

PROTOTYPE & TEST



The Campaign Accelerator blends high-performing campaign strategy tools with proven methods inspired by design thinking. This is a practical guide for planning campaign projects that put people at the centre of our efforts for change through a collaborative process that involves the entire project team using visual templates, methods and exercises.





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These tools are presented in the order we would recommend for prototyping campaign concepts. However, you likely won't need them all. Start by evaluating the tools and which ones make sense for you to map out the path and methods you will use.



Throughout the guide you will also find some tips from experienced users of these tools. Send us your tips to add to the guide.

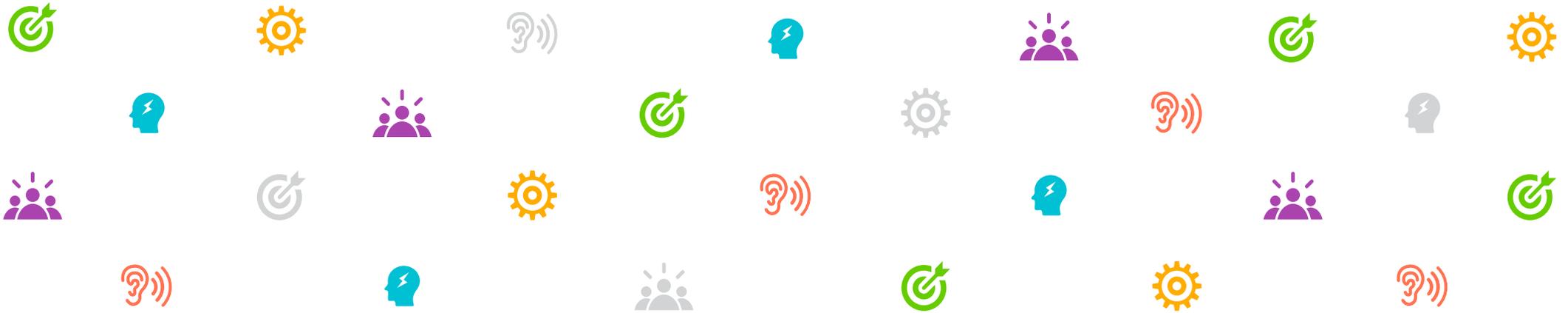


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About Campaign Accelerator



This is a participatory process.

By bringing together project teams with diverse skills and perspectives to develop strategy and tactics through participatory exercises, integration is baked in and brings greater team alignment.



People are at the centre of our planning.

Throughout the process we involve people outside the project team — allies, supporters and people we wish to engage — to gain insight, inspiration and test ideas to make them fit for purpose.



These are practical tools.

They are a blend of campaign strategy tools, including system thinking, and human centred design that can be combined in different ways to create a process that works for your team.



This is a work in progress.

Everything in this toolkit is a prototype. We are constantly testing, evaluating and learning how to improve this process and we invite you to provide feedback on the methods and tools to improve it based on your experience.



This approach is flexible and adaptable.

This process isn't intended to be linear. You may need to iterate several times to get to your solution. We encourage you to adapt, hack and improvise to improve on what you see here.

Introduction

People powered campaigns thrive on strategies that put people at the centre of change. It's a shift for many campaigns and campaigners, so we created the Campaign Accelerator to blend a systems approach to strategy with proven methods inspired by design thinking. We've found that this hybrid approach enables teams to build campaigns that engage more people in deeper, more powerful ways, quicker. By accelerating the planning process we can get campaigns out the door faster, and learn and adapt from our campaigning to create more effective people powered campaigns.

This is an action-based process. We develop ideas and test theories. We get out of the meeting room and work with key audiences. Over five days, the plan evolves and gets refined. By the end of the five day programme, teams generate a project plan with clear next steps based on an analysis of the problem and solution, audience feedback, and tested ideas that address the campaign challenge. Teams also walk away with processes and tools for radical collaboration and planning that can be taken forward and used long after the Accelerator ends.

