**Tactics:** Building and winning campaigns

Feb 14 2018 • Johannesburg, South Africa
Session Goals

• Understand concepts critical to guiding our work in country and globally that we need to master

• Introduce tools and a framework that helps unpack these ideas in fresh ways

• Build our skills in doing campaign planning
The Kenya Option B+ Campaign

Kenyans with HIV join activists in call for unused US Aids money to be spent

News that $500m of US Aids programme funding earmarked for Kenya is lying dormant has not gone down well in Nairobi

Activists and Kenyans living with HIV protest outside the security barrier at the Laico Regency hotel in central Nairobi. Photograph: Clar Ni Chonghaile
“Punctuated Equilibrium” Concept

- Governments have only so much “attention”
- Delegates to sub-group to work on policy
  - Sometimes takes on a life of its own
  - Sometimes change occurs, sometimes not
Policy Monopoly

- Bureaucrats
- “Experts”
- Other interested parties/groups
  - For example, sometimes civil society

- Defend the status quo
- Justify why they are the legitimate group to decide policy
- Harness a harmful idea
- Make small changes to accommodate
- Resist bigger changes
- Try to avoid too much attention from powerful political figures or the media

Policy change = challenge or disrupt the monopoly
Options for policy change

1. The Monopoly agrees! Acts on evidence
   - Activists/Advocates must: show them the information & evidence

2. The Monopoly resists
   - We are “considering” it...
   - Activists/Advocates must: make the monopoly worried so they make some changes to “accommodate” (decision stays in monopoly)

3. The monopoly REFUSES
   “No, we have good reasons for current policy” (harmful idea)

Campaigns: Disrupt the monopoly!
- Challenge harmful idea with a new one
- “expand the conflict” to bring in new political actors
The problem:

Problem:

1. There is an increase in new HIV infection among key population.

2. Access to testing, treatment and adherence is limited among young women and girls.

3. Higher mortality rate among women living with HIV.

...what’s the issue we will build a campaign around?
Let’s workshop this...

<table>
<thead>
<tr>
<th>Goals</th>
<th>Constituents, Allies &amp; Opponents</th>
<th>Targets</th>
<th>Tactics</th>
<th>Organizational considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What are our long-term objectives?</td>
<td>1. Who cares about this issue enough to help?</td>
<td>1. Primary Targets: A target is always a person.</td>
<td>1. For each target, list the tactics that we think we can use to make our power felt.</td>
<td>1. What resources do our organizations bring to the advocacy effort? (Staff, reputation, facilities, positioning etc)</td>
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<td>2. What are our intermediate goals? What constitutes victory?</td>
<td>• Whose problem is it?</td>
<td>• Who has the power to give you what you want?</td>
<td>Examples of tactics: Media events • Actions for information and demands • Engagement in policy processes • Negotiations etc.</td>
<td>2. How do you want your organization or coalition to be strengthened by these efforts?</td>
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<td>3. What short-term or partial victories can we win along the way?</td>
<td>• What do they gain if we win?</td>
<td>• What power do they have over the target?</td>
<td>2. When would these happen? Are there particular moments we should pay attention to.</td>
<td>3. What internal problems do we need to address/consider in order to succeed?</td>
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</table>

| 1. Who cares about this issue enough to help?                       | 2. Who are our opponents?       | 1. Primary Targets: A target is always a person. | 2. Secondary Targets: • Who has power over the people with the power to give you what you want? | 2. Secondary Targets: • Who has power over the people with the power to give you what you want? |
| • Whose problem is it?                                               | • What will your victor cost them? | • Who has the power to give you what you want? | • What power do you have over them? | • What power do you have over them? |
| • What do they gain if we win?                                       | • What will they do to oppose you? | • What power do you have over them? | • What power do you have over them? | • What power do you have over them? |
| • What power do they have over the target?                          | • How strong are they?           | • What power do you have over them? | • What power do you have over them? | • What power do you have over them? |
Questions for campaigning

• Who is the policy monopoly?
• What is the powerful idea?
• Is the policy monopoly: Agreeing? Resisting? Refusing?

• What resource do we have for campaigning?
• Decision-makers in monopoly = our targets
• Might we have to go to bigger targets?
• What is our new idea to challenge the monopoly idea?
• What tactics can we use to worry & disrupt the monopoly?