



**CAMPAIGN**

**TOOLKIT**

**10. Steps for effective campaigning.**

**CHANGE**  
CHANGE  
CHANGE  
change

[www.luuonline.com/campaigntoolkit](http://www.luuonline.com/campaigntoolkit)

Leeds University Union.



# CONTENTS:

This toolkit aims to help and engage both veteran and rookie campaigners to campaign on issue they feel passionate about. The toolkit is broken up into ten easy steps which you can navigate your way through according to your needs and experience.

## HOW TO USE THIS TOOLKIT:

The steps you choose do not have to take a linear path. You might decide to start at Step 7 and then realise you need to go back to Step 4.

Whatever path you choose, each step ends with a helpful guide for which one to take next. So just pick a step that you need help with and begin your journey to more effective campaigning!

The purpose of this Campaign Toolkit is to help get you a boat.



"A man went to knock at the king's door and said, 'Give me a boat'. The king's house had many other doors, but this was the door for petitions. Since the king spent all his time sitting at the door for favours (favours being offered to the king, you understand), whenever he heard someone knocking at the door for petitions, he would pretend not to hear, and only when continuous pounding of the bronze doorknocker became not just deafening, but positively scandalous,

disturbing the peace of the neighbourhood (people would start muttering, 'What kind of king is he if he won't even answer the door?'), only then would he order the first secretary to go and find out what the supplicant wanted, since there seemed no way of silencing him."

**José Saramago**  
The Tale of the Unknown Island



# What is a campaign?

A CAMPAIGN IS A PROCESS DESIGNED TO BRING ABOUT CHANGE.

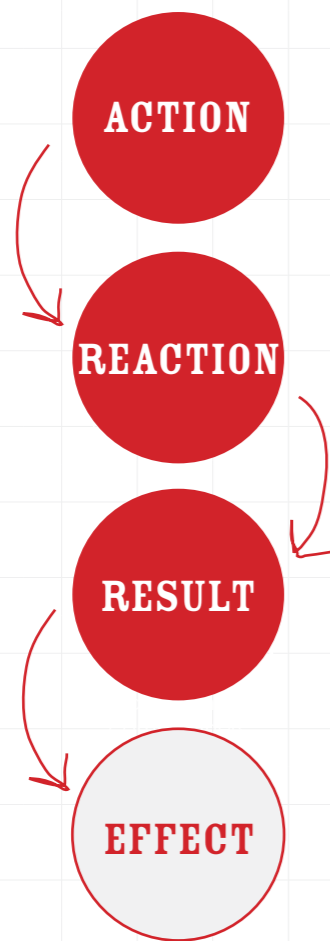
This process is made up of organised actions that seek to influence others in order to bring about change.

CREATE CHANGE.

This simple diagram below shows the path of a campaign. Though quite self-explanatory it is worth clarifying each of the terms:

- **ACTION:**  
What is done by the campaigners.
- **REACTION:**  
What is generated by these actions.
- **RESULT:**  
The outcome of this reaction.
- **EFFECT:**  
The impact of this.

The distinction between the Result and the Effect is a subtle but vitally important one.



## CASE STUDY: LUU BREAKDANCE SOCIETY

The Breakdance Society wanted to use the Refectory to rehearse but the manager would not let them. The campaign employed a number of tactics before finally organising a "dance in" whereby the society occupied the Refectory and began breakdancing. The manager was unsure how to deal with this tactic and so did nothing. Two days later the society did it again. At a loss the manager agreed to grant the society access to use the Refectory.

### IN THIS EXAMPLE THE:

• **ACTION**  
Is the "dance in".

• **REACTION**  
Is the manager's discomfort with the situation.

• **RESULT**  
Is the manager agreeing to grant access to the Refectory.

• **EFFECT**  
Is that more space is available for use by the Union's societies.

It is important to make this distinction as it is the **Effect not the Result** that impacts on people's lives and changes things for the better! Therefore the campaign can not be said to be successful until it has brought about the effect.



Changing what is possible takes a lot of energy and determination. So, if you want to run a successful campaign, you're going to have to be very passionate about your cause. Think what is it that most irritates or inspires you then consider the best way to build a campaign around it.

There are many different types of campaign but most will do one of the following:

- 1.) **INTRODUCE a new issue not previously considered.**
- 2.) **REITERATE an existing issue that might need emphasising.**
- 3.) **REMIND people of a historical event that needs recalling.**
- 4.) **HIGHLIGHT an up-and-coming issue.**
- 5.) **BOOST some tired activists tackling a long campaign.**

Once you've chosen a campaign double check that it is really you who has chosen it. Are you just doing it because you are part of a larger organisation and that is what they are doing? Are you simply reacting to an issue purposefully presented to you by an antagonist? If your answer is yes to either of these questions then it may be worth reconsidering your choice as it is not truly your campaign but someone else's.

**"IF POLITICS IS THE 'ART OF THE POSSIBLE', CAMPAIGNING IS THE SCIENCE AND ART OF CHANGING WHAT IS POSSIBLE"**

Chris Rose





# STEP 3.

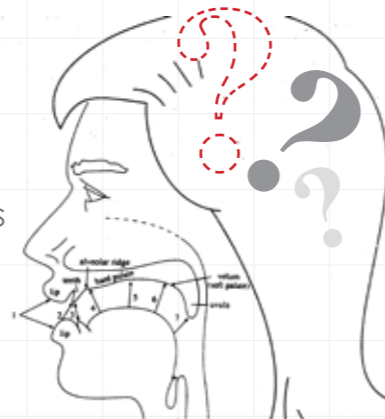
## Knowing your issue.

