

7. Campaigning

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Introduction

Advocacy is the engine for social change. It is the only real way to change the status and welfare of animals in a sustainable way. Campaigning is an essential part of advocacy work. (to support and strengthen lobbying efforts) The basis for successful campaign strategy and planning is universal. Some key principles are included below.

What is Campaigning?

Campaigning is defined as: -

‘A series of co-ordinated activities, such as public speaking and demonstrating, designed to achieve a social, political or commercial goal.’

Collin English Dictionary

Campaigning is not education. Campaigning is a motivational exercise. It narrows the focus of attention in order to get people to do something that leads to change. In this respect campaigning is more like advertising.

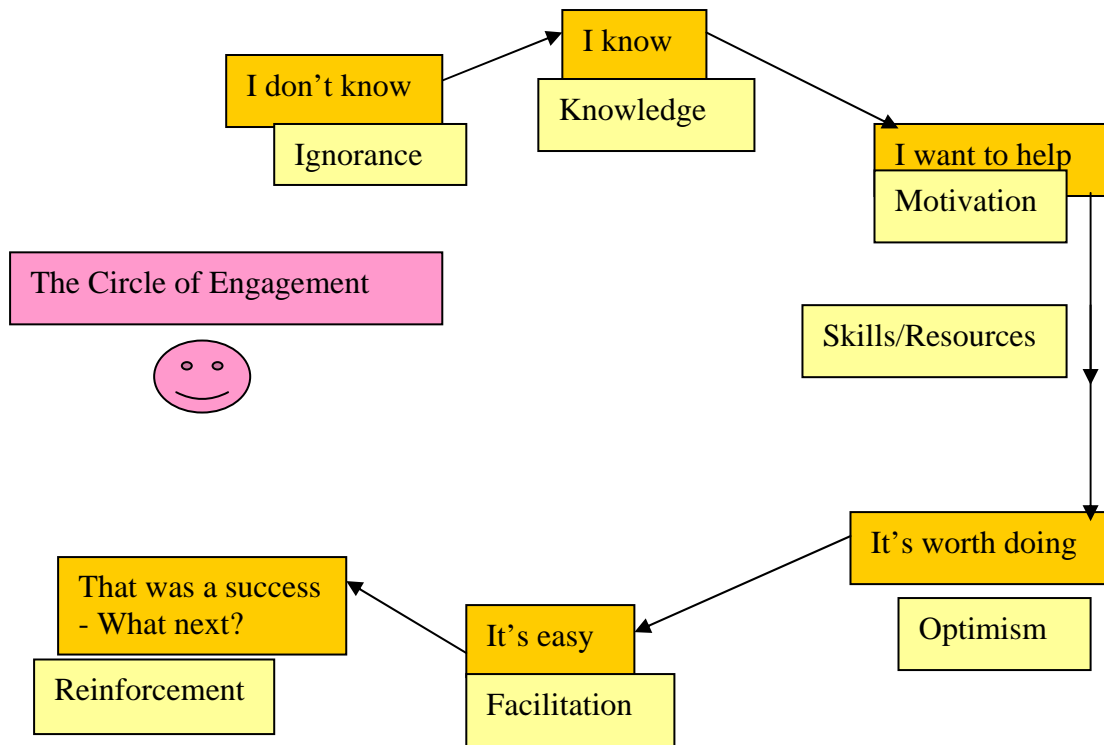
Awareness is not enough. Many people are already aware, but simply do not think the issue important enough to actively do something about it. To make a difference to people’s lives, you have to take people beyond ‘awareness’, to create a sense of urgency and need for change, and to help them to visualise a new future and empower them to play a part in the movement for change. In short, you need to engage them.

The seven-stage model for engagement is -

- Ignorance
- Knowledge

- Motivation
- Skills/Resources
- Optimism
- Facilitation
- Reinforcement

Understanding this model is essential to the development of an effective campaign.



How To Campaign?

The advice in the section on 'Strategy' applies equally to campaigning. A good campaign strategy is essential. In the case of a campaign, strategic analysis should include thorough analysis of both the issue and potential targets (e.g. companies, supermarkets, laboratories, zoos, circuses etc.). In particular, driving forces and vulnerabilities (i.e. the key factors that spur them to act or trade in this manner, and the potential weak areas that the campaign could target).

It is vital for a campaign to have both a final goal and interim steps along the way – both to build towards the final goal and to provide motivational 'high points' to inspire and maintain interest. The major elements of a campaign are: -

- Research – the essential bedrock
- Investigations – exposing cruelty (vital to do before the whistle is blown!)
- Materials – leaflets, reports, videos etc.
- Tactics – developing a 'toolkit' of tactics, actions etc.
- Media and communication – mass media targeted for maximum impact and awareness: reaching the masses as well as the 'converted'
- Lobbying - either political or corporate
- Timings

What Type of Campaign?