We have presented the Accelerator here as an intensive 5 day process, but **how you use these tools is up to you.** You can break it down and develop your plan over a longer period or select a few tools and methods to create a campaign in a day to respond to current events. In reality you'll find the process is not linear; you may revisit these tools and techniques many times as you learn and develop the campaign based on feedback.

Are you ready for a people powered approach?

The Campaign Accelerator puts people power at the centre of the strategy and campaign planning process. No matter how many skilled staff and volunteers we claim, it will take more than our individual organisations to create and sustain the change the world demands of us. People powered movements are transforming the world — and our work.

By building strong and effective people powered strategies into our campaigns and projects, we can enable countless individuals to take an active role in change-making. The result: more campaigns, more wins, bigger victories and sustained movements that can scale to take on the enormous challenges our planet and humanity faces.

While there may be other strands of work your organisation or team takes on to deliver change, in this process we focus in on who can help us create change and connect with them through this process to inspire campaign stories, activities and engagement.

Before embarking on this process, your team and key decision makers need to be committed to a people-powered approach to campaigning.

To learn more about people power, download the [Mobilisation Cookbook](#).

Are you ready for a participatory approach?

Collaboration is one of the core values of this approach. Team members contribute equally throughout the process by relying on diverse perspectives and expertise. Together, problems are identified and solutions tested, building a culture of collaboration that lasts beyond the planning process.

Team members have remarked that there was no difference between roles during the process. By bringing together project teams with diverse skills and perspectives to develop strategy and tactics through participatory exercises, integration is baked in and brings greater team alignment.

Alignment on strategy and plans through the process brings higher levels of autonomy during implementation. While the team will agree the strategy, creative direction and big elements together, other details of the plan can be developed by those with specific expertise. This means the team is able to focus on the big picture together instead of small details.

This can create a level of internal disruption which surfaces current power dynamics and provides an opportunity to transform them. Those people who have traditionally held power over decisions need to be open to everyone's perspectives and input during the process and willing to share power and decision making with all team members in order for this collaborative approach to be successful.

Why do we take a systems approach?

Often the problems we are trying to solve are deeply complex and are part of larger integrated systems. When we try to create change and “fix” just a part of that system, the system often adapts and the problem reappears somewhere else. In order to create lasting change that addresses the root of the problem the whole system needs to be transformed.

When our aim is to transform the system, we need to explore and understand the whole system including its many components, players and the relationships between them.

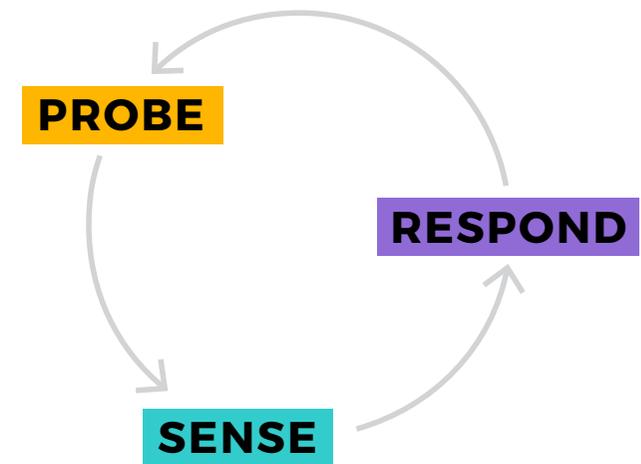
Because systems are complex and dynamic, it requires us to embrace a process of real world experimentation, learning and adaptation.

Most of today’s major crises are tied up within complex economic, political and social systems; they are global and deeply cultural. To understand these complex systems and how we can create change and transform them we need to take an approach that is based on probe-sense-respond. We probe the system by creating experiments and testing assumptions. We sense by listening, evaluating and integrating feedback from our experiments into our understanding of the system. And we respond by changing our experiments and adapting our strategy or scaling what is working to disrupt and transform the system.

