

**Running a successful**

*campaign*



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## Introduction

**The RSPCA is the world's oldest and best known animal welfare organization. It was established in 1824 and is a charity supported entirely by voluntary donations.**

**This manual is informed by more than 170 years' experience of campaigning by the RSPCA in the UK and throughout the world, and is based on the *Campaigning* course run by RSPCA International.**

## Your campaign toolbox

As animal welfare campaigners who are full of ideas, we all juggle many tasks in our work to change public opinion and improve legislation. Some are common to all campaigns – such as planning, working with other organizations and using the media.

This manual can be used as a campaign 'toolbox' to help you tackle each of the situations you are likely to encounter in running a campaign.

The manual is interactive – each section will ask you questions and encourage you to apply what you have read to your own situation by completing tasks. You do not have to do these, but you may find them helpful.

There is also lots of in-depth information about how three recent RSPCA campaigns were conducted, including examples of:

- **press releases**

- **media interview question and answer sheets**

- **publicity materials**

- **publications.**

What works for you may be different from what has worked for the RSPCA and we would like to hear about your own experiences. If you have good examples of ways to tackle particular problems, please tell us so that we can consider including them in future editions of the manual. If you think the manual should be rewritten in certain places, please tell us – we want it to be accessible to everyone. You will find a more detailed campaign toolbox in the annex.

By the time you have worked your way through to the end you should be confident about choosing, planning and running targeted, well-managed campaigns on any issue.

**Good luck!**

## Selecting your campaign

Even the largest animal welfare organizations find it impossible to campaign on all animal welfare issues all the time, no matter how much they may want to. Each campaign takes

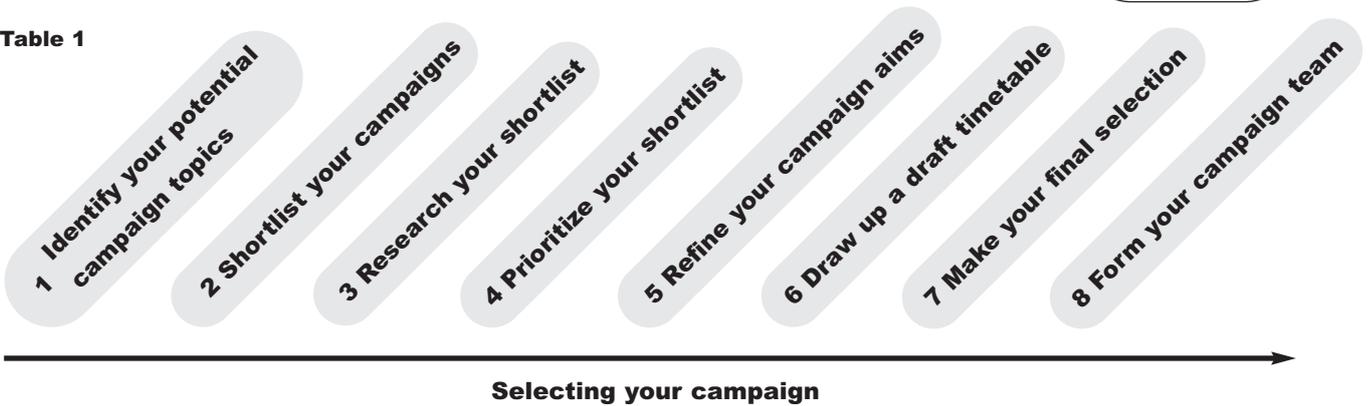
money, time and people. It is important to be selective and come up with campaigns that will capture the interest of the public and the media.

The diagram below shows the seven steps you should take before you launch a campaign, and this section will examine each step in turn. You do not have to follow each step in order, but you should consider each of them carefully.

*One of the most important questions to keep asking yourself when selecting campaigns is, 'What are the chances of success?'*

**Remember**

Table 1



### Task

Think about the last time your organization talked about starting a new campaign. What was discussed? What led you to select one campaign and not another?

*task*

## Identifying potential campaign topics

How are you going to decide which campaign(s) you are going to run? Will you decide by yourself and then tell everyone else? Or will you hold a meeting to discuss options? As you will need a team to help run your campaign, it will be better to include people in the decision-making process at the outset.

### Manageable meetings

Limit your meetings to a maximum of 15 people – or have different meetings of different involved groups, such as volunteers, or media and government liaison staff. However, if someone expects to be included in a meeting, it is best to invite him or her along. Make

sure you involve the experts early on – people who know about the media, the scientific aspects of the issue, legislation, membership and public opinion.

### Brainstorming

This is an excellent way of getting people to think creatively. Select a topic for discussion and list everyone's ideas – whatever they are – on flipchart paper. Do not question the value of any idea. The important thing is to let the ideas flow – you can get any number in ten minutes of brainstorming!

### Task

With one or more colleagues, brainstorm ideas for campaigns that your organization could run. Note your ideas below, whatever they are.

#### Your ideas

*task*

## Shortlisting your campaigns

Your brainstorm will have given you many ideas and the next step is to shortlist them. Decide on a maximum number of topics that you are going to tackle – say six.

Are there any topics that can be amalgamated into one campaign?

Focus the minds of your group – try a short discussion on what makes a good campaign.

### What makes a good campaign?

- **A significant clear problem** – *for example, chickens kept in battery cages.*
- **A straightforward goal** – *for example, get battery cages banned.*
- **A realistic chance of success** – *for example, strong public opinion, media and political interest.*
- **Something that inspires people and offers them clear action** – *for example, stop buying battery eggs and write letters of protest to politicians.*

### Task

Think of a successful campaign run by your organization. How did it break down into the elements above?

*task*

## Researching your shortlist

Before you go any further, you will need to get much more information about the topics you have shortlisted. First, you should identify who in your organization will gather this information. See forming your campaign team on page 10.

### What you need to know

**How many animals are involved?**

**How much suffering is involved?**

**How likely is the campaign to succeed?**

**How long will the campaign last?**

**What resources will be needed – both human and financial?**

**What legislation opportunities will there be in the course of the campaign?**

**Are there any other events or hooks coming up that you can link your campaign to?**

**What are your priorities in the campaign?**

**What are your limitations – does your constitution limit the way you can campaign?**

**Is the campaign unique to your organization? Does your organization have unique expertise?**

**Are there other groups you can link with?**

**What is the public perception of the issue?**

## Prioritizing your shortlist

How many campaigns does your organization run at any one time? The RSPCA runs about 11 in England and Wales and seven overseas. This is a lot – and the RSPCA has a paid staff of 1,600 people and many thousands of volunteers. Even so, the RSPCA has to prioritize its campaigns – each one is given a different level of energy and resources.

The RSPCA uses three categories to distinguish the different types of campaigns it runs. Could these categories be applied to your own campaigns? The campaign categories also define the level of campaigning. This of course depends on your organization size and finance, but the RSPCA's categories are given as an example.

### The three RSPCA categories

#### **Category one** – public campaigns

*These are given the highest priority because:*

there is a legislative opportunity

there is a high degree of support for the issue

there is a high level of animal suffering

they require a high level of campaign input eg: research, press releases, reports, leaflets etc.

*Examples: cosmetics (international), hunting with dogs (national).*

#### **Category two** – educational campaigns

*These have a specific target (such as local authorities) or require monitoring before they are upgraded to category one.*

*Examples: live transport (international), reform of legislation covering circuses (national).*

#### **Category three** – developmental campaigns

These require research/evaluation and/or behind the scenes work to achieve objectives.

*Examples: egg labelling (international), livestock worrying (national).*

### Task

Categorize the list of topics you came up with in your brainstorm, using the three RSPCA categories, or categories you have devised for your own organization.

*task*

## Refining your campaign aims

You will need to ask yourself whom you are trying to reach and what you want to achieve. You may want to:

- **influence public opinion**
- **change people's views or practices**
- **raise public awareness of an issue**
- **change legislation.**

### Task

From your list of campaigns, select one and list your aims below.

Will your campaign be long-term or short-term?

## Drawing up a draft timetable

An essential part of any campaign plan is a draft timetable for that campaign. It is important to be aware that any draft timetable you draw up will be subject to change. Such a timetable would take into account things like the legislative process, and any research you may need to do.

### Task

Draw up your draft timetable.

## Making your final selection

Now it is time to decide on your final selection and get it approved – who will give the go-ahead on your selection? At the RSPCA, it is the trustees, based on the advice of campaign staff.

### Identifying allies

There are many animal welfare organizations in the UK, all campaigning actively. There may be others in your country or throughout the EU conducting activities that overlap with yours. It is vital that you

find out what they will be doing about the issues you have decided to campaign about. You may be able to join forces to bring about change.

