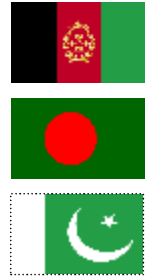
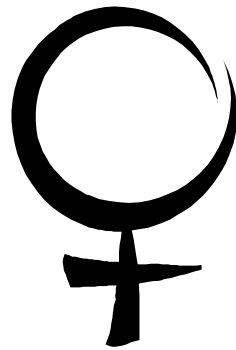




SUPPORTING WOMEN POLITICAL LEADERS
IN MUSLIM SOUTH ASIA



Participant's Manual on Increasing Opportunities for Women within Political Parties



*National Democratic Institute for International Affairs (NDI)
Pakistan*



About the National Democratic Institute for International Affairs (NDI)

The National Democratic Institute for International Affairs (NDI) is a non-profit organization working to strengthen and expand democracy worldwide. Calling on a global network of volunteer experts, NDI provides practical assistance to civic and political leaders advancing democratic values, practices and institutions. NDI works with democrats in every region of the world to build political and civic organizations, safeguard elections, and promote citizen participation, openness and accountability in government.

Democracy depends on legislatures that represent citizens and oversee the executive, independent judiciaries that safeguard the rule of law, political parties that are open and accountable, and elections in which voters freely choose their representatives in government. Acting as a catalyst for democratic development, NDI bolsters the institutions and processes that allow democracy to flourish.

Headquartered in Washington D.C., with field offices in every region of the world, NDI complements the skills of its staff by enlisting volunteer experts from around the world, many of whom are veterans of democratic struggles in their own countries and share valuable perspectives on democratic development.

The Institute has been engaged in democratic development in Pakistan for over 14 years. Most of the Institute's work has focused on election-related activities. More recently, however, NDI has expanded this work by providing assistance to civil society groups and conducting a political party leadership program in Northwest Frontier Province (NWFP). NDI has begun working with political parties in the remaining provinces through its Political Party Development Program. In June of 2004, NDI initiated a program entitled "Supporting Women Political Leaders in Muslim South Asia" with activities in Pakistan as well as in Afghanistan and Bangladesh.

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- Ø *Nominating for Change: Strengthening Women's Position in Political Parties*, A Training of Trainers Manual, NDI Indonesia, 2003.
- Ø *Increasing Women's Political Participation in Guyana* Trainers Manual: Candidate Skills, NDI Guyana, 2004.
- Ø *Women's Candidate Training Program* Training Manual, NDI Nepal, 2004.
- Ø *Political Party Training: Train the Trainers Syllabus and Material*, NDI Afghanistan, 2004.
- Ø *Women Can Do It! Tear Down the Pyramids Part II*, Stability Pact Gender Task Force and the Norwegian Labour Party Women.

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Program Introduction

Tens of thousands of talented women stand ready to use their professional expertise in public life; at the same time, they are dramatically underrepresented in positions of political leadership around the world.

Madeleine K. Albright
NDI Chairperson

Women bring a different perspective, a critical perspective, to politics. The meaningful inclusion of women is integral to vibrant democratic development. In recognition of this fact, NDI developed a program entitled “Supporting Women Political Leaders in Muslim South Asia” which seeks to increase women’s political participation in Afghanistan, Bangladesh and Pakistan. This 15-month project aims to enhance the capacity of women candidates to campaign for office and to strengthen the ability of women to serve as party leaders and as elected officials. The Institute is also working with political party activists to develop sustainable local capacity to train women party members, candidates, and elected officials.

NDI launched this program by organizing a four-day regional workshop in Pakistan from August 30th through September 2nd, 2004. The workshop brought together women from the leading parties from each of the participating countries to collaborate with regional and international experts and trainers. Subsequently, NDI has been conducting activities tailored to the specific political needs and interests of women in each of the three program countries, while encouraging participants to leverage experiences and best practices shared through the regional network.

NDI has provided intensive training to one Master Trainer and five Provincial Trainers from each of the participating parties. Subsequently, Afghan trainers are conducting candidate trainings for women in advance of their parliamentary elections scheduled for September of 2005. Bangladeshi and Pakistani trainers are conducting trainings for elected representatives and party activists. To further consolidate the regional network of women leaders and promote the sustainability of future party trainings, the program will conclude with a final regional conference on “lessons learned” from internal party trainings.

This project builds on the Global Action Plan (GAP) which was adopted in December 2003 at an NDI-sponsored conference in Washington, DC by an international working-group of women political party leaders from 27 countries including Bangladesh and Pakistan. Because women’s roles in democratic processes are vital to the reform, renewal, and modernization of political parties and governance, this working group was convened to identify international best practices for increasing opportunities for women in political parties around the globe. By participating in trainings designed to further develop their political and leadership skills, women activists will be better able to assume and effectively serve in positions of greater responsibility.

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Module 1: Women and Politics

UNDERSTANDING GENDER

- o Gender: Gender refers to women's and men's roles and responsibilities that are socially determined. Gender is related to how we are perceived and expected to think and act as women and men because of the way society is organised not because of our biological differences. People are born female or male, but learn to be girls and boys who grow into women and men. They are taught the 'appropriate' behaviour and attitudes, roles and activities, and how they should relate to other people. This learned behaviour is what makes up gender identity, and determines gender roles.

The Difference between Gender and Sex

SEX	GENDER
Biologically determined	Socially constructed
All men and all women are similar. All women are one category. All men are a different category.	There are differences between individual men; there are differences between individual women
Change is not possible	Changes over time, varies between cultures, economic classes, ages, religions, etc.

Questions to consider



- Ø Does this tell us anything about a woman's ability to participate in politics?
- Ø Does politics belong in the "sex" or the "gender" category?

THE IMPORTANCE OF INVOLVING WOMEN IN POLITICAL PARTIES

Often the male-dominated leadership of political parties will need convincing that it is important to increase opportunities for women within the party. The best way to convince them is to provide carefully thought out reasons that appeal to their interests such as winning elections, passing party legislation, and gaining supporters.

Women's Contributions to Political Parties

1. Including women in party leadership will increase access to women voters. To succeed, parties must have a strategy to recruit women as party members and candidates.
2. A party platform that addresses issues of particular interest to women will be able to convert women as supporters and more easily deliver their vote.
3. Women as candidates or party spokespersons often receive more media interest than men because they are considered a novelty.
4. A party that ignores 50% of its potential voters (women) will suffer.
5. Women can contribute significantly as organizers for all aspects of a campaign.
6. Women party members will accept and enthusiastically support a party's platform if they contribute to its development.
7. If a woman is highly enthusiastic about a party's platform, she may influence the men and voting age children within her home.
8. Because 33% of the seats at the local level, and 17% of the seats at the provincial and national levels of government are reserved for women, it will be imperative for the parties to recruit and train women candidates.
9. Women in high profile party positions will attract other women.
10. Men and women can achieve exceptionally more for their party by working together.

Choosing to Get Involved in Politics: Impact on the Family

Expect your family life to be severely disrupted. When you are involved in politics, the personal becomes political. Nothing in your life - or in your family member's lives - will be private anymore. The best way to manage this issue is to be prepared.

You moved into the limelight the minute you decided to seek a leadership role within your party or put your name on the ballot for elected office. Your family is going to be closely involved. Talk it through with each family member individually, and then together as a group. Be realistic about the changes that will take place in your household. Let each person in your family decide to what extent they wish to be involved. Establish guidelines and make sure they are clearly understood and respected by your fellow political activists and campaign team.

Speak to another woman who has served in party leadership or been elected locally, provincially or nationally, and explore the dynamics of political life. If you have children, consider having them talk to the children of another party leader or elected person to discuss the changes which took place in their lives. Accept that changes will occur and that they cannot all be positive.

As a candidate or party leader, all aspects of your life have suddenly become public property! Live your personal life as if the details will show up in the morning paper. Therefore, the visibility of your partner and your children requires careful planning. If

visible, your partner may be seen as supportive of your political activity or as “the one really holding the power.” If invisible, people will question the partner’s support of you.

If you are a mother, expect both sincere and malicious concern about the welfare of your children. This concern may be expressed both by your friends and the general public. Invisible children can be perceived as neglected children. Visible children can generate an undue amount of concern about “exploitation.” If you are single, there may be curiosity about that too. All of these aspects can affect your morale negatively and should be considered before you make a decision to get involved in politics.

If you think about the impact of politics on your family ahead of time, discuss it with them, and plan for it, the difficulties you will face will be easier to manage. You’ll also be more likely to enjoy their support throughout your involvement.

Tips for Organizing a Successful Nomination Campaign

1. Understand that campaign activities will take up a lot of your time.
2. Be prepared for changes in the people who are helping you – including those you regard as friends.
3. Approach everyone whether or not they know anything about you, the position you are seeking or the issues you are promoting.
4. Be prepared for the question of gender to be considered important.
5. Don’t be discouraged if you hear good things about your opponent. These comments are often a result of his/her own self-promotion. Use this same strategy for yourself.
6. Know that you will be criticized – this aspect of campaigning cannot be avoided and is something you must face to reach your goal.
7. Don’t fool yourself that you will win because you deserve it. You will win by implementing the best campaign based on messages that appeal to the majority of people.
8. If you get the nomination, invite everybody to your celebration. Even if you don’t, this is the time to show your gratitude to everyone who contributed to your campaign. Even if you can’t celebrate victory, you can celebrate hard work and say “thank you”.



Tips for Advancing in Your Political Party

<ul style="list-style-type: none">• Meet and get to know your local political party leaders. Make sure that they know you and your name. Tell them what your political ambitions are. Make sure they know that you support the party, and that you encourage others to support the party too.
<ul style="list-style-type: none">• Identify men in your political party who are supportive of your goals. Seek these men out and develop good working relationships with them.
<ul style="list-style-type: none">• You have to be - and be seen to be - more active, more honest, more sincere and more hardworking than any male elected representative or party activist. Other men AND women find it easy to criticize women in politics. Therefore, you have to work hard to prove yourself capable and win the trust of others.
<ul style="list-style-type: none">• Never engage in any activities that might be seen as dishonest.
<ul style="list-style-type: none">• Never misuse any public or party funds for your own or your relatives' personal gain.
<ul style="list-style-type: none">• Never accept gifts, money or special favors that you will be expected to return someday through your influence as a party leader or elected official.
<ul style="list-style-type: none">• Make an extra effort to show that you are a service-oriented politician, not interested in serving yourself, but others.
<ul style="list-style-type: none">• Get involved in your political party's local women's association, if there is one. The members of your party's women's wing can provide you with organized support when you need to pressure the party. You can also gain leadership experience by working within a Women's Wing. Keep in mind that the party realizes the value of women who are organized at election time.
<ul style="list-style-type: none">• Be involved in one of your political party's committees whether at the national, provincial, or local level. Often these committee meetings do not take a great deal of time. You can work your way up within the party to higher-level committees in the future. Be an active member of the committee. Make friends. Volunteer to take on responsibilities and demonstrate your hard work. Gain support and experience.
<ul style="list-style-type: none">• Encourage more women to become involved in your political party and help them gain seats on various committees. Be a mentor. Work to build a movement – involve lots of women!
<ul style="list-style-type: none">• Let your party and your voters know what you are doing and what work you have accomplished in your community. This is important in order to demonstrate your accountability. It is also important in order to promote yourself and get credit for your efforts. Don't rely on someone else to promote your achievements; but if they do, it's an added advantage.
<ul style="list-style-type: none">• If there is not a women's organization in your political party, start one. Begin by networking and meeting with women in your party.
<ul style="list-style-type: none">• Don't limit yourself to the activities of the women's organization of your political party: get involved in the main body of the party. (Keep in mind that the real power lies within the party structure where men occupy important party positions.)

Handling Personal Attacks and Criticisms

By putting ourselves in a public position (as a candidate or as party activists) we will be more vulnerable to criticism and even attacks that may affect our confidence and mental state. Because of this, we should take particular care to be psychologically prepared with personal strategies to cope.

When they come our way, we all need to be able to recognize personal criticism and attacks and know how to deal with them effectively.

Recognizing personal criticism and attacks

The first step is to be able to recognize personal criticism and attacks for what they are and know the difference between them and constructive criticism. Personal criticism is any comment about a person's performance that has the underlying motive of undermining their sense of well-being, and an attack is a more vicious continuation of the same process. It occurs when a person attempts to undermine someone in the eyes of other people. This behavior can involve talking behind their back or 'organizing' other people against them.

