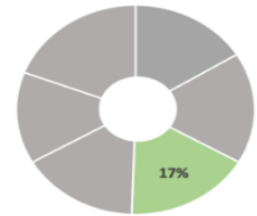


**More in
Common**

3) The Established

Quite pro-migration, pro-democracy, rule-following, Centrist, oldest

Top issues: Provision for the elderly/pensions; affordable homes; combatting criminality/violence



Migration attitudes

Economy

- Agree migration is good for the economy
- Majority agree it has benefits for employers
- But divided over whether it will strengthen the social system
- Think it will lead housing market competition
- Agree 2nd & 3rd generation migrants contribute equally

Culture

- Agree migration is good for cultural life
- Disagree it will lead to a loss of "German-ness"
- Don't feel like a foreigner in Germany
- On balance, agree people with different background & beliefs live well together

Anxieties & demographics

Trust & anxieties

- Feel valued
- Don't feel like second-class citizens
- But tend to feel economically marginalized
- Tend to think the world is changing too fast & becoming more dangerous
- Feel in control of their future

- Majority satisfied with democracy
- Trust politicians – especially local ones
- But frustrated with political correctness
- Rule-followers
- Worried about right-wing extremism

Islam/Muslims

- Unsure if Islam & Germany society are compatible
- On balance, agree Muslims are part of the community
- On balance, disagree Muslims hold similar values to them
- Some worry about the rejection of Muslims in society

Other

- Agree migrants try to integrate
- Agree well-integrated guest workers can stay
- Strongly think refugees deserve asylum

Demographics

- Oldest (50% 60+)
- Slightly more male (55%)
- Urban
- More protestant
- Union & SPD voters, some Green
- Average education & income



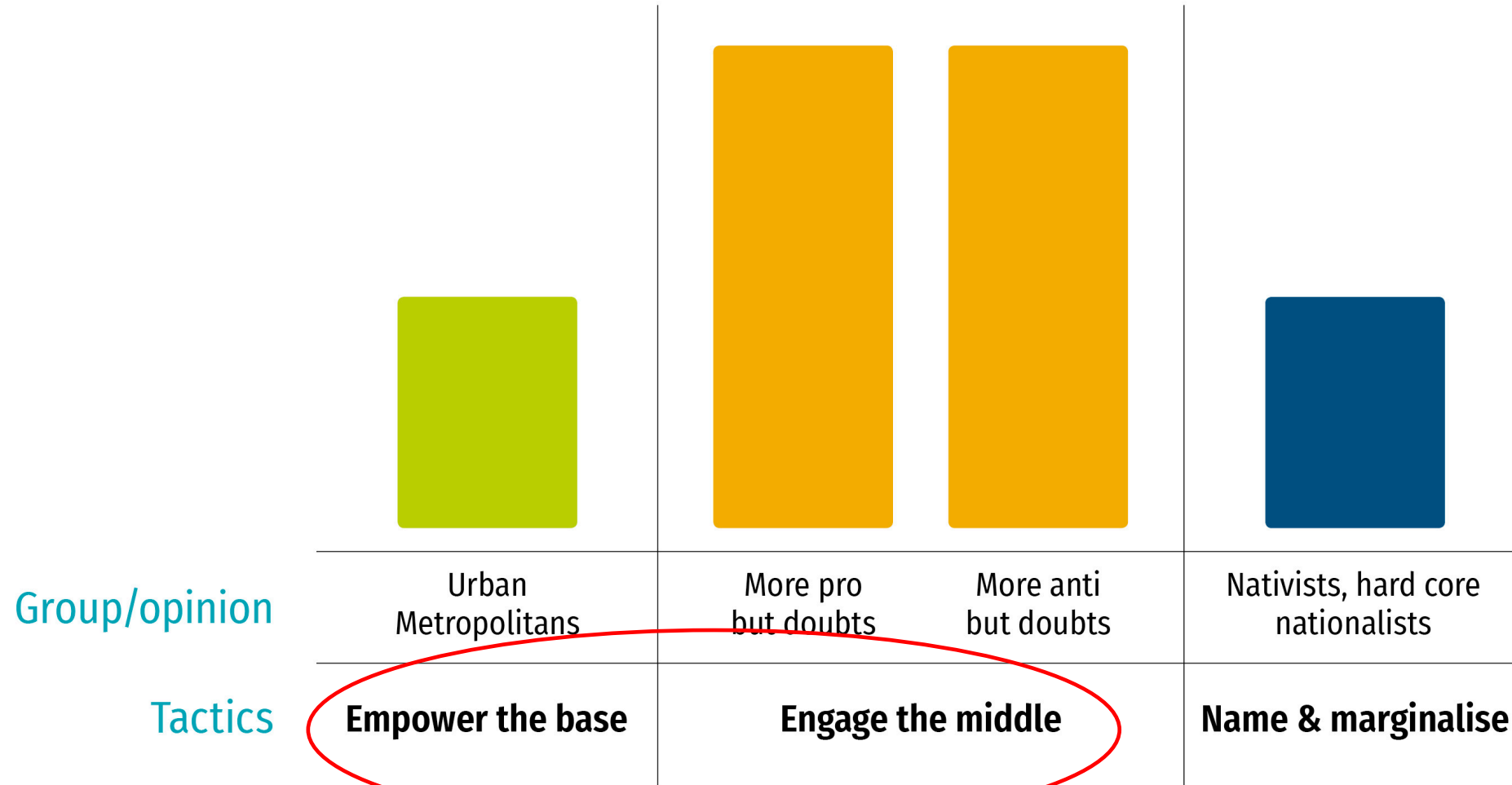
<https://www.narrativechange.org/sites/default/files/inline-files/DE%20-%20RESET%20segment%20profiles%20-%20Jan%202021.pdf>

Why the Established?

Only 17% of the German population (17%), but **outsized level of influence at community level**

1. Rather **positive on migration, but less so on Muslims**. Important challenge & solid foundation.
2. Big **community participators**, joining clubs and associations, so are influential. NGOs know them as important stakeholders in their own communities.
3. Mostly parents and grandparents, they are **opinion leaders in their families and communities** (and definite voters).
4. They are **not the lowest hanging fruit** in the movable middle, so if the pilot works, it shows broader potential.

Both/And, Not Either/Or



3. Reframing Campaign Case –

Come join
us!/CLAIM
Allianz
members

KommMit

Wie sieht der Alltag muslimischer Menschen aus?

Genau diese Einblicke fehlen uns oft. Einblicke in den Alltag muslimischer Menschen.

Sie alle prägen unsere Gesellschaft: als Kollegen, Nachbarinnen und Freunde – durch Höhen und Tiefen.

