



**NACIONALNI
DEMOKRATSKI
INSTITUT**

ZA MEĐUNARODNE ODNOSI

Campaign Guide

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Elections are about voters making political and social choices. Political parties are the engines of democratic choice. The activists within the political parties are the agents of change. Who makes a good political activist? Anyone who is open minded; willing to take risks; prepared to work hard; to challenge how politics have happened in the past and ready to make personal sacrifices.

Elections are the measure of a democratic society. It is an opportunity for citizens to have a direct say in their government and choose not only their leaders but the style and policy which they wish to be governed by.

This manual is written for your political party-as a practical guide for the work that needs to be done. It can happen because you have the courage to make it happen. Good-luck.

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I. Introduction

Campaigns are about how to win elections. An effective political campaign is designed to persuade voters to vote for your party. Therefore, all campaigns have these three basis objectives:

1. to identify the party's voters;
2. to persuade new people to vote for the party;
3. to ensure the party's voters come out to vote on election day.

To achieve this the party needs:

- ✓ a positive and powerful message that gives voters a reason to vote for the party;
- ✓ an image which is positive, optimistic and direct contact with voters;
- ✓ a strong team of candidates who reflect the various geographical regions within each electoral district;
- ✓ committed campaign volunteers who are hard-working, loyal, who possess a positive attitude and who believe that positive change is possible.

II. The Role of Candidates in the Campaign

The party is the flagship of the campaign and candidates are its sails. On the ballot papers, party names and party coalitions will be identified together with the head of the list. However people vote not only for parties but for people they know and for people they can rely on after the election. The campaign needs to promote the candidates, who in turn must persuade voters to vote for them and the party.

Therefore no one is more important to a campaign or has more responsibility for the campaign's success than THE CANDIDATES. Candidates must:

- ✓ be highly visible in public;
- ✓ be the central figures in the district election;
- ✓ be upbeat and positive at all times;
- ✓ constantly acknowledge the efforts of the volunteers and party supporters;
- ✓ be enthusiastic, have a sense of humour and commitment to the campaign;

- ✓ be committed to continual direct contact with their voters-at the doors, in the cafes and market places -personally asking citizens for their voters;
- ✓ consistently deliver the party's message to everyone they meet;
- ✓ encourage an active and public role for women and youth in the campaign.

Candidates must accept the advice of the campaign team and not fall into the role of trying to manage the campaign.

Candidates must Know their voters

To be successful, candidates must talk to the voters they want to represent. Candidates must know the people who live in their electoral district and understand the issues which concern them because it is these people who will vote. In order to know the voters candidates must:

- ✓ know the community leaders
- ✓ know local issues
- ✓ ask voters what their major concerns are
- ✓ know all local and national policies of the party
- ✓ know the local vital statistics, such as employment levels

III. Campaign Team

The campaign needs an efficient team with clear lines of responsibilities. The team should consist of:

1. Campaign Manager
2. Door to Door Coordinator
3. Volunteer Coordinator
4. Policy/ Program Chair
5. Communications/Media Coordinator
6. Finance Chair
7. Office Manager
8. Poster Coordinator
9. Special events Coordinator
10. Telephone Bank Coordinator
11. Computer Manager
12. Election Day Coordinator
13. Youth Coordinator
14. Women Coordinator
15. Seniors Coordinator

The campaign staff should work together as a team with the campaign manager as the team leader. Strong communications between team members and the sharing of resources (people, time, materials and equipment) is essential to the successful outcome of the campaign. The campaign manager as the team leader must make the final decisions concerning all aspects of the campaign. However to make good decisions and provide strong inclusive leadership, he/she must seek the advice and recommendations from all members of the campaign staff.

1. Campaign Manager

The Campaign Manager is the final decision maker in individual electoral district campaigns, in close consultation with the national office. He/she is responsible for the day to day activities of the campaign and the candidates. The campaign manager must be fully aware of all aspects of the campaign, from office administration to the door to door campaign to candidates' scheduling. The manager maintains contact with the national campaign and acts as the spokesperson for the electoral district campaign. He/she advises candidates on strategy and keeps the candidates informed on the progress of the campaign and acts as the campaign trouble shooter. Only the campaign manager or the candidates makes official statements to the media.

2. Door to Door Coordinator

This person should be someone with experience in door to door canvassing, knowledge of the geography of the electoral district and with an ability to work with all kinds of people. The Door to Door Coordinator's responsibility is to develop the campaign's door to door canvass plan and to ensure that the canvass is completed according to the electoral district campaign timetable and that the party's parallel voter's list has been compiled in advance of the Party's Get Out the Vote Campaign. He/she works closely with the volunteer coordinator and the campaign manager.

3. Volunteer Coordinator

The volunteer coordinator must be a person who is pleasant, cooperative, one who likes people, has practical common sense, has organizational skills and can get things done. This person is responsible for finding the volunteers and developing the volunteer plan. The coordinator needs a sense of humour and the ability to motivate, mobilize and manage all kinds of people-young, old, male, female, rural, urban, students, housewives, professionals, labourers, farmers, pensioners etc. Every volunteer must be contacted by the volunteer coordinator and asked to take on specific assignments. The coordinator must be someone that everyone- the volunteers and campaign staff respects. The volunteer coordinator works closely with the Door to Door Coordinator, Poster Coordinator and Campaign Manager to find jobs for people and people for jobs. He/she maintains an accurate list of volunteer names, addresses and telephone numbers. The coordinator ensures that each volunteer receives a thank-you letter from the party and its candidates after all intensive volunteer work projects and the election.

4. Policy/program Coordinator

The policy/program coordinator is responsible for identifying the key local issues in the campaign. This person is familiar with the party's program and should be involved in local and regional affairs. They should also have the ability to do basic research and be able to consult experts in the community. The policy/ program coordinator should work closely with the media coordinator as they develop the campaign's communications plan.

5. Media Coordinator

The ideal communications/media coordinator should write well and have strong people skills. They should have previous experience handling the media and possess creative skills. The media coordinator will develop the campaign's communication plan and will over see all aspects of communications from media relations to speech writing to campaign literature. This person also coordinates the information flow from the campaign to the media. They will be also responsible for news releases and

press conferences. The media coordinator also works with the campaign team to create a communications strategy which will establish themes and messages for the campaign. The communications plan should also include how the campaign wants to treat specific local issues which will emerge during the campaign.

6. Finance Chair

This person is responsible for developing the campaign budget and overseeing its implementation. This person should have previous accounting experience. He/she must work closely with the party headquarters and campaign manager to ensure that the campaign spends only the money it has been allocated and that it does not incur debts.

7. Office Manager

The office manager is responsible for the ongoing administrative needs of the campaign office. The office manager ensures all people coming in from the street are greeted and that the telephones are answered in a courteous and helpful way. This person also organizes the candidates' schedules and all requests for use of the candidates are coordinated through this person. He/she assists the volunteer coordinator in telephoning and contacting volunteers. The office manager also coordinates the compiling of polling station results on election day.

8. Poster Coordinator

This coordinator is responsible for developing a poster plan for the campaign and ensuring the delivery of posters and window signs. He/she works closely with the volunteer coordinator to ensure that posters are hung in the appropriate places and organizes the post election clean-up. A record of all businesses and households requesting signs should be maintained and thank-you notes sent to everyone that takes a sign. All records of sign requests should be sent to the computer manager for inclusion on the party's parallel voters' lists.

9. Special Events Coordinator

This coordinator is responsible for developing a special events plan for the campaign and managing off site public activities for the campaign. For example: street stalls; candidate walk alongs; coffees; petitions; party pot luck dinners; leaders tour; greeting voters at tram and bus stops and public intersections. Working with the campaign manager and the volunteer coordinator he/she will determine the locations, the number of volunteers and the types of events needed to educate and motivate voters to come out and vote on election day.

