

a mix of movements, tactics, campaigns, etc. List them all and then use the list to explain the differences so people learn about strategic processes and how effective strategies develop. For example, the list may include “anti-apartheid” (movement), “Salt March” (a campaign) and “sit-ins” (a tactic). It may also include campaigns they’ve been involved with (if groups are struggling, this can be a helpful way of helping them fill their lists).

See the Glossary of terms in this handbook (p225). Using the list, ask the participants to describe components of campaigns, identify tactics, and describe what makes a movement. You can also use this list to introduce people to campaigns they are not familiar with; participants will often enjoy giving brief summaries of campaigns and actions – especially if they were involved in them!

This exercise can become the basis of a longer discussion; use a well known campaign as a case study to learn about strategic development of nonviolent campaign; the ‘Letter from a Birmingham jail’ (p205) exercise is a good introduction to doing this.

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### The problem tree/healthy tree

**Time:** Minimum 30 minutes

**Goal or purpose:**

■ To identify and analyse the nature and components of the problem and to come up with positive responses

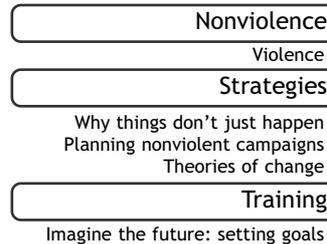
**How it’s done/facilitator’s notes:**

**Describe the problem tree:**

Draw a tree with roots, a trunk, and branches with fruit. The tree represents the problem. Participants identify the roots (causes), the fruits (consequences), the trunk (the institutions that uphold the system.) You can also add the underlying principles that are found in the soil that “nurture” these root causes.

**Analyse the problem tree:**

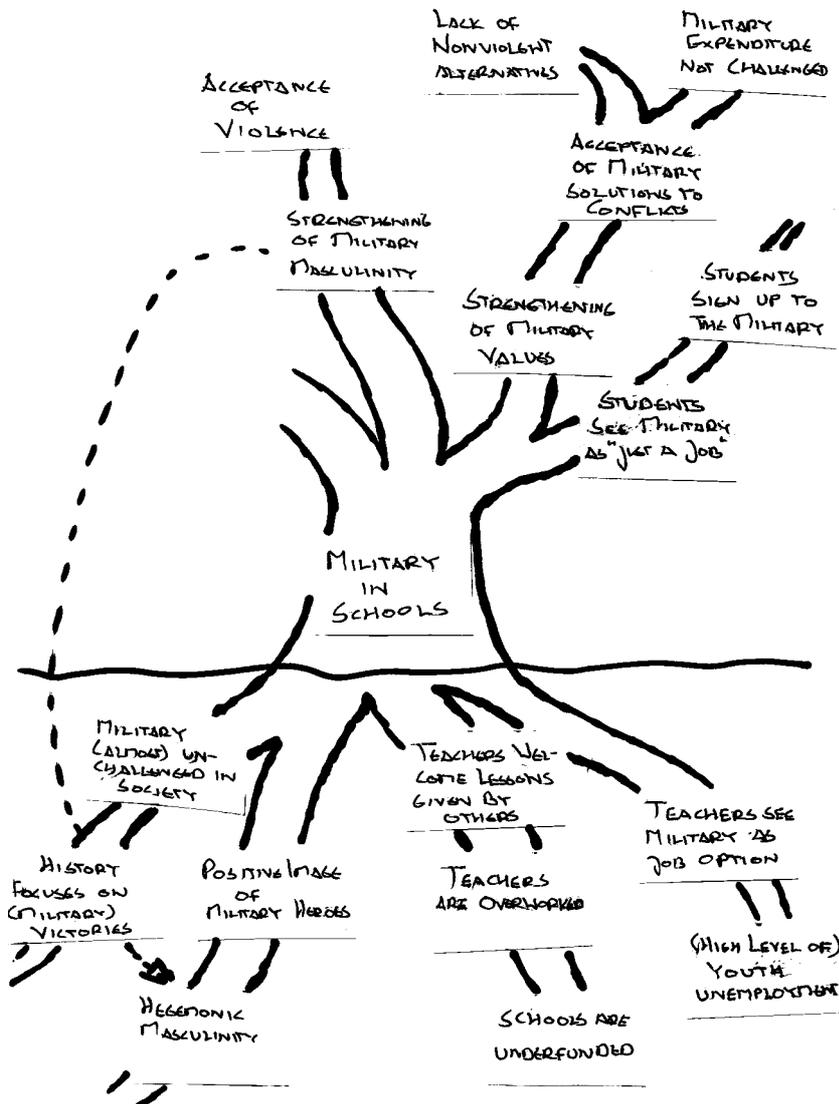
Choose the institution in the trunk of the tree that your group wants to weaken. Draw another tree, identifying the root causes, consequences and using the list of questions below to analyse the situation.



Training

**Healthy tree:**

What is the healthy fruit we want to grow? What roots do we need in order to grow healthy fruit? What roots do we need to cut? What structures need to be developed for a healthy society? What needs to be resisted? What values need to be in the soil to strengthen the roots? Identify goals to grow a healthy tree, or goals to cut down an unhealthy tree. Can we answer the above questions positively?



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