



# PLANNING YOUR CAMPAIGN

The Campaign Canvas is a simple, visual tool to help plan, communicate and strengthen your campaign or action.

This tool will help you out to:

- ✓ **QUICKLY SKETCH OUT YOUR CAMPAIGN IDEAS**
- ✓ **STRUCTURE DISCUSSIONS AND GIVE YOUR CAMPAIGN IDEAS SHAPE**
- ✓ **FOCUS ON THE THINGS THAT WILL MAKE YOUR CAMPAIGN A SUCCESS**
- ✓ **EASILY SHARE A ONE-PAGE CAMPAIGN PLAN AND GET FEEDBACK**
- ✓ **CONTINUALLY REFINE YOUR CAMPAIGN AS IT'S IMPLEMENTED**

# ABOUT THIS TOOL

Across the world people like you are taking action. They are walking out of classrooms for climate change. Marching for racial equality. Standing up and working collectively to end all sorts of inequality and injustice.

Successful campaigns offer a clear vision of change, tell a compelling story, and mobilise people to act in ways that matter. But how can you make your movement, campaign or action as effective as it can be?

The Campaign Canvas is a tool that covers all the essentials of a successful campaign, and makes it easier for organisers to plan strategically, and bring on board supporters and allies.





# HOW TO USE IT

Bring your group together to discuss your ideas for a campaign or action and how you see it working.

Use the Campaign Canvas template to structure your conversation. Complete sections 1 through 12 in order, to help clarify what you're fighting for, who your campaign will target, how you will connect with your audience, and the tactics you will use to make change happen.

Carefully consider the associated questions set out in more detail later in the Further Guidance section. Write down the answers in the template or use sticky notes on a floor or wall. Get creative. Constructively challenge your assumptions as you go along, and note down where more information is required.

Check out the completed Canvas provided. The example used is the Movement of Black Lives, a coalition of groups across the United States involved in a long term campaign to promote the interests of Black communities.

When your Canvas is completed, take stock and consider the whole picture. Explore the connections and trade-offs between each section. Is the overall campaign plan clear and achievable? Are there things that you need to revisit or think differently about? Then take time to involve others to build support for your campaign.



## PLANNING YOUR CAMPAIGN



# CAMPAIGN CANVAS

1. **Cause:** What is the overarching principle, aim or idea that is driving your campaign?

### CAMPAIGN DEFINITION

#### 2. Key Issues

What concern(s) are you and others feeling angry or frustrated about?

#### 3. Vision for Change

How would your community or society be different?

#### 4. Campaign Goals

What constitutes the victory

### STAKEHOLDERS

#### 5. Allies & Opponents

Who cares about the issue enough to join or help you? Who will actively oppose you?

#### 6. Campaign Targets

Who is your primary and secondary political target?

### CAMPAIGN IMPLEMENTATION

#### 7. Key Demands

What concrete changes or actions do you want from your political target?

#### 8. Core Messages

What are the core messages you want your audience to remember and repeat?

#### 9. Campaign Tactics

What tactics will you start with to build support and get across your demands?

### RISKS AND RESOURCES

#### 10. Influences & Risks

What internal issues, outside events or unwelcome resistance are you likely to encounter?

#### 11. Campaign Resources

What resources do you bring to the campaign and what contributions will you need to source?

#### 12. Indicators of Success

What will be the tangible signs you are making progress and achieving the things you hoped for?



# EXAMPLE: MOVEMENT FOR BLACK LIVES

**1. Cause:** To win rights, recognition, and resources for Black people

CAMPAIGN DEFINITION		STAKEHOLDERS	CAMPAIGN IMPLEMENTATION	
<b>2. Key Issues</b> <ul style="list-style-type: none"><li>• State sanctioned violence inflicted on Black people</li><li>• Virulent anti-black racism that permeates society and the capitalist system</li><li>• Marginalisation of black people, especially women, queer and trans people, people who are differently abled, and those who are undocumented and formerly incarcerated.</li></ul>	<b>3. Vision for Change</b> <p>Black humanity and dignity enabled by Black political will and power.</p>	<b>5. Allies &amp; Opponents</b> <ul style="list-style-type: none"><li>• Allies drawn from a collective of 150 organizations within the Black liberation movement</li><li>• Counter movements/ slogans including All Lives Matter, Blue Lives Matter, White Student Union, White Lives Matter</li></ul>	<b>7. Key Demands</b> <ul style="list-style-type: none"><li>• End to war on Black people</li><li>• Reparations for harms</li><li>• Defunding of the police</li><li>• Economic justice</li><li>• Community control</li></ul>	<b>9. Campaign Tactics</b> <ul style="list-style-type: none"><li>• Political education</li><li>• Training of Black organizers and activists</li><li>• Cultural events</li><li>• Mass protests and demonstrations</li><li>• Small scale community organizing</li><li>• Voter registration drives and action in key elections</li></ul>
	<b>4. Campaign Goals</b> <ul style="list-style-type: none"><li>• Alignment of left groups</li><li>• Mass engagement</li><li>• Leadership capacity</li><li>• Electoral victories</li><li>• Local control of laws</li></ul>		<b>6. Campaign Targets</b> <ul style="list-style-type: none"><li>• The US President</li><li>• Identified politicians and leaders</li></ul>	
RISKS AND RESOURCES				
<b>10. Influences &amp; Risks</b> <ul style="list-style-type: none"><li>• Divergent strategies for Black liberation within the movement</li><li>• Campaigns of systematic disinformation and counter slogans</li><li>• Personal safety and health concerns relating to mass protests</li><li>• Political and corporate interests maintaining the status quo</li></ul>		<b>11. Campaign Resources</b> <ul style="list-style-type: none"><li>• Foundation grants</li><li>• Public donations</li><li>• Local organizers and activists</li></ul>		<b>12. Indicators of Success</b> <ul style="list-style-type: none"><li>• % US Black population engaged</li><li>• # Black organizers and activists trained</li><li>• # localities where Black people are in governing power</li></ul>

