HAIYYA CAMPAIGNER'S GUIDE

To build/strength of your community & Campaign
Date: 15th June, 2021

WHY ASSESS?

- Campaigning is as challenging as exciting it is to bring change!
- At times, we miss assessing ourselves that might lead to further challenges
- For a campaigner, it is crucial to assess, understand, delve deeper into learnings and re-strategise as and when needed
- We present to you an amalgamation of simple tools to assess your community's leadership growth and campaign journey, from time to time and meet your campaign goal
- We are looking at it from the lens of community organizing that was introduced by Prof. Marshall Ganz of the Harvard Kennedy School and is adapted and tweaked by Haiyya in the Indian context

INSTRUCTIONS

How to use this tool

- There are **3 sections and 3 tools:** *Leadership development, Prototyping interventions and Campaign Health Assessment*
- **Each section has to be reviewed and assessed before planning** for a campaign milestone or peak
- There are **indicators that help in understanding** what needs to improve at what time
- **Specific instructions are shared** on each sheet- *Please look at them minutely to assess your campaign and leadership growth*
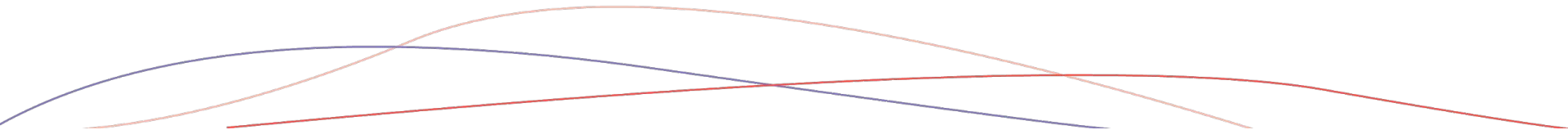- At the end, there are also **some tips and additional tools** for you!

Just for you to get started!

Any social, political and cultural change can be brought about by first understanding one's calling to leadership. Then finding more people who share similar values and passion and finally catering to the urgency of the situation.

It requires taking leadership!

Leadership is accepting **responsibility** for enabling others to achieve **shared purpose** under conditions of uncertainty.

Organizing is a form of leadership that enables people to take and build power and bring change collectively.

ORGANIZING TERMINOLOGIES

Get acquainted with organizing terms and language to get started

LEADERSHIP	*Leadership is taking responsibility for enabling others to achieve shared purpose under conditions of uncertainty.*
ORGANIZING	*Organizing is a form of leadership that enables a constituency to turn its resources into the power to achieve its goals through recruitment, training, and development of leadership.*
CONSTITUENCY	*A constituency is a group of people who learn to "stand together" to decide, assert, and act upon their own goals*
POWER	*Power is not a thing, quality, or trait. It is the influence created by the relationship between interests and resources.* *Power is also a tactic through which you can turn your resources into the capacity you need to achieve your goal.*
CHANGE	*Change is specific, concrete, and significant. It focuses on a goal that will make a real difference that we can see.*
SHARED PURPOSE	*Shared Purpose is the common purpose of the people who have come together to bring change. To begin a campaign journey and to structure a team for that, the first most crucial work is to develop shared purpose*
STRATEGY	*Strategy is "turning resources you have into the power you need to get what you want - your goal.*
RESOURCES	*What your constituency has: time, money, skills, relationships, etc.*
STRATEGIC GOAL	*Strategic goal is a clear, measurable point that allows you to know if you've won or lost, and that meets the challenge your constituency faces.*
CAMPAIGN TIMELINE	*A campaign timeline has clear phases, with a peak at the end of each phase—a threshold moment when we have succeeded in creating a new capacity we can now put to work to achieve our next peak.*
CAMPAIGN PEAKS	*Peaks are specific moments in a campaign/movement when we reach a milestone with the resources and power of our people. They are public, outcome oriented, celebratory and carve out the path for our next peak.*

