

**NATIONAL DEMOCRATIC
INSTITUTE FOR INTERNATIONAL
AFFAIRS.**

**“Women’s Political Participation and Leadership Development
Program”**

***WOMEN’S
CAMPAIGN
MANUAL***

NAIROBI, KENYA 1997.

“Women shall be eligible for election to all publicly elected bodies, established by national laws, on equal terms with men without any discrimination”.

*Convention on the political
rights of Women, 1952.*

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National Democratic Institute For International Affairs



conducting nonpartisan international programs to help promote, maintain and strengthen democratic institutions

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INTRODUCTION

Who is this manual for?

This manual is intended to assist women candidates throughout the country who will be running for political office. The information contained is to be used for the preparation of putting in place the mechanisms needed to build a campaign operation which will be instituted by individual candidates.

The information should be used in a manner that will be tailored to the specific needs of the particular locality of office that one is seeking. Keeping in mind that the components set out in this manual are the basic instruments which should be included in any campaign plan that you design to be your road map for reaching potential voters.

The depth and detail of the particular components will be determined by you as you see fit to use them and will depend on the applicability as you warrant such.

For this purpose this guide should be used as a reference for your use in consultation with personnel who will be assisting you to carry out the numerous tasks that must be undertaken in the campaign period.

It should not therefore be used in isolation of advice from prominent members of your campaign team, supplemental data that you have secured, past voting trends, nor developmental issues of the particular locality you are seeking office in.

If used in consultation with such information you should have a head start in organizing your campaign to result in successful outcomes.

It is with this intention that this manual was designed. For this reason, we hope that you will use this information to concretize, affirm, facilitate, direct and plan your entry into the political process through elective office.

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This publication would not have been possible without the assistance, participation and patience of the participants in our three year "Women's Political Participation and Leadership Development" seminars, our dedicated team of facilitators, report writers, trainers, presenters, volunteers, researchers and staff.

In addition, without the shared vision, common goal and commitment of our coalition partners particularly FREDA (Friends of Esther and Deborah), GSI (Gender Sensitive Initiatives) and the LKWV (League of Kenya Women Voters) the reality of such an exercise could not have been achieved.

For this, we are eternally grateful and share with all who made this publication possible our enthusiasm, support and commitment to continued collaboration with regard to the full participation of women in Kenya's emerging democracy.

Special thanks go to Mr. Ombok Otieno who compiled the data contained in this manual and Mr. Moses Bernstein Odhiambo who tirelessly laboured over the many typographical changes that had to be made. Last but by no means least a warm and a heartfelt thanks goes out to all of the presenters who contributed an inordinate amount of knowledge and shared with our participants the many words of advice contained in this document.

Wanda Williams,
Director NDI-Kenya.

Overview

The information contained in this guide is to be used in consultation and co-ordination with other instruments of research data that you have instituted for the purpose of preparations for your campaign.

It is designed to be used as a compliment to already gathered quantifiable materials and mechanisms you have employed.

Its use will be most beneficial if it is utilised as a reference guide, which is continuously read, reviewed, recognised as a part of a whole, reinforced and revised to assist you in tailoring this document to your particular needs.

It is hoped that after your first review of the material contained in this guide you will share it with your campaign advisors and staff. We trust that this document will be used as document of dialogue which will begin the planning process for you.

We hope this information will be of importance to you as you begin to undertake the long and arduous task of laying out your campaign goals and objectives.

With this in mind all of the topical headings of the manual are the compilation of the hand-outs that you have received during the seminars that we have held over the last three and half years and the discussions arising from such.

FUND-RAISING

Fund-raising is one of the most challenging and important campaign activities. It must be an integral part of the entire campaign. People donate to a candidate simply because they want to. Their contribution serves their needs. They donate because the candidate has identified their needs and has demonstrated that contributing to her serves them.

The techniques and requirements of raising money tend to be very much the same. The candidate must have something to offer the prospective donor, and he/she must feel there is something in it for him/her. He/she must feel that he/she is making a good business deal.

Certain myths about fundraising must be de-mystified by the fund-raiser for successful results. These myths include:-

- * most people do not want to contribute financially to political candidates
- * asking people for political contributions is begging
- * people who have already given will be annoyed if you ask them again

Having made the decision to run for office and having approached key individuals in the community for pledges of support, the candidate and campaign staff should begin the fund-raising process with the following steps:-

1. Determine how much you need to win. The first step is the development of a campaign budget. The budget is the result of putting price tags on your campaign activity; don't forget that fundraising itself is a campaign activity and the costs of fundraising must be a part of the campaign budget.
2. Design a plan to raise what you need. Knowing what money will be needed is as important as knowing how much will be needed to implement your plan. By combining the budget with a time-line, assigning cost figures to the activities as they are to take place, you can develop a cash flow chart which will provide fund-raising deadlines and spending guidelines. Outline what percentage of the money will be raised by each type of fund-raising activity. Include a description of your Finance Committee and how it will operate.
3. Recruit a Finance Chairman. The Finance Chairman/Chair-lady should be well-known and respected in the community. It is helpful if he has had experience in raising funds either in politics or for other community activities. You want a person with numerous contacts, who can recruit others to raise money for the campaign.