Here is an example:

A teacher says to a student in his classroom, "You always forget to bring your maths book on Wednesdays. But then you are an idiot and wouldn't remember even if I reminded you a hundred times!" While it may be true that the student forgets his book, is it really true or helpful to note that he is an idiot? It would have been more appropriate and constructive if the teacher had brought the problem to the student's attention and then suggested ways to improve instead of verbally attacking him in front of his fellow students.

There are many factors to take into account when considering how to handle personal criticism and attacks. To begin, we have to be sure that we are really being attacked. Our own feelings of not being good enough can sometimes lead us to believe we are being attacked when we are not. We must be on our guard not to invent negative motives on the part of the other person.

Often we are being attacked because we have taken initiative. Political parties tend to be very hierarchical and people do not like it if other people 'step out of line', even if the behavior is in the best interest of the party. People find change difficult, particularly if that change involves challenging power structures. Hence, building close, dependable relationships to call upon during times of challenge and difficulty is important.

Handling attacks elegantly and well

Once we are able to recognize that we are being attacked, we need to handle the situation effectively, especially if we are to maintain our credibility with other people.

The key points we need to remember are:

Stay relaxed and confident

If we are to handle someone who is criticizing or attacking us, we need to be relaxed and confident in how much we value ourselves and our leadership. We may need to listen to the other person for some time while making sure that we do not get defensive.

Pay full attention, ask questions and listen with complete respect

The basic approach to handling attacks elegantly and well is to use the skill of listening. Our job is to ask appropriate questions and pay attention to the other person to see if there is anything we need to change, and also what we need to get the person who is attacking us to stop. Examples: “Can you help me understand why you feel that way?” or “What concerns you most about my action?” or “Correct me if I’m wrong, but what you seem to be concerned about is...”

Develop an appropriate viewpoint

It is possible to view most personal attacks as requests for help. People are either trying to make sure that everything goes well - in which case our job is to appreciate them and help them do it even more effectively - or they are indicating what they are unhappy about. This expression of displeasure might take the form of complaining about and blaming others. In this case, our job is to work to understand their underlying concern and, if we decide to do so, to help them address that concern. It is important to adopt an attitude of ‘not taking it personally’.

Admit it if we have made a mistake

Where it is clear we have made a mistake, we should admit to it and apologize. For many people, apologizing is considered a sign of weakness when it is really a sign of great strength. People are always going to make mistakes. Making mistakes is how people learn and improve.

Tell the person to stop it

Occasionally, we are faced with completely irrational attacks that are personal and hurtful. For these attacks a different approach is needed. In these circumstances we need to understand that the other person has decided to attack us regardless of what is right or wrong. We can then communicate that we require the attacks to stop immediately and refuse to engage in any further conversation, correspondence or explanation until this happens.

This approach is not a rejection of the person but a rejection of the behavior. Sometimes it is not possible to have a rational conversation with another person because s/he is so ‘caught’ in an attacking pattern. In these circumstances the appropriate response is to withdraw until the person has decided to stop.

Organize allies to support us

Some attacks are so destructive that anything we do or say will be used against us. Under these circumstances it can be helpful to think with our allies about how they can step in to stop such attacks.

Note: Sometimes in politics, responding publicly to personal attacks can simply give the attacks and the attackers more profile. In other words, sometimes we make the strategic decision not to respond because the “story” then just goes away. This is more likely to be the case during a public campaign or another situation that is likely to attract media attention than during day to day interactions with people

Note on Sexual Harrassment: In a male-dominated and patriarchal society, a women’s place is considered to be at home. Jobs and occupations that have to do with the public sphere such as politics are considered to be men’s work. Those women who try to break this “barrier” are much criticised and are often considered to be of ill-repute. *It is not uncommon for women who are involved in politics to be faced with inappropriate sexual comments and suggestions from male party members.* Many talented women have left this field as a result of the hostile environment this creates. This is one of the many difficulties that women face in politics in Pakistan.

There is not an easy solution to this problem. However, you must understand that making inappropriate comments and suggestions is unacceptable behavior and a form of sexual harassment. You should not feel obliged to listen to these comments or act on your harasser’s suggestions, regardless of what he may offer you in return such as a position within the party or a ticket for the next election. The appropriate response is to report this person to a party leader, male or female, whom you trust and ask for his or her support in handling the situation. It is also important to work together with other women within your party who have been the victim of sexual harassment to lobby for the establishment of a “no tolerance” policy regarding this destructive behavior. If party leaders still refuse to act after being informed of the problem, another technique is to bring it to the attention of the media. By using some of the same techniques listed above, you can put an end to your harassment, prevent your harasser from hurting other women, and contribute to a healthier environment within your party.

Module 2: Democracy and Political Parties

UNDERSTANDING DEMOCRACY

While there is no single blueprint for democracy is, it needs to be developed based on universal principles and according to the specific historical, geographic, and demographic circumstances of each society. Democracy is constructed through a process of inclusive dialogue in which the institutional political framework takes shape and trust in the system is developed. It is a continuous process, in responding to the evolution of societies, technologies, and peoples.

Ø *What is the definition of democracy?*

- People expressing their free choice about what government they want through a system of free and fair elections on a regular basis
- The opportunity to change leadership or to remove people from government in a peaceful way
- A system in which people get to decide who represents them and which policies these people promote

Ø *Abraham Lincoln once spoke of a "government of the people, for the people, and by the people." What does that phrase mean?*

- This means the government is made up of representatives selected by citizens and must work to address the people's wishes;
- This means the government in a democratic system is elected by voters and subsequently, the government must work towards solving the needs and problems of its citizens.

Ø *How are decisions made in a democracy?*

- Majority rules – in other words, whatever position is supported by the majority of people wins.
- Compromises are made to arrive at decisions that are acceptable to the majority of people

UNDERSTANDING POLITICAL PARTIES

What is a political party?

- An organization whose members have similar aims and beliefs. A political party tries to get its members elected to the government of a country in order to influence the country's policies. To achieve this goal, it participates in elections.
- Parties are the legal institutions for the accumulation and redistribution of power, resources and opportunities. They promote and prioritise values. They advocate and implement partial interests. They formulate development strategies, goals and policies. They must set priorities.

- Parties are the primary avenue through which large numbers of citizens can engage in the political process between elections. Within a party, members can run for office, select candidates and determine policy.

Why are political parties necessary for a functioning democracy?

- Political parties are essential to a democracy as they are the building blocks upon which it is built.
- Parties are the main vehicle for political representation.
- Parties are the main mechanism for the organization of government.
- Parties are key channels for maintaining democratic accountability.

Key Functions of Political Parties

- Political parties are key institutions in democratic elections.
- Parties mobilize electoral support for the candidates they puts up, with a view to capturing governmental office.
- Party candidates, leaders, members, and activists mobilize and educate voters.
- Parties aggregate interests to offer more easily grasped alternative policies and choices to voters.
- Political parties play a key role in the transfer of democratic political and cultural values from one generation to the next which is vital for the stability and orderly evolution of a country.



A party in parliament also has the important function of influencing the executive in light of its own ideas and policy -positions. The government of a free and democratic people has to be open, accountable and responsive to the representatives of the people.

INSTITUTIONALIZATION OF POLITICAL PARTIES

How can we tell whether or not a party is on the road to institutionalization?

To be institutionalized means to have strength and durability, to be able to withstand crises and present credible governing alternatives to people. How can we know whether or not our own party is advancing toward a greater degree of institutionalization?

There are at least five areas relating to the internal organization of political parties that can provide such criteria:

- internal democracy
- organizational strength
- political identity
- internal party unity
- electioneering capacity

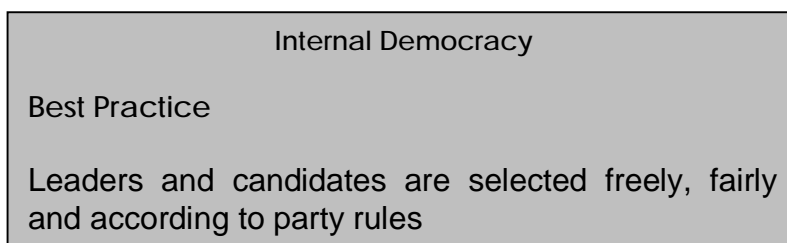
All are related in practice and even overlap to some extent. Some of these criteria are covered in more detail below.

Internal Democracy

What is internal democracy? How much do you need before you can call a party democratic? There is wide debate about these questions. Some argue that overly democratic parties are not governable. On the other hand, others argue that undemocratic parties negatively affect public opinion and the chances of democratic governance when the party gains power. The answer may lie somewhere in between. In general, a party that is internally democratic is a party that embraces democratic values such as freedom of choice for members. Each individual party committed to democracy, must decide on the appropriate structures and processes to promote their goals and realize their mission.

Systematic Leadership Selection

Internal party democracy goes to the core of a healthy and vibrant political party. Just as citizens of a nation are entitled to cast ballots in elections, members of a political party should be entitled to select or reject their leaders, office-holders, and candidates for public office. While the need for internal democracy is almost universally accepted, the structure of a party's decision-making process is not always conducive to it.



Parties generally select candidates and leaders through some form of **direct or indirect election**. Parties often conduct periodic conventions for the purpose of electing national party leaders and developing party policy. In some cases, the conventions are open to

all members of the party. In other cases, members may elect, from local, district or provincial levels, delegates to the national convention. Regardless of the method, party members are given regular opportunities to take part in the selection of party leaders at all levels.

To help ensure that one individual or special interest does not dominate a party, some party constitutions stipulate that party leaders can only serve limited periods in office. Therefore, there is a regular change in party leadership that is instituted by members of the party. Other party constitutions stipulate that leaders must be reflective of the party membership so as to make sure that a variety of perspectives are included in the management structure. All of these rules and procedures are intended to promote inclusiveness and accountability in the operation of the party.

Questions to consider



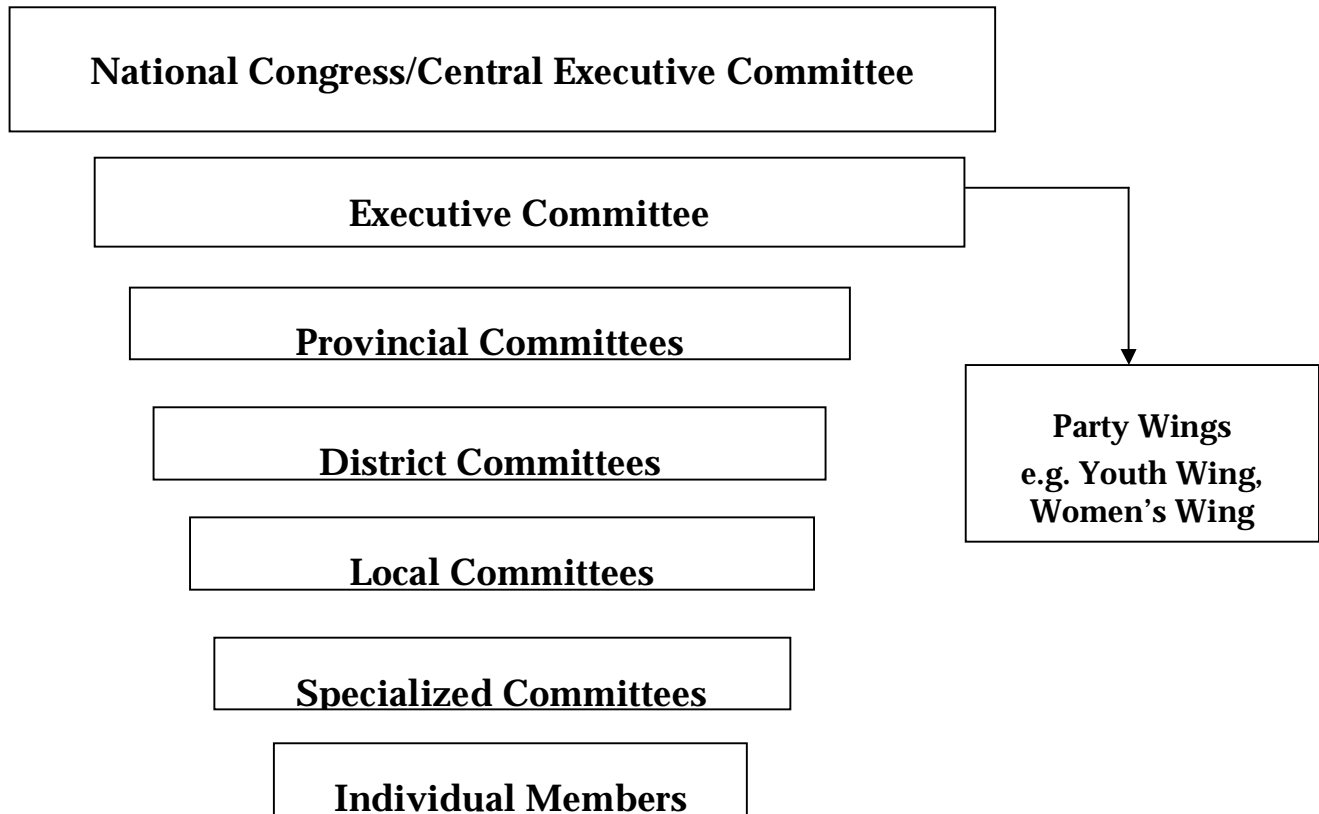
- How are leaders chosen in your party?
- Which party document describes these rules?
- Who is eligible to hold leadership positions? Are there restrictions?
- Are youth, women and other groups encouraged to run?
- Are internal elections independently monitored?
- What could be done to make leadership selection more democratic?

