

STRATEGIC PLANNING

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UNDERLYING PRINCIPLES

Seeking justice, not revenge

Understanding the impact of violence

Inclusivity and unity of purpose

Principles of attitude and behaviour:

- **honesty, trustworthiness, compassion, service orientation, no quest for power, humility**
- **Willingness to negotiate and contribute towards success**

SOME ISSUES

nonviolence against a violent force?



effectiveness against a corrupt or unjust government?

emotional/spiritual responses to violence

challenge of achieving group unity and compliance to standards of behaviour

Attribution to the “other” of ill-will

MONTGOMERY, ALABAMA

KEY POINTS

Willing to stick it out, willing to sacrifice

Method – refuse to ride the bus while it was still segregated

Respected leadership

Community support – in Montgomery

Respected leadership

Enlisted support from outside the community

Use of the media

Commitment to the principle of non-violent response, good training



PORT ELIZABETH

Mkhuseli Jack, 27-year-old youth leader

Boycott of white shops

No law was broken

Planned for alternative ways of shopping

reduced boycott at strategic times – Christmas



STRATEGIES

[ACKERMAN AND KRUEGLER]

Formulate clear, well-defined goals

Realistic time frame

Methods amenable to nonviolence

Reflect the group's interests, have widespread support

Willing to draw from external support

**Organizational strength: leadership; operational corps;
general population**

Need for material resources

Training – expand group's repertoire of strategic nonviolent actions. Flexibility and versatility are key to success.

STRATEGIES [CONT]

Reduce opponent's capacity for control and obedience

Avoid being in harm's way where possible

Publicize any repressive responses

Maintain internal discipline

Understand the conflict and levels:

policy; operation; strategy; tactics; logistics

Adjust operations according to needs

Continue nonviolence after goal is achieved

RESOURCES

DVD “A force more powerful” – case studies of non-violent actions:

Denmark, Poland; Chile; India; Nashville; South Africa

Bartkowski, M. (2012). *Recovering nonviolent history: Civil Resistance in Liberation Struggles.*

Kurtz, L. (2010). *The Anti-Apartheid Struggle in South Africa (1912 – 1992). International Center on Nonviolent Conflict.*