

3. Building a campaign strategy

Building an effective campaign strategy is one of the most important things you can do to make your campaign against cluster bombs successful. A good strategy can guide all of your campaign actions and help you have as much influence as possible.

Strategy

Plans

Objectives

Targets

Activities

Process of change

Only when you understand how change processes work (for example in a government), will you be able to influence them to achieve the change you want. Therefore, if you want to influence a government's policy decision or position you first need to ask yourself what the change is that you want to bring about. You also need to find out who takes the decisions; how decisions are being made and when; and finally, you need to know which different factors influence the decision.

Steps for building a strong strategy

A good way to structure your campaign and advocacy strategy is to: 1) identify your campaign goals, objectives and main "ask"; 2) analyse the policies that will support or block your desired goal; 3) identify the groups or decision makers that need to be influenced to make these changes; 4) identify your key messages; 5) create an inventory of your current strengths and weaknesses; and identify any upcoming opportunities or threats in the external environment; 6) identify your tactics and activities; 7) plan your monitoring and evaluation.

1. Identify your goal and objectives

What do you want to make happen? And what will be different when it happens? This long-term, general outcome that you would like to achieve is your overall goal. It is what ultimately needs to happen to bring you closer to your vision.

Your goal could be, for example:

"No more use of cluster munitions"

To achieve your goal, you need to identify smaller, specific milestones that need to happen to get there. These are your objectives. You can use these to monitor and evaluate whether you are making progress toward your goal and if your strategy is working.

Thomas Küchenmeister, Facing Finance, Germany:

"The most important things are the perception of the media, the public and parliament, good networking, and a relationship of trust with all relevant stakeholders."



Stop Explosive Investments campaigners meet to discuss divestment strategies



Campaign workshop at the 4MSP



Cluster bomb sculpture at COPE visitor centre, Vientiane. © COPE

When deciding on your objectives you need to make sure that they are SMART:

Specific	Is your objective detailed, well-defined and action-oriented?
Measurable	Can you track progress, change and success? And how?
Achievable	Can it be done in the proposed time-frame with the resources that are available?
Relevant	Is this relevant to your work and your overall goal?
Time-bound	Is there a clear deadline?

A SMART objective could look like this:

“By the end of 2015, [your country] has drafted, and is implementing, a plan to accede to the Convention on Cluster Munitions.”

An un-SMART objective would look like this:

“[Your country] has and is implementing, a plan to join the Convention on Cluster Munitions.”

Ema Tagicakibau,

Pacific Concerns Research Centre, Fiji

“Talk to civil society partners that carry out advocacy work on other issues, such as women’s rights, child rights, or the environment, to find out who their contacts are in government - politicians, civil servants, etc.”

Reaching your goals and objectives can take time and sometimes this might be quite demotivating. Therefore, it is important that you not only set long-term objectives, but also set short-term objectives, which allow you to gain short-term successes. Celebrate these successes to keep yourself and your campaign colleagues motivated to continue working for you cause.

2. Policy analysis

Policy analysis includes:

- Identifying the policy (or policies) that need to change
- Identifying key actors and institutions that make decisions about policies, as well as those who can influence policy makers
- Understanding formal and informal policy making processes
- Understanding the political context (e.g. other issues on the political agenda)

To influence and advocate effectively, you need to find the right policy “hook”. This is how you can link your issue to existing policies or agendas, and to people and/or institutions in the formal political arena. Examples of finding a policy hook could be showing how joining the Convention on Cluster Munitions can strengthen regional security partnerships, or, highlighting that the Convention on Cluster Munitions brings international cooperation and assistance to affected countries which can support development. Once you’ve identified your policy hook, you can identify your target – the key decision-makers – as well as allies and opponents.

See [Influencing policy makers](#) section for further support.