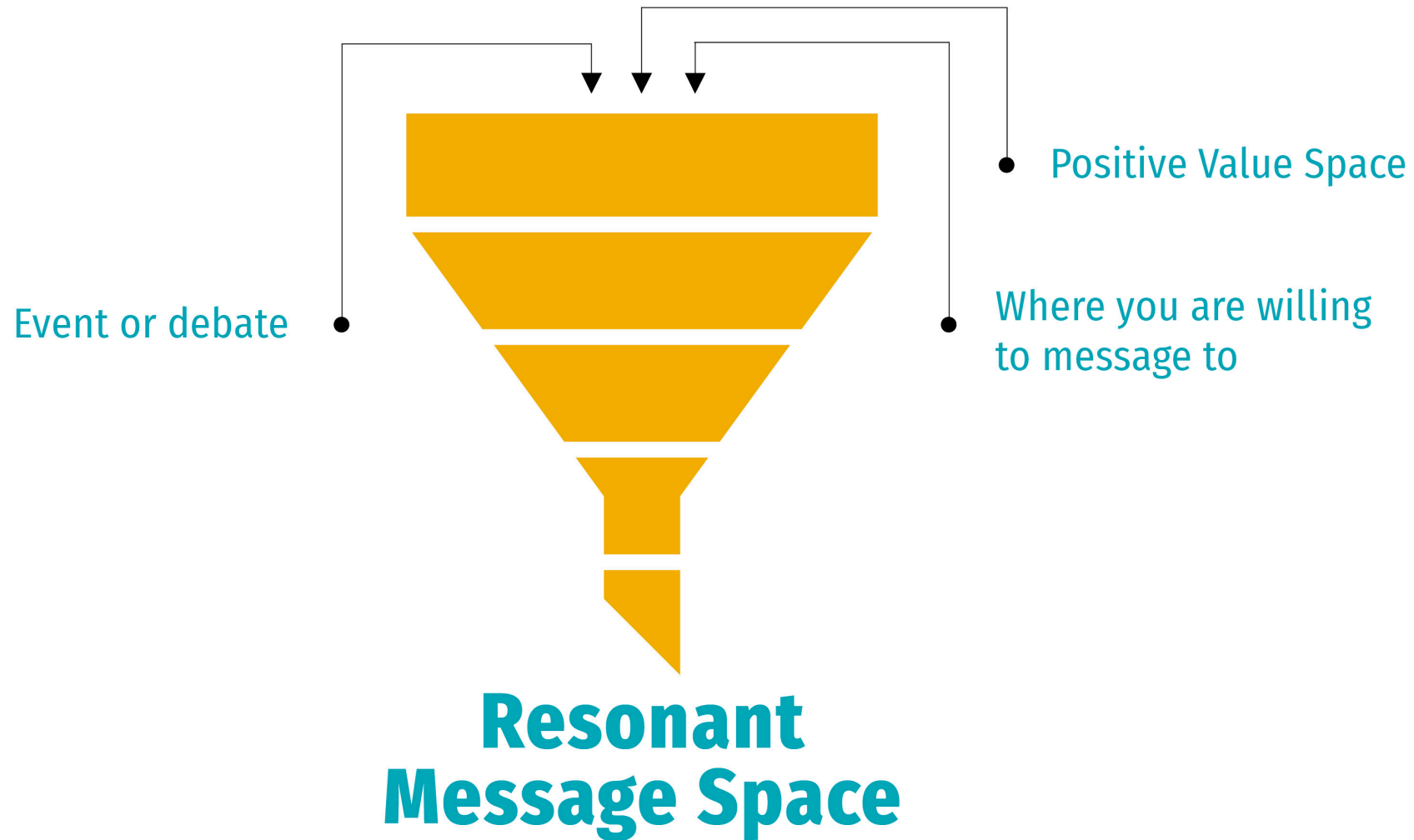
Um eine bessere Zukunft für uns alle zu gestalten, stehen wir als Gemeinschaft füreinander ein.

#KommMit und erlebe die Energie der Gemeinschaft.

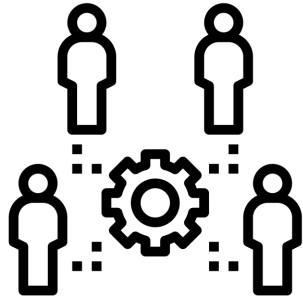


<https://komm-mit.org>

Finding overlapping values



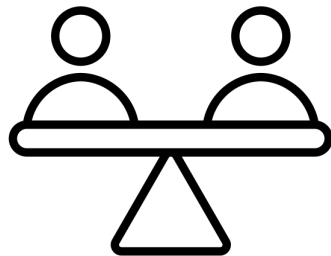
#KommMit Value Appeals



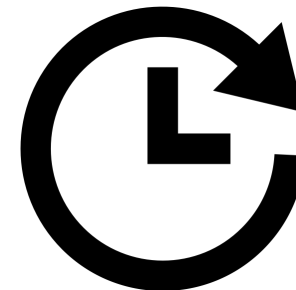
Togetherness/
Interdependence/
Solidarity