10. Computer Manager

This coordinator is responsible for ensuring all voter related information has been computerized, for example the volunteer and party membership list, the party's parallel voters' list and the GOTV (get out your vote) list. This individual will assist the campaign manager and volunteer coordinator in designing the reporting requirements and forms for election day. The computer manager is also responsible for updating the campaign's web's page and responding to Internet communications.

11. Telephone Bank Coordinator

This coordinator is responsible for developing a telephone bank plan for the campaign and managing the day to day operations of the campaign's telephone bank and training its volunteers. Working with the volunteer coordinator, computer manager and campaign manager the Telephone Bank Coordinator will identify the number of telephones needed for its job and the number volunteers needed for developing the voter telephone lists to be called and for doing the actual telephoning. He/she is assisted by the Campaign Manager in the design of different telephone scripts to be used by the volunteers.

12. Election Day Coordinator

Manages, organizes and coordinates all activities in the last three weeks of the campaign leading up to election day. These activities should specifically identify and reach out to committed and undecided voters to ensure that they go out to vote for the party on election day.

13. Youth Coordinator

A youth coordinator should be appointed in each electoral district. He/She is responsible for developing the campaign's youth strategy, which includes using youth in all aspects of the campaign. All youth party organizations in the district should be invited to participate in the campaign. It is extremely important that the youth coordinator be involved in all aspects of the campaigning planning. In most cases, campaigns provide invaluable training for the youth of the party. And the party should not underestimate the ability of the youth to be fully contributing members of the campaign team. The youth coordinator should always be treated as a full partner on the team.

14. Women's Coordinator

A Women's coordinator should be appointed in each electoral district. If a Women's section or Forum is active in the electoral district it is imperative that they be invited to actively and publicly participate in the campaign. This coordinator should design a women's strategy for the campaign which ensures that women are integrated into all aspects of the campaign. She should also be responsible for briefing the party's candidates and leaders on issues of concern to women.

15. Seniors's Coordinator

A Seniors's coordinator should be appointed in each electoral district. If a Seniors's section exists in the electoral district it is imperative that they be invited to actively participate in the campaign. This coordinator should design a senior 's strategy for the campaign which ensures that seniors are integrated into all aspects of the campaign. She/he should also be responsible for briefing the party's candidates and leaders on issues of concern to seniors.

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:

- | | |
|--|---|
| ★ 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 volunteer 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 goal, volunteers will know what is expected of them and a clear understanding of how they will be evaluated. The volunteer's 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.

VII. Voter Contact Campaign:

A good campaign will systematically contact the voter seven times before election day.

Elections are simply about persuading people to vote for the party. Therefore contact with the voter is the core of the campaign. How does a party contact voters? Simply, directly and personally. Voter contact includes going door to door; telephoning voters; mail-both hand delivered and through the post; the use of posters, advertising; media-both earned and paid.

The campaign plan should employ different combinations of voter contact to reach voters. It is always effective to have candidates and campaign volunteers going door-to-door talking to voters, combined with a direct mail campaign to convey the same message to the same voters again. Following a direct mail program, the campaign can set up telephone banks to call all the potential voters to identify who supports the party and remind committed and undecided voters to go vote. The party can set up street stalls on Saturday mornings at the market places to greet voters, party candidates can appear at bus stations or tram stops to meet voters during the busy times of the day.

To develop the voter contact plan a simple approach is needed:

1. Map the district

First find detailed maps of the electoral district. Using the last election poll stations, divide the district into polls. A poll would be comprised of the voters within a defined geographic area who would vote at a specific polling station. If this information is not available, then divide your district into local neighborhoods along natural geographic boundaries.

2. Create poll kits

Using the lists of polling stations from above create a separate folder for each polling station. Inside the folder there should be a detailed map of the area surrounding the polling station, a list of the voters, the name and address of the polling station and a voter log. Ideally a party worker who lives in the area of the polling station should be responsible for working in the area surrounding their own polling station. All contacts with the voter should be recorded on the voter log in the poll kit. The voters log should indicate whether the voter is supporting the party, undecided or not supporting the party.

Poll kits

Everyone going door to door should receive a poll kit, which contains the following:

- ▶ a map of the area;
- ▶ written instructions and a suggested script;

- ▶ a voter log to record the doors called on; names; phone numbers and additional voter comments,
- ▶ volunteer and membership forms;
- ▶ name tag to identify caller and party.

3. Find or create the voters list

Find detailed lists of voters in the electoral district from official voter lists-if they are available or use telephone books of the electoral district, utility lists, HP lists, party lists or any lists that may help the party to systematically identify the voters the party can count on or persuade to vote. Although official voter lists may not be available in many areas, going door to door allows the party to develop a party parallel voter list which is essential for the party's GET OUT THE VOTE effort in the last two to three weeks of the campaign.

The advantage of systematically mapping out the territory with the poll kits is that the campaign can monitor the process of the voter contact campaign on the maps in the campaign office. For example; which doors have been knocked on, where the campaign literature has been delivered etc. More importantly, the campaign team can measure how many contacts each voter has had with the campaign.

**How to do a Door to Door Canvas:
A Good Campaign will contact the voter 7 times before election day**

✓ *Training*

Anyone who is going door to door for the party needs to be trained. Organize training sessions for all volunteers before each door to door canvass. All volunteers, even experienced ones should attend. It is important for people to understand the purpose of the door to door canvass and have an opportunity to ask questions and relate prior experiences. There should also be a role play so volunteers have a sense of what to expect. It is important that people go in teams of two and it is always preferable to team experienced volunteers with new recruits.

✓ *Pre canvas preparation*

The best time to canvass during the week is between 6PM and 9PM. Do not go later than 9PM. Ask your volunteers to arrive at the campaign office at 5:30PM so they can review their poll kits and determine where it is they will go. Since there is a great deal of walking involved, everyone should wear comfortable shoes and if it is dark carry a flashlight so as to read and make notes on the voter log.

✓ *At the doors*

As a general rule, canvassers should always go to the front of the house, and should avoid being drawn into long conversations or being enticed into prolonged visits. Use the side walk or driveway-never walk across the grass. Volunteers should always use the script that has been provided. Remember, always be courteous and concise. If

no one is a home leave a questionnaire with "sorry I missed you" note on it. Remember always be polite even if the citizens are rude to you. If they do not want to talk, be polite and move on. If they're interested in the party, always remember to invite them to become volunteers or to join the party.

✓ ***Paperwork***

It is absolutely important that a record is kept of where the volunteers went and all the people that have been spoken to. Addresses of all doors knocked on should be recorded, together with the names [check the door name plates] telephone numbers, and any other information about the voter's interest in issues or parties. See attached sample log.

✓ ***After the Door to Door Canvass***

It is always good to have people return to the office after they have finished their canvass to determine what was accomplished, share stories and thank volunteers. This time can be made part of a social occasion by all the volunteers retiring to the neighborhood cafe for a beer or coffee after they have reported on their canvass for the night.

✓ ***Remember to always thank your volunteers each time they return from going door to door.***

Telephoning:

A Good Campaign will contact its voters seven times before election day

The telephone is an effective tool for direct contact with voters. The party can use the telephone to persuade voters to vote for the party; identify supporters and remind those supporters to go vote on election day. Each of the above should be separate telephone calls made throughout the campaign. Most often the telephone is used to identify supporters and turnout the vote. All telephone calls should be scripted and volunteers should be trained with the scripts. All calls should be relatively short and friendly.

Telephone calls can be made either from volunteers' homes, mobile telephones or from a central location with a number of telephones. These central locations, called phone banks, can be either businesses or organizations with a number of separate phone lines already in place, which would allow the campaign to use the telephones after business hours to call voters. Extra telephone lines could be installed in the headquarters for just this purpose.