A good example in the UK is hunting with dogs. The RSPCA has joined with two other animal welfare organizations to form a strong campaigning alliance – the Campaign for the Protection of Hunted Animals.

### Task

Select a campaign topic, then with one or more colleagues brainstorm about other organizations you may be able to form an alliance with. List your ideas below.

*task*

## Forming your campaign team

Now that you have your list of campaigns, one of the most important steps you will take is to create a campaign team for each one, made up of people who each have clear responsibilities.

The RSPCA strongly advises that each of the roles shown below is given to one person – if you do not have enough people to take them all on, you should question whether you are ready to organize a campaign.

**Campaign manager** – *this person will be central to the management of the campaign.*

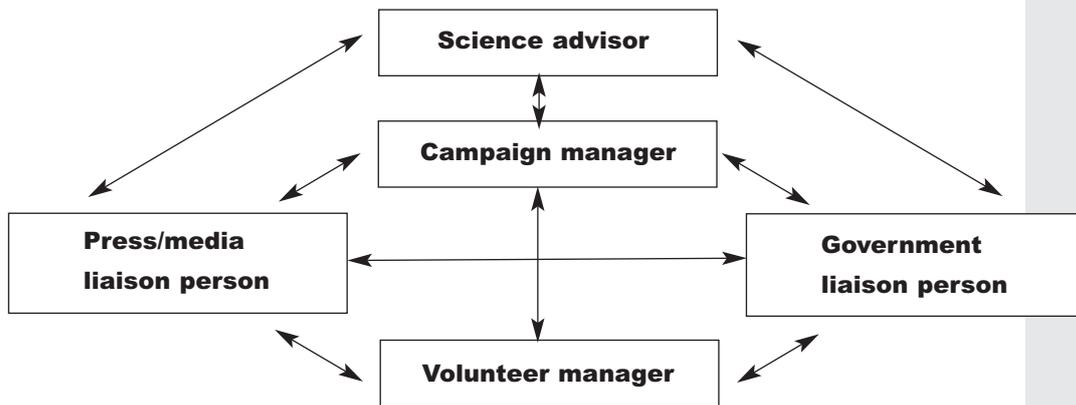
**Scientific adviser** – *someone who is an acknowledged expert in the animal welfare field covered by the campaign.*

**Publications person** – *to manage production of written reports, leaflets, posters.*

**Press/media liaison person** – *to manage an advertising campaign, press releases, publicity stunts and TV/radio interviews.*

**Government liaison person** – *to lobby government officials and highlight legislative opportunities.*

**Volunteer manager** – *to marshal the efforts of volunteers working to raise public awareness.*



The diagram shows how these separate roles should relate to and communicate with one another.

*This is chaired by RSPCA International and involves representatives from the Society's research animals, parliamentary, education and enquiries departments.*

**RSPCA cosmetics campaign team**

### **Task**

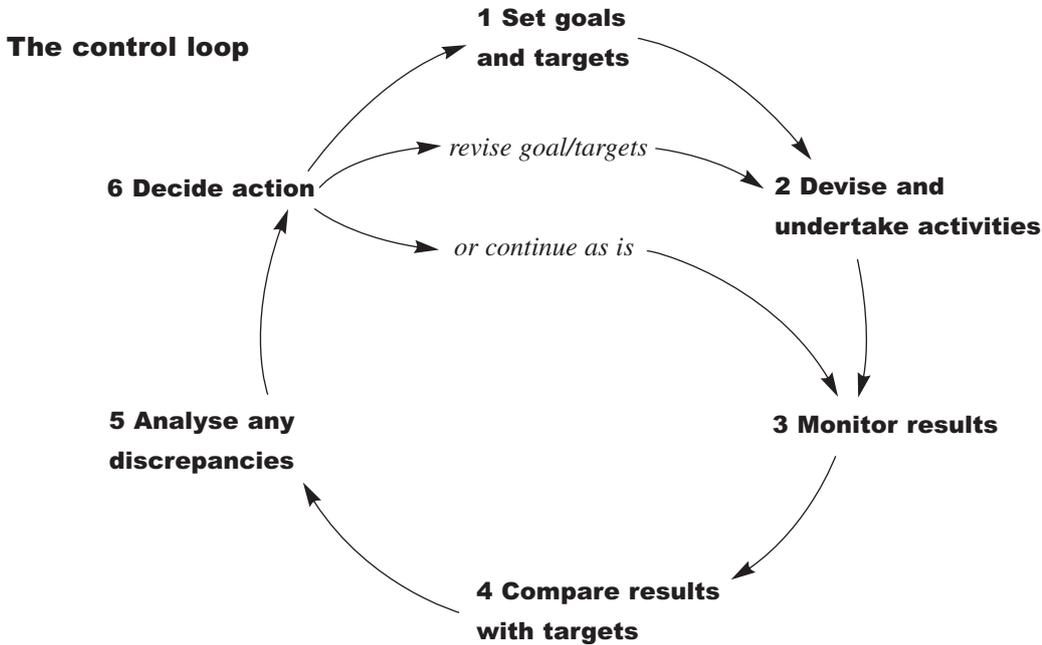
#### **Your campaign team**

List your campaign team below. If you want to, you can do a diagram showing how they will inter-relate.

*task*

## Planning

As a campaigner, you are probably a man or woman of action, but remember – the best campaigns are the best planned. At the heart of planning is control, and the control loop looks like this:



Your job is to make sure each of these stages is covered.

### Task

Select a campaign topic and brainstorm with one or more colleagues how you might run the campaign.

Note all your ideas below.

#### Your ideas

*task*

## A planning form

You have lots of ideas, but how are you going to put them into action? The planning form shown below is widely used by campaigning and development organizations. It is also the RSPCA's preferred way of receiving applications for funding. It is designed to make you think rigorously and comprehensively about what you want to achieve and how you are realistically going to achieve it.

	<b>Campaign strategy</b> (What elements need to happen for the campaign to be successful)	<b>Time Frame</b> (When will the element be completed?)	<b>Success indicators</b> (What will you look for to show the element is successful?)	<b>Gathering evidence</b> (How will you gather evidence to show the element is completed?)	<b>Assumptions</b> (What are you assuming is in place in order for the element to be achieved?)
<b>Campaign aim</b> (Long term)					
<b>Campaign objective</b> (Short term)					
<b>Specific activity/ Support material</b> (What activities/ support materials are needed? – e.g. meetings, media interviews, adverts, slogan, public demonstration, networking, posters leaflets?)					<i>A planning form</i>
<b>Resources</b> (What do you need for the activity/support materials – e.g. volunteers, financial support, knowledge/research, equipment/technology, printing/design services?)					

### Task

Using a campaign topic from your shortlist, fill out the planning form. You can change the form if it does not work for your organization.

## Forming alliances

Almost every campaign can benefit from the support of other organizations. Politicians, the media and the public are impressed when they see groups working together.

Working with other organizations can illustrate:

- **the size of support for a cause**
- **the diversity of support for a cause.**

### Pitfalls

Establishing happy working relations with other animal welfare organizations can be the most difficult part of your campaign. Tensions are inevitable. Each organization will think it does things better than the others.

In the UK, several national organizations compete for the same membership, legacies and donations – and they all use the same media and postal service.

But for some issues it makes no sense to run separate campaigns, duplicating meetings with government officials and overloading the media and public with information from different sources. That's the time to work together.

The most successful example of co-operation between the RSPCA and other organizations is the **Campaign for the Protection of Hunted Animals (CPHA)**.