Responsibility/
contribution/
Participation



Justice/
Stability/
Security



Intergenerational
Future

3 x Tradespeople Protagonists

1. **Ayoub** - Baker



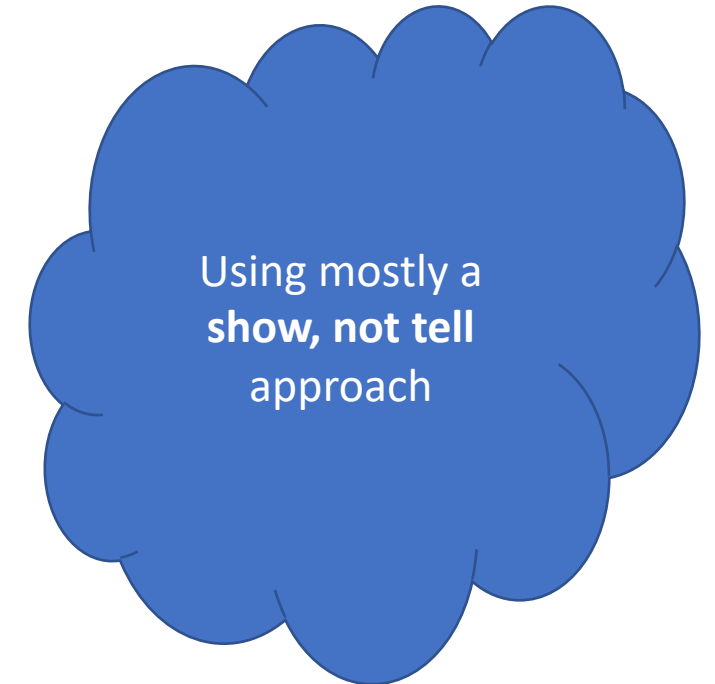
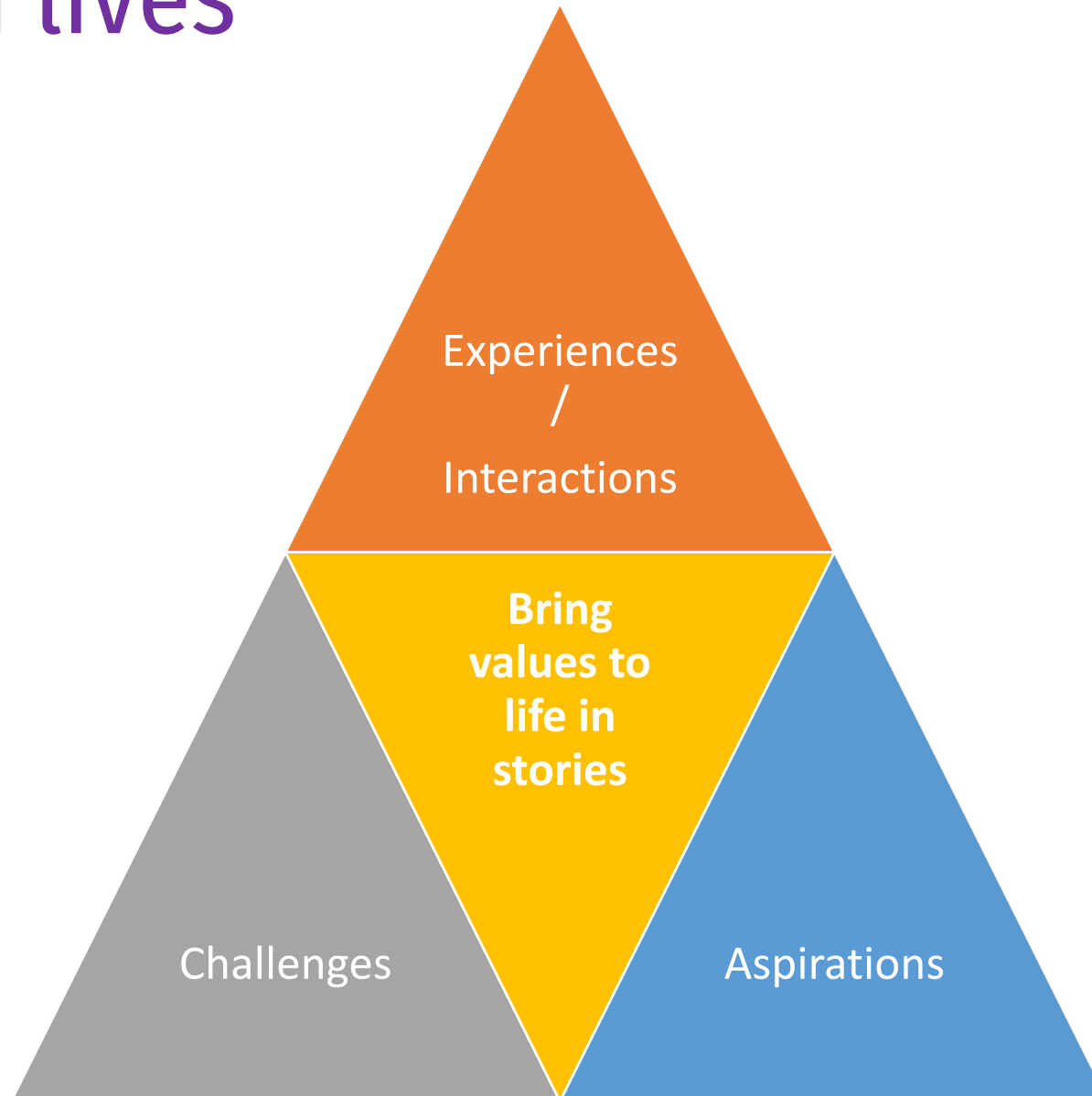
2. **Murat** – Carpenter



3. **Yusuf** - Butcher



Shared lives






[https://www.narrativechange.org/de/
kapitel-5-3-die-stories-
protagonistinnen](https://www.narrativechange.org/de/kapitel-5-3-die-stories-protagonistinnen)




A8 story board: Baking ausbildung/mentorship

K— German Ausbildung; passionate baker; export; showing his grades; learner (his level); future of bakeries; young people; 400 employees/staff


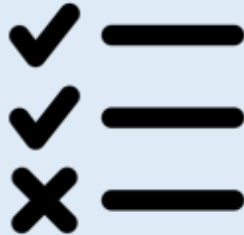
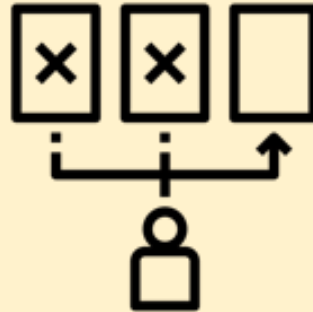
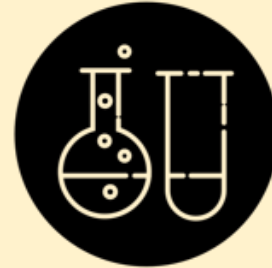
F— Concern about future; pride (Ausbildung); problem, solution, hope; relief from anxiety; rolling-up your selves

C— Hungry for more? Visit the website. Tell your friends. Long term attitude change.

Scene	Visual	Text
1		First line: 1/3 of bakeries were closed Second line: between 2009-2019 in NRW.
2		What if you had to travel 25km for your bread?
		Luckily there is Ayoub / zum Glück gibt es Ayoub

3		V1: Ayoub speaking & subtitled: "I'm working to become a <u>meister</u> " V2: Ayoub speaking & subtitled: "I'm working to become a <u>meister</u> " "And training others too"
4		V1: Ayoub speaking & subtitled: "15 years in, and I'm still learning" V2: Ayoub speaking & subtitled: "15 years in, and I'm still learning" "And German bread is the best in the world!"
5		V1: No one in Lunen will have to go 25km to the bakery" V2: Thanks to Ayoub and his colleagues, no one in Lunen will have to go 25km to the bakery"

Testing Methods used in #KommMit

Testing the campaign concept		Testing & Evaluating the campaign content	
1. Focus groups	2. Opinion polling	3. Test & learn with ads	4. Randomised Controlled Trials
 		 	



<https://www.narrativechange.org/de/message-testing-methods>

#KommMit Pitch

What does the everyday life of Muslim people look like?