4. Recruit a Finance Committee. Committee members also should be individuals known and respected in the community. Try to find people from different parts of your district, as well as representatives of various constituency groups, occupations and affiliations. Peer pressure is the key to successful fund raising. Committee members should be those who can themselves commit significant dollar amounts to the campaign. It will be easier for them to solicit contributions from others if they can say they have given substantially themselves.
5. Do your research. The strengths which make a candidate electable also make her appealing to potential contributors. In developing a fundraising plan, you will target your audience just as you target the audience for your campaign message.

Ask yourself:-

- * what are the candidates and the opponent's assets and liabilities?
- * how firm a base has the candidate established in the district?
- * can the campaign expect help from local, district or provincial party organisations?
- * does the campaign project a large number of small individual contributors, or will you rely on fewer larger contributions?
- * how many and what type of fund-raising events will the campaign undertake?
- * will the candidate spend her own money?
- * how much can the campaign expect in contributions from members of the Finance Committee?
- * which groups are likely because of shared values or mutual interests to support the candidate?
- * which groups are likely to contribute to the candidate because of antipathy to the opponent?

The following are some of the possible contributors that candidates should approach:-

- yourself;
- the family;
- immediate community;
- friends;
- business community -local and international;
- workers and trade unions;
- churches -women form more than 50% of church congregations.
- social club members;
- schoolmates through alumni associations

The candidate/campaigner should also take note of the following:-

- she should have a rudimentary knowledge of banking as she will deal with accounts, cheques, transfers etc.
- she should have a reliable and competent assistant to act as her point person and negotiate with contributors on her behalf.
- she should know which post she is contesting, profiles of her opponents and her chances of winning and she should give this information to the contributors.
- tell the contributor convincingly, looking him/her (or its representative or agent) in the eye, why you should be assisted

- women candidates should approach members of the business community.

Points to remember:

1. People will not give if they are not asked,-so be sure to ask continuously.
2. Design a detailed plan for raising the money you need,-share this information with your confidants
3. Remember that money is raised best through peer pressure,-get friends to ask on your behalf.
4. The more personal the request, the better the return,-don't be afraid to ask.
5. Fund-raising requires proper sales tools,-practice a small speech that will be your pitch.
6. Remember you are asking people to make an investment,-be able to tell givers what they will receive in exchange for their contribution or what the money will be used for.
7. Ask for specific amount,-target who will give and ask them to give a certain amount based on their ability to give.
8. Your best donors are those who have already given,-once you have received a contribution be sure to ask again.

Budgeting

A campaign budget is a financial blueprint of a campaign strategy. It documents all the items and services the campaign plans to buy, it reveals the amounts each will cost, when purchased, and when shows when the bill must be paid.

Given that resources are limited the task of the campaign manager is to allocate resources efficiently and effectively. The campaign budget is a written plan that allocates one of the most scarce resources -money.

Why do you need a budget?

- * a budget is a formal request to your fundraising committee
- * a budget helps the campaign manager to spend smart -i.e. always to ask, "was this item budgeted?"
- * it helps the campaign team to stay on track
- * it helps establish the candidate's credibility to contributors and to prove her sophistication
- * a completed budget process and corresponding documents can assist the campaign team manage a crisis

Budget Do's and Don'ts

1. Do consider every expense in your campaign plan.
2. Do save copies of your calculations.
3. Do estimate.
4. Do set aside money for your media buy.
5. Do budget for contingencies
6. Don't assume that the budget from another campaign will suffice for your current campaign. Every election is different. Think for yourself.
7. Don't lump expenses together on the same budget line.
8. Don't assume that when you budget a particular expense that it is also when you need to pay for that expense.
9. Don't plan to end with a deficit.
10. Don't rush. The budget is crucial, so take your time and do it right.

Campaign planning

A written plan is the key to victory. Without a written plan, you may end up rushing from one crisis to another, with no time to implement an overall campaign strategy. In a crisis, any unwritten plan, no matter how good, is rarely executed.

By planning and budgeting, the campaign team is able to identify short-term goals, quantify the costs of attaining those goals and create a concrete series of steps that lead to the campaign's ultimate goal, winning on Election Day. The plan assists the team to establish benchmarks to measure the progress of the campaign.