This was formed jointly by three animal welfare organizations that care passionately about ending the practice of hunting with dogs:

- RSPCA
- the International Fund for Animal Welfare (IFAW)
- the League Against Cruel Sports (LACS)

## Four ways organizations work together formally

<p><b>Co-ordination meetings</b></p> <p>Meetings between allied groups held as little as once a year can help build trust and understanding and lead to better co-operation on specific issues.</p>	<p>The RSPCA is the UK representative on <b>Eurogroup for Animal Welfare</b> – the Brussels-based lobbying team that campaigns on European animal welfare issues. The RSPCA holds two meetings with other UK animal welfare organizations a year to make sure their views are heard in Eurogroup.</p>
<p><b>Alliances and coalitions</b></p> <p>Organizations that have different aims and methods may still be able to work together on one or two issues.</p>	<p>In the UK the <b>Farm Animal Welfare Coordinative Executive</b> brought organizations with very different views on the ethics of keeping and eating farm animals together with farmers’ representatives and achieved a shared position on the control of intensive farming.</p>
<p><b>Federations</b></p> <p>Federations are national organizations founded and run by several small organizations. Generally, these are very effective at giving animal welfarists a national voice – they are best placed to lobby governments for example.</p>	<p>Every federation is different. The Swiss <b>Federation for the Protection of Animals</b> has 62 member organizations, each of which is legally and financially autonomous. Some functions are dealt with centrally by the headquarters, such as public relations, legal affairs and administrative support.</p>
<p><b>Amalgamations and branches</b></p> <p>When organizations are working in a similar way in pursuit of similar goals, they may amalgamate.</p>	<p>In Slovakia, <b>Sloboda Zvierat</b> and the <b>SPA Ruzemberok</b> amalgamated. This raised the SPA’s national profile and encouraged more local activists to join.</p>

If you are having one of these formal links with other organizations, you will need a code of practice at the very least that binds you together. The code should set out what you will not do. For example, no organization should criticize the work of another in public. No organization should organize a meeting with government without informing the others about it.

### Task

Make up a list of items that you think should appear in a code of conduct for your organization working together with some others. Remember – co-operation to achieve a common goal is the purpose.

*task*

## Make a rainbow

Support for your cause could come from different sources other than animal welfare organizations.

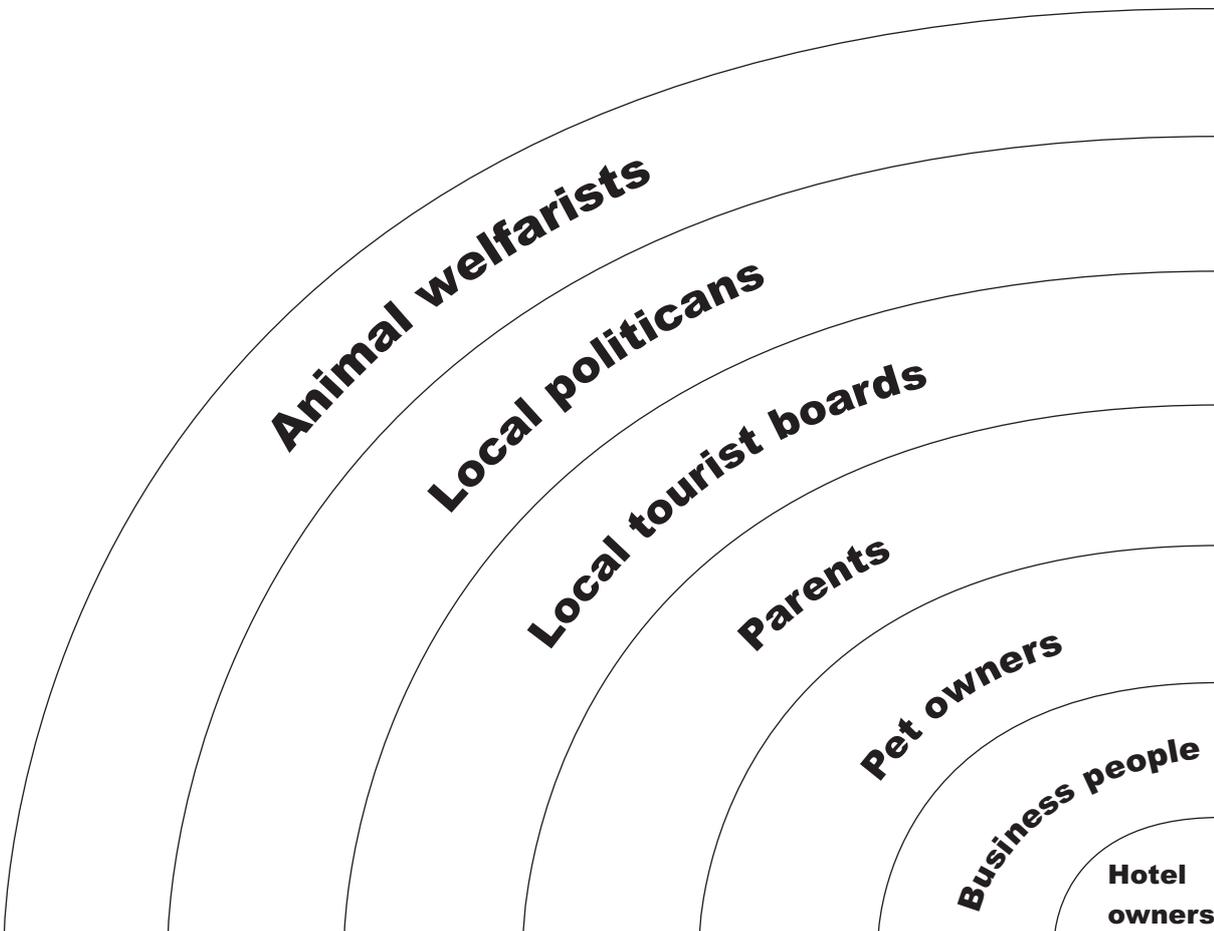
### Task

Imagine a town that has a problem with stray animals. List all the people or groups of people who might be concerned about this problem.

Your list might include animal welfarists, local politicians, parents, pet owners, hotel owners, shopkeepers and many others. Now list the people or groups who actually do something about the problem.

The second list is probably much shorter – perhaps just animal welfarists and local authorities. But could some of the people in the first list be persuaded to join those in the second in a rainbow coalition? Select a campaign topic from your own list and, using the rainbow, make up a coalition of interested parties that could work together to raise awareness and solve the problem.

*task*

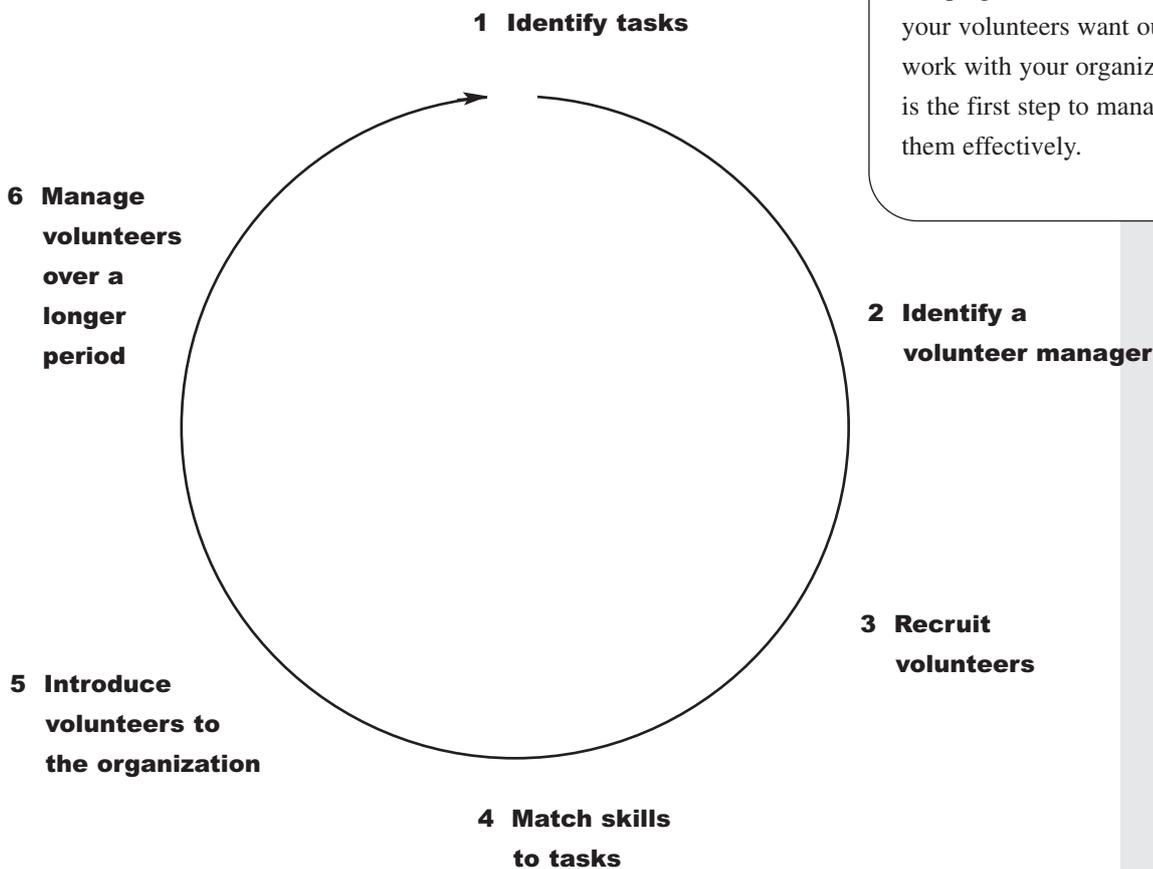


## Managing and motivating volunteers

Volunteers can do lots of things. They can be your greatest asset in a campaign. But you need to plan how you will use them most effectively and make sure they are motivated throughout the campaign.

