

IV. Campaign Plan

The campaign plan is a written document, its purpose is to help the party:

1. in achieving the campaign objective and to plan the election campaign;
2. review priority tasks which need to be completed before the election, and
3. to create a planning schedule for the priority tasks.

The objective of the campaign is to: elect members of Parliament. How many? That will depend on the party's realistic assessment of what is possible. The campaign plan should clearly articulate what is the specific number of members of Parliament the party can reasonably hope to elect off the list. Is it 1, 5, 8 or all? The plan then should state the number of votes needed to elect these members of parliament. Whatever that number is, that becomes the party's vote goal. Set a real number-not a percentage.

Where will the party find these voters?

Look at:

1. How many voters the party has identified as committed voters;
2. How many voters the party has identified as never voting for the party;
3. How many voters the party can persuade to vote for the party-the undecided voters.

The party's total vote goal less the number of committed voters is the number of votes the party must find in the course of the campaign plus 20%.

$$\{\text{Vote goal}\} - \{\text{committed votes}\} = \text{votes needed to be won from undecided voters} + 20\%.$$

Targeting

Targeting allows the party to tailor its message to specific voters it wants to reach: For example: talk to rural voters about agricultural policies, pensioners about pension reform, students about access to Universities. A part of targeting is to identify who will never vote for the party so as to ensure that valuable and scarce resources are not wasted. To accurately identify voters the party should look to who lives in its electoral district. Seniors/ pensioners; students; unemployed; etc.

The following tools are useful for targeting:

1. Past election results;
2. Voter lists- the party needs to build voter files- this can be used from one election to the next;
3. Knowledge of who lives in the district;
4. Public opinion survey information;
5. Census reports;
6. Community responses to specific issues.
7. Party questionnaire results

The campaign plan should be developed on the outline below with each section having a clear specific goal, an explanation of how attaining that goal will contribute to the overall campaign objective with a clear strategy or strategies for achieving the goal. The campaign plan should be used as a constant evaluation tool at daily and weekly staff meetings to constantly ask these questions:

- ✓ Is the campaign on target?
- ✓ If the campaign is falling behind- in what areas? Does the plan need to be adjusted, and if so adjust it. Remember the campaign will be constantly evolving to meet identified concerns, so should the campaign plan.

What are the components of a Campaign Plan?

A campaign plan includes but is not limited to the following:

1. **Vote goal** - determine how many votes are needed elect a reasonable number of candidates from the party's list. Not a percentage but an actual number.
2. **Campaign message** - determine the message of the party. It should state the reason someone should vote for the party and not another party. Remember to keep the campaign message short. It should be concise, true and convincing.
3. **Targeting** - To identify the party's voters: who will vote for the party, who the party can persuade to vote- the undecided voters and finally those who will never vote for the party. The reason the latter needs to be identified is so the party will not waste valuable resources on people who will never vote for it.
4. **Campaign structure** - this should clearly define who does what; who is in charge; who makes the decisions. Important- this does not mean that the party structure is the campaign structure. The campaign structure should have clear lines of decision making and clear lines of delegation of responsibilities. It is also

important to note that the campaign manager, and not the candidates, manages the campaign.

5. *Voter contact strategies* - the campaign plan needs to identify all voter contact strategies such as: door to door; direct mail; telephone; main streeting, etc.
6. *Volunteers* - are important elements in the campaign plan. See volunteer section.
7. *Communications strategies* - how the party communicates between electoral districts, county and headquarter campaigns.
8. *Media Strategy* - how the campaign message will be communicated to the media- paid and earned media.
9. *Time-line/calendar* - the campaign plan must have a written time line and calendar together with the name of the contact person for each campaign activity: when it is to start and finish. Start with election day and work backwards.
10. *Budget* - the campaign budget plan must indicate how the money will be spent and when, where, and on what it will be spent.

V. Campaign Office

The campaign headquarters should be a hive of activity, a well organized and enthusiastic center which is open and welcoming to all people.

In selecting a site for the campaign headquarters, the campaign manager and the office manager should keep the following criteria in mind:

1. A central location with easy access for workers and the general public.
2. Ground level with large windows, if possible.
3. Plenty of electrical outlets, good overhead lighting and telephone lines.
4. Partitioned areas that already exist or can be quickly established to provide private areas within the headquarters.
5. Located close to public parking and public transportation.
6. In some electoral districts, the party may require several headquarters, one for each major geographical area.

On the Wall of Your Headquarters:

1. Map of electoral district- the progress of the party's door to door campaign should be highlighted in brightly coloured markers together with the progress of the candidates door to door campaign and literature drops. Everyone should be able to see the progress of the campaign on the wall and their part in it.
2. Organization chart of the campaign team: lists the names of the members of the campaign team with their respective areas of responsibility.
3. Campaign calendar: shows all events and deadlines of campaign activities in the electoral district including volunteer training dates, door knocking times, telephoning times and delivery dates of campaign brochures.
4. Volunteer Chart: Lists the names of all volunteers who actively participate in the work of the campaign, post it in a prominent place and add photos of the volunteers engaged in different activities of the campaign.
5. Bulletin board: a collection of newspaper clippings, advertisements, cartoons, notices of volunteers' meetings and other events of the campaign. Important bulletins and invitations can be posted in the front window for viewing by the public.

VI. Volunteers

Volunteers are the lifeblood of every campaign.

All campaigns need a clear and simple volunteer plan. The plan must be reasonable, realistic and flexible and capable of evolving as the campaign evolves. If the plan is not written it does not exist. Writing the plan is the responsibility of the Volunteer Coordinator. The plan must determine how many volunteers are needed to do the work and where the volunteers will be found.