The campaign plan is your campaign's road map, charting the course which offers the best opportunity for victory. It should guide the candidate and her staff through each decision, from candidate scheduling to media buys, from setting fund-raising goals to controlling expenditures. All campaign tactics should fit within the plan's goals and overall strategy. Take great care in developing a winning strategy, and make sure the campaign fully implements the plan, making only minor adjustments as needed.

The campaign plan should answer two sets of parallel questions.

CAMPAIGN

What are the nomination and election laws?

Who are the candidates and opponent(s)?

Why are we running?

What is the unifying message?

Where is the campaign headed?

When does the campaign deliver the message?

Why is the campaign doing what it is doing?

How will the campaign deliver the message?

What is the political landscape?

THE VOTERS

Does the electorate understand the rules?

Who must be persuaded?

What do they care about?

What do they do?

Where do persuadable voters live?

When are voters ready to listen?

How do voters get information?

Why does the candidate deserve their vote?

How will persuadable voters receive the message?

What resources do you have?

How much of your budget will be spent on persuading voters to vote for you.?

The campaign plan describes/contains:-

- | | |
|--|----------------------------------|
| * the campaign strategy | * opposition research |
| * the campaign message | * survey information |
| * critical decisions during the campaign | * voter history |
| * campaign research | * election day operations |
| * campaign targeting | * an alternative plan of action. |
| * organization and structure of the campaign | * issues of importance |
| * campaign budget | * communications plan |
| * calendar | * a voter contact plan |

Evaluating the Plan

It is very important to review the draft campaign plan to make sure it is:-

- comprehensive and gives the whole picture;
- objective and can stand up to unbiased review as a summary report (never distribute the whole plan -it should be kept confidential);
- measurable, with a reporting system so that the campaign can determine whether or not each part of the plan is working and within budget;
- achievable, not attempting to do more than is possible with your resources;
- written so that it can be implemented and not ignored;
- accountable, making clear who is in charge of each component;
- dynamic, both exciting and flexible enough to allow minor adjustments;
- win-oriented to generate confidence; and
- functional, so that each component will work.

Putting together a good campaign team

A candidate needs a staff, paid or volunteer, that she can count on. Staff structure varies with each campaign depending on the candidate, the office she is seeking, the political situation, the budget and other aspects of the campaign plan.

The candidate

The candidate is the head of the campaign despite existence of a campaign manager. It is her name on the ballot, and she is the product the campaign is selling. She is the voice of the campaign. She is the chief fundraiser and chief campaigner.

Along with the campaign manager, the candidate provides leadership for the campaign organisation, including building and maintaining morale, motivation and productivity.

The candidate should not be her own campaign manager. She must be able to delegate duties. If the candidate is married, a spouse can be a useful surrogate to represent her at events she cannot attend. If her children are of age they may also be available to campaign for their mother.

Steering Committee

If the candidate sets up a steering committee or "kitchen cabinet" this should be limited to 10 people whose advice she trusts. The role of this informal committee should be to generate ideas and provide information. It is not to run the campaign.

Staff

In selecting staff the candidate should look for those having the skills, knowledge and expertise. The campaign staff needs to include at least a few members who have worked on previous campaigns. People with campaign experience not only know what to expect, but they may also have political connections and valuable knowledge of common campaign procedures.

The candidate also wants to find people who have common sense, good judgement and can establish a good rapport with political and community leaders, reporters, editors and voters. Whether or not staffers have experience, make sure they have the skills needed to handle their assignments. For both volunteers and paid staff, it is important to match each individual with the right job.

The campaign staff must be prepared to work long hours, particularly for constituency or national races, yet the campaign should encourage staff members to get adequate rest and to have a social or family life outside the campaign. Anyone who is tired or burned out with the campaign is more likely to get sick or make mistakes. The campaign keeps building speed until Election Day, and everyone should save some energy for the final days.

Although a campaign should be generous with titles, do not let the staff get top heavy with too many egos at the top and not enough workers willing to help with small tasks. Select the best people to serve on the campaign's intervention team, and try to select persons who can work without getting flustered. This team might include the campaign manager, press secretary and research director. Also pick out which people will be in charge of keeping the campaign rolling during a crisis, such as the office manager, volunteer co-ordinator and field co-ordinator.

Women's campaigns should be careful not to discriminate against men. More men than women have extensive experience managing political campaigns. Having a male campaign manager or several men on her fund-raising team can help a candidate build closer ties with male donors and decision makers who are not accustomed to dealing with women.

A candidate should try to recruit campaign workers from within the district whenever possible. Also look for staff and volunteers from each of the localities under represented communities.

A knowledge of politics is not the number one requirement for campaign management. Management in a campaign setting involves the same skills used in management anywhere: the ability to handle and motivate people, a good sense of organisation, the ability to delegate and confident decision making.

An effective campaign manager has an above-average understanding of people and how to motivate them. In the high-stress atmosphere of a campaign, where decisions must be made fast and continually, the basic people skills may be the most important aspect of management.