Everyone has special skills that may be useful to the campaign – it is important to make sure you understand what each person can contribute and match him or her carefully with the jobs that need to be done.

### Using volunteers for campaigns



### Two-way giving

Volunteers are generously giving their time, skills and commitment to a cause they believe in, but they also want to get something out of the experience for themselves. They may want to meet people, to gain new skills and experience or to feel good about being involved in an exciting campaign. Understanding what your volunteers want out of their work with your organization is the first step to managing them effectively.

## Identify tasks

### Task

Go back to the campaign planning form on page 13. Make notes on why and how you think you will want to make use of volunteers in your campaign – be as thorough as you can.

task

*The RSPCA uses volunteers locally to support national campaigns co-ordinated by paid staff. Volunteers are trained in planning activities and dealing with local media. They are also made aware of the campaign materials the RSPCA is producing to support campaigns. Volunteers also have a part to play nationally as members of the RSPCA's elected Council – its board of management.*

**The RSPCA and volunteers**

### Identify a volunteer manager

In almost all campaigns taking care of volunteers is a big job that needs to be taken on by a specific person who is not the campaign organizer.

### Recruit volunteers

Good causes attract plenty of volunteers, but even large organizations like the RSPCA have to work at getting people involved. The main ways of attracting volunteers include:

- word of mouth
- use of the press and other media
- talks and presentations.

### Match skills to tasks

You will have to do some careful work to find out what potential volunteers really have to offer. Giving a volunteer something to do that is not right for him or her will be demotivating and could jeopardize your campaign.

### Getting the facts across

Give your volunteer a welcome pack of information sheets which:

- outline what the campaign is about – why it is necessary and what your organization hopes to achieve
- explain what tasks need doing.

Assume the volunteer has no prior knowledge of your organization or of campaigning. Describe the activities and different responsibilities honestly and thoroughly – your volunteer should be able to see at this stage what s/he might be in for!

**Task**

Think about a recent campaign, or a campaign that you are planning now. Note in detail all the tasks carried out by volunteers.

*task*

## Talking it through

You may not want to conduct a formal interview, but you must talk to your potential volunteer – this is a time for honest two-way communication about what you want and what s/he can offer.

### You want to know...

- what skills and knowledge the volunteer can offer
- what relevant experience s/he has
- how much time s/he can spare and over how long a period
- what training s/he might need
- why s/he wants to volunteer
- whether s/he still wants to volunteer after hearing the facts.

### The volunteer wants to know...

- what his/her role might involve
- how much time it will take and over how long a period
- who else is involved
- what support or training s/he will get
- why other people have volunteered
- the chances of success of the campaign
- what to do next if s/he still wants to volunteer.

### Task

Make a list of questions you would ask a potential volunteer for one of the tasks you listed in the previous exercise.

*task*

## Making a match

You can assess the suitability of potential volunteers for all your tasks quickly by using a table like the one below. You should also note what benefits they are looking for in the exchange.

**5 = highly suitable**

**1 = totally unsuitable**

	<b>Volunteer 1</b>	<b>Volunteer 2</b>	<b>Volunteer 3</b>	<b>Volunteer 4</b>
<b>Availability</b>				
	Mornings, evenings and weekends	All day during week and weekends	All day during week and weekends	Weekends only
<b>Tasks</b>				
Delivering leaflets	5 (to people's homes)	5 (street leafleting and/or homes)		
Attending demonstrations	1			1 (government civil servant banned from demonstrating)
Dealing with the media	1	5 (highly articulate with experience from previous campaign)	5 (retired journalist – advisory role?)	
Stuffing envelopes	5		5 (prefers home-based work because of his age)	
<b>Benefits to volunteer</b>				
	<ul style="list-style-type: none"> <li>● Meeting new people</li> <li>● Something worthwhile to do</li> </ul>	<ul style="list-style-type: none"> <li>● Challenge</li> <li>● New skills</li> <li>● Personal development</li> </ul>	<ul style="list-style-type: none"> <li>● Making contribution to society</li> <li>● Keeping mind active</li> </ul>	<ul style="list-style-type: none"> <li>● Personal fulfilment</li> <li>● Meeting new people</li> </ul>

### Introduce the volunteers to the organization

Brief your volunteers thoroughly on the purpose of this campaign and on how the organization operates in general. Remember – this is all new to them. Make sure they know they can ask questions. It is important at this stage to show them that they are an essential part of the campaign – they will feel motivated to put in more time and effort if they feel that its success depends on them.

### Manage the volunteers over a longer period

If you want to keep your volunteers, you or your volunteer manager will have to make sure they are getting at least some of the benefits they hoped for at the outset. Remember to keep checking what you noted down on your Making a match table – check that your volunteers are getting what they wanted and if not, think about how you can improve the situation. Talk to them regularly to see whether their goals have changed and to find out whether they still feel motivated.

### Getting the best out of your volunteers

- Make sure you understand what motivates them.
- Make sure your volunteers feel ownership of the campaign.
- Involve them as much as possible in setting goals.
- Give them feedback individually.
- Be clear about expectations, tasks and responsibilities.
- Create opportunities for them to air frustrations.
- Keep them informed.
- Involve them in any celebrations of achievements.

## Getting public support

The public can be a great asset in any campaign. As consumers, voters and donors, they can have a big influence on decision-makers.

### The drip-drip effect

People rarely act on a single piece of information, no matter how well presented it is. For instance, a poster about cruelty in circuses is unlikely to stop someone going to a circus if s/he has enjoyed them in the past.

Quantity is as important as quality. People only absorb and act on messages if they have been told or shown things repeatedly. This is known as the

drip-drip effect. Advertisers know this – think how many times you may see a particular TV ad in one week.

If your campaign is to change the way consumers behave, you will have to work very hard to keep the issue in the public eye over a long period of time. You will need a very clear, understandable message that can be repeated without being diluted.

If you want to achieve a specific piece of legislation, you will probably be working to a more concentrated and manageable time frame.

## Why is the public important?

- **The public decides which products to buy and which to avoid.**
- **It decides which leisure activities to do and which not to do.**
- **It decides who to vote for.**
- **It decides which charity to support.**

### Task

Brainstorm with a colleague and list some of the things that might inspire people to act in one of the ways listed above.

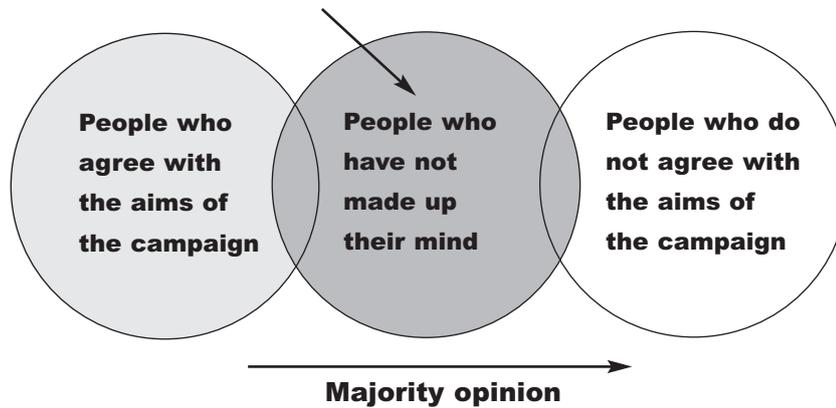
You might have come up with things like:

- being made aware of the problem
- being made aware that they can do something simple and positive to help
- being motivated to do more when good results are achieved.

*task*

## Who are the public?

In terms of your campaign, you will find there are at least three groups of people who make up the public.



The middle group – or the ‘undecideds’ – is made up of people who may not have thought about the issue before or do not have strong views either way. In government elections, the undecideds, or floating voters, can determine whether a government stays in power by switching allegiance to another party. You must try to influence the undecideds in order to command the support of the majority for your campaign.

