

# **Welcome Back, Canadian Council of Muslim Women!**

---



# Land Acknowledgement

Tkaronto (TKahr-on-dOnH) or Toronto, is on the traditional territory of Haudenosaunee (HODE-en-oh-show-nee)-speaking nations, including the Huron-Wendat, Petun, Seneca and Mohawk, & was more recently joined by the Mississaugas of the Credit.

This territory is covered by the Dish with One Spoon Wampum Belt Covenant, an agreement between the Haudenosaunee Confederacy and the Anishnaabe (Ojibwe) and allied nations to peaceably share and care for the lands and the relationships around the Great Lakes.

What this means is that by living and working here, we all have a responsibility to the environment and to each other, to treat each other with peace, friendship & respect.



# Agenda

Welcome

Strategy Example

6 Big Questions

People, Problem, Goal

Theory of change and locating power

Body Break

Break out group

Sharing

Summary of learnings and next steps

## Icebreaker

What was your most significant learning on recruitment?  
Were you able to recruit anyone?

# Strategizing



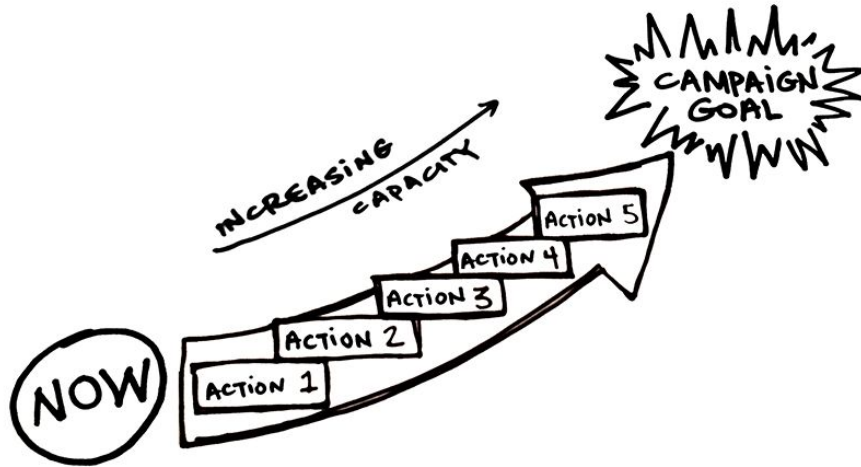
# Strategizing Is:



Turning what you have  
**(resources)**  
into what you need  
**(power)**  
to get what you want  
**(change)**

# What is a Campaign?

Work focussed towards achieving a particular change in the world.



# Goals vs Strategies vs Tactics





# Goals vs Strategies vs Tactics



# Goals vs Strategies vs Tactics



# 6 Big Questions

1

Who are our PEOPLE?

2

What is the PROBLEM?

3

What is our GOAL?

4

What is our THEORY OF CHANGE?

5

What are the TACTICS?

6

What is the TIMELINE?



# 6 Big Questions

1

**Who are our PEOPLE? !**

2

What is the PROBLEM?

3

What is our GOAL?

4

What is our THEORY OF CHANGE?

5

What are the TACTICS?

6

What is the TIMELINE?



# 6 Big Questions

1 Who are our PEOPLE?

2 **What is the PROBLEM?** 

3 What is our GOAL?

4 What is our THEORY OF CHANGE?

5 What are the TACTICS?

6 What is the TIMELINE?



# 6 Big Questions

1 Who are our PEOPLE?

2 What is the PROBLEM?

3 **What is our GOAL? !**

4 What is our THEORY OF CHANGE?

5 What are the TACTICS?

6 What is the TIMELINE?



# Example of a Successful Strategy

## AECEO Decent Work Campaign



This team grew out of the Building Skills for Change workshop

# Organizing Sentence example

We are organizing 300 ECEs across Toronto to ensure a party that supports decent work and child care and early years is elected in the provincial election by participating in 3 community actions and engage 5 peers in voting for child care and early years by June 2022.