Telephone banks have a number of advantages over volunteers making the calls from their homes or using mobile telephones. First, the campaign can supervise the phone calls at a phone bank and make sure that the calls are being made. Second, the

volunteers gain support from other volunteers making the calls. It is often important to share the experience, either good or bad, of the last phone call. Finally, the campaign has immediate control over the process, can deal with problems immediately, answer questions and receive instant feedback. Sometimes the script the volunteers are using when they talk to voters does not work and must be changed. Or sometimes the campaign may want to shift from phoning one neighbourhood to another quickly. This can be more easily done at a phone bank.

When using a telephone, mobile or having volunteers call from home, on behalf of the campaign, it is important to have clear written instructions for the volunteers. The instructions should provide the purpose for making the calls and an easy to follow script of what to say on the phone when talking to voters. It may also be important to explain what not to do, such as argue with voters. Volunteers should understand that it is important to make as many calls as possible, as quickly as possible and that arguing with voters will only slow them down and is unlikely to change the voter's mind.

Mail:

A Good Campaign will contact the voter 7 times before election day

Mail can be an effective way to target the party's voters, particularly if it done in concert with the door to door campaign. For example, if an undecided voter has identified a concern about education, then the party can send a personally addressed letter to that voter outlining the party's program in regards to education. All positive or undecided voters greeted at the doors should receive a follow up letter. These letters can be hand delivered the next day by volunteers to save on postage. Also, for voters who were not at home when a party volunteer knocked on the door, a followup letter about the party's program can be delivered.

Sending campaign literature to voters through the mail can be very effective at delivering the party's message and persuading them to vote for the party. The party could use its parallel voters' list or official voters list to target its voters and issues which interest them. The purpose of the mail is to reinforce and emphasize the party's message to the voters. For example, the party could send a letter outlining its policy on one issue to senior citizens and send a different letter outlining its policy on a different issue to young people.

**The Use of Campaign Newsletters:
A Good Campaign will contact the voter 7 times before election day**

Direct communication with the voters is the best way to keep in touch with them and develop a loyalty in the party. A newsletter is a very useful method for communicating with the electorate. Newsletters prepared and delivered regularly in the election district are a simple and relatively inexpensive way to ensure the party's message is consistently and regularly communicated.

The purpose of the campaign newsletter is to inform the voters about all the issues which impact on the upcoming election, share the campaign activities of your party and to ask people to get involved as volunteers and encourage people to vote.

Newsletters should not look like election propoganda. It should not contain the typical "headshot" of the local party politician nor should it read like a party policy statement. The party's audience is wider than party activists. It's purpose is to influence undecided, apathetic voters and reach out to new voters.

The newsletter should have a local focus. If it deals with local news, people who may not be sympathetic to your party may find it of interest. The hope is as they read the newsletter on a regular basis, it will persuade them to vote for the party because of the party's demonstrated commitment to the local community.

The format of the newsletter can be as simple as a double-sided sheet of paper. It can be designed by a computer, using either a word-processing program or a desktop publishing system, or alternatively using the more basic cut and paste method. The newsletter can be reproduced either through a printer, photocopier or duplicator. Campaigns should not go to much expense in producing them; black and white design is sufficient.

The key of course, is regular distribution of the newsletter. During an election, in a large urban area, party volunteers should plan to deliver at least three to four newsletters. In smaller areas, two newsletters per campaign. Information and Action-these are the key elements to a successful newsletter. People will read your newsletter if it is interesting and has information which may not be available elsewhere.

VIII. Creating Campaign Literature:

A Good Campaign will contact the voter 7 times before election day

When creating literature for a political campaign, it must be remembered that most voters will not read it as carefully as the party would like them to. It is important that the party make it easy for the voters to understand the message in the short time that it takes them to decide to throw the literature away.

It is therefore important to quickly get the voters attention and just as quickly convey the message. In other words, the campaign literature must be simple and dramatic. It should tell a story about the party and why voters should vote for it. There are a few techniques that can be used to grab the voter's attention and quickly deliver a message.

SINGLE TOPIC

In order to keep the message simple and make sure that it is grasped quickly, it is important that the party does not try to convey any more than one idea in a piece of literature.

ACTION PHOTOS

Portraits of the candidates do not convey any information about who they are. Photos should show the candidates, talking to someone or doing something. Other action photos can both grab the voter's attention and convey a message quicker than words. Pictures of children in school can help convey an education message, and pictures of closed businesses or people begging on the streets can convey a message of economic problems that will be addressed. Also, all photos should be black and white.

HEADLINES

After looking at the photos, people will next read the headlines. The whole message should be understood in the headlines, a brief statement or two in large type. Too often the headlines are only headings and the voter is expected to read on to understand the point. Therefore it is important not to waste the headlines with useless statements that do not say anything.

BULLETED POINTS

When listing a program, a biography or any other series of information, bullet the text rather than put it in paragraph form. This makes it clear that there are five reasons to support the political party or six things the party will do to improve the economy.

BREVITY

In campaign literature, less is more. Say whatever you want to say in as few words as possible. Between one hundred and three hundred words total should be the maximum in a single piece of literature.

COMMON LANGUAGE

Use language that simply and clearly states what the party wants to convey. It is less important to impress voters with big words than it is to get your message across in language all voters will understand.

STAY ON MESSAGE

All campaign literature, no matter what the issue being discussed, should stick to the basic theme of the campaign. It is important that the same message be reinforced over and over, no matter what the issue. The campaign may even want to use the same phrases or slogans on all the literature to bring the point home to voters.

IX. Media Campaign:

A Good Campaign will contact its voters 7 times before Election Day

A media campaign is one vehicle through which the campaign communicates its message to the voters. The problem of access to the media in Croatia is real so in planning the media campaign it is important to honestly determine what if any media space the party has access to in each electoral district. If there is no realistic possibility of getting television time, accept that fact and move on. Look to other media within the electoral district such as local radio, newspapers and local television.

Planning your event to get Media attention

Media likes to tell stories. They need to fill the pages of a newspaper with photographs and text, radio with sound, and television with pictures. If the campaign can supply the stories that will fill the space or the time, then it is more likely to receive media attention.

People follow the news especially when they have a stake in it or when it touches them personally. An event will make the news if the media believes it will reach out to their audiences. *Remember that the opinions of the party or its candidates alone are not news.*

Telling the story

People think and remember in images, in sounds, and in feelings rather than in words. Give the media images they can use for television, the sound clips that will work on radio, and events with photographs, that newspaper reporters can write about.

The Press Release

Your press release must answer five basic questions:

1. **WHO** is staging the event? Make sure you include a contact name and phone number for the campaign office if the media want more information.
2. **WHY** the event is happening? This is tied to the message the party is trying to deliver. It is crucial that the campaign use this part of the press release wisely. Keep it simple, direct, and to the point.
3. **WHAT** will happen at the event - is it a press conference, public forum, etc? A campaign can also send a press release out after an event to let the media know what happened, how many people attended, and what everyone had to say.

4. **WHEN?** The time and date of the event must be clear.
5. **WHERE** the event is going to happen. Give directions if you feel it is necessary.

Keep press releases to one page. The media like to see all the necessary information at a glance. Remember the campaign wants to inform as many people in the media as possible regardless of whether they will attend the event. The campaign should also send its press releases to other people or organizations in addition to the usual journalists. Consider sending it to business people, local cultural organizations, other community leaders, NGO's and Trade Unions. The campaign should use its press release as a tool to inform the wider community of the party's activities.

In terms of designing a press release, keep the writing simple, to the point and avoid jargon and rhetoric. Be creative in writing the press release because many people in the media may simply use the campaign's press release or headline as theirs. The layout should also be simple with sufficient white space, adequate margins and with a large font. It should be easy to read. Use bigger, bold type for headlines.

Follow-up: After the press release is sent out, call the media to make sure it was received and to ask them if they will be attending. As a rule it is more difficult for them to actually say 'no' to a person directly. Therefore it is important to maintain a comprehensive, current list of all media contacts, which includes; names, phone numbers, and addresses. Maintain a list of not only local media but national and international media as well.

