

Campaign Toolkit

Voluntary
Action
Harrow
Co-op



Contents

CAMPAIGN TOOLKIT



Introduction

What do we mean by campaigning?	1
What does it take to be a successful campaigner?	1
Strength in numbers	2
Organising in numbers	2
Community campaign success story	3
The pathway to effective campaigning (Flowchart)	3

Campaign Planning

Problem tree analysis	5
Activity (Problem Tree)	7
FGM campaign success (Norbury School)	9
Planning questions continued	9
Power map	10
Identifying tools and tactics (Activities)	11
Campaign activities – some top tips!	12
Student campaign success story	15
SMART objectives	15
Expected outcomes	16
Activity Planning Chart	17

Monitoring, Evaluation & Learning

Monitoring	18
Evaluation	18
Evaluation Table (Template)	20

Emotional Resilience

Further Information and Links	23
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Introduction

Campaigning at its heart is not complicated.

Understanding the importance of planning, utilising the right tools, targeting the right people and monitoring and evaluating as you go, will help you achieve your goal. This toolkit has been designed to help you do just that.

What do we mean by campaigning?

A campaign is a focused, well-planned project with a clear goal and realistic objectives, which takes place over a defined timeline. A campaign can be created for different reasons.

You may want to push for a change in government law or policy. Or you might want to raise awareness, educate and engage with the public about a certain issue. Campaigning is really all about creating change.

Campaigning actions can also look very different. Marches, demonstrations and petitions may come to mind but more often than not, social media, phone calls, emails, meetings and building partnerships and coalitions, help to build effective and successful campaigns.

What does it take to be a successful campaigner?

Are you wondering if you have what it takes to be a successful campaigner?

The most important thing you can possess is PASSION and DRIVE for the cause and working collectively with others towards your shared goal.

Find out what [five successful campaigners identified as their reasons for success](#). They talk about pride, love, determination, morals, collective strength and the ability to keep on going even when their campaigns were not going as planned. In their minds, these were the attributes above everything else that led to success.



Passionate
for change!

Strength in numbers

The more people you have working with you towards a shared goal, the more effective your work will be. You may want to attract people to your cause, or bring people together to find out what the common issues are in your community and build campaigns that way.

Either way, there really is strength in numbers. Having more people involved in a campaign means:

- you can support each other and share the emotional burden
- you will have more and different types of expertise
- tasks can be allocated according to expertise
- work can be completed more efficiently
- problems may be identified more quickly
- your work is more likely to be noticed and will have more of an impact
- you can take breaks if needed.

Organising in numbers

Community organising is a powerful and sustainable way to bring about change. If you choose to bring members of your community together to tackle shared concerns, remember not to do everything on your own. It is important to delegate responsibilities to others in the group. The first step is to listen.

What issues do the group want to tackle in your community? What skills and experience does everyone possess? Who are the potential leaders?

When identifying leaders, look for those that are respected and trusted by their neighbours and for people whose views are sought after and who make things happen. Begin to agree on the issue that everyone wants to tackle and start to plan!

To find out more about community organising, check out the [Ella Baker School of Organising](#) and [Community Organisers](#). You can also find more tips on how to organise, [here](#).





Our Wealdstone Clean-Up!

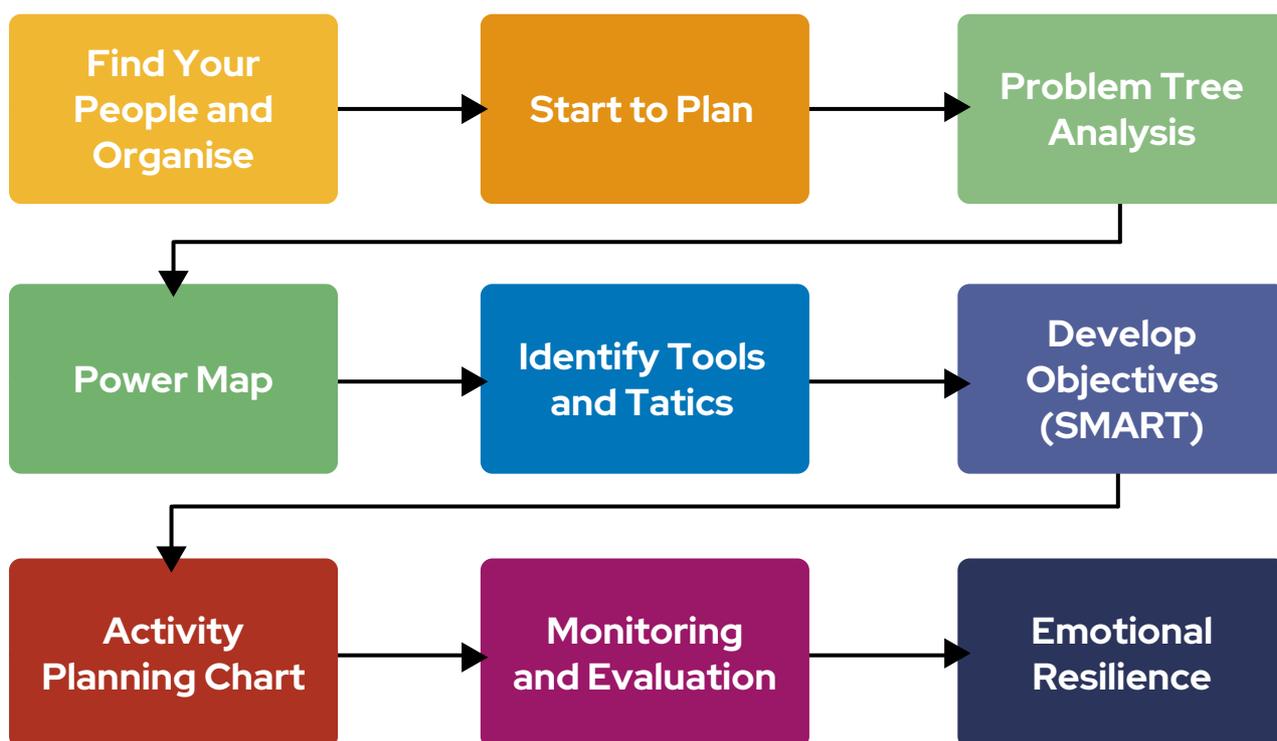
[A community group in Wealdstone](#) decided they wanted to tidy up the streets of Harrow to show that the area was loved and looked after. Using their Facebook page and local media they [put a call out for volunteers to help](#).