# Decent Work and Professional Pay Campaign



National early learning system with \$30 billion investment

Affordable childcare via more \$ public plus legislation

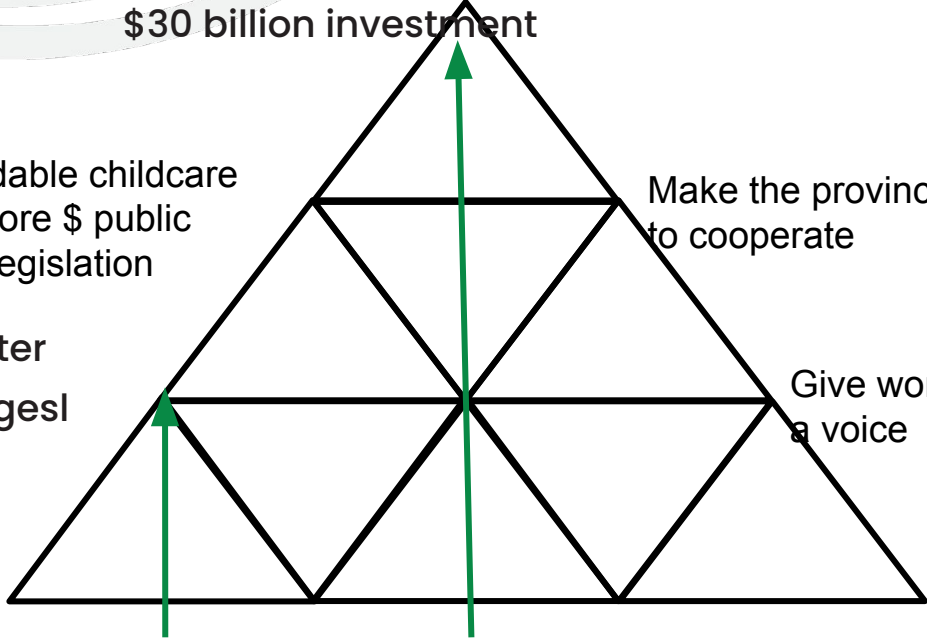
Make the province to cooperate

Better wages!

