



**"IT ALWAYS SEEMS
IMPOSSIBLE UNTIL IT'S DONE"**

Nelson Mandela

OUTREACH AND TRAINING NL

STRATEGY 2020

Period up to April rebellion

**extinction
rebellion**



Context - why do we need this Strategy?

Achieving Extinction Rebellion NL's goal of convincing the Dutch Government to meet our demands requires that we become a mass movement, galvanizing a significant share of the Dutch population to rise up and join the rebellion. Research has suggested that movements need to mobilize about 3.5% of the population in order to gain the leverage needed to bring about radical change. While the actual figure depends heavily on a number of factors, this figure - which translates to a little over 600,000 people - serves as a good point of orientation for the scale at which we need to grow over the coming years in order to achieve our goals.

In addition to mobilizing hundreds of thousands of people into becoming active rebels, achieving our goal also requires that we win broad public support for our cause. The success of recent protests in Hong Kong - where support for the protesters translated into a landslide election victory for the anti-government movement - highlights the need to win the hearts and minds of the broader public as well as achieving mass mobilization.

Why and how is this Strategy being developed?

The purpose of this Strategy is to serve as a framework that orients and guides the planning and activities of both the national and local O&T circles in the period up to the April rebellion.

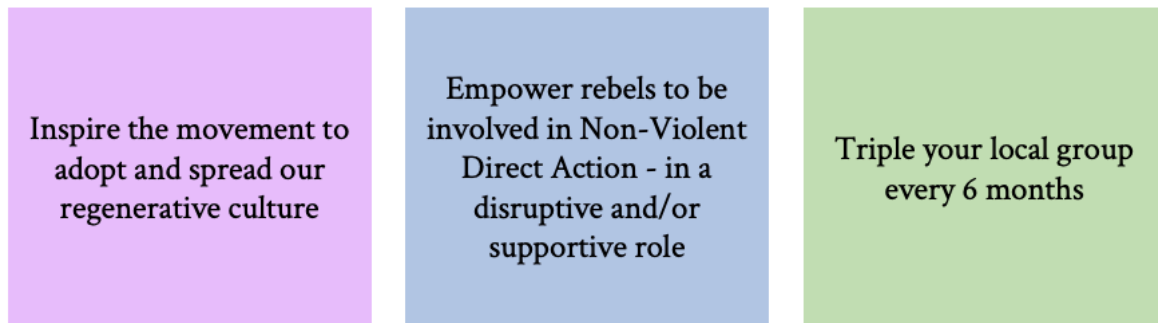
This draft has been prepared based on the outcomes of the strategy meeting held in Utrecht on 7 December 2019, in which representatives of various local circles, together with the acting national representative and acting national facilitator, discussed strategy options and agreed on the outline and content contained in this document. Further input from local circles is now invited, with a view to finalizing the strategy by the beginning of 2020.



1. National objectives and targets

The overarching objective of the Strategy is to grow the number of rebels significantly up to April 2020. Our goal is to have at least three times as many rebels participating in the April 2020 rebellion as in the October 2019 rebellion, including those participating in high-risk (“disruptive”) and supportive (“non-arrestable”) roles. In the longer term, we aim to continue tripling our numbers with each major action (every six months), with the aim of mobilizing over 600,000 rebels to join non-violent civil disobedience and other forms of action by 2022. These rebels should be fully trained in non-violent direct action, understand and internalize XR’s principles and values, and have the knowledge, skills, and tools they need to become active, independent rebels.

At the same time, we aim to actively showcase the society we want to be and embed the cultural aspects of this society into our behavior and outreach. This will help in winning the support of the broader public for our action and put further pressure on the Government to meet our demands.



2. Setting local objectives and targets

Extinction Rebellion NL is made up of over a dozen local groups, spread all across the country. Each of these local groups has an O&T circle, or at least an O&T representative. These local circles will have the primary responsibility for implementing the O&T Strategy (see further below). It is therefore useful for local circles to consider setting their own objectives and targets with the aim that, together, these goals will help achieve the overall national goals outlined above.

Local circles are fully autonomous, and so each circle needs to decide whether and what kind of objectives and targets it wants to set. The following are some general guidelines for local circles in reaching these decisions.

Types of objectives and targets

It is possible to set a number of different types of objectives and targets.

- **Objectives** can be considering the broad, guiding points of orientation for the circle, for example: ‘increase our numbers exponentially while ensuring this growth is sustainable’.
- **Outcome-based targets** are focused on specific outcomes. Examples include:
 - # of new rebels mobilized to participate in actions;

- # of new rebels actively engaged in organizing;
- # local organizations and/or public figures engaged and supporting our activities;
- Engagement of specific (named) organizations or specific types of organizations;
- Diversity in the local group (see further section on diversity below).
- **Process-based targets** are focused on actions or activities, often serve as a means to achieving outcome-based targets. Examples include:
 - # of Heading for Extinction (HfE) talks organized;
 - # of Introduction talks organized;
 - # of HfE talks in strategic locations (e.g. local newspapers).

