

Choose a target

This is where a campaign begins: with a target! It might be too early for your group to make a decision, but you will narrow down your options, to help your group arrive at a strategic focus.

Outcomes of this training

- Start planning your campaign
- Learn what a good target is & how to choose the target of your campaign
- Learn what campaign strategy and organising is

Preparation

- Print or draw a simple map of your local area. Have one large copy and extra copies for each person.
- You might share the 'Key Concepts' (page 3) in advance of the training, to prepare. If not, make sure you confidently present the concepts to your group - practice!
- If you are unsure, talk to your 350.org contact person or coach.

After your workshop, you can email community@GoFossilFree.org with feedback from your group - what worked well? How can we improve this guide?

Suggested Workshop Outline

~90 mins	Activity
10 min	<p>Introductions!</p> <ol style="list-style-type: none"> 1. Review the purpose for the session 2. Go-around - introduce yourself and finish the sentence: "One of my dreams for our town/city is _____."
15 min	<p>Review briefly key notions</p> <ul style="list-style-type: none"> • Campaign • Demand • Target
15 min	<p>Which local institutions could you target?</p> <p>In pairs, identify on a map of your town / neighborhood which are the key institutions that might be targeted to "go fossil free" & why.</p>
25 min	<p>What does your collective map of targets look like?</p> <p>Regroup and draw one shared map of your potential targets. Ask yourselves the questions mentioned at the bottom of page 5.</p>
20 min	<p>Can your group agree on one target? Or narrow down the options?</p> <p>It might be too early for your group to choose a target. But narrowing down your options is an achievement! If you are feeling unsure, discuss together to identify what might be missing to guide your decision: additional research, consultation, etc.?</p>
5 min	<p>Conclusion</p> <ul style="list-style-type: none"> • What is one key learning, something you are 'taking away'? • Feedback for the organizer: what was good about this training, what would you change for next time? • What are the next steps after this meeting? • When are we meeting next? What do we need to prepare?

Key Concepts

What is a campaign?

A campaign is a sustained effort toward a specific outcome (**your demand**), like getting a city to ban fossil fuel development, a pension fund to divest from fossil fuel or a public institution to commit to transition to community-controlled renewable energy.

A good campaign needs to connect three different things: a target, a demand and a strategy.

What is a demand?

Your demand is the specific outcome you are aiming to achieve - or: the policy you want your target to implement. It has to be specific: your demand can't be vague. You're not going to campaign a city to "stop climate change". Your demand has to be specific enough to be achievable within a reasonable timeframe (usually six months to five years), yet it has to be big enough to trigger significant change.

Fossil Free demands are organized around three different objectives:

- A Fast & Just Transition to 100% Renewable Energy. Accelerate the shift to a new, just, clean energy economy that works for everyone by supporting community-led energy solutions.
- No new fossil fuel projects. Anywhere. Stop and ban all new oil, coal and gas projects by passing local resolutions, laws, or other forms of local policy.
- Not a penny more for fossil fuels. Cut off the social license and financing for fossil fuels – divest, desponsor, defund.

For more information about all these demands check out the relevant sections of the [GoFossilFree.org](https://www.GoFossilFree.org) website.

What is a good target?

Your purpose is to build pressure on a specific actor (or set of actors) to make them decide on your demand. So your target has to be a decision maker (or a decision making body), with name(s), phone number(s) and address(es).

You're not going to target a generic city, but your specific city; not a generic university but your own university. And inside that city or that institution, you have to identify the decision making body and the decision-makers that are most relevant: a board, a council, a public official, an officer, etc. Your target is the person (or the set of persons) who has the power to make the final decision to on your demand(s).

They have to be a person or an entity who can be forced to give you your demand. Your target should have a name, an address, a phone number, and be someone you can challenge and hold accountable.

Exercises

Draw your map

In pairs, take a map of your neighborhood, of your town or of your city. Put a star or an 'x' on the buildings of the most important local institutions - it can be city hall, it can be your local place of worship, etc. - that you think could be good targets, using the questions listed at the bottom of this page.

Share your maps

Then sit together, and let everyone briefly explain why they chose these institutions. People might have questions: does this institution really have decision making power? Or is the power sitting elsewhere? If no one has the answers to these questions, no worries. You'll address them later.

Identify the targets your group wants to campaign

Everyone can then use a green pen and a red pen, to add a star or an 'x' to the buildings others have proposed - green for agreement, red if you don't agree. After this, you'll have a sense of the institutions your group has appetite to target.

Spend time trying to answer the questions you started to list for each of the institutions that have the most green stars.

Questions to ask during the exercise

You should pick the institution that makes most sense to you, combining different criteria.

- **What would have most impact in your community/town/city?** That your city council decides to go fossil free? Or that a local faith institution, university or business goes fossil free? Depending on where you live, and on the size and reputation of local institutions, the answer may vary a lot.
- **What feels achievable to your group?** Does your group believe that, with good strategy and hard work, you can build enough power to get the institution to go fossil free? If the target seems overwhelming, try narrowing down to a smaller, more specific, or more achievable target.

- **Which institution do you feel the most connected to?** Your ability influence change will depend on your network of relationships. And, to recruit other campaigners, and win public support, your community will need to feel connected to your chosen target institution. In some cases, people are keen to engage with institutions they enjoy interacting with. In others, people might want to target an institution that is already disliked - the tone of your campaign material will vary.
- **Who has the real decision-making power on your demand?** In some places, the administration of a school or of a post office might be free to decide whether or not to install solar panels on their rooftops, or whether or not they can dump their investments in fossil fuel companies. In other places, that power might lie with a government department bureaucrat, or with elected officials. You might need to do more research, after your group meeting, to figure out the right answers to this question.

If the strongest target where you live is, for example, the key deciders within your local government, but that local government doesn't technically have final say on the demands we're focused on, it is still worth considering the impact of a resolution or statement by that local government. Enough villages, towns, or cities declaring themselves Fossil Free can have a ripple effect and force regional or provincial targets (who might be the real decision-makers) to take up the issue.

Go further

- More tools to analyze your target and allies: [Power Mapping](#). You can also look at the [Spectrum of Allies](#) or [Pillars of Support](#) - but these two notions will be addressed in the "Build your strategy" session of this curriculum (the 3rd one if you decide to follow the suggested order).
- Case studies to learn more: [Learn how Canada target a "Frenemy"](#) (targets who talk like our friends, but don't act like them) or [How France Fought to Keep it in the Ground](#) (how they targeted) or [How Brazil made actions case despite repression](#) (English-only)