Start-up and operation of a political campaign are very much like the start-up and operation of a new business. In a business one starts with market research, develops a marketing strategy and plan, and locates financial backing.

A good product is a must, but it can not be sold without a good sales organization. Cash flow must be monitored carefully. A campaign proceeds the same way.

There are, however, some critical differences, the most obvious of which is the short and finite marketing period. In addition you can not redesign the product! Although you will emphasize those qualities and experience of your candidate that best relates to the voters' interests, you cannot change the candidate's personality or her stands on issues. The voters are not that easily fooled.

You must also work with less financing than you really need to get your message across. In every campaign you reach a point when you think " If only we had just a little more" It is never enough. Campaign staff tend to be underpaid (if paid at all) and inexperienced.

In this environment of constant stress and rapid decision making the management process is far more difficult -albeit more rewarding -than in a business setting.

Points to remember:

1. A campaign is a business and should be run like one.
2. A manager must be able to make decisions, delegate responsibility and show sensitivity to people.
3. Campaign organizations in the real world do not operate as smoothly as they are outlined in the organizational chart. Learn to work with an imperfect system and make it work.
4. Teamwork is a good thing, but someone must be in charge.
5. A written plan is essential- if you don't have one you are not a serious candidate.

Responsibilities of a campaign manager

- working with the candidate and others to create the campaign plan and making sure it is followed.
- recruiting, interviewing and hiring campaign staff. Determining the agenda for staff meetings.
- determining priorities regarding campaign resources, including the candidate's time. Overseeing the budget, monitoring fund-raising efforts, projecting cash-flow and authorizing expenditures.
- creating the overall campaign policy and procedures for daily operations. Establishing each day's priorities and assigning projects to key staff.
- keeping the candidate informed of campaign activities, endorsements, changes in strategy, media e.t.a. Making sure she is briefed on likely issues and prepared to answer questions.
- communicating with key leaders, including elected officials, party leaders, and special interest groups. Acting as a surrogate for the candidate when appropriate.
- working with the Press Secretary or Communications Director to determine media strategy.
- making sure the campaign meets its deadlines and complies with all legal requirements.

Other members of staff may include: Scheduler, Office Manager, Finance director, Treasurer, Press secretary or Communications director, Volunteer Co-ordinator, Field coordinator.

Message development

A campaign message defines the candidate and the contrast with the opponent that her campaign wants voters to carry in their minds to the voting booth. What a candidate says about issues should validate and reinforce her message.

The candidate needs to relate to people on an emotional as well as intellectual level. A winning message stresses those areas where there is the most overlap between the candidate's priority concerns and those of the electorate.

The campaign message should distinguish the candidate from her opponent. It should project the candidate's convictions and demonstrate her deep commitment to the community. The message should show that the candidate has the right reasons to run.

The message should be designed to persuade and motivate more than fifty percent of the voters to support the candidate. A candidate must repeat her message consistently throughout the campaign as long as voters respond to it.

The campaign message should be synopsised in the campaign theme. This sums up why the candidate is running for office, the type of leadership she offers and why she is the best person for the job. It should be simple, clear and concise -speak to voters on their level, not over their heads. remember all messages must be:

1. short;
2. clear;
3. concise;
4. coherent;
5. convincing;
6. repetitive;
7. spaced;
8. distinguishable;
9. persuasive and lastly;
10. vote seeking.

Projecting a positive image

The candidate is the personification of the campaign's message, and her image and presentation should be credible to voters. How the candidate comes across can enhance or detract from her message. A candidate needs to present herself at all times as if she had already won the office she is seeking.

Each voter forms a favourable or unfavourable impression of the candidate that is not based on her verbal message, but on her visual and vocal presentation. Every aspect of the candidate's image should convey that she can be an effective representative. A candidate must be packaged.

Tips on public speaking include:-

- establish a rapport with the audience by demonstrating a shared concern.
- state the problem in terms of how it directly affects the audience.
- support your position with evidence expressed in terms people understand. Show you understand how things directly affect the audience.
- identify the enemy (usually an opponent) and tie him to the problem.
- offer a solution to the problem and show how it directly benefits the audience.
- conclude by offering a vision for the future and showing how your solution would contribute to this vision. Describe this vision and encourage the audience to participate in the process.
- do not limit yourself to family issues.
- avoid drinking alcohol or smoking in public.
- speak in positive terms ("when I'm elected" no "if I'm elected")

When speaking:-

- * do not reflect tension with your body to audience
- * show confidence and ease
- * use proverbs and sayings
- * project to the audience that you are in charge
- * if you are contesting on a women-forum reflect justice and significance of women
- * do not be nervous
- * decide on your campaign issue emanating from your research and issue development
- * do not imagine that people want to listen to you
- * within the first three minutes of your speech make sure that people know what you are going to tell them and why
- * do not say that "I am a woman" or "vote a woman"
- * since voters doubt a woman's leadership skills highlight any relevant experience you possess