It is precisely these insights that we often lack. Insights into the everyday lives of Muslim people.

They all shape our society: as colleagues, neighbours and friends - through ups and downs.

To shape a better future for us all, we stand up for each other as a community.

#ComeWith and experience the energy of community.



<https://komm-mit.org>

A8 Video – Apprenticeship & Mentoring



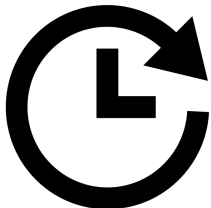
<https://www.youtube.com/@Kommmit23>

Value-based narrative change



Lead with **Values** through **Stories** to get to **Issues**

#KommMit – Value based approach



1. Values & Story

Im Gespräch mit Ayoub

Wie ist es, bei Bäckerei Kanne zu arbeiten?

Wie sieht dein Alltag aus?

Wie hast Du Dein Handwerk erlernt?

Was sind deine Aufgaben
in der Bäckerei Kanne?

Was magst Du am liebsten
an Deiner Arbeit?

Was machst Du zum Vergnügen?

Wie ist es, bei Bäckerei Kanne zu arbeiten?



”

Ich liebe meine Arbeit und habe gute Erfahrungen gemacht mit Familie Kanne. Qualität ist immer wichtig und muss immer gut sein. Das gefällt mir. Und Kanne hat gutes Brot und guten Kuchen.

Wir strengen uns immer an. Denn wenn man einmal zu Kanne geht und einen Kuchen kauft, der nicht gut schmeckt, dann kommt man beim zweiten Mal nicht wieder. Und dann haben wir keine Arbeit, keine Firma, keine Bäckerei.

Kanne ist seit über hundert Jahren in der Familie. Und wenn man in Lünen sagt „Ich arbeite bei Kanne“, weiß jeder, wo man arbeitet. Und jeder kennt die Qualität bei Kanne und den „Ährenkodex“, wie Biomehl und das Backen von Brötchen ohne Backmittel.

Es ist schwierig, Brötchen ohne Backmittel zu machen. Sie müssen dann auch länger ruhen. Aber dafür sind sie gesünder als Brötchen mit Backmittel. Und sie schmecken immer besser.

“

Wie sieht dein Alltag aus?

”

2. Full Story of Ayoub & Others

What does the everyday life of Muslim people look like?

It is precisely these insights that we often lack. Insights into the everyday lives of Muslim people.

They all shape our society: as colleagues, neighbours and friends - through ups and downs.

To shape a better future for us all, we stand up for each other as a community.

#ComeWith and experience the energy of community.

3. Issue in the Pitch

4. Testing & Evaluation

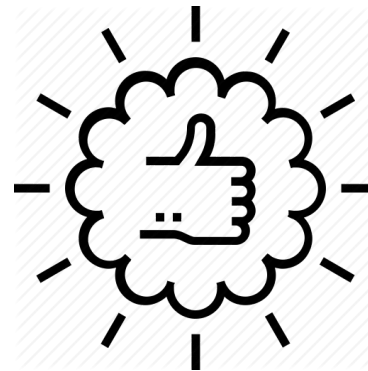
#KommMit Pilot Evaluation



Engage right people? How many?



*Engagement, Responses/
Sentiment, Attitude shift*

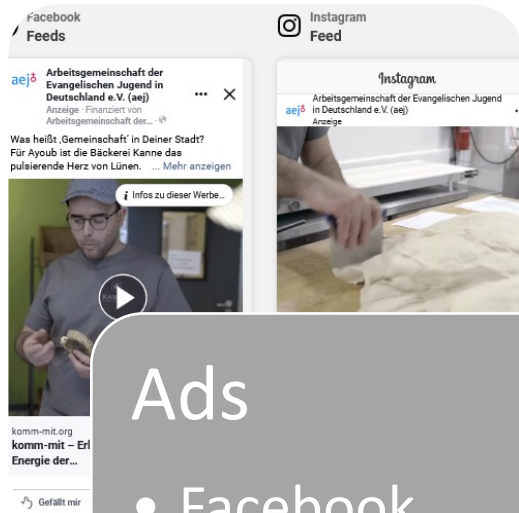


*Key people using your frame, Earned
Coverage, Proposal Accepted*



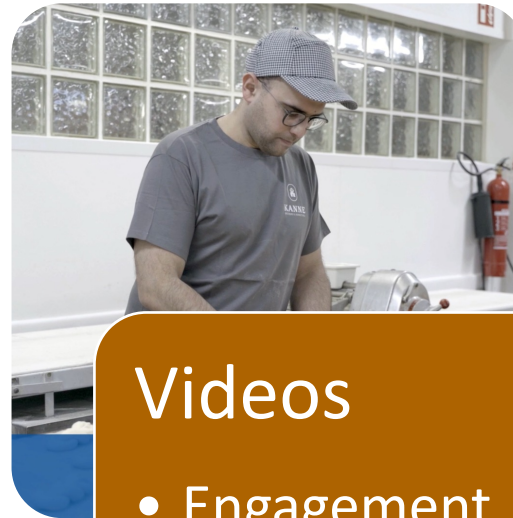
<http://www.narrativechange.org/toolkit/51-develop-evaluation-design>

#KommMit Social Media Pilot



Ads

- Facebook
- Instagram



Videos

- Engagement
- Find out more?



