



**Comms Hub  
Strategy**

2023-2027

**Building the  
Narrative Power  
of Movements**

Using data-driven communications  
to accelerate change

## Who We Are

**Comms Hub builds the power of pro-democracy and social justice movements to shape and shift public discourse through data-driven communications strategies. We create actionable insights that link research directly to real-world applications. Collaboration and learning lie at the heart of our approach as we work with civil society and communities to enhance their narrative power and expand their impact.**

We operate as a global network of strategic communications groups and social justice organizations that share a commitment to data-driven, collective communications. We offer cutting-edge opinion research, narrative analysis, social media insights, message testing, campaign support, and customized training and mentorship to empower the movements in their communication efforts aimed at advancing democracy, social justice, and human rights.



## What We Mean By Data-driven Communications

Data-driven communications involve gathering, analyzing, and understanding information to uncover valuable insights into how audiences think and respond to messages. It allows us to understand their worldviews, identify resonating frames, build powerful messages, and recognize trends across various media platforms. To achieve this, we utilize a range of qualitative and quantitative tools and methodologies, including quantitative surveying and segmentation analysis, qualitative message and visual testing, narrative research, and social media listening. These tools and methodologies provide us with the knowledge to develop well-informed communication strategies to drive narrative change.

## How We Started

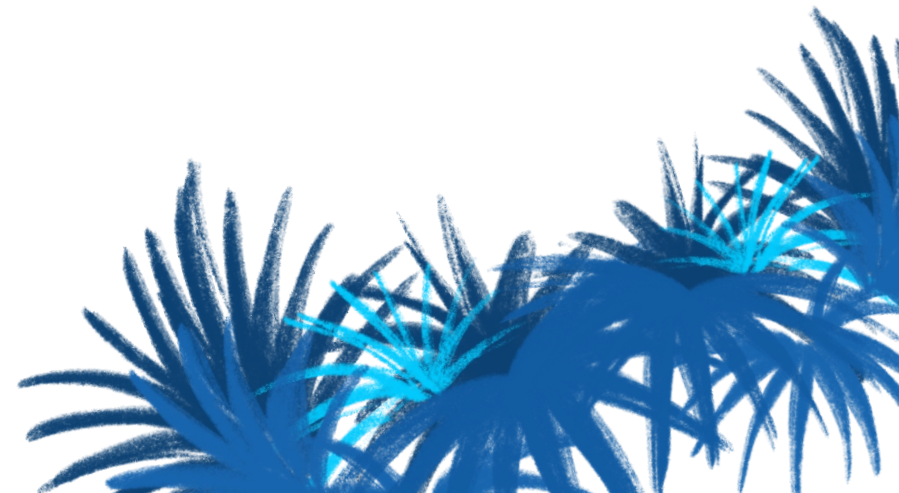
Comms Hub was born with the vision to empower pro-democracy civil society groups with cutting-edge research, communication strategies, messages, targeting, and related media insights tools. In 2019, we embarked on our journey as a pilot, testing our methods, refining our approach, and learning along the way. Building upon our lessons, we formally registered as a foundation in Spain in 2022. Our core team consists of value-driven experts who collaborate remotely from various corners of the world. Alongside our network, we strive to create a future where pro-democracy and social justice movements thrive.

## Our Vision and Mission



**We envision a world where everyone can actively engage in constructive public dialogue, fostering diverse perspectives and nurturing pluralistic, equitable, and democratic societies.**

Comms Hub works as an accelerator of change by providing research and expertise to empower civil society and communities, equipping them with the tools and skills needed to shape and shift public narratives. We focus on fundamental rights that are increasingly contested but critical to the future of democracy and social justice. It is within these pivotal spaces that we advance constructive dialogue, ignite engagement, and mobilize collective action. **Our priority areas include democracy, gender justice, climate justice, and disinformation.**



# Our Approaches



## > Repairing

We provide movements with the essential evidence, data, and knowledge they need to advance narrative change.