# i

If everyone knew about the issue you're concerned about and agreed with your point of view then there would probably be no need to mount a campaign. This means you need to know your stuff! Knowing about your issue is essential if you are going to be strategic in your campaigning. This section contains a list of where you can get information and support from as well as hints and tips for what to look for.

### • Before you start your research:

It is worth considering the bias that comes with all information - yes even this toolkit! Try to read from as many independent sources as possible and make sure that you look at a number of points of view on your campaign issue. You don't want to use information as the foundation of your campaign only to find it is a fabrication of inaccurate propoganda as you will be quickly discredited.



### • What am I looking for? PEST Analysis:

To provide a bit of a framework for your research you may want to use a basic PEST analysis. This means looking at the **Political, Economical, Social and Technical context of your issue.** If, for example, you were worried about nuclear power you might want to look at:

### PEST ANALYSIS EXAMPLE FOR NUCLEAR POWER:

#### THE POLITICAL CONTEXT

The government policy on nuclear power: which department sets this policy, upon what research this policy is based, and who conducted this research?

How sympathetic is the government likely to be to your campaign?

#### THE ECONOMIC CONTEXT

The nuclear industry: the subsidies it receives; the donations it makes i.e. who it buys out; the lobbying it carries out; and the cost of generating nuclear power versus other forms of energy. Who will lose and who might gain financially if you win your campaign?

#### THE SOCIAL CONTEXT

What is the public opinion of nuclear power? Which pressure groups are active on the issue? How many people in your area are affected by the nuclear industry - either employed by them or living near a plant? Who will support and oppose your campaign?

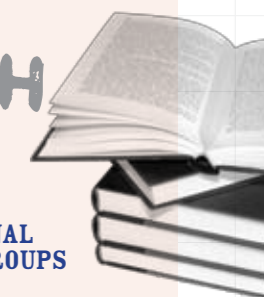
#### THE TECHNICAL CONTEXT

The levels of exploitable uranium left on the earth, the likelihood of the successful construction of an operational fusion plant, and the levels of greenhouse gas emissions created by mining, transport, operation, storage and decommissioning. If this evidence does not support your campaign how can you counter it?



Activists from the "Camp for Climate Action" group held a peaceful protest on 20th Aug 2007 by blockading Sizewell nuclear power station to oppose the myth that nuclear power is carbon neutral and a solution to climate change.

## SOME RESEARCH SOURCES:



#### LOCAL CAMPAIGN GROUPS

Leeds has a massive number of exciting active campaign groups who could help you, in a number of ways, with your campaign.

Two of the best are:

• Trade Injustice Debt Action Leeds (TIDAL) [www.leedstidal.org](http://www.leedstidal.org)

• Friends of the Earth

• Friends of the Earth [www.foe.co.uk](http://www.foe.co.uk)

Many of the local groups can be found at an independent, volunteer-run social centre in Leeds called The Common Place ([www.thecommonplace.org.uk](http://www.thecommonplace.org.uk)) Local campaigners are not only likely to tell you more about your issue but also help you out with your campaign.

#### NATIONAL & INTERNATIONAL CAMPAIGN GROUPS

There are **190,541 registered charities in England and Wales alone.** The best ones tend to be smaller, more strategic charities that avoid funding from governments and corporations such as:

• War on Want [www.waronwant.org](http://www.waronwant.org)

• World Development Movement [www.wdm.org.uk](http://www.wdm.org.uk)

• Visit [www.newint.org/issue383/ask-before-give.htm](http://www.newint.org/issue383/ask-before-give.htm) for a useful list of questions to ask charities before getting involved.

Obviously it's not just charities that campaign on important issues. Check out [www.planningsanity.co.uk/resource/campaigns.htm](http://www.planningsanity.co.uk/resource/campaigns.htm) for an extensive list of national

campaign groups and organisations.

## YOUR UNION

There are lots of people in your union who have experience and knowledge of a massive range of campaign issues.

The following political and campaigning societies are active within your union:

*Aegis (genocide), Amnesty, Conservative Future, Democ-Soc, Green Action, Green Party, Hands Off Venezuela, International Affairs Forum, Labour Students, Legalise Cannabis Society, Liberal Democrats, Liberty, Medsin (global health), Palestine Solidarity Group, People and Planet, Revolution, Salaam Shalom, Socialist Student Party, Speak, STAR, Socialist Student Workers, Student Stop Aids, Students Against War, Tibet, United Nations Association, United Nations Foundation.*

Email Kay Morrison: [K.E.Morrison@leeds.ac.uk](mailto:K.E.Morrison@leeds.ac.uk) for contact details.

Your union also has a centre for student-led campaign activity called **The Peanut Gallery**. This can be found on the ground floor of the Union building and online at [www.facebook.com/group.php?gid=21129967448](http://www.facebook.com/group.php?gid=21129967448). You could also try your Campaigns and Democracy Support Manager on: [campaigns@luu.leeds.ac.uk](mailto:campaigns@luu.leeds.ac.uk).

## WEBSITES

Seems obvious but you could do worse than simply 'googling it' and seeing what comes up.

## LECTURERS

You are at one of the best universities in the country and alongside some of the best minds. Most lecturers will be happy to talk to you if you pop in and make an appointment.