Landing page

- Ayoub story
- Yusuf story
- Campaign pitch& info

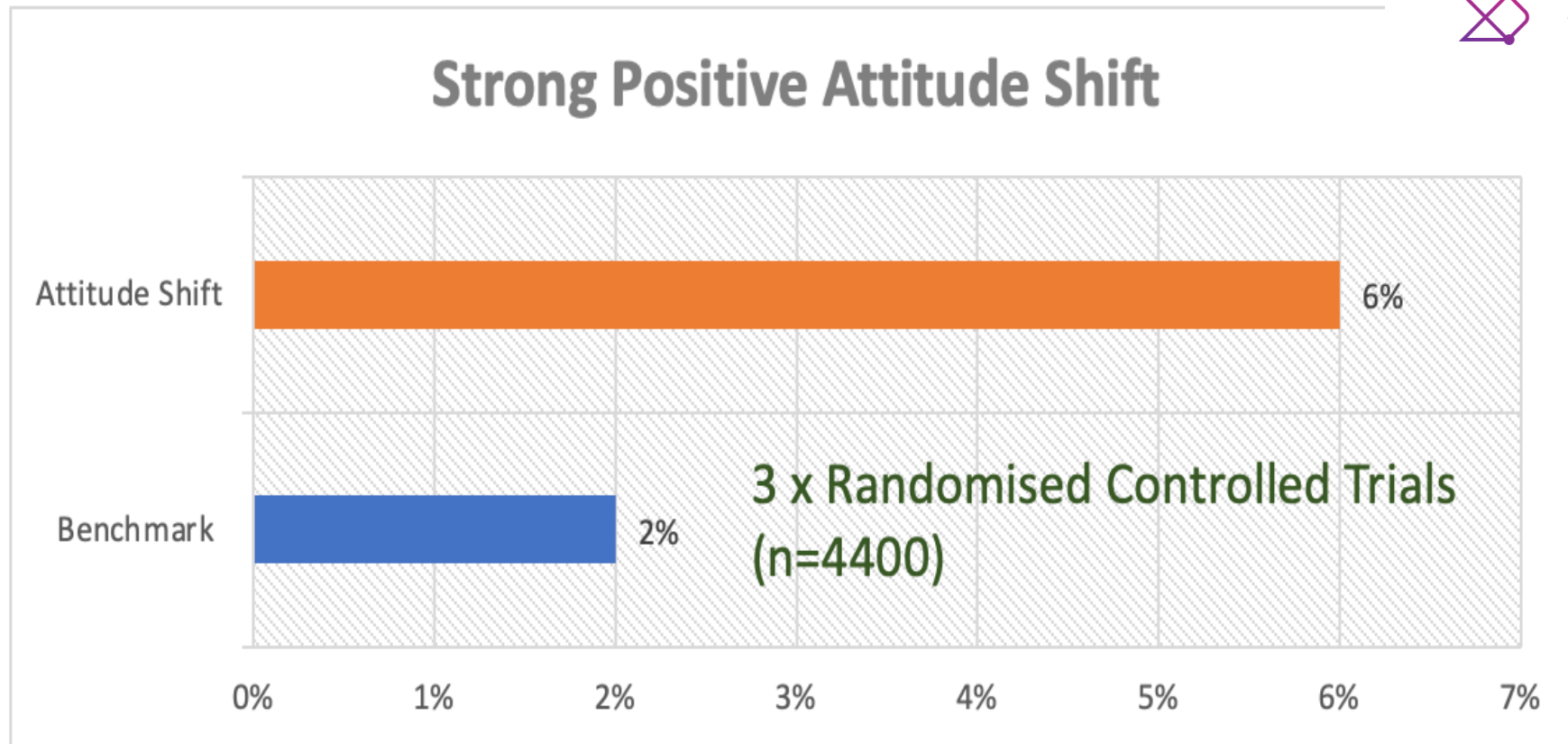


See campaign videos: <https://www.youtube.com/@Kommmitt23>

1. Key Response Result 1



SWAYABLE



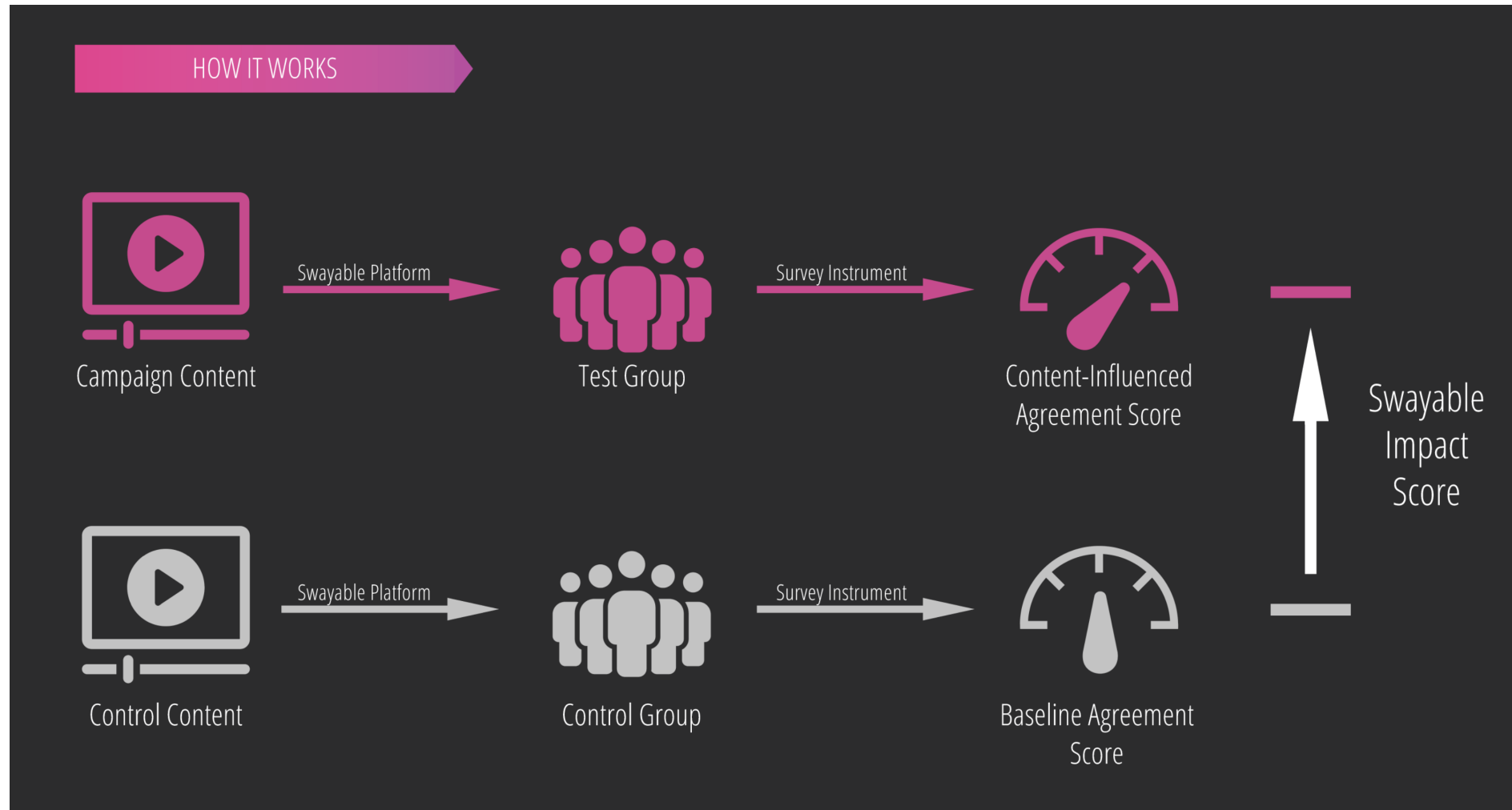
- Trails on videos and storyboards for 3 protagonists
- Swayable for videos + Fast Facts for Storyboards
- Big investment for the pilot