The Press Conference:

Press conferences should not always be held in a room with a panel of people at the front speaking. The campaign should consider holding its conferences away from the headquarters or party offices. Think of a location which depicts the message the party wishes to convey. For example, for a press conference on health-choose the front door of the local health clinic or hospital; a beach clean-up-go to the beach, etc. Think of places which would give the media an opportunity to tell the story in pictures. This will make the event stand out from other press conferences in the area.

Everywhere in Croatia there are unique landmarks which speak to the individual character of each region. Use these as backdrops for press conferences. People will recognize the venue. It will serve to link the campaign event to the people, place and issue at hand within the electoral district.

If the campaign holds a press conference in the more traditional setting, ensure that the room has adequate lighting and suitable sound characteristics (big rooms have too much echo). Wherever the press conference is held, ensure that the party

takes pictures or even a video for the use of the campaign. These pictures may be used later for a newsletter or other forms of publicity.

If you have a document or questionnaire that you will be referring to at the press conference, make sure there is a copy for everyone and a copy you can hold up for a photographer or television camera.

And finally, media like to be fed and watered. It does not hurt to let them know coffee and croissants will be served.

Building Media relations

Believe it or not, media are people too. Get to know them whenever possible. Invite them for coffee, talk to them when they come to the press conference, or call them on the phone occasionally to let them know what the campaign is doing.

There is no guarantee that the media will carry the campaign message or cover the party's event, but they will never cover an event if they do not get called. It is a good idea to send out notification for the press conference well in advance, then a reminder a few days before the actual press conference.

Damage Control: What to do if you or your party are accused of something

Sometime other parties, organizations, or individuals may accuse the party or candidates of doing something wrong. If they are right and the party or candidates DID do something wrong, the campaign owes it to its members, supporters and voters to tell the truth. If the party or candidates did NOT do what they are accused of, then the campaign must clear things up in the public eye. Either way, remember some of the basic rules about press conferences, press releases, and media relations, then consider taking the following steps **IMMEDIATELY**:

- ✓ Express the campaign or party's concern about what **MAY** have happened;
- ✓ Promise to look into it and suggest a general timetable for the investigation;
- ✓ Promise to release details of the investigation;
- ✓ Point out the accusation may be false;
- ✓ Promise to review the final investigation report and say you will set things right if the allegations are bore out.
- ✓ Report back to the media/public the results of the investigation.

X. Building Coalitions and Outreach to Civic Organizations

Civic organizations can play an important role in an election campaign. While the development of civic organizations may be relatively low, there has been active, positive political participation by civic organizations in various election campaigns. The campaign should make a list of the civic groups in the electoral district that could be supportive; think not only of officially registered groups, but also "informal organizations" such as church groups, youth groups, and university groups that the campaign can use to reach additional voters and supporters.

Cultivation of civic organizations should be done in the early stages of the pre election campaign, when the party leaders have time to meet with the civic leaders to discuss mutual areas of concern and support. The party must allow time for the relationships to grow for the civic support to be effective.

Civic groups may help your campaign in a number of ways.

ENDORSEMENT

Simply by announcing that an organization supports the party's list of candidates can often be a boost to the campaign. The campaign may be able to use the organization's name on its posters or literature. This support is particularly effective if the organization is well known and respected.

MOBILIZE MEMBERSHIP

Once the endorsement is made, ask the group to contact their membership either by phone or through a mailing or newsletter to announce their support and recruit supporters for campaign work such as door to door canvassing, etc.

PRESS EVENTS

There are a number of press activities civic organizations can provide the campaign. For example, they can organize a press conference announcing their support of the party, and at this time they can speak out against the party's opponents. It is often more credible if a group or someone other than the campaign delivers the message. Civic organizations can send out press releases endorsing the party as a result of the party program on specific issues of concern to the civic organization.

RESEARCH

A civic organization can provide information on their area of expertise and help research the impact of legislation on the community, county, region, district or country. In addition, they can draft position papers, provide "talking points" to party candidates, or even help prepare speeches for the party leadership on issues they are concerned about.

PUBLIC EVENTS

When a civic group is holding an event, ask them to circulate a sign-up sheet for people interested in supporting the party's campaign; a group can even hold an event on the campaign's behalf. If the campaign is holding a rally, fundraiser, or press conference, ask the group to invite their membership to the event.

OUTREACH

Civic group leaders can often help introduce the party candidate to other groups and opinion leaders and the civic groups can use their contacts to persuade other groups to support or endorse the campaign.

RULES FOR WORKING WITH CIVIC ORGANIZATIONS

In the party's work with civic organizations, bear in mind the following rules:

1. Ask for concrete, quantifiable contributions to the campaign. One thousand petition signatures will help the campaign more than the vague promise of support.
2. Verify that the civic group is really doing what it said it would do. For example the party does not want to rely on the promise of 100,000 signatures on a petition if the result will be only 5,000 signatures.
3. Remember that the party's relationship with civic groups is a two-way street. If the party does not go out of its way to help its supporters, i.e., civic groups, then the civic groups may not be there the next time the party needs their help.

XI. GET OUT THE VOTE

It does no good to have spent months persuading voters that the party is the best party if voters do not go to the polls on Election Day and vote. Individual voters often feel that their one single vote does not matter. They need to know that they are part of something bigger and that their support for the party and its candidates is important. Often a simple reminder - either a phone call or piece of literature - can be enough to ensure that they vote.

The "get out the vote" (GOTV) effort is often viewed as a separate phase of the campaign. It is generally the final push of the campaign in the last two or three weeks before election day. In fact, it should be viewed as the final phase toward which everything else in the campaign builds. If you compare a political campaign to a business selling a product, in this case selling the party to the voters, then Election Day is the only day in which you can make the sale. It is important that the voters be motivated enough to "buy your product" on that one day. The deadline for all the campaign and particularly the GOTV part is the close of the polls on Election Day. Either you are prepared to make that final push or you are not. There are no second chances.

The party should only remind those voters who support the party to vote on election day. It is therefore important to have spent time identifying which voters will support you well in advance of the GOTV effort. Once you have developed a database or list of supporters, it is important to communicate with them in the short period of time just before the election. It is therefore important to budget enough time, money and people and have a realistic plan of how you will get in touch with your supporters during the last two to three weeks of the campaign.

This is what the campaign is really about-contacting voters-with the simple objective in mind: To identify those voters who will vote for the party; those who will never vote for the party and those who can be persuaded to vote for the party.

Get Out the Vote: Tools and Techniques

While the tools in voter contact and GOTV are similar, the philosophy that drives their use is quite different. In planning a voter contact program, the goal is to deliver a series of contacts-readily recognizable variations of the campaign message-to persuade voters over a long period of time.

In GOTV operations, the goal is somewhat different. Instead of working to deliver a series of similar messages over an extended period of time, the campaign must develop a plan that enables it to deliver the GOTV message as many times as possible within the last two to three weeks of the campaign to targeted voters. The following is a list of tools and techniques that can get the job done if they are systematically used together.

TELEPHONES

GOTV can perform the following functions:

- Encourage voters to turn out.
- Provide basic voting information such as poll locations and hours.
- Offer rides to voters.
- Ask favourable voters to volunteers to help with the GOTV effort.
- Provide communication link between the parts of your GOTV operation that allow for maximum coordination.

GOTV should begin the week before election day. Because of the volume of calls the campaign must make during this period, it will be necessary to increase the number of telephones available for use. This is something that the campaign must plan for.

Remember, *you have hours - not days* - to complete your calls on Election Day. To complete all the Election Day calls you have to make, you will need many more phones than you have used previously. Too many campaigns come to this realization too late. The campaign has to increase its phone capacity or it must limit its Election Day phone calls. The campaign can expand its telephone capacity by recruiting more sites.

