

The Ruckus Society

Campaign Strategy

HANDOUT

Campaign:

A strategic series of coordinated and escalating activities designed to achieve a specific goal.

Strategy:

A plan to organize your Folks and your Friends to *force* The Man to give you the Goods.

Key Terms:

- **Your Folks** (base): Who is impacted by this issue? –or- Who is the core group you are organizing?
- **Your Friends** (allies): Who else has a stake in the issue and can help you win your campaign?
- **Force** (tactics): What actions can we take with our power as everyday people to force The Man to give us what we want?
- **The Man** (target): Who specifically can give you what you want?
- **The Goods** (demand/goal): What do you want the target to do/give you?

SOURCE: Strategy definition adapted from School of Unity & Liberation's Political Education Workshop Manual. (www.schoolofunityandliberation.org)

Strategic Campaign Planning

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Spectrum of Allies

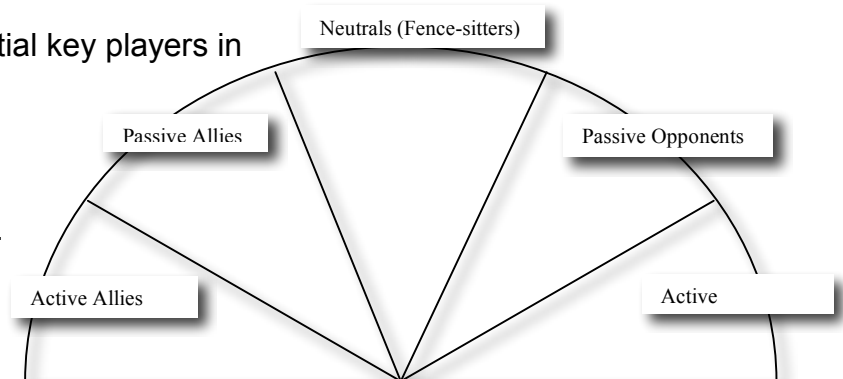
HANDOUT

Start by placing current and potential key players in the appropriate wedges.

When you have the key players in place, it leads naturally to making choices about who to reach out to.

To do that, ask:

- Which groups do we have some access to, or credibility with?
- Which groups already get a lot of attention from organizers and which ones suffer from neglect?
- Which groups do we personally feel most called to persuade?
- Which groups would help us expand our circle of influence, create a ripple effect?



Here is an example from a Student Nonviolent Coordinating Committee organizer, Bernard Lafayette, who describes identifying allies in their efforts to register voters in Selma, Alabama, in 1965:

We tried to get people around the city to come, but it was slow. So we went out in the rural [areas]. The people out there are close to the earth, they're very religious and warm and friendly. And mostly they're unafraid. They own most of their own property and their little stores. So we got these people to go and try to register to vote.

Then we used this as a leverage to try to embarrass many of the people in the city. City folks are sometimes critical and skeptical about country people. So we pointed that these people were really getting ahead. When these city people began to go down it was really sort of a birth of a movement.

In this case, going after a group that was easier to reach (rural folks) made it more possible to mobilize a harder group (city folks). At other times, one might choose to reach out to harder-to-mobilize groups first.