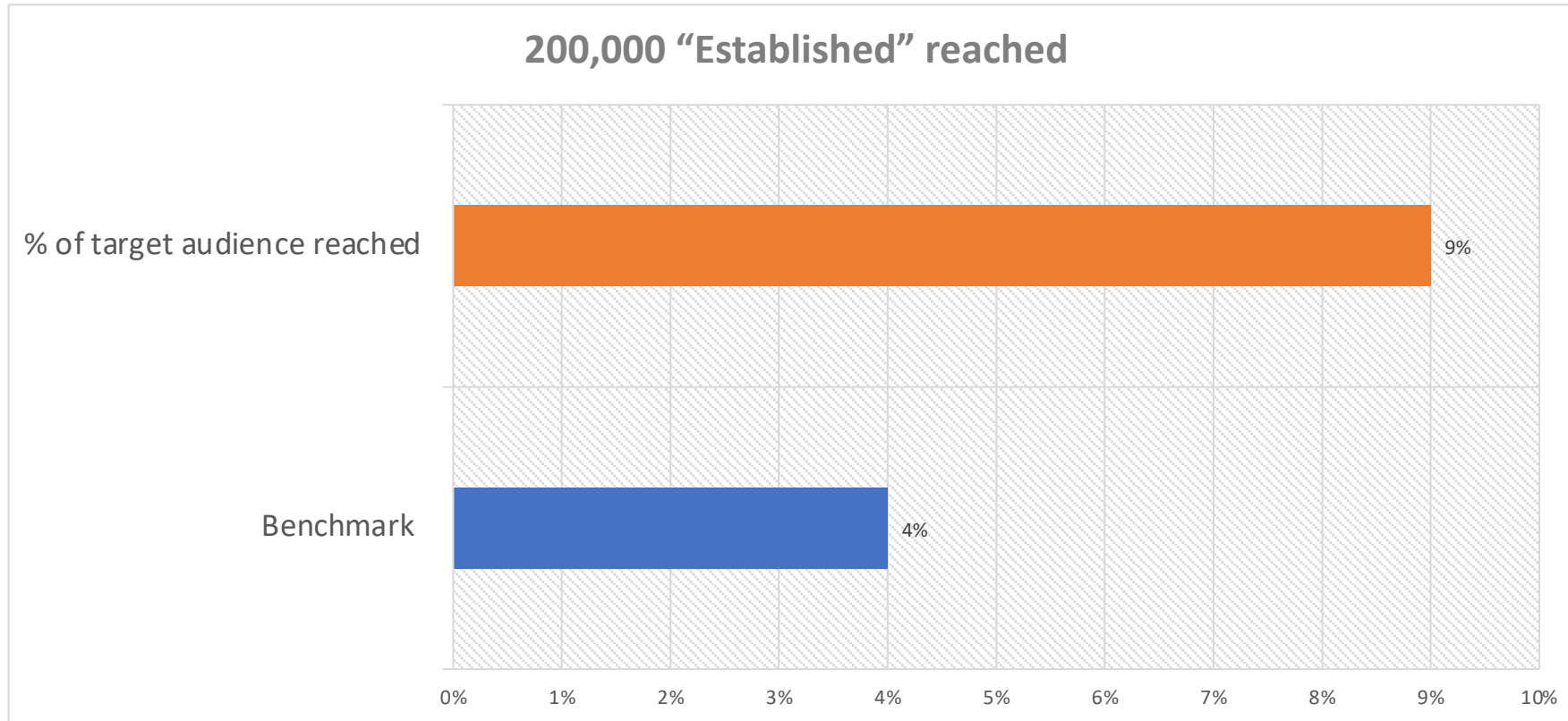
<https://www.narrativechange.org/de/kapitel-3-das-kommit-pilotprojekt>



Randomised Controlled Trails



2. Key Reach Result



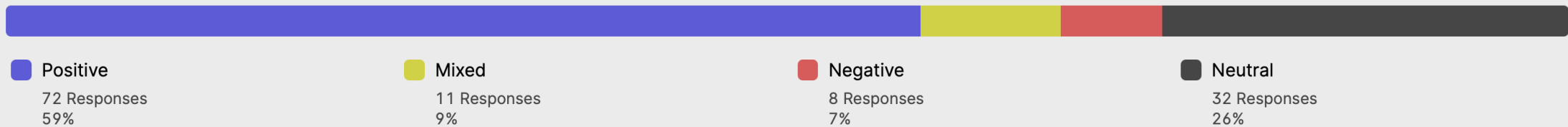
1. We reached 9% of the Established in the target regions vs target of 4-5%
2. At half the market rate (€1.44 CPM vs €3.20)
3. 200k people for 2,500€