When the campaign decided to recruit additional volunteer phones, it should avoid home callers unless there is no other way to meet your goals. If you have to use home callers, keep a copy of the list you gave them to call. If you suspect they are not making the calls, have the list called from the central phone location.

HOW MANY PHONES DO YOU NEED?

The following formula can be used to calculate the number of volunteer phones a campaign will need based on the number of completed calls to be made.

Telephone Allocation

1. Number of GOTV households with phones $\times .75 =$ Number of completed calls
☞ [10,000 HH \times 75% = 7,500 completed calls]
2. Number of completed calls / 25 completed calls per hour = Number of hours necessary to complete calls with one phone
☞ [7,500 completed calls divided by 25 calls per hour = 300 hours]

3. Number of hours necessary to complete calls with one phone / Number of Election Day calling hours =

≈ [300 hours divided by 10 Election Day calling hours (9AM to 7PM) =]

4. Number of phones necessary to call GOTV voter list once on Election Day.

≈ 30 phones necessary to complete 7,500 calls in 10 hours

The number of GOTV households with a phone is multiplied by .75 because it is assumed that on any list with 100% good numbers, only 75% of the people could be reached with three phone calls. Note: These numbers are only good for the GOTV target calls because they have already been identified during the voter contact phase of the campaign,

Checkers

A checker system is a tried and true campaign technique. The system works as follows: The campaign provides each checker with a list of targeted favourable voters. Checkers simply visit the polls at designated times on election day and check with the party's observers to identify the favourable voters who have voted. The checker's information is given to phone banks, who use it constantly to narrow the remaining list of favourable voters who have not voted.

The advantages of a checker system are obvious. During Election Day it enables the campaign to constantly limit and redefine the universe of favourable voters you must encourage to vote. A checker system is the ultimate in GOTV targetting. Unless you have the resources to utilize the information generated by your checkers, it can be an useless exercise.

The campaign must determine whether or not to organize a checker system. It must determine whether the information gathered will be useful. The question is does the campaign have the ability to update phone lists quickly with checker information? Does the campaign have enough volunteers for this? Will the information gathered by checkers make your entire GOTV operation so much more efficient that it is worth the time?

Transportation

Providing transportation to the polls is an excellent technique to make sure your voters -especially the elderly and women with children vote on election day. This program should be integrated into the general GOTV plan. The scope of the program depends upon the number of donated or rented cars, vans, and buses at the campaign's disposal.

Telephone banks, door to door canvassers and mail should publicize the transportation program. GOTV targets should be asked if they need a ride to the polls during the GOTV calls that are made in the final week before the election. On election day, the campaign should have a transportation coordination site that is separate from the main headquarters and phone banks. The transportation headquarters must have sufficient parking spaces and be centrally located to the areas in which the campaign expects to receive most of its transportation requests.

Calls that come into the campaign for rides should be verified by a call back to ensure that the calls are genuine and the riders will be ready to go to the polls when the ride arrives.

Mail

GOTV mail delivers the campaign "turnout" message directly to your identified voters in a direct and personal manner. GOTV mail motivates the voters into action.

GOTV mail can serve four basic purposes:

- ✓ Remind voters of where they vote and the times they can vote;
- ✓ Deliver a brief positive message encouraging the identified voters to vote;
- ✓ Emphasize the importance of the election;
- ✓ Publicize the a phone number for transportation and invite people to volunteer for GOTV.

Like GOTV phone calls, GOTV mail has a very simple message: **Vote!** Good GOTV mail stresses the importance of the election, gives a phone number for anyone who needs a ride on election day and provides the address (if possible) of the voter's respective polling place.

The timing of the GOTV mail is important. Ideally, the mail would arrive three or four days before election day.

Visibility

Distribution of literature at factory gates, at busy intersections and at market places and tram/bus stops are all ways to increase the visibility of your party and heighten voters' awareness of the coming election.

Be very careful where you schedule visibility programs. Remember, there are many voters we do not want to remind about Election Day. Plan visibility programs only in areas or with groups where your party enjoys overwhelming popularity. Do not shoot yourself in the foot.

Data Retrieval Teams [DARTs]

The ability to create a turnout model depends on being able to get turnout numbers from key polling stations at specific times. These numbers are best collected by teams of volunteers who have a limited number of polling stations (usually four to eight) to check at assigned times during the voting. The data retrieval teams will need help to check with the party's voter observer at each polling station to obtain information, maps and knowledge of the specific area. In addition to collecting turnout numbers, the data retrieval teams are the campaign's eyes and ears on the street. If there is a problem at any polling place, the team should report the problem to the campaign headquarters.

Election Day Problems

Unfortunately, voter intimidation does occur. Methods include, signs at voting places threatening arrest, presence of police or simple allowing the election administration to break down, there by creating chaos. All election day instruction sheets should include a report section for volunteers in event they see a problem at a polling place. A review of the election rules must be a part of the election day training.

Poll closing

Getting the voters to the polls will be useless unless they can actually vote. The law provided that anyone in line at 7PM when the poll closes may vote as long as they remain in line. It is the campaign's job to keep them in line. Do what it takes. Feed them. Entertain them. Encourage them. Keep them in line no matter how long the line. Once the polling station closes, the votes will counted.

Care and feeding of election day volunteers

Election day volunteers need to remain focused on their tasks for the entire day. To help them do this the campaign must provide for their personal needs, starting with ensuring that all election day volunteers have voted before they report they start. Food and drinks should be prepared for all volunteers. Contact numbers and phone cards should be provided to volunteers who in the field so they can easily communicate back to headquarters.

Election Readiness - Volunteers

Volunteers are the lifeblood of every campaign

People volunteer for many reasons. The first volunteers are often party loyalists who become involved out of a sense of commitment to the party.

Some people volunteer because they feel strongly about a particular issue and either believe you agree with them on that issue or your opponent is really bad on that issue.

Some people are just social and become involved with the political campaign because of friends or others who share their interests.

Some people volunteer because they see this as an opportunity to get a job or some other gain. Finally, some people volunteer because they seek recognition.

Volunteers stay with a campaign because they feel that they are making a contribution, because they feel appreciated, because the work is interesting, because they are meeting interesting people, and because it is fun. Volunteers can burn out if they are given too much work but more likely they will leave the campaign because they become bored or feel that the work they are given does not matter.

Volunteers can come from many different areas. The first volunteers will probably be friends of the candidates and party activists who have worked on past campaigns. These will probably not be enough to accomplish everything and you will have to find many more people as the campaign builds in intensity. You should look for people who have volunteered in other areas of their life. They may volunteer for civic organisations, neighbourhood groups, their religious organisations, unions, schools, etc.

If your campaign message speaks to a particular issue or group you may be able to persuade an organisation involved in that issue to support you and provide volunteers. As your campaign talks to voters you should take every opportunity to ask people to help the campaign. Always have volunteer cards such as the one found in Appendix 3 available for people who express strong support.

Your first task is to determine how many volunteers you will need at which times to complete the objectives you have set for yourself. Again, you need to do the math.

For example, suppose you decide you want to deliver 3,000 pieces of literature in a particular neighbourhood on a particular Saturday morning. You decide that one volunteer can deliver an average of 100 pieces of literature in an hour. Therefore it will take 30 volunteer hours to accomplish the job. You want to do the whole literature drop in three hours so you will need ten volunteers for three hours. You

will also need to have the literature ready by Saturday, you will need to have some maps of the area and clear instructions for the volunteers and you will need to have someone responsible for overseeing the literature drop and knows what is supposed to happen. You may also have to provide transportation to the target neighbourhood.

Volunteers are just that, volunteers. You should recruit more than 10, say 15 or 20 in order to be certain of having 10 reliable volunteers at the appointed time.

You need to do this type of calculation for every part of your voter contact plan and the more details you can provide the better. This is why planning is critical and having a volunteer coordinator is critical, who is responsible for recruiting and training volunteers, making sure they have the materials they need and making sure everything goes as planned.