A good place to start would be **Leeds Geography Department** which is currently running an M.A in Activism and Social Change ([www.activismsocialchange.org.uk](http://www.activismsocialchange.org.uk)) which is co-ordinated by Dr Paul Chatterton ([p.chatterton@leeds.ac.uk](mailto:p.chatterton@leeds.ac.uk)).

## INDEPENDENT MEDIA

Mainstream, corporate media is heavily influenced by large advertising revenues and party political connections. Independent media groups are less affected by these sorts of pressures and so serve as a more reliable source of information. **Check out:**

• **Indymedia**  
[www.indymedia.org.uk](http://www.indymedia.org.uk)

• **New Internationalist**  
[www.newint.org](http://www.newint.org)

• **Zmag**  
[www.zcommunications.org](http://www.zcommunications.org)

## PEOPLE

Talk to your friends about it. Ask them if they know anything about the issue you're trying to research or if they know anyone who does. People are far more interesting to talk to than staring at a website!

## NOW THAT YOU'VE DONE YOUR RESEARCH TRY DOING THE FOLLOWING:

- Write a summary of what you found out using the PEST analysis.
- What solutions or alternatives to your problem have you come across during your research?
- Make sure you have **KILLER EVIDENCE**. Killer evidence should provide irrefutable support for your campaign. Killer evidence does not contain exaggeration or spin (leave that for the politicians) and is often at its best when it contains first-hand evidence and/ or personal stories alongside technical facts and figures.

## CASE STUDY: ASYLUM SEEKERS

A student at the University of Leeds submitted a motion to Leeds University Union Council (the highest decision-making body in the Union) calling for the Union to do everything it could to help support the plight of asylum seekers. At the first Union Council meeting the motion was deferred because a number of councillors had concerns surrounding its resolves and wording.

At the second Union Council meeting the student brought a number of asylum seekers who were able to address the council directly with their stories of persecution and poverty. The motion passed unanimously with no amendments. By humanising the motion and providing first-hand, undeniable evidence of the gravity of the situation, the student was able to make a far greater impact on the councillors.



Researching your issue could have radically changed your mind about it. If so it might be worth returning to **Step 2: What do you want to change? for a re-think?**



# STEP 4.

## Setting your aims.

The most successful campaigns have **CLEAR, SIMPLE, ACHIEVABLE AIMS** which can be communicated with a simple message through publicity and a slogan.

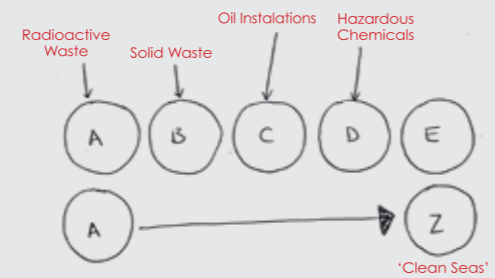
Setting simple aims to tackle a complex issue can be difficult. That is why it's often a good idea to plan a campaign as a series of small steps, what Chris Rose calls a 'critical path', where one leads to the next - like

dominoes. Stick at each step until it is achieved and then go onto the next. These small successes will help keep you feeling positive about your campaign and encourage others that it's worth getting involved.

### CASE STUDY: GREENPEACE THE 'CLEAN SEAS'

Here is the example of the 'Clean Seas' campaign by Greenpeace. **The long-term aim of the campaign was 'clean seas'**. The organisation closed off one waste-dumping route after another starting with radioactive waste then solid waste, oil installations and hazardous chemicals on their way to cleaning up the world's oceans.

When deciding what the **small steps** of your **critical path** should be remember that, in general, it is better to campaign on a small part of the problem which is unacceptable to a large group of people rather than a larger part which is only unacceptable to just a few.



### THE FIRE NOTICE TEST:



A fire notice is an excellent example of **how to communicate a clear and simple campaign aim**. The problem (the danger of fire) is very clearly outlined followed by the solution (break glass). Remember you're competing for people's attention with millions of other messages everyday. Use this notice as a template and try to make a fire notice for your campaign. Outline the problem and then the solution. Later you can use this template for banners, leaflets and posters.



**"THE PRICE OF A SUCCESSFUL ATTACK IS A CONSTRUCTIVE ALTERNATIVE"**

Alinsky's 'Rule for Radicals'.

### ASK YOURSELF:

- Who else might share your concerns?
- What would motivate people to support your cause?
- How can you plot your critical path across that concern?

• Then do the fire notice test (see explanation opposite).

Still not clear? It may be worth returning to **Step 3: Knowing Your Issue**. Do some more research and clarify your thoughts.

NOW THAT YOU'VE SET YOUR AIMS, TRY DOING THE FOLLOWING:

- Summing-up your campaign aim in one sentence.
- One of Alinsky's 'Rules for Radicals' was, "*the price of a successful attack is a constructive alternative*", so sum-up not just what you're against but what you're for. A solution or alternative.

GO BACK TO:

STEP 3. KNOWING YOUR ISSUE Page 6

OR

PROCEED TO:

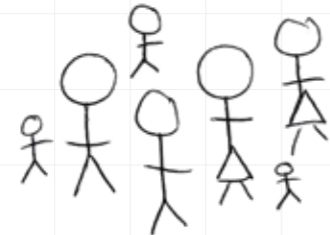
STEP 5. GETTING PEOPLE TOGETHER Page 12



# STEP 5.

## Getting people together.

Very few campaigns can be conducted alone but there are loads of ways to **get people involved.**



• **CONTACT UNION SOCIETIES:**  
Visit: [www.luuonline.com/studentactivities](http://www.luuonline.com/studentactivities).

