

PLANNING A CAMPAIGN

Campaigns usually start because we feel anger or compassion (the stirrings of the spirit within us) about some injustice, which is in the news. The impulse is to do something now - a vigil a march, letter-writing - but if we take a little time to analyse the situation and develop a strategy, rather than rush about doing tactics, we are likely to be much more effective. This is an outline of some stages to work through.

Clarify your goal. What do you actually want to see happen? Is it negotiable or non-negotiable? What is your bottom line, the least you would settle for?

Analysis What forces are working for and against achieving your goal? Try a 'force field analysis' (see over). Which hostile groups can block your goal? Which friendly groups might you involved in the campaign? Try a 'social speedometer' (see over).

Does achieving your goal require changes in:

- (i) beliefs/attitudes - if so, whose? General public? Specific groups? the government or other officials? How deep a change? The more deeply rooted people's ideas are, the more resistant they (we!) are to changing them.
- (ii) behaviour - again, whose? How difficult/threatening would those changes be?
- (iii) the policies of government or others? If so, how deeply are current policies rooted in the government's ideology?

What actual or potential resources do you have? - people, time, skills, money, contacts, God ...

Strategy (within the spirit of principled nonviolence: care and respect for everyone, willingness to accept suffering rather than inflict it, recognition that no one has the whole truth, etc. See separate 'Characteristics of a nonviolent campaign' sheet.)

Communication: what information or messages do you need to communicate to whom? (eg. if working for refugees, the main message you might want to convey is "these are people just like us".) What means of communication do you have?

Persuasion: What would persuade your opponents to make the change you want? Whom do they listen to and take seriously? What methods could you use to communicate to them directly or indirectly?

Coercion: If your opponents are unpersuadable, what kind of pressures, non-cooperation or action would make them decide to change? How would you achieve this? Is there a need for direct action?

Planning By now you should have a whole lot of ideas for actions. What order should you do them in? Construct a timeline from now to an appropriate date in the future, putting in events, publications, etc and the actions that need to lead up to them.

NB: Anyone can be a strategic thinker: Just add the words "in order to ..." to any proposed action and complete the sentence.

FORCE FIELD ANALYSIS

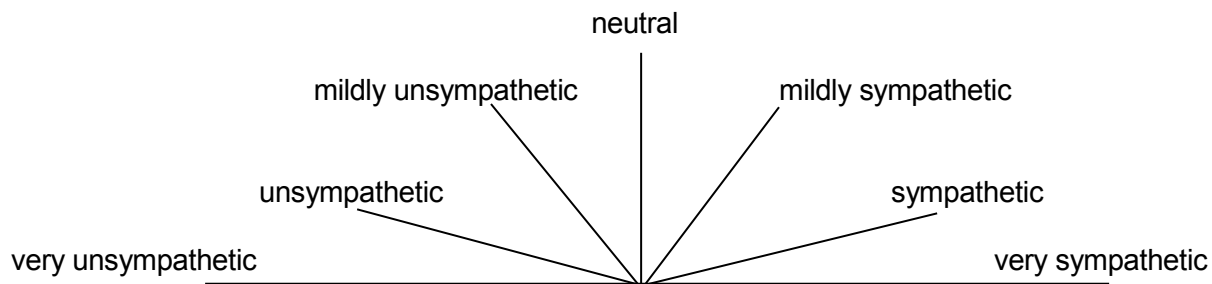
Write your goal across the top of a sheet of flip chart paper. Divide the sheet vertically in two. One side is 'for' (+), the other 'against' (-).

Goal of your campaign	
+	-

List on each side the forces working for or against the achievement of your goal, including: (a) individuals; (b) groups and organisations; (c) various types of general public; (d) ideologies and beliefs; (e) social traditions and assumptions; (f) geographical factors; (g) your own skills and resources.

Take a look at these and pick out the strongest on both sides. How can you counter the strong forces working against you and use those working for you?

SOCIAL SPEEDOMETER



Draw a spectrum like the above. Put into the relevant places the various people and groups who have an interest in your issue. How many on the hostile side have the power to block the achievement of your goal? How can you move people one step nearer the very sympathetic side? Is it enough for hostile people to become neutral?

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