3. Key Response Result 2

Summary for Brotgenuss aus der Familienbäckerei #KommMit

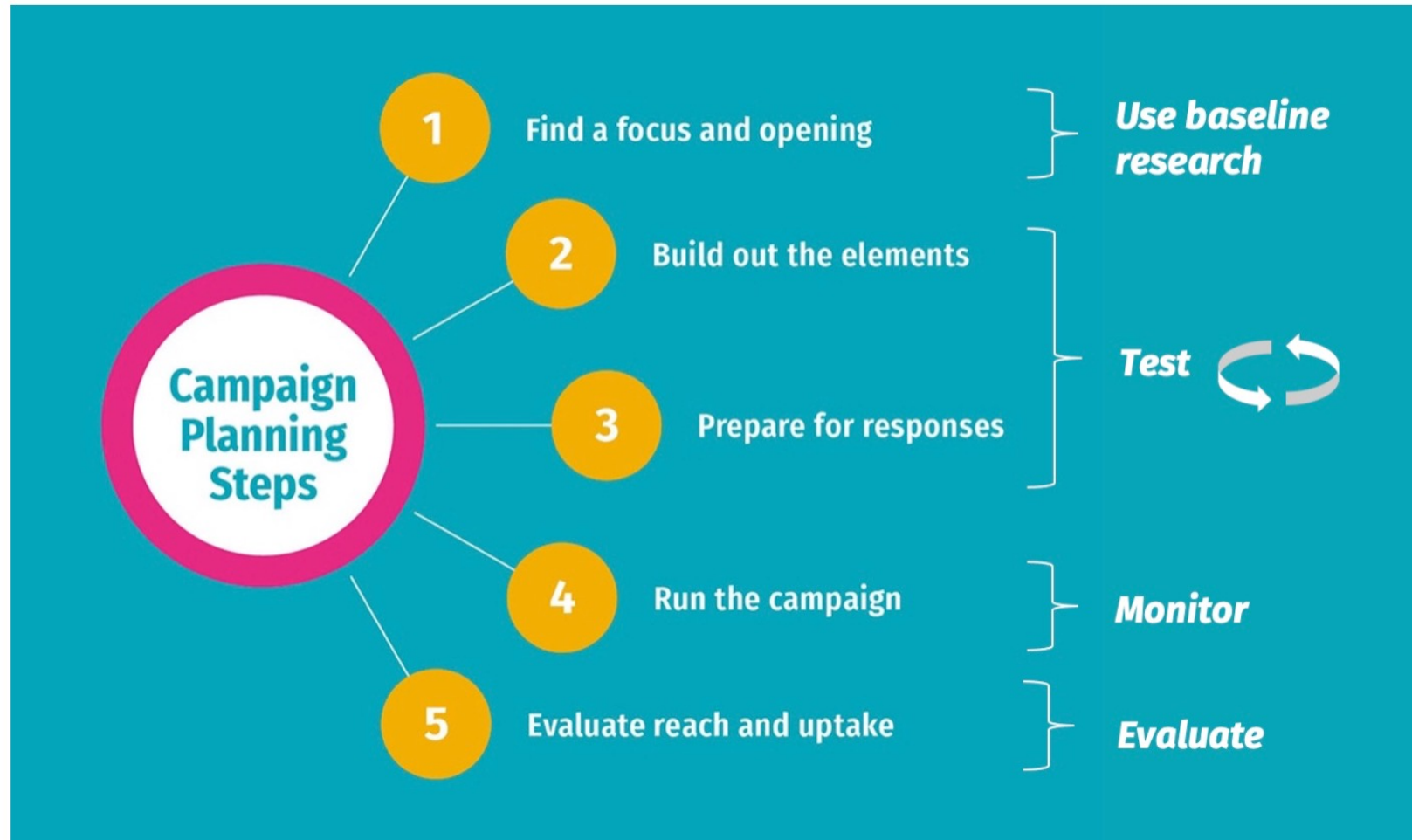
123

Relevant Responses



1. Engagement and traffic to KommMit.org 3x higher than expected
2. 80% positive or neutral & 20% negative or mixed
3. Only 1% strongly negative responses or hate speech

Empirically-driven Narrative Change



5. Common challenges to Narrative Change

What Narrative Change is ✓	What Narrative Change is not ✗
A compliment to more facts and rights-driven advocacy	A replacement for facts and rights-driven advocacy
A pragmatic solution to win back the middle ground in a polarising debate	Giving up on your principles or denying a power/rights-based analysis
An emotionally smart way to have difficult conversations with sceptics	A way to avoid confronting people about their discriminatory views
Finding overlapping values as an authentic starting point to open a conversation	Trying to please the audience
Expansion of your advocacy toolbox that compliments the messaging to your supporter base	A way to lose your existing supporter base

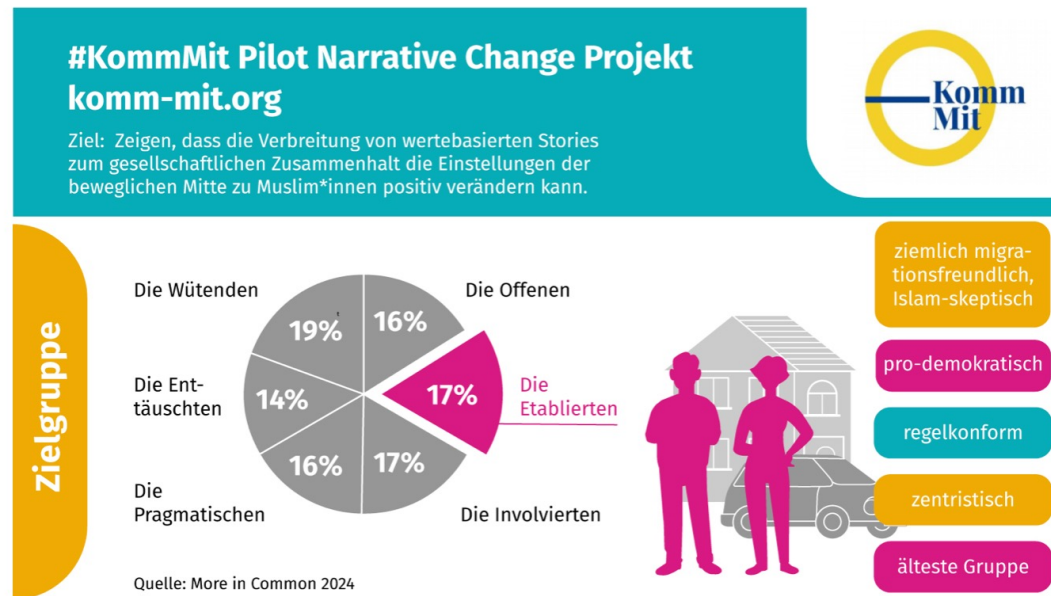
Committed
to having
difficult
conversations



Key resource (2024)

Die #KommMit-Toolbox: Narrative Change-Praxis zur Förderung des gesellschaftlichen Zusammenhalts

In den letzten 10 Jahren haben wir mit zivilgesellschaftlichen Organisationen (CSOs) in Deutschland zusammengearbeitet, um mit einem Narrative Change-Ansatz zu experimentieren und wirksame Wege zu finden, um die **skeptischen mittleren Zielgruppen in Bezug auf Migration und Integration zu erreichen, konstruktive Gespräche über gesellschaftlichen Zusammenhalt anzustoßen und letztendlich die öffentliche Meinung zu verändern, damit Vielfalt und Integration wieder auf die Policy Agenda gesetzt werden.** Die vorliegende Toolbox stellt den Höhepunkt dieser Reihe von Experimenten dar und gibt einen detaillierten Einblick in die Praxis und die aus den Erfahrungen und Ergebnissen gezogenen Lehren.