This approach is built into the Campaign Accelerator process by exploring what we currently know about systems, challenging our assumptions, generating ideas and seeking feedback and adapting ideas.

It is also an approach that needs to continue long after the Campaign Accelerator process in order to create systemic change.

To learn more about a systems approach to campaigning see SmartCSOs report [Reimagining Activism](#), or the Greenpeace (draft) [systems campaigning toolkit](#).



Why do we integrate design thinking in the process?

As organisations we regularly tackle complex issues that are the result of dysfunction in larger systems including poverty, environmental destruction, inequality and violence, and design thinking offers advantages for working within complex and dynamic environments.

Design thinking has earned a reputation for generating innovative new products and services. We're seeing the methodologies spread quickly throughout the international aid and development sectors, and the NGO / advocacy worlds are beginning to take note as well.

Design thinking has its roots in professional design traditions including ways of thinking and working. In order to engage non-professional designers in the process of design, these traditions have been simplified into a set of practices or tools and popularised under the terms "design thinking" and "human-centred design."

Design thinking requires cognitive skills other than deduction and induction, and this can sometimes be uncomfortable new territory for staff from NGOs which are more commonly influenced by scientific traditions. Yet as with any new skill, with practice and experience this approach can become natural or automatic.

We have integrated design thinking practices into the Campaign Accelerator because it is a process designed to tackle complex problems — problems where the solution is not known from the beginning. Design Thinking is a solution-focused process, one that recognises many possible solutions exist, and as we design solutions and experiment, we also learn more about the problem.

Adapting and including a design thinking approach in campaign planning develops empathy with audiences, challenges assumptions, and helps us better understand people's challenges and needs. The process includes field research and interacting with key audiences to uncover what inspires action. Gaining empathy helps remove the barriers between 'us' as staff and 'them' as people we wish to engage. This creates inspiration for innovation and greater creativity in our campaigns.

Design thinking uses prototypes to gather direct feedback on how and why people engage in and interact with campaigns. The process of prototyping, getting feedback and iteration is an essential part of the process and evolution of the solution. It also frees teams up to try wild ideas while minimising risks. Free from failure, participants find courage to try new things rather than sticking to what they already know.

There are many resources available online to learn more about design thinking, including free online courses from [Acumen and IDEO.org](#).

How to use this guide

This process was created and optimised for project teams to turn around plans quickly — to spend less time planning and more time campaigning.

It works best for developing specific projects within a wider campaign. Teams should have completed their basic research and have a good understanding of the problem they are tackling and the context of the problem, even if they don't know their specific strategy yet.

Whether you're using this for a totally new campaign or to reinvigorate an existing campaign, you'll need to have a clear idea of what you want to get out of the process at the end so that you can adapt the process to meet those specific needs.

Each exercise comes with step by step instructions based on what we found works best with teams; you might have better ideas. Take inspiration from this, adapt it as necessary, and make it work for your team. Always keep your outcomes in mind. The process, methods and tools should serve the outcomes you need.

You may find some of these tools and methods useful for long term planning, or at specific points during implementation. It's up to you how to use them and when. We hope this guide will provide you with inspiration and a useful toolkit to create more responsive, people powered and impactful campaigns that spark system transformation.

What the Campaign Accelerator will not do

This toolkit will not deliver answers to all your questions or cover all the work you may need to address in the life of your campaign. (Sorry!) The process is about accelerating your planning and launching people-powered campaigns more quickly — which should allow you to learn from your campaign activities and adapt plans based on your experience.

The Campaign Accelerator probably won't replace all of your current campaign planning tools, templates and methods; hopefully it can supplement them, complement them and provide your team with some new ways of working to supercharge your campaigns.

With Gratitude

This guide is only possible because of the great work that has come before it. We are grateful for the inspiration and guidance these organisations have provided: Fantastic Studios, Greenpeace Response Lab, Grove Consultants International, Hyper Island, IDEO.org, Kaospilots, Nesta, SmartCSOs, Strategyzer and Greenpeace Mexico for providing incubation space.