TACTICS	These are activities that make your strategy real. Strategy without tactics are just a bunch of ideas. Tactics are specific, outcome oriented and measurable actions that convert the strategy into real actionable items to achieve campaign goals.
THEORY OF CHANGE (TOC)	The theory that helps in figuring out how to achieve a strategic goal. TOC tells you How to turn the resources into power to achieve the strategic goal.
CAPACITY	Another word for "capacity" is "power" or, as Dr. King defined it "the ability to achieve purpose." Power grows out of the influence that we can have on each other
POWER WITH	If we have an equal interest in each other's resources we can collaborate to create more power with each other to bring more capacity to bear on achieving our purposes than we can alone.
POWER OVER	If your interest in my resources is greater than my interest in your resources, I get some power over you – so I can use your resources for my purposes
ORGANIZING STATEMENT	Once the strategy is decided and clear, it is articulated into the organizing statement/sentence. An Organizing Statement tells us- "We are organizing WHO to achieve WHAT (goal) by HOW (theory of change) to achieve what CHANGE"
CAMPAIGN TIMELINE	A campaign timeline has clear phases, with a peak at the end of each phase—a threshold moment when we have succeeded in creating a new capacity we can now put to work to achieve our next peak.
CAMPAIGN PEAKS	Peaks are specific moments in a campaign/movement when we reach a milestone with the resources and power of our people. They are public, outcome oriented, celebratory and carve out the path for our next peak.
SNOWFLAKE	A model of a leadership structure in organizing where we form layers of leadership on the basis of leading certain groups and accountability instead of a reporting model. The structure looks like a snowflake. The core team onboards the first layer leaders. The first layer leaders on board the second layer leaders and work closely with them to attain campaign goals together.

KEEP IN MIND

- Organizing is not about **taking responsibilities all by yourself or working in isolation**
- Organizing is to enable **leadership capacities**, growth and development of **your people**.
- Begin thinking by putting yourself at first to understand **what is your call to leadership?**
- Create a **shared purpose and story of us with your people** sharing same values, and then taking it up immediately to **address the current situation**
- As an organizer inculcate a culture of **giving and taking ownership**
- Bring change **together**
- Acknowledge your challenges and **celebrate** small wins together
- As a campaigner, keep your team **motivated**

COMMUNITY LEADERSHIP GROWTH ASSESSMENT

Campaign User Journey (Tool 1)

How do you keep track of your people's leadership growth?
How do you assess How to on board leaders and in what capacity?

COMMUNITY LEADERS	A. HEAR AND INTEREST	B. FOLLOW AND PARTICIPATE	C. ENDORSE	D. ENGAGE	E. LEADERSHIP COMMITMENT
Current					
Target					
Tactics					
Responsibilities					

Current- *Immediate people who are present under the category*
Target- *Specific target number of leaders you want to bring change*
Tactics- *Strategic activities you take up to keep them motivated and help them move up the journey?*
Responsibilities- Specific actions and roles they have to amplify campaign growth

- These are leaders from your immediate networks
-They are the ones who are hearing and participating in your work
-They might share common values & interests
-They might have resources you need
-**List down in column A**

-These leaders follow your SM and events regularly
-They are more active and participate in your trainings, workshops and events
-You have to be in constant touch so that they don't miss out on your campaign information
-Your leaders who are just interested should convert to becoming participants
-**List down in column B**

-These leaders participate and endorse your campaign
-They talk to other people and share their experiences
-These leaders visibilises your campaign and it gains more attention from people stakeholders
-Through tactics, your followers should convert into endorsers
--**List down in column c**

-These leaders engage with the campaign
-They share common values with you
-you have a shared story with them and they engage in making campaign events successful
-They take part in campaign meetings and present their ideas actively
-Through tactics, your endorsers should convert into engagers
--**List down in column D**