Budgeting volunteers:

1. List all the voter contact activities your campaign intends to accomplish. Be as specific as possible, using real numbers.
How many pieces of literature do you need to deliver?
How many phone calls do you need to make and how many phones do you have available?
How many homes do you want to visit in how much time?
2. Next, determine how many volunteers you will need to reasonably accomplish each task you have listed above.
How much of the task can one volunteer accomplish in one hour and how many volunteer hours will it take to accomplish the whole job?
3. Finally, estimate how many volunteers you will need throughout the campaign. Often you will be able to use the same volunteers for different tasks at different times. In other cases a volunteer who is good at making phone calls may not be as good at putting up signs. Remember that you will need to recruit twice as many volunteers as you estimate you need for a particular task.

SIX STEPS TO CREATING A GOOD VOLUNTEER

Step One: Assessing Needs: Political parties and campaigns are fueled by volunteers. You can never have too many volunteers. A successful branch office should have enough volunteers to enable the party to personally talk to everyone in the electoral district. Ideally for an effective local branch office this means one volunteer for every 100 voters. But you must start somewhere. Each activity your party undertakes should be geared to recruit additional volunteers in order to reach the ultimate goal of one volunteer for every 100 voters.

Step Two: Recruitment: When recruiting a volunteer be very clear about what it is you are asking them to do. Do not make the mistake of down playing the amount of time, which is required, or the amount of responsibility you expect from them. If you make it clear from the start that you are asking them to do something important, they will feel important and make more of an effort to do good job. Do not recruit someone for a job that you yourself are not willing to do.

Step Three: Training: Your overall goal is to make every volunteer successful. In order to do any kind of job a person must be well trained. When training a volunteer start by explaining how the job will support the overall success of your party. Then give them both verbal and written instructions on how to accomplish the tasks that you have assigned them to do. By providing written instructions there can be no confusion later of what was expected of them and they will have a permanent guide as to how to accomplish their work. Finally show them how to do their job. If you are asking a volunteer to take a questionnaire door to door, go with them for the first few houses to ensure they know how to do it. It would be even better to have someone experienced to go with them for the entire evening. If this is not possible, at least demonstrate by role-plays at the office what is the most effective way to approach someone on their doorstep and act out how to deal with various different reactions they can expect to receive.

Step Four: Set Realistic goals: Before sending a volunteer off to do a task set a reasonable goal which they can expect to achieve. For example, if sending a volunteer out with questionnaires door to door do not give them 400 houses to knock on in one evening. Make a reasonable estimate of how many doors can be knocked on in one hour and ask them to do that-say 20 houses. By setting a precise goal you are placing an expectation on a volunteer and they will have a sense of accomplishment if after one hour they have knocked on all 20 doors. It is always better to have volunteers returning to the office looking for more to do than to overwhelm them so they cannot complete the initial task.

Step Five: Accountability: Hold the volunteers accountable for the work that they agreed to do. Have them return to the office after they have finished the task. For example if you have asked them to knock on 20 doors with the questionnaire ask them to return to the office when they are finished for the evening. In this way you can assess whether they have completed the task and they in turn will feel some accountability to do the task agreed to because they must report back afterwards.

Step Six: Recognition: If a volunteer completes their task-tell them so- thank them time and time again. Celebrate their success. Everyone wants to be appreciated and publicly acknowledged. Post the names of the volunteers in the office, hang stars with their names on it from the ceiling-take photos and post them on the wall. Thank everyone all the time. A volunteer who feels appreciated will always come back, and chances are they will bring a friend with them!

Finally, Remember it has to be fun!

Volunteer Information

Name: _____ Local Branch Office: _____
Address: _____ City: _____
Phone: (O) _____ (H) _____

I would like to volunteer in the following areas:

Door to Door Canvassing _____ General Office Work _____
Transportation _____ Sign Posting _____ Lit Drops _____
Addressing Envelopes _____ Answer Phones (AM) _____ (PM) _____
Event Set Up (rallies etc.) _____ Envelope Stuffing _____
Phone Bank (AM) _____ (PM) _____ Food _____

Special Skills:

Computer _____ Desk Top Publishing _____ Word Perfect _____
Windows _____ Other _____
Typing _____ Graphics _____ Photography _____

I would like to donate other skills to the campaign:

I am available to volunteer the following days and times:
Indicate Day(s) _____
9am to 1pm _____ 1pm to 5pm _____ after 6pm _____

Voter Log

Poll #: _____

Date Canvassed: _____

Street name: _____

Canvasser: _____

#	House #	Voter's name	# of voters in Household	Telephone	Comments
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					

Return to:
Branch Office, Name
Address, telephone, fax

Voter Contact: Stands/Booths as a Campaign Tool

Remember

The better STANDS/BOOTHS are planned, the more effective they will be!

Advantages

4. Low cost, based on volunteers.
5. All preparations in advance.
6. Two-way communication: (1) Meet the voters face to face at a public place to get your message out, (2) Learn what is on people's minds. Be a good representative for the issues, which concern people the most.
7. This is an opportunity for people to speak directly to their politicians.

Planning (This method is flexible and can be adapted to your capacity.)

You will need volunteers to service the stands and a portable display board to put a poster on (which may include the key message, the party name, photos of candidates). The portable display boards should be made solid enough to be reused in several campaigns.

Party information could include:

1. The party program, including specific issues supplied from the party HQ on display and available for those who are interested.
2. Use local campaign materials to present: (1) The local program (what you intend to execute if you were given the power, or issues you will fight for when you/your party gets elected), and (2) Your local candidates (a folder with photos and main program issues).
3. Leaflets on "today's topic". This will have to be produced on the spot to present your party's (1) position on a hot issue, (2) comments on your opponent's position, and (3) statement commenting on local news/newspapers reports, etc.

If you have the capacity...

Stands are an excellent way to present your party in a more popular and direct way. It's easy to create an atmosphere where people like to stop for a friendly chat, discuss an issue, have a rest after shopping, while waiting, etc. So, if possible, provide a couple of folding chairs, a table for your materials is always useful, and maybe an umbrella (both for visibility and protection). A cup of coffee, mineral water, cookie/cake, etc. are always positive contributions to making your stand an attractive place. Remember that Rule no. 1 is to draw attention to your political message/program, and you want new potential voters to get a pleasant first impression from the environment where you start your conversation.

Additional activities at a stand

When several parties compete for the same attention in a heated campaign, the more original presentation is of course more likely to STAND OUT and attract voters' attention.

For example:

1. Use live music or other cultural activities (thereby nurturing cultural values and perhaps provide young talents with their first experience in performing in public).
2. Specifically asking people's views on local issues based on a (multiple-choice?) questionnaire, guessing the result of the election, etc. (Prize provided by one of your members?). This involves people in issues, is action-oriented and provides useful political feedback.
3. Foster environmental concerns. Sell an evergreen seedling/flower for a small amount (a more significant amount if you want to do fund-raising) to improve a specific local environmental condition such as improving local parks, kindergartens, playgrounds, etc.

Where?

Choose places where lots of people meet. Market places, outside grocery stores, shopping malls, churches, coffee shops, etc. (Obtain permission in advance, where necessary).

Sometimes public or private shows, fairs or cultural events are interested in fostering democratic traditions and welcome stands on their premises before an election. These contexts usually provide great access to a large group of voters.

How to organise your volunteers?

The campaign committee/local board should provide a schedule for the stands' activities throughout the campaign period.