Give workers a voice

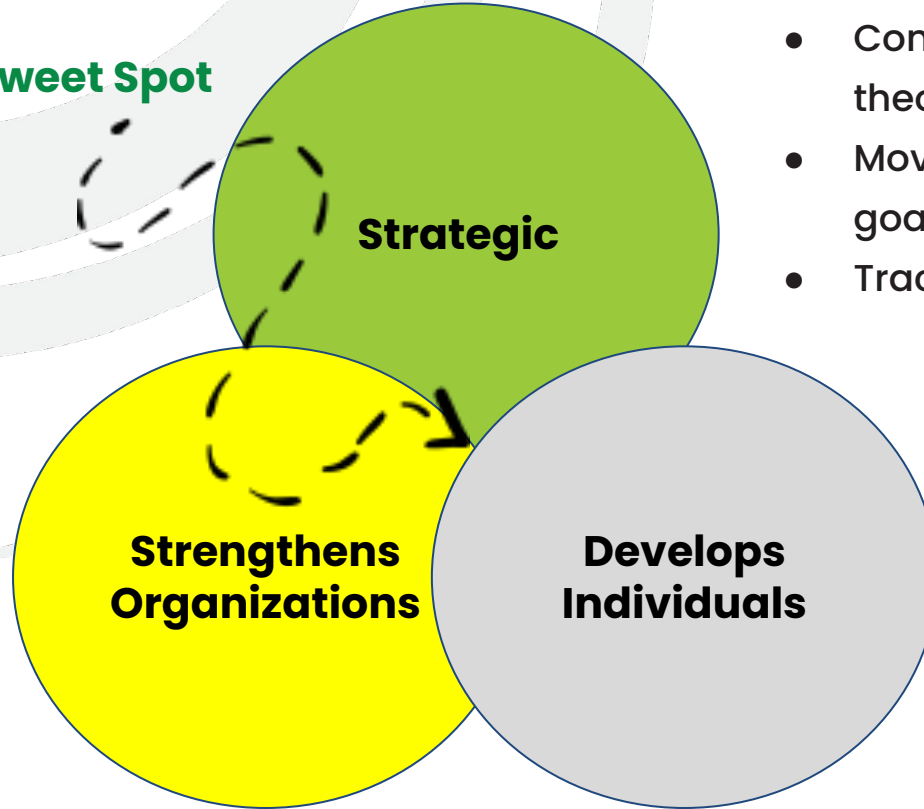
Resources

Resources



# Choosing Tactics

**The Sweet Spot**

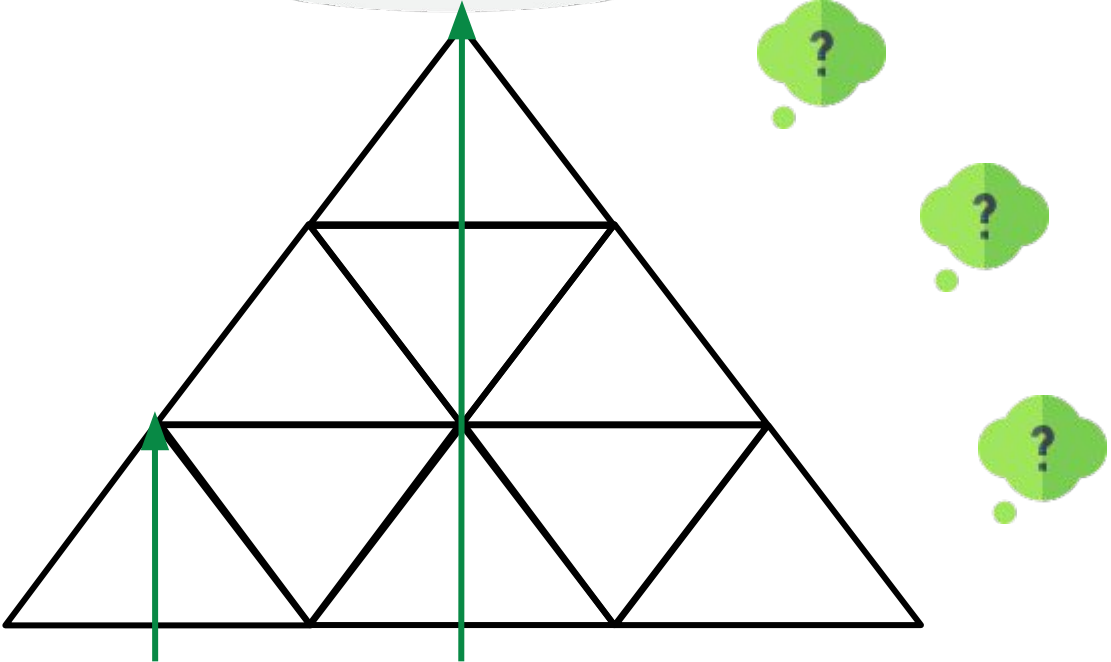


- Consistent with your theory of change?
- Moves you closer to your goal?
- Tracks your progress?

- Opportunity to learn new skills?
- Builds confidence?
- Makes you more engaged?

- Improves your understanding?
- Deepens relationships and commitments?
- Generates new resources?

# Your Campaign Goals



# Summary of Goals

1

build ECE Power...

2

...elected a government who centres  
Decent Work!

# 6 Big Questions

1 Who are our PEOPLE?

2 What is the PROBLEM?

3 What is our GOAL?

4 **What is our THEORY OF CHANGE?** !

5 What are the TACTICS?

6 What is the TIMELINE?



# Theory of Change

“If \_\_\_\_\_, then \_\_\_\_\_, because \_\_\_\_\_.”

“If (strategy), then (goal), because (assumption).”

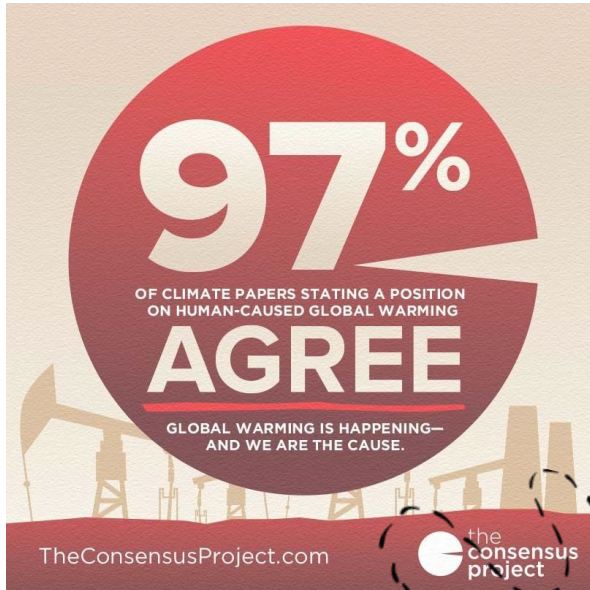
# Theory of Change



**If** I am persistent,  
**then** she will fall in love with me,  
**because** that is romantic and charming and not  
creepy.



# Theory of Change



**If** we educate people,  
**then** we can stop climate change,  
**because** knowledge leads to action.



# Theory of Change

If people know,  
**then** they will act,  
**because** knowledge leads to action.



# Theory of Change



**If** African Americans refuse to ride city buses in Montgomery, Alabama

**then** we can end racial segregation on public transit in Montgomery.

**because** three-fourths of the riders are African American, and if they don't participate it will deprive the bus system of a substantial portion of its revenue, which it needs to keep running.



# Why Theory of Change?

- Expose weak assumptions
- Find the best strategy, not “the” strategy
- Forces refinement and tough conversations

# Campaign Theory of Change Example



<b>if...</b>	(strategy) Unions that represent ECEs & DECEs co-write letters to parents/families asking them to speak to candidates about paid planning time for DECEs
<b>then...</b>	(goal) The Ministry of Education would mandate that all school boards need to provide us with paid planning time.
<b>because...</b>	(assumption) they need the vote, appease the public.