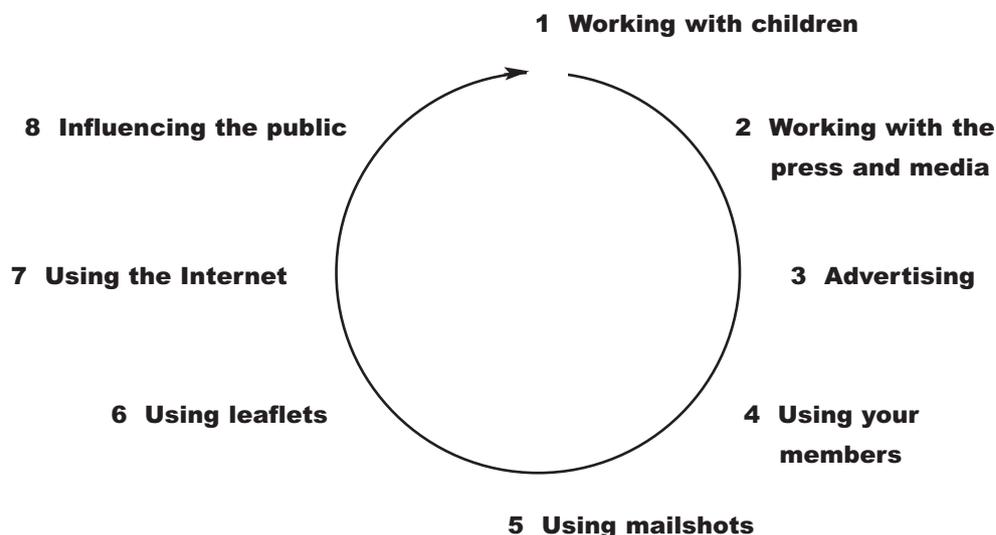
### Public opinion polls

An excellent way of measuring public support for a particular issue is by commissioning a public opinion poll. You can ask any number of questions – which the opinion poll company will ensure are correctly worded – but be careful, as in some countries such polls can be very expensive. Market research can be invaluable for a campaigning organization such as yours and opinion polls can be used to:

- measure public support for a particular issue ahead of any campaign
- measure public support once a campaign has begun to see whether the campaign has had an impact on public thinking
- persuade politicians and governments that there is significant public support for a particular issue.

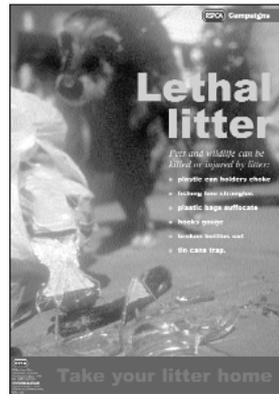
**Majority support does not always guarantee success – every public opinion poll in the UK has shown that the RSPCA campaign against hunting with dogs has the overwhelming support of the public, but politicians are still reluctant to legislate for a ban.**

## Influencing the undecideds



## Working with children

Involving children in campaigns can be controversial both with teachers and parents. But making children aware of animal welfare issues is an excellent way to progress their moral and social development. Children are usually interested in animals and will carry what they learn about animal welfare into their adult lives and families. For some of its campaigns the RSPCA produces a range of materials suitable for children and young people:



During the campaign to ban battery cages in the EU the RSPCA and seven other European animal welfare groups held a national drawing competition for children aged 8-12 to make a drawing or poster of 'Happy hens in Europe'. Each winner won a trip to

Brussels with an adult to join the other prize winners. They presented their posters to their own agriculture minister in the press centre of the Council building during the EU Agriculture Council.

## Working with the press and the media

Most campaigns will involve some use of the media. The RSPCA uses volunteers to help. They have a contract saying what support they will receive from the RSPCA (training, information and regular updates) and what they will provide in return. They are asked to abide by charity law, RSPCA branch rules and the guidelines below.

- Volunteers should not send press releases on national issues to the media or talk to the media if there is no accompanying local activity, unless authorized by the director of communications at RSPCA headquarters.
- All materials on issues of national significance should be approved prior to publication.
- Make sure that the volunteers who are talking to the media have the right information and message.

### Task

List below some points that you would want your organization to include in a contract with volunteers who will be working with the media.

task

## Attracting the attention of the media

There are several methods of reaching the media:

- personal contacts with journalists
- press releases
- press conferences
- giving talks
- holding public meetings
- organizing events/publicity stunts
- writing letters to the press
- participating in TV or radio phone-ins
- publishing reports
- using celebrities.

### Task

How has your organization attracted media attention for past campaigns? Make a list.

*task*

### Writing a press release

- Decide what the story is – what makes it news? Why should a journalist decide to run your story?
- Decide where you should send your story – national, local, specialist, trade, daily or magazine press.
- Encapsulate the story in the first paragraph, preferably in the first sentence. Succeeding paragraphs will add information to support the main story. This allows the journalist to assess quickly what the story is about. If the story is edited, cuts will probably be made in the rest of the text, not the first paragraph.
- Use plain language, avoid jargon and explain technical terms.
- Be truthful – do not exaggerate.
- Indicate contact names and numbers for further information clearly at the end, and make sure you are ready to deal with any enquiries.
- Send by fax, email or first class post – news becomes out of date very quickly.
- **REMEMBER** – you are trying to persuade a journalist to print something that means a lot to you. S/he may be receiving hundreds of press releases from other people, so make yours easy to select and use.

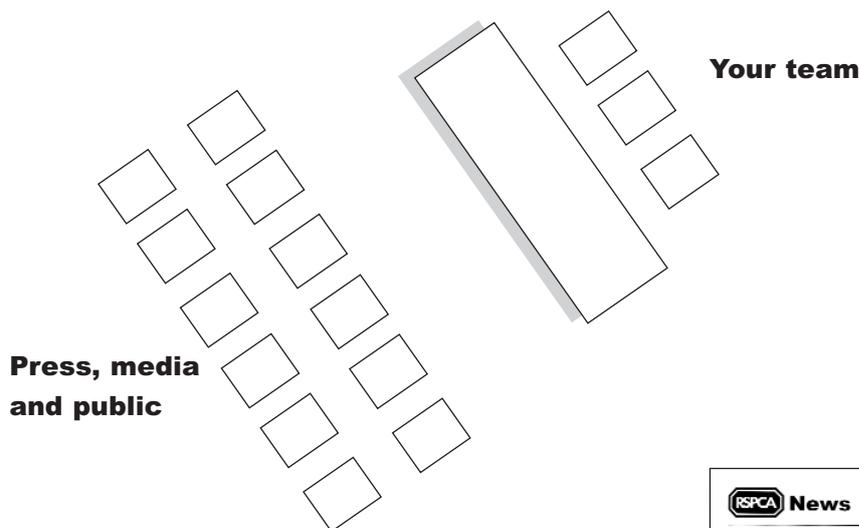
## Holding a press conference

To hold a press conference you need to offer something that will persuade the press to attend. It could be:

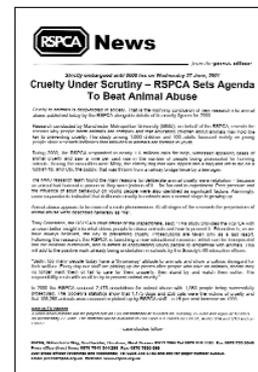
- the launch of a report and the chance to question its author
- showing video material that has not been sent out in advance
- the opportunity for journalists to challenge claims that you made in your press release.

Send out your invitations seven days in advance along with the press release, and specify the location. Ring them up the day before to check they received it and are coming.

In your planning, think about the layout of the room and make sure it is organized in advance of journalists arriving.



Make sure each journalist is given a press pack containing the press release, a photograph, background briefing, a schedule for the conference and some information about your organization. Try to project a professional image by using display stands with posters and other relevant material.



RSPCA press release

## Giving interviews

You might be invited to provide someone to give an interview about the campaign on a radio or TV programme.