## > Building

We strengthen the narrative power of movements by providing insights to strategically apply evidence and knowledge in the real world.

## > Leveraging

We harness the potential of technology and its advancements to foster narrative change.

## > Incubating

We serve as a platform for hosting pooled donor-funded projects to regrant funds to grassroots civil society organizations.

## > Expanding

We connect different stakeholders to amplify the impact, influence, and reach of movements.

## > Innovating

We push boundaries by exploring innovative online and offline communication and engagement tactics.

## > Anticipating

We identify emerging trends, potential threats, and untapped opportunities to design pro-active, forward-looking communications and strategies.



Through these approaches, we are committed to driving data-driven communications that contribute to inclusive and equitable societies. By encouraging collaboration, sharing knowledge, and amplifying the voices of communities targeted by intolerance, we strive to build a world where pro-democracy and social justice movements flourish.



## Our Values

### Collaborative Connector

We are committed to bridging silos by bringing together individuals, communities, and organizations because we know cooperation and shared learning build knowledge and increase impact. We engage with diverse stakeholders, including activists, policymakers, artists, media, think tanks, researchers, and tech experts, to facilitate the exchange of ideas, expertise, and resources. This synergy amplifies our collective efforts and helps us move forward towards our shared goals.

### Agile and Flexible

We understand that the landscape of social justice movements and public discourse is constantly evolving (especially in the digital communications ecosystems), requiring us to adapt and respond quickly. By being nimble, we effectively navigate complex environments and stay responsive and dynamic in our strategies and tactics.

### Empowering and Context-sensitive

We acknowledge the importance of tailoring our approaches to the unique needs and contexts of the communities in which we work. We prioritize meaningful engagement with movements and organizations, working with them as equal partners in the design, implementation, and evaluation of strategies.

### Learning-driven

Learning is at the heart of our work at Comms Hub. We are a learning organization, constantly seeking new insights, staying informed about emerging trends, and reflecting on our practices and impact. Through rigorous evaluation, sharing of best practices, and open dialogue, we ensure that our work is rooted in data-driven approaches, leading to more effective strategies.

# Our Network



At Comms Hub, we work together with our network to drive strategic communications for democracy and social justice. Our network includes:

**Member Hubs and Key Partners:** These are strategic communications groups or pro-democracy and social justice organizations that share a commitment to data-driven, collective communications. We work closely with our Member Hubs and Key Partners as they actively engage with aligned local organizations and coalitions to implement communication strategies and campaigns for joint projects.

**Ecosystem Allies:** Beyond our Member Hubs and Key Partners, we connect with diverse actors within the broader ecosystem, bringing them together to strategize and expand successful approaches. These Allies include regional and international networks and NGOs, research institutions, policymakers, tech experts, creative agencies and other narrative change and strategic communications organizations dedicated to social justice and pro-democracy initiatives. Collaborating with the Ecosystem Allies allows us to harness collective expertise, resources, and networks to advance our mission.

**We prioritize long-term engagement with our network, emphasizing ongoing exchange, learning, and cross-pollination of ideas and best practices. These sustained relationships enable us to deepen our understanding, expand our capabilities, and collectively work towards narrative change. While our current work focuses on the European and Eurasian regions, we are actively working to establish relationships and expand our presence in other regions.**



# Our Model: Data-driven, Collective Communications



## 1 Building Strong Communities and Networks

We work with a local Member Hub or a Partner organization to foster strong communities and meaningful collaboration among diverse stakeholders. Together, we define our goals and the theory of change, forming a strong network to advance our shared objectives collectively.

## 2 Creating Evidence and Knowledge

We jointly create knowledge and evidence with the groups through opinion research, narrative research, social insights, and message testing, aligning our research with the theories of change identified with the groups.

## 3 Training and Mentorship

We provide tailored training and mentorship to groups at various stages and on different aspects of strategic communications. This helps them apply research insights and scale their communications.