Principles for target setting and review

It is important that targets are set based on the specific circumstances of each local circle. The following are a number of points of orientation that can be used by local circles to set their respective targets.

- Population of the city/region where the circle is active.
- Population demographics that affect ease of recruitment, e.g. rural vs. urban population; attitudes to climate change.
- Existing numbers of active rebels (i.e. those likely to show up to a major action) in the local group. For example, a local group may decide to aim to triple their numbers by April.
- O&T Capacity - organizers, speakers, trainers, etc.

It is proposed that targets be reviewed on an ongoing basis to determine if they are still valid and useful. This is important for keeping motivation - maintaining targets that are unlikely to be met can be demotivating, as can be having targets that are too easy. It is proposed that local circles' targets are reviewed in the periodic (probably six-weekly) in-person meetings of the national O&T circle. These reviews can also seek to identify any barriers circles face in meeting their targets and finding ways to overcome those barriers.

3. Tools for making it happen

There are many ways local O&T circles can look to engage, mobilize, and train rebels, and each local circle is best placed to decide how to approach outreach in their city or region. The following are some of the main tools that are currently used or have been proposed by rebels.

Outreach tools

1. **Heading for Extinction (HfE) Talks.** The HfE talk is the basic, introductory talk that describes the climate crisis and why non-violent civil disobedience is both justified and necessary to address it. The broad appeal of the subject matter makes it a low-barrier event that for many attendees is their face-to-face first contact with XR. Rebels can organize talks in cafes, universities, sports clubs, workplaces, or pretty much anywhere with a room, a space to project, and an audience. 'The Talk' can also be given to strategic groups of high-influence people, for example journalists. While it is usually based on a standard slide deck available on the shared XR Google Drive, it is also possible to adapt the slides for the specific audience or event in question, and some adapted versions are available on the Google Drive.

2. **Listening sessions.** Whereas ‘the Talk’ is mostly focused on presenting information and the case for action (though also with some discussion), for some communities or groups it may be more appropriate to organize a ‘listening session’ where rebels go to listen to a group and understand their views and priorities and explore how the climate crisis and XR may be relevant for them.
3. **Peer-to-peer communication.** Speaking with your friends, family, and colleagues about the climate crisis and about XR is a great way to make them aware and get them involved. Some rebels are also working on preparing specific tools for peer-to-peer communication, for example a shorter, simplified version of the Talk.
4. **Introduction meetings.** These meetings are aimed at rebels who want to become active in XR. They provide more detail about the movement, how it is structured, and the different ways to get involved. Ideally and where possible, one person from each local circle attends the meeting in order to be able to directly speak to new rebels interested in joining the circle.
5. **Street outreach.** This involves face-to-face outreach with people about XR. It can be done on a regular street on a regular day or, more often, at a specific event like a festival, street market, or climate march.
6. **Phone banking.** ‘Phone banking’ involves calling rebels who have left their numbers, usually at a HfE talk, asking them if they have already become active, answering any questions they have, and generally making it easier for them to take the next step in getting involved.
7. **Outreach to organizations.** This involves reaching out to organizations to look for ways to collaborate and get them to support XR. It can include many types of organizations, from environmental NGOs to trade unions, farmer’s groups, parent’s organizations, religious groups, and youth organizations. A separate strategy on outreach to organizations and public figures is currently being developed.
8. **Public figure engagement.** Reaching out to public figures - including celebrities, political commentators, academics, scientists, athletes, etc. - to encourage them to support or endorse XR enables us to leverage their influence and reach more people. A separate strategy on outreach to organizations and public figures is currently being developed.

Trainings

1. **NVDA Trainings.** These trainings aim to prepare rebels for engaging in non-violent direct action, and all rebels are encouraged to participate in one before joining a major (arrestable) action. They also provide an opportunity to form affinity groups.
2. **Other trainings.** O&T can potentially organize trainings on a range of topics that can equip rebels to contribute more effectively to XR. Previous trainings include facilitation training and non-violent communication (NCV) training. Some trainings, such as NVC trainings, are (co-)organized by other circles (in this case wellbeing).
3. **Workshops.** Where expertise is available, it is possible to develop workshops on a range of topics. Workshops aimed at training journalists or other influential persons in how to improve their communication on the climate crisis, for example, could help improve media coverage.

In order for rebels to be able to carry out talks and trainings, it is necessary to also implement speakers trainings and 'train the trainer' trainings.

Enabling factors

There are a number of things local circles need to be able to successfully apply outreach and training tools, including:

- **Rebels!** O&T tasks require rebels to implement them, naturally. These include:
 - *Rebel organizers.* Rebels are needed to organize talks, trainings, street marketing events, etc.
 - *Rebel helpers.* Some rebels do not have time for organizing and prefer to just help out every now and then. These rebels are essential for helping out with specific tasks, like street marketing, flyering
 - *Speakers.* Qualified speakers are needed to give HfE talks and introduction meetings. Where there are not enough speakers in an area, the circle can request a speaker's training or ask speakers from other areas to come help out with giving talks, ideally together with new (local) speakers who can get trained up this way.
 - *Trainers.* Qualified trainers are needed to give NVDA and other trainings. NVDA 'train the trainers' trainings can be organized by the national circle, and new trainers can begin by giving the training together with experienced trainers. Other trainings often require engaging people with more specialized qualifications (e.g. NVC or facilitation).
- **Budget.** Funding is sometimes needed to rent spaces (although free spaces are of course preferred where possible), buy or print materials, or travel to other cities for certain events. Budget can be requested through the **finance circle for these kinds of activities.**
- **Graphic design.** This may be needed for flyers, posters, event pages, etc. The arts circle can help with this.

