

We've developed this template to help social change groups plan and lay out their campaign strategies. Assuming your strategy takes the form of a written document, each of these elements might be a heading. This template describes a range of elements and suggests how each can be developed and communicated. The elements are options for you and your group to consider and don't necessarily need to be completed in this suggested sequence. Campaign planning is often a circuitous or iterative process. We suggest participatory processes to maximise the ownership and involvement of the activists and community organisers involved in your campaign. The 'strategy' page of our website has cheat sheets to help your group work through most of these processes. The template draws from our action research project (2003-07) with social change organisations throughout Australia and the Pacific. This is a work in progress and we welcome your feedback.

Element	Description of this element	Format	Suggested tools or processes
Campaign focus	'Cut the issue' to narrow down bigger picture problems into more manageable parts. What part of the problem or bigger issue do you intend to work on? It might be helpful to frame it as a solution or partial solution. Name the problem, identify issues and justify which one/s you plan to tackle. <i>Detailed information generated can be included in situational analysis.</i>	~ 250 words	<ul style="list-style-type: none"> <li>- Cutting the issue</li> <li>- Apply criteria for cutting issues</li> <li>- Problem-tree analysis</li> </ul>
Problem statement	What social or environmental justice is at stake here? Flesh it out. What part of the problem are you trying to solve? How does resolving this issue address the underlying problem and root causes?	~ 250 words	
Campaign goal(s)	How do you want things to be? If this issue is resolved, how will the situation have changed? How will justice be achieved? Goals should be discrete and directly linked to the scope. Best to focus on one campaign goal or limit to two or three. If your goals are sufficiently different, it may be worthwhile developing separate campaign plans.	1-2 sentences to justify each goal	<ul style="list-style-type: none"> <li>- Draw from cutting the issue and problem-tree analysis</li> <li>- Revisit critical-path</li> </ul>
Situational analysis	What is the context? What political, economic, cultural or other factors are creating or maintaining this problem? What are the root causes? What factors are likely to help or hinder you in achieving your objectives? Who benefits from the problem being maintained? Who would benefit from it being changed? Are certain groups experiencing these injustices more than others? What are civil society groups doing about the situation?	~ 1 page description	<ul style="list-style-type: none"> <li>- Analysis of Social, Technological, Economic, Environmental and Political (STEEP) trends</li> <li>- Force field analysis for each goal</li> <li>- Problem-tree analysis</li> <li>- Initial stakeholder analysis</li> </ul>
Critical path	What sequence of changes or outcomes will take you from here to the vision of your campaign goal area being resolved? What changes need to take place? What assumptions underpin your critical path? What steps can you realistically bring about?	Diagram	<ul style="list-style-type: none"> <li>- Critical path analysis</li> <li>- Movement Action Plan 8 stages</li> </ul>
Organisational considerations	What organisational considerations do you need to bear in mind? What are your philosophies and policies? What are our strengths? Constraints? Consider key organisational priorities such as gender and cultural diversity, and fundraising objectives. What level of priority does this campaign have? What resources are likely to be available for this campaign?	½ - 1 page SWOT	<ul style="list-style-type: none"> <li>- SWOT analysis</li> <li>- Team Types</li> <li>- Movement Action Plan</li> </ul>
Key players: Allies, opponents, constituents, targets	Who are the key players? Campaigns involve key decision makers, opponents and allies. We need to get beyond 'the community' and 'the government' to a deeper analysis of those we are trying to influence and those that can help us. Identify <u>primary</u> targets – the people who can give you what you want. Decision makers are often individuals within government or corporations. Identify <u>secondary</u> targets who have influence with primary targets. Who will be your key allies in this campaign and how will you work with them?	Power map and explanatory notes	<ul style="list-style-type: none"> <li>- Power map (perhaps separate power maps for each campaign objective)</li> <li>- Spectrum of allies</li> <li>- Force-field analysis on 'targets'</li> <li>- Analyse targets in terms of what motivates them, what they fear and who can influence them</li> <li>- Revisit critical path</li> </ul>