PARTY ORGANIZATION

To succeed, a political party needs a number of attributes including enthusiastic members, informed and committed leaders, and practical, innovative ideas for improving the country. All of these attributes, however, cannot guarantee success if the party is poorly organized. If there are not discernable decision-making procedures, if people within the party do not understand their roles and responsibilities, and if communication within the party is not clear and frequent, even a party with good ideas and well-intentioned members can fail to achieve its goals. Too often, political parties make the mistake of devoting all of their resources and energy to short-term election campaigns, rather than to building and maintaining a solid, democratic party organization. Party organization must be a priority for party leaders before issues of campaign organization are addressed.



Although the structure of parties may vary, a typical organizational model will include party committees ranging from the national to the local levels.



At every level, there needs to be clarity about exact roles, responsibilities, and authority in order to ensure coordination and coherence. Below are a few general titles and job descriptions for key officers in political parties at most intermediate organizational levels: provincial, district and local.

Chairperson/President/Ameer

- Provide guidance to others for managing party office and program.
- Proposes goals regarding membership recruitment, money, communications, etc.
- Seeks input from elected officials and civic activists.
- Coordinates with neighbouring offices.
- Facilitates decision-making.
- Assumes responsibility for financial and political success of the office.
- Recognizes and uses the skills and expertise of members.

Vice-Chairperson/Vice-President/Naib Ameer

- Assists and supports the chairperson.
- Deputized to be acting-chair when necessary.
- Chairs special subcommittees.
- Monitors political activity in the area.
- Manages outreach to key local groups (e.g., farmers, students, etc.).

General Secretary

- Manages party office and program.
- Arranges venue for party meetings.
- Records minutes during meetings.
- Reports minutes from previous meeting.
- Consults with chair on agenda for meetings.
- Prepares reports and other materials to be submitted at meetings.
- Works with treasurer on presentation of financial statement.
- Notifies members of agenda and date for next meeting.
- Takes attendance at party meetings; provides sign-up forms.
- Organizes with treasurer in collecting membership dues.
- Maintains updated lists of members.

Information Secretary

- Managing communications between party leadership and media.
- Presentation of party message.
- Building strong relationships with local and national media.
- Writing press releases and organizing press conferences.
- Keeps up-to-date media list.
- Coordinates training of party press officers.
- Responsible for party's internal and external communications.

Treasurer

- Drafts party budget and ensures expenses are paid on time.
- Takes overall responsibility for managing funds.
- Coordinates the collection of membership dues with secretary.
- Works with secretary on financial statement.

There are other key positions in a party office such as directors of communication, finance, research, training, organizing, and membership recruitment. At the local level, where resources are often limited, one person may assume the duties associated with more than one of these positions.

In summary, for a party to be successful, its organizers and member activists must:

- Ø have defined, complementary roles and responsibilities within the party.
- Ø understand the party's mission, goals and strategies.
- Ø have established methods for reporting information to the party leadership.
- Ø have the ability to engage leaders in an exchange of ideas and in decision-making.

Party leaders at every level should ensure good channels of communication not only from the local level to the national level, but also from national level to the local level. To be effective as the local face and voice of the party, local organizers need dependable, regular sources of information from the party leadership, including:

- Ø information about the party's position on issues.
- Ø advice on how to discuss difficult or controversial issues.

- Ø up-to-date information about political events and developments within the party, Parliament and country.

One method for communicating with party organizers is through a regularly published party newsletter or bulletin. A newsletter could be produced monthly or quarterly and could be augmented with special issue "alerts" (i.e., specific information on important, fast-breaking political developments that organizers need to know).



DO'S AND DON'TS FOR OFFICE HOLDERS

DO

- Always uphold the public image of the party as the voice of the people
- Know your area and the issues
- Know party policies
- Treat people with respect and always be honest
- Discourage gossip and destructive behaviour by party members
- Be punctual and reliable
- Encourage participation of everyone at all activities
- Be open and allow criticism
- Respect your leadership but do not be afraid to ask question
- Work hard to build the party

DON'T

- Never get involved in factions and conflicts
- Never misuse the organization's money and resources
- Don't make false promises or tell lies
- Never miss important events without good reason
- Don't take support for granted

Political Identity

How well do you know your party? Here are some questions to help you consider your party's statutes, platforms, rules, and regulations.

- ü What is your party's mission?
- ü What are the fundamental principles and values of your party?
- ü Does your party have a particular ideology? If so, what is it?
- ü Is your party a member of an international party organization? If so, which one?
- ü Does this membership influence your party rules?
- ü What are the criteria for becoming a member of your party?
- ü Is it a party of masses (open membership) or cadres (highly selected membership)?
- ü What are the rights and responsibilities of members of your party?
- ü What is the structure of the leadership of your party?
- ü Which are your party's policies and platforms?
- ü Having considered the statutes of your party, what recommendations would you make to party leaders to make your party statutes more democratic?



Party Image

Here is a list of things both favourable and unfavourable that have been said about political parties in Pakistan. Which statements fit your ideas or impressions of your party?

	Not at all ...	To some extent <i>f</i>	All most completely ,	Completely •
Understands the problems facing Pakistan				
Will promise anything to win votes				
Has a good team of leaders				
Represents all classes				
Has sensible policies				
Concerned about the people in real need in Pakistan				
Moderate				
Too dominated by its leader				
Professional in its approach				
Out of touch with ordinary people				
Looks after the interests of people like us				
Divided				
Keeps its promises				
Extreme				

Win with Women

This quiz is aimed at helping us consider how women and men participate in the activities of the party and whether this participation is on an equal basis or not. Participants are asked to provide. Be sure to consider suggestions on ways to involve women more equitably within the mainstream of the party.

Who Does What within the Party?

WHO	MOSTLY MEN	MOSTLY WOMEN	BOTH EQUALLY
Writes the party manifesto/platform?			
Formulates party electoral promises?			
Leads the party?			
Represents the party to the public and the media?			
Represents the party abroad?			
Is trained within the party?			
Raises the money for the party?			
Decides how party funds are used?			
Decides about the promotion of party activists into leadership positions?			
Carries the main burden of volunteer work between elections?			
Carries the burden of volunteer work in electoral campaigns?			
Gets the party tickets/nominations in election?			
Decides who gets party nominations for elections?			
Stays loyal when the party loses power?			

Please give suggestions on ways to improve the participation of women in the mainstream of the party.

Please give suggestions on ways to improve the participation of women in senior leadership positions of the party.

Women in the Central Leadership of Pakistani Political Parties

Awami National Party Central Cabinet

Total Number: 17	Women: 1 Women's share: 6% 1. Ms. Neelum Shah
-------------------------	--

Muttahida Quami Movement Rabta Committee

Total Number: 11	Women: 2 Women's share: 18% 1. Dr. Nasreen Jalil 2. Ms. Mumtaz Anwar
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Pakistan Muslim League Central Cabinet

Total Number: 29	Women: 4 Women's share: 14% 1. Dr. Hamida Khorho, Senior Vice-President, 2. Mrs. Yaqut Jamil-ur-Rehman, Vice-President 3. Begum Mehnaz Rafie, Vice-President 4. Mrs. Nilofer Bakhtiar, President Women's Wing
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Pakistan Peoples Party Central Executive Committee

Total Number: 41	Women: 2 Women's share: 5% 1. Mohtarma Benazir Bhutto, Chairperson 2. Begum Nusrat Bhutto Rahbar, Chairperson
-------------------------	--

Pakistan Muslim League (N) Central Cabinet

Total Number: 50	Women: 3 Women's share: 4% 1. Begum Tehmina Daultana, Vice-President 2. Begum Ishrat Ashraf 3. Begum Najma Hameed
-------------------------	--

Political Parties on the Internet

1) Listings of political sites available on the Internet sorted by country, with links to parties, organizations, governments, media and more from all around the world
www.politicalresources.net

2) Wikipedia is a [Web](http://en.wikipedia.org)-based, [free-content encyclopedia](http://en.wikipedia.org) (<http://en.wikipedia.org>)

Political Parties:

United States of America

Democratic Party (<http://www democrats.org>)

Republican Party (<http://www.rnc.org>)

2) The Democratic Party (<http://www democrats.org>)

United Kingdom

Conservatives Party (<http://www conservatives.com>)

Labour Party (<http://www labour.org.uk>)

2) Conservatives Party (<http://www conservatives.com>)

3) Liberal Democrats (<http://www libdems.org.uk>)

India

Bharatiya Janta Party (<http://bjp.org>)

Indian National Congress (www.congress.org.in)

Bharatiya Janta Party (<http://bjp.org>)

Bangladesh

Bangladesh Awami League (<http://www albd.org>)

Bangladesh Nationalist Party (www.bnepbd.com)

Sri Lanka

Sri Lanka Freedom Party (<http://www.srilankafreedomwatch.com>)

United National Party (www.unpsrilanka.org)

Websites of Pakistani Political Parties

Party	Website
Awami National Party	www.anp.org.pk & www.pukhtoonkhwa.com
Balochistan National Party	http://www.balochistan.net/bno
Jamaat-e-Islami Pakistan	www.jamaat.org
Jamiat Ulama-e-Islam (F)	www.juipak.org.pk
Mutahida Quami Movement	www.mqm.org
Pakistan Awami Tehreek	www.pat.com.pk
Pakistan Muslim League	www.pakistanmuslimleague.info
Pakistan Muslim League (N)	www.pmln.org.pk
Pakistan People's Party	www.ppp.org.pk

Module 3: Understanding National, Provincial, and Local Government

UNDERSTANDING NATIONAL GOVERNMENT

- The Constitution of the Islamic Republic of Pakistan provides for a Federal Parliamentary System of government with a President as the Head of State and a Prime Minister as Head of Government.
- The Federal Legislature is the bicameral Majlis-e-Shoora (Parliament), composed of the National Assembly and the Senate.
- The judicial branch consists of the Supreme Court and the Federal Shariat Court in addition to High Courts and other subordinate courts.
- The National Security Council considers strategic matters pertaining to the sovereignty, integrity, and security of the State and matters relating to democracy, governance, and inter-provincial harmony.

NATIONAL GOVERNMENT QUIZ QUESTIONS

1. According to the Constitution, how is the President elected?

The President is elected by Members of both houses of Parliament and the Provincial Assemblies.

2. How long is the term of a President?

Five years

3. How can the President be removed from office?

The President may be removed from office or impeached through a resolution, passed by not less than two-thirds of the total membership of the Parliament in a session called for this purpose.

4. If the President's office becomes vacant, who acts as Head of State?

In case the office of the President becomes vacant, the Chairman of the Senate, or if s/he is unable to perform the functions, the Speaker, acts as President till such time that a President is elected. This is also the case when the President by reason of absence from Pakistan or any other cause is unable to perform her/his functions.

5. How is the Prime Minister elected?

The Prime Minister is chosen from the National Assembly by a simple majority vote.

6. How long is the term of the Prime Minister?

Five years

7. How many seats are there in the National Assembly?

332 seats

8. How many seats are reserved for women in the National Assembly?

60 seats

9. How are members of the National Assembly elected?

Members of the National Assembly are elected by popular votes in general elections.

10. How are reserved seats for women allocated?

Women on reserved seats are nominated by political parties according to the proportion of their seats in the Assembly.

11. How long is the term of a Member of the National Assembly?

Five years

12. How many seats are there in the Senate?

100 seats

13. How many Senate seats are reserved for women and technocrats in each of the four provinces?

Each province receives four seats for women and four for technocrats.

