

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"> - Cutting the issue - Apply criteria for cutting issues - Problem-tree analysis
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"> - Draw from cutting the issue and problem-tree analysis - Revisit critical-path
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"> - Analysis of Social, Technological, Economic, Environmental and Political (STEEP) trends - Force field analysis for each goal - Problem-tree analysis - Initial stakeholder analysis
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"> - Critical path analysis - Movement Action Plan 8 stages
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"> - SWOT analysis - Team Types - Movement Action Plan
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"> - Power map (perhaps separate power maps for each campaign objective) - Spectrum of allies - Force-field analysis on 'targets' - Analyse targets in terms of what motivates them, what they fear and who can influence them - Revisit critical path