Techniques of public speaking:

- i) tell a story relating to the lives of the audience i.e. make sure this story is their story;
- ii) come up with relevant quotations or proverbs in your speech;
- iii) appeal to the audience to listen to you fairly;
- iv) take control of your material;
 - say what the people want to hear
 - be exhaustive in your issues
 - make your agenda be their agenda
- v) take control of your audience;
 - know your audience
 - know what they want to know; what they should know, what they expect and what they believe
 - give them information
 - decide on how you are going to say what you want to say
 - keep your message simple and clear
 - speak the language of your audience
 - use words the way they use them
 - resort to visual aids, pamphlets, posters, T-shirts etc.
 - practice your voice so that the best tone(s) come(s) out
 - vary the pitch of your voice depending on what you are saying and the effect you want it to have
 - in order to circumvent the barriers that you may encounter as a women candidate
 - culture, religion, gender-bias etc. be cautious on your dressing, hairstyle and even walking style
 - do not be emotional or defensive

- link up with a media person to give you coverage during your campaigns
- develop a public campaign strategy
- expect harassment, booing, insults and walkouts.
- never give in to an impulse when insulted e.g. "Malaya" single or "divorcee".

Tips on clothing and grooming:-

- a candidate should feel good about the way she looks. Her hair, makeup and clothes should give her extra confidence and not distract from her message
- do not wear designer outfits that cost more than the average voter's monthly salary
- keep accessories simple and avoid wearing anything that makes noise, reflects light or needs adjustment
- in formulating a dressing code women candidates must always be cognizant of their African culture
- candidates should dress like mothers
- no short-dresses and mini-skirts nor transparent clothes
- do not show fashion
- do not wriggle your bottom/butte when dancing
- dance like a professional and in a dignified manner
- do not flirt with men
- do not show that you are attracted to men even if you are
- remain solid
- do not have an affair or go out with another women's husband
- maintain your image as a woman

Dealing with the media.

How to get media coverage:-

- don't expect instant coverage everytime the campaign issues a news release or the candidate has a friendly conversation with a reporter. Even when the media uses a campaign news release to prepare a story, you have no control over how the story is presented.
- many candidates get media coverage they do not want. Negative stories are often based on a perceived crisis, scandal or impropriety, and they can be very damaging. A good campaign media operation should be working aggressively to get good press, while watching and listening for potential danger.
- to get news coverage one needs to get in touch with the News Editors of all papers or stations to inform them of her events (venue and date)
- remind the Editors to send reporters on the day of the event
- beat the media deadlines by having your news reach the editor in good time to be assured of space or coverage
- to be a newsmaker one needs to build over a long period of time
- be accessible to journalists at all times and inform them of how to reach you should need arise
- evolve a personal relationship with people in the newsroom
- issue a press statement when something important happens
- since news organisations love tragedies and happy events visit disaster areas etc.
- sell your political career to the press. Identify what you want to sell and give it to the press.
- politics is a game you either know it or you don't. Hence exploit your knowledge of it.

The following will enable the candidate sell herself better:-

- NEVER lie to a reporter. Always tell the truth.
- Take press calls. Be accessible and honour their deadlines.
- Do your homework. The candidate should have an agenda and talking points each time she talks to a reporter.
- Stay on the record at all times. Don't say anything "off the record" or "on background" if the campaign doesn't want it used.
- Never call a reporter when angry. During an interview, stay calm and never lose your cool.
- NEVER say "no comment". Instead, say, "I'm not prepared to
- answer that question right now".
- Respond to each question, but try to tie each answer to the campaign message. Don't accept the reporter's definitions, and feel free to rephrase the question.
- Don't be offended by a reporter's ignorance.

- Keep in mind that the audience is voters. Be as clear as possible and avoid sheng.
- Treat all reporters fairly -no special treatment for friends or perceived foes.
- Stay current with what's in the newspaper and on television.
- Keep appointments and be on time whenever dealing with reporters.
- insist on having a perspective about everything.
- have an up to date information on issues affecting your constituency.
- push the media every other day with your point until they print it.
- chart out your own path and push for it as opposed to joining the bandwagon of stereotype talking.
- know how to articulate your views.
- do not wait for the press to look for you -go out and reach them
- stop the lady-like act
- decide what issues you want to articulate in your campaign and remain consistent throughout
- know your enemies and dig out their media contact
- have a media kit -a folder of materials about the campaign to distribute to the media e.g. candidate's biography, campaign fact sheet, campaign brochure, key news releases and photographs, district profile (especially helpful to non-local reporters), candidate's schedule of upcoming events and activities, statements or speeches.