‘It can be done’ © Stephane de Greef



© Erlend Dalhaug Daae



‘We made it happen’ © Federico Visi

3. Identify your audience

You need to identify the people who can help you to achieve your objectives. Ask yourself, who are the key decision makers and who influence them? You probably have several target audiences, for example government representatives, allies in the government, potential partners, general public, media, etc. You should know why and how each audience you approach is likely to influence your ultimate target (the person, organisation or group who can ultimately make the change you want to happen). This will help you channel your actions and resources effectively.

Be sure to consider both those who may help and those who may hinder progress toward your goal. Be as specific as possible and include the names of key individuals when possible.

4. Identify your message

What does your audience need to hear? Reaching these different audiences requires crafting a set of messages that will be persuasive and appealing. These messages must always have the same essence, but they need to be framed and tailored differently depending on the audience you are addressing. In most cases, advocacy messages will have two basic components: an appeal to what is right and an appeal to the audience's self-interest.

The Cluster Munition Coalition has global messages that can be adapted and used in specific countries. For example, this key message on destroying stockpiles of cluster munitions:

“This can be done – Destruction does not need to be high-tech or expensive. Cooperation and assistance will help states that need it with financial and/or technical support.”

See [Crafting your message](#) section for further support.

5. Analyse your strengths and weaknesses

Analysing your strengths and weaknesses is sometimes called a **SWOT analysis**. It is helpful for building your strategy around your internal strengths and weaknesses, while being mindful of external opportunities and threats.

Strengths

What do we have?

An effective analysis of your strengths takes careful stock of the skills, knowledge and resources that you already have readily available to be built on. This includes past work and experience, the relationships and networks you have, staff and other people's capacity, and existing knowledge and information. For example, who do you know that knows the decision makers? Where do you have volunteers and staff already? You don't have to start from scratch, you can start from building on what you've already got.

Weaknesses

What do we need to develop?

After taking stock of what you already have, the next step is to identify what you haven't (yet) got. This means looking at relationships that need to be built, and capacity for lobbying, media, research and funding which are crucial to any campaigning effort. Take your weaknesses into consideration in your strategy development and, if you cannot fill them, try to find alternative solutions.

Opportunities

What is happening outside your organisation and in society that can help achieve your objectives?

External conditions always influence your strategy and course of action. You need to be aware of what is happening around you and identify factors and events that can play to your advantage. For example, your country may be in an election year or a key meeting may be taking place in your region.

Threats

What is happening in society that can prevent you from achieving your objectives?

Some external conditions can hinder your strategy or even prevent you from achieving your objectives. You need to identify them early and identify whether there is anything you can do to act to minimise the damage these can have on your plans and objectives, if possible.

6. Identify your tactics and activities

Your tactics are the means through which you will try to achieve your objectives. Different situations call for different tactics. Based on your SWOT analysis you can begin to determine a list of concrete actions you can take to achieve your objectives.

One way of helping to decide which tactics to use is to develop a 'results chain'. This is also called a logical framework analysis, log frame or logic model and is often a requirement of funding proposals. (See section Fundraising and Mobilising Resources for further support).

A results chain starts with your overall campaign goal. It shows the results or impact of your campaign and outlines all the steps you will take to get there and critically describes the assumptions you are making about the impact of your activities. It might seem backwards to start with the results rather than the activities you are planning, but it really does help to think through your theory of change; the logic of how your proposed activities can have an impact on your goal.

John Rodsted, Safe Ground (formerly the Australian Network to Ban Landmines and Cluster Munitions), Australia:

"A model that covered so much in outreach, advocacy, media and membership was the Ban Bus. We put a lot under that banner and we were able to reinvent it and modify the concept into many formats and to cover many different needs during the course of our campaign work."