They worked in collaboration with the police, the council and other voluntary groups to organise a 'clean-up' weekend. Many volunteers responded to their call-out for help and the event was a great success.

Wealdstone councillor, Cllr Phillip O'Dell, said: *"This is a fantastic example of what can be done when the community comes together. Along with the positive turnout, a lot of progress was made in brightening up shopping areas and trying to bring the community and businesses in the areas to take pride in where they live, work and shop."*

The pathway to effective campaigning:

Having highlighted the importance of finding your people and organising, the toolkit will now continue to follow a pathway to effective campaigning as outlined below. The next step is to plan!



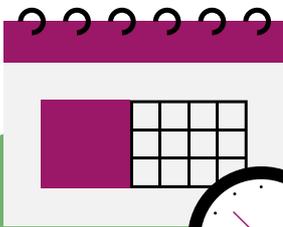
Campaign Planning

When you are ready to start campaigning, it is vital to create a plan. Planning helps to ensure you clearly understand the problem you are trying to address and details exactly how you are going to tackle the problem. Without a plan, it is impossible to monitor and evaluate your campaign. This means it will be difficult to know what went well and what did not go so well, making it harder to replicate your successes or adapt and continue your campaign if you did not achieve your original goal.



Do not be afraid of failure!

First time campaigns are not always successful but do NOT give up, we learn the most from the campaigns that have not worked. A good plan will help you analyse the outcomes and find ways to improve your campaign and keep going!