Volunteers

Volunteers are the heart of any campaign and the heart of making democracy work. Our campaigns need volunteers for countless tasks from voter contact to research and finance. Volunteers are one of the most important and least appreciate resources of campaign.

Why people volunteer:-

- one can volunteer because he/she agrees with the candidate's stand on certain or all issues or he/she wants to work against another candidate who is bad on his/her favourite issues. These volunteers will be zealous in their work.
- some people volunteer to work for a candidate to extend their social network.
- some volunteer because they are party loyalists.
- others volunteer because they want something out of the campaign -a job, money, or perhaps a political appointment.
- some volunteer because they want something intangible out of the campaign -self-esteem, respect, a change from the routines of their lives.
- understanding these reasons can help a candidate build and maintain a strong volunteer program by appealing to people based on their own internal motivations.

Volunteers will perform better if treated as unpaid professionals who are respected for their skills and expected to do their jobs. It helps to remember the following:-

- be specific about what you are asking them to do
- always have something for them to do
- respond to all offers of help
- provide detailed instructions
- make the volunteers feel they are insiders
- the candidate should visit regularly with the volunteers
- monitor their progress
- reward them
- remember that this is supposed to be fun

Some reasons why volunteers leave:-

- burn out -giving them too much to do too early -ease them into responsibility
- exclusion -welcome them into your machine and do not let them feel like strangers or outsiders
- if they know that the campaign cannot win as they do not want to waste their time -let them feel that their input will make a difference
- no growth -their work should be interesting -no monotonous boring work
- if they are not appreciated and recognised
- external opposition e.g. by excluded family members
- tension and internal conflict
- lack of enough fun
- not treated with respect

Voter contact

Voter contact deals with how a candidate reaches her voters.

Because campaign resources are limited, it makes sense to cultivate only those voters who are likely to vote for the candidate -to target. Targeting is the process of eliminating from the electoral universe those who are least likely to vote and those who support the opponent and are unlikely to change their minds.

Information for targeting is obtained by examining the results of past elections and by analysing survey responses by geographic subdivision and demographic characteristics.

Targeting involves looking and segmenting the electorate i.e. prioritising voters in terms of supporters and opponents. There are five classes or divisions of voters:-

- * supporters;
- * voters leaning towards your candidate;
- * undecided voters;
- * voters leaning towards your opponent; and
- * opponents.

A target plan would identify which areas each of these classes of voters reside. Emphasis would have to be placed on those who do not support your candidate without wasting campaign resources on die-hard opponents. A targeting plan should be prepared to assist the campaign team. The plan should include the following data on voters:-

- current residence -urban, suburban, rural
- whether they have had voted in a previous election
- whether they were citizens of Draconian/Kenya
- whether they were registered voters
- their gender
- languages spoken -Kiswahili, Kiambu, Kikuyu, Kimeru, English, Kikamba, French, Luo etc.
- occupation
- annual income
- level of education
- issues of importance during the mock elections e.g. merit of candidate, food/shelter, health, education, employment creation, good and sound leadership, democracy and rule of law, corruption, gender-balance, constitutional reform, campaign strategies, community development, water, improvement of Gross Domestic Product (GDP) etc.

Voter contact entails communicating with the voters. A campaign team must prepare a voter contact plan whose implementation should be individualised.

Some tools of voter contact:-

* radio	newspaper	T-shirts	scarfs
* television	literature	caps	buttons
* political rallies	signs	kitenges	stickers

PROS AND CONS OF THE TOOLS:

Political rallies:

A candidate can reach more people/voters. She can have a personal impact on voters -but a rally has got certain constraints e.g. preparation on time, venue etc. A rally can be cumbersome especially where there are licensing requirements. Rallies are not possible in zones considered to belong to opponents. However rallies are complimentary to television and radio.

Television:

- television is fast though expensive.
- a candidate can reach most people.
- does not suffer from cancellation reminiscent of political rallies as air time once bought cannot be cancelled.
- television advertisement may not be seen/viewed by all voters due to time disadvantage i.e. some voters at work or on their way home during the advertisement. But frequent repetition solves this drawback (cost factor must be considered)
- through television only the urban voter is reached and his rural counterpart, may not be able to afford a TV or live where the TV station does not reach.
- negative campaigning can affect the popularity of a candidate.

Scheduling

Apart from bringing order to the campaign and filling up the candidate's calendar, scheduling also:-

- makes the best and most efficient use of every campaign's most valuable resource, the candidate's time
- works as a powerful strategic weapon delivering and amplifying the candidate's message to targeted voters
- helps ensure the campaign's political and fund-raising goals are met.