### Questions to ask before the interview

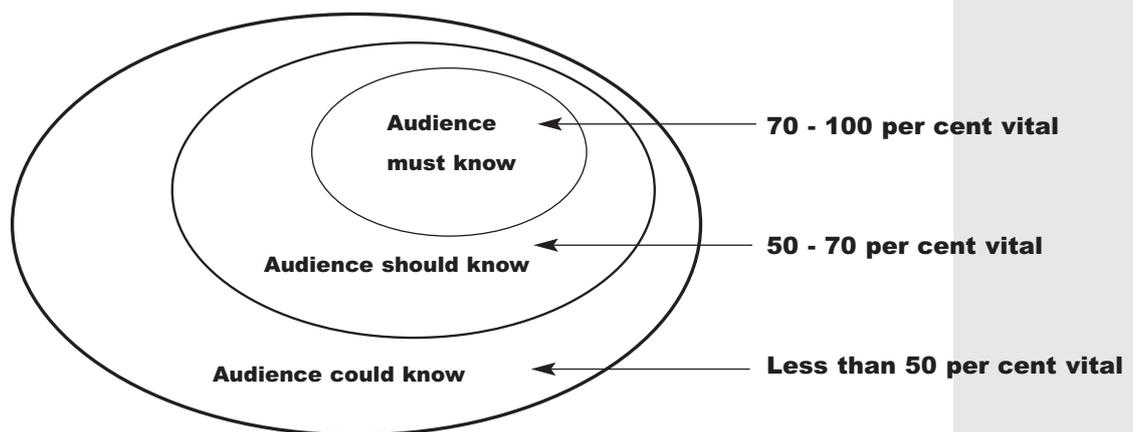
- What is the programme?
- What is the context in which your interview will take place?
- How long will the interview be?
- Is it live or recorded?
- Is anyone else being interviewed and if so, who?
- What is it about and what areas will be covered?
- When do the programme organizers need to know whom you are putting forward for the interview?

## Preparation

- **Do** invite someone in your organization who knows about press and the media to take part.
- **Do** research the relevant facts.
- **Do** watch or listen to the programme beforehand so you understand the format.
- **Do** memorize three or four 'must know' points that you really want to get across (see below).
- **Do** dress appropriately and avoid accessories if you will be appearing on TV.
- **Do** arrive in good time.
- **Do** ask the journalist what the first question is going to be.
- **Do not** accept alcohol.
- **Do not** refuse to be made-up if you will be appearing on TV.

## Finding your must know points

Whenever you are trying to get information across, either by word of mouth or in writing, try using this simple method to prioritize and cut out unnecessary information.



Make sure you include the 'must knows', put in the 'should knows' if there is time, but cut out the 'could knows'.

## During the interview

- Sit with legs crossed and lean forward.
- Concentrate on being positive, not defensive.
- Use natural language.
- Stay calm.
- Stay seated until you are asked to move.
- Remember the audience – picture someone you are trying to reach with your message.
- Have a clear objective – getting across your must know points.
- Be cautious about the questions you are being asked, but do not assume you are being attacked.
- Use your organization's name.
- Do not be rude or critical of another animal welfare organization.

## Task

Think of a topic, then practise interviewing your colleagues about it and get them to interview you. If you can, try making videos of your performances so that you can analyze them afterwards.

## Teaching activity for volunteer or staff training

Materials needed: prompt cards

*You are now going to interview each other in pairs.*

*One of you will take the part of a journalist (role A) and the other a representative of an animal welfare organization (role B). Then you will change roles. There are some prompt cards giving you more information about each role. I will tell you which role you are going to play first.*

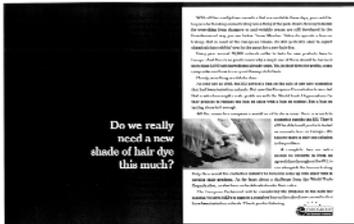
*Do not show your prompt cards to each other.*

*The interview will last for three minutes.*

## Advertising

The RSPCA influences the public through the use of advertisements nationally and locally – to support campaigns, raise money and encourage people to treat animals with kindness. We advertise in newspapers and on television and radio.

Effective advertising can cost a lot of money, but many animal welfare organizations persuade sympathetic advertising companies to provide design and production support free.



### RSPCA ad on cosmetics testing

An advertising campaign can become a talking point for the media. (Benetton's use of surprising or shocking images got people talking and attracts free media coverage). Cruelty to animals is also shocking – but be careful about the images you use. You could disgust people and lose their support.

Any good advertisement, poster or leaflet should follow the AIDA principle, adopting each of the steps in turn.

- **Attraction** – you must attract the attention of your target audience with a strong headline or picture that will appeal directly to them.
- **Interest** – you must hold their interest by giving details to support the headline and picture.
- **Desire** – you must create a desire to take action by indicating that there is something they can do.
- **Action** – you must show them how they can take action, and make it as easy as possible by telling them who to write to or what to do.

## Task

Using the AIDA principle, write an advertisement for a national newspaper about a current or planned campaign issue.

**Awareness**

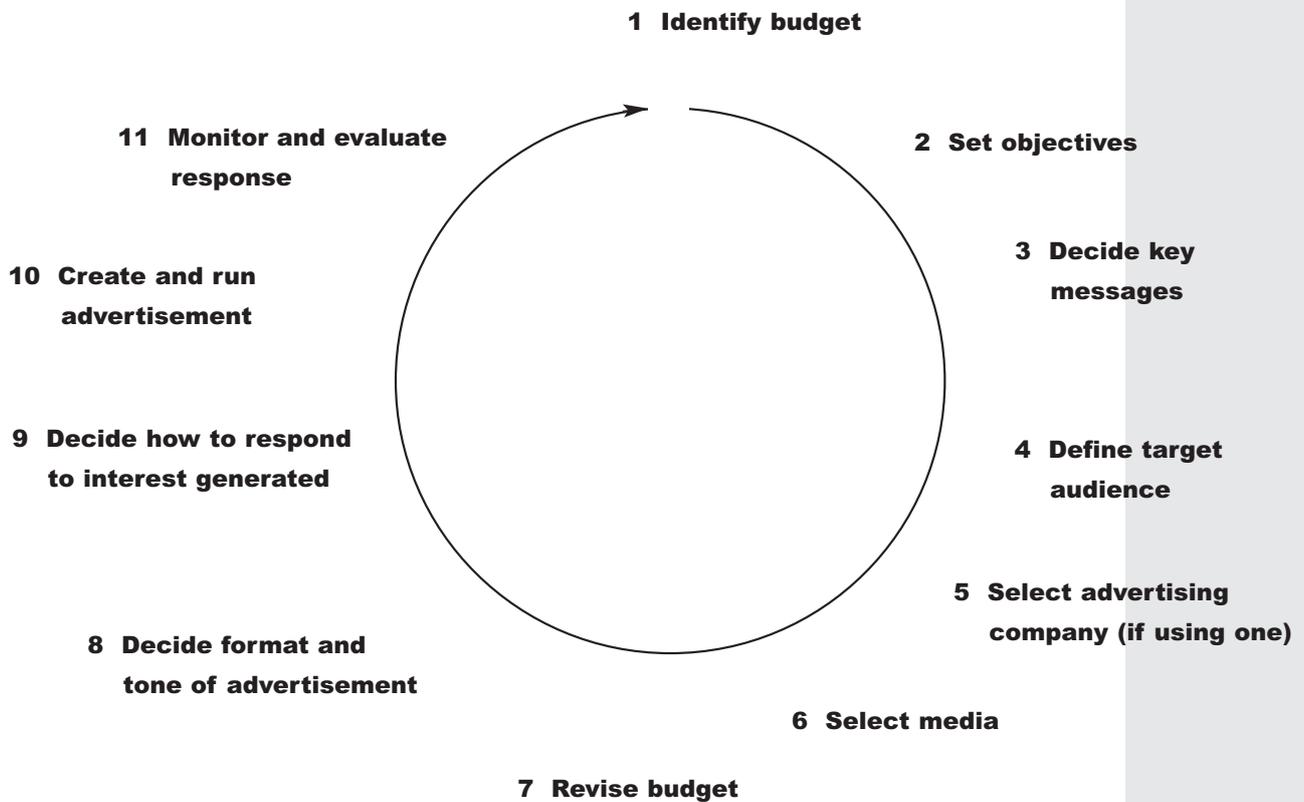
**Interest**

**Desire**

**Action**

*task*

## Running an advertising campaign



## Using your members

The RSPCA has a number of branches volunteers, many of whom are willing to help with our campaigns. However, in order for them to help they need to be supplied with the information and suggested actions. So we send them a branch pack which can contain:

- **campaign poster**
- **campaign postcard to a government minister**
- **suggestions for a letter for members to send politicians**
- **addresses of relevant minister**
- **campaign stickers**
- **background briefing explaining the issue.**

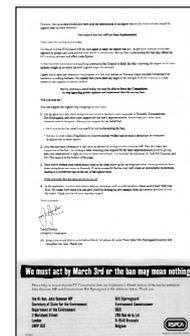
Obviously it is up to you what is included in your branch pack. However, you must remember that the aim is to get your supporters involved in the campaign.

Another way of getting your members involved is through your magazine. The RSPCA has a quarterly magazine called *Animal Life* which is sent to all members. It keeps members informed of what we're doing. It contains articles on our campaigns and includes an Action Line page in which we tell members how they can help by, for example, writing letters.