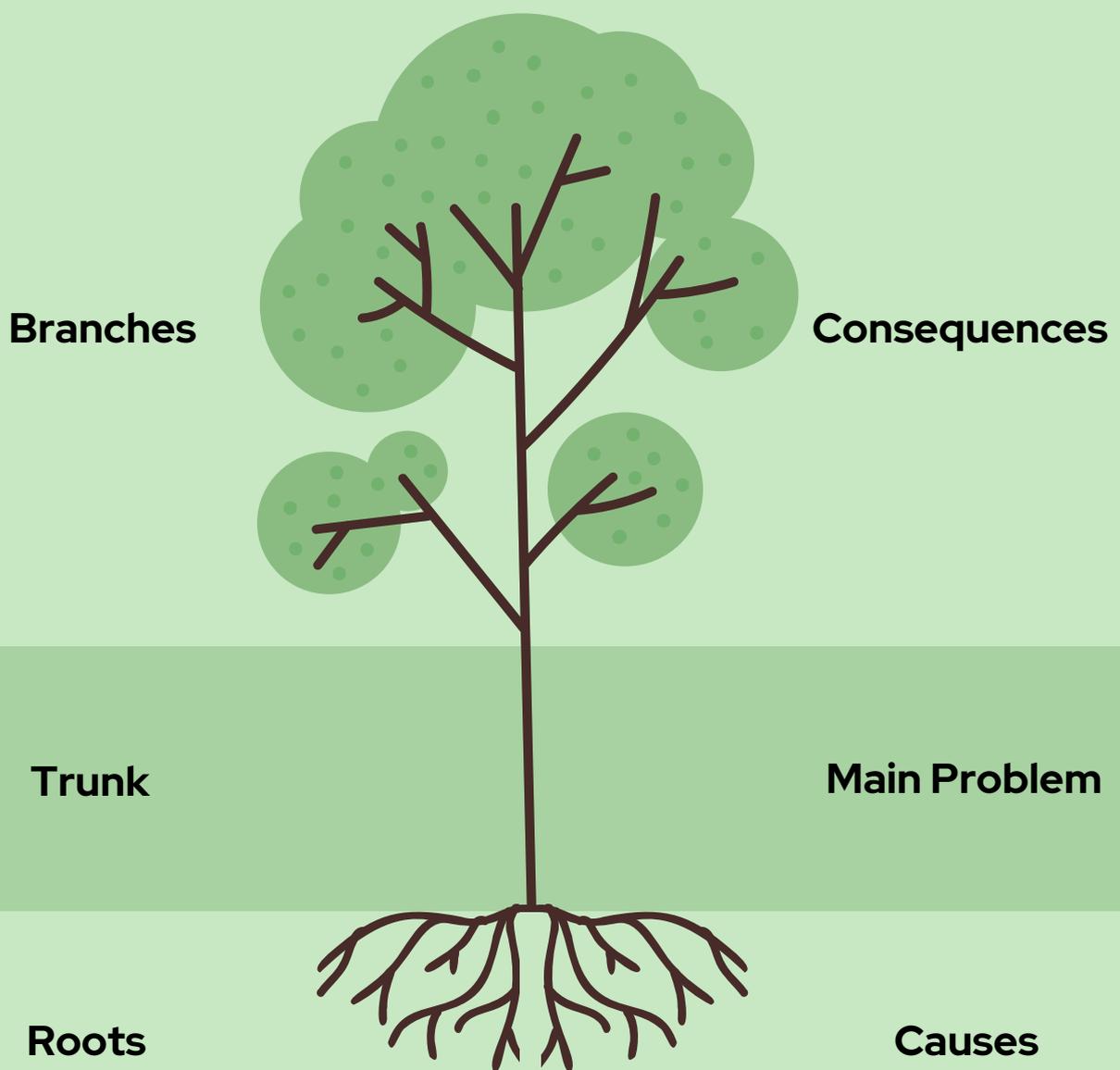


There are a number of tools that you can use when planning your campaign. You may want to start with a problem tree analysis.

