



# **Solidarity Knows No Borders**

**Fair Immigration System based on:**

**DIGNITY. JUSTICE. WELCOME.**

## **INTRODUCTION TO MIGRANT ORGANISING**

In June 2018, more than 40 migrant and refugee community organisers from all around the country gathered in the People's Museum in Manchester. We started a process of listening that lasted for two years. The challenge we posed for ourselves was how we can move away from talking about the hostile environment and towards what a fair immigration system looks like. It just so happened that the Museum hosted an exhibition on the 19th century [Chartist movement](#) for political rights of working classes. We were all moved by the quote below on the museum wall from the Chartist event in 1850 Manchester.

*"Two years ago, and more, I went to prison for speaking three words. Those words were:*

*"Organise! Organise! Organise!"*

*And now, after two years, and more, of incarceration, I come forward again to raise that talismanic watchword of salvation —and this day again I say:*

*"Organise! Organise! Organise!"*

*You cheer: it is well! but that is not enough! will you act?*

*We've had cheering enough — I want action now!"*

*Earnest Jones, poet, novelist and Chartist, October 20, 1850, Manchester*

By the end of that day in June 2018, we committed ourselves to organise, organise, organise for dignity, justice, welcome and action, and the [Fair Immigration Reform Movement Charter](#) was born.

## **QUICK LINKS**

**1. [POWER](#)**

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# WHAT IS ORGANISING?

Organising is a way of building power for social change, by building trust and bringing together people who want to take action around shared injustice.

To achieve meaningful change, we need to build our collective power. This starts with listening to the concerns and motivations of people about their lives and communities.

At Migrants Organise, we do not promote or teach one model of community organising. We do however use some universal methods that have been tried and tested in many different settings and across diverse issues. We believe we all have something to offer, and we all have solutions to the challenges we are facing.

The problems facing migrant and refugee communities do not stem from the lack of effective solutions, but from a lack of power to implement these solutions, while we are forced to survive in the hostile environment immigration policy.

The only way to build long-term power is by organising people around a common vision for an Immigration system based on dignity, justice and welcome.

This vision can only be achieved if all of us who are organising for migrant justice can knit together the diverse challenges and issues our communities face as a result of the oppressive system of enforcement and controls.

Organising seeks not just to win an individual demand but a substantial and long-term redistribution of power. Thus, it is a process and it takes time. It starts with listening, with an aim to connect and develop common ground. We organise to build our power and we need the power to take action. We also evaluate and learn. And then we start again.

It may take a long time to organise, but when done properly it is very rewarding - because it works. As they say, justice is a marathon, not a sprint. In organising we say, it is also a relay – we do it together and in solidarity.

Organising is taught by various organisations and universities, such as [Harvard](#), and there are many [books](#) and courses by experienced organisers such as [Jane McAlevey](#) who made a difference in a trade union or political organising.

This is a very brief guide to some of the key concepts and methods in organising, for people interested in [Solidarity Knows No Borders organising for Fair Immigration](#), with links to further information for those who wish to find out more.

Ultimately, we learn through doing and together we can collectively organise for change.