• **THE PEANUT GALLERY SOCIAL CENTRE:**  
Visit: [www.facebook.com/group.php?gid=21129967448](http://www.facebook.com/group.php?gid=21129967448).

• **SEARCH ONLINE FORUMS**  
Search Facebook groups for those who might share your concerns, add yourself as a friend and try to get members to meet.

• **CONTACT CAMPAIGN GROUPS:**  
It may also be worth contacting any campaign groups and social centres local to Leeds ([http://en.wikipedia.org/wiki/UK\\_Social\\_Centre\\_Network](http://en.wikipedia.org/wiki/UK_Social_Centre_Network)) to see if you can meet with like-minded people.

### • Posters, Stalls and Flyers

Put some posters or flyers in strategic places around your university and where you live or try running a stall to meet people. Make sure you get their telephone numbers and email addresses if they're interested, don't rely on them contacting you!

### • Collaboration

Remember to think creatively about who might support your campaign and get involved. People might have the same campaign aim as you but for different reasons.

If you are struggling to get anyone interested in helping out, remember that campaigns often rely on a sense of scandal or outrage to get people involved.

$$\text{SCANDAL} = \text{HORRIDNESS} \times \text{PROFIT} \times \left[ \frac{\text{What CAN be done}}{\text{What is BEING done}} \right]$$

Environmental campaigner Chris Rose developed the equation (above) to test 'just how bad it is'. Why not put your issue to the test?

**In order to create engagement you need to show that you have a clear idea of what more can be done and that there is a clear opportunity to implement this solution.**

A scandal is not just measured by how horrid something is, but also to what extent it could have been avoided if more was done to prevent it. This is made all the more scandalous if someone is making money from the problem.

Simply telling people about this scandal will not lead to mass action and

involvement. In fact it can lead to the opposite. In order to create engagement you need to show that you have a clear idea of what more can be done and that there is a clear opportunity to implement this solution through a specific means.

If you can't run the campaign on your own (which is likely) and you can't find anyone else to help you then ask yourself why and consider the points below?

#### Issues to consider if you can't recruit campaigners:

- Is your issue scandalous enough? Use the test to find out.
- Are you pushing the group not the issue? A lot of groups

make the mistake of pushing their politics of their action rather than the issues they campaign on. In reality, very few people care about politics but lots of people care about issues, especially if it directly affects them.

- Can you re-frame the issue so that it appeals to more people?

**If all else fails then it may be worth returning to Step 2:**

**CASE STUDY: GREENPEACE**

When Greenpeace were campaigning for a ban on CFCs they managed to get widespread support as they promoted the fact that more CFCs in the atmosphere meant less time sunbathing without damaging your skin! Sadly, lots more people care about getting a tan than saving the planet!

What do you want to change? **To think again?**

GO BACK TO:

**STEP 2.** WHAT DO YOU WANT TO CHANGE? Page 5

OR PROCEED TO:

**STEP 6.** ORGANISING AND HAVING A MEETING. Page 14

# STEP 6.

## Organising and having a meeting.

The key to a successful meeting is making everyone feel included. It is also important to strike a balance between making a space to discuss ideas without putting people off by doing lots of talking.

### MEETING CHECKLIST.

#### • SET A DATE & TIME

Consult all the people involved and make sure everyone can come. Doodle, [www.doodle.ch](http://www.doodle.ch) is a helpful online tool to arrange meetings where people click when they're available and Doodle tells you when most can attend.

#### • SET A VENUE

Somewhere with food or drink is good for providing a relaxed and fun atmosphere, so a pub, café or someone's house is perfect. Make sure that everyone knows where the venue is or has a contact number for someone who does. To book The Peanut Gallery Social Centre in the Union building just write your name in the bookings diary in the The Peanut Gallery next to any available slot!

#### • REMINDERS

It's often worth sending out a reminder email or text message before the meeting as someone is bound to forget!

#### • AGENDA

At the start of the meeting write out points to be discussed.

#### • MINUTES

It's important that someone takes notes to send out to the participants after the meeting documenting what was decided, who agreed to do what, and the dates of the next meeting.

#### • FACILITATOR

If the meeting has a large number of participants it may be worth appointing a facilitator to make sure the group works harmoniously and democratically.

#### REMEMBER:

Try to keep the number of meetings to a minimum as campaigners often get meeting fatigue. Make sure the meetings you do have count by having clear guidelines about what people need to do before and after each meeting. You can try using online forums to discuss ideas – however be wary of who might be watching these!



### HINTS AND TIPS ON CAMPAIGN GROUP EMAILS:

The open rate for emails decrease rapidly when people get bombarded with more and more junk mail. Try to distinguish your email by placing something personal in the title.

• According to research by a group called **Advocacy Online**, emails sent on a Friday are more likely to be opened.

• Once you have an active email contact list DO NOT use it to send out information about

anything other than things relating directly to the group. People will soon get tired of receiving these emails and stop opening them altogether.

• If you're arranging a meeting, it is worth mentioning in the email what will be discussed so that respondents see the purpose of the meeting and prepare accordingly.



# WORKING COLLECTIVES:

Another way to minimise meetings is to set-up working collectives.

everyone rather than a few people doing a lot.