# Campaign Theory of Change



<b>if...</b>	(strategy)
<b>then...</b>	(goal)
<b>because...</b>	(assumption)

# 4 Questions to Track Down Power

1 What do my people want? What is our goal?

2 Who has the resources to enable us to get what we want?

3 What do they want?

4 What resources do we have that they need?



# Power as a Relationship

Interests

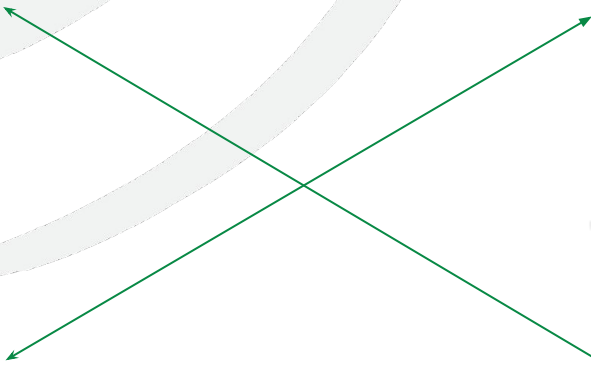


Resources

Interests



Resources



# Tracking Down Power

What do we want? (eg. what is our goal?)	
What has the power? (eg. who is the target/decision-maker?)	
What are their interests/vulnerabilities? (the target's)	
What resources do we have? (that we could leverage against our target's vulnerabilities)	
How do we leverage those resources? (eg. what is our strategy?)	



# Tracking Down Power

What do we want? (eg. what is our goal?)	
What has the power? (eg. who is the target/decision-maker?)	
What are their interests/vulnerabilities? (the target's)	
What resources do we have? (that we could leverage against our target's vulnerabilities)	
How do we leverage those resources? (eg. what is our strategy?)	

# Body Break - Restarting at 7 pm



Ontario Coalition for Better Child Care (2016)

# Breakout Session- 30 Min.



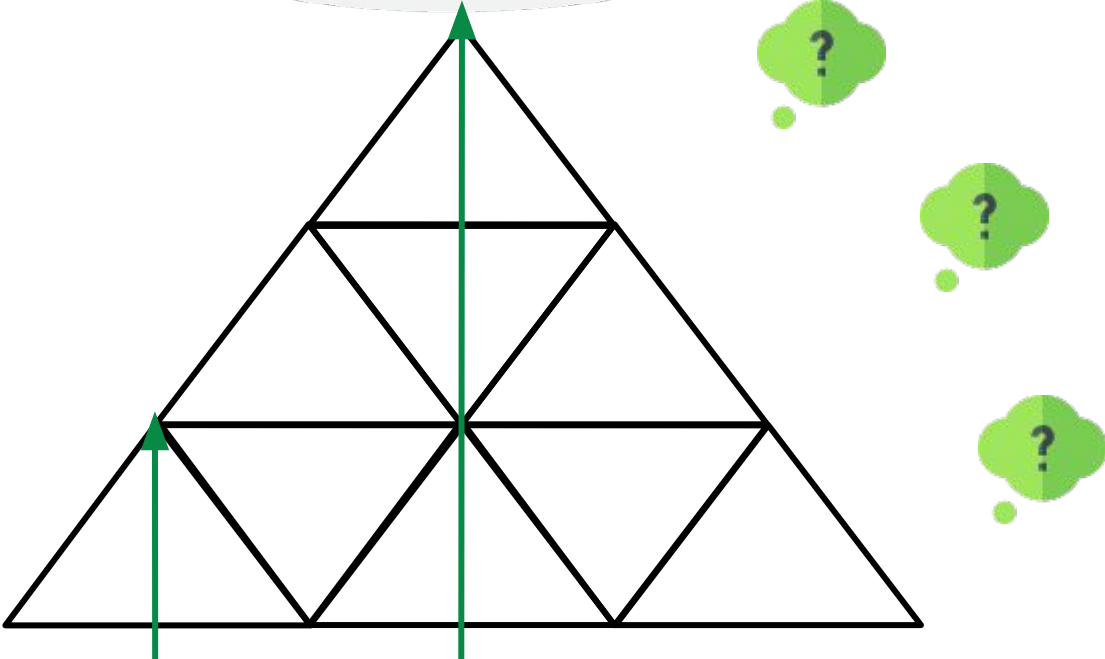
- Get settled, designate time keeper (2 min)
- **Group Work:** Come up with a Theory of Change for our Organizing Statement (25 min)
- Nominate one person to present to main group (3 min)

# Organizing Sentence- Dawn



<b>WHO are we organizing?</b>	<ul style="list-style-type: none"><li>-50 Muslim youth in the GTA</li><li>-Muslim community leaders - Sheiks, Imams, include range of voices (- not dominant- heavy voices)</li><li>-Muslim organizations - CCMW, Bengali CS, Reviving Islamic Spirit</li></ul>
<b>WHAT is our goal?</b>	Work with 50 Muslim youth 13-18 to mobilize their peers in their schools and community centres to discuss Islamaphobia. Have 3 sessions with a dialogical process to understand the needs of the Muslim youth in our communities based on their embodied experiences of Islamaphobia and share their stories. Inclusion of 2SLGBTQIA+ Muslim, marginalized groups.
<b>HOW do we plan to achieve it?</b>	Use a sense-making process to understand values, how people experience, with introspection, etc.
<b>WHEN does change need to happen</b>	October 6, phase 1 Xxx, phase 2