Observe the following rules:-

- your schedule should help your field and political operations by reaching key areas and voters
- your scheduling must reflect your campaign's strategic goals and strengths
- use the schedule to drive your message home
- where necessary employ surrogates for those events/activities where the candidate cannot attend in person
- track your opponent and do not lose sight of his/her activities
- employ a good scheduler
- prepare and inform the media of schedule events
- check out venues of events in advance
- be strict on time allocations for each event
- evaluate your schedule constantly
- do not go to places where you know you will no get votes

• Do's and Don'ts on scheduling:-

- Do create a message driven, strategic schedule. Create your own opportunities, do not get struck simply accepting invitations you receive
- Don't compete with yourself
- Do make news early in the day
- Don't be late
- Do make sure your schedule controls the schedule
- Do make sure you candidate is fully informed about the schedule ahead of time
- Don't forget about surrogates. They can help you cover more ground
- Do ensure that at every event you are talking to voters.

Calendar of events/activity

All campaign activity must be organised, planned and co-ordinated into a systematic calendars of program activities.

You must:-

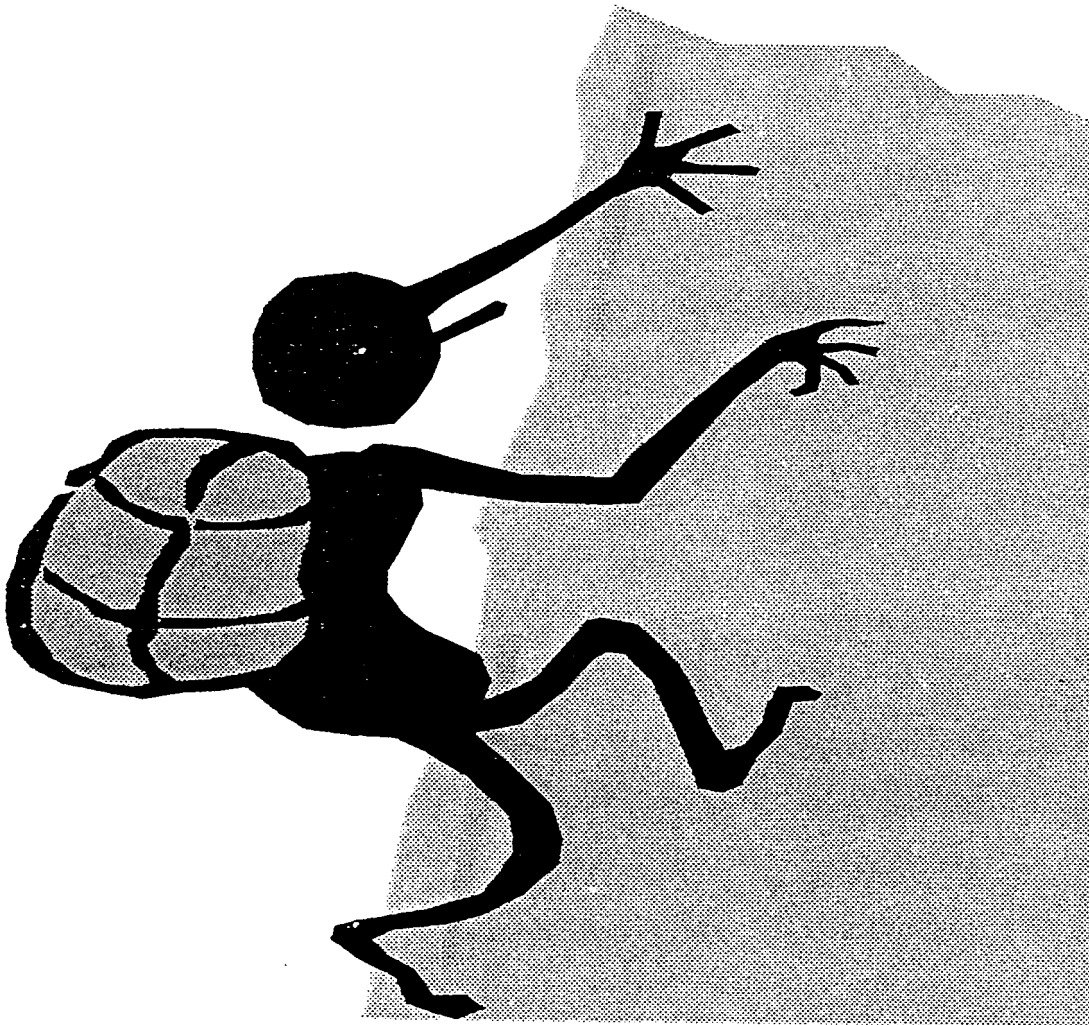
1. Produce a master calendar -which will have all of the campaigns events on it.
2. You must have a candidates calendar of activity.
3. A system of invitation acceptance and declines must be established and followed.
4. A scheduler should be in charge of master calendar.
5. Incorporated activity must be planned around events. For example if you travel a long distance to do an event do not only attend that event. Maximize your time by visiting a local school, radio station or issuing a press release.
6. Always revise your calendar to see the benefit of your attendance, if you see none -do not go.
7. Make sure that important community events are attended by you or someone representing your campaign (staff).
8. Be sure that surrogates (family members, friends, community leaders, supporters) are just as active as you are.