The volunteer plan also must consider: when the volunteers will be needed? The campaign should be a seven day a week effort with the office open during the day, evenings and weekends. Therefore volunteers are needed when the campaign office is open and when the campaign is operational.

As part of the plan the volunteer coordinator, in consultation with the campaign manager needs to assess the electoral district to determine what needs to be done. The easiest way to do so is to post the electoral district map on the wall of the campaign office and outline on the map the geographic areas the office is responsible for.

Target on the maps the geographic areas where the campaign wants to concentrate its efforts, paying close attention to the need to have an effective direct voter contact, including a door to door strategy.

Examples of volunteer campaign projects and activities include:

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| ★ answering phones | ★ refreshments committee |
| ★ computer work | ★ election day preparation |
| ★ contacting volunteers | ★ telephone banks: land based and cellular |
| ★ door to door work: poll kits, leaflet distribution, | ★ volunteers to walk with the party candidates and banner carriers as they walk and greet voters door to door and in public places. |
| ★ creation of polling station kits | ★ greeting and meeting volunteers and visitors as they enter the campaign offices. |
| ★ tracking the work of the volunteers on the maps in the office | ★ Party mailings |
| ★ telephoning the membership lists | ★ street stalls; |
| ★ creation of the party's parallel voter lists | ★ project coordination; |
| ★ GOTV calls | ★ event planning |
| ★ transportation of volunteers during the campaign to work areas and transportation of voters on election day. | |

Include in the volunteer plan answers to the following questions for each project or activity planned: who, what, where, when, why, how, how long, and how much.

Job descriptions for each volunteer task, should be developed by the volunteer coordinator, including even the most basic, for example photocopying. The volunteer coordinator must also create a calendar for the campaign period plus one week after the election. The calendar should map out the daily volunteer activities of the campaign. In creating the calendar, the coordinator must liaise with other members of the campaign staff to determine their volunteer needs. These requests should be included in the coordinator's daily calendar.

For each activity planned the volunteer coordinator should determine the number of people needed to accomplish the task. Initially, the volunteers coordinator may have to guess at these numbers, but practice makes perfect. Once the number of volunteers needed are determined, the volunteer coordinator should always recruit twice as many volunteers as needed. **VOLUNTEERS have personal and private lives** which may conflict at times with the priorities of the campaign. The volunteer coordinator must understand there are always some things that even she/he cannot control, but to ensure there are sufficient people to get the job done, always telephone more people than are needed.

Tips for the Volunteer Coordinator:

1. Identify needs:

It is important to identify the volunteer needs of the campaign. Volunteers should work in all areas of the campaign so it is important to have a plan from which you can determine the volunteer needs of each area. Some of the needs are as follows: office work; answer telephones; door to door; telephoning voters; writing campaign literature; delivering letters/brochures; posters/signs; computers/data input; email correspondence; coffee/ cookies for volunteers.

2. Identify Sources:

Where will the party find people most likely to volunteer for the campaign?

Make a list of sources where you may find volunteers and start recruiting. For example, a good source of volunteers are friends, relatives, student clubs, pensioners, universities, unions, NGO's- women's groups, sports clubs, professional clubs etc.

3. Recruiting

Be clear about the responsibilities of a volunteer. People are likely to donate their time if they feel the task is important and the task is manageable. Do not feel guilty about asking- inviting - a person to participate in the campaign- active participation is the heart and soul of the democratic process- it is all about making the democratic process alive and well. But people have to be asked. Ask everyone ...

4. Training

No one, no matter how talented, can be successful at a job they are not trained to do. Take the time to train each volunteer for the task that you are asking them to accomplish. Provide each of them with written instructions so that they can review their responsibilities after they leave the training. Incorporate role playing into each training to provide each volunteer with a clear picture of the task they are being asked to do.

5. Accountability

Set specific, attainable goals for each volunteer and hold each volunteer accountable for completing their tasks. By setting a quantifiable goals, volunteers will know what is expected of them and a clear understanding of how they will be evaluated. The volunteers ability or inability to meet the goal will provide you with a real sense of the effectiveness of that volunteer. Having the volunteers report to you on a regular basis about their efforts will help provide them with more direction and or training and ultimately make each of them more successful.

6. Recognition

There is no tonic as intoxicating as praise. If a volunteer is good let the world know about it. Put her/his name on the wall, introduce them as a star volunteer to the candidates and party leadership; send them thank-you notes; hang stars from the ceiling of the campaign office with their names on them, take photos of your volunteers at work and display the photos prominently in the campaign election office; post volunteer names up on the wall in large letters. If volunteers are well trained, well managed and publicly recognized they will always come back for more.

How to lose a Volunteer:

1. Being called in and there is nothing to do.
2. Being given a job without clear instructions.
3. Being blamed for not guessing correctly as to what is needed.
4. Being a stranger in an intimate group of good friends.
5. Being given "make work" projects that don't appear to be necessary.
6. Being considered or referred to as "just a volunteer."
7. Not having any information about the campaign.
8. Receiving no recognition or interest from the candidates or party.
9. Working alone without instructions, coffee breaks, lunch, or thanks.
10. Having no fun!

Elections are fun. Volunteers enjoy working in a friendly, open atmosphere with friendly people. They should be encouraged to make constructive suggestions for their work. Plan a social event for the volunteers-it helps build a committed team. Above all, volunteers should be shown appreciation for their work, whether great or small.