For example:

1. 6-8 stands should be serviced 4-6 Saturdays before the election.
2. Each volunteer is asked to serve a minimum of 2 Saturdays each (this becomes easier with experience).
3. You will then need to prepare 6-8 portable display boards. If the local party office is not suitable, one person should be given responsibility for storage of all the display boards and other materials to be used at the stands.
4. Put together teams of at least 2 people to service each stand at a time. (If you choose to service the stand for more than 3-4 hours at a time, let a new team take over. Don't exhaust your volunteers, it should be fun! And you want them to say Yes next time you ask too!)
5. Select one experienced politician and one trainee for each stand. Make sure that all your candidates take their turn and get to know their constituency. You may choose to put your most prominent vote-collector, usually your first candidate, on a "mobile" schedule, spending one hour at each stand in your municipality. (Her/his presence could be announced in the local paper in advance).
6. Send your volunteers a list with the dates they have been signed up for, when to meet and where (usually where the display boards are stored, so each team can bring their own boards and other materials to their stand). If they need to change a date, put the onus on them to get back to you with an alternative.
7. Prepare the final list of your teams.
8. Short briefing of your volunteers. Don't overload people with paper/information! But make more information available to those who show particular interest. All volunteers should be briefed on: (1) Your main message(s), (2) Materials in general, (3) Possible access points to a conversation with new voters, etc., (4) Any new leaflets on the latest hot issue, (5) Priority information materials to give out (list of candidates, presentation of local program/issues is critical).

Campaigning should be fun, both for the party volunteers and the public!!

Voter Contact: Citizens' Questionnaires

Citizen questionnaires have become a regular feature of many political party outreach campaigns. The citizen questionnaire is a tool which allows parties to talk and listen to their voters. Voters like to be asked their opinion and the party will learn a great deal about the community and its voters by using the questionnaire as a voter contact tool.

Why should a political party use questionnaires? What are the benefits for the party?

The benefits can be divided into two categories.

1. Those benefits which promote the public image of the party in the minds of the voters;
2. Those benefits which provide information to the party.

Designing a Questionnaire

The following are points to remember when designing a questionnaire for an election campaign:

1. Identify the party clearly at the top of the page- use the party logo; make sure the party's address, telephone number is clearly set out at the top of the page. Use candidates names from the party list to raise their profile in the community. For instance, the party should place the names of its candidates together with the party name and logo on the front of the questionnaire.
2. The questionnaire should be limited to two sides of an A4 page. The layout should be simple and straightforward.
3. The front page should focus on questions on local issues. At the top of the front page the party should have an introduction informing people why the campaign is using the questionnaire. An example of such an introduction is as follows:

Your local Zašto Party is listening to YOU. Many politicians are not interested in what YOU think. We at the Zašto Party are interested in you and your opinions. That is why we are here at your door- to find out what is important to you so we can work better for YOU. Please take a few minutes to fill out this questionnaire so we can better understand what issues are important to you.

4. Each question should have its own box and maybe a graphic to illustrate the issue. Ideally questionnaires should be designed on a computer but a typed or hand drawn can be equally as effective. Questions should have yes/no options or ask voters to rank issues in priority. Limit the front side to no more than six questions.
5. The back side can include the more "political questions" such as "Which party do you normally support". Always include a box inviting people to "Join our team" Give them 5 options:
 - Do you want more information on the party?
 - Do you want to help the party?
 - Do you want to help during elections?
 - Do you want to join the party?
 - Do you want to volunteer?
6. It is essential that space is left for people to give their comments and thoughts. As well leave space for people to write their name, telephone number and address. This is essential for the party to identify its support and to develop the party's parallel voters' list.

Conducting a questionnaire

There are two approaches that have proved particularly effective in Croatia.

1. The first approach is "On the Spot" . You knock at the door and ask the voter to fill out the questionnaire while you wait. The questionnaire should be designed to be completed in a few minutes. This ensures that the party volunteer talks to the voter and takes away with them the necessary information. If the voter is too busy, you can offer to return later to pick up the questionnaire. (See option #2 below)
2. The "returning to the door" method: Call door to door delivering the questionnaire form telling people that you will collect it later, say in 30 minutes. The short time is to inject a sense of immediacy into the process of completing the questionnaires. Respondents are asked if they want to be disturbed again or to leave the completed questionnaires in the letterbox or under their door mat. You should only deliver as many questionnaires in one evening as you can collect that same evening. Because people are asked to leave the questionnaire sticking out of their mailbox or on their door it is very quick to collect.

But in both approaches you must go DOOR to DOOR!!!

Voter Contact: Newsletter

What should your newsletter contain?

- ✓ information about local news;
- ✓ information on your party's local campaign-what local issues are you working on or have you identified though local questionnaires;
- ✓ what action is the party taking in response to those local issues;
- ✓ invitations to join party campaign activities;
- ✓ Volunteer recruitment form

There are a few simple rules to bear in mind when designing them.

Content & Design

1. Select a title for the newsletter that the party can use time and time again. The party name should be on the masthead in addition to the title.
2. Make sure that the campaign's contact address and telephone number is clearly included in the newsletter, including the times when the party office is opened. The Campaign Communications Coordinator should be identified as the newsletter's editor.
3. The main emphasis should go on local stories, campaign activities and news. If possible, national issues should be expressed in terms of local issues.
4. The sources for stories can be the results of your door to door canvassing, information from the party headquarters, local campaign activities, volunteer stories and stories in local or national newspapers, or general local knowledge.
5. The names of candidates from the party's list should be included in the stories. Also use the party name often in the body of each story.
6. The stories should be written in a short, punchy, journalistic style, i.e. short sentences, dealing always with who, what, where, when and how.
7. The newsletter should include between five to eight stories.
8. Use photographs, cartoons and/or graphics and frequent headlines to break up the text. (Many desktop publishing programs come with graphic icons provided.)

9. Include a reply sheet at the bottom of the back page. We call this a 'grumble sheet' where people can write to the party about any issue they are concerned with. It is important that the newsletter encourage voters to "talk back" to the party. Include space for the name, address and phone numbers of the respondent for the campaign to contact them.
10. Other options for this reply sheet. Include boxes to tick, seeking further information, or to ask to join the party or become a campaign volunteer. The newsletter can be used as a petition if the voter can tick a box supporting an issue your party is campaigning on. Remember to leave plenty of space for them to write whatever they want.
11. Use bold or italics or different size of fonts for emphasis. Avoid using capitals. Don't use any smaller than 12-point type. Have a prominent masthead which identifies the party.

TYPICAL ELECTION DAY OUTLINE

Assume:

1. GOTV Calls started one week prior to Election Day;
2. GOTV Materials are out;
3. Workers are assigned tasks;
4. Written Election Day Plan

Monday Final Visibility Day

- Morning:
- Market Places
 - Trams, bus stops, busy intersections, student areas & cafes (areas of high party support)
 - Neighbourhood Visibility (areas of high party support)

- Afternoon:
- Final Election Day Review
 - Worker and Staff call through
 - Trams, bus stops, busy intersections, student areas & cafes (areas of high party support)
 - GOTV Phone Calls
 - Final Training of Election Day Volunteers

Tuesday Quiet Day

- Party Observers Training
- Organising Voter Transportation
- Preparing Food for Election Day Volunteers and Party Observers
- Finishing and checking up materials for parallel vote count
- GOTV Phone Calls

Wednesday Election day

- 05:00
- Worker Wake Up Calls
 - Headquarters Open Up
- 06:30
- Party Observers and Checkers to Polling Stations
 - Check in Call
 - Start Voter Transportation
- 07:00
- Polling Stations Open
 - Party Observers, Checkers and Volunteers Vote
- 09:30
- Begin GOTV Calls

- 10:00 ▶ First Pick Up by Dart Teams of voting totals from party observers and voter identification lists from checkers
- 11:30 ▶ Food to Workers
- 12:00 ▶ Party observers and checkers and volunteers vote
▶ Continue GOTV Calls
- 13:00 -14:00 ▶ Second Pick Up by Dart Teams of voting totals from party observers and voter identification lists from checkers
- 16:00 ▶ Final Pick Up by Dart Teams of voting totals from party observers and voter identification lists from checkers
▶ Additional Phones Operating for Final GOTV Push
▶ Food to Workers
- 19:00 ▶ Polling Stations Close
▶ Keep People in Line
▶ Party Observers Stay for Count
▶ Call in Results to Campaign HQ
▶ Checkers Return to Campaign HQ after last person votes.
▶ End Voter Transportation
- 20:00 ☺ Party for all Campaign Volunteers and Workers