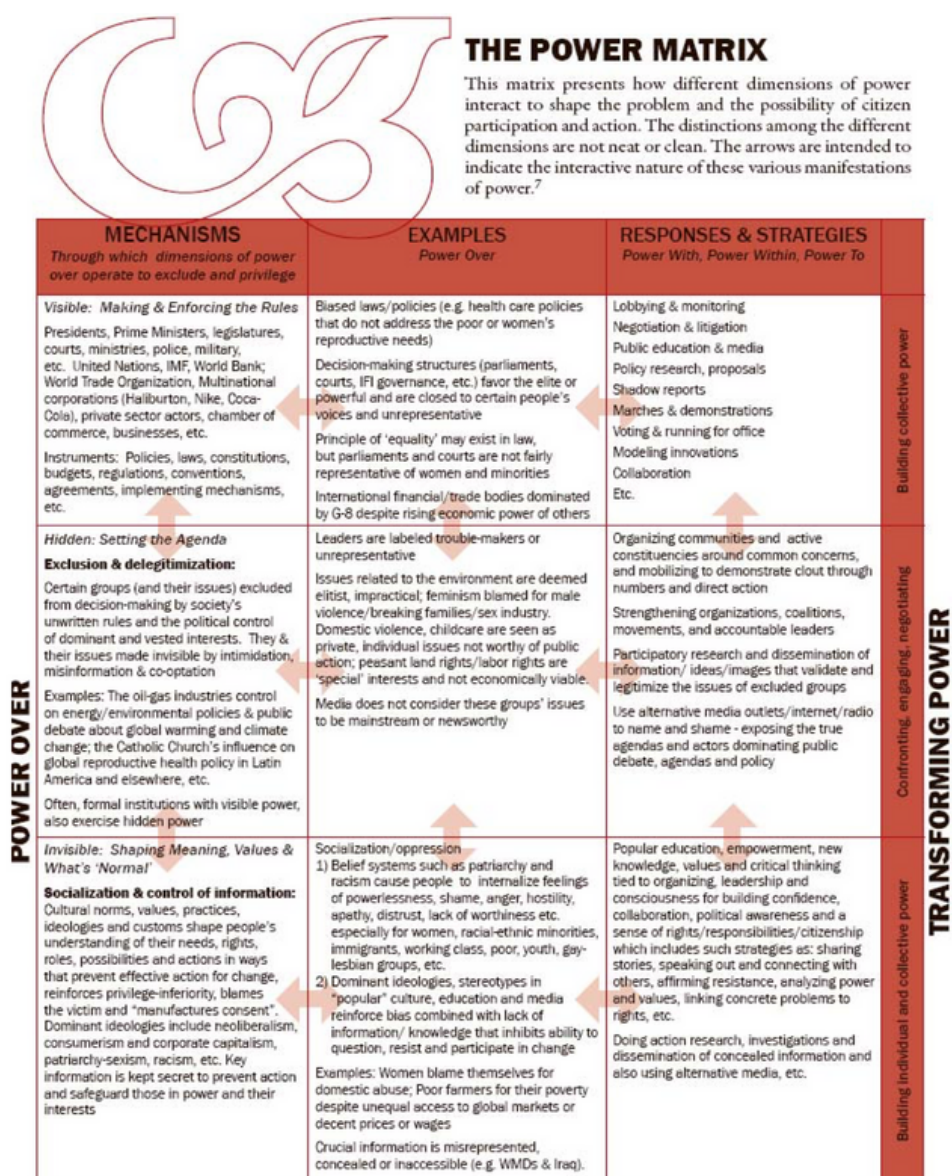
# 1. POWER

In organising, we define power as **the ability to act**. There are many forms of power. Most people understand power as having money, political or hierarchical position of power. Most people, migrant justice organisers included, rarely have that kind of power.

Our power comes from our people - if enough of us work together we can change things for the better. In other words, people's power is effective when we are organised – when we have the ability to act in solidarity.

In order to build a national movement of migrants and refugees powerful enough to influence our politicians and decision-makers then we need to build our power. The more people we connect with in this organised way, the stronger we become and can take action to overcome injustice.

To learn more about power, how it manifests itself and how to organise for it we highly recommend **JASS Women Collective** work [here](#). The [Power Matrix](#) is a useful visual representation of how different dimensions of power interact to shape the problem and what organised action we can take.



## 2. ONE TO ONE MEETINGS

Trust is the cornerstone of organising and the way we build trust starts with conversations we call one-to-one meetings or **1-2-1s**. These conversations are structured to help us share our stories and hear and understand what people feel and think about the issue of concern. We are listening with clear and open intent – to explore if there is a common ground for us to take public action together. We are listening for three things:

1. What do they care about and why?
2. What are they doing about it or are prepared to do about it?
3. Are they prepared to lead and organise action?

In order to build trust, we start by sharing what we care about and why, what we are doing about, and with whom. By doing this, for no longer than 15 minutes, we model openness and transparency. This approach or a method is called [Story of Self, Us and Now](#), developed by Marshall Ganz, a veteran organiser and lecturer at Harvard University, who said:

*“Because stories allow us to express our values not as abstract principles, but as lived experience, they have the power to move others.”*

As this is not just a friendly chat or a counselling session, and as we intend to take public action together, we make a clear distinction between what is **private** (and we choose not to share) and what is **personal** but relates to our **public** organising intentions, and therefore we are sharing – for example, what is our motivation, what happened to us that made us want to organise, what values or people moved us into action and why. Migrants Organise CEO, Zrinka Bralo TedX from 2018 is [one example of this kind of storytelling](#).

It is important to note that in organising, **listening** is not a consultation, interview, or a focus group, but we do find out about what is going on. We hear powerful stories of people's lives. We find out what people love and what they are angry about. We uncover real problems that need addressing and explore how these could be solved systemically. We find people who want to act. And they find more people.

We start with people around us - our friends, our members, the people we work with, study, or worship with. The next stage is to reach out to people we never meet or talk to, people we meet at the school gates, in community centres, mosques, and churches, trade union meetings, etc.