-They are your leaders!
-They are trained in the campaign strategy and functionalities
-They take decisions with you
-They plan and strategize with you
- They are highly committed and they are your first layer leaders
-Your engagers should move up to the journey of becoming committed leaders
--**List down in column E**

PRE FILLED SAMPLE: from the Campaign 'HEALTH OVER STIGMA'

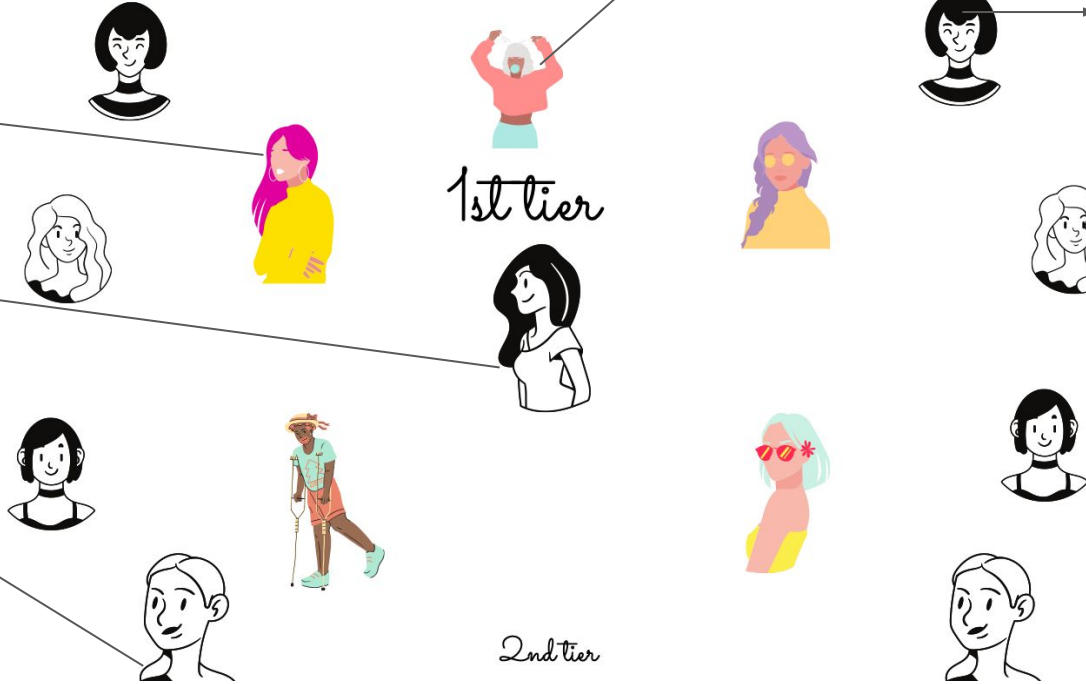| COMMUNITY LEADERS	HEAR AND INTEREST	FOLLOW AND PARTICIPATE	ENDORSE	ENGAGE	LEADERSHIP COMMITMENT
Current	500 unmarried women - Insta followers - Med and college students - Newsletter receivers - Viewers of our videos	150 unmarried women -College students from Delhi -Interns and working women in their early 20s -20 medical students	50 unmarried women -College and med students	20 unmarried women College and med students	10 unmarried women mainly college students
Target	3000 unmarried women	300 unmarried women	100 working women included	50 working women included	20 unmarried women mainly working individuals
Tactics	-DMing them a short campaign note -A registration form to participate in a sharing circle -A survey with them	-A Ballot Box Action with them -Insta and FB Lives -College events	-A mural art activity with them where they invite their friends and network -A photo opp session	-A training program with them to strategise -Launch the photo opp and video and engage them to on board more women using that -Teaching them relationship building principles	-Meeting on planning the kick off event -Dividing responsibilities with clear task identity -Team huddles every week to track progress
Responsibilities	-To spread the word -To share stories -To present lived realities that is always a resource	-Keep the campaign work going -Visibility -Takes ownership	-On board more women	-Continues engaging and on boards more women through 1:1 conversations	Make the kick off successful by on boarding more leaders!