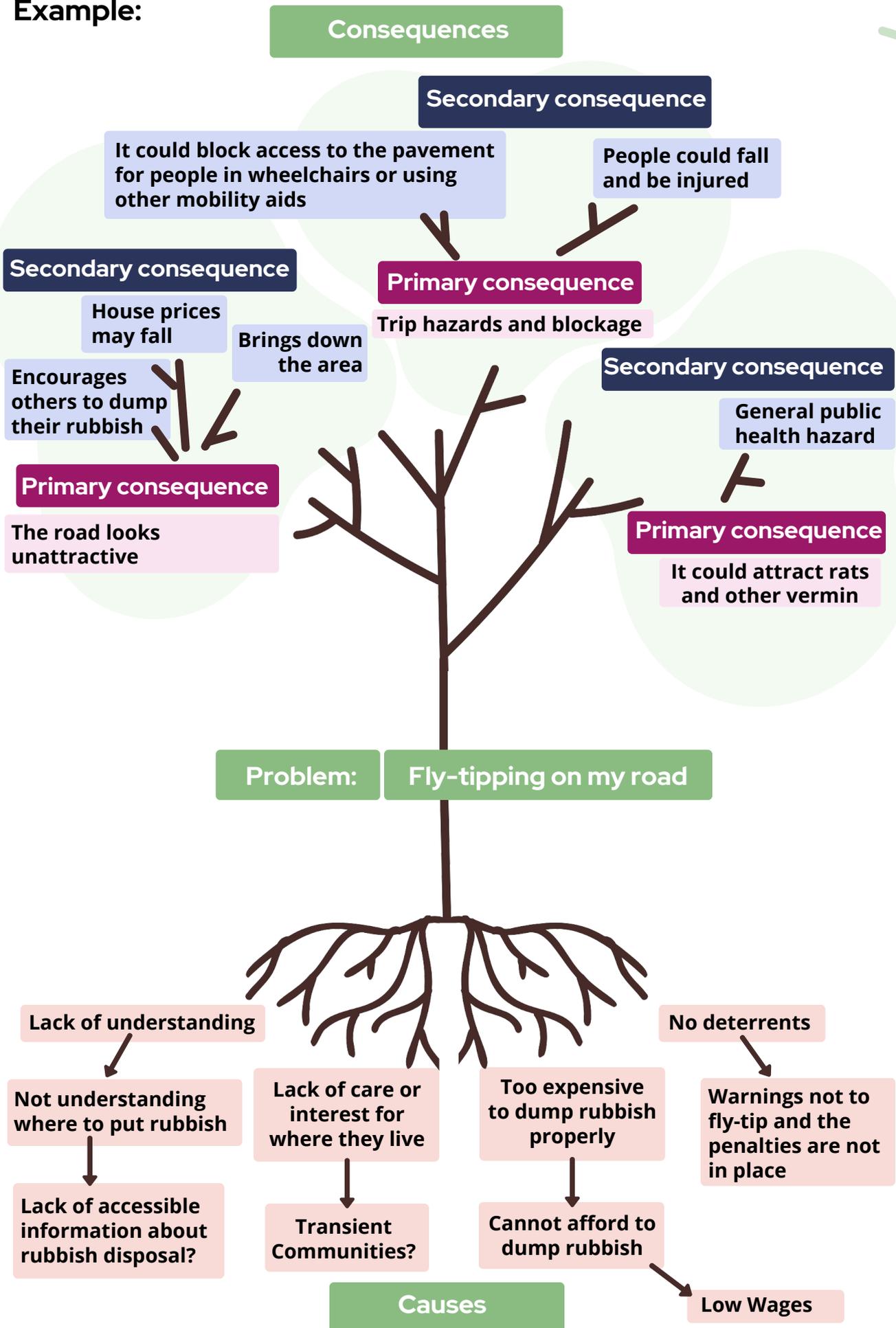


Problem tree analysis

Get to the root of the problem! Carrying out a problem tree analysis will help you to identify the causes and consequences of the problem you seek to address. It will help to generate ideas about the different angles to tackle a problem, as well as provide material for your messaging.



Example:



Activity

Get creative and on a piece of paper draw a tree with plenty of space around the branches and roots to make notes of all the causes and consequences of the problem.

A basic drawing of a tree will do. The quality of drawing will not impact on the quality of your analysis!

For the causes, ask:

- 'Why does this problem exist?' Write down one answer and ask again...'
- And why does that problem happen?'

Keep going until you come up with multiple answers to your original question. This will help you to identify the root cause of the problem. It will also help you to identify further areas of research regarding the questions you may not know the answers to and will help you to start to develop your objectives.

For the consequences, ask:

- 'What are the consequences of the problem?' Write down one answer and ask again...
- 'And what are the consequences of that problem?'

Keep repeating the question as you come up with answers and you will start to identify primary and secondary consequences. From your consequences, you will get your messaging!



Remember to flip your problem tree answers into solutions. Suddenly your problem tree will become a solution tree!

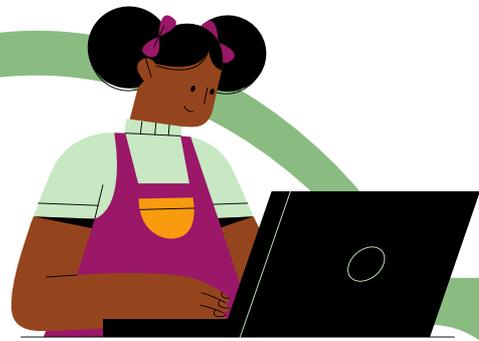
Activity space [Problem Tree]

Get your pens/pencils at the ready and get creative. Use this space to create your own problem tree.....!





Campaign success!



FGM campaign. Norbury School, Harrow

Norbury School in Harrow created a successful [campaign to raise awareness of Female Genital Mutilation](#) (FGM) in their school.

They responded to the fact that the school had a high proportion of pupils whose cultural background was from countries with a history of practising FGM. Two colleagues were identified to lead the campaign as they were well respected by pupils, parents and the wider community. They worked with various stakeholders in the community and delivered FGM awareness training throughout the school. As a result, a number of other schools in London are now using their model to raise awareness in their own schools.

In response to the [first ever conviction of FGM in the UK](#), Navin Shah, London Assembly Member for Harrow and Brent, paid a “special tribute” to Norbury School in Harrow who ‘have “pioneered” FGM campaigns in schools and have helped raise awareness among pupils, parents and the wider community’.

Planning continued...