When we listen, we make a connection and we start to build trust and understand where there might be common ground. We do not have to agree on everything, as long as our values and self-interest are in alignment, we have enough common ground to grow our power and take action. We expand our people power and organising circle by asking people we meet to introduce us to other people they know who share similar concerns and we connect them with people we know. That is usually our first shared action – we open doors for each other.

## 2. HOW TO DO 121 ORGANISING MEETING?

### How do 121 meetings work?

- Meetings normally take place in public spaces such as cafes or community centres, or - now - on Zoom and usually last 45 to 60 mins
- Explain what the meeting is for, who you are, why you care about changing the immigration system. Choose a personal story you are comfortable sharing to illustrate the problem and the issue. Remember the difference between **personal** (what you choose to share) and **private** ( what you choose NOT to share) about your experiences, values and motivation.
- Listen intentionally – not just waiting for your turn to speak – but with curiosity about their story, values and experiences. You can learn from them not only about problems but about solutions and other people who could be involved.
- Plan next steps – what action you might take together, who else might be part of it, what do you need to work together (plan research, actions, mapping, resources)? Or your next action could be as simple as inviting them to a larger meeting
- If you are talking to someone from the community group, organisation or faith institution please ask them about the size of their membership and/or congregation so that we can map out the picture of the size and spread of organisers, allies and supporters.

### How to do 121 about the Fair Immigration System Reform in the UK?

- Start by setting out the purpose of the meeting: We, along with many others, are discussing how we can organise against the proposed plan from this government for a 'New Immigration Plan'/Sovereign Borders Bill. We want to stop the proposed legislation but also link our actions to the wider immigration context which is already inflicting violence on our communities. The only way to do this is by working together in an organised way.
- Introduce yourself - what is your experience of the immigration system? How does it affect you, your friends and family, your community? Why do you care? And why should everyone care?
- Ask them about themselves - what is their experience of the immigration system? Why are they interested in this? What makes them angry about it?
- What needs to change? Share about your involvement with the FIRM Charter and the grassroots movement that is in the making. Share the vision of what a better system looks like. Share how important it is to fight single-issue campaigns and also to connect them for a wider change of attitudes, perceptions, systems and structures.
- What are the actions you have already taken and with whom? For example, in addition to your existing work/advice/campaigns how and why you came together with others (over two years) to come up with a transformative vision for immigration (FIRM Charter) or your participation in the Solidarity Knows No Borders Weekend of Action which took months of organising in the lockdown, attending planning meetings, webinars, responding to consultation and action planning against the new 'Sovereign Borders' bill?
- Ask about their experiences, actions and values – why do they care? What they have done so far and what they are able to do in the future?
- Ask them if they are planning any actions against the Bill soon? If they do not have anything planned ask them what capacity they have to plan something or be involved?
- Invite them to take part in community meetings, actions and ask them what resources they might need in order to take part.
- Ask them who else you could talk to, can they make introductions, can they invite you to a meeting or an event.



### 3. LISTENING - BUILDING COMMON GROUND

Organising is about listening. After we have done our 121s, issues will emerge, but we need to go back to the constituencies or communities we are organising with to listen more about priorities, issues, hopes and concerns - to build common ground. This can happen in small groups, but usually after all members of the group had one-to-one meetings with each other, so that everyone comes to the meeting in the spirit of trust, respect, solidarity and action.

Group meetings start with **rounds**. This is an opportunity for us to introduce ourselves, but as we are connecting for public action, rounds have an incisive question that helps build trust and common ground. For example: *'What does solidarity mean to you?'* *'What is one issue that makes you angry?'*

In large meetings, rounds may take a lot of time, that is why we limit each contribution to approximately two minutes, but **everyone has a chance to speak**, to introduce themselves and share their stories and put forward their ideas and experiences.

In a smaller meeting, we can afford more time for rounds, but they are still structured around and related to our organising for public action.

Listening campaigns might involve: coffee mornings, door-knocking, house meetings, community centres - where you can safely and calmly interact face to face. These usually involve smaller groups of people (eight to twelve) with shared problems or interests.

Listening is an essential step we need to do collectively in order to lay the foundation for next steps in organising such as power mapping, action planning and action. In your group meetings ask open-ended questions. Try to get honest answers about what do people believe and why? What are their values? How do they define fairness or freedom?

Where do you see common ground emerging in your meeting? Try to articulate some shared, baseline values. What would it look like to work towards them?