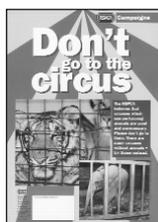
## Using mailshots

The RSPCA has a large membership, much of which is willing to help with our campaigns by, for example, writing letters if requested. We will sometimes send a mailshot to all members on a particular campaign. The letter will inform our members of a particular area of concern. After informing the supporter of the issue the letter requests that the supporter write, for example, to the relevant minister, urging him/her to support the campaign. This way, the minister can receive thousands of letters in a short period of time.



## Using leaflets

The RSPCA produces over 200 leaflets on general animal welfare and campaign issues. These are all offered to the public through a publications catalogue which is sent out to schools, libraries and veterinary surgeries in England and Wales every year. If you would like a copy of our publications catalogue please let us know.



A good leaflet will be short and written simply, using the AIDA principle. Often, people may pick up your leaflet and never get round to reading it, so the picture and headline on the front are all-important. The back is equally important – leaflets often end up lying upside down on tables at events so the message should be repeated on the back. Try to make sure your leaflets all look as though they come from the same organization – use your logo and adopt corporate colours and typefaces to make them instantly recognizable.

Think carefully before you produce a leaflet for a campaign. If it is going to carry information that will be out of date quickly, it may have a very short shelf life. If you think the campaign will continue after the information has dated, try to reword so that the leaflet will be relevant for longer.

Make sure you know how your leaflet will be distributed. You may be able to mail it to interested people such as your members, veterinary surgeons or schools. Your volunteers may be able to hand it out at events, or deliver it to individual homes.

## Using the Internet

The RSPCA has its own website on [www.rspca.org.uk](http://www.rspca.org.uk). This is an invaluable tool for posting information. The RSPCA site registers around 500,000 visits a month. The site has given the Society considerable positive press coverage, and won the YELL award for the best non-commercial website in 2001 and in 1998.



### Format for RSPCA campaigns web page

- The RSPCA's position on the issue
- What the RSPCA is doing about the issue
- Why the RSPCA has taken the position it has
- How people can help (for example, by writing to politicians)

### Task

Write a web page for a campaign your organization is running

*task*

## Campaigning with decision-makers

It is important to select the right person or people to influence – trying to work with someone who is not interested or who cannot make a difference will be a waste of time and effort. A good cause can get nowhere if it is sponsored by the wrong politician.

### Golden rules

- Understand the perspective of the decision-makers you are trying to influence. What pressures and constraints do they have?
- Remember that you are the expert – the decision-maker will rely on you for information.
- Give solutions – if you want to bring about change, you need to map out how that can be done in a practical, cost-effective way.
- Be realistic – change takes time.
- Refer to public interest and the human benefits of action whenever possible.
- Refer to the way in which action will improve the image of the politician, the city or the country.

### Meeting and lobbying politicians

Before meeting politicians, remind yourself of the aim of your campaign. Be realistic about your chances of success and be prepared to take small steps at a time.

### Task

Imagine you are setting up a campaign in a city that has no regulations protecting animals. What small, realistic steps could you take to bring about change?

You might have decided you could:

- persuade a party to include a commitment in its manifesto
- persuade a politician to associate him or herself with your organization at an event or speak about it during the campaign.

*task*

## Preparation

You need to decide if you should be talking to:

- national or local politicians
- civil servants
- opposition members of the government.

You will need to understand the political system.

- Are decisions made nationally or locally?
- Who makes the decisions – politicians or civil servants?
- How do they influence each other?

You will need to understand the people you are dealing with.

- What are they personally interested in? Even if their interests are not related to animal welfare, this information will be useful when meeting decision-makers.
- What mechanisms – such as council debates or membership of committees – are available to them to raise issues?
- What will they want to get out of the campaign?
- What reputation do they have? Your choice of politician will affect your chances of success.

You will need to know your subject.

- Do not expect the decision-maker to know. Make sure you know every detail and can answer every possible question on the subject. Politicians will expect you to provide expert information so that they can tackle the issue and talk about it with colleagues, civil servants and the media.
- Get your facts right. You will need to know the scale of the problem (how many animals are involved).
- Only use information you can prove and that will support your argument.
- If you use anecdotes about particular people or incidents, make sure they are accurate and current.

You will need to know what you can offer.

- Can a member of your organization sit in on a decision-making committee and help to draft solutions?

### Task

List the things you or someone in your organization can offer a politician interested in your campaign.

*task*

You will need to think about the form your meeting will take.

- Will you make a presentation?
- Will you invite the politician to visit somewhere where the problem can be seen at first hand?

## Getting the meeting

In the UK, Members of Parliament (MPs) and local councillors can be visited at regular advice surgeries. Anyone can go along to talk about any issue without invitation.

If this method is not available to you, try writing to set up a meeting. Alliances and third party endorsements may help. It might mean sharing with other organizations – for example, tourism groups might want to join your organization in a meeting about stray animals. If third parties support you but do not want to attend a meeting, ask them to make their support clear by writing to the decision-maker direct, or mention their support in your letter.

### Task

Imagine you want to convince another organization to form an alliance with you to meet a politician. Identify three persuasive arguments relating to your campaign.

Write a letter to the other organization presenting your arguments.

*task*

In your letter to the decision-maker, be specific about the concerns you want to discuss and demonstrate your knowledge of the subject. You might send an additional document with your covering letter, such as a campaign leaflet. You must be clear about whom you represent, and you must personalize the letter.

### Task

Write a letter to a named politician asking for a meeting about a specific campaign.

*task*

If you need to put additional pressure on a politician to get your meeting, ask your membership to write to him or her. This can have a big influence, particularly from members in their constituency.

You could organize a petition to demonstrate the scale of public concern, although politicians may be sceptical about whether they are a true reflection of public opinion.

### **The meeting**

- Be brief – politicians are busy and holding them up will not help your campaign.
- Be polite and stay calm – you will not get support by force.
- Remember – politicians and civil servants are not impressed by displays of emotion.
- Use your research and facts to good effect and refer to the information you sent in advance.
- Prepare a few important points that you intend to use before the meeting ends.
- Your chances of getting support will be enhanced if you appear mainstream, respectable and unbiased politically. Extremist organizations are generally dismissed in the UK.

### **Task**

With a colleague, role-play a meeting about a campaign with a busy politician. What are the important points you will want to get across?

*task*

### **After the meeting**

It is very important to send a thank you letter.

- It should summarize what was discussed and agreed, if anything.
- It should mention everything you have promised to do, such as providing further information.
- It could invite the politician to attend an event, meet someone else or see the problems at first hand.

Make sure you do whatever you said you would, as soon as you can. Maintain regular contact – you are now the decision-maker's valued source of information.

## Task

Write a thank you letter to the politician you interviewed in the previous role-play exercise.

*task*

### **The art of lobbying**

- Remember – animal welfare is not necessarily the most important issue to politicians.
- Start preparations early, take one step at a time and be realistic.
- Aim for improvements rather than innovations. Test the practicality of your solutions.
- Do not favour one political party – make sure all parties are aware of your campaign.
- Only use facts.
- Cultivate relations with other sympathetic organizations.
- Avoid making enemies.
- Prepare for counter-arguments.
- Be courteous and brief.

## Annex

### Case studies of RSPCA campaigns

#### Quarantine

##### Background

Plans for an RSPCA campaign to reform the UK quarantine laws started in 1995, following growing interest from the press and MPs, as well as a report from the Parliament's Agriculture Select Committee supporting change.

##### Objectives

- To assess whether the evidence supported change.
- If so, to establish the RSPCA as the leading campaign organization.
- To achieve a change in the law through pressure on the government via press, public and MPs.

In the first year it was decided to concentrate on research and information gathering and the organization of a conference. The second year would involve campaigning including advertising, press releases, publications and legal drafting.

##### Preparation/policy

In 1996 the RSPCA reviewed:

- scientific information (vaccines, etc)
- level of political support
- other organizations and possibilities for co-operation
- public opinion through market research.

The market research showed that the majority of the public supported quarantine, but the 86 per cent would accept a safe alternative. This indicated the importance of stressing the safety of an alternative system backed up by scientific evidence throughout the campaign. The campaign was therefore based on reason, rather than emotion.

The RSPCA organized and hosted an international conference of scientists and politicians that revealed an overwhelming support for change. A report on the conference was produced.

##### The campaign

In 1997 advertising was used to explain the RSPCA policy on quarantine clearly to the public. It was decided to use advertising at crucial and strategic times in order to mobilize public support.

A wider internal project team was established including people from the public affairs, press, legal and publications departments, who met every month. The key message was identified as: vaccination is more effective and more humane than quarantine. It was decided that repetition of this key message would be very important.