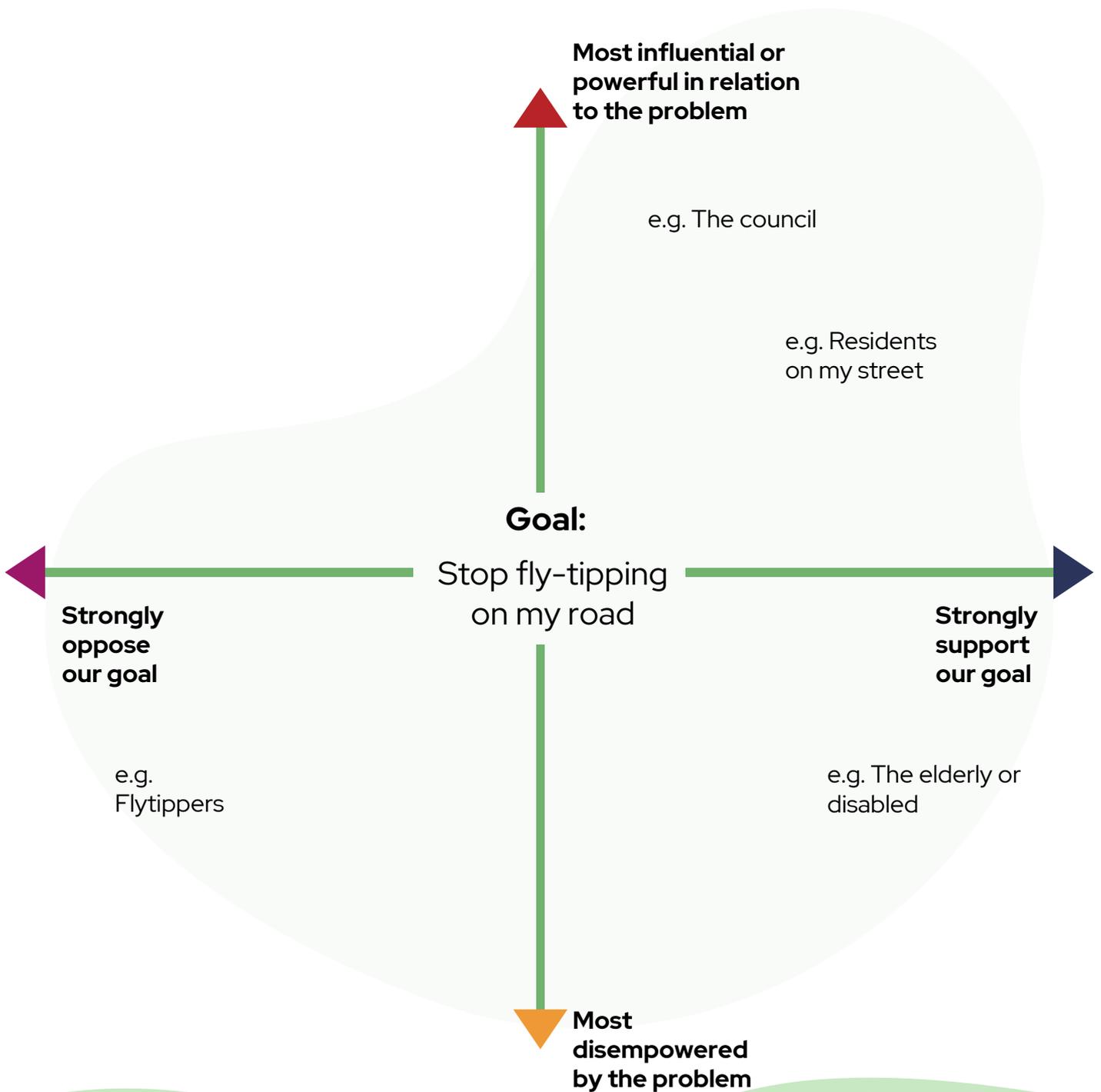
Following your problem tree analysis and as you continue to plan, ask yourself and answer the following questions:

- What is the overarching goal?
- Who are the targets/influencers that can help us reach our goal?
- What tools/tactics (activities) can I use to help me campaign?
- What are our objectives? (SMART)
- What are the timeframes?
- Who is best at doing what?

The following information will help you to answer some of these questions, starting with a power map.

Power map

Power mapping is a useful way to identify the targets and influencers that can help you reach your goal. Use the diagram below to identify who is affected most by the problem, who supports your goal, who may be opposed to your goal and who has the power in relation to the problem. At the end of the exercise you will have a clear picture of who to target and who you can engage and build partnerships with to bring about change.



Identifying tools and tactics (Activities)

Once you have identified your targets it is important to think about which tools and tactics (activities) are best to reach them. Do you want to create a public campaign or do you want to use low-key tactics? Perhaps you want to do both!

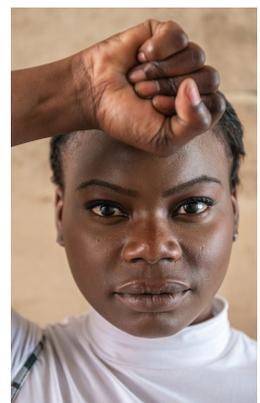
Either way, it is important to consider the ways in which your actions will affect your relationship with the decision makers. Question if the activities you want to use will increase or impede the likelihood of success.

Campaigning activities may include:

- Organising meetings to build partnerships and coalitions
- Emailing, calling and meeting with a decision maker/influencer (such as an MP or local councillor)
- Creating petitions
- Social media
- Producing leaflets and other publications
- Podcasts
- Blogs
- Organising and running awareness raising events
- Using print media (newspapers, magazines etc)
- Organising protests
- Boycotts

Remember to always have your audience in mind and adapt the tone of messaging accordingly. For example, you may decide that an email to your MP, will be more formal in tone than messaging on leaflets or social media posts. With your audience in mind, ask yourself what form of communication and tone of messaging is most appropriate to elicit a positive response.

It is also important to consider if you have the budget and resources to carry out the activities. This includes asking yourself if you are the best person to carry out the activity or if someone else is better suited to it.



Campaign activities - some top tips!



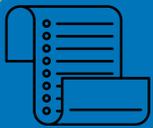
HOW TO ORGANISE A PUBLIC MEETING



Organising a public meeting is a really good way to connect face-to-face with people interested in your campaign. It is a useful way to gather a potentially large group of people together at the same time and is a powerful way to communicate your message clearly, which will help to build your campaign and get more people involved. Find out more about [how to organise an in-person public meeting](#) and [how to host online meetings](#).