HOW SHOULD YOUR SNOWFLAKE LOOK LIKE?

As your leaders move up the user journey, start building your snowflake model

Your leaders who have finally been converted to committed leaders will be part of the first layer

Your role as a campaigner and leader is also to hold your leaders accountable and make them hold you accountable

Your 2nd tier leaders will be on boarded by the 1st tier leaders through relationship building and commitment seeking

- Layer-tier used interchangeably
- **1st layer leaders** should on board the 2nd layer
- Your engagers can start joining the second layer

Capacities should be constantly built **so that leaders from 2nd layer move to the first layer.** This will help expanding the snowflake

- Break down the roles and responsibilities of your leaders
- Your 1st layer leaders will lead specific teams
- Your second layer leaders will be part of these teams led by the 1st layer leaders
- As a campaign lead, you will capacitate your 1st layer leaders to build leadership of the 2nd layer leaders

1st tier

2nd tier

The structure of your leadership in the campaign must look like a snowflake. Each of you are accountable to each other and bound by clear task identity. Holding regular meetings and 1:1s with your leads is key!

INTERVENTION TO RE-STRATEGIZE

Tool: Paper Prototype (Tool 2)

GET STARTED WITH PROTOTYPING

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WHY PROTOTYPE?

To create quick and rough prototypes of the campaign solution and test with audiences and allies to determine key project activities and improve ideas through feedback.

WHAT IS THE OUTCOME?

At the end of this stage you should have a clear direction for the campaign solution and as well as feedback from audiences to build on and improve ideas for implementation.
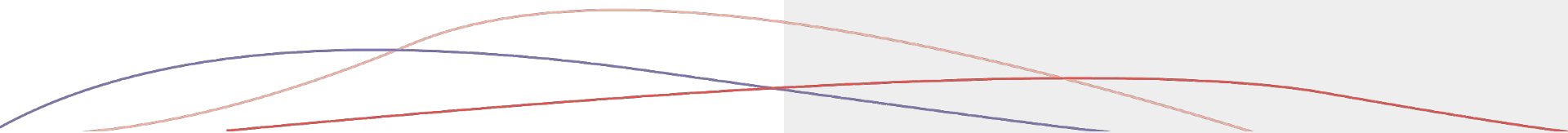
Make: *Prototypes are not a final representation of your solution and can take many forms. Start by creating a quick and simple prototype and you can become more detailed as the idea evolves.*

Test: *Prototypes are a vehicle for feedback from your target groups. It is important to get honest, contextual feedback from people, and this requires you to maintain some detachment from ideas so that you can listen and take in feedback.*

Learn: *Failure is an accepted part of the human-centred design process. Learning from experimentation and prototyping increases the likelihood that the end result will be a success.*

Iterate: *Iteration is an important practice in this learning, allowing you to explore and evolve the solution.*

KEEP IN MIND

1. Keep it simple and scrappy. Prototype what you need with **minimum level of detail.** Simple prototypes make people focus on the general idea. **You'll also get more honest and constructive feedback if ideas don't look finished or polished.**

2. **Quantity vs Quality.** It is better to make many prototypes and get a lot of input, instead of focusing on making one perfect prototype. So build fast, rough and basic prototypes.

3. **Narrow focus** to key ideas; you can add more detail as idea evolves.

4. **Ask one question at a time.** Break big ideas down into smaller pieces so you can get clear answers to specific questions.

5. Doing not talking. If you have to spend a **lot of time talking, your ideas may be too complex.** Be specific about language and images so that people can understand the idea with little explanation.

6. **Don't fall in love.** Your first ideas may be great, but later ones will be better. Never fall in love with an idea or prototype. Be prepared to throw it all away after testing.