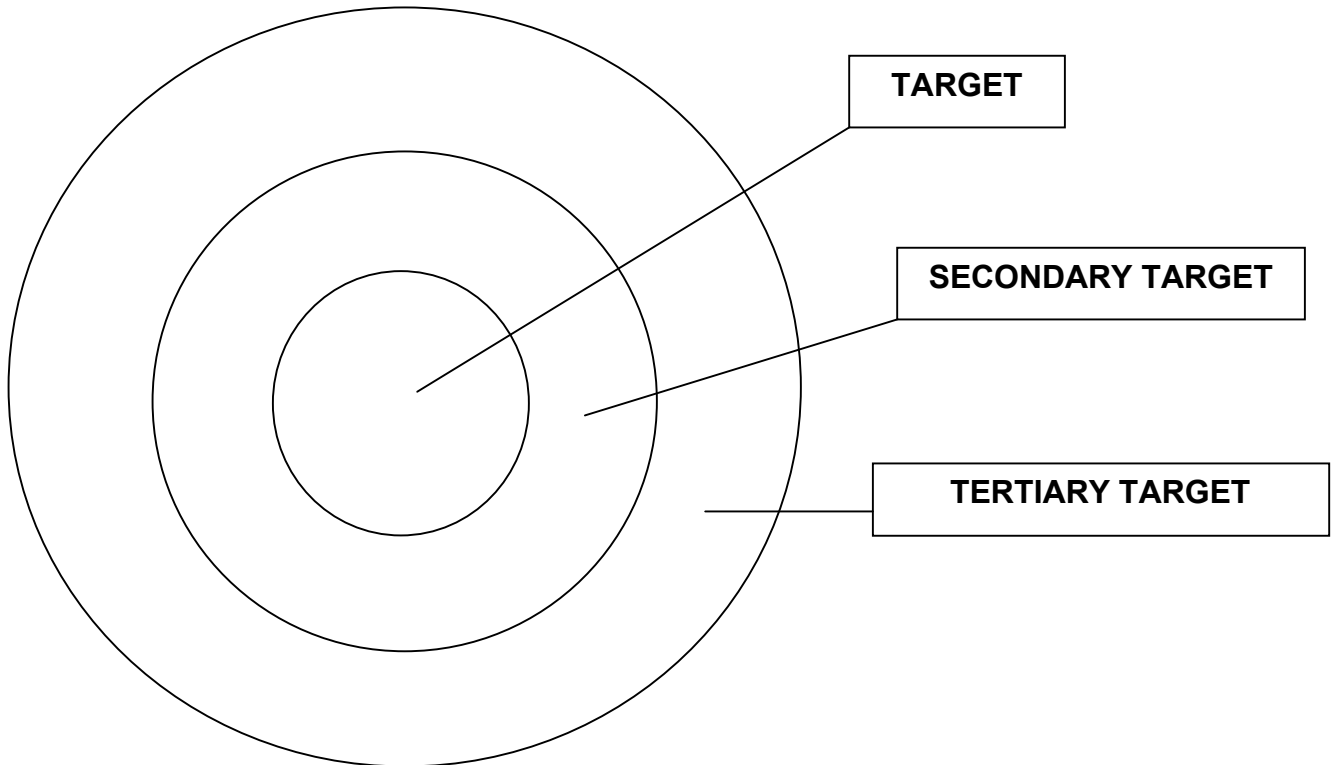
Remember: in most social change campaigns it's not necessary to win the active opponents over to your point of view, even if the opponent is the target. It's only necessary to move each of the wedges one step in your direction. If you can make your passive allies become active, and the neutrals become your passive allies, and the passive opponents act neutrally – **you can win.**

Written by Daniel Hunter, Training for Change (www.TrainingForChange.org). SNCC story from Guy and Candie Carawan, ed., *Sing for Freedom: the story of the Civil Rights Movement through its songs* (Sing Out Publication 1990), page 246.

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Choosing a Campaign Target

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TARGET: a person who can be forced to give you the goods. They are a decision maker. Institutions, like the US government, or corporations, like Chevron, are not clear targets, because they are large and vague. But individuals within those larger groups, like the US President, or the CEO of Chevron, are clear targets.

SECONDARY TARGET: Every target has people who influence their decisions. Most decision makers have a small circle of people close to them that have a lot of influence over them. If we can't directly get the target to change their position, we can pressure the secondary targets to influence our campaign target to make a decision in our favor, using tactics like nonviolent direct action.

TERTIARY TARGET: These people probably don't have direct influence over the campaign target, but they do have the ear of the secondary targets and could be helpful in our campaign.

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The SMART Model

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One model for creating clear campaign objectives is the SMART model.

The SMART Model:

S= Specific

Clear as to what, when, and how.

Everyone looking at this goal will come away with the same understanding of what is to be accomplished

M= Measurable:

Gives clearly defined ways to measure success, either quantitatively or qualitatively.

A= Activating:

People feel motivated and inspired to get involved.

R= Realistic:

Sets the right balance between a dream goal and an easy goal to reach. You truly believe you can achieve it. You have the resources it takes to get it.

T= Time-specific

Connects to a larger vision that will make a change in the current world. Will happen within a specific time frame.