HOW TO WRITE TO YOUR MP/COUNCILLOR

You may have identified your MP or local councillor as a target in your campaign. They are both elected officials and therefore have a duty to hear your concerns and may have the power to influence the change you seek. When contacting your elected officials it is important to be clear and concise. Let them know what the problem is, how it affects you and what you would like them to do. Remember to include your postal address in your communication, as they will need to check you are their constituent. You may first want to [check who your local elected officials are!](#) Find out more about how to write to your [MP](#) and [Councillor](#).



HOW TO CREATE A PETITION

Petitions are effective if you can get lots of signatures! They will have less impact and may even potentially hinder your progress if you can only get a few. If you feel that it will be difficult to get lots of signatures, a petition may not be the right tool for you. If you can get lots of signatures, it will let the decision makers know that there are lots of people who agree with you and support your message. This will put pressure on them to look into the problem and potentially make the change that you want. [Find out more about organising a petition.](#)

HOW TO WRITE INSPIRATIONAL LEAFLETS



Producing leaflets is a good and very visual way to let people know about your campaign. A bold, simple design, giving the right information (but not too much information) will work better than a crowded, over complicated leaflet. It costs money to produce leaflets, so remember to check the budget! Find out more about [how to write a leaflet](#).



HOW TO WRITE A PRESS RELEASE

You may want to raise awareness of your campaign through the media. Using print/online media is a very effective way of spreading your message and putting pressure on decision makers. The first thing you need to do, is convince the media outlet to publish your story. The best way to do this is to write an eye-catching press release. Find out [how to write a press release](#).



HOW TO USE SOCIAL MEDIA

Social media is free and has the potential to spread your message far and wide. It has the potential therefore to draw more supporters to your cause and if your work 'goes viral', even attract media attention. Facebook in particular, can be used to set up online groups, which could be a way for campaigners to stay in touch and share information. Important: If your settings on social media are public EVERYONE can see what you post. This is good for reach but you may want to be careful about what you say. If this is a concern for you, make sure to change your settings to private. Find out more about [how to use social media](#).



HOW TO PODCAST

A podcast is an audio programme that is available online. You can record as many 'episodes' of your podcast as you like, all based around the topic of your cause. It is a great way to engage with and create conversations with people that are passionate about your campaign. It can be relatively cheap to set up and is also a brilliant way to engage with your audience. For listeners, podcasts are easily accessible, portable and an entertaining way to learn about your cause. Find out more about [how to start a podcast](#).

HOW TO BLOG

A blog is like an online written diary or journal, which can inform your audience about your cause. If you choose this activity, it is important to regularly blog about your campaign, in order to build your audience and spread your message. Find out more about [how to blog](#).





HOW TO ORGANISE A SUCCESSFUL EVENT

Running an event can help bring people together and raise awareness about your campaign. There are many things to consider when organising an event, such as budget, resources and logistics.

Running an event is an opportunity to bring members of your community together, some of whom you may never have met before, and encourage participation. Find out more about [how to organise an event](#).



BOYCOTTS

Depending on the cause you are fighting, a boycott could be an effective tool to bring about change. A boycott is essentially the act of abstaining from buying certain goods, using a service or taking part in an activity. If you have enough people boycotting the same thing, history has proven that they can be successful. Find out more about [successful boycotts throughout history](#).



HOW TO ORGANISE A PROTEST

You may wish to mobilise your supporters and organise a protest to publicly demonstrate your feelings about the issue you are tackling. In order for your protest to have more impact, you may wish to inform the media, who may choose to cover the protest. Find out more about [how to organise a protest](#).

CIVIL DISOBEDIENCE/NON-VIOLENT RESISTANCE

Throughout history, people have taken action to challenge injustices. It is important to acknowledge the civil disobedience tactics The Suffragettes, Greenham Common Women's Peace Camp, Occupy movement, Greenpeace, Extinction Rebellion and others have used to fight injustices. Their actions helped to raise awareness and draw support to their cause. [Claudette Colvin](#) and [Rosa Parks](#) refusing to give up their bus seats to white passengers, are examples of civil disobedience. Their actions prompted the beginning of the civil rights movement in the United States. Find out more about [civil disobedience and its use in the fight for justice](#).



Student campaign success!

Life after Life

Before organ donation became an opt-out system in England, a group of students in Harrow shocked at the number of people dying while waiting for organs launched their campaign 'Life after Life'.

Their aim was to raise awareness about the issue with other students. In doing so they hoped some would sign-up as donors and ultimately save lives. They raised awareness of the issue through their website and by talking face-to-face with students on campus. As a result of their awareness raising campaign, [nearly 200 people signed-up as donors!](#)



SMART objectives

Now that you have identified the activities you want to use in your campaign, it's time to use your problem/solution tree analysis and your power map to begin to shape your SMART objectives.

SMART stands for:

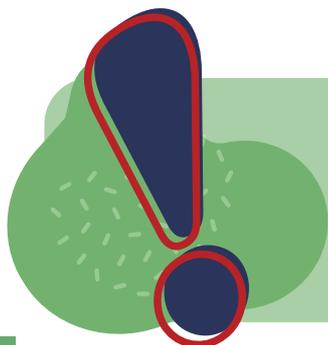
Specific: Make your objectives as clear and defined as possible.