A question and answer sheet was prepared for interviews.

Parliamentary questions were asked by supportive MPs – these led to parliamentary debates. Press contacts were developed so that more articles appeared in the press quoting the RSPCA and looking at the scientific arguments. The RSPCA magazine *Animal Life* also ran articles.

For the general election, packs were developed for new parliamentary candidates. After the general election, a meeting was arranged with the new minister within one month.

In 1998, a coalition was established with Passports for Pets and a veterinary organization. A joint report was produced which generated a large amount of press attention.

A lot of work was done to improve and increase press contacts and opportunities further with the national press, women's magazines, radio and travel magazines. Photo opportunities were created at party conferences and dog shows.

Regular meetings were held with ministers and civil servants with the help of pressure through the press if necessary.

In September 1998 an independent report on quarantine was produced by the Kennedy committee – it advocated a change of the quarantine laws in favour of a scheme of mandatory identification and vaccination.

The RSPCA ran a further advertising and media campaign to support the change and to call for it to be introduced without delay.

In 1999 the pressure to avoid delays was kept up and relevant people in the government and media were kept informed. There was also continuous press coverage.

## **Result**

In March 1999 the government backed the reform of the quarantine laws. There was almost universal support from politicians, the press and the public. In 2000 the law was changed and pet animals from certain countries could enter the UK without quarantine for the first time in almost 100 years.

## **Evaluation**

- The campaign successfully influenced the views of the press, the public and politicians. An evaluation of press coverage showed that the key messages were consistently put forward.
- There was a solid scientific and well-researched basis for the campaign.
- There was good alliance with other organizations.
- The opposition was generally weak and poorly organized.
- The campaign was very cost-effective – there was a lot of free publicity in the press, advertising was carried out at strategic times and there was good use of publications.
- Science and reason were focused on instead of emotion.

## **The welfare of laying hens**

### **Background**

The European Union (EU) Directive 88/166 set out minimum standards for the protection of laying hens kept in various rearing systems. When the Directive was being reviewed in 1998, Eurogroup for Animal Welfare and its member organizations launched a Europe-wide campaign for a ban on battery cages, as well as improved standards for laying hens kept in alternative systems.

### **Preparation and research**

Eurogroup, the RSPCA and the German Society (Deutscher Tierschutzbund) commissioned an opinion poll in France, Germany, Italy, Spain and the UK. It explored consumers' attitudes on egg buying and labelling.

The outcome showed that in each country a majority of people would be prepared to pay more for free-range eggs (France 60 per cent, Germany 79 per cent, Italy 57 per cent, Spain 78 per cent and the UK 77 per cent).

It also showed that consumers were unclear about how the existing labelling of eggs related to the way in which the eggs had been produced. Part of the campaign was a demand for mandatory labelling of battery cage-produced eggs.

### **Press and media**

The results of the opinion poll were published with press releases in several member states as well as in Brussels, launching the Europe-wide campaign for a ban on battery cages.

Press releases continued throughout the campaign in response to the publication of the European Commission and Council proposals and the report of the European Parliament on the proposed Directive.

As a result of the press releases and the campaigning and advertising, articles were published in newspapers in Brussels and the member states. In the UK the publication of a report on the welfare of laying hens in Europe also resulted in various radio and TV interviews.

## **Lobbying and campaigning**

### **The European Commission**

Lobby work was carried out with the Commission by Eurogroup prior to the publication of the Commission proposal to amend the existing Directive, in order to make the proposal as animal welfare-friendly as possible. The Commission's Scientific Veterinary Committee report had already acknowledged the serious welfare problems in laying hens caused by the battery cage system. Despite this, the proposal did not include a ban on battery cages.

The proposal then went to the Council and Parliament, which were in turn lobbied by both Eurogroup and the member organizations.

### **The European Parliament**

Besides Eurogroup's lobbying in the Parliament, several of the member organizations lobbied their national MEPs. This resulted in the proposal of several amendments to the Parliament's report by UK and Italian MEPs, including a ban on battery cages.

In January 1999, the European Parliament voted for a ban on the battery cage system of egg production from 2009. Although the Parliament's opinion was not binding on the final decision by member states, it provided very useful and effective leverage during the rest of the campaign.

### **The European Council of Ministers**

Throughout the legislative process meetings had already taken place with government officials in the member states. After the Parliament report further efforts were aimed at the member state governments.

Several Eurogroup members organized national campaigns including leaflets, posters and advertising.

Member organizations organized postcard actions to urge their ministers to vote for a ban on the use of battery cages in the Council of Ministers.

The RSPCA published a report on the welfare of laying hens in Europe. It was sent to all EU agriculture ministers, MEPs and UK MPs. The report led to extensive press coverage in print, on radio and on TV.

Eight Eurogroup members held a national drawing contest for children aged 8 - 12 to make a drawing or poster of 'Happy hens in Europe'. Each winner won a trip to Brussels with an adult to join the other prizewinners. They presented their posters to their own agriculture minister in the press centre of the Council building during the EU Agriculture Council.

## **Outcome**

In June 1999 the European agriculture ministers voted for a ban on the use of battery cages in the EU from 1 January 2012.

However, so-called enriched cages can continue to be used, and the situation will be reviewed in 2005.

A campaign for mandatory labelling of battery cage-produced eggs continued in 2000 and 2001. It resulted in a decision to bring in mandatory labelling of eggs for EU-produced eggs from 2004. This helps to ensure that the consumer has adequate information on how the eggs were produced.

## **Circuses**

### **Deciding on the campaign**

Although it is impossible to say how many animals are involved, the fact that performing animals are in the public eye has made circuses a long-standing and high profile campaign for the RSPCA. It is also an emotive subject that generates strong support from the public.

### **Aims of the campaign**

Debates in the RSPCA and Parliament about the welfare standards of performing animals date back to the early 20th century. The legislation in use now was passed in 1925 and is inadequate.

It is difficult to define what is acceptable and what is not in terms of performing animals. For example, is a dog walking across the stage in a play more or less acceptable than a dog performing tricks in a circus ring?

The RSPCA is opposed to the use of animals in any form of entertainment likely to cause distress or suffering. It is therefore necessary to prove that suffering takes place and further research into this is still needed. There is also the moral question of wild animals being forced to perform tricks and live in environments that are not natural to them – an argument that is not so easy to use in the case of domestic animals.

### **Research and preparation**

During the long history of this campaign, various pieces of research have been commissioned. In 1998, the Associate Parliamentary Group for Animal Welfare commissioned a group of experts to assess the current status of legislation and research.

The RSPCA is also carrying out research into the mental suffering experienced by circus animals.

### **Identifying partners**

The RSPCA works with other groups from time to time, including the Born Free Foundation and the Captive Animals Protection Society as well as academic researchers and other animal welfare organizations in Europe.

### **Press and media**

A lot of regional press coverage is generated when circuses visit towns during national tours. This often happens as a result of letters condemning circuses to local newspapers from small action groups or RSPCA branches, and local leaflet and poster campaigns. National media is used mainly when high profile court cases occur, such as the Mary Chipperfield cruelty case and the South Kesteven Council test case on licensing circus winter quarters.

Video and photographic evidence is available (not produced by the RSPCA) and is often used by the national media.

### **Volunteers**

Volunteers are vital in keeping the circus campaign in the public eye at a regional level. They find out when circuses are coming to their towns, alert local media, write letters and organize petitions. They also persuade councils to ban circuses on their land.

### **Lobbying**

The Associate Parliamentary Group has been very supportive of the campaign. As well as commissioning its own research, it has held meetings with Home Office ministers.

## **Reaching the public**

The circus campaign has been regularly publicized through all RSPCA magazines and education materials.

## **Evaluation**

It is difficult to judge the success of this campaign as there are no figures on the total numbers of animals affected or circuses touring the UK. But the decreasing number of circuses with wild animals indicates that public acceptance of this form of entertainment is waning and that this is having a positive effect.

## **Campaign toolbox**

- Personal contacts with journalists**
- Press releases**
- Press conferences**
- Public meetings**
- Demonstrations**
- Media events/publicity stunts**
- Letter writing to press**
- TV/radio phone-ins**
- Reports**
- Celebrities**
- Media interview Q&A sheet**
- Film/photographs**
- Leaflets**
- Postcards**
- Supporter letter writing**
- Civil servant/politician letter writing**
- Civil servant/politician meetings**
- Campaign plan/timetable**
- Alliances**
- Opinion polls**
- Education materials**
- Articles in supporter magazines**



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