**1. LIST ALL THE THINGS THAT YOUR GROUP DOES ON A PIECE OF PAPER.**

In small groups most decisions are made through informal and spontaneous discussions. However, if your group starts to grow in size, you may want to consider setting up working collectives.

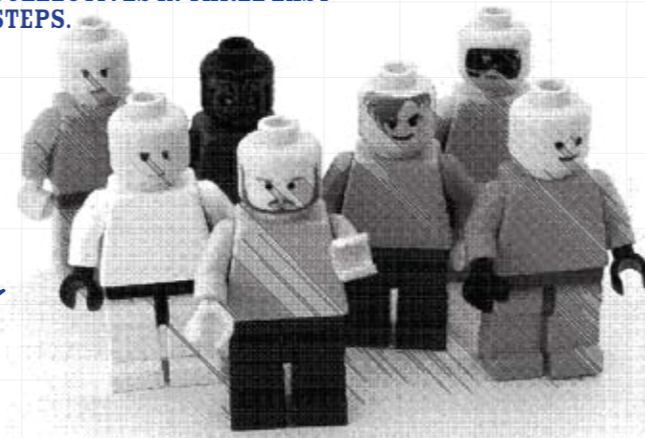
**2. SPLIT THE LIST UP INTO SIMILAR TASKS TO FORM COLLECTIVES OF PEOPLE.**

Under this model people can just attend meetings specific to their working collective and then nominate one person from the working collective to attend a spokesperson where they can feedback progress to the wider group. The other benefit of setting up working collectives is that it tends to distribute work more evenly amongst

**3. ASK PEOPLE TO VOLUNTEER FOR WHICHEVER COLLECTIVE BEST SUITS THEIR SKILLS, EXPERIENCE AND INTEREST.**



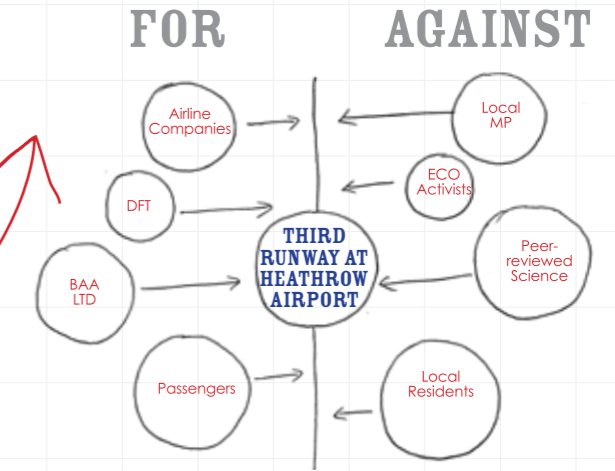
THIS DIAGRAM SHOWS HOW TO SET-UP WORKING COLLECTIVES IN THREE EASY STEPS.



# STEP 7. Making a plan.

Having researched your issue and set your aims, try mapping out the forces **FOR** and **AGAINST** what you want to happen or what you want to change.

Draw a campaign map of the problem showing the people involved, the organisations, the institutions etc. This will help you work out exactly what the mechanisms are for what you want to change.



## EXAMPLE CAMPAIGN MAP FOR 'CAMP FOR CLIMATE ACTION '07':

Above is an example campaign map created in the run-up to the Camp for Climate Action '07. The organisers put a giant sustainable campsite next to Heathrow Airport in order to bring together environmental activists concerned with the increase of CO2 emissions, Londoners concerned about noise, and the local residents of Hayes and Harlington concerned about the future of their homes and community to challenge BAA Ltd's plans to build a third runway.

## CHALLENGE NO.1

**YOUR FIRST CHALLENGE IS TO WORK OUT HOW YOU ARE GOING TO BRING TOGETHER THE PEOPLE WHO SUPPORT YOUR CAMPAIGN AIM.**

**As a rule do not expect people to come to you.**

Obviously constructing a giant campsite is not the only way to do this. You may want to use different methods for different groups. As a rule do not expect people to come to you: so if it's a union society you want support from ask if you can go along to one of their meetings, or if it's an online group ask to join their group rather than getting them to join yours. Have a look at the 'Step 5: Getting people together' section of this toolkit for other things to consider.

## CHALLENGE NO.2

**YOUR SECOND CHALLENGE IS TO IDENTIFY WHAT OR WHO NEEDS TO CHANGE TO BRING ABOUT YOUR CAMPAIGN AIM. WHO OR WHAT IS YOUR TARGET?**

Start by looking at each of the forces on your campaign map against what you want to happen. Each of these is a potential target for your campaign. Place each target in one of the following three categories:

**• A closed space is somewhere you do not have access to.**

Most private things are closed spaces (except to those who own it) such as: private property, private meetings, privatised services and private companies.

**• An invited space is somewhere you do have access to.**

Most public things are invited spaces (run on broadly democratic terms) such as: your Union, community groups, community centres, county councils, local MPs and (for the time being) national governments.

**• A claimed space is one that someone has gained access to.**

These spaces tend to be closed spaces that have become invited spaces such as: the Camp for Climate Action, squats, graffiti walls, social centers, and subvertised billboards.

The opening section of this toolkit defined a campaign as, "A process designed to bring about change. This process is made up of organised actions that seek to influence others in order to bring about said change."

The key word here is **influence**. How are you going to influence your target?