Module 4: Prototype & Test

Where are we?

Module 4: Prototyping and Testing

Purpose

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.

Outcomes

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.



HOW TO USE THIS GUIDE: This guide is intended to bring together tools to help us integrate people centred campaigning into our plans. This is a living document. We want you to try these tools, test them, adapt them and to share your learnings with your colleagues and with us so we can improve on the guide. If you have feedback on this guide please email: accelerator@mobilisationlab.org



SECTION 1:

Getting Started

In this section, you'll see an overview of what prototyping is, what the process looks like, and some baseline rules for making prototypes. In the next section, we'll start prototyping!



What is Prototyping?

Prototyping enables us to test early versions of campaign ideas with target audiences. Effective prototyping generates feedback that helps us make decisions and improve our concepts. It's about getting ideas out of our heads and into the hands of people.

Launching a new campaign means significant time and money. By prototyping ideas at an early stage (and throughout implementation) we can test ideas and reduce risk while improving ideas before committing your team's time and budget. **If you've tested and received feedback** from the people you're designing for throughout your planning and implementation process, **then your strategy and tactics are more likely to succeed.**

Prototypes come in many forms, from rough drawings to working models of platforms, products and services. We use quick, rough and low cost prototypes to communicate ideas early in planning to get feedback from stakeholders and audiences in order to select the best ideas to inspire and engage people and improve ideas based on their feedback.



YOU ARE IN GETTING STARTED



Why Prototype?

CREATE: By creating quick visual, physical or interactive representations of your ideas, you can explore your ideas and options for implementation.

UNDERSTAND: By testing directly with your stakeholders or target audiences, you can better understand their needs, motivations and barriers to taking action with the campaign.

FEEDBACK: The feedback you receive on your ideas helps you decide which ideas will be most effective in achieving your objective.

REFINE: Based on feedback, you can refine your ideas to amplify what's working, improve what can be fixed and eliminate elements that won't benefit the campaign.

THREE WAYS TO USE PROTOTYPES

GENERATE IDEAS: Think with your hands to get inspired

SELECT IDEAS: From multiple options by testing with audiences

DEVELOP IDEAS: Evolve, expand and improve ideas further



Prototype Process

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.

REPEAT.



theinnographer.com   

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Exercise 1:

What to Prototype?

CORE FUNCTION: YES

CORE TOOL: NO

Level of difficulty:

Moderate

Time:

30 minutes

People:

Small group

Materials:

Markers, post-its, paper

Purpose of this exercise:

You'll have many testable elements to your idea, this will create clarity about what you need to learn and what will best help you answer those questions.

Expected outcomes:

Primary questions to answer by prototyping and decision about what elements of the idea to prototype.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

Once you decide what you need to prototype, the method to do so will be much clearer.

Facilitation Pointers:



Remember, this process is about learning, not getting it perfect the first time. Better to test and learn from failure than spend ages making a beautiful high quality prototype.

YOU ARE IN GETTING STARTED



Step by Step:

- 1** Write a list of the key elements of your idea.
- 2** For each element write down your primary question.
- 3** Now select the most important questions — the ones that will decide its success.
- 4** Generate ideas for prototypes that can answer these key questions.





What to Prototype Worksheet

WHAT TO PROTOTYPE?

PROTOTYPING is a way to answer questions you have about your idea or elements of the idea. You first need to know what questions you want to answer before deciding what to prototype.

IDEA ELEMENTS

QUESTIONS

KEY QUESTION

From all of your questions what is most important to move forward?

PROTOTYPE

What do you need to prototype to answer that question?

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[Download A4 Template](#)

[Download A1 Template](#)

YOU ARE IN GETTING STARTED



Rules for Making Prototypes

- 1. Keep it simple** and scrappy. Prototype what you need with minimum level of detail. Simple prototypes make people focus on the general idea. Beautiful prototypes with a lot of detail make people focus on the details. 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.



