

## How to run a campaign - Toolkit

This toolkit was designed to help someone design their own campaign from beginning to end. Remember that your Union is there for you every step of the way.

### Before we start - What do we mean:

The first thing we need to consider is what we mean when we say campaign:

**A campaign is a period of activity designed to create change.**

We don't want to just raise awareness. We want people to act on their knowledge, we want to create meaningful change.

### Step 1: What do you want to change:

It is important to clearly identify what we want to change. This is going help us later when we want to create campaign objectives. So what do you want to change? Why is this change important? Are you the right person to lead this change?

What do I want to change? \_\_\_\_\_

\_\_\_\_\_

Why is it important? \_\_\_\_\_

\_\_\_\_\_

Who does it affect? \_\_\_\_\_

\_\_\_\_\_

Why should I do it? \_\_\_\_\_

\_\_\_\_\_

If you have all the answers here filled out, move onto step 2.

### Step 2: Time to do some research

Research is important to making a campaign a success and a good way of conducting this research called a **PEST Analysis**

**Political** - What is the political context for your campaign? Who is making the decisions? This is key to find out who are the people you need to influence.

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**Economic** - What is the current financial situation? Who is paying (or isn't paying) for things? Can we afford the solution? How could we?

**Social** - What does the public think of this issue? Are they misinformed? Do we need to re educate them as part of our campaign?

**Technical** - What are the technical issues around your issue? Is it complicated to enact?

The political issues are:

The Economic scene is:

Here is the social landscape:

Here are the technical issues:

When you feel you completed this section move onto step 3.

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## Step 3: Creating Aims

When we look at creating aims we need **Clear, Simple, Achievable** aims. This means you can understand when your campaign is a success and measure what you have done so far to create change. If you are doing a mental health campaign consider how you are going to measure if you have been successful, an increase of visitors to the mental health support services? Or maybe clicks on a self help website?

If you are doing a big campaign that may need wide reaching change make sure you break it down into measurable steps. If you want to make textbooks free on campus start with one school and then move on to the next and the next.

If we are successful it will look like this:

To do that here are our aims:

Now you are ready to move on to step 4.

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## Step 4: Identifying our Targets, our Allies and our Detractors

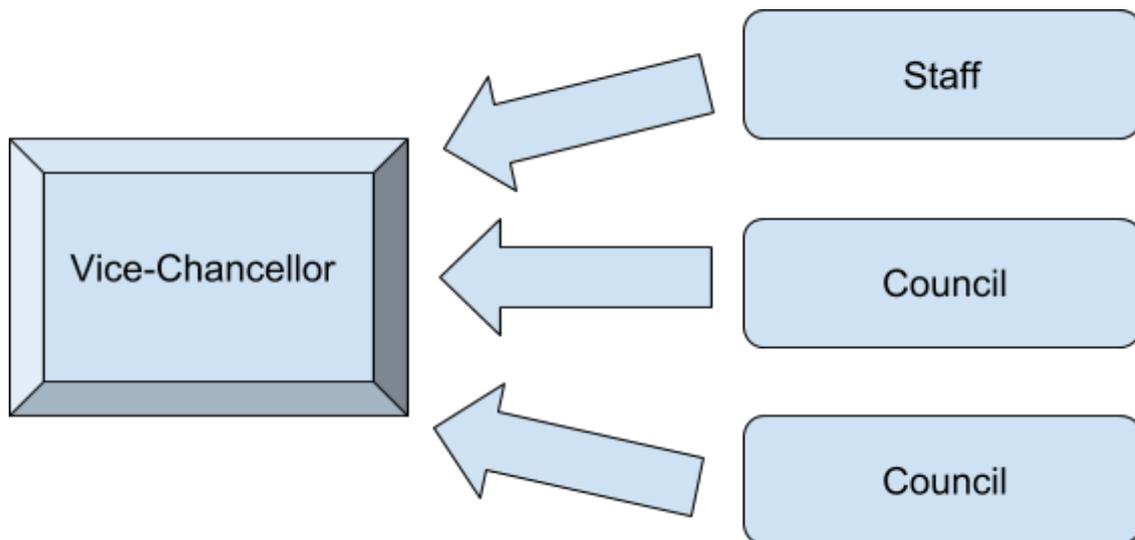
When planning our campaigns it's important that we clearly map out the people involved in the campaign.

**Allies** - Who are the people and groups who are going to be supporting our campaign? Any campaign we do must make use of all our allies. This might be students, staff, the Union and external organisations.

**Targets** - Who are the people who will make/ or have made the decisions on your issue? Ideal Targets are individual or groups who aren't directly opposed to our campaign or ideals.

**Detractors** - Who will be the people or individuals that will be against our aims or ideals? Any campaign has to work to negate their influence. We will not try to make them allies.

Some Targets may be Detractors so we need to explore how to influence those in a position of power. When looking at power we need to understand how individuals gain and use power. An example is a Vice-Chancellor at a University.



In that example we see where a VC's power comes from. Any campaign would need target where their power comes from. So that the VC would feel they have no support and therefore no power. So we would ensure we would get support from students, staff and University Council.

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| Who are our Allies | Who are our Targets | Who are our Detractors |
|--------------------|---------------------|------------------------|
|                    |                     |                        |

Time for step 5.

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## Step 5: Getting people together

Ok we have some campaign aims, some targets and we are starting to form a plan. Now we need to get people together.

When getting people together we need to make sure that people know what you want to do and why you want to do it. Be explicit as to what change you want to make when recruiting people, so they can be sure of what they want to change as part of.

We also need to manage our volunteers expectations and make sure they can contribute to our campaign in their own way. Volunteers will often lose motivation if they get asked to do things they don't like or don't feel able to do. Make sure you find out their personal motivation to campaign and let them identify their skills they can contribute to the campaign.

Why are people volunteering for our campaign?

How can we make sure we meet their expectations?

Now it's time to plan some actions in step 6

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## Step 6: What type of actions need to be taken

Now that our targets have been identified and we have some people together we can look at the types of actions we could make. We should go back to our list of Allies, Targets and Detractors and look at the actions we could make to utilise our allies, negate our detractors and convince our targets.

**Petitions, Open Letters, Public Meetings** - These are good for showing support to our Targets from our Allies.

**Reports and Open Editorials** - These are effective to show Targets our research and why our idea and campaign is worthy of acting on. It can also refute the actions of Detractors

**Face to Face meetings** - If our Targets are public or open figures we can use face to face meetings to make our point. Launching full protests at this point might be deemed excessive unless our Target shuts themselves off from our message.

**Protests, Marches** - These are very effective against Targets who may be closed off to us and to put pressure on the people who give them power.

The idea of '**scandal**' can be good for recruiting volunteers and helping to create media interest.

**Scandal is created when we have a horrible situation and someone making profit from it and then this is coupled with what is being done and what could be done.**

This is the best way of communicating our message and often campaigns just look at half of a scandal. A good campaign shows and empowers supporters.

## Step 7: Planning the campaign

We have actions, aims, volunteers, and a clear sense of direction, now we need to plan the campaign.

A common model of campaign planning is one that works in reverse from our key dates. After we have established our aims, actions and we have some volunteers, we now need to look at the key dates of our campaign. Is there a key council meeting? Is the Campaign time sensitive?

Once we have our dates and our activities confirmed we then work backwards to our current date so we can break down what needs to be done, week by week and decide who and what can be done. This is the basic ground work for project planning and gives us a good framework for our weekly meetings. We can check in week by week on what should

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be happening, this also gives us lots of opportunities to celebrate key milestones in the campaign.

## Step 8: Debriefing

Finally we need to look at what we do when we have completed any actions or finished our campaign. It's important to look at each step the campaign has taken and analyse what worked and what we could do better on in the future.

At this point we should also ask the key question, 'Did we complete our aims?'. If we did then we have a reason to celebrate and we should do that with everyone who contributed. If we haven't, then through this analysis we can look back through the steps to try and find out what went wrong. Did we do enough research? Did we miss out some key detractors?

Even if you haven't been as successful as you hoped, it's still important to celebrate any changes we have made. This can be really useful in motivating your volunteers and allows us the chance to talk about how we are going to move forward with the campaign.