# Your Campaign Goals



# Dawn's group Tracking Down Power

<p>What do we want? (eg. what is our goal?)</p>	<p>Locate a northern city (e.g. Thunder Bay or SSM) to pilot a program with more infrastructure for women/non-binary to drive more safely at night. Look at overall crime rate against women/non-binary on the road in the area, consult community (town halls) for solutions, implement some for pilot, and measure after one year. Goal is 10% drop in crime rate. (- city - safe community planning - social media (MMIWG) - dismissed by Mayor's office at city - not enough people called mayor's office.)</p>
<p>What has the power? (eg. who is the target/decision-maker?)</p>	<p>Municipality - Mayor. Councillors, Police, Key Stakeholders, Lived Experience, people telling their stories, funders,</p>
<p>What are their interests/vulnerabilities? (the target's)</p>	<p>-being voted back in, police are over-burdened/understaffed, key stakeholders want to feel safer, funders and government would like to know they are having an impact</p>
<p>What resources do we have? (that we could leverage against our target's vulnerabilities)</p>	<p>-votes, solutions, volunteers, -MMIWG report, other safety reports, our stories, social media - ability to reach a lot of people, bring in Indigenous partners, as well as tech partners</p>
<p>How do we leverage those resources? (eg. what is our strategy?)</p>	<p>-incentivise police to support this project and reduce crime; partnering with a tech company would be massive to get them to support this project AND MMIWG; we are also offering to help the municipality with some of this work; assist in finding grants /funding to assist with project.</p>

# Dawn's Group



If... (strategy)	We incentivise police to support this project and reduce crime; partnering with a tech company and federal government to install more towers for coverage on the roads to support this project within 4 years; we are also offering to help the municipality with some of this work; assist in finding grants /funding to assist with project, and create a social media site for people to report crimes, criminals, suspected crimes/criminals on the roads.
then...	We will increase safety for women drivers on the road by 10% in the pilot city in 4 years
because...	We will focus attention on the issue, increase telecommunications, and tell those committing crimes that they are being watched, photographed and reported.

Next Steps:  
Group Members:

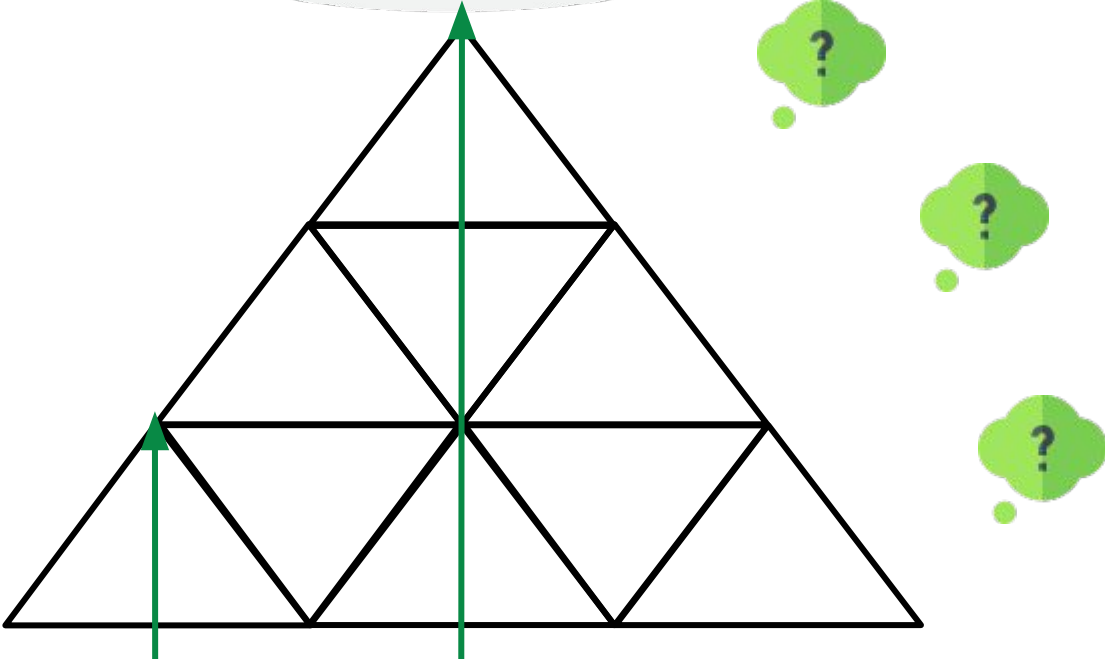
# Organizing Sentence- Felicia



<b>WHO are we organizing?</b>	<b>Women</b> <ul style="list-style-type: none"><li>- Those experiencing GBV</li><li>- Service providers who assist &amp; empower women</li><li>- Professionals who support i.e. lawyers, doctors etc</li><li>- Politicians.</li><li>- Community leaders</li><li>- Religious leaders....imans,</li><li>- Male allies</li><li>- 2 people each = approx 30</li></ul>
<b>WHAT is our goal?</b>	End Gender based violence (reduce) (how will you be able to measure success?)
<b>HOW do we plan to achieve it?</b>	Empower women - options. EDUCATE ...share information Public services announcements ]Social media hRadio, survey, ethnic newspapers.. Friends and family Develop curriculum. Student education, - take it home ESL classes - at community centres, drops ins, etc



# Your Campaign Goals



# Felicia Tracking Down Power



What do we want? (eg. what is our goal?)	GBV
What has the power? (eg. who is the target/decision-maker?)	Politicians, imams, male allies, influencers, folks embedded in the system (those who hold the status quo), teachers in schools
What are their interests/vulnerabilities? (the target's)	Politicians: to be re-elected (vulnerabilities: losing their position, flip-flopping on issues and being found out, not wanting to be seen as favouring some groups over others.) The status quo: maintaining their job and the level of power that they think they have (times are changing, their loss power)
What resources do we have? (that we could leverage against our target's vulnerabilities)	-we have numbers, we're on the correct side of history, we stand for what's just, we have a vote

# Felicia's Group



If...	We leverage our listed allies, using our strengths and power
then...	We will upset the status quo across Canada and reduce GBV by 5% (and eventually a thing of the past)
because...	We remind our allies, families, friends and communities that they have the power to change the future for all women and their families.

# Organizing Sentence- Lyndsay



<b>WHO</b> are we organizing?	<b>Muslim women, girls and youth (age 12-20) across Canada (at least 1-2 people / chapter = 20 total). Recognizing the diversity and intersectionality of this group and all are welcome.</b>
<b>WHAT</b> is our goal?	<b>Reduce Islamophobia and gender based violence by 5%</b>
<b>HOW</b> do we plan to achieve it?	<ul style="list-style-type: none"><li>- Look at police reported hate crimes</li><li>- Look at stats from Statistics Canada</li></ul>
<b>WHEN</b> does change need to happen	October 6, phase 1 Xxx, phase 2

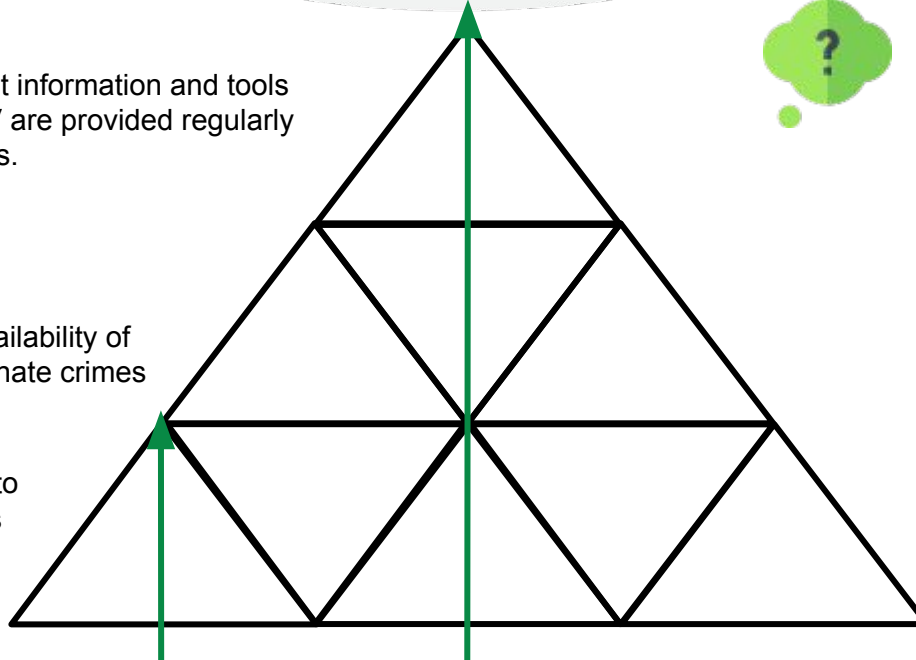
# Your Campaign Goals

Reduce islamophobia/ hate crimes by 5 %

Ensure that information and tools about GBV are provided regularly at Mosques.

Determine the availability of data of GBV and hate crimes

Recruit and organize youth to motivate Imams at Mosques to address gender based violence.



