

## Solving problems with the Initiative Group (IG)

After you have created your initiative group, you need to start solving problems. As an organizer, you need to make sure that your organization is effective and that people are motivated and active. There is nothing more satisfying than implementing the changes you set at the beginning of your work, and there is nothing powerful for you to promote people to the next campaign by pointing out something that you really changed with the help of people in the organization. Therefore, to solve the problem, you need to:

### **Step 1: Identify the problem**

Ask yourself a question and ask the question what problem are you going to solve? Then, determine for yourself what global problems you would like to solve and how you can implement them at the local level? Is this important to you?

### **Step 2: Define the solution**

After identifying the problem, you need to identify a solution to it. Do I need to conduct research to determine the solution to this problem? Do I need to suggest changing the law, which may become a long-term goal in the future? What results can you consider an achievement for your initiative group?

### **Step 3: Identify decision makers**

When planning your goals, also think about who has the authority to make the decisions necessary to achieve those goals. Your opponent will usually be an institution: a government Agency or Department, a private Corporation, or a non-profit organization. Sometimes you may have to deal with multiple institutions. Institutions are made up of people, and in each of them there are those who make decisions and lead. Since it can be useful to identify which institutional forces to target, your campaign will be more effective if you have a clear idea of which specific people you are focusing your efforts on.

\* Who is in charge?

- What approach is needed for this person? What steps should I take before contacting this person directly?
- What type of exposure do you think this person will be more susceptible to?

### **Step 4: Mapping of power**

The individuals selected above may not be the only ones who are also interested in achieving our goals? There may be people you can designate as backup targets for the attack. These are people who don't have as much power as the person who is your main target, but who can influence them, and / or people who are easier for you to get in touch with. Not every campaign has both backup and main targets, but every campaign needs a target.

Another point about targets: these are people. It is because of the position they hold in this institution — and because of their decision — making powers—that they are targeted. Because they are human, they also have a range of responses, values that they strive to live by, and connections to other people that are important to them. The more you can learn about a

person, the more likely you will be able to use tactics that will help you push that person to make the decisions you need.

### **Step 5: Develop a campaign strategy**

To be effective in an organization is to be strategic. The first part of developing a strategy is to be clear about what kind of change you want. Before you start your work as an organizer, you should know that your destiny is shared. The second part of the development - where do you start your journey? What resources do you and your organization have? It can be activists, supporters, it can be money that you spend. The easiest way to determine what resources you have is to conduct a group exercise about their strengths and weaknesses. The last element in building a strategy is to build a bridge between current resources and change. "What resources do I need to achieve change?". Turn the current resources into the ones we need to achieve our goal. Many companies start by asking if they have the right resources to achieve change, but they are often ignored by the decision makers and the government or business. This means you are losing your campaign. So take the time to ask what you want in your campaign. Take the time to strategize your plan, which is part of the organization's cycle.

### **Step 6: Elements of the campaign**

As part of the campaign, what should you do to promote your legislative strategy? Are there key individuals who can help promote the legislative strategy? Do I need to promote a legislative strategy at all?

### **Step 7: Local level**

What specific actions can our activists take to advance our goal? Have you identified the actions of activists to attract a more diverse group? Have you set goals for our local activists (how many signatures, letters, postcards, etc.)?)

It is important to choose tactics that allow you to achieve 3 things. First, your tactics should be strategic. This is obvious, but many choose tactics that they have used many times in the past, without thinking about whether it will actually help us achieve the result we want. Second, ask yourself the question in planning: "does this Strengthen our organization?. When you choose to organize a petition or knock on doors, you should ask yourself the following questions:

- *Will this make the organization stronger?*
- *Will this attract more volunteers?*
- *Will this improve our public image?*

Third, ask the question: "will this Improve the skills and understanding of people in the organization? Will this contribute to leadership development?" Once again, when you choose between several tactics, you should choose one that allows people to take responsibility, learn, and become more active citizens. So don't go and choose old and fast tactics at once, and ask yourself if this makes your organization and the people in it stronger. And remember that Golden rule of not doing things for others that they can do themselves, because we want

people to learn how to organize campaigns themselves and the organization becomes stronger.

### **Step 8: Coalition and outreach**

First, identify your audience-the target citizens. Who can also become a coalition partner? Also think about which organizations will help you promote your reform and achieve your goal? After that, think about what actions should be taken to build a coalition? What should each partner do to provide support? Or maybe it can be implemented without partners?

### **Step 9: Personalities**

Well, you have a strategy, tactics, now we need to mobilize people. How do I do this? A lot of conversations, a lot of building relationships face to face, but there are skills and techniques that will help to mobilize a lot of people and act on your tactics. Let's say it's a March, it's a public meeting, and you want as many people as possible to join you. An important part of your campaign is its coverage. Think about what politicians, celebrities, or other well-known personalities might be attracted to? Will they be interested in working with us on this issue? Do we need expert opinions and how can this help us develop the campaign?

### **Step 10: Media, Communication and Messages**

The message should have 4 components: the problem that needs to be solved; the solution and the benefits of solving it; what we do to promote the solution, and the actions that people should take. You must have a message that is aimed at specific citizens, as well as a logo or brand with which the campaign and organization are recognizable (letters to the editorial Board of Newspapers and news sites; author's articles; coverage of the event or action of your group)

### **Step 11: Recognized media**

Ask and determine which media your citizens recognize? What actions can you take or hold an event for media coverage? In which room is it better to hold a meeting in order to highlight the problem? Who will give the interview? Will it be you or will it be members of your IG?

### **Step 12: Educational materials**

What educational options do you have or can you do? Where can you store your materials? How will you distribute them and specify for whom these materials will be targeted?

### **Step 13: Research**

What factual and research questions need to be answered in order to "shed light" on how to solve the problem? What research reports should be developed in order to use them in media coverage of this issue?

### **Step 14: Search for campaign resources through the campaign**

Does the campaign have a budget? If not, how do you plan to attract resources? What funds exist or do you know? Who can be a donor to address this issue and how can community members contribute to raise resources for the campaign?

You need to evaluate what resources your group has for this campaign, what resources you don't currently have, but you need them for the campaign, and what you would like to get from the campaign in terms of strengthening your group. When you determine what resources you need to run a campaign, you will immediately understand what you already have and what you still need. It is extremely important to make a plan for combining these resources.

### **Step 15: Track and measure progress**

Set a time frame and calendar where you will track the progress of your campaign or project. Also make a monthly and weekly calendar of responsibilities and deadlines, including key campaign events and community responsibilities.

### **Step 16: Evaluation**

Each project or campaign should be evaluated to see if the project goals you set at the beginning have been met. Determine at what intervals you or the IG will evaluate the overall progress of the campaign? And also identify tools to measure your success in achieving goals?

It is very important to remember that you plan together, creating the resources you need. Next, you work together and look for ways to give people responsibility almost from the first moment they get involved in your campaign, giving them the opportunity to be active citizens, not just followers. And finally, you celebrate and review, making sure that you teach people how to organize, make changes as you do. If you keep all these elements of this cycle in mind, you will find that you are not just winning changes once, you will find that you are creating an organization where people are motivated and mobilized to make changes not only in this campaign, but in all subsequent campaigns. Good luck!