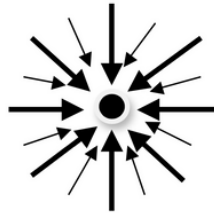
Be prepared that you may encounter people who think differently or have a different perspective, or bring up lots of tough questions that might take the conversation off track. It is important to affirm what people are saying, address their concerns and redirect back to why you're talking in the first place. If and when people do not agree, try to connect areas of disagreement to values that are shared by the group and get commitment to work in support of those values.

Organising is not about compromise, it is about understanding where someone is coming from and appealing to what they care about to achieve a common goal. Be prepared for differences and learn how to redirect conversation to what people have in common. You can do this because as an organiser you have done your 121s with all people in the group and have built trust and understanding.

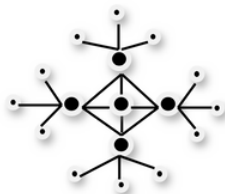
## 4.ORGANISED PEOPLE - BUILDING TEAMS

At Migrants Organise, we are all Organisers – we all get things done. Organising places less burden on a few individuals and it helps us grow our organisation without being trapped in a dichotomy of leaders and followers. Organising approach is dependent on building relationships of trust and sharing responsibilities as a team. There are many approaches to team building, but to simplify we compare and contrast these two approaches:

a) 'Dot' leadership structure - these teams coalesce around one individual leader.



b) organising structure - collective leadership, sharing of power, resources and decision making



The 'dot structure' of one leader in the middle is often not sustainable. These teams tend to be small and centred around individual self-selecting 'leaders'. Imagine what happens if the "dot" in the middle disappears.

The 'organising structure' involves bigger teams and collective leadership which prevents burnout, but requires us to shift from our usual ways of thinking and doing actions for justice.

To achieve resilience and sustainability we take time to train and develop each other so that we can take on different tasks and roles. We do this through ongoing 121s and listening meetings, through strategising, action planning and actions that we take.

People and communities that are experiencing problems know what solutions are. We have all heard about 'lived experience' and 'experts by experience'. These are important concepts in organising too. The main challenge that organising presents is moving from sharing stories and experiences into collective actions for change. And for that, we need to have a plan.

Acknowledgement - team structure adapted from the works of Marshall Ganz of Harvard University [LEADERSHIP, ORGANIZING, AND ACTION](#)

## 5. ACTION PLANNING

Action - is a collective effort to make improvements in our lives. In organising, everything that we do in an intentional, planned and organised way is an action.

[Actions](#) may be small, or they may be ambitious. But every action, no matter how small, is an intentional step towards our main goal - [a fair immigration system](#) based on dignity, justice and welcome for all.

The more organised and connected we are, the more powerful we become and our actions grow and have a wider impact. Organised actions are intentional and planned and part of a long-term strategy for change.

In organising, action is in the **reaction**. This means that we have a plan of what change looks like, and what we need to do to get there. For example, migrant justice organisers want to see a fair immigration system based on principles of dignity, justice and welcome.

We may have a clear idea about what is wrong, for example: the Hostile Environment immigration policy, racism and exclusion.

But do others see things the same way, or do they know enough about it to care?

In our experience at Migrants Organise, we moved away from the top-down training approach - we are at our best when we learn together as organisers. We listen to what problems are, we analyse how these problems are rooted in systemic issues and we strategise - that is, we think together about what is the bigger or systemic issue that creates the problem and what a solution would look like.

When selecting a 'problem' to take action on together, it is useful to ask whether it is:

- Consistent with the group/ organisation's values
- Widely felt
- Deeply felt
- Winnable
- Non-divisive for the group / coalition
- Result in a real improvement in people's lives
- Have a nameable individual that holds power to target

Depending on the solutions we are seeking, we make a plan of what needs to be done, and we break it down into concrete action steps. How we proceed will depend not only on what the problem is, or what the bigger issues are, but also about external factors, timing and more importantly about what power we have to take the first step and who we need to influence to make the change we are seeking. That is why we start action planning with **power mapping**.



# Solidarity Knows No Borders ACTION PLAN



## Outreach & Recruitment

### OBJECTIVE:

Grow the number of associations and individuals involved with resisting the 'Sovereign Borders Bill', build a critical mass who understand what is happening and are willing to take action

### WHAT ACTIONS DO WE NEED TO TAKE:

- 121 meetings undertaken by everybody
- People input information from 121s via shared form
- Report back at the next two organising meetings
- Create a map of groups and contacts to ensure we are building a movement

### RESOURCES:

- 121 explainer + script
- Draft email for people to send to organisations

## Action Planning

### OBJECTIVE:

To create greater coherence between different groups (whether in joint action or providing a framework/reference point to avoid overlap), to unite resistance to the 'Sovereign Borders Bill' and link to other struggles and campaigns