14. How are members of the Senate elected?

Each of the four Provincial Assemblies elects twenty two members from their respective provinces. Four members (two on general seats, one technocrat including Aalim, and one woman) are elected from the Federal Capital whereas eight members are elected from the Federally Administered Tribal Areas.

15. How long is the term of the member of Senate?

Six years. After every 3 years half the members retire.

16. Who is the Head/Chairperson of the National Security Council?

The President

17. Name 5 of the 13 members of the National Security Council (besides the President).

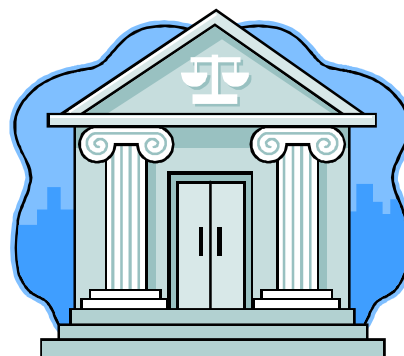
The other members are the Prime Minister, the Chairman of the Senate, the Speaker of the National Assembly, the Leader of the Opposition in the National Assembly, the Chief Ministers of the Provinces, the Chairman of the Joint Chiefs of Staff Committee, and the Chief of Staff of the Army, Navy, and Air Force.

18. What is the title given to the head of the Supreme Court?

The Chief Justice of the Supreme Court.

19. In addition to the Chief Justice, how many other judges serve on the Supreme Court?

16



20. Who appoints the members of the Supreme Court?

The President. The standing practice is that the Chief Justice recommends a list of names to the President and the President selects Judges from the list. The most senior judge is generally appointed as the Chief Justice.

21. What is the role of the Federal Shariat Court?

The Court role is to examine and determine as to whether or not a certain provision of law is repugnant to the injunctions of Islam.

22. How many judges serve on the Shariat Court and who appoints them?

Eight Muslim Judges including the Chief Justice appointed by the President.

WHAT IS A PROVINCIAL ASSEMBLY?

By virtue of the 1973 Constitution, Pakistan is a Federal Republic with a Parliamentary System of Government. As a Federal Republic, Pakistan is composed of four provinces: Punjab, Sindh, North West Frontier Province (NWFP), and Balochistan. Besides the four provinces, there are Federally Administered Tribal and Northern Areas (FATA and FANA) and Azad Jammu and Kashmir. Authority is distributed between the Federation and the provinces. The parliament of the Federal Government consists of two Houses, the Senate and the National Assembly. The provinces, however, have a unicameral (one house) system.

Each of the four provinces has a Provincial Assembly. The members of each assembly are elected by popular vote during general elections. Provincial Assemblies carry out government functions in a particular part of the country. Local Governments function within the provincial framework. A Province is a segment of the country and local government bodies are even smaller segments within the Province.

Ø What are the main functions of a Provincial Assembly?

There are three major functions or powers of a Provincial Assembly.

- 1- To make laws.
- 2- To manage government funds.
- 3- To keep checks on the policies & practices of the Government

Ø How often does the Provincial Assembly meet?

There are at least three sessions of the Provincial Assembly every year, with not more than 120 days intervening between the last sitting of the Assembly in one session and the date appointed for its first sitting in the next session. The Provincial Assembly must meet for not less than 70 working days in each year.

Ø **Who is the Leader of the House in the Provincial Assembly and how is s/he appointed?**

The Leader of the House of the Provincial Assembly is called the Chief Minister. The Governor of a Province invites the member of the Provincial Assembly who commands the confidence of the majority of the members of the Provincial Assembly to be the Chief Minister.

Ø **What is the duration of a Provincial Assembly?**

The term of a Provincial Assembly is five years from the day of its first meeting unless it is dissolved beforehand.

Ø **What is the distribution of seats in the four Provincial Assemblies?**

Province	General	Women	Non-Muslims	Total
Balochistan	51	11	3	65
NWFP	99	22	3	124
Punjab	297	66	8	371
Sindh	130	29	9	168

WHAT IS LOCAL GOVERNMENT?

Ø ***What is the main purpose of local government?***

- Ø To identify and solve local level problems at the local level;
- Ø To preserve and protect available local resources;
- Ø To further the development process at the local level by efficiently mobilizing resources at the local level;
- Ø To act as a local contact point for constituents.

Ø ***Why are local councils needed?***

- Ø Because it is not possible for the government at the central level alone to oversee the country's development process;
- Ø Because there is a great deal of diversity among different communities at the local level and local level governments best understand the problems and needs of their communities;
- Ø Because it is more efficient and less expensive for the local government to be responsible for some tasks at the local level.

Ø **What are the different levels of Local Government?**

- Ø District Level
- Ø Tehsil/Town Level
- Ø Union Level

Ø **Who are the members of District/Tehsil/Union councils?**

- Ø District: All Union Council Nazims are members of the Zila (District) Council. There are also reserved seats for women and minorities
- Ø Tehsil: Naim Nazims of all Union Councils of the Tehsil in addition to women and minorities on reserved seats
- Ø Union: Directly elected through popular vote

Ø **What percentage of seats is currently reserved for women and at which levels of local government?**

- Ø 33 per cent at all levels (District, Tehsil and Union)

ROLES OF LOCAL GOVERNMENT COUNCILS

The Local government system is a system of tiers: there is a supervisory relationship between the higher and lower tiers; there is also a partnership aspect to the relationship in that material assistance (money, material and supplies) is provided from the higher level.

Zila (District) Council:

The Zila council has the following key functions:

- a) Legislative: Levying of taxes and making by-laws, rules, and procedures applicable to local governments.
- b) Monitoring: The Zila Council monitors the district administration through a specialised committee system.
- c) Approval of Budget and Development Plans: The Zila Council approves the district budget and annual development plans.

Tehsil Council:

Some of the primary functions of the Tehsil Council are:

- a) The primary function of the Tehsil government is the provision and coordination of municipal services to both urban and rural areas across the whole Tehsil.
- b) The second function of the Tehsil government is development through land use control and master planning for every town and village across the Tehsil.
- c) The third function of the Tehsil government is to monitor the work of the Tehsil administration and district government officials located in the Tehsil.

Union Council:

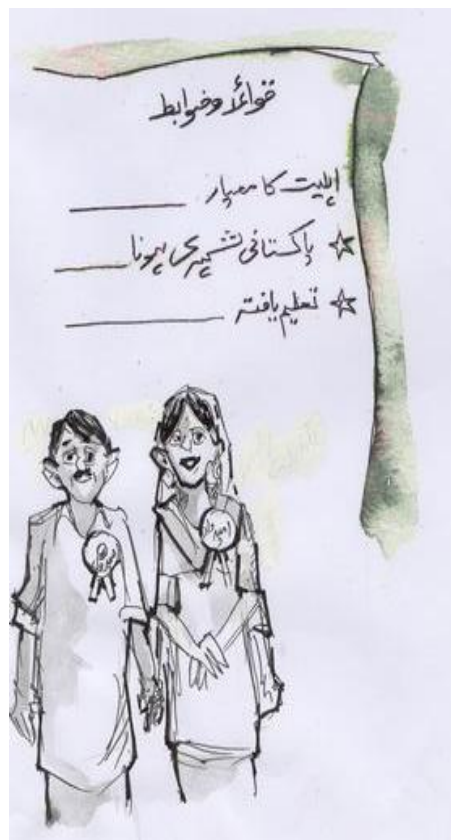
A few of the Union Council's functions are:

- a) Union Councils undertake local development projects and monitor citizens' rights, security, and services
- b) Another function of Union council is the presentation of annual development plans along with local inputs that can be used in support of those projects.
- c) The Union council perform the functions related to resolution of disputes in civil, criminal, and family matters.

Eligibility Criteria for Local Government Officials

A person will qualify to be elected or to hold an elective office or membership of a local government, if he-

- is a citizen of Pakistan;
- is at least twenty five years of age;
- is enrolled as a voter in the electoral rolls of the relevant ward;
- is of good character and is not commonly known as one who violates Islamic injunctions; has adequate knowledge of Islamic teachings and practices, obligatory duties prescribed by Islam as well as abstains from major sins; provided that these qualifications will not apply to a person who is a non-Muslim, but such a person will have a good reputation;
- has academic qualifications of not less than matriculation or secondary school certificate or equivalent from a recognized institution, for contesting the election of a Nazim or a Naib Nazim;
- has not been declared by a competent court to be of unsound mind;
- is not in the service of the Federal, a provincial or a local government or, any statutory body or a body which is controlled by any such government or, in which any of such government has a controlling share or interest, except the holders of elected public office and part-time officials remunerated either by salary or fee; provided that in case of a person who has resigned or retired from such service, a period of not less than six months has elapsed since his retirement;



- has not been dismissed, removed or compulsorily retired from public service on the grounds of moral turpitude;
- does not possess assets which are inconsistent with his declaration of assets or justifiable means, whether held in his own name or of the dependents or any other person or corporate body in whose name assets are held in trust or under any other formal or informal arrangement whereby the de-facto control of such assets including their sale, transfer or pecuniary interest, is retained by him;
- has not been adjudged a willful defaulter of any tax or other financial dues owed to the federal, a provincial, or a local government or any financial institution, including utility bills outstanding for six months or more;
- has not been convicted by a court of competent jurisdiction on a charge of corrupt practice involving moral turpitude or misuse of power or authority under any law for the time being in force;
- has not been sentenced to imprisonment for more than three months for an offence under any law and, a period of not less than five years has elapsed since his release; and in case of a member or a holder of a public office, has not been sentenced to imprisonment;
- has not failed to file the required return of election expenses or is not convicted for exceeding the limits of election expenses prescribed under the electoral laws;
- has not been declared an un-discharged insolvent by any court;
- does not engage in any transaction involving pecuniary interest with the local government of which he is a member;
- does not absent himself without reasonable cause from three consecutive meetings of the council of which he is a member; provided that a member will not be disqualified if the absence was necessitated by a national emergency or force majeure;
- does not fail to attend a training course as required under section 189 of the Local Government Ordinance 2001;
- has not been and is not involved, in activities prejudicial to the ideology, interest, security, unity, solidarity, peace and integrity of Pakistan and its people, and the good order and harmony of society; and
- has not used, directly or indirectly, for his election the platform, flag, symbol, affiliation and financial or material resources or support of a political, religious, ethnic or sectarian party, formation or organization.

Whoever-

- (a) is found by the Chief Election Commissioner to have contravened above provisions will stand disqualified from being a candidate for election to any office of the local governments for a period of four years; or
- (b) having been elected as a member of a local government or is a holder of an elective office of the local government is found by the Chief Election Commissioner to have contravened the above provisions will cease forthwith to be an elected member or to hold the office of such member and stand disqualified from being a candidate for election to a local government for a period of four years.

Source: National Reconstruction Bureau of Pakistan (NRB)

Voter Registration

CLEAN VOTERS LIST IS VITAL FOR TRANSPARENT ELECTIONS¹

The voters list is an important document for free and fair elections. Constitutionally, it is the responsibility of the Chief Election Commissioner to prepare the electoral rolls and revise them annually.

The persons, who have attained the age of 18 years or above and are otherwise eligible to be registered as a voter, can be enrolled as voters in accordance with law and procedure any time during the year. However before every election there is always a cut-off date.

WHO IS ENTITLED TO BE A VOTER

A person shall be entitled to be enrolled as a voter in an electoral area if s/he:

- 1 Is a citizen of Pakistan;
- 2 Is not less than 18 years of age;
- 3 Has not declared by a competent court to be of unsound mind; and
- 4 Is or is deemed under section 7 of the Electoral Rolls Act, 1974 to be resident in the electoral area in which s/he desires to be enrolled as a voter.



(A person is not eligible to be registered in the electoral area in which his/her shop is situated unless such a person ordinarily resides in that shop or owns or is in possession of it. Nomads are also not entitled to be registered as voters as they cannot claim to have any one particular place as their place of residence. Seasonal Migrants, as distinct from Nomads, are eligible to be enrolled, according to their preference, at **any one** of the two places where they ordinarily reside. Remember: One can be a voter only in one electoral area.

Aliens, foreign nationals and refugees are not eligible for enrolment as a voter.

Annual Revision:

The purpose of revision exercise is to ensure that no eligible voter is left out and that non eligible persons are excluded from the electoral rolls. At the same time names of voters who have died, migrated to some other electoral areas or otherwise have become ineligible, are required to be purged from the electoral rolls. Similarly the names of voters, who have died, migrated or have become ineligible are required to be struck off from the electoral rolls.