SECTION 2:

Prototyping Methods

From a quick sketch on cardboard paper to an app to a booth at a fair, prototyping can come in many different forms, depending on your needs and capacities. For short workshops, we'd recommend some of the lower-fidelity methods (paper prototypes, storyboards, role plays), but if you have the time and it would be useful, we'd encourage you to try some of the more ambitious methods, too.

YOU ARE IN PROTOTYPING METHODS



Exercise 1:

Paper Prototypes

CORE FUNCTION: YES

CORE TOOL: NO

Level of difficulty:

Easy

Time:

40-60 minutes

People:

In pairs or small group

Materials:

Paper, markers, scissors, glue

Purpose of this exercise:

To quickly try out a few ideas and rapidly iterate on them with feedback from target audiences.

Expected outcomes:

Quick prototype of ideas — works particularly well for digital channels.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

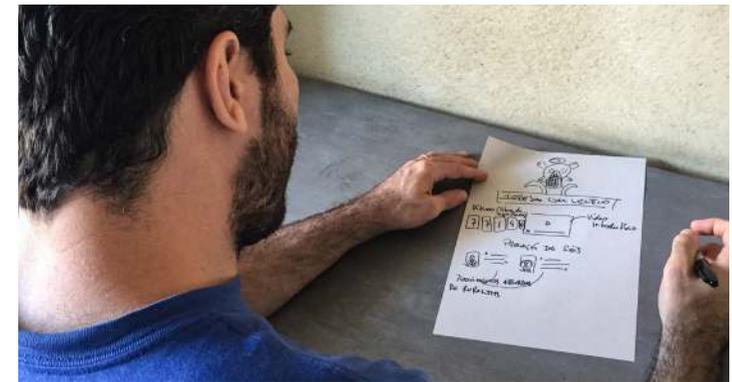
This could be one type of prototype you generate to test.

YOU ARE IN PROTOTYPING METHODS



Step by Step:

- 1 Decide what part of your idea you want to prototype (see pg 158).
- 2 Create a rough and basic drawing of the idea — campaign creatives, screen layouts, activity recruitment materials — anything really.
- 3 You can use multiple sheets to show changes in activities or screen states.



Paper prototyping in action.



A whole wall of paper prototypes.

YOU ARE IN PROTOTYPING METHODS



Exercise 2:

Storyboards

CORE FUNCTION: YES

CORE TOOL: NO

 **Level of difficulty:**

Easy

 **Time:**

60 minutes

 **People:**

Small group

 **Materials:**

Markers, post-its, paper

Purpose of this exercise:

A quick, low resolution story board can help you think through and visualise your idea from start to finish and refine it.

Expected outcomes:

A quick prototype that tells the story of your campaign or key activities.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

This could be one type of prototype you generate to test.

YOU ARE IN PROTOTYPING METHODS

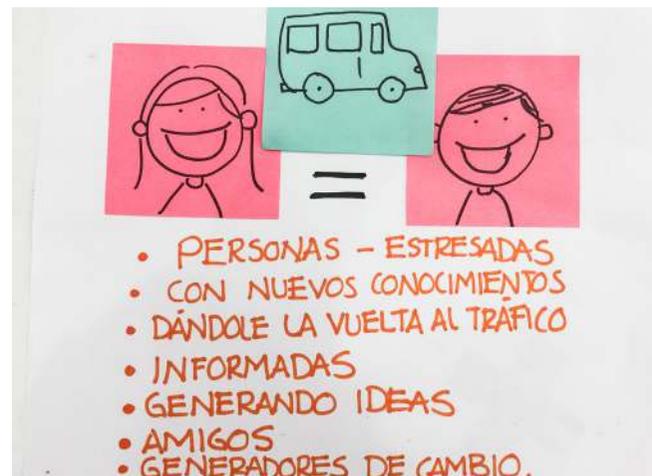


Step by Step:

- 1 Decide what part of your idea you want to storyboard (see pg 158). You don't have to storyboard the whole thing, it could be a specific activity or how an audience learns about and gets involved in the campaign.
- 2 Spend no more than 30-45 minutes drawing how your ideas work. You can use a series of comic book-style frames with images and text to explain the idea. This will help you highlight key moments and build a short narrative.
- 3 Don't worry about your drawing abilities. It's more important that a storyboard helps you fully think through your concept than that you create something that looks beautiful.
- 4 Once you're done, talk through the storyboard with other members of the team to refine it before taking it out for testing.