## PLANNING YOUR CAMPAIGN

# CAMPAIGN CANVAS



1. Cause:

### CAMPAIGN DEFINITION

2. Key Issues

3. Vision for Change

4. Campaign Goals

### STAKEHOLDERS

5. Allies & Opponents

6. Campaign Targets

### CAMPAIGN IMPLEMENTATION

7. Key Demands

8. Core Messages

9. Campaign Tactics

### RISKS AND RESOURCES

10. Influences & Risks

11. Campaign Resources

12. Indicators of Success



# FURTHER GUIDANCE

There are a number of things to think about when completing the Campaign Canvas.

### 1. CAUSE

You want to organise and advocate for change. Make a start by defining your cause – this is the overarching principle, aim or idea. What is the cause that is driving your group? Distill your core cause into just one or two sentences that others will quickly grasp. This is the north star that will guide your actions.

### 2. KEY ISSUES

Effective campaigns are based on a sound understanding of the issue or injustice you are fighting against, and a solid analysis of the context in which the situation is occurring. What concern(s) are you and others feeling angry or frustrated about? How widespread or urgent are these concerns? How do you know the concerns are real? You will need to put together clear and compelling evidence as the bedrock of your campaign.

### 3. VISION FOR CHANGE

With a clear understanding of the underlying issues, take time to develop a shared vision with your group of the change you want to create. How would your community or society be different? What new rights would be recognised, enjoyed or exercised? Think about what things will be like after your concerns are addressed, the injustice is righted, or the problem solved.

### 4. CAMPAIGN GOALS

To organise an effective campaign you must first be really clear on your goals. What constitutes victory? What tangible changes are within your grasp? Focus on the intermediate goals, steps or partial victories which, if achieved, will take you further and faster towards the change you aspire to. Take time to build consensus within your group on the campaign goals.

### 5. ALLIES & OPPONENTS

When working towards your campaign goals there will be people and groups that either support or oppose you. Who cares about the issue enough to join or help you, and what influence and skills can they bring? Who are your opponents and what will your victory cost them? Think about how you can activate passive allies and isolate the opposition.

### 6. CAMPAIGN TARGETS

Think about the decisions you must influence and who makes them. Who is your primary political target (the person with the power to give you what you want)? Who are your secondary targets (people with the power over the people with power)? What influence do you have over your targets? Keep a sharp focus here, and remember that your target should always be a person and never an institution.



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### 7. KEY DEMANDS

Now you're ready to think about solutions to the issues you are angry or frustrated about – these solutions are your demands. What concrete changes or actions do you want from your political target? If you win your demands, would these satisfy all of the constituents negatively affected by the issue? Look into the demands of any wider movement you are a part of, and try to ensure that your demands are specific, attainable and realistic.

### 8. CORE MESSAGES

The media dominates all of our lives, so it's really important to decide on your campaign messaging and communications. Who is your priority audience? What are the core messages you want them to remember and repeat? Are your messages solutions-focused and do they connect with people's values as well as the wider political context? Think about how you will cut through the noise to reach your audience, get your message across and move people to action.

### 9. CAMPAIGN TACTICS

You must be more than just or right; you must use the right tactics to apply pressure. What popular tactics will you start with to build support and get across your demands. If that fails, how will you use non-violent intervention to cause targeted disruption? Consider tactics that will be outside of the comfort zone of your target, and how each tactic will build on the previous to escalate pressure in a short period of time.

### 10. INFLUENCES & RISKS

In any action to solve complex or entrenched issues, not everything is likely to happen quickly or go exactly to plan. What internal group disagreements or conflicts might arise? What outside events or circumstances might conspire to maintain the current situation for longer? What resistance from opponents are you likely to face? Think carefully about what you can do to reduce the probability or impact of these risks.

### 11. CAMPAIGN RESOURCES

You will need to figure out the resources necessary to win change. What resources do group members bring to the campaign and how can these be strengthened? What further resources will you need, and where can you source contributions from. Think about all the things you will need, including volunteer time, materials, expertise, connections, and so on. Some actions will require money while others won't.

### 12. INDICATORS OF SUCCESS

Finally, think about how you will know your campaign is successful. What will be the tangible signs you are making progress and achieving the things you hoped for? Focus on a small set of indicators or measures. Ensure that you track the depth of your progress in achieving your goals as well as simple metrics about campaign reach and participation.





# FURTHER INFORMATION

Thanks for taking the time to check out this guide.

**Motivated to learn more?** Social Shifters has put together a wide range of practical courses and resources to help you plan, start and grow your project idea.

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