Objectives	What specific or tangible outcomes do you aim to achieve to further the campaign goals? Objectives should be strategic, measurable, achievable, realistic and time-specific (SMART). Objectives are based on your situational analysis (looking at the range of potential issues), critical path (how can each issue be resolved) and organisational considerations (how many issues can we tackle and which fit our organisation the best?).	Confine to no more than four objectives per goal	<ul style="list-style-type: none"> <li>- Revisit critical-path and problem tree analysis for guidance</li> <li>- Critical Factor Analysis</li> <li>- Draft then SMARTen objectives</li> <li>- Force field analysis for each objective</li> </ul>
Tactics	How will you achieve your objectives? List and detail the tactics required to achieve each campaign objective. Determine which will deliver the greatest impact for the energy and resources you invest. Apply agreed tactics criteria to assess and justify tactics.	Table: timing, objective, tactics, person/s responsible, resources req'd	<ul style="list-style-type: none"> <li>- Brainstorm tactics analysis criteria</li> <li>- Develop a set of criteria to analyse tactics</li> <li>- Beginning-Middle-End to sequence tactics</li> <li>- Tactics cards (ask us for a copy)</li> <li>- Movement Action Plan roles and stages analysis</li> </ul>
Communications	What messages do you want to communicate? What key messages will be most appropriate to motivate specific audiences (primary and secondary targets, key allies, constituents, media outlets) to take specific actions (tactics) to support your campaign objectives? This might include 3-4 'zingers', grabs or headlines, statistics, key facts and ideas for community campaigning materials, website and other publications.	~ table or 1-2 pages	<ul style="list-style-type: none"> <li>- Framing (ala George Lakoff)</li> <li>- Battle of the story</li> <li>- Brainstorm</li> </ul>
Contributor and community engagement	How will you engage constituents (members and the community)? What role will activists, donors and supportive community members play in the project? How will the strategy build your support base? What resources are required to effectively engage people? How will the proposed actions by activists and constituents dovetail with other campaign timelines?	~ 1 page	<ul style="list-style-type: none"> <li>- Group discussion</li> <li>- Revisit critical path to flesh the level and form/s of community engagement at each step</li> </ul>
Success indicators	<p>What will success look like and how will you know when it's happening? Be sure not to emphasise the outputs that are easiest to count, focus instead on the outcomes that really matter to your objectives. Success indicators need to be directly linked to your objectives and might include:</p> <ul style="list-style-type: none"> <li>- Outputs: quantitative results brought about by project activities to reach objectives. What will be the results of your activities?</li> <li>- Outcomes: changes brought about by outputs in order to reach objectives. What changes will be brought about by your outputs?</li> <li>- Impact: longer-term results or changes achieved that relate to your original overall goals. What are the longer-term effects of your project?</li> <li>- Indicators: how will you know you have achieved your objectives? What are the changes that you will be able to observe?</li> <li>- Means of verification: how can you prove these changes have occurred?</li> <li>- Details of how and when the campaign plan will be revised.</li> </ul> <p>Identify who will be responsible for gathering the data for monitoring success indicators, how they will do it and how regularly reports will be completed.</p>	~ 1/2 - 1 page, table format: objectives and indicators. A few sentences on monitoring plan	<ul style="list-style-type: none"> <li>- Brainstorm based on objectives,</li> <li>- Filter out redundant, irrelevant and performance-inhibiting indicators as a group activity</li> </ul>
Risks and contingencies	What are the major risks, issues or obstacles that could impact and impede you from undertaking these tactics and achieving these objectives? Specify Low, Medium, High significance and L,M,H likelihood. What contingency plans might you need – especially for risks identified as having medium to high significance and likelihood? It might be helpful to identify possible scenarios (eg. outcome of upcoming elections).	Table of risks and short statement of each contingency plan / scenario analysis	<ul style="list-style-type: none"> <li>- Team brainstorm and strategising</li> <li>- Revisit critical path, power maps and force-field analyses if necessary</li> </ul>

Timeline	Key dates including internal and external events, planned activities, milestones and 'take-off' or trigger events. Be sure to include regular evaluation and post-campaign reflection.	Table: date, activities, external events; evaluation dates; who's responsible	<ul style="list-style-type: none"> <li>- Simple 2 column date-activity table</li> <li>- GANTT chart</li> </ul>
Campaign team	Who will be involved in the campaign and what will their roles and responsibilities be?	Table	<ul style="list-style-type: none"> <li>- Team members provide some detail about their time available, roles and responsibilities.</li> </ul>
Budget	Include non financial items and pro bono contributions.	Table (eg Excel)	
Long-term considerations	How will this campaign continue to have impact after your planned work ends? How will you build other groups' capacity and strengthen institutions and increase local ownership? What is your exit strategy if the campaign has not yet achieved your objectives?	~ 250 words	
Consultation process	Who has been actively involved in developing the campaign plan and how? The level of ownership will be considerably improved if you meaningfully involve people who will be involved in the campaign and if the process is transparent.	~ 1/2 page	