Unclear Objectives	SMART Objectives
Increase our number of members.	Add 1200 qualified new members by December 31 st of this year.
Get recruiters out of our schools.	Pass a system-wide policy by June of 2008 that reduces recruiter access to two visits per school each year.
Train young people in nonviolent direct action	Train 2000 people ages 15-30 in Introduction to Non-Violent Direct Action in 2007.
Win the election in November	Register 1500 new Democratic voters in Virginia to vote in November 7 election and win a Democratic Senate seat.

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Six Stages of Nonviolent Campaigns

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Every campaign is different. But based on experience, there are important steps that every campaign has to take. The group begins by framing their issue and then goes into the following stages, approximately in this order:

- (1) **Investigate/gather information:** Get the facts. Clear up any possible misunderstanding right at the start. If an injustice clearly has been done, be equally certain exactly who or what is to blame for it. The complexity of society today requires patient investigation to accurately determine responsibility for a particular injustice. The ability to explain facts rather than just relying on rhetoric will win support and prevent misunderstandings.
- (2) **Educate:** Keep campaign participants and supporters well-informed about the issues, and spread the word to the public. Education also requires facing issues of oppression and internalized oppression that may face the group. Tactics may include leaflets, street theater, training, informal street speaking, door-to-door personal visits, phone calls and press releases. Always stick to the facts, avoid exaggeration, be brief and show good will.
- (3) **Increase motivation and personal commitment for the struggle ahead:** Prepare your group to commit itself to nonviolent action. This includes getting ready to face backlash or possible repression for some of the actions necessary to establish justice.
- (4) **Negotiate with target:** Meet with opponents and put the case to them. A solution may be worked out at this point. It is possible that your opponents have a grievance which you didn't know about. Now is the time to find out. If no solution is possible, let your opponents know that you intend to stand firm to establish justice.
- (5) **Direct action:** Engage in tactics to resist the unjust system. Some of these may be legal strategies while others may be outside of the law, such as the use of civil disobedience.
- (6) **Create new relationship with opponent that reflects the new power reality.** King referred to this stage as "reconciliation" – not losing relationships because of nonviolent action but building stronger, more respectful relationships.

Six Stages of Nonviolent Campaigns derived from Dr. Martin Luther King's essay "Letter from Birmingham Jail" in Why We Can't Wait, New York: Penguin Books, 1963

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Campaign Mural

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Creating a campaign mural helps to ground the group in the story of its campaign work to-date. Then, the group can apply these goal centered criteria to evaluate campaign work.

Step 1: Draw a mural of all the events, phases, emotions, successes, and challenges that were part of the campaign (either overall or during a certain period).

Step 2: Compare the mural to the evaluation criteria (to the right). Consider external events: did they impact the group's choices?

Step 3: Evaluate the campaign as if you were an external strategist, looking for strategic insights and lessons.

Step 4: Identify growth edges for the group, and how to be more effective, based on the campaign evaluation.

Evaluation Criteria

Direction: Did we have a clear goal we were headed towards?

Consistency: Did we keep pushing toward that goal? Did our actions match that goal?

Flexibility: Did we change when we needed to? Were we able to stay responsive?

Self-Care: Did we take care of each other while we got the work done? Did we have fun and stay in touch with our motivation?

Review of Activities by Daniel Hunter, Training for Change (www.TrainingForChange.org) Adapted by Hannah Strange, The Ruckus Society (www.ruckus.org).

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Strategic Campaign Planning Workshop Evaluation Form

HANDOUT

Date & Location of Training:

Name of Trainer(s):

Please rate the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
As a result of this training by The Ruckus Society:				
I can better define campaign terms like strategy, goals, base, allies, target and tactics.				
I understand how to develop a campaign				
I see how nonviolent direct action fits into a campaign				
I feel that Nonviolent Direct Action can help my group/community win our campaign/struggle.				

Circle Yes or No:

Have you been part of Nonviolent Direct Action in the past? **Yes / No**

Were the trainers knowledgeable about the topic? **Yes / No**

Comments:

Were the trainers skilled at conveying their knowledge/information? **Yes / No**

Comments:

(PLEASE TURN OVER)

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Please answer the following questions briefly:

Highlight of the training:

Would you add anything to the training?

General Comments:

NAME (OPTIONAL)

Please add me to The Ruckus Society e-mail list for updates about future trainings and actions!

Name: _____

E-mail address: _____