Measurable: Add a measurable element such as numbers or percentages. This will help you know if you have achieved your objective.

Achievable: Do you know you can complete your objective? Is it measurable? Have others completed a similar action successfully?

Realistic: Human resources, time and money. Do you have the resources to carry out the objective?

Time-bound: Set deadlines. When do you want to achieve the objective by?



A SMART objective: Email three council officials about the problem and request a meeting by [DD/MM/YY]

Not a SMART objective: Contact the council about the problem.

Expected outcomes

You may find the activity planning chart below helpful to clearly map out how you will achieve each of your SMART objectives. The table includes space to identify indicators of success for each objective. These are useful because it will help you to monitor, evaluate and learn from your campaign actions. Indicators of success are based on what you believe will be the expected outcomes of your action. Write down your expected short, medium and long-term outcomes for each of your SMART objectives.

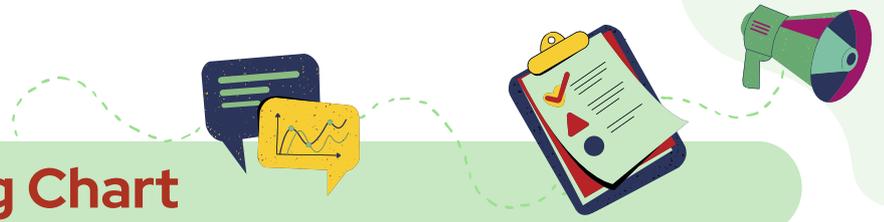
For example:

SMART objective	Short-term outcome	Medium-term outcome	Long-term outcome
Email three council officials about the problem and request a meeting by [DD/MM/YY]	I receive a positive email response from them.	We have a face-to-face meeting with tangible outcomes.	As a result, the council implement changes that solve the problem.

This is otherwise known as a theory of change. The assumption is that each outcome will lead to another and eventually the overall change you want. The activity planning chart below is a live document which can be added to as your campaign progresses. Please use this table as a template and adapt if necessary in a way that suits you and your campaign best.



Activity Planning Chart



Objective (SMART)	e.g. Email three council officials about the problem and request a meeting by [a realistic, specific date in the not too distant future].
What activity will you use?	Email three councillors
How will this activity help you reach your goal?	The councillors have the power to change the problem
Who is the target of this activity?	Councillors
What is your message? (in general terms)	This is the problem, this is how you can help, please can we meet
Expected outcomes and indicators measuring the success of the activity	<ol style="list-style-type: none"> 1. The councillors respond to the email 2. A meeting is organised 3. Clear outcomes come from the meeting 4. Action is taken 5. The council adopt measures to stop fly-tipping on my street
What materials are needed to carry out the activity?	Time and access to email
Do we have the budget and resources to carry out this activity?	Yes
Who is going to carry out the activity?	Aisha
When is the activity going to be carried out by?	By: DD/MM/YYYY [a realistic and specific date in the not too distant future]
Publicity for the activity	N/A
Media plan	N/A

Monitoring, Evaluation & Learning

Monitoring and evaluating your campaign is vital, so that you are aware of how well it is going. If this does not take place, it is impossible to know why something worked and did not work. Using a problem/solution tree, power map, SMART objectives and an activity planning chart will help you to monitor and evaluate your campaign.

Monitoring

Monitoring is a process that happens continually throughout your campaign. It is important to keep an eye on progress so that you can, if necessary, make changes. Continually ask yourself:

- How are we progressing with our campaign?
- Are our deadlines being met?
- Are the success indicators being met and activities achieved?
- Do we need to change something to improve our chances of success?

Evaluation

An evaluation looks at whether you are achieving your objectives, how they were achieved and what you can learn from the process to inform your future campaign work. Evaluations should happen at regular intervals during the life-cycle of your campaign depending on the short or long-term nature of your objectives.



An evaluation should not solely happen at the end of your campaign! Build-in an evaluation timetable as you plan your campaign and set your objectives.

Implementation evaluation

An implementation evaluation looks at how well you undertook the activities. The types of questions you could ask to help with this evaluation are:

- Did we perform the activities as planned?
- Did we reach all of our intended targets?
- Did we reach the intended number
- of participants?



Help us make
a change

Outcome evaluation

An outcome evaluation looks at the overall effectiveness of the activities to achieve the original goal of the campaign.

The types of questions you could ask to help with your outcome evaluation are:

- What are the overarching results of the campaign and did we achieve our objectives and overarching goal?
- Has the knowledge base and understanding of the campaign targets changed?
- Are the attitudes, behaviours, or awareness of the campaign targets being shifted?
- Has there been a change in the law, policy or practice at issue in the campaign?

As part of the evaluation and learning process make sure to include everyone involved in the campaign. Bring everyone together to get feedback on what they felt the successes and challenges of the campaign were.

Here are some questions you could ask the group:

- What went well?
- What was challenging?
- What did we learn so that we can do better next time?
- Are we happy to continue this campaign?
- How shall we celebrate our success and thank those who helped?
- What contacts and connections did we make?
- Is there anyone else who would be interested or could benefit from knowing about our campaign?