The draft rolls are displayed in the offices of Revising Authorities (Addresses of such authorities in your city are available on Election Commission of Pakistan website:

¹ Source: Election Commission of Pakistan

<http://www.ecp.gov.pk>) in each electoral area for inviting claims/objections/applications (for corrections) and final publication of revised electoral rolls.

Every Revising Authority will receive and dispose of claims, objections and applications for corrections, if any, in respect of electoral areas falling within its jurisdiction. **A claim, objection or an application for correction received by a Revising Authority in respect of an electoral area outside its jurisdiction are immediately forwarded to the appropriate Revising Authority.**

FILING OF CLAIMS, OBJECTIONS AND APPLICATIONS

The draft electoral rolls will remain exhibited for public inspection in the offices of the Revising Authorities, Registration Officers and Assistant Registration Officers and at a conspicuous place in each electoral area for a specified period (*Usually in January every year*). The members of the public will be free to file claims, objections and applications for corrections, in the prescribed forms, during the prescribed period. The Revising Authorities shall complete the hearing and dispose of all claims, objections and applications for correction by the due date positively.

The distribution of Claims and Objection Forms in bulk to an individual or party is strictly prohibited.

Every objection to any entry or entries and every application for correction of any particular or particulars relating to an existing entry or entries in the draft rolls should be lodged with any of the above-mentioned officers by the objector/applicant in person **and not through an agent.**

The ladies may, however, file their claims, objections or applications for corrections of their particulars in the rolls through an authorized agent.

It should be clearly understood that no person is entitled to prefer an objection to the inclusion of any name in the electoral roll unless his/her name appears in the electoral roll of that area. In other words the objector should be the voter of that electoral area. The claims, objections and applications for correction shall not be received in bulk from an individual or a political party. No stamp, judicial or non-judicial, is required to be affixed on such claims, objections and applications.

All parties demand clean and updated Voters lists to ensure free and fair elections. To achieve this, it is absolutely essential that all parties conduct regular training of party members to participate in VOTER REGISTRATION and in the ANNUAL REVISION OF VOTERS LISTS. This should be an ongoing party project for every branch/ward.

Voter Registration Process in Pakistan

	Periodic Registration	Continuous Registration
Individual Initiated		Citizens, fulfilling relevant requirements, can enroll their names as voters year round in offices of the Election Commission throughout the country. The process of registration is closed only for a brief period before every election.
State Initiated	Every year in January, the Election Commission of Pakistan launches a campaign to revise the electoral rolls. This opportunity can also be used for inclusion of new names.	
State Created	Before every election, the Election Commission establishes special display centers for voter lists where claims, objections, and applications for corrections can be submitted.	

Module 4: Leadership Skills

MEASURING LEVELS OF EMPOWERMENT

Empower

- ü to give someone official authority or the freedom to do something
- ü to invest with power
- ü to equip or supply with an ability; enable

Empowering

- ü something that is empowering makes you more confident and makes you feel that you are in control of your life

Think about how much power or control you exercise over your life. Measure the level of empowerment that you have in the following areas:

out of 10 marks: 10 = complete; 0 = none at all

- Your body (including family size and childbearing time) _____
- Decisions (big and small) in the home _____
- Equality with men in the household _____
- Setting goals for self (planning and carrying out plans for life) _____
- Ability to represent self and stand up for self _____
- Influence over what goes on in community _____
- Influence over what goes on in country _____
- Education (knowing things) _____
- Skills (knowing how to do things) _____
- Problem-solving experience _____
- Self-confidence (confidence in self) _____
- Self-reliance (ability to look after self) _____
- Resources and access to resources _____

Leadership Self-Check

Complete the following inventory of your leadership skills. Circle the number that best represents how you behave on a scale of 1 to 10 (1=never and 10=always). There are no right or wrong answers. Please be candid in your assessment.

When you have finished the inventory, review your answers. Where are your leadership skills strong? What areas could you improve?

Section I. Mission and Values

1. I have identified the character traits and personal values that are most important to me.

Never *Always*
1 2 3 4 5 6 7 8 9 10

2. I work to embody those character traits and demonstrate those personal values in everyday life.

Never *Always*
1 2 3 4 5 6 7 8 9 10

3. I have clear goals: personal, professional, organizational, spiritual.

Never *Always*
1 2 3 4 5 6 7 8 9 10

4. I have written down my goals, set a timeframe for each goal, and outlined the necessary steps to achieve them.

Never *Always*
1 2 3 4 5 6 7 8 9 10

Section II: Personal Mastery Skills

5. I learn from my mistakes.

Never *Always*
1 2 3 4 5 6 7 8 9 10

6. I have a positive attitude and believe that I, and others, can accomplish our goals.

Never *Always*
1 2 3 4 5 6 7 8 9 10

7. I continually look for ways to do things better.

Never *Always*
1 2 3 4 5 6 7 8 9 10

8. I am comfortable acknowledging my own mistakes and apologizing when I have hurt others.

Never *Always*
1 2 3 4 5 6 7 8 9 10

9. I respond and adapt flexibly to changing circumstances.

Never *Always*
1 2 3 4 5 6 7 8 9 10

10. I face and resolve problems promptly and effectively, rather than letting them build.

Never *Always*
1 2 3 4 5 6 7 8 9 10

11. I exercise good, sound judgment in making decisions.

Never *Always*
1 2 3 4 5 6 7 8 9 10

12. I manage my time well, displaying good judgment in establishing personal priorities.

Never *Always*
1 2 3 4 5 6 7 8 9 10

13. I am positive and encouraging of other people.

Never *Always*
1 2 3 4 5 6 7 8 9 10

Section III. Communication Skills

14. I share my thoughts, opinions and feelings openly and honestly.

Never *Always*
1 2 3 4 5 6 7 8 9 10

15. I communicate clearly and directly, in a manner that is easy for others to hear and understand.

Never *Always*
1 2 3 4 5 6 7 8 9 10

16. I am effective in getting others to support my ideas and initiatives.

Never *Always*
1 2 3 4 5 6 7 8 9 10

17. I am a persuasive, articulate and inspiring speaker.

Never *Always*
1 2 3 4 5 6 7 8 9 10

18. People tend to come to me for guidance, input or support because I am usually helpful.

Never *Always*
1 2 3 4 5 6 7 8 9 10

19. I listen carefully and attentively. People tell me I understand them.

Never *Always*
1 2 3 4 5 6 7 8 9 10

20. I ask for the opinions and input of others, even when I may disagree.

Never *Always*
1 2 3 4 5 6 7 8 9 10

21. I am effective in providing timely and helpful feedback

Never *Always*
1 2 3 4 5 6 7 8 9 10

22. I am approachable and am not defensive when others give me feedback.

Never *Always*
1 2 3 4 5 6 7 8 9 10

IV: Team Skills

23. I contribute actively to group meetings.

Never *Always*
1 2 3 4 5 6 7 8 9 10

24. I appreciate and acknowledge the contributions of others.

Never *Always*
1 2 3 4 5 6 7 8 9 10

25. I do what I say I will do by the time I say I will do it.

Never *Always*
1 2 3 4 5 6 7 8 9 10

26. I help challenge our group to set and hold a high standard for performance.

Never *Always*
1 2 3 4 5 6 7 8 9 10

27. I help keep us focused on what is most important for our shared success.

Never *Always*
1 2 3 4 5 6 7 8 9 10

28. I inspire others with my positive energy and attitude.

Never *Always*
1 2 3 4 5 6 7 8 9 10

IV: Leadership Strengths and Weaknesses

29. What is my greatest strength as a leader? Why?

30. What is my greatest weakness as a leader? Why?

Developing Your Leadership Skills

- ü *Ask for and use constructive feedback*
- ü Evaluate yourself regularly and honestly
- ü Seek out new roles and new challenges
- ü Start practicing leadership skills in your family
- ü Join community organizations and volunteer for committee work
- ü Never pass up training opportunities
- ü Remember that “to teach is to learn twice”
- ü Work with and learn from strong, skilled, and upright leaders
- ü Set personal leadership development goals and work on them



Module 5: Advocacy and Political Negotiation Skills

Politics is about solving problems. To solve problems in a democratic manner, you must have the majority behind you. To achieve good solutions you need allies, both inside and outside the party. This module is about how to get people in the system “on your side”. If you are to succeed, you must do a lot of groundwork. You must know your issue well and the others must feel that your solutions to the problem are right for them.

- ✚ **Network:** a group of people who exchange information, contacts and experience for professional or social purposes.
- ✚ **Networking:** establishing a network; communicating with other people to exchange information, establish new links, etc.
- ✚ **Resource Mobilization:** organize all your resources (human, financial, community and other) for service or action

Ø List all the groups you belong to or have connections with – in and out of your community. Examples: Women’s Wing, political party, apartment tenants association, professional groups.

Ø What resources does each of these groups have or have access to?

Ø What can you get out of your network?

Ø What can you offer to people in your network?

Ø What can you do to maintain your network of contacts?

Ø What are the connections between networking and leadership?

COLLABORATING WITH NON-GOVERNMENTAL ORGANIZATIONS

Ø A vital and active society of people who care is essential to the development of our society. Non-Governmental Organisations (NGOs) can play an important role in this task. NGOs offer the opportunity to realise important social goals through the pursuit of common values. NGOs tend to be close to the problems and the people and can capture trends and issues that are difficult to discern from a political standpoint. Collaboration with NGOs, therefore, is essential to the conduct of political activity.

PAKISTANI NGOS WORKING ON WOMEN’S POLITICAL PARTICIPATION AND RELATED ISSUES

Organisation	Goal	Major Activities/Sphere	Contact Information
All Pakistan Women’s Association	Furtherance of the moral, social and economic welfare of the women and children of Pakistan	Encouraging participation of women, welfare of women through improvement of legal, civic, constitutional rights, advocacy, service delivery	Yasmin Dastur APWA National Headquarter, 67/B, Garden Road, Karachi 021—7212991
Aurat Publication and Information Service Foundation	Women’s empowerment in society through participation in governance at all levels	Political education programs for women, Legal information dissemination and aid, capacity building of women, Advocacy and action programme	Misbah Tahir (Resident Director) 8-B, LDA Garden View Apts, Lawrence Road, Lahore 042—6306534
Citizen Commission for Human Development (CCHD)	To make governance responsive to the people’s needs	Creating public conscious about governance issues, Foster amicable conflict resolution, political education, conducting research and training on Human rights, Governance	Zahid Ahmed, (Manager) 42-Tipu Block, New Garden Town, Lahore 042—5889666
Development Research Institute of Pakistan (DRIP)	To promote sustainable development processes in socially and economically marginalized groups with focus on women through multi-sectoral programs	Research on different development issues; organise and facilitate awareness and skill development trainings; advocacy for human rights and democratisation	Humerah Tahir (President) # 8, 1 st Floor, Ginza Centre, Islamabad 051—2875565
Human Rights Commission of Pakistan (HRCP)	To work for the ratification, implementation in Pakistan of the universal declaration of human rights and other related norms	Studies in the field of human rights; mobilise public opinion; taking appropriate action to prevent human rights violations	I. A. Rehman (Director) House No. 107, Tipu Block New Garden Town, Lahore 042—5865969
Institute for Development Studies and Practices (IDSP-Pakistan)	To create and develop Human Resources that will change the power structure and establish partnership with communities	Conducting field research on various development issues such as conflict resolution, agriculture, gender, globalisation, human rights etc; training and capacity building	Lal Jan Baloch (External Relations Manager) C-32, Railway Housing Society, Quetta 081—445192

Organisation	Goal	Major Activities/Sphere	Contact Information
SARSABZ Foundation (SB)	Development of the society through participatory approach to form a balanced civil society	Enhancing women political participation; research and training	Imran Niaz (Admin Officer) 201-A, Peoples Colony #1, Faisalabad 041—560751
Shirkat Gah (SG)	Women’s empowerment for social justice and social justice for women’s empowerment	To promote pro-women laws, policies; research/publication on women issues; legal aid and political education	Meher Marker Noshewani (Coordinator) D-77, Block-2, Clifton Karachi 021—5832754
Pattan Development Organisation	To reduce the vulnerability of communities in riverine areas and to enhance their capacity to sustain their livelihoods	Enhancement of political status; democratisation; political education; gender	Sawar Bari National Coordinator # 05, Street 58, F-10/3, Islamabad 051—2299494
South Asia Partnership SAP-PK	To support community based people’s organisations in undertaking initiatives for socio-economic development and political change	Strengthen the capacity of CBOs, NGOs and other CSOs; political education; rural development; gender	Irfan Mufti Program Manager Haseeb Memorial Trust Building, Nasirabad, Raiwind Road, Thokar Niaz Beg, Lahore 042—5426470
Sustainable Development Policy Institute (SDPI)	To catalyse the transition towards sustainable human development defined as the enhancement of peace, social justice and well being, within and across generations	Advocacy; research; training on issues of globalisation, gender, political developments etc	Dr. Saba Gul Khattak Executive Director House # 3, UN Boulevard Diplomatic Enclave, G-5, Islamabad 051—2278134

Key Points and Example of a SWOT Analysis

SWOT analysis is a general technique that can be applied to any number of different situations and activities. It is particularly appropriate to the early stages of strategic planning. Performing a SWOT analysis involves brainstorming and recording strengths, weaknesses, opportunities and threats concerning a task, individual, or organization. The analysis takes into account both internal resources and capabilities (strengths and weaknesses) and ones that are external to the organization (opportunities and threats).

