Campaign and Strategy Development

The Jyot Curriculum
Learning Objectives
• Define campaigns
• Identify steps to create a campaign
• Describe the role of campaigns as a tool for organizing
• Design a campaign

Materials Needed
• Laptop, projector, and screen
• Internet access
• Speakers
• Easel with chart paper or whiteboard
• Markers
• Tape
• Papers with individual terms/definitions
• Campaign definitions handout
• Stages of a campaign handout
• Campaign issues for breakout groups

Skills to Learn
• Leadership
• Campaigning and Organizing
• Critical and Analytical Thinking
• Teamwork

Prerequisite?
What is Organizing?

Facilitator’s Key
Say out loud
Video
Conversation/Debrief
Reference Powerpoint

Workshop Timeline

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<td>Review Definition of Organizing</td>
<td>2 mins</td>
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<tr>
<td>What is a Campaign?</td>
<td>20 mins</td>
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<td>Campaign Overview</td>
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<td>Running a Campaign: How Do You Know Your Campaign Was Successful?</td>
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<td>Sample Campaign</td>
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<td>Develop a Campaign</td>
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Review Definition of Organizing

➢ Who remembers the definition of organizing? [Take responses and then read the following definition aloud.]

➢ Organizing is the process of building organizations of oppressed people who use their collective power to win changes in peoples’ lives and shift the balance of power.

Definition of a Campaign

Campaigns are central to organizing work. Who can give me a definition of campaign?

➢ Take responses and then read the following definition aloud (or have a youth member read it).

➢ Campaign: An organizing fight with concrete demands, targets, and strategies used to win victories around an issue.

In a previous session, we talked about how organizing has impacted our lives. Many of the victories we discussed were achieved through campaigns, such as the bus boycott campaign that significantly contributed to ending bus segregation in Montgomery, Alabama.

There are several steps to building a campaign. We are going to figure out those steps now:

➢ Have the following steps individually printed, and ask for 7 volunteers. Give each volunteer one step. Ask the other members to put them in order. If there are not enough members, have the volunteers put themselves into order. Have them explain their chosen order, and then help them order the steps as following.

➢ Identify problems in the community
➢ Get a bigger picture (analyze institutions and power structures)
➢ Focus on one issue and research it
➢ Set goals: SMART Goals (will be explained in handout)
➢ Develop a strategy
➢ Run your campaign
➢ Evaluate your work
Definition of a Campaign

Discuss these stages of building a campaign and sub points below using real examples if possible. Write stages out on chart paper or a whiteboard.

- **Issue Identification:** Identify problems in the community.
- **Research:** Focus on one issue and research it.
- **Power Analysis:** Identify your target, and get a bigger picture; analyze institutions and power structures.
- **Goal-setting:** Develop your campaign goals.
  - **Social Justice:** Social justice is a concept of fair and just relations between the individual and society. This is measured by the explicit and tacit terms for the distribution of wealth, opportunities for personal activity, and social privileges. What are your social goals for issues you are fighting for? How will this help the community? What will it provide?
  - **Base-building:** How will you create a solid foundation for your campaign? How will it be organized? What strategy would you use to bring people aboard?
  - **Leadership Development:** Leadership development expands the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of a campaign's strategy through building alignment, winning mindshare and growing the capabilities of others.
- **Strategy:** Develop a campaign strategy.
  - **Tactical Strategy:** How will you gain your objective goals?
  - **Media Strategy:** How will you gain attention among a larger population? How will your campaign be recognized as a whole? It is important to begin creating relationships with small media outlets and have a presence on social media.
- **Campaign:** Run your campaign.
  - **Action Planning:** Develop a plan. List what steps need to be taken in order to achieve a specific goal. Keep in mind, each goal may need different steps in order to succeed.
  - **Alliance-Building:** An alliance is a bond created between two organizations that is formed for mutual benefit. Creating a positive relationship with organizations or campaigns can help accomplish goals and succeed.
- **Evaluation:** Evaluate the campaign.
Campaign and Strategy Development

Sample Campaign  20 mins

-[Have papers with either a term or a definition placed under the chairs around the room. Have a definition handout ready to give to each youth member after the exercise has been completed.]

I want everyone to look under their chairs. If you have a piece of paper under your chair, you're going to play a part in developing a list of definitions for the many different terms that we're going to use in this section.

Half of you have single terms on your paper, and the other half of you have definitions. I want you to read your paper, and then I want you to get up and find the person whose paper corresponds to yours. Once you've found each other, stay next to each other.

Give the participants time to find each other. Once they're all paired up, go through the definitions in the following order, calling out the term and reading the definition. If the pair is correct, have them come up and post their answers at the front of the room. Ask if participants have questions on terms throughout this part of the exercise.

Campaign: An intensive, sustained, and coordinated organizing fight that uses the collective power of organizations to strike at a target until it meets your demands. Organizing campaigns mobilizes people to engage in direct action on specific issues against defined targets. Campaigns seek to redistribute power and/or resources, bring institutional change, and build grassroots leaders.