### WHAT ACTIONS DO WE NEED TO TAKE:

- Running regional and national action planning meetings
- *To be discussed and agreed on collectively*

### RESOURCES:

- Create an action planning session plan
- Maintain and update the existing googledoc of planned actions

## Action

### OBJECTIVE:

Design and implement a series of creative, intelligent actions to take place in a variety of formats (centralised/decentralised, local/national, in-person/online, spikey/accessible) – that can keep up momentum against the 'Sovereign Borders Bill' during its different stages

### WHAT ACTIONS DO WE NEED TO TAKE:

- *To be discussed and agreed on collectively*

### RESOURCES:

...

## Education

### OBJECTIVE:

Organisations to teach themselves, and alert and educate others, about the dangers of the proposed 'Sovereign Borders Bill', the ideas and strategies needed to counter it and the role of the FIRM Charter as an alternative framework

### WHAT ACTIONS DO WE NEED TO TAKE:

- Create a basic resource explaining the challenges of the new 'Sovereign Borders Bill', and how we need to confront it
- Create a PPT that pulls together info on SBB and FIRM that people can use
- Run some 'Know Your Rights' sessions
- Plan and run three more SKNB webinars

### RESOURCES:

- Translation of bust cards into different languages
- 'Know Your Rights at a Protest' session

MAY

JUNE

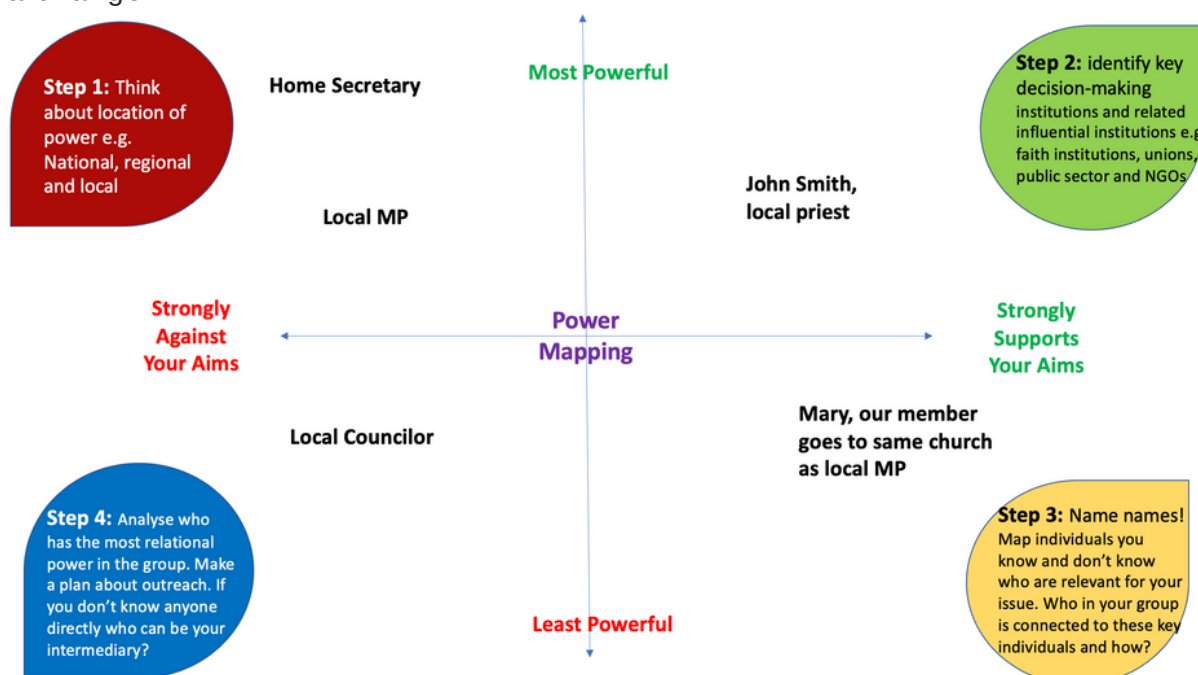
JULY

AUGUST

SEPTEMBER

## 6. POWER MAPPING

For the kind of systemic change we seek, we need to establish where **the power** lies to make it happen. This may be political power, or it might be the power of money or people power. This first step of action planning is called **power mapping**. In our organised communities, after we have done our listening and one-to-one meetings, and established what the issues are and what solutions we want to see in place, we come together and look at who are our allies and who are opponents in our way. In power mapping, we name individuals and institutions and place them on the power map. We also map our power – what skills, knowledge, resources, and connections we already have and what we need to make a change.