Storyboard part 1.



Storyboard part 2.



Storyboard part 3.



Exercise 3:

Click-through Prototypes

CORE FUNCTION: YES

CORE TOOL: NO

 **Level of difficulty:**

Moderate

 **Time:**

1-2 hours

 **People:**

In pairs or small group

 **Materials:**

Paper, pens, markers, POPapp

Purpose of this exercise:

Combine static drawings and interactive features to create the feeling of a digital platform to improve and iterate the user experience.

Expected outcomes:

Quick prototype of ideas for digital channels.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

This could be one type of prototype you generate to test.

YOU ARE IN PROTOTYPING METHODS

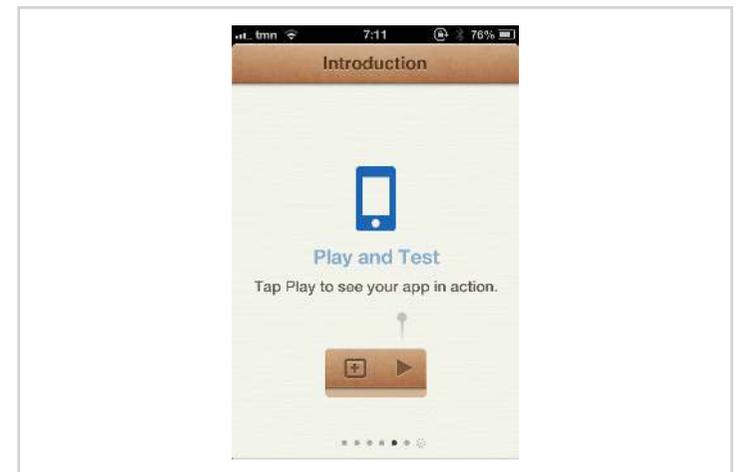


Step by Step:

- 1 Decide what part of your idea you want to prototype (see pg 158).
- 2 Make paper drawings of key screens for a digital user journey.
- 3 Download POPapp (it's free).
- 4 Take photos of your paper screens and use POPapp to link them together.



Click-through prototypes. Photo credit: [PEXELS](#)



POPapp. Photo credit: [Gustavo da Cunha Pimenta](#)



Exercise 4:

Role Play

CORE FUNCTION: YES

CORE TOOL: NO

 **Level of difficulty:**

Easy

 **Time:**

30-45 minutes

 **People:**

Small team, target audience

 **Materials:**

Costumes help, but aren't necessary

Purpose of this exercise:

An easy way to get an idea or experience in front of the people you're designing for quickly.

Expected outcomes:

Get into character and make ideas tangible enough to get a response.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

This could be one type of prototype you generate to test.

YOU ARE IN PROTOTYPING METHODS



Step by Step:

- 1** Decide what elements of your idea you want to role play and assign roles in the team.
- 2** Spend about 30 minutes defining the key elements of the role play with the team.
- 3** Try it out in your team first to practice and refine.
- 4** Costumes or props can be useful tools for bringing your role play to life and make it more realistic.
- 5** Hit the streets and test with your target audience.



Photo credit: [© Tim Aubry / Greenpeace](#)



Exercise 5:

Activity Prototypes

CORE FUNCTION: YES

CORE TOOL: NO

Level of difficulty:

Difficult

Time:

From 1 day to weeks — depends on complexity of the activity you want to prototype.

People:

In project team

Materials:

Could be anything — just do it on the cheap.