Tactics: The specific activities used to apply pressure on the target(s) in order to push it to give you what you want. They are one step in a campaign plan.

Direct Action: A tactic used by organizers to expose, confront, and hold accountable the campaign target. These are face-to-face confrontations between a constituency and an individual target over a specific demand.

Campaign Overview  30 mins

Screen this TED Talk: Melati and Isabel Wijsen: Our campaign to ban plastic bags in Bali.

Sample Campaign

Review a few sample campaigns on Amnesty International's website. Click here and campaigns are listed under, “GET INVOLVED WITH OUR GLOBAL CAMPAIGNS.”

Screen this TED Talk: Melati and Isabel Wijsen: Our campaign to ban plastic bags in Bali.
Campaign Overview (continued)

- **Campaign Goals**: The desired outcomes for an organizing campaign. Most campaigns strive to achieve three types of outcomes:
  - **Social Justice**: Also known as campaign victory. The specific policy or institutional change for which the campaign is aiming.
  - **Base-building**: Strengthening the group's membership size and power.
  - **Leadership Development**: Developing the leadership skills and experience of the group's members.

- **Strategy**: A plan to organize your people and your allies to force the target to meet your demands and help you reach your goals.

- **Organizing Strategies**: Your plans for building your base and increasing the number of allies who support you in the fight.

- **Campaign Strategies**: Your plans for pressuring the decision-makers and neutralizing your opposition.

- **Target**: In an organizing campaign, the person who has the power (aka the decision-making authority) to give you what you want. An individual is the easiest to hold accountable, so organizers strive to determine through research which person has the most significant control.

- **Power Analysis**: The process used to evaluate the power of your target and other important players (allies and opponents) in comparison to your group's power. This includes conducting an analysis of where you and your target are vulnerable, the position and power of key supporters and opponents, and opportunities for changing the balance of forces.

- **Problem**: A general social condition or a system that negatively impacts your community.

- **Issue**: A solution or partial solution to the problems impacting your community. It always has at least three elements: a constituency with a grievance, a set of demands that address the grievance, and an institutional target at whom the grievance is directed.

- **Demand**: The specific concessions that you are demanding from your target as solutions to your community's problems.

- **Frame**: The way your organization talks about the issue to your constituency, target, and the media. Your frame should both speak clearly about your specific issue and promote your deeper values.

- **Issue Identification**: The process whereby constituency members assess and define their own needs and visions for change, and choose the issues around which they will organize and fight.
Consider criteria for what a good campaign should do. What do you think are some factors that can indicate that your campaign is successful?

- Answers may include that the campaign must:
  - Result in concrete changes
  - Give people a sense of their own power
  - Alter relations of power
  - Be winnable
  - Be worthwhile
  - Be widely felt
  - Be deeply felt
  - Be easy to understand
  - Have clear and simple messaging
  - Include compelling stories/shocking facts/statistics
  - Have a clear target(s)
  - Have a clear timeframe
  - Be non-divisive
  - Build leadership
  - Set you up for the next campaign
  - Celebrate small victories with supporters/constituency
  - Can be used to raise money

Let’s talk about tactics for a few minutes. A tactic is an action we can take to use our power as everyday people to force the target(s) to meet our demands/give us what we want. A good tactic puts direct pressure on the target(s) and builds the confidence of your base. What do you think are examples of tactics?

- Sample answers to discuss:
  - Letter writing
  - Delegation visits
  - Mass demonstrations
  - Takeover of public property
  - Accountability sessions
  - Teach-ins
  - Civil disobedience
  - Public meetings

The best approach to campaign planning is to escalate your tactics over time.

- Ask students to offer an example of when they have seen this, small or large scale.
Develop a Campaign

Break up the group into four, or what works for your group size. Assign each group an issue and ask them to develop a campaign using what they’ve learned (give them about 20 minutes to develop the campaign). Inform them that they will be presenting for 3-5 minutes each, and they should use the stages of a campaign and terminology they just learned. They will use the provided worksheet as a skeleton for building their campaign. Allow for discussion and be sure to provide each group with feedback. You may create your own sample issues, or use the options below.

➤ Issue #1: Your school has made a new rule that students are no longer allowed to wear any religious symbols at school. This rule prevents Sikhs from wearing articles of faith such as turbans and kiras, prevents Christians from wearing crosses, Muslims from wearing hijabs, etc.

➤ Issue #2: The local government in your town has decided to shut down a public health facility that currently provides free and much-needed health care to low-income individuals in your community. Without this health facility, most people in the community will have nowhere else to go for their health needs.

➤ Issue #3: Your state’s government gave permission to a corporation to run a gas line underground through the state. You know that this gas line will bring many potential health and environmental risks to people living in the state.

➤ Issue #4: The U.S. government has declared war on Canada over a silly argument between the two governments. You do not believe in this war and know that many people will die unnecessarily, if the United States moves forward with it.
Sources


*Youth Organizing for Community Power: Organizing Skills Training Manual, The School of Unity & Liberation (SOUL), pages 197-200, 205*