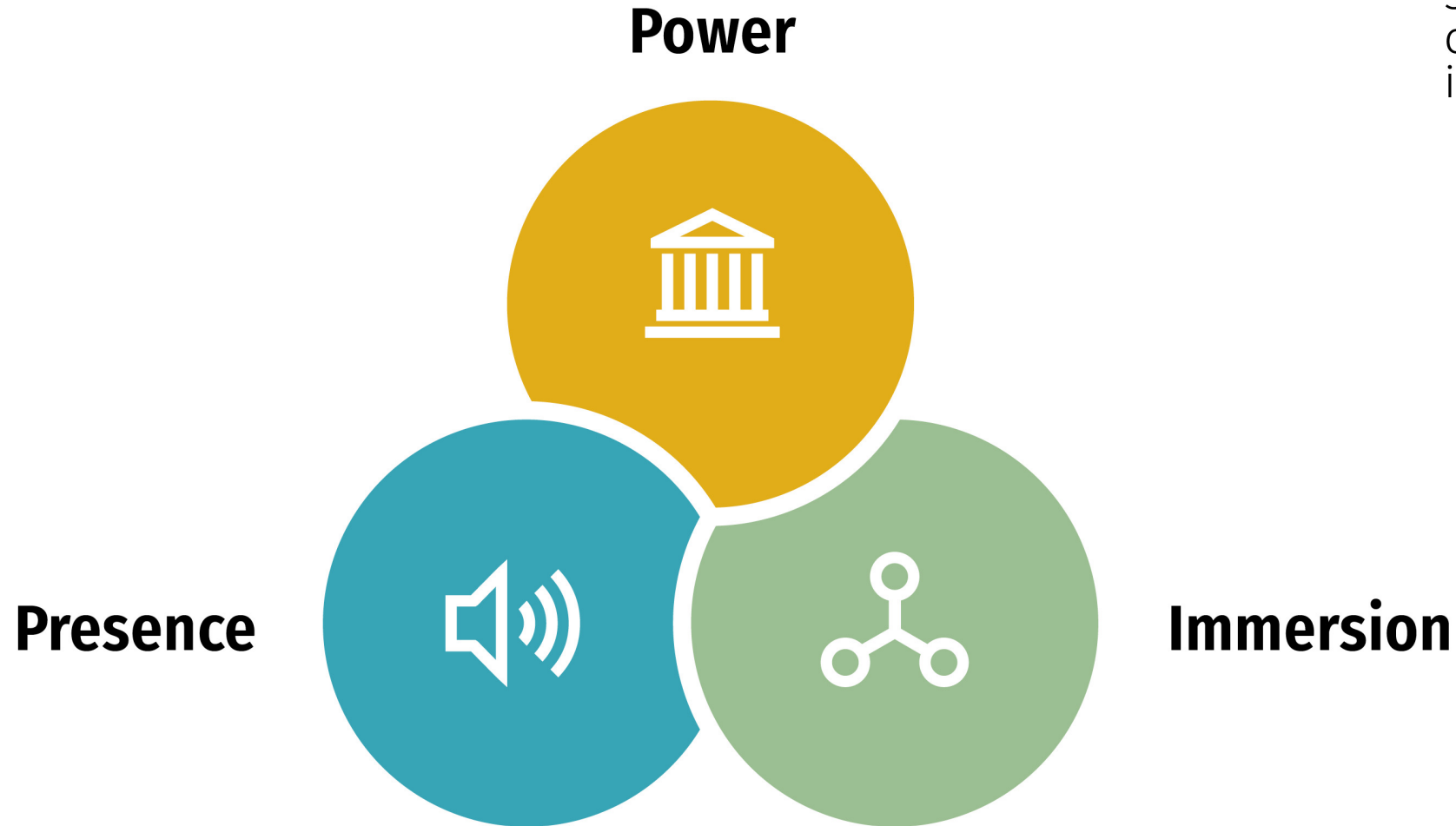


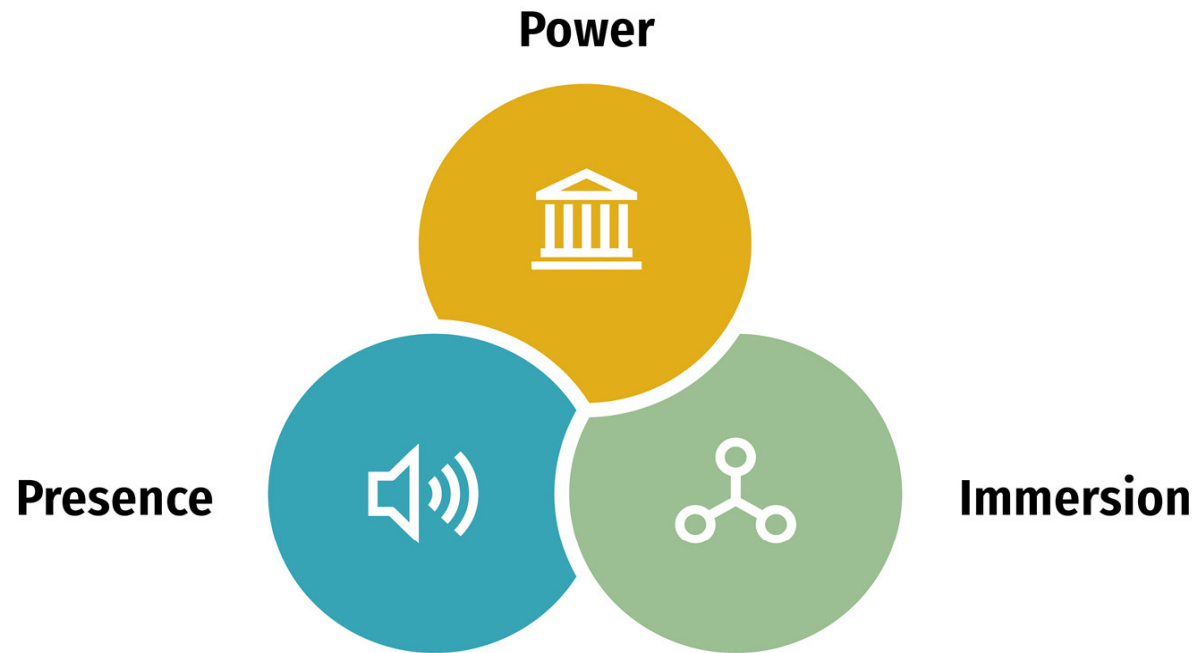
- In-depth Step by step though the #KM pilot
- From strategy to stories to testing to rollout
- Messaging approach
- Adopt or adapt the approach



6. Longer-term change using Strategic Communications

Strategic Comms as a Theory of Change





Presence	<ul style="list-style-type: none"> → build consistent voice and visibility in media spaces → getting the message “out”/“known” → Dissemination → building surround sound, volume and velocity
Immersion	<ul style="list-style-type: none"> → design engaging interventions to socialise narratives in interactions, relationships and everyday practice → getting the message “in”/“owned” → chances to discover/engage with the narrative → Shifting norms/behavioural expectations
Power	<ul style="list-style-type: none"> → making the political space or building the support to make change → changing the rules of policy/law