Purpose of this exercise:

Testing interactive activities that you want to take to scale, such as a street stall, local group activity or distributed supporter action.

Expected outcomes:

Quick prototype of ideas where interaction with people in public is central.

Expected Campaign Canvas outcome:

None.

How this exercise leads to the next section:

This could be one type of prototype you generate to test.

Facilitation Pointers:



This can work best if you're prototyping a service offering of some sort, and can be an add-on to a role-play (building in the physical location or space).

YOU ARE IN PROTOTYPING METHODS



Step by Step:

- 1 Figure out what the specific questions are that you need to answer using this method.
- 2 What will you therefore need to measure? How will you define success?
- 3 Decide what you'll need in terms of staff, time, and other resources, and make sure everyone understands the budget you have to work with.
- 4 Go forth and prototype, taking into account the necessary logistics for putting a physical pilot like this into the world, and ensuring you're going somewhere where you'll be able to interact with your target audience(s).



Photo credit: © IDEO



SECTION 3:

Test, Feedback, Iterate

Now that you've put together your prototypes, it's time to go out and test them with key audiences, get feedback, and refine. This section details how.

YOU ARE IN TEST, FEEDBACK, ITERATE



Prepare for Testing

The first thing to do when preparing to go test your prototypes is answer the following questions (1 & 2) and account for the notes and tips (3-5).

1. Who to test with? Who is the audience you want to reach? How will you find them?
2. What specific questions can you ask to open conversations? What questions can you ask to probe deeper?
3. Go in pairs — someone to present ideas and ask questions, someone to listen and take detailed notes
4. Each pair should have a prototype for every idea being tested (or, put another way, each pair is testing every idea). This ensures that when the full group comes back together, you'll be able to make collective decisions about which idea(s) to take forward much more easily.
5. Take extra materials with you so you can make iterations on the fly and get immediate feedback.

PROMPTS (if you still need feedback)

- What worked?
- What didn't?
- Why?
- Can you tell me more about that?
- What are you excited about?
- What questions does it make you ask?
- What would make this better for you? For your best friend? For your mother? Etc.

YOU ARE IN TEST, FEEDBACK, ITERATE



Tips for Testing

APPROACH people who are waiting or at ease rather than people on the go

- Cafes, parks, train stations, malls all make good places where people have time to talk
- Introduce yourself, explain why you're doing this

LISTEN: Keep an open mind to learning; don't get too attached to your ideas or you'll miss the opportunity to learn and improve them

- Listen, observe, and show you value feedback
- Take detailed notes (you won't remember it all!)
- Key feedback to record: keep, increase, decrease/stop

REFLECT on feedback and how you can use this to improve ideas

- Make improvements & test it again.

Go for **QUANTITY** – adapt ideas as you learn and test again

- and again...

YOU ARE IN TEST, FEEDBACK, ITERATE



Prototype Testing Worksheet

TESTING PROTOTYPES!

PROTOTYPING is all about testing and getting feedback from your intended audiences. Now that you're made your idea tangible you need to figure out how you will present your ideas and what questions you will ask to get feedback that will help you make decisions and improve your idea.

KEY QUESTION

WHO TO ASK

WHAT TO ASK

START SPECIFIC!

Conversation starters, interesting yet simple questions.

GO BROAD.

What questions can you ask to understand their hopes, motivations and fears?

PROBE DEEP...

Dig deeper to understand their perspective.

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YOU ARE IN TEST, FEEDBACK, ITERATE



Prototype Debrief Worksheet

PROTOTYPE TESTING SUMMARY

IDEA TESTING TEAM

FEEDBACK

KEEP **INCREASE** **DELETE**

CONCLUSION

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YOU ARE IN TEST, FEEDBACK, ITERATE



Iteration: What to do with Feedback

Once you've gotten feedback on prototypes, you can iterate and repeat these steps as many times as you want — now or in the future.

Prototyping can be applied throughout planning and implementation to get feedback and improve ideas, from testing your theory of change to getting feedback on specific communications and user experience.