Why use the tool?

SWOT analysis is a very effective way of identifying your strengths and weaknesses, and examining the opportunities and threats you face. Carrying out an analysis using the SWOT framework will help you to focus your activities into areas where you are strong and where the greatest opportunities lie.

How to use the tool:

To carry out a SWOT analysis, write down answers to the following questions (or similar ones):

Strengths:

- What are your advantages?
- What do you do well?
- What do other people see as your strengths?

Consider this from your own point of view and from the point of view of the people you deal with. Don't be modest – be realistic.

Weaknesses:

- What could you improve?
- What do you do badly?
- What should you avoid?

Again, consider this from an internal and external basis – do other people seem to perceive weaknesses that you do not see? Are your competitors doing any better than you? It is best to be realistic now and face any unpleasant truths as soon as possible.

Opportunities:

- Where are the good opportunities facing you?
- What are the interesting trends you are aware of?

Useful opportunities can come from things such as:

- Changes in government policy
- Changes in social patterns
- Local events

Threats

- What obstacles do you face?
- What is your competition doing?

Carrying out this analysis will often be illuminating – both in terms of pointing out what needs to be done and in putting problems into perspective. You can also apply SWOT analysis to your competitors – this may produce some interesting insights!

Example:

A political party might carry out the following SWOT analysis to better capitalize on its strengths, minimize its weaknesses, take advantage of its opportunities and anticipate and manage the threats:

<p>Strengths</p> <ul style="list-style-type: none"> q New dynamic leader q Reputation for honesty and integrity q Strong and active Women’s Wing q Party with a long and proud history q Strong links with international parties 	<p>Opportunities</p> <ul style="list-style-type: none"> q Local Elections q Young people are becoming more interested in politics
<p>Weaknesses</p> <ul style="list-style-type: none"> q Constituencies without MPs or Senators q Not many older, more experienced party activists q Lack of party solidarity q Vague identity 	<p>Threats</p> <ul style="list-style-type: none"> q Independents, some other parties q Women are often prevented from voting



SWOT Analysis Framework

Strengths	Weaknesses
Opportunities	Threats

STRATEGIES TO PERSUADE OTHERS

1. We want to persuade _____
to _____ by _____

2. They would be persuaded by the following actions/incidents (prioritize):

- a.
- b.
- c.
- d.
- e.

3. We could use our strengths and resources to persuade them in following ways:

- a.
- b.
- c.
- d.
- e.

4. The following would be the easiest and most effective approaches that our group could use:

Easy to do

Effective

- Television interviews
- Radio and Public Service Announcements
- Radio talk show
- Newspaper advertising
- Newspaper article
- Brochure/Flyer
- Bargaining
- Testimonial/Endorsement by _____
- saying _____



Module 6: Message and Platform Development

DEVELOPING MESSAGES

- Ø A campaign message tells the voters why the candidate is running and why the voters should choose them over the other candidates. A message is a simple statement that will be repeated over and over during the campaign to persuade voters.
- Ø The main requirements for an effective message:
 - *It must be short.*
 - *It must be truthful and credible*
 - *It must be important and persuasive*
 - *It must show contrast between you and your opponents.*
 - *It must be clear and speak to the hearts and minds of voters*
 - *It must be targeted at a specific group of voters*
 - *It must be repeated again and again*



- 1) **Identify the problems:** Talk to people (both women and men) throughout your area and identify their concerns.
- 2) **Develop solutions:** Think of ways to solve their problems.
- 3) **Create your message:** Think of a message that addresses the constituent's concerns and highlights your solutions and strengths.

Here is an example:

1. **Problem:** Many people in the village do not have enough money to buy clothes, salt and other basic items.
2. **Solution:** Small income generating activities should be initiated to improve the economic status of the villagers.
3. **Message:** "Asma Siddiqi: improving economic opportunities for all villagers."

PARTY PLATFORMS AND MANIFESTOS

- Ø All parties have a platform. This platform, which should be adopted after a democratic process, governs the work of the party. The platform represents the commitments the party has made to voters, particularly during election campaigns. It should outline what issues the party considers to be important and what solutions the party will implement to address these issues.

- Ø A party whose platform addresses the issues facing women voters and the people that they care for will have a greater chance of gaining the support of these women and thus be more successful in elections.
- Ø Party platforms should be developed in a democratic fashion. The national level of the party should ask the provincial level for input on platform development. Then the provincial level should ask the district level for input and feed this back to the national level.
- Ø A party that works with its provincial and district members to identify issues and develop proposals for solutions will have a strong platform that will address the real issues facing the people.

Developing a Policy Platform Worksheet

1. Developing the issue

- What is the issue and why is it happening?

- What do our communities need to deal with the issue?

- What do we want to change? What is our long-term goal?

- What is our short-term goal?

2. Developing the strategy

- Who are our allies on this issue?

- Who are our opponents?

- What strategies are we going to use?

- Why are we going to do it?

3. Preparing for the results

- How will our strategy be received by others?

- How do we know if it's good enough?

- How can we assess our strategy?

Module 7: Effective Use of the Media

Definitions of Media:

- ü A means of conveying something.
- ü A channel of communication.
- ü Publication or broadcast that carries advertising.
- ü A means of mass communication, such as newspapers, magazines, radio or TV.
- ü The group of journalists who make up the communications industry and profession.

Why a media relationship?

- People tend to vote for whom they know. Newer faces need the exposure that a media relationship will bring.
- Getting gender on the agenda. Women candidates and party leaders can use the media to publicize issues that might otherwise be ignored.
- The best person to deliver your message is you. The media will enable you to get your message out to a large number of people in a short period of time.
- Media tend not to look for news so it makes sense to take news to the media.

How do we establish this relationship?

- Ask. You might be surprised at how receptive journalists are to requests for coverage.
- Make a list of all the media in your district – their distribution, audiences, editors, journalists, publication/broadcast deadlines, interests, and formats (talk show, news, lengthy interviews). Be strategic about what stories you share with which media, keeping this information in mind. Plan to meet with a contact at each on a regular basis.
- It is particularly useful to meet with the Editors of media outlets in your community. Once they are sympathetic to your issues, it is easier to obtain coverage.
- Make a point of getting to know media professionals who appear sympathetic to your issues and keeping them informed on a regular basis. Learn their deadlines, areas of interest, days when they have trouble finding news stories, etc.
- Ask the Media Relations person within your party for help and suggestions. Your party likely has already established relations with key journalists and media outlets.

Tips for Developing a Media Strategy

- ü **Get others involved.** Form a committee of people to work with you to develop your media campaign.
- ü **Determine your goals and objectives.** Have a clear understanding of what you want to accomplish before you start.
- ü **Create your campaign message.** Draft “talking points” that will answer basic questions about your issues. Make sure that everyone on your team is using the same “quotable” points. You want one simple, direct message.

ü **Identify your target audience.** Who is the audience you want to reach and how do they think? Consider that a different approach will be necessary with each group. For example, a target audience in remote communities might be community members at a village meeting. The approach and language you will use will be less formal than, for example, a press conference in an urban setting. If possible try to pre-test your campaign message with a sample group from your target audience.

ü **Identify media opportunities.** Analyze and assess the media outlets and opportunities available in your community. Which media will help you to reach your target audience?

ü **List your resources.** These might include, but are not limited to budget, donations of material, the time and talents of involved individuals or related events that you can use to highlight your efforts.

ü **Remain flexible.** Revise your plans if circumstances or resources change, or if parts of your plan are not working. And stick with what *does* work!

Informal Media

In many areas of the country where access to formal media is limited we have to rely on other forms of media such as:

ü **Word of Mouth.** Get your message out by telling community leaders, religious leaders, teachers, etc. Prominent people reach a large number of people in the community and their opinion is well respected.

ü **Pamphlets, flyers and bulletins** are a good way to provide information on your organization or issues. Remember to make them clear, short and easy to read.



ü **Loudspeakers** are often used to publicize events and meetings. It is important to be considerate as to the time of day that you use this method and to ensure that your message is being transmitted clearly through the speakers.

ü **Attending special events** that attract a lot of people on a particular day is an effective way to get your message out. Sporting and other community events provide a “captive” audience.

ü **Community meetings** are a good way to reach out to people in your community. They can take many forms including a village meeting or a religious gathering.

ü **Walk-about**s are another effective way of getting out and meeting community members and communicating your message directly to your constituents.

PREPARING A PRESS RELEASE

Ø An effective press release should:

- ü Be written in a standard form.
 - ü Be one page long and definitely no more than two.
 - ü Be written on plain white paper, usually standard size business paper.
 - ü Be computer generated or typed.
 - ü Leave a margin of about 1 ½ to 2 inches around the edges of the text.
 - ü Clearly state contact information.
 - ü Start with a headline, written in ALL CAPITAL LETTERS.
 - ü Have the names of the people receiving it printed clearly on the release.
 - ü Announce an issue of importance for which you want media attention.
 - ü Be brief and to the point.
 - ü *Answer the following in the first paragraph:*
 - **Who** is the subject of the story?
 - **What** is happening?
 - **Where** is the event going to take place?
 - **When** will the event take place?
 - **Why** is this so important?
 - ü **Be as accurate and specific as possible.**
 - ü Have the word “more” typed on the bottom of the first page (if the release is longer than one page), and “end” at the centre bottom of the last page.
- Ø Follow up the press release with telephone calls.

SAMPLE PRESS RELEASE



PRESS RELEASE

For Immediate Release
August 24, 2004

Contact: Yasir Dildar at (051) 2255992

NDI TO HOLD REGIONAL WORKSHOP ON WOMEN'S POLITICAL PARTICIPATION

Islamabad, Pakistan— The National Democratic Institute for International Affairs (NDI) will hold a four-day regional workshop beginning on Monday, August 30th to launch its initiative entitled "Supporting Women Political Leaders in Muslim South Asia". This 15-month project is designed to encourage women's political participation in Afghanistan, Bangladesh and Pakistan. It aims to enhance the capacity of women in the region to successfully campaign for office, to effectively serve as elected officials at the local levels, and to serve as leaders within their political parties. Project funding has been provided by the Bureau of Democracy, Human Rights, and Labor of the US Department of State.

The opening session of the workshop is open to invitees only and will take place from 9:30am to 1:00pm at the Holiday Inn in Islamabad. It will feature remarks from Justice (Retd.) Majida Rizvi, Chairperson of the National Commission on the Status of Women. Representatives from six major Pakistani political parties will sign the Global Action Plan (GAP) developed in December 2003 by an international working-group of women party leaders from 27 countries including Bangladesh and Pakistan. The GAP encourages parties to take steps to increase women's leadership opportunities in recognition of the vital role they play in the reform, renewal, and modernization of political parties and governance. The opening session will also feature panel discussions on regional obstacles to women's political participation and strategies to overcome them. Panelists will include political party leaders from Afghanistan, Bangladesh, and Pakistan as well as Nursanita Nasution, an Indonesian Parliamentarian. Please see the attached list of tentative panelists and the draft agenda for the opening session for more information.

During the training-of-trainers workshop that will begin after the opening session, fifteen women selected by leading political parties from each country will collaborate with regional and international women trainers. With NDI's support, participants will then undertake activities tailored to the specific political needs and interests of women in each of the three countries.

Note: the opening session on Monday, August 30th and the four-day workshop that follows are by invitation only. Journalists interested in covering the opening session should contact Yasir Dildar at the number listed above.