As an example, we have provided a template evaluation table to use when you carry out evaluations of your campaign. Please adapt this table if necessary, in a way that suits your evaluation and way of working best.



Evaluation Table [Template]

Objectives/ Activities	Target date for completion [DD/MM/YY]	Were our indicators of success achieved? [refer to activity planning chart and indicators of success]	What was challenging?	What went particularly well?	On reflection, Is there anything we would have done differently?	Overall did we achieve this objective?
e.g. Email three council officials about the problem and request a meeting by [a realistic, specific date in the not too distant future].		1. 2. 3.				
Goal	Did we achieve our overarching goal?	What were our successes?	What could we improve?	Are we going to continue?	How shall we celebrate our success and thank those who helped?	Is there anyone else who would be interested or could benefit from knowing about our campaign?
e.g. To Stop fly-tipping on my road						

Emotional Resilience

It is important to remember that many campaigns TAKE TIME. They can be long and on-going. It took the Suffragettes 25 years of campaigning before women over the age of 21 won the right to vote in 1928! It took over 50 years of campaigning for slavery to be abolished in the British colonies in 1833! These may be extreme examples but it is important to be aware that you may not achieve the quick win that you desire.

A campaign that is not immediately successful can lead to feelings of frustration, despair, hopelessness and anger. These feelings are valid and understandable. That is why it is important to build emotional resilience.

What is emotional resilience?

Emotional resilience is the ability to adapt to stressful situations or crises.

What can help you build emotional resilience?

The good news is, it can be developed! Here are some ways that will help you become more emotionally resilient so that you can continue to work towards making the change that you want to see:

Build a support network. It is important to have people around you that can support you in the good and bad times. Whether they are fellow campaigners or people outside of your campaign, it is always good to have people that you can lean on when needed.



*It's
important
to build
emotional
resilience.*

Find balance. Work/life balance is always important. Make time to shift your focus away from your campaign to something else on a regular basis.

Developing hobbies and interests will help you find balance.

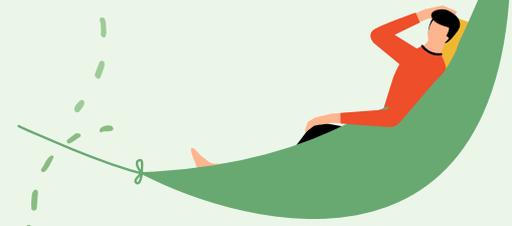
Give yourself a break. Allow yourself to take time off from your campaign. You'll come back refreshed and re-energised to carry on.

Manage your thoughts. It is easy to get into negative thought patterns when a campaign is not working out as you had hoped. Flip the negative thoughts into positive ones.

Optimism. Be optimistic about your campaign. Even if it steers off course, keeping an optimistic outlook will give you the energy you need to continue.

Sense of humour. Having a sense of humour and being able to laugh at the things that don't go quite right will help enormously.

Roll with the punches. Life is always up and down. Expect the lows but do not focus on them. Brush them off and you will come back stronger.



Further information and Links

Voluntary Action Harrow

- [Voluntary Action Harrow, Campaign Support Service](#)
- [Voluntary Action Harrow Training, Workshops and Events](#)
- Voluntary Action Harrow [Facebook](#) and [Twitter](#)

External Information/Links

- [Five Successful Campaigners Share their Secrets](#) [Opendemocracy.net]
- [Ella Baker School of Organising](#)
- [Community Organisers](#)
- [How to Organise a Community](#) [Globalfree]
- [Our Wealdstone Facebook Group](#)
- [Harrow community vow to clean up the streets](#) [Harrow Times]
- [Community comes together for 'Our Wealdstone' clean-up](#) [Harrow Times]
- [Norbury School FGM Campaign](#)
- [First-ever female genital mutilation conviction welcomed](#) [Harrow Times]

How to:

- [How to organise a public meeting](#) [Resource Centre]
- [How to host an online meeting](#) [AbilityNet]
- [Find your elected officials](#) [Writetothem.com]
- [How to write to your MP](#) [Gingerbread.co.uk]
- [How to write to your councillor](#) [Takepart.org]
- [How to organise a petition](#) [Resource Centre]
- [How to use social media](#) [SkillsPlatform.org]
- [How to write a leaflet](#) [Instaprint]
- [How to start a podcast](#) [Thepodcasthost.com]
- [How to blog](#) [The blogstarter.com]
- [How to organise an event](#) [www.gov.uk]
- [How to write a press release](#) [The Guardian]
- [How to organise a protest](#) [Liberty]
- [Successful boycotts throughout history](#) [ethicalconsumer.org]

- [Claudette Colvin](#) [BBC News]
- [Rosa Parks](#) [History.com]
- [Civil disobedience and its use in the fight for justice](#) [Extinction Rebellion]
- [Students' donor campaign a success after two days](#) [Harrow Times]

- [Community and Youth Groups free online events and training to get your voice heard](#) [UK Parliament Learning]



Campaign Toolkit

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