Conclusion.

The information contained in this guide was designed to answer most of the questions we know that many women candidates will face when attempting to set up a campaign apparatus. With a lot of work, a little common sense and consultation with trusted advisors this manual should be used as your resource guide. As such it should assist you in being more systematic, mindful of particular time restraints, conscious of the need for planning, and will in the end help you to quantify the support of particular voters.

It is hoped that it will thus serve as your handbook that is never too far away and can be quickly referred to when the need arises.

Here's wishing all of you a very successful campaign season .

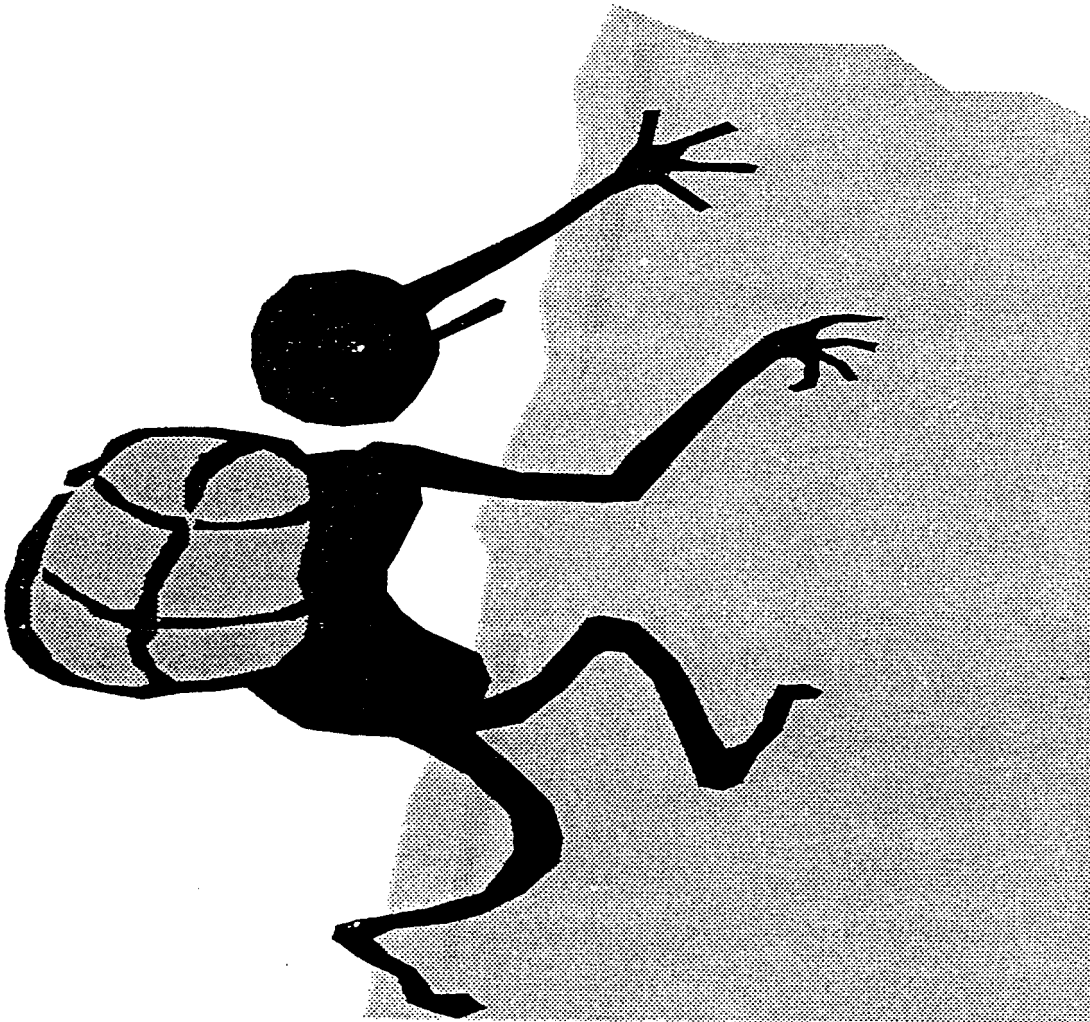


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“The concept of democracy will only assume true and dynamic significance when political policies and national legislations are decided upon jointly by men and women with equitable regard for the interests and aptitudes of both halves of the population”.

Inter-Parliamentary Council,
April, 1992.

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