There are two major categories of campaign: -

- Consumer
- Political

Consumer awareness campaigning is generally considered to be targeting the consumer i.e. to be consumption-based (e.g. in favour of a change from purchasing battery/caged eggs to free-range eggs). This could be considered as the 'free-market' approach to improving animal protection standards (i.e. making the market dictate the change).

A political campaign seeks to change the law and/or to ensure that existing laws are effectively enforced (see legislation resources). This is the 'regulatory approach' to improving animal protection standards.

Hard or Soft Campaigns?

One very important consideration is whether to make the campaign hard-hitting or soft and appealing. The choice will depend on both the type of organisation and the campaign goals and targets. Sometimes the urgency of the issue and the ghastliness of it demand a hard-hitting approach. However, in some countries, a hard-hitting approach would be counter-productive.

Which Campaign?

Campaigns should be chosen strategically, after necessary analysis. The aim should be to maximise progress towards mission. This is not a simple choice, as it is based not only on the issues involved and their likelihood of success in terms of political or consumer campaigning, but also on a wide range of organisational factors (e.g. people and resources) and external factors (e.g. political, societal, economic, environmental, technological etc.).

The criteria for choosing a priority campaign could include the following: -

- Level of animal suffering (numbers, severity and duration of suffering)?
- Political campaigns Likelihood of success?
- Consumer campaigns Likelihood of success?
- Media success?
- Fundraising potential?
- Supporter recruitment/retention?
- Whether other groups are already working on the issue?

For larger organisations choosing a number of campaigns, it is also important to choose a good 'campaigns mix' – for example, one major issues, one 'gateway campaign' (to attract people into the organisation and/or to the wider issues) and at least one campaign with a high likelihood of success (in the not too distant future).

The Focus of the Campaign

The start of the campaign must involve defining *the Problem* – and focussing efforts towards its resolution.

Focussing is gathering and using resources (including time and money) towards key targets. Focus is a key determinant of success in any campaign. Focus enables the campaign to be proactive – setting the agenda, rather than responding (and attempting to counter opponents' moves).

Force Field Analysis

Force field analysis is a management tool developed by social scientists Kurt Lewin for diagnosing situations. It is also an excellent tool to use in assessing the driving and restraining forces of a campaign issue. This is necessary in order to target campaign resources to best effect.

Driving forces are those factors pushing the situation forward, whereas restraining factors are the forces that stop or hamper its progress. From this, you can also map potential allies and opponents. Then, from that, you can work out who your target audience is for each step of the campaign.

You need to consider how you will change the balance of forces for and against the campaign issue in order to overcome obstacles. By carrying out the analysis you can plan to strengthen the forces supporting a change, and reduce the impact of opposition to it.

To carry out a force field analysis, follow these steps: -

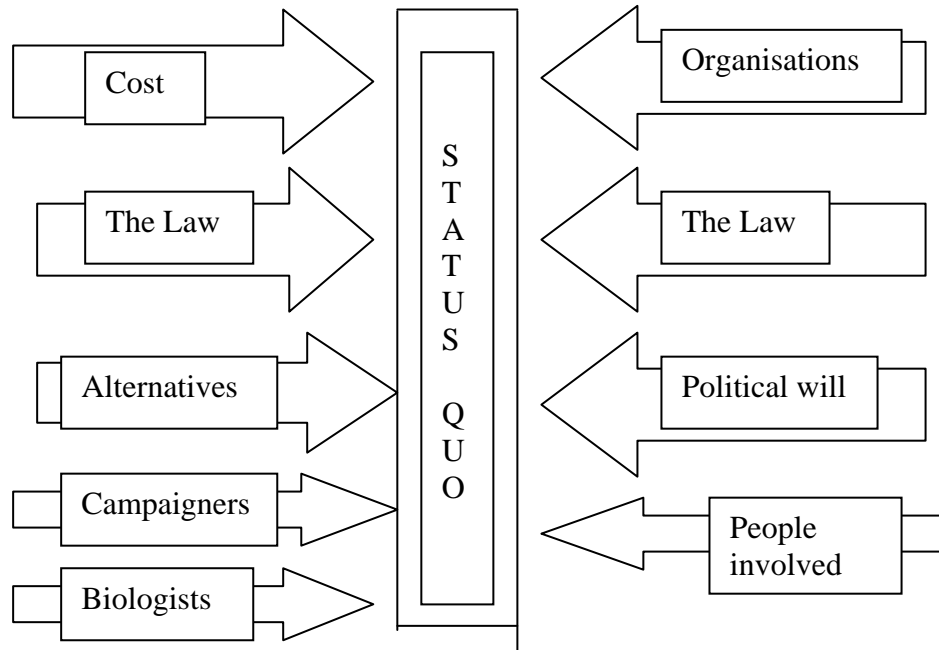
- List all forces for change, and all forces against change.
- Assign a score to each force, from 1 (weak) to 5 (strong)
- Draw a diagram showing the forces for and against change. Show the size of each force as a number next to it - or indicate relative strengths using different size arrows (see below).