# Lyndsay Tracking Down Power



What do we want? (eg. what is our goal?)	Youth to share stories and experiences with Imams and Mosque leadership
What has the power? (eg. who is the target/decision-maker?)	Imams and Mosque leadership
What are their interests/vulnerabilities? (the target's)	Interests in community safety
What resources do we have? (that we could leverage against our target's vulnerabilities)	CCMW advocates and leaders who can mentor youth
How do we leverage those resources? (eg. what is our strategy?)	

# Lyndsay's Group



If...	We will recruit 20 youth to join CCMW chapters and provide an intentional safe/brave space for youth to connect, learn and share on an ongoing basis
then...	They will share their stories/experiences about Gender Based Violence with their Imam and Mosques to motivate them to have larger conversations about safer communities
because...	Youth will feel empowered to raise their voices and to push for change

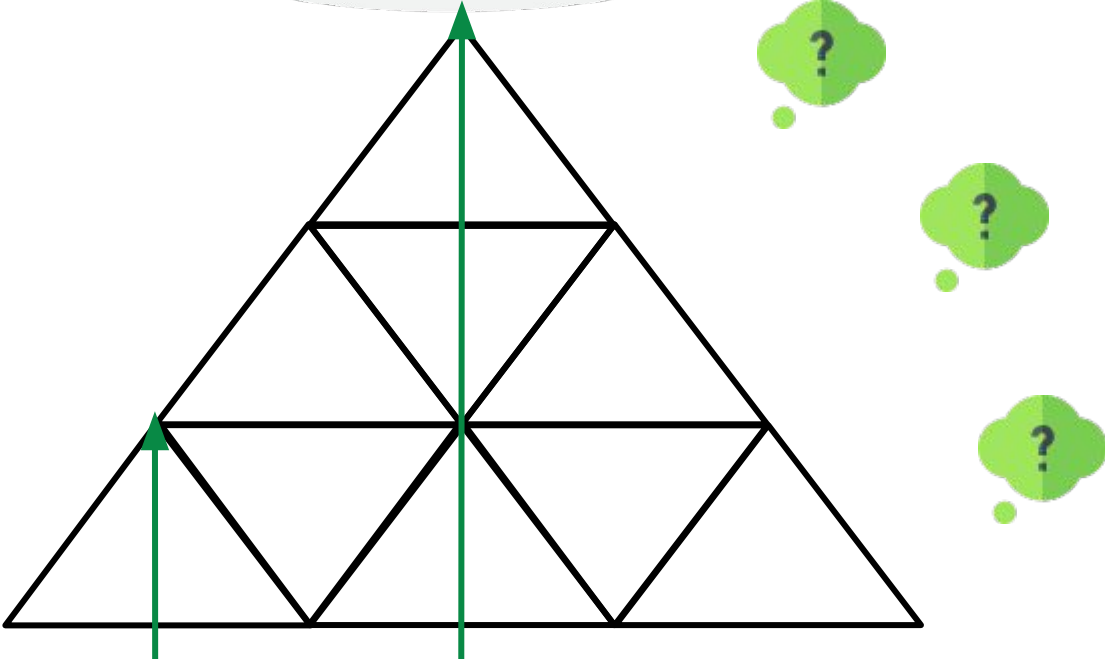
# Organizing Sentence- Group Anam/Amrit



<p><b>WHO are we organizing?</b></p>	<ul style="list-style-type: none"> <li>- Muslim politicians (Iqra Khalid, Salma Zahid- identify the MP's that are supportive of Bill-20).</li> <li>- Council of Imam's (NCCM etc)</li> <li>- CAIR- in the US (groups that work to advocate for this)</li> <li>- Youth Lobby Groups - on Parliament Hill</li> <li>- Refugee centers- etc OCASI</li> <li>- Involving the media in advocacy</li> <li>- Involving BIPOC Police in the municipal jurisdictions to also advocate</li> <li>- University MSA representatives</li> <li>- Number of people: 30-40</li> </ul>
<p><b>WHAT is our goal?</b></p>	<p>Long Term: The goal is a hate crime bill, and a third party to see that the hate crime bill would be initiated. Bill 20 should be passed, and we want to have CBSA held accountable.</p> <p>Short Term: how do we as an organization mobilize our individual chapters to be able to help Bill 20 move forward. What are the steps involved to make sure it does come to pass.</p>
<p><b>HOW do we plan to achieve it?</b></p>	<p>Get CBSA together and raise awareness against the alienation of Muslims. They should not be targeting people who wear the hijab etc.</p> <p>Talk to politicians, petitions etc, organize your own team to advocate, Social media, mobilizing MP's</p> <p>Identify the supportive MP's</p>
<p><b>WHEN does change need to happen</b></p>	<p>October 6, phase 1 Xxx, phase 2</p>