## 4 Collective Communications

We work with the groups to design and implement collective campaigns and long-term narrative change strategies using the evidence we have generated. Through this collective effort, we amplify communications to enhance the impact, influence, and reach of the groups and movements.

## 5 Evaluation, Learning, and Knowledge Sharing

We collect feedback, evaluate our work, and share our learnings with peers who are working on similar issues.



# The Challenges

## Growing threats to social justice and democracy

Movements working on democracy, gender justice, and climate justice are facing mounting challenges. Illiberal actors exploit these issues, intentionally fueling divisions within public discourse and paving the way for regressive policies. The use of authoritarian tactics, coordinated on a global scale, poses an imminent threat to the very foundations of social justice, civil society, and democracy.

This dynamic strategic landscape has become further complicated by the alarming impact of disinformation, amplified by social media algorithms. The spread of false narratives and manipulated information exacerbates polarization, further undermining efforts for social justice and democracy. NGOs, activists, and groups face limitations on their freedoms and the right to voice their dissent as repressive forces aim to consolidate power and increase dysfunction in communities and societies.

## Siloed approaches weakening narrative change

While there is a growing commitment to narrative power for social justice and democracy, practical knowledge and data-driven approaches are often lacking. Collaborations and alliances are forming, but there is a need to bridge the gap between research and effective campaigning now. Siloed approaches to narrative change hinder the ability to address underlying threats and tactics, resulting in less effective responses and a lack of clear overarching pathways for promoting social justice. There needs to be an increased understanding of data-driven communication strategies applied collectively.





## What's to come

### **Evolving social media landscape and AI implications**

Within the ever-changing social media landscape, we face new and pressing challenges characterized by declining usership and the dominance of a select few companies. These shifts pose significant hurdles to the reach and impact of social media campaigns as emerging platforms fragment audience engagement. Alongside this, the exponential rise of Artificial Intelligence (AI) introduces a landscape teeming with both risks and opportunities.

Issues such as disinformation, bias, privacy violations, and limited civil society access to vital tech skills raise profound human rights and social justice considerations. For instance, disinformation can undermine free speech and manipulate democratic processes, privacy violations can lead to discrimination and exploitation, and restricted access to tech skills can exacerbate existing inequalities, hindering socioeconomic progress for disadvantaged populations. To navigate these challenges, fostering inclusive dialogue and

collaboration among civil society, tech AI experts, and digital rights groups is essential. In navigating the intricate intersection of social media, AI and narrative change, our collective efforts can pave the way for an inclusive and equitable future.

### **Involving young people**

The perspectives and attitudes of younger generations are of increasing significance in shaping narrative change work across countries and regions. Their voices and viewpoints on democracy, gender justice, and climate action hold profound relevance, guiding our collective efforts to create transformative change. By engaging and involving young people, we ensure that our work reflects their aspirations and concerns, amplifying their impact and contributing to a future where social justice thrives.



# Our Strategic Anchors: Mapping our path for the next three years

1

Building Strong Bonds Within Community Network



2

Accelerating Narrative Change with Strategic Insights



3

Establishing Foundations for Sustainable Growth



## Strategic Anchor 1

# Building Strong Bonds Within Community Network



To influence public discourse and drive narrative change, it is crucial to have coordinated involvement and meaningful collaboration among diverse stakeholders. At Comms Hub, we will champion the establishment of a vibrant CommUnity network, bringing together key players from various fields, geographies, and movements. Through this network, we will facilitate the exchange of knowledge, strategies, and resources, creating a robust foundation for narrative change.

Our network will be built upon shared values, trust, and collaboration, enabling us to become a reliable source of knowledge and expertise in the realm of narrative change. We will focus on connecting civil society actors, technology and communications experts, creatives, researchers, influencers, policymakers, and donors. By strategizing and learning together, we will forge strong bonds and mobilize resources to support our Member Hubs, Key Partners, and Ecosystem Allies.

