**Campaign Strategy Planning**

Unions Fighting Austerity at Curtin University

What is Lobbying? We consider lobbying as a key activity of advocacy. It is an important advocacy activity. When we lobby, we aim to persuade or influence the actions of a certain group to support our position.

What is Advocacy? Advocacy is the process of raising voices in an effective manner so as to influence others. Advocacy is a means rather than an end or a product, it is about informing and educating your target group.

1. **Campaign goal**

*The overarching vision or big picture change that winning the campaign will contribute to. e.g. “A rapid transition from coal to renewable energy.”*

1. **Issue**

*An issue is part of the problem and part of the solution. Three useful criteria to select an issue are: (1) does it have flow on impact; (2) is it broadly and deeply-felt; and (3) is it winnable?*

1. **Campaign Objective**

*Write objective in a SMART format: Specific and strategic in the sense that it supports your campaign objective; Measurable, Achievable (doable); Realistic (within your group/organisations capacity); and, Timebound.*

1. **Decision-maker/Primary target**

*Person (or sometimes people) who can give you what you want.*

1. **Secondary target/s**

*Person or people or who can influence the primary decision-maker.*

1. **Theory of Change Statement**

*If we do [activities/approach] then [change/outcome will occur] because [reason/logic].*

1. **Forcefield Analysis**

*Forces for and against your campaign objective. Can include political, economic and cultural factors. Forcefield analysis can help us tease out differences of perspectives within our group. It can help us decide where to focus our energy during the campaign, and to anticipate obstacles.*

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| --- | --- |
| **Forces AGAINST change (make it hard to achieve the objective)** | **Forces FOR change (make it more likely to achieve the objective)** |
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**8. Sources of Power and Pillars of Support**

*Particularly useful if facing a very powerful decision-maker who is part of the government and you need to organise and mobilise people power to influence their decisions. Which key social groups and institutions supply what sources of power (political and legal legitimacy, human resources/workers, particular skills and knowledge, money and infrastructure, beliefs, fear of sanctions/security forces). Identify the key pillars you will focus on shifting/undermining/or ‘neutralising and the social groups you want to pull over to your side.*

**9. Power Map**

*Identify campaign influencers, allies and other stakeholders and the relationships between them.*

**10. Critical Path**

*Critical path identifies one or more pathways to achieve broader movement goals or for achieving discreet campaign objectives. The more concrete and achievable the objectives are, the easier it is to develop a critical path that can then serve to guide your group’s efforts.**Think of each step on the critical path as smaller changes. Each smaller change should lead to the next one, building on one another until the campaign objective is realised. Revisit the critical path regularly.*

Template: (add streams as necessary)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Stream 1 | Interim outcome / impact / change | Interim outcome / impact / change | Interim outcome / impact / change | Achievement of Campaign Objective |
| Stream 2 | Interim outcome / impact / change | Interim outcome / impact / change | Interim outcome / impact / change |

Explanation of critical path: https://commonslibrary.org/critical-path-analysis/

**11. Tactics**

*Criteria*

*A set of criteria to assess potential tactics then apply these criteria to assess and justify tactics:*

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| --- | --- | --- | --- |
| Can you really do it? Do you have the needed people, time and resources? | Do your tactics escalate over time? | Is it within the experience of your own members and are they comfortable with it? | Can lots of people participate in it? |
| Is it focused on either the primary or secondary target? | Does it meet your organisational objectives as well as your campaign objectives? | Do you have enough leaders experienced enough to do it? | Will it play positively in the media? |
| Does it put real power behind a specific demand? | Is it outside the experience of the target? | Will people enjoy participating in it? | Does it reflect/embody your values and vision?) |

*Tactics are the social action activities used to achieve the goals and objectives. The strategy is the sequencing of these in a logical and high impact way. List and describe the tactics expected to be required to achieve each campaign objective. Decide which tactics will deliver the greatest impact for the energy and resources you invest. Prioritise tactics that meet your agreed criteria! Think about what tactics are needed to achieve each of the smaller changes that are part of your critical path. Revisit these regularly.*

**12. Communication strategy**

*What messages do we want to communicate? What key messages will motivate specific audiences (primary and secondary targets, key allies, constituents, media outlets) to take specific actions (tactics) to support your campaign objective? This might include 3-4 ‘sound bites’, grabs or headlines, statistics, key facts and ideas for community campaigning materials, website and other publications.*

**13. Circles of Commitment**

*How are you building participation in your campaign? Who is in each circle? What do they do? What is going well with this current allocation of tasks? Is there anything you feel needs to be done differently that would improve the effectiveness of the campaign? Think about your ‘core’ for a moment. Are there tasks currently being undertaken by the core that could be done by people who are committed? What about the people in the other circles? How might they be encouraged and supported to be more involved?*

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| --- | --- | --- |
| Circle of commitment | How do we recruit people to this level of commitment? What action/s do these people do? | How will we help them get more involved? |
| Community |  |  |
| Connected |  |  |
| Contributor |  |  |
| Committed |  |  |
| Core |  |  |