## CHALLENGE NO.3

**YOUR THIRD CHALLENGE IS TO DECIDE WHICH TACTICS YOU'RE GOING TO USE TO INFLUENCE YOUR TARGET. DIFFERENT TACTICS ARE BETTER FOR DIFFERENT TARGETS. HAVE A LOOK AT THE TABLE OPPOSITE:**

It's best to start by looking at targets that you've placed in the **invited spaces category** as these, by their nature, are easier to influence. They also generally require less people and resources to be effective.

If you can't get the result you want from campaigning in **invited spaces** then begin to work on targets in the **closed spaces category** and/ or use tactics from the **closed**



Diagram to show the tactics and areas to campaign in.

**spaces** category on targets you initially placed in the invited spaces category. It is generally good to continue dialogue with decision-makers in invited spaces whilst employing these more forceful tactics. The use of a range of tactics like this is what National Council for

Voluntary Organisations call the campaign mix.

**• Tips on campaigning in INVITED spaces:**

- These are traditionally

more formal spaces so you may have the opportunity to present a more in-depth presentation of your position. Make sure you make the most of it by including your 'killer evidence' (see page 9) and making sure your analysis is spot on.

- Remember to try and show a potential win for your

target if they adopt your position on the issue.

- Try pressurising not just the decision-makers but people close to them.

**• BEWARE:** Diplomats are often very good at saying they'll do something but never delivering the goods. Make sure you don't get bought in by false promise and get co-opted. Many so-called invited spaces turn out to be in fact closed.

**• Tips on campaigning in CLOSED spaces:**

- These are traditionally less formal spaces for dialogue, where you do not have the luxury of an in-depth presentation of your views, so make sure your sum up

your message effectively for a banner or placard. Refer back to 'Step 4: Setting Your Aims' for tips and guidance.

- One of Alinsky's 'Rules for Radicals' was, "Go outside the expertise of your enemy, look for ways to increase insecurity, anxiety and uncertainty". A perfect example of this is the students at Leeds who instead of doing a sit-in did a dance-in in the Refectory (page 4). Think hard about how to re-invent old tactics and present your target with problems they've not faced before.

- Upon the same understanding Alinsky also warned to, "Never go outside the expertise of your people". The last thing you want is to increase insecurity, anxiety and uncertainty in your own group!

- Consider what it is that

your target wants and what tactic you can use to take it away or threaten to do so? Remember that the threat is often more terrifying than the thing itself and your power to take it away is, as Alinsky said, "not only what you have but what the enemy thinks you have".

- Always make sure you understand the legality of your tactics.

### • Tips on Campaigning in CLAIMED spaces:

Campaigning in **claimed spaces** or creating new claimed spaces can be one of the most powerful ways to influence a campaign target as it is a space that, unlike invited and closed spaces, they do not control. The idea is that rather than trying to reform existing organisations

we make ourselves less reliant on them by creating new ones. In effect you practice what you preach, try throwing it into the mix.

- Sustaining this kind of space takes a lot of time and effort. Keep people motivated by making sure that as many people as possible feel a sense of ownership of the space. The best way to do this is by getting them involved right from the beginning.

- It is a good idea to set out some core values for the space, that everyone agrees on at an early stage.

- Make sure you publicise your space widely and make it as welcoming as possible. You will not affect your campaign target and no one will reap the benefits if people are not involved in your space.
- Make sure you plan

carefully how to secure the space both short and long term.

### • Timing

Remember, timing is an important part of any action plan. Can you tie your action in with an appropriate popular event which might grant it more media attention? Is there a particular time of day that would be best?

### NOW THAT YOU'VE PLANNED YOUR CAMPAIGN, TRY DOING THE FOLLOWING...

- Chris Rose's 'photo test'. Go through your campaign plan and see if you can tell the story in pictures. As a rule, if there's nothing to photograph then there's no actual activity, no objective to achieve, and no campaign to join in with,

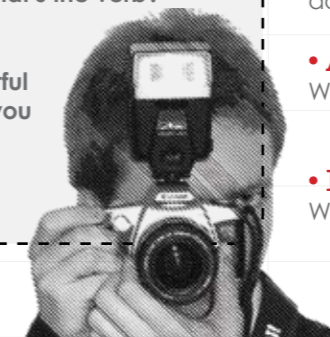
# The Media.

**Campaigns make news when, through exerting influence, they create CHANGE, make a difference, or threaten to do so.**

Lots of different campaigns try to use the media to increase pressure on their target. Campaigns make news when, through exerting influence, they create change, make a difference, or threaten to do so. Most significant changes are fiercely opposed. 'No opposition' usually means not much news. What the public want to know is who wins, what gets changed, how does it affect them, their family and their life? What are the outcomes? The media focuses on outcomes of things that happen, not a conflict of ideas.

### ASK YOURSELF:

- What is your campaign doing, what's the verb?
- What are the outcomes?
- How are you exerting influence?
- Is this influence sufficiently powerful to bring about the change(s) that you want to see?



report or support.

- Put the name of your campaign target into the search bar on websites such as Earth First <http://earthfirst.org.uk/actionreports/> and Indy Media [www.indymedia.org.uk/](http://www.indymedia.org.uk/). What can you learn from what other people have done before?

- Remember the diagram from 'Step 1: What is a Campaign?' (see diagram above) you should now have something for each of these circles. Try writing it down to make sure.

- **ACTION**  
What you're going to do.

- **REACTION**  
What you hope will be

generated by these actions.

- **RESULT**  
What you hope will be the outcome of this reaction.