4. Making Extinction Rebellion radically inclusive and diverse

Extinction Rebellion aims to be open and accessible to everyone. While in principle we already are open to all, in practice, the people who have joined are not representative of society as a whole. We are, however, committed to making XR radically inclusive and diverse.

What does it mean to be radically inclusive and diverse?

Inclusivity and diversity are two related, yet distinct concepts.

- *Inclusivity* means that we as a movement are not only open to all in principle but that all types of people actually feel welcome and included.
- *Diversity*, on the other hand, refers to the extent to which the mix of rebels that are active or involved in XR is representative of society as a whole, in terms of gender, race, economic status, education, religion, sexual orientation, and age.

Inclusivity can therefore be considered a philosophy, principle, or value, while diversity is an outcome of that principle being applied. If we actively make all people feel welcome and included and make XR relevant to them, more people of different types and backgrounds are likely to join.

It is important to recognize, however, that even full inclusivity will not necessarily result in XR becoming an exact reflection of society as a whole. There are certain factors which may nonetheless continue to hinder the ability of some people to get involved, for example through having less free time due to having to work multiple jobs, or not being able to participate in actions due to immigrant status. While we strive to find ways to facilitate the involvement of people with different kinds of circumstances, we also need to accept that some people simply will not want to or be able to join.

Why is this important to us?

The climate crisis affects everyone, and in particular the most marginalized groups in society, and we believe everyone should have a voice in addressing it. This is enshrined in our third demand, which calls for a citizen's assembly to lead the way in addressing the crisis and ensuring a just transition. XR is also founded on principles of inclusivity and anti-discrimination. This principle should also apply within outreach and training. Moreover, if we want to become a mass movement, we need to be radically open to and mobilize people from all parts of society.

How can we put this in practice in outreach and training activities?

There are many potential ways we can try to make XR more inclusive and diverse. This is likely to be a learning process in which we need to regularly revisit our approach. **Some initial options include:**

- **Listening sessions.** Organizing meetings with different groups in which we engage in dialogue and try to understand how we can make XR more relevant to them and the people they know.
- **XR groups.** There already exist a number of specific XR groups for people of certain backgrounds or affiliations. We can encourage more of these to be developed, for example XR Teachers, XR Parents, XR Youth, XR Christians/ Muslims/ Hindus/ Buddhists/ Jews, etc.
- **Outreach to diverse organizations.** Our outreach to organizations should target organizations that are relevant to diverse populations, including religious organizations including multi-faith networks, trade unions, youth organizations, etc. Some of these organizations are already active on climate issues, while for others it might be necessary to find ways to make climate action and XR relevant to them, for example through solidarity with their goals.
- **Targeting diverse areas.** Talks, trainings, and street marketing can be organized in parts of cities or the countryside what are not currently reached. This may require adapting tactics to ensure they are suited to the area in question. For example, in some areas, local people may not be motivated to come to a talk unless it is organized through an organization or group they trust or already have links with.

5. Who does what to implement the Strategy?

Within Extinction Rebellion NL, the Outreach and Training Circles are responsible for coordinating our activities aimed at bringing new rebels into the movement. This is primarily done through local Outreach and Training circles, who are best placed to reach out to potential rebels in their respective cities and regions. The National Outreach and Training Circle serves a coordinating and support role, which includes the following functions:

- Facilitate national strategy creation
- Alignment between local groups
- Guides & templates
- Talk slides
- Best practices and learning
- Trainers trainings NVDA, NVC, Talk, Intro
- Public figures + Organizations

The National Circle will be comprised of the representatives of all the local circles, who will meet in person every six weeks. In addition, there will be a number of people who dedicate time to the national circle on a more regular basis and take on responsibility for the national-level tasks outlined above, who will aim to meet virtually every week or two. All are welcome to join this team.

6. Monitoring and review of the Strategy

It is proposed that the in-person meetings every six weeks are used to review progress on implementing this Strategy and meeting its Goals. This can include reviewing the progress of the local circles and identifying and addressing any barriers they are facing.

Monitoring and review of progress will be more effective if it is based on reliable data that helps us understand what is working. Local circles are encouraged to try to collect data on aspects such as:

- # of talks and events organized and number of people attending;
- # of people signing up to Action Network;
- # of people participating in NVDA trainings and joining affinity groups;
- # of people attending introduction meetings and becoming active;
- How people attending talks or events heard about them (e.g. Facebook, website, flyer, through a friend);