7. **Make the process short term**- it should be quick and prompt, before you get to understand your learnings and put them to use

Prototyping through Role Playing

- Decide what elements of your idea you want to role play and assign roles in the team.

-Spend about 30 minutes defining the key elements of the role play with the team.

-Try it out in your team first to practice and refine.

-Costumes or props can be useful tools for bringing your role play to life and make it more realistic.

-Hit the streets and test with your target audience.

-Role play is a fun exercise and an exciting way to map the needs of your community, come up with interventions, test it with them and you can streamline it to develop your strategy for final interventions!

-While role playing, you have to actually be present and take part, either on the streets, offline or online

-It gives you an understanding of what the real challenge is, why do you need to intervene and where do you need to intervene

-Your learnings will help in restrategising

Demo

Leader,

Okay then lets have some fun!
Lets plan using a fun activity! Lets also play some games, watch some movies for inspiration!

Events are not fun enough
Same old use of papers, pens and planning!

Community

Challenge: Your community not motivated enough to participate in a campaign event

What would you do? Identify the gaps by role playing and intervene as necessary

How?
Gather your core team members and active leaders. Take the role of the leader and some of you play the role of your community

What?
Let them be in a group
Ask them important questions to understand why are they not motivated
Ask them what do they want

Me too! Do you want to try something like that?

I like How in the movie, the protagonist used their story to onboard people

Hmmm this worked! Now time to go back to the community and try the same!

Lets do story sharing in the next event! they seem quite kicked

Purpose of this mapping campaign health To be able to evaluate your on ground/online campaigns, identify the challenges, foresee gaps and devise strategic interventions.

Campaign Elements	Health	Explanation (Give examples and details)	Interventions
Campaign Strategy - *What are we doing & why*			
Expanding our Community - *finding new leaders*			
Mobilizing Power (Pressure Building): *Aggressive and on ground*			
Building the capacity of our community: *Organizing or issue expertise*			
Visibility & getting the word out			
Data Collection & Documentation: *Tracking, measuring our impact and internal systems*			
Engaging Influencers			

KEY TO MEASURE CAMPAIGN HEALTH:

Healthy - going on track and working well
Recovery: Tried to fix it and it's showing positive results
Annual Injection - Going on track but should monitor progress closely
Needs Medication - needs attention and smaller interventions/tweaks
Needs Surgery - Immediate attention required and a large intervention

PRE FILLED SAMPLE: From campaign 'HEALTH OVER STIGMA'

Campaign Elements	Health	Explanation (Give examples and details)	Interventions
Campaign Strategy - *What are we doing & why :* An online story sharing campaign to visibilise our issue and on board more women through leveraging on our lived experiences	**Recovery**: Tried to fix it and it's showing positive results	- Women not using SM can't participate - Not everyone is comfortable sharing - Internal challenge of not getting in touch with them within fixed time	- Working on a common mail that will go to everyone once they share their story - Planning a sharing circle with them to delve deeper into their needs to work on the strategy
Expanding our Community - *finding new leaders*			
Mobilizing Power (Pressure Building): *Aggressive and on ground*			
Building the capacity of our community: *Organizing or issue expertise*			
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RESOURCES AND TIPS

Tips for 1:!s

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Begin: Hey Hi, How are you doing! Thanks for making time
I wanted to talk to you for so long now
Isn't it cool that we could finally meet?
How is it going? How is work? Are you trying anything new?

Attention: I saw your post, I was thinking of the same thing!
You remember the webinar we attended?
I thought you would be the best person to talk to abt this

Explore: What are programs you are involved in? What is exciting you? What is making you demotivated. I am engaged with XYZ. Our stories tell similar things! How are you planning to do this/that? Are you interested in something?

Exchange: WOW we can actually use this. If I organise a circle with the community we both are working with, you could come, share your thoughts, it will definitely pump them up! I can talk to some of them and get them on board. Will you be interested to work together? We both can do a lot you know! Lets bring change together

Commitment: Your presence at the circle as a speaker and dialogue maker on 20th May, from 5pm-6pm. Thats'too much? How about 30 mins? Or we could share a video of you speaking!