The core elements of a results chain are:

- **Results or impact:** Your overall campaign goal (e.g. No more use of cluster munitions)
- **Outcomes:** Your campaign objectives – the changes in policy, practice or behaviour that your campaign has contributed to. You might have short, medium and long term outcomes, e.g.
 - Medium term: Country X has drafted and is implementing, a plan to join the Convention on Cluster Munitions
 - Short term: Designated government leaders are sensitised to the need to join the Convention on Cluster Munitions
- **Assumptions:** Explain why you think your outputs/activities will lead to your outcome. (E.g. A workshop will support Country X to overcome barriers to joining the treaty and understand the advantages of doing so)
- **Outputs/activities:** These are the specific deliverables to achieve the outcome you desire (an example could be: 2 roundtables attended by 4 parliamentarians, 4 country representatives, 3 NGOs, and 2 representatives from local survivor groups)
- **Inputs:** These are the time, budget or other resources you will need to carry out your activities.

Your results chain should be based on strong analysis of what has worked in the past (this is a real opportunity to build on your evaluation and learning from earlier work) and it is also good to evaluate new ideas in this way too.

When you have chosen your tactics, list the individual activities in chronological order, so you can develop a timeline and work plan for implementing them.



NPA Mauritania © Melissa Andersson



Campaigners Mark Hiznay and Katie Harrison



CMC campaigners in Thailand © JRS Thailand

Examples of tactics and activities include:

- A one-to-one meeting with a Minister or other high level representatives.
- A workshop/round table/conference with parliamentarians, government officials, diplomats, UN partners, NGOs, survivors, even potential funders.
- A letter to high-level representatives urging action on the Convention on Cluster Munitions.
- A letter writing campaign.
- Using campaign anniversaries to call or meet with all of your contacts, and remind them of the symbolic opportunity (encourage them to make a public statement or to urge for progress within government).
- A mass participation event engaging members of the public to support your work against cluster munitions.
- Working with states parties to the convention to encourage them to influence your government.
- Lobbying decision-makers in face-to-face meetings to persuade them to support your objective(s).
- Public events such as film screenings, theatre performances, music concerts, book or report launches.
- Social media activity.
- Engaging the media through opinion-editorials, interviews, and press releases.
- Working with high-profile personalities.
- Online petitions.
- Protests such as demonstrations, marches, boycotts, vigils.
- Advertisements on television, radio and print media.
- Producing campaign materials such as t-shirts, buttons, posters and stickers.
- Lobby your representatives or organise a side event or exhibition at Convention on Cluster Munitions treaty meetings, or other national, regional or international fora.

7. Monitoring and evaluation

You want to ensure that all the efforts you put into your campaigning and advocacy are actually working. As with any journey, along the way you need to check whether you are still heading in the right direction. To monitor and evaluate your strategy and progress made towards achieving your SMART objectives you need to find out whether your strategy and actions are still in line with what you are trying to achieve. Are you still targeting the right people? Do your messages come across well or do they need to be tailored? Have you chosen the right tactics? Have any new challenges or opportunities emerged? It is important to be able to make mid-course corrections and to discard the elements of a strategy that are not working. How often you should evaluate your strategy depends on the specific timelines you have set for your objectives. It is generally good to evaluate your strategy at least annually, but perhaps more often – for example every month or every few months – depending on your particular objectives.

Iouri Zagoumenov, Belarus Support Center for Associations and Foundations (SCAF)/Belarus Campaign to Ban Landmines, Belarus:

“When we first started campaigning it was risky to be too vocal on arms control and national security issues through mass media, because many people did not feel safe to even discuss these issues and others strongly objected to disarmament. So, we decided to first engage young people in the campaign, as they are more open to change. But young people don't like formal seminars, conferences and meetings - they like cultural events that involve music, theatre, arts, photo exhibitions, and so on. So we started to organise cultural events focusing on mine and cluster munitions ban issues. These events continue to receive wide media coverage, which has made sure that millions of people have become aware of our campaign and its targets.”

More resources:

- [ICBL-CMC 2012-2015 Strategic Plan](#)
- [Influencing policy makers](#)
- [Crafting your message](#)