## What success looks like

- Strengthened and expanded network in Eurasia and at least one other region
- Enhanced collaboration and connections across various movements, social issues, technical fields, countries, and regions within the narrative change ecosystem
- Effective knowledge sharing and learning to help realize the economies of scale and maximize the impact of our collective efforts
- Recognition of Comms Hub as a valued partner within the ecosystem of organizations focused on narrative power for social justice



# Accelerating Narrative Change with Strategic Insights

Comms Hub will generate valuable and accessible knowledge to accelerate narrative change. Through our work, we will consistently produce outputs based on narrative research, social media listening, public opinion data analysis, and qualitative testing of messages in the form of applicable case studies, impactful videos, compelling infographics, ready-to-apply learning, and informative reports. These insights will be readily available to civil society and other stakeholders, empowering them in their strategic and communication efforts. To ensure seamless access to these valuable resources, we will establish a robust knowledge management infrastructure that effectively gathers, stores, analyzes, and visualizes insights relevant to narrative change.

Moreover, we will actively enhance our digital and public opinion research capabilities by identifying emerging trends, potential threats, and untapped opportunities. As part of our commitment to empowering our network, we will provide tailored and ongoing support. We will prioritize cross-pollination and mutual learning. By actively sharing knowledge and expertise within our vibrant network, we will foster an environment of collaboration where insights and experiences are exchanged for collective growth.

## What success looks like

- Enhanced ability to maintain relevance and responsiveness to the challenges faced by civil society and communities
- Expanded digital and public opinion research capabilities to create and disseminate valuable and accessible knowledge products that support strategies and communications of our network
- Increased engagement and utilization of data-driven communications by a growing number of Member Hubs and Key Partners



## Establishing Foundations for Sustainable Growth

To ensure the growth of our network, the expansion of knowledge and strategic insights, and unwavering support for our Member Hubs and Key Partners, it is imperative to establish the necessary infrastructure. While Comms Hub has been operating as an initiative for a significant duration, we have recently taken the considerable step of becoming an independent organization supported by our dedicated global team.

Our current focus centers on developing the necessary organizational structure, policies, and practices that foster agility, flexibility, and accountability in our operations. Additionally, the vital components of fundraising and resource mobilization play a pivotal role in sustaining our efforts to build on the transformative power of narrative change.

### What success looks like

- Consistent and sustainable growth of staff and collaborators to effectively address evolving trends and needs of Member Hubs and Key Partners in the targeted geographies
- Solidified relationships and partnerships with key stakeholders and donors who recognize and support the role of Comms Hub in the narrative change ecosystem
- Enhanced grant-making capabilities
- Enriched core funding for sustainability and growth

# Comms Hub's Roadmap for Impact

## Our Vision

A world where everyone can actively engage in **constructive public dialogue**, fostering diverse perspectives and nurturing pluralistic, equitable, and democratic societies

## Our Model

Data-driven, Collective Communications

## Our Approaches

➤ Repairing    ⬆️ Building    ⬠ Expanding  
⬇️ Incubating    ⬆️ Leveraging    ⦿ Anticipating  
★ Innovating

## Our Strategic Anchors for Three Years

1  
Building Strong Bonds within CommUnity Network

2  
Accelerating Narrative Change with Strategic Insights

3  
Establishing Foundations for Sustainable Growth

### Our Values

Collaborative Connector  
Agile and Flexible  
Empowering and Context-sensitive  
Learning-driven

### Our Priority Areas

Democracy  
Gender Justice  
Climate Justice  
Disinformation

### Our Network

Member Hubs & Partners  
Ecosystem Allies



Join the Comms Hub community and stay informed on our data-driven strategic communications initiatives.

[comms-hub.org/contact](https://comms-hub.org/contact)

To know more about our work or partner with us, write to [team@comms-hub.org](mailto:team@comms-hub.org)