- **EFFECT**  
What you hope the impact will be of this result.

**If you are unable to make a strategic plan it may be worth going back to look at Step: 4 Setting Your Aims for a rethink!**

OR  
PROCEED TO:  
**STEP 8.** GETTING RESOURCES  
Page 22

# STEP 8.

## Getting resources.

There may be no costs involved in facilitating your campaign but you may need to consider the following points:

### • Fundraising

There is money set aside within the Union to fund for campaigns. **Contact the Campaigns Support Manager: Email campaigns@luu.leeds.ac.uk Tel: 01133801459.**

Make sure you have a clear idea of what you need it for and why then get in touch. Churches, mosques and community centres are also a potential source of funding if they are sympathetic to your cause.

### There is money set aside within the Union to fund for campaigns.

Alternatively, you could put on a gig, film night, art exhibition or comedy night and use the takings to fund your campaign. Rent somewhere local, for example:

**Brudenell Social Club**  
Tel: 01132752411  
**Packhorse**  
Tel: 0113 2453980  
**The Fenton**  
Tel: 0113 2453908 or  
**The Common Place**  
www.thecommonplace.org.uk.

You can also rent **Stylus, Pulse and Mine within the Leeds University Union building.** To book these spaces simply pop into the events office in the Union building and pick up an event proposal form.

### • Publicity

In some cases this is key to the campaign. **Get creative, inventive and brave!** EVERYONE makes flyers and posters, if you want people's attention **DO SOMETHING REMARKABLE.**

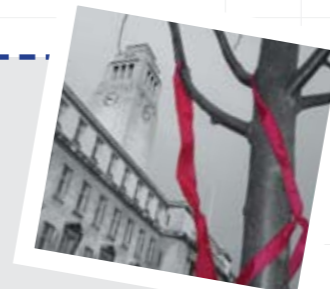
Look at 'Step 4: Setting Your Aims' for further tips on how to communicate your message.

### • Press

It is difficult to trust the press but if you can find a journalist who is sympathetic to your cause it's a great ally. It's worth knowing that you can take out a press embargo which prevents them from reporting an issue until you allow them to. This is helpful if you're trying to run a secret or surprise stunt!

## CASE STUDY: STOP AIDS

Leeds University Union Stop Aids Society did some fantastic publicity for thier campaign on 'World Aids Day' by tying red ribbons to practically everything in and around the University of Leeds. It made people ask themselves, "what are all the ribbons about?" and made people want to find out more.



You are lucky enough to have a student paper so make sure you use that as much as you can! Pop into their office opposite the Exec office upstairs in the Union building. For details of how to write a good press release visit: [www.gdrc.org/ngo/media/index.html](http://www.gdrc.org/ngo/media/index.html). For more tips on using the media refer to 'Step 7: Making a Plan'.

**If you don't have the resources for your campaign after all this then think again about your plan. Is it too ambitious or not ambitious enough? If so go back to Step 7: Making a Plan.**

### • Be realistic

GO BACK TO:  
**STEP 7.** MAKING A PLAN  
OR  
PROCEED TO:  
Page 16

# STEP 9.

## Doing a campaign.



By now you should have decided what you want to change (STEP 2), set clear aims (STEP 4), got people together (STEP 5), the resources that you need (STEP 8), had various meetings (STEP 6), and planned what you're going to do (STEP 7), all based on thorough research (STEP 3). If you've done all these things well, actually doing your campaign should be the easy bit!

Every campaign is different so there are no hard and fast rules once you start acting on your plan.

### • **Helpful Resources:**

Below is a list of practical resources that you may find helpful:

#### **Legal Guide:**

Free B.E.A.G.L.E.S  
[www.freebeagles.org/](http://www.freebeagles.org/)

According to their website: *"anyone who tries to bring about change for the better is going to come into contact with the law"*. So if you want to make the world a better place then you need to know your rights! This website is a great place to start.

If you're using direct action as a campaign tactic you may wish to appoint

someone in your group to act as a legal observer. The purpose of a legal observer is to monitor any illegal or improper behaviour by police or security personnel. For more tips being a legal observer visit: [www.uhc-collective.org.uk/webpages/toolbox/legal/advice\\_4\\_legal\\_observers2.htm](http://www.uhc-collective.org.uk/webpages/toolbox/legal/advice_4_legal_observers2.htm).

#### **Action Guide:**

Network for Climate Action  
[www.networkforclimateaction.org.uk/toolkit/resources.html](http://www.networkforclimateaction.org.uk/toolkit/resources.html)

The Network for Climate Action provide practical guides to doing talks, making banners, flyers, posters, films, carrying out actions and using the media. Even if you're not campaigning on climate change the tips are still transferable so check it out!

## 5 WAYS OF KEEPING UP MORALE WITHIN YOUR GROUP:

1. ALWAYS HAVE A TEAM HUDDLE BEFORE ANY ACTION.
2. HAVE A BUDDY SYSTEM SO EVERYONE HAS SOMEONE WHO LOOKS OUT FOR THEM.

3. KEEP YOUR SENSE OF HUMOUR; THE MOOD SHOULD BE HAPPY BUT DETERMINED.

4. IF THINGS GO WRONG TRY TO LOOK FOR THE SILVER LINING AND HOW YOU CAN BUILD ON THAT.

5. DO REGULAR UPDATES FOR EVERYONE INVOLVED SO YOU CAN CELEBRATE YOUR PROGRESS.

WELL DONE!



