PROJECT ACTIVITIES AS CAMPAIGN TACTICS

CAMPAIGNS TRY TO CHANGE THE WORLD.

This change is conceptualised by a campaign goal. And – in campaigning - we have to be able to see this end point from the very beginning, with everything we’re doing working towards making this goal happen.

We might try to reach this goal by changing people’s hearts, minds, and behaviours; changing the resources or tools people have available to them; changing legislation; and changing structures or spaces, all with the belief that changing these things will bring about wider societal change (our goal). The activities we use to do this are called ‘tactics’ and when we achieve change through our tactics, we can group them together as milestones: steps on the way towards achieving our goal. Our campaign strategy links all of our tactics together in a way that is strategic.

Tactics are usually activities of some kind, and can be loosely categorised in three ways:

**LOBBYING**
seeking to influence (ie. through negotiation, generating empathy, or presenting evidence) a change-maker on an issue.

**COMMUNITY ORGANISING**
the coordination of a group to bring about change, by activating, upskilling, or enabling them in some way.

**DIRECT ACTION**
the use of strikes, demonstrations, or other public forms of protest (rather than negotiation) to achieve one’s demands.

Campaign tactics - even one-off activities - always aim to achieve a campaign goal (wider societal change), whereas individual project activities create outputs or outcomes (interpersonal change or product). That’s not to say whole projects or programmes can’t bring about wider societal change. Of course, as our project activities go on over time, the outcomes and outputs feed into a wider goal.

But, using this diagram (which is tailored to think about the kinds of things PEN civil society projects do), we can start to think about whether our project activities are also campaigning tactics (whether we’re actively campaigning or not) and how - by grouping project activity with other campaigning tactics via a campaign strategy - we could speed up the achievement of our end goal. In this way, projects can sit within and feed into campaigns for change.

**PROJECT ACTIVITIES**

- **Outcome: a person is changed**
  - They have new skills or confidence to challenge the status quo ie. by lobbying a change maker, or joining a direct action.
  - They are visible in a new way in society and/or have access to new spaces.

- **Output: a creative writing anthology, films of poems, a performance/sharing of creative work**
  - These are shared with legislators, the public, & institutions like the press, generating empathy and creating a new perspective.
  - This becomes a way for marginalised groups to generate capital.

- **Outcome: a group of people are changed**
  - This group is mobilised to lobby for change, raise awareness in the public, or take part in direct action.

**CAMPAIGN TACTICS**

- **MILESTONE**
  - People’s hearts, minds and behaviours
  - New tools & resources available to people
  - Legislation changes
  - Structures & spaces change

**GOAL: SOCIETY IS CHANGED**