For example, a Campaigns Manager planning a campaign against the use of primates in experiments might draw up a force field analysis like the one below: -

Force Field Analysis for Primate Experimentation

Forces for (Beneficial) Change
(Driving Forces)

Forces Against Change
(Restraining Factors)



Factors Influencing

Law (4)

Regulatory agencies
Legal provisions
Enforcement

Political Will (4)

Cost (4)
Supply and demand
Source
Air Travel
Fundors (incl. Govt.)

Organisations and Institutions Involved (4)

Universities
Research Charities
Drug Companies
Research/Pro Campaigners
Breeders
Importers
Dealers

Availability of Alternatives (4)

People Involved (3)

Scientists/Researchers
Doctors

Veterinarians

Campaigners (2)

Anti-Vivisection orgs
Animal Protection orgs
UN (GRASP)
Great Ape Project
Primate Orgs

Biologists/Behaviourists (2)

Other Facts:

Majority are used in basic research (then drug development)
EU countries that use most: UK, Germany, Belgium, and the Netherlands

Campaign Objectives

Campaign objectives should be **SMART**

- **Specific** (or **Strategic**)
- **Measurable**
- **Achievable**
- **Relevant**
- **Targeted**

Campaign Strategy

There is a separate chapter in strategy, which applies to campaign strategy.

‘If you don’t know where you’re going, you are sure to end up somewhere else’. *Mark Twain*

Successful campaigns include both a strategically planned path and the ability to take advantage of key opportunities along the way. There is sometimes a tension between planning and opportunity taking (proactivity and reactivity). There are two main ways of helping the process: -

- When charting the campaign course, ensure that time and resources are allocated for meeting any important opportunities along the way.
- Always have the ‘big picture’ in mind, and judge any emerging opportunities against this.

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Plan minor successes along the path

- In doing this, ensure that you: Start from where your audience is!
- Then plan components with this in mind, and find the right order to take your audience along a pathway.
- Construct a critical path
- Take each step at a time – because complexity de-motivates

Stick at each stage until it is achieved. Resist the temptation to talk ahead by giving ‘the whole picture’.

Campaign Ideas

Campaign ideas should be *adapted*, not *adopted*

- But don't reinvent the wheel, study other campaigns for ideas
- What may have been tried in the US, London or Rome might be new and stunning in South Africa (and vice versa)

Research and Investigation

These are both fundamental to an effective campaign strategy.

Campaign Co-ordination

Campaigns will probably involve different staff members. Effective campaign co-ordination is vital to success. Campaign management should take overall responsibility for coordination. A Campaign Team, which meets regularly to review strategy and operational progress, is an excellent way of ensuring that all are ‘on board’ with the plan.

Coalitions Between Groups

An important aspect of campaigning is the building of coalitions and networks to add strength and weight to the issue. This can strengthen the campaign in practical terms, as partners can bring various resources to the table and the campaign can more easily be spread geographically. It also gives the campaign greater political and popular support. However, it is important that coalitions are only used for practical focus, so they do not become endless talking-shops, with no real results.

However, major campaigns may need a significant input in terms of coalition effort: -

- Every coalition must have a ‘clearing house’ (secretariat).
- Coalition leadership must build trust, openness, and honesty.
- Coalition action can be cumbersome – so plan well ahead!
- A critical function of the secretariat is rapid information spread.
- Coalitions are always fragile, but have potential for enormous power to influence.
- When coalition success – spread glory!
- Motivation keeps coalitions going, and this is only found through progress towards animal protection goals.

Tactics

Devising your 'Tactics Toolkit'

In devising the 'toolkit' of tactics for the campaign, always bear in mind: -

- The target audience – the toolkit must be appropriate
- Whether the campaign is to be 'hard' or 'soft' (see below)
- Developing messages – 3 key points
- Accompanying lobbying tactics (understanding power politics, and planning a path of greatest influence)

Possible Tactics

- Media stunts
- Protest marches (make merry, have noise/music)
- Public meetings
- Newspaper advertising
- Opinion polls
- Report launches
- Picketing (effective where consumers made aware)
- Sit-ins (passive resistance)
- Displays and exhibitions (e.g. at trade fairs for controversy/media)
- Street information stalls
- Product 'dump' (good example was fur coat burning – 'throw out your dead')
- Advertising (posters, magazines/papers etc.)
- Leafleting
- Don't forget banners/placards

Campaign Management

Campaign managers should be: -

- Creative
- Artistically imaginative
- Good at analysing and seeing the 'big picture'
- Excellent planners and organisers
- Good with people – mobilising and managing
- Good under pressure
- Flexible

Managing your campaign

- Stay flexible & maximise opportunities
- Listen to the opposition!
- Never take 'No' for an answer!!
- Be prepared for the long haul

Communications

Messages

Make your message a simple campaign against the unacceptable.