General Election Six Week planner

Mon

Tues

Wed

Thurs

Fri

Sat

Sun

<p>17 March ST PATRICK'S DAY</p>	<p>18 March</p>	<p>19 March</p>	<p>20 March PROBABLE DATE FOR ELECTION BEING CALLED Post members mailing. Members/volunteers continue GOTV contacts to W. (GOTV GE W CALL 1).</p>	<p>21 March Deliver W mailing. Monster mailing to L arrives. Candidate continues calls to switch and squeeze voters throughout. Big push on posters.</p>	<p>22 March DELIVER HO SWITCHER AND SQUEEZE MAILING. Candidate blitz low t/o W area. Members/volunteers continue GOTV contacts to L (GOTV GE L CALL 1). Evening: all-member adoption meeting.</p>	<p>23 March Candidate blitz low t/o W area.</p>	
<p>24 March Calling all week. Late calling and blitzing all</p>	<p>25 March</p>	<p>26 March Deliver young voter mailing</p>	<p>27 March MAUNDY THURSDAY</p>	<p>28 March GOOD FRIDAY Deliver switcher and squeeze mailing.</p>	<p>29 March</p>	<p>30 March EASTER SUNDAY SUMMER TIME BEGINS</p>	
<p>31 March EASTER MONDAY Calling all week. Late calling and blitzing all</p>	<p>1 April</p>	<p>2 April</p>	<p>3 April</p>	<p>4 April Deliver switcher mailing.</p>	<p>5 April Candidate blitz low t/o W area.</p>	<p>6 April</p>	
<p>7 April Calling all week. Late calling and blitzing all</p>	<p>8 April PROCLAMATION AND ISSUE OF WRITS Deliver young voter mailing.</p>	<p>9 April RECEIPT OF WRIT</p>	<p>10 April</p>	<p>11 April Notice of election published Deliver switcher and squeeze mailing.</p>	<p>12 April Candidate blitz low t/o W area.</p>	<p>13 April Candidate blitz low t/o W area.</p>	
<p>14 April Late for postal/proxy votes (noon) Calling all week. Late calling and blitzing all</p>	<p>15 April</p>	<p>16 April Last date for nomination papers, consent forms, appointment of election agent, withdrawals, objections Deliver W mailing</p>	<p>17 April DELIVER HO YOUNG VOTER VIDEO Candidate blitz low t/o W area. Members/volunteers continue GOTV contact to W (GOTV GE W CALL 2).</p>	<p>18 April Deliver switcher and squeeze mailing.</p>	<p>19 April Candidate blitz low t/o W area.</p>	<p>20 April Candidate blitz low t/o W area.</p>	
<p>21 April Deliver P.V.s Calling all week. Late calling and blitzing all</p>	<p>22 April</p>	<p>23 April ST GEORGE'S DAY Closing date for late RPF8B votes (noon) Candidate blitz low t/o W area.</p>	<p>24 April Visit Labour P.V.s to ensure t/o.</p>	<p>25 April DELIVER HO SWITCHER AND SQUEEZE MAILING. Members/volunteers continue GOTV contacts to L (GOTV GE L CALL 2).</p>	<p>26 April LAST FIVE DAYS! Deliver mailing to L and W. Candidate blitz low t/o W area. Ring members/volunteers for remaining polling day duties. Big push on posters.</p>	<p>27 April Leaflet/mail W. Candidate blitz low t/o W area. Members/volunteers continue GOTV contacts to W through to polling day (GOTV GE W CALL 3).</p>	
<p>28 April Leaflet/mail W. to switch voters arrives. Calling all week. Late calling and blitzing all</p>	<p>29 April Leaflet/mail W. DELIVER HO YOUNG VOTER POSTCARD.</p>	<p>30 April Leaflet/mail W. Deliver squeeze mailing Eve of poll leaflet/letter to all promise target.</p>	<p>1 May POLLING DAY Early morning delivery. Get out promises. Start 7.00 am. Finish 10.01 pm.</p>	<p>Plan for at least ten GOTV contacts with squeeze voters throughout the period. Plan for eight contacts with switcher voters and six contacts with weak Labour voters. Plan for at least four contacts to L. Candidate should concentrate on switcher and squeeze voters and on blitzing. Remember that the GOTV contacts include letters as well as phone/doorstep contact.</p>			<p>Labour</p> 

Telefonska anketa – Izmami glas – Izbori 99'

1. Halo, dobar dan, molio bih _____
Ukoliko je osoba kod kuće prijedite na točku broj 2

Ukoliko osoba nije doma upitajte osobu na telefonu da li je glasač u izbornoj jedinici broj _____, te ako je odgovor DA, prijedite na točku 2.

Ukoliko je odgovor NE ostavite sljedeću poruku:

.... Molim vas, recite g./gđi _____ da je zvao/la _____
simpatizer _____ stranke/koalicije. Recite da ćemo pokušati nazvati sutra ponovo. (Završiti razgovor)

2. Ovdje _____ stranka/koalicija. Želimo vašu podršku na dan izbora. Možemo li računati na vaš glas u srijedu 22.12.1999?

- a) ukoliko je odgovor DA, nastavite s: Puno hvala ! (prijedite na točku 3)
- b) Ukoliko je odgovor NE, nastavite s: Hvala vam na razgovoru i laku noć. (završite razgovor)
- c) ukoliko je odgovor NE ZNAM ili MOŽDA, nastavite s: želite li da vam pošaljemo dodatne informacije o _____ stranci/koaliciji? Ukoliko je odgovor DA, nastavite sa: dozvolite mi da još jednom provjerim vašu adresu i broj telefona i zatim recite osobi na drugoj strani da će materijali biti poslani/dostavljeni na njihovu adresu u roku od 24-48 sati. (završite razgovor)

..... Ukoliko je odgovor NE, prijedite na točku 3

3. Trebate li prijevoz do biračkog mjesta na dan izbora? Osigurati ćemo prijevoz za one naše glasače kojima bude trebao.

- a) ukoliko je odgovor DA, nastavite s: dozvolite mi da još jednom provjerim vašu adresu i broj telefona i onda obavijestite osobu na drugoj strani telefona da će osoba iz stranke/koalicije, zadužena za prijevoz stupiti s njime/njom u vezu u roku od 24-48 sati. (prijeci na točku 4)
- b) ukoliko je odgovor NE, prijedite na točku 5

4. Hvala vam na podršci. Stranki/koaliciji bi dobrodošao dobrovoljni rad u periodu od danas pa do dana izbora. Da li biste bili voljni da:

- a) volontirati neko vrijeme?
Ukoliko je odgovor DA, još jednom provjerite adresu i broj telefona ukoliko već niste. Obavijestite osobu da će _____ iz stranke/koalicije, zadužen za volontere stupiti s njime/njom u kontakt u roku od 24-48 sati
- b) Ukoliko je odgovor NE, prijedite na točku 5

5. Zatim nastavite sa: Hvala vam na razgovoru s nama. Želimo vam ugodnu večer i ne zaboravite glasati za _____ stranku/koaliciju u srijedu 22.12.1999. (završite razgovor)

Izmami glas – obrazac za odgovore

Ime volontera _____ Datum : _____

1. Ime i prezime birača _____ tel: _____

adresa _____ Mjesto/grad : _____

2. Možemo li računati na vaš glas na dan izbora, 22.12 1999. godine

a) DA _____

b) NE _____

c) NE ZNAM _____

3. Prijevoz na dan izbora

a) DA _____ b) NE _____

4. Volonteri

a) DA _____

b) NE _____

Potvrđeno _____
(koordinator za prijevoz)

Potvrđeno _____
(koordinator volontera)