NDI is a nonprofit organization working to strengthen and expand democracy worldwide. Calling on a global network of volunteer experts, NDI provides practical assistance to civic and political leaders advancing democratic values, practices and institutions. NDI works with democrats in every region of the world to build political and civic organizations, safeguard elections, and to promote citizen participation, openness and accountability in government. NDI has worked in Pakistan for over 14 years. For more information, please visit our website at www.ndi.org

Module 8: Public Speaking

Speeches and Presentations

- The act of public speaking could be defined as: “a talk or address, especially one delivered to an audience.” Yet some studies show that many view public speaking as their number one fear.
- So many professions and careers require us to address an audience of some kind and size at one time or another. For example, teachers, business people, and politicians all speak in public. Some circumstances may require a more formal delivery of information and may be more nerve-wracking than others that are more casual and generally presented to smaller audiences. What many people with a fear of public speaking do not realize is that we all do speak in public on a daily basis at one level or another.
- This experience can be either harrowing or pleasant depending on our preparation.



Body Language and Communication Styles

- q 7% of any message is communicated with words.
- q 38% is relayed by voice (tone, accent, volume, rhythm).
- q 55% is communicated by non-verbal body language.
- Ø There are two ways to communicate non-verbally:
 - q 1. Body movements such as facial expressions, gestures, and posture.
 - q 2. Spatial relationships – distance you put between yourself and the other person.
- Ø It is important to understand the importance of non-verbal communication because over 50% of communication is received from body movements.

Tips for Making an Effective Speech or Presentation

Know Your Topic

- ü If you can, choose a topic that you enjoy and know well. Your passion for the subject will come through in your delivery.
- ü The most important rule of public speaking is to become familiar and comfortable with what you are talking about – the subject of your presentation.

Know Your Audience

- ü Knowing who you will talk to can help you adjust what you will say. Consider their level of education, their interests, and their knowledge of your topic.

Know the Program

- ü Are you the only speaker? What is the order of appearance? Will you be the first or last speaker? Will there be a panel of speakers?
- ü Verify how long you will speak. It's always a good idea to time a speech so that you know you will fill your allotted time slot.
- ü Be aware of how much time will be allotted for questions and answers, if any.

Prepare Your Speech

- ü Know what you want to achieve as a result of your presentation. Define the core purpose of the speech. Do you want to...Persuade the audience? Educate them? Encourage them to take a specific action?
- ü You need to know exactly what you want your audience to remember from your speech. In 25 words or less write down what you want the audience to know. Once you know what that is, reduce it to three or four points and elaborate on just those points. Illustrate each point with at least one example that will create a picture in the minds of your audience. Too much information can be just as deadly as not enough.
- ü Outline the substance of your presentation using quotes, examples, facts and other interesting information.
- ü Write the opening or "attention getting" statement of your speech.
- ü Write the closing part of your speech. Aim for a strong finish. It should be a stirring statement in which you issue your call to action, make a declaration, refer to your opening comments and summarize your main goal.
- ü Don't write out the rest of your speech. Instead, write out the main points. If you write it out in full sentences, you will worry about using exactly the same words when you are giving your speech. You want to sound confident, not rehearsed.
- ü In any good presentation, you will tell the audience what you are going to tell them (the opening), tell them (the body of the speech), and tell them what you told them (the closing).

Practice, but Not TOO Much

- ü Practice your entire speech before the presentation. Be thoroughly familiar with it, but do not memorize it. If you practice too much, it may show. In other words, it may appear to your audience as if you're doing this speech for the hundredth time. Practice with another person who can give you helpful comments. Practice in front of a mirror.

Other Preparations

- ü Try to visit the venue before the event. Check the room and equipment.
- ü Decide what you will wear ahead of time. Make sure it's something you feel comfortable in and something that makes you feel confident. Deciding what you will wear ahead of time will make you less nervous the day of the speech.

Relax

- ü If you are feeling nervous, use some relaxation techniques before you start. If you can find a place to be alone, jump up and down or stomp each foot really hard. This exercise will ground you and release tension. Shake your hands and clench and unclench your fists. This action will keep your hands from shaking too much. If trembling is a problem, hold onto the podium while you speak. Stick out your tongue, open your eyes and mouth as wide as you can, then scrunch your face into a tight ball. This will relax the muscles of your face. Breathe deeply and hum to warm up your voice.
- ü Drink water (not coffee, tea, milk, or fizzy drinks) and have more close by, dry the palms of your hands with tissue paper if they are sweaty, and you're ready.

Deliver the Speech

- ü Observe proper protocol: recognize dignitaries at the beginning of your remarks.
- ü Do not read the speech – you want to be natural, enthusiastic and excited. Talk to your audience. Write an outline with key words or phrases on index cards that you can hold in the palm of your hand, and then practice giving the speech. Only look down at your notes every now and then when absolutely needed.
- ü Be precise; use simple words and short sentences. Avoid acronyms.
- ü Avoid the overuse of statistics. While important, statistics can be confusing. If there are important statistics, hand them out at the end of your presentation. Stories about real people are always more compelling than numbers.
- ü Maintain eye contact with the audience. This technique will help to hold their attention and emphasize main points. Make eye contact with one person at a time and hold it for about five seconds.
- ü Use hand gestures to explain yourself and your points. Gesturing too much distracts the audience. Not gesturing at all makes you seem stiff and unnatural.
- ü Stand up straight and stand still. Don't play with your hair or adjust your dupatta.
- ü Use your nervousness to your advantage. Being nervous is normal. It gives us the adrenalin we need to focus. Try to channel this nervous energy into enthusiasm and excitement. Don't forget that the audience is there, usually, because they care about what you are saying and want to hear you say it. Find those individuals in the audience who are smiling and giving you positive feedback – they will help keep you confident.

Manage Questions

- ü Take questions from the entire audience rather than a select few. Listen carefully and treat each question equally. Repeat all positive questions so that the audience can hear them. Do not become drawn into a "one on one" with any one questioner, or allow one questioner to dominate the audience. Respond as simply and directly as possible.
- ü Do not be afraid to say "I don't know", and either promise to get back to them with information or invite them to contact you at a later date.

How to Manage Your Fear and Speak With Confidence

If you find it hard to speak in front of a crowd then doing so may make you panicky, break out in a sweat or just extremely nervous. Everyone who has spoken in front of a group has experienced stage fright at one time or another. The good news is that once you begin your talk, the stage fright usually goes away. To avoid nervousness and to speak confidently, you must be prepared.

1. Unless it can't be helped, always try to speak on a subject you know well and are comfortable talking about. The better you know the topic and the more information you have on it, the easier it will be for you to talk about it.
2. Prepare your speech well ahead of time. Write out exactly what you are going to say at the beginning and end of your speech and the main points of the body of the speech. The more prepared you are, the more confident you will feel about giving your speech.
3. Try to look at your audience as you talk to them. If you find it hard to look them in the eye, try looking just above their heads or at their foreheads/noses and be sure to move your eyes around the room, so that everyone feels like you are talking to them.
4. Try to stand with good posture because this will make you look confident even if you are not. Relax your shoulders and arms. Balance your weight between both feet, being careful not to rock back and forth.
5. Try to pace yourself and not talk too quickly, and remember to pause at moments when a pause is needed, so that you can catch your breath and get your thoughts together. Don't be afraid of being silent for a few moments to remember what you were going to say next.
6. If you are really anxious about speaking publicly, try to build confidence one step at a time. Try speaking in front of smaller groups first and gradually increase the size of your audience.
7. Confidence can be gained through practice. Once you have practiced something and feel safe in the knowledge that you can do it, in this case – when you know what you are talking about - you will feel more confident about doing it. Practice your speech prior to your speaking engagement. Get someone you trust to listen to you and ask them to give you their opinion and any suggestions that may help you. Although it may sound stupid, practicing in front of a mirror is another good way. This helps you to see what you look like as you give your speech. You can get your posture right and see how your hand movements look to the audience.
8. The best thing you can do is to relax. Don't worry too much about it and try to enjoy it. The more relaxed you are, the easier you will find it and the better you will appear to your audience.

Image and Presentation

Women candidates and political activists are subjected to a lot of scrutiny about their appearance (for mostly irrelevant reasons) by both their friends and strangers. Accept this as a reality and prepare yourself, even if it bothers you.

You will not get a second chance to make a first impression

First impressions are made quickly and a negative impression is difficult to overcome. In a split second, people will form opinions about you in terms of your economic and educational background, your social position, your experience, your trustworthiness, your moral character and your success at your current or previous work. Accept that your audience will form an impression of you based on their assumptions.

The key is to develop sensitivity and awareness of the image you present. Wear what you must to have your audience accept you. The way to do this is to find the balance between comfort and creating an image that reflects your style of leadership. People can tell if someone feels uncomfortable or their appearance is unnatural.

Plan your wardrobe ahead of time

Your clothes reflect you. Because of this, plan your wardrobe with the same diligence you give to your other political activities.

How and why

The colors you wear are very important. You want to wear colors that make you seem healthy and alive. Avoid colors that make you appear pale, show dark circles under your eyes or otherwise unhealthy. Colors are traditionally associated with different qualities. Black, dark gray, dark blue, dark green and deep red often mean “strong and dependable.” Think about the message you want to send. Use color to show yourself at your best.

Color for the media

The color of your clothes is very important if you go on television. For example, if they use a dark backdrop and you are wearing dark clothing, you will not be very visible. Color comes out differently on television and video. Too many dark colors, black in particular, will affect visibility. Black, white and red will appear very stark to the camera. Pale colors, like pink clothing, will appear faded. Patterns such as checks or lines will also appear stark. But sometimes larger patterns can be effective although solid colors are usually better.

Accessories

Accessories that are interesting and stylish can add to your appearance. Use them but sparingly. Dangling earrings and bangles can distract audience attention from what you want to say. You want the audience to pay attention to you, not your accessories.

Preparing an Effective Political Speech

The following points are helpful in developing a persuasive political speech:

- ü Establish a connection with the audience by demonstrating a shared concern.

“Hello. My name is Gulmina Habib and I am a candidate for the local council. I would like to talk to you about problems that I can solve if you elect me. One of the concerns I share with you is our village's financial problem. Everyday, I see my brothers and sisters having a difficult time finding the money to buy oil or salt in the market...”

- ü State the problem, how it affects the audience, and support it with evidence.

“I have observed a great number of people who are having many difficulties raising enough money to survive. The people of this village do not have enough opportunities for raising money. Many voters have shared with me their frustrations about this important issue...”

- ü State your position on the issue.

“I believe that we must make small scale income generation our top priority. If I win this election, I promise to improve our village by bringing more income generating opportunities here. I will work to increase economic opportunities for villagers...”

- ü Give your solution and show how it benefits the voters.

“If I am elected I will work to involve more people in small income generating projects. As a result, their financial problems will improve...”

- ü Show the voters how the village would be if this problem were solved.

“In closing, I want you to imagine what our village could be like if I am elected. There will be effectively monitored income generation projects providing villagers the extra money they need to supplement their farming. People will not be struggling just to meet their basic needs. Please vote for me so that I can make this vision of a wealthier, happier village come true...”

- ü Ask for their support and their vote.

“Lastly, I would like to say that your valuable vote would provide me an opportunity to work for the development of our village. In order to help me improve our village's economic situation, I request that you vote for me, Gulmina Habib. Thank you.”

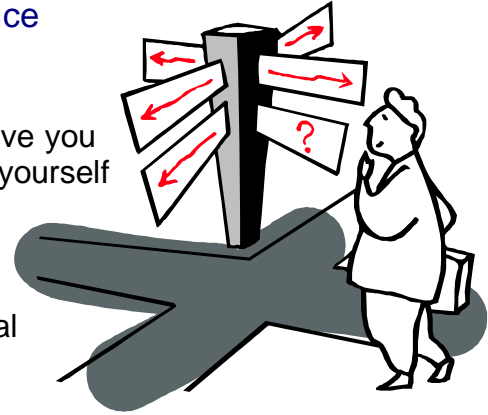
Module 9: Campaigning

Things to Consider before Deciding to Run for Office

1. Why do you want to run for office?

Elected office is demanding and time-consuming. Have you carefully considered why you want to contest? Ask yourself the following questions:

- Am I fully prepared?
- Is my family prepared?
- How will this affect my professional and personal life?



2. What are your financial resources?

Election campaigns can be expensive and elected officials are only paid a small stipend.

- Do you have adequate resources to run?
- Can you raise necessary resources to cover your campaign costs?
- Do you have independent means (other sources of income) outside of politics?

3. What are your campaign issues?

- Do you have clear campaign issues that are important to voters?
- Is your campaign theme based on community needs?

4. What level of support do you have in your community?

- Are you well known and supported?
- Can you identify your support base (people who will likely vote for you)?