Power mapping often shows us that we have more people power than we assumed. It is a helpful reminder that we are not alone in our struggle and we have a lot of power. The next step in action planning is to identify opportunities for connection - who has the most relational power in the group and who can they reach out to? What action can we take together?

We **strategise** about what is the reaction we are seeking and develop a plan of how to get there. Who on our power map we are trying to influence and how? What does success look like for that action and how does it fit with our strategic demand for change? Is it a step on the road to the Fair Immigration System, or are we just tinkering around the edges and getting small concessions or even worse, wasting our time?

We may need additional resources to do research about who else is doing what, but we also need to know more about power structures, policies, our external context, history, culture, attitudes, statistics, or anything else that might be useful or potentially an obstacle in our organising for change, e.g. major events such as an election, public events and anniversaries.

## 7. STRATEGY AND TACTICS

“A strategy is the design of the campaign combined with an analysis of power relationships.” Strategy is about shifting the relationship between you and your target with the outcome of gaining support for your issue. Often the idea of a strategy is confused with the word tactic. Tactics are the individual steps in carrying out the strategy

### The Five Columns of the Strategy Chart

There are five major strategy elements to consider. Each has a column to fill in on the chart.

1. Long-Term, Intermediate, and Short-Term Goals	2. Organisational Considerations	3. Constituents, Allies, and Opponents	4. Targets	5. Tactics
Long-Term		Constituents/Members		
Intermediate		Allies		
Short-term		Opponents		

Tactics are steps in carrying out your overall plan. They are the specific things that the people in the Constituency column (constituents and allies) do to the people in the Targets column to put pressure on them. When you list tactics, write down who will do what and to whom.

Important to note that no tactic is useful all the time.

Only use a tactic when it can be effective in the context of your goal and your power relative to the power of the authority you are negotiating with. Some groups get comfortable with a tactic (e.g. protesting at council meetings) and do it over and over, without reflecting on its effectiveness.

You might want to create a ladder of escalation for your tactics with your team. Remember group actions are more effective than individual ones.

## Fair Immigration Reform Movement

### THEORY OF CHANGE

"Social movements **challenge conditions and assumptions** about people's lives.

In doing so, they strive to **reshape certain core values** widely accepted by the mainstream of society.

Because these core values influence the distribution of power; movements for social change must, ultimately, **seek to change prevailing power dynamics** by influencing the public discourse and public policy.

Fundamental to any movement is the **active involvement of communities** and residents directly **affected by the current conditions**.

Therefore, **community organizing and mobilization must be a core strategy**. However, grassroots engagement alone is not sufficient to create a movement or change.

It **must be complemented** by data and research, advocacy, key allies, leadership, and, most of all, a **common vision and strategy** that can knit together different issues campaigns, goals, and leaders.

And a **movement must be able to transcend** and reach groups beyond its base to, ultimately, **engage the public**.

All of these elements must be **coordinated** through some type of **movement infrastructure**."

*Masters and Osborne in 2010*



### ACTION

#### End Hostile Environment Immigration policy



##### CONNECT

Bring people together and build strong relationships in and across communities using community organising methodology. Share knowledge and resources, develop shared understanding of problems, vision and roadmap for systemic change.



##### GROW POWER

Power is an ability to act. Release and further enhance capacity of refugee and migrant community leaders to organise and have ownership of every stage of movement building, planning and taking local and national actions such as Promote the Vote.



##### BUILD COMMON GROUND

Develop partnerships, build alliances and work holistically, intersectionally and in solidarity on local and national policy level, tackling diverse and multiple issues of concern.



##### SPEAK OUT

Disrupt normalisation of dehumanising narratives about refugees and migrants by opening up spaces for a new narrative: rooted in their lived experience, framed within a vision for fair system, and demands for systemic change.

### OUTCOMES

#### 1 to 3 years

A nationwide network of refugee and migrant organisers working within a clear, replicable organising model, with a vision, set of demands, strategy and action plans for Fair Immigration Reform.

Alliances and efforts across civil society emerge to shift negative attitudes, to repair and create climate for holistic and inclusive integration.

Academic and research bodies talking about the issue and filling research gaps.

Increasing number of MPs, parties and public figures begin to publicly support ending the Hostile Environment policy.

Increased visibility and prominence of refugee and migrant community organisers in mainstream media and social media platforms.

Increased systems literacy that leads to a greater convergence and better collaboration and solidarity between diverse groups and single issue campaigns.



### OUTCOMES

#### 3 to 5 years

Fair Immigration Reform campaign established as a broad based campaign with a public profile.

Campaign is self-replicating, spreading beyond initial network, into a movement for change.

Living conditions for asylum seekers and others subjected to Hostile Environment begin to improve.

Substantial numbers of opinion makers, allies and stakeholders publicly oppose the Hostile Environment policy.

Increased public and political pressure to drop the policy.

Dehumanising narrative is discredited.

Alternative narrative highlighting the benefits of welcome and inclusion and alternative policies gaining ground.

### END GOAL

The Hostile Environment policy is replaced by the Fair Immigration system based on principles of dignity, justice and welcome.

## 8. ORGANISED ACTION

In organising, actions are the test of the people power we have built to make action successful. Public actions also help us share our story and change the public narrative. With the state of immigration narrative in the UK, we need to mobilise all our members, supporters and allies to stand up for what they believe in. We need to tell a different story - our story.

In actions, we come together to exercise our power and we take some **risks**. For many migrants and refugees these risks are significant. But we must not be silenced, and that is why our organised actions must be conducted in a mindful, informed and safe way. Useful **information about your rights** while taking direct action [here](#) and [here](#).

**Actions** may be small, or they may be ambitious. But every action, no matter how small, is an intentional step towards our main goal - a fair immigration system based on dignity, justice and welcome for all. We might start with a small group meeting and invite some allies. We might ask them if they are prepared to come with us and visit an MP to ask them about the new Bill. We might ask them to introduce us to more people who share our values and want to speak out for dignity and justice. We might need to organise and confront an accommodation provider for people forced into dispersal. We might mobilise to show solidarity with people in detention or those forced to report, hold a vigil of remembrance and solidarity, organise a sit-in etc.

Taking action is always exciting, make sure you have a plan and stick to it, but also enjoy it. It is a celebration of our power and our hard work. Be prepared, be organised, be on time and stick to the plan and the script. **Have a plan B**, for example, if it rains on the day of the vigil, or if the person you are trying to influence does not show up. What else can you do? Check your logistics, size of the room, the route to the venue and equipment, especially equipment!

**Have a communication plan.** What do you need the world to know? What is happening and why? ([use Five Ws](#)) Who is doing what, where and when. Who needs to know about it? How will it help you expand your reach and influence? If mainstream media is not available or interested, make your own. Assign tasks, and in your strategy sessions agree on one clear message you want to communicate. Too many messages and hashtags can create confusion. For Fair Immigration Reform organising we using **#SolidarityKnowsNoBorders** as it captures our values and it cannot be confused by other things trending. We have created a visual identity for it that is owned by the collective and can be used again and again. Freedom From Torture and CLASS think thanks produced a useful messaging guide [here](#). Prepare a social media pack for all participants to use. Speak about the issue, people's experiences, what is the solution and why should the rest of the world care. Be clear about what you are asking people to do and why.

Whatever action we are taking, we need to be honest and realistic about it. Fighting for migrant justice is one of the most challenging issues of our time. We often have to settle for less than we aimed for. We often have to work on short-term winnable actions, while the lasting change in power and justice seems far away. That is why we must be organised and why we need to **learn** from every action we take.

## 9. EVALUATION

Everything that we do in organising we reflect on. Regardless of how successful (or not) it is, we learn from it together. After every action, those who are able to stay reflect on the action by answering following questions:

1. How do you feel – ask everyone to use just one word – this helps us process feelings, especially if things didn't go well. It is always surprising how differently people experience events and actions. It helps us understand each other better.
2. Did we achieve what we set out to achieve? – this reflects planning – everyone should know what was the aim of the action and if they don't, the planning stage was not done right.
3. What went well? – this one is very obvious, but ask people about the room as well as accessibility and other logistics, food, performance, travel, speakers etc.
4. What could we do differently next time – invite critique but make sure it is not targeted at one person. Foster open and honest dialogue lays the groundwork for better teamwork in the future.
5. Who did well? – It is very important to acknowledge contributions from people, especially if it is their first time participating or speaking out.
6. What mark would we give ourselves – you can use any kind of scale but best to use what most people are familiar like in schools - with F for fail and to A\* for super successful action and ask everyone to give their mark without too many elaborations.

This exercise lasts around 15 to 20 minutes and it helps create shared learning. It is facilitated by one organiser, but always follows the same format. If one person has a very different sense of what has happened, it is worth exploring that with them in the follow up one-to-one meetings.

### **Celebrate**

When you achieve what you set out to do, remember to celebrate. The final victory, the Fair Immigration System may be a long way away, but while we are growing our power and organising to resist the hostile environment we are making progress. It is important to acknowledge and learn from our mistakes, but also to do the same when we achieve progress. It is also important to make actions safe and fun, so be creative in how you speak truth to power.



# 10. ORGANISING RESEOURCES

## Organising Wisdom

“The most potent weapon in the hands of the oppressor is the mind of the oppressed”, Steve Biko

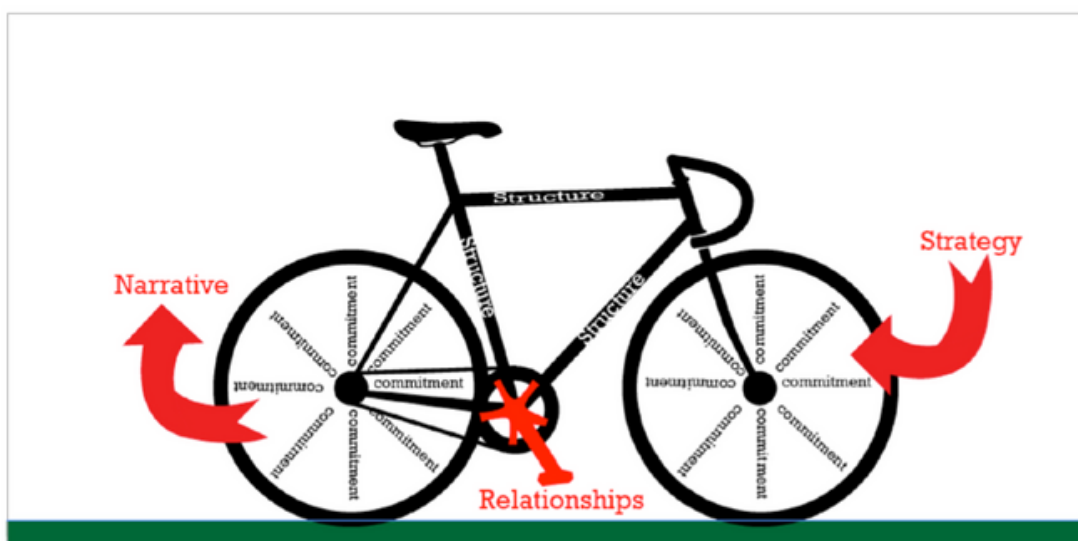
“I’m a pessimist because of intelligence, but an optimist because of will.” Antonio Gramsci

“Strong people don’t need strong leaders”, Ella Baker

“If they don’t give you a seat around the table, bring a folding chair”, Shirley Chisholm

“Organizing is a practice—a way of doing things. It’s like learning to ride a bike. No matter how many books you read about bike riding, they are of little use when it comes to getting on the bike. And when you get on the first thing that will happen is that you will fall. And that’s where the “heart” comes in. Either you give up and go home or you find the courage to get back on, knowing you will fall, because that’s the only way to learn to keep your balance.” [Marshall Ganz](#), Harvard University

Organizing is a practice—a way of doing things. It’s like learning to ride a bike. No matter how many books you read about bike riding, they are of little use when it comes to getting on the bike.



# 10. ORGANISING RESEOURCES CONTINUED

## The Rules Of Organising

1. Never do for others what they can do for themselves.
2. Power is not only what you have but what the enemy thinks you have.
3. If you are not around the table, you are probably on the menu.
4. Always start from where your people are at.
5. Nobody's going to come to the meeting unless they've got a reason to come to the meeting.
6. Nobody's going to come to a meeting unless they know about it.
7. If an organisation doesn't grow, it will die.
8. Sometimes winning is losing – do not get co-opted and guard your integrity.
9. Not everyone is easy to work with – learn to manage conflict.
10. Anyone can be an organiser, as long as they are willing to learn and take action
11. Practice self-care, build a team, and learn how to delegate
12. If you're not fighting for what you want, you don't want it enough.
13. Repeat. Rinse. Repeat.
14. Celebrate your victories.



## Further reading and examples:

[The Bristol Bus Boycott | Stories](#)

[Roy Hackett: 'Why I'm still fighting racism at 90' | BBC Ideas](#)

[The Struggle for Migrant and Racial Justice in Britain: Lessons from History](#)

[The Grunwick Dispute | Striking Women](#)

[Jayaben Desai: 1933–2010 | Striking Women](#)

[Campaign against 'SUS'](#)

[No Shortcuts](#), Jane McAlevey

[A Sivanandan, Communities of Resistance](#)

[Asian Arts Activism toolbox for organisers](#)

[LEADERSHIP, ORGANIZING, AND ACTION](#), Harvard University