# Your Campaign Goals



# Tracking Down Power

<p>What do we want? (eg. what is our goal?)</p>	<p>Bill C-20 should be passed, and we want to have CBSA held accountable</p>
<p>What has the power? (eg. who is the target/decision-maker?)</p>	<ul style="list-style-type: none"> <li>- MPs and other politicians (Federal + provincial)</li> <li>- The senate</li> <li>- Parties that are in power per province (1 per)</li> <li>- Immigration serving agencies</li> <li>- 3rd party to hold the power parties accountable</li> </ul>
<p>What are their interests/vulnerabilities? (the target's)</p>	<ul style="list-style-type: none"> <li>- <b>Power! (stay for a longer term)</b></li> <li>- <b>VOTES of their constituency</b></li> <li>- Be known for something "be the first, or I have been involved with ___ for ___ long"</li> <li>- Maintaining a pluralistic society image</li> </ul>
<p>What resources do we have? (that we could leverage against our target's vulnerabilities)</p>	<ul style="list-style-type: none"> <li>- Personal connection and the story of the MP/politician</li> <li>- Stories of the people! To get attention of MPs and those in charge</li> <li>- Media attention with a public interest element</li> <li>- Voting power</li> <li>- University students—their voting power and advise them what they can do</li> <li>- Policy change researchers and human rights tribunal</li> <li>-</li> </ul>
<p>How do we leverage those resources? (eg. what is our strategy?)</p>	<ul style="list-style-type: none"> <li>- Lobby and speaking up</li> <li>- Social media + sharing stories</li> <li>- Leverage the relationships with the MPs/Politicians (ex. Iqra Khalid) to lobby on the floor on CCMW behalf</li> <li>- Leveraging the Ministers (ex. Minister of Immigration, or defence), building relationships with them, appeal to their public interest</li> <li>- University students- have them also bombard the politicians</li> </ul>

# Anam/Amrit's Group



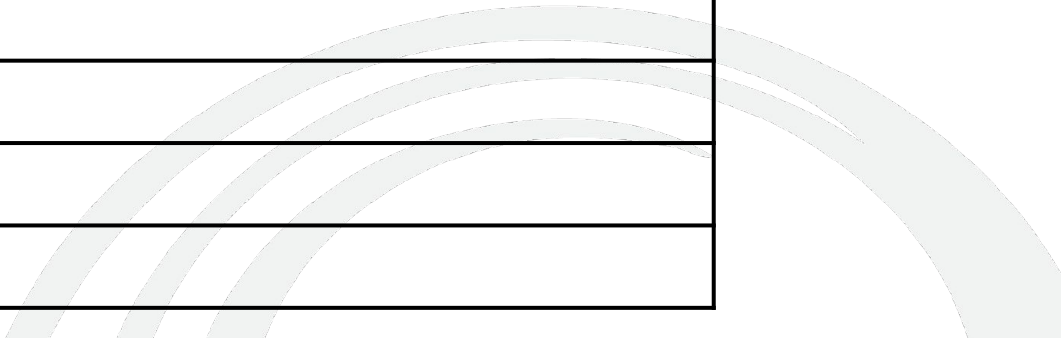
If...(strategy)	We put pressure on our local MPs to pressure the Minister of Public Safety to take the Bill C20 to the second reading, show what the negative implications are if Bill C-20 is not passed, connect the issue via testimonials and storytelling (Include stats and testimonials of CBSA issues) to the sense of connection to all humanity
Then... (goal)	We can get Bill C-20 passed
because...(assumption)	The MPs and Ministers want to keep their position of power. We have the voting power and they want to be the lead on this issue. They care about their public image.

# Sharing your Results



Name	What was your key learning from this training?
Sakina	Developing awareness
Sumaira	Be clear about your goals
Arshia	Knowledge does not lead to action
Kellie	Being specific about your goals and your actions - not generalizing/making unrealistic assumptions
Khadija	Strategies are key
Shaheen A	Strategizing
Firdaus	Strategizing your words
Wendy	Gather five minds
Shaheen S	We will recruit 20 youth to join CCMW chapters
Nuzhat	Don't rush; take your time to clarify your goal, who you want to organize, who is vulnerable.

Name	What was your key learning from this training?



Rose (Really Worked)	Bud (Has Potential)	Thorn (Needs Change)
Breakout Discussions!	Identify presenters early on	More time
	Dissect a scenario	More report back time
	Expand on eradication v reduction and the concepts	
	Adding 30 mins (end 8:30)	
	Time for reflections	

# Next Session



## Tactics

*Please read pages 71-78*





# Stay in Touch!



<https://www.facebook.com/iChangeLeaders>



<https://twitter.com/ichangeleaders>



<https://www.instagram.com/ichangeleaders/>



[contact@changeleaders.ca](mailto:contact@changeleaders.ca)



[changeleaders.ca](http://changeleaders.ca)