Thanking is key!

HOW TO STAY CONNECTED TO YOUR RELATIONS?

Tips for keep them connected

Make it exciting and not boring
Plan weekly small activities like a night circle, an
evening movie on the issue, a potlucksharing session, a
walk with the leaders talking about yourselves,

Get to know each other better,
Don't always ask! Talk about them, ask them their
interest, their story, what do they want to do apart
from the campaign? What makes them happy, angry
and sad? What connects them to people?

Schedule 1:!s after every event
Your community's feedback is key,
Ask them what did they enjoy? what they didn't? how
to tweak, change and edit?

PLAN WITH THEM
Schedule monthly strategy meetings from before
In between, continue your 1:1s.
Plan your strategy, discuss your campaign peaks in the
strategy meetings. Maybe play a different game in
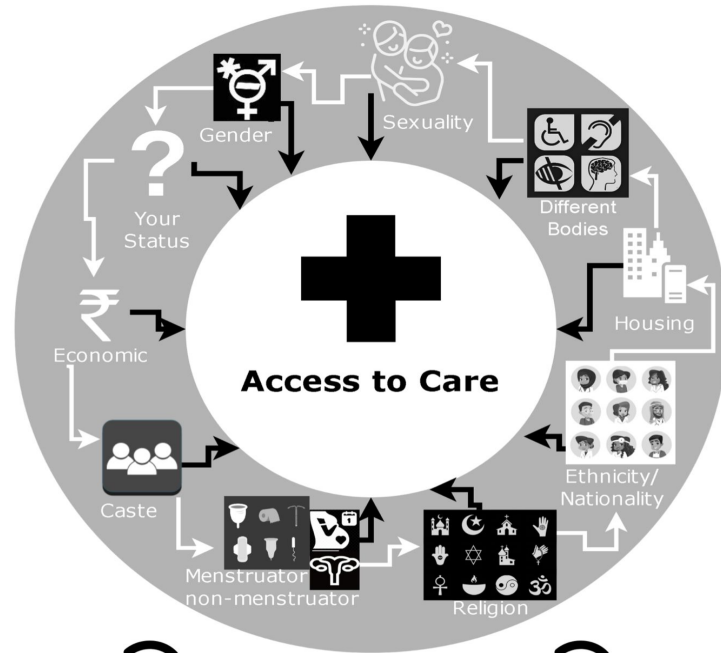every strategy meeting. Give opportunity to leaders to
host strategy meetings in turn

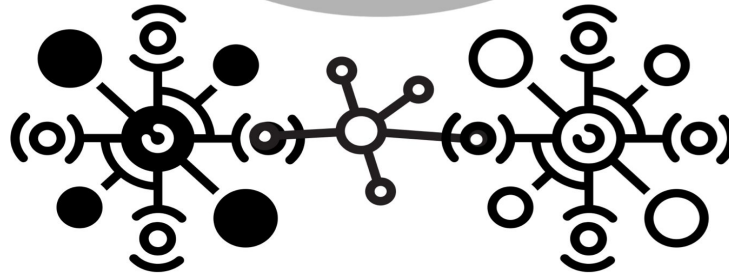# Your Intersectionality Story

YOUR RELATIONSHIP WITH YOUR LEADERS WILL ALWAYS GROW BETTER AND THEIR CAPACITIES BUILT, IF YOU KNOW HOW TO MAKE THEM FEEL INCLUSIVE, TRANSFER OWNERSHIPS, TRAIN THEM AND KEEPING THEIR NEEDS AT THE CENTRE

You can use this to map your and your community's intersectionality story

Created by Phoenix and Christina from the University of Washington as part of collaboration with Hyphen The World Project, Pravah

THANK YOU!
HAVE FUN ASSESSING YOUR LEADERSHIP