5. Who are your allies?

- Have you identified your allies?
- Are they willing to be part of your campaign team?
- Are they willing to support your campaign financially?
- Are they willing to use their influence to support your campaign?

6. Where does your opponent stand on important issues?

- Have you researched your positions in relation to your opponents?
- Can you identify the areas in which you will have work to gain support?

7. What is the process for entering the campaign?

- Do you know what steps you need to take to become a candidate?
- Do you meet the criteria for becoming a candidate?

ELEMENTS OF A SUCCESSFUL CAMPAIGN

- Ø An enthusiastic and professional **campaign team**.
- Ø The identification of **sympathetic groups and individuals** and the kinds of support they might offer.
- Ø The development of a **campaign plan** that includes a campaign strategy, budget and fundraising plan, and a detailed schedule.
- Ø A **campaign message** that is effectively communicated.
 - Consider what issues are important to your community and emphasize solutions.
 - Ensure the method of delivery used will reach the audience for which it is intended. For example, there is no point in designing a newsletter to outline your issues if the majority of your target group is illiterate.
- Ø Focused and targeted **campaign activities** that reach out to your voter.
- Ø **Familiarity with the regulations** governing the campaign.
 - Assign one of your campaign team members to research this important topic and to provide advice and guidance.
- Ø A **media and public relations strategy** that successfully attracts the attention of the media and highlights your campaign.
- Ø **An effective *Get Out the Vote* campaign:**
 - Distributing basic information about voting, including *when* the election is, *where* to vote and *what time* the polls open - by telephone, flyers and going door-to-door
 - Transportation and child-minding services on election day for your voters
 - Party agents at the polling stations to observe voting and report any irregularities



CAMPAIGN WORKSHEET

This worksheet is designed to help you consider all the information you will need to put together an effective campaign.

Step One: Research

Briefly describe the voters in your area.

Briefly describe the factors and issues that will influence this election.

Briefly describe your strengths as a candidate. *Hint: Try using the SWOT analysis framework to assess your candidacy. You can also use it to assess your opponent(s).*

Briefly describe your weaknesses as a candidate.

Briefly describe the strengths and weaknesses of your major opponent(s).

Step Two: Identifying and Targeting the Voters

Who are your voters and how will you reach them? These are some of the most important questions a candidate must ask herself.

- ✓ Voters can generally be divided into three categories.
 - a. **Yes voters**- voters who plan to vote and will vote for you.
 - b. **No voters**-Voters that are voting for another candidate.
 - c. **Undecided/Maybe Voters**- Voters who are unsure of how they plan to vote.
- ✓ **Yes** voters are the converted and **No** voters have already made up their minds that they will be voting for another candidate. It is not necessary to spend a lot of time and resources targeting **Yes** and **No** voters.
- ✓ The main task is to identify the **Undecided/Maybe** voters and determine how you can make them **Yes** voters.

To identify your target voter answer the following questions:

You can be considered to belong to the following demographic group(s) (age, gender, profession, level of education) which will be your bases of support. Are there enough voters in these groups to win the election? Are there other candidates who appeal to these same groups?

These other groups can be expected to support you for the following reasons:



Members of your target audience share concerns about the following issues:

Note: A good way to answer this question is by conducting an informal poll of a cross-section of people in your target audience. Ask them two simple questions:

1. What are the top three issues the government should deal with?
2. What do you worry about on a daily basis?

How do your target voters learn about issues? Through television? Newspapers? The local imam? How can you inform the voters of your candidacy?

Where is your target voter located? Are there any distinct geographic areas in which voters support you and/or your party? What are some creative ways of getting their attention? What is the best time (of the day and/or of the week) to reach these voters?

Step Three: Forming a Campaign Team

Main Campaign Roles and Responsibilities

Campaign Manager:

- Develops overall campaign plan in collaboration with candidate
- Supervises the day to day activities of the campaign and the candidate
- Makes sure that all campaign tasks are completed on time

Finance Coordinator:

- Develops and manages the campaign budget
- Develops a fundraising plan and coordinates its implementation
- Directs fundraising efforts
- Researches relevant information about donors such as what issues are important to them and how much they can afford to give

Communications/Media Coordinator:

- Develops a communication plan for the campaign
- Develops relationships with the media, writes press releases, and seeks media coverage of the candidate and her campaign
- Assists the candidate with developing her campaign message, preparing speeches, slogans, flyers, etc

Voter Outreach Coordinator:

- Develops a plan for how the candidate will convert voters and gain supporters
- Plans special events, door-to-door canvassing activities, and other efforts
- Oversees and evaluates the implementation of the plan



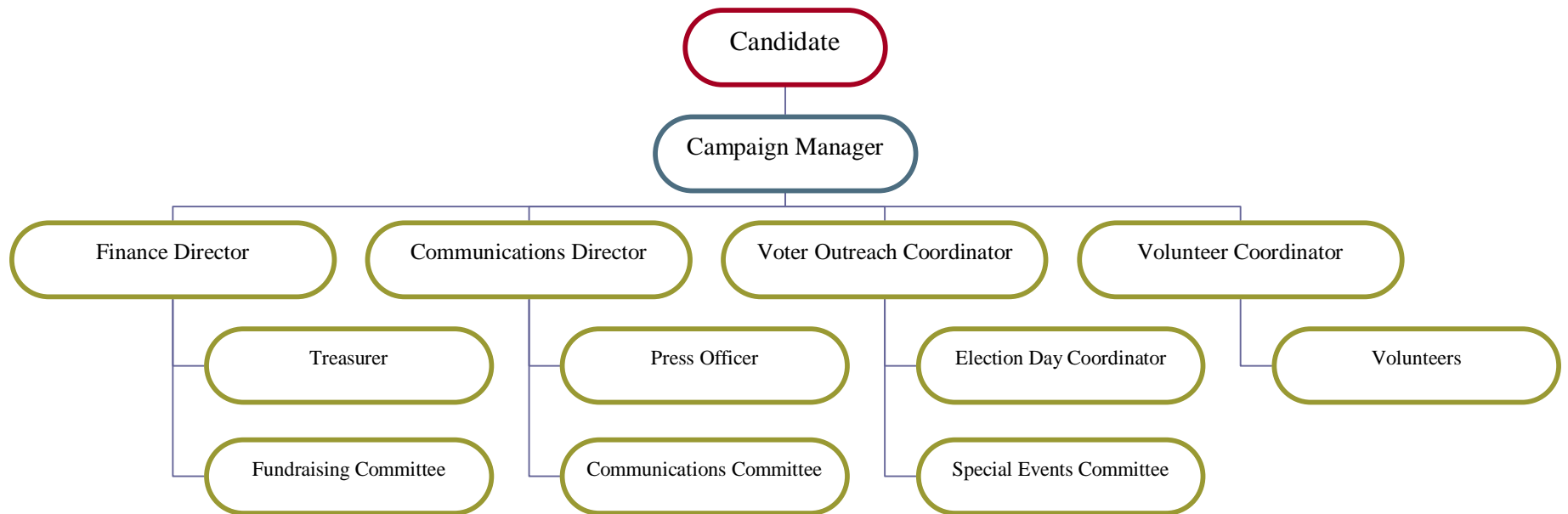
Volunteer Coordinator:

- Recruits and manages individuals who volunteer to work on the campaign

Election Day Coordinator:

- Manages, organizes, and coordinates all Election Day activities to include Get Out the Vote activities and making sure that the candidate has a representative in all polling stations to observe voting and record problems.

SAMPLE CAMPAIGN TEAM CHART



Note: Depending on your resources and the number of volunteers you have, the size of your campaign team will vary considerably. On smaller teams, positions will have to be combined. For example, one person will serve both as the Finance Director and the Treasurer.

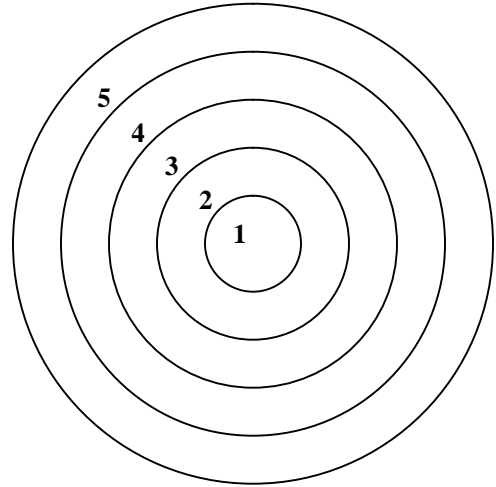
Step Five: Voter Contact

Why do you contact your voters?

1. Find supporters
2. Convince undecided voters to vote for you
3. Compile a database of supporters
4. Encourage voters to get out and vote

Among which groups will you find your voters?

- 1 – family
- 2 – neighbors and friends
- 3 – professional and social circles
- 4 – ideological (party) allies
- 5 – “enemies of your enemy”



How Many Voters Do You Need to Reach?

Let us say that your Union Council has a population of 13,000 people. Of this population, there are 3,000 children below voting age and other non-registered voters, leaving a total number of 10,000 voters. In the last local government election, there was a 50% turnout of voters, or 5,000 votes cast. You assume it will be the same this time. In a multi-candidate race for Union Council Member, the winning candidate received 34% of the vote or 1,700 votes cast. If you figure an average of two voters per household, this would come to 850 households.

Now, you cannot assume that every voter you talk with will be persuaded to vote for you. So you should plan on communicating with a larger number of voters in order to receive votes from 1,700 voters or 850 households. Suppose you persuade seven out of every ten voters you communicate with to vote for you. You will need to talk to 2,500 voters or 1,300 households in order to be assured of support from 1,700 voters or 850 households.

It is still a lot easier to talk with and try to persuade 910 families than it is to try and persuade 13,000 people. This whole process is narrowing the group of people you need to persuade down to a smaller, more manageable size.

Types of voter contact:

- Work of candidate (meetings with voters, door-knocking)
- Direct voter contact (door knocking, phone banks, meetings with voters, direct mail, etc)
- Paid media
- Earned media
- Mass actions

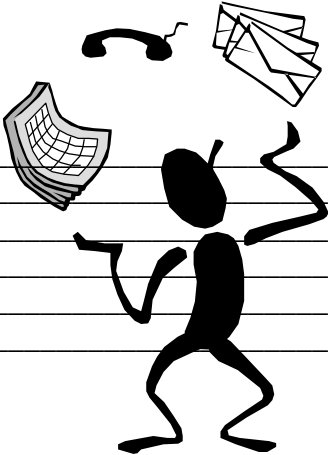
Comparative Table of Different Types of Contacts

Type of Contact	Level of Targeting	Cost	Chances to Get Feedback	Resources Needed	Effectiveness
Billboards	Low	High	None	Money	Low
Phone Bank (calling voters)	High	Medium	Excellent	People Time Money	Quite high
Direct mail	High	Medium	Possible	Time People Money	Medium
Door-to-Door (canvassing)	High	Low	Excellent	Time People	Very high
Distributing leaflets on streets	None	Medium	Limited	Time People Money	Low
Campaign in mass media	Medium	High	None	Money	Medium
Distributing posters and stickers	Limited	Medium	Limited	Time People Money	Low
Meetings with voters	Limited	Medium	Possible	Time People Money	Medium

Based on your research, you intend to communicate your message to the voters using the following methods:

Group	Best methods to reach them

Voter contact plan



Activity 1.

Activity 2.

Activity 3.

Activity 4.

Activity 5.

HELPFUL HINTS FOR CANVASSERS

- DO** Always use the voter list and check the names of the voters in each house before knocking on the door.
- DO** Close the gate on the way in and out.
- DO** Always address the person you are speaking to by name.
- DO** Smile
- DO** Say you are calling on behalf of your candidate. It is important to mention their name.
- DO** Ask how many voters in the house will vote.
- DO** Ask elderly supporters if they need a ride to vote, and make a note of it if they do. Ask women if they will need to be escorted to their polling station. Ask mothers if they will need someone to look after their children while they vote.
- DO** Thank the voter even if they are opponents.
- DON'T** Allow people to engage you in long conversations, especially if they don't support your candidate. You need to see as many people as you can.
- DON'T** Go inside. This will hold you up and others will waste time looking for you.
- DON'T** Worry if you are asked a question which you can't answer. Say that you will refer it to the candidate – and be sure that you do.
- DON'T** Ignore your own Party supporters. No one wants to be taken for granted.
- DON'T** Assume all couples vote the same way.
- DON'T** Assume you know how people will vote unless voters are known opