

## CAMPAIGN PLANNING by Irene Oppert, Oppertunity Consulting



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*Oppertunity Consulting*, based in Melbourne, Australia, delivers organisational development and systems advocacy solutions, support and training to non profit organisations and government. We act as a catalyst for positive change to help you achieve greater effectiveness.

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A **campaign** is any coherent and planned series of actions, designed to achieve a certain goal.

Stages in mounting a campaign: forming / visioning, research, planning / action, recording / evaluating. An effective advocacy initiative or strategy requires organization, strategizing, information gathering, coalition building and action. ([www.stopvaw.org/Advocacy\\_Tools.html](http://www.stopvaw.org/Advocacy_Tools.html))

**How do we go about planning a campaign?** (The Community Tool Box: <http://ctb.ku.edu>)

1. *Select the issue.*

*It's next to impossible to make a difference on a huge problem. Solution - **Cutting the Issue** - How you 'cut' it will influence your prospects of success. What part of the problem is immediate, concrete and winnable? ([www.thechangeagency.org](http://www.thechangeagency.org))*

2. *Understand the roots of the problem you are addressing*

Where did it start? Why? With whom? In whose interest?

3. *Determine your goals*

Develop SMART objectives - Specific, Measurable, Achievable, Relevant and Timed

Objectives – short and long term, focussed outward and inward, targeted at multiple dimensions.

4. *Do an inventory of your resources.*

Include money (or the probability that you can raise it), people (paid or volunteer), facilities / equipment (include what can be provided by allies).

5. *Know who your allies are.*

Don't be shy about asking other groups if they will join with you.

6. *Know who your opponents are.*

What are their interests -- financial, political, bureaucratic -- in the issue? Weaknesses? What might they lose? What do they gain by not making the change?

## 7. Plan your strategy and your strategic style

What's going to work best? What's the type of approach the people in your group feel most comfortable with? Possibilities - Gentle and persuasive, based on research and reason; "In your face," with street demonstrations; Something in between

### Advocacy Strategies

#### Communication Strategies e.g.

- Networking, coalition building
- Opinion surveys, research, publications
- Public rallies, protests and leaflet distribution
- E-mails, e-mail lists and websites

#### Bureaucratic Strategies e.g.

- Participation in government consultations
- Using the Ombudsman or Freedom of Information
- Submissions to parliamentary committees
- Developing relationships with government officials

#### Political Strategies e.g.

- Working with Members of Parliament (MPs): providing information and solutions
- Petitions and media pressure at election time
- Question Time and Questions on Notice

#### Legal Strategies e.g.

- Test case to review the legality of a government decision
- Complaint to a tribunal
- Pressure on governments to abide by international conventions

#### Media Strategies e.g.

- Press releases, articles
- Photo opportunities

(Public Interest Advocacy Centre, *Work the System: An Introduction to Systems Advocacy*, 2003)

Consider the pros, cons and risks to the people affected by the issue before deciding on your strategies.

## 8. Choose tactics.

*"If a strategy is like a stairway that takes us from our present position to where we want to go, tactics are like the individual steps. Together they compose a plan of action."* Lee Staples, 1984

### Campaign planning template

Goals	Resources & Assets	Support/ Opposition	Targets/ Agents	Strategies	Action Steps

For further material on Campaign Planning email [irene@oppertunity.com.au](mailto:irene@oppertunity.com.au)