#### **Education Guide:**

TRAPESE Popular Education Collective  
<http://trapese.clearerchannel.org/resources.php>  
TRAPESE stands for 'Taking Radical Action through Popular Education and Sustainable Everything!'

They provide excellent ideas for how to design exciting and engaging workshops, games, films, training, and action/campaign planning sessions.

## 5 THINGS TO DO BEFORE A DAY OF ACTION:

1. MAKE SURE YOU GET PLENTY OF SLEEP THE NIGHT BEFORE.
2. PREPARE FOOD AND WATER TO TAKE WITH YOU.
3. PLAN TO GET TO A MEETING POINT TEN MINUTES EARLY.
4. MAKE A CHECKLIST SO YOU DON'T FORGET ANYTHING.
5. MAKE SURE EVERYONE IS AWARE OF THEIR ROLES AND KNOWS HOW TO GET THERE.



CHECK:

GOOD LUCK!

"A GOOD TACTIC IS ONE YOUR PEOPLE ENJOY"

Saul Alinsky

### • **Ongoing Appraisal:**

Actually doing your campaign might affect the way you think about your campaign. Don't be afraid to let this change your plan.

After each action go to Step 10: Evaluating your campaign and use it to assess your progress so far. You may then wish to change your plan, in which case proceed to Step 7: Making a Plan or come back

to Step 9: Doing a Campaign for more action!

AFTER EACH ACTION ALWAYS VISIT:

STEP 10. EVALUATING YOUR CAMPAIGN Page 26

YOU MAY WANT TO GO BACK TO:

STEP 7. MAKING A PLAN Page 17

OR STEP 9. DOING A CAMPAIGN Page 23

# STEP 10

## Evaluating your campaign.

### Why evaluate your campaign?

If you don't, how do you know if you've succeeded? If you don't evaluate your campaign, how can you identify and learn from your mistakes?



**Schedule a meeting after the campaign is over with all the participants.**

Get your campaign group to look again at the campaign diagram opposite and ask yourself the following questions:

- Did your action get the reaction you wanted?
- Did the reaction get the result you wanted?
- Did this result have the desired effect?

You may want to look to a variety of sources for information in order to answer these questions:

- To find out if you got the reaction you wanted you may wish to ask representatives of the people your campaign targeted; the public, the press, the

### • Follow-up questions for your group:

- Having looked at your campaign, did it achieve your aims? If not, why not?
- What was good about it?
- How can you increase this element in future campaigns? Was it fun, did you and your fellow campaigners enjoy it?
- Did your campaign stimulate other debates?
- Did it have effects that you didn't intend it to?
- What was the media reaction?
- What next?

University, academics, other students, decision-makers or officials.

- The result should be easy to identify through evidence, so investigate and clarify this with those who have been working on the issue with you.

- The effect is best assessed by the people the campaign was trying to help. Think carefully about how you involve them in your evaluation.

### STICK WITH IT TILL THE END!

A common mistake is to stop campaigning too soon. Remember not to stop campaigning until it really happens, not just once change seems likely or is legislated for accordingly.

Very few people campaign for legislation being passed but for the effect of that

legislation, once passed, to materialise. So if you're trying to change something in the Union, you have not succeeded until your idea has become Union policy, has been that acted on and the intended effect has been felt.

### AND FINALLY ...

### • Feedback

It is a good idea to inform anyone, who might take an interest in your campaign, what the outcomes were. Give pictures and a summary of your campaign to:

- Leeds University Union. Either pop into the Democracy Support (DST) office or email the Campaigns Manager: [campaigns@luu.leeds.ac.uk](mailto:campaigns@luu.leeds.ac.uk)

- Fellow campaigners and anyone else who helped you with your campaign.

- The wider public: national media, websites, blogs, Indymedia etc.

Feedback will help keep your supporters interested and your targets fearful! It may also help to inspire and motivate others to build effective, active campaigns!

At this point it may be necessary to return to **Step 6: Having a meeting to look again at Step 4: Setting Your Aims and Step 3: Knowing your Issue.** Don't

be discouraged if you didn't achieve everything you wanted to with your first action. Many substantial changes come after years and years of effective campaigning. Campaigning can be as empowering as it can be demoralising. Whatever happens, take Joan Baez's word for it, "*Action is the anecdote to despair*", so the more you do the better you'll feel.



# CAKE!

IT NEVER CHANGED NUFFIN'

## THE CAKE BANDIT STRIKES LUU!



**WANTED**

A masked bandit stormed into the Union building on Thursday 17th April 2008 causing quite a commotion! The bandit attacked a cake sale stall that was advertising 'Save the World: Buy a Cake'. The Bandit came running down the stairs, and jumped on the cake stall trestle table shouting and throwing cakes:

**“Cake never changed anything, it never stopped wars, it won't stop aids, death to cake”**

to emphasise the fact that there are better ways to campaign on issues important to you than by just selling cakes. A fourth year French and Spanish Student who witnessed the event claimed *“What the f\*\*\*?. Who was that meant to be, Zorro or something? It was meaningful though, deep. Really made me think about the world. If nothing else, it was something different”* (quote from Leeds Student Vol 38, Issue 18).

**“If you want to change something for the better, but don't want to risk being attacked by the bandit, this toolkit is for you!”**

Cake Bandit



This toolkit is printed on 100% recycled paper and all All ink used is based on vegetable oil and fully biodegradable.