The process of integrating feedback and adapting is best done as continually as possible — even after you've already started your campaign, you should always be seeking to learn, integrate that new information, and adapt what you're doing to reflect your new understanding of reality.

In addition to prototyping as we've shown in this guide, the concept of “minimum viable product” is also a valuable one for campaigning: basically, think about launching sooner with only the most essential components of your campaign, and learn and adapt as you grow.

YOU ARE IN TEST, FEEDBACK, ITERATE



Exercise 1:

Campaign Canvas

CORE FUNCTION: YES

CORE TOOL: YES

Level of difficulty:

Easy

Time:

You can use this to slowly build a picture of your plan over time as you complete the exercises in this guide.

People:

Project team

Materials:

Draw or print the campaign canvas and use sticky notes so you can make changes as your plan is refined.

Purpose of this exercise:

Putting it all together and creating a quick outline of your project plan and as an ongoing tool to track, respond and adapt to changes that affect your strategy or plan.

Expected outcomes:

A snapshot of your project plan that will form the outline of your project pitch.

Expected Campaign Canvas outcome:

N/A

How this exercise leads to the next section:

N/A

Facilitation Pointers:



Taking a good look at the Canvas at the end of Day 4 will provide you with a good sense of what you need to accomplish on Day 5.

YOU ARE IN TEST, FEEDBACK, ITERATE



Step by Step:

- 1 Update your canvas with what you have learned during the prototyping phase — and anything else that's been clarified.
- 2 By this point, you should have at least some content for nearly all 14 boxes of the canvas.
- 3 Take note of the pieces that seem least clear — this is what you should make sure to concentrate on next.



By this point, you should have quite a bit more filled in than pictured here.



Campaign Canvas

<p>Vision What is your long term vision for what you want to achieve with this campaign?</p> <p>1</p>	<p>How can we create that change? How can we disrupt and transform the current system?</p> <p>How can we create culture change on this issue?</p>	<p>Who can help? Who do we need to bring about this change? Who has influence? Who is affected? And who can we collaborate with?</p> <p>4</p>	<p>Goals What is the specific goal for the project?</p> <p>Objectives What do we need to bring this about?</p> <p>6</p>	<p>What's the story? What are the key elements of the new narrative we want to create? What will inspire key audiences and allies to act?</p> <p>8</p>
<p>What needs to change? Based on the problems we've identified that contribute to the current situation, what needs to change?</p> <p>2</p>	<p>How can we disrupt or transform institutions?</p> <p>How can we support alternatives?</p> <p>3</p>	<p>What influences? What relationships, trend or events currently has influence/helps sustain the current situation or could shift it?</p> <p>5</p>	<p>Outcomes What does success look like?</p> <p>7</p>	<p>What do people need to do? How can key audiences and allies help bring about this change? What are our asks to them?</p> <p>9</p>
<p>Assumptions What assumptions have we made about how the system will respond? Why do we believe this plan will succeed?</p> <p>11</p>	<p>Risks Why might this plan fail? What resistance could we face? Are there risks to staff or the organisation?</p> <p>12</p>	<p>Indicators How will we know we're on the right path?</p> <p>10</p>		<p>What do we need to do? What are the key activities and tasks that we need to do to support people to take action and create a shift?</p> <p>13</p>

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i **NOTE:** Large templates to print the Campaign Canvas for your workshop can be found at the bottom of the page as well as at the end of the guide. You can also keep it and post it in your office so everyone can see it and update it as the plan changes. The orange boxes are the ones to keep an eye on and update as the external context changes, leading to needed shifts in what you've put in the grey boxes.

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CAMPAIGN ACCELERATOR TOOLKIT

DEFINE

SENSE

CREATE

PROTOTYPE & TEST

PLAN & PITCH

The Mobilisation Lab exists to transform how campaigns are fought and won, providing a forward-looking space to envision, test, and roll out creative new means of inspiring larger networks of leaders and people around the world to create positive change.

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