Work out your target audiences, and aim your message at these.

Make real things happen – actions e.g. investigations, exposés, events, legal action etc.

Say what you mean. Be direct, straightforward and memorable. Have recognisable sound bites, if possible in the campaign name/slogan etc. too.

Communicate in pictures, where possible. One picture is worth a thousand words.

Media

Media is the most effective way to spread message widely.

Media planning should be an integral part of any campaign

Advertising

- If this can be afforded
- Can be magazines, newspapers, direct mail, inserts in other publications or mailings, billboards, in hotels etc.
- Creative visual impact needed (stunning designs may gain free placements)
- Repeat advertising needed for impact (recognition and awareness)
- A banned advertisement often gains more publicity and impact than a placed one!

New Technology

Newer communication technologies for mobilising support: -

- E-mail
- Web Sites
- Fax and telephone (*not so new!*)

New communications technology is set to revolutionise campaigning (and is already doing so in other NGO sectors). E-mail lists are widely used to activate collaborators and supporters. Programmes are available that enable lobbying to be conducted easily (and even personalised) using the Internet. Social networking sites, such as Facebook and Twitter, are increasingly used to spread campaigns. This aspect of campaigning should never be neglected, and constantly reviewed and updated.

Materials

Various campaign materials can be used, depending on the desired outcome. These could include: -

- Reports – fully researched, with all the background facts making your campaign
- Campaign leaflets
- Campaign video
- Flyers – listing all campaign resources
- Factsheets
- FAQs - Answers to most frequently asked questions
- Posters
- Postcards
- Petition
- Stickers (car/lorry/window etc.)
- Campaign badges
- Action pack – to enable activists to play an active part in the campaign
- Campaign calendar

- Campaign T-shirt
- Campaign merchandise (e.g. symbolic toy)
- Campaign mouse mat
- Campaign mug
- Campaign T-towel
- Educational pack – educational pack on the campaign issue
- Photos (for magazines, newspapers etc.) e.g. photo CD

Commitment

Commitment and energy are vital components of any successful campaign: -

- Believing you will win
- Dedication and commitment
- Being in for the 'long haul'

“Never doubt that a small group of dedicated citizens can change the world. Indeed, it's the only thing that ever has.”
Margaret Mead

Evaluation

Evaluation is often forgotten in busy animal protection societies - but it is vital to improving performance and effectiveness. It facilitates learning and building on experience. It can also enable experiences to be shared between groups (so others can benefit and learn too).

Evaluations can also be used to extract useful feedback for funders and members/supporters.

In order to carry out meaningful evaluations, it is necessary for campaign planning to establish both quantifiable and qualitative criteria, so evaluations can use these as criteria. It is also necessary to take account of any external factors affecting outcomes.

Evaluations should always make recommendations for the future. This is first and foremost a learning opportunity. They should never be a tool for apportioning blame.

Further Resources

🔗 Web Sites

Amnesty International – Online Campaign Manual
<http://www.comminit.com/en/node/268113/348>

Friends of the Earth (includes various campaign issues)
http://community.foe.co.uk/resource/how_tos/

Campaign Planning Web Site
<http://www.campaignstrategy.org/>

Mind Tools – Force Field Analysis
<http://www.mindtools.com/forcefld.html>

Books

Campaigning: The A to Z of Public Advocacy

By: Des Wilson, Leighton Andrews
Publisher: Hawksmere Ltd
ISBN: 1854180363

How to Win Campaigns: 100 Steps to Success

By: Chris Rose
Publisher: Earthscan
ISBN: 1853839620

The Campaigning Handbook

By: Mark Lattimer
Publisher: Directory of Social Change
ISBN: 1900360632

Campaign Against Cruelty – an activists handbook'

By Alex Bourke and Ronny Worsey
Publisher: Scamp Media
ISBN 1-898462-02-X
Available from: Vegetarian Guides, PO Box 2284, London W1A 5UH.
A local (UK-based) animal rights approach.

The Art of Strategy: A New Translation of Sun Tzu's 'The Art of War'

By: Wing
Publisher: Bantam Doubleday Dell Publishing Group
ISBN: 0385237847

Animal Welfare Handbook

By: Caroline Clough and Barry Kew
Published by: Fourth Estate, London
ISBN 1-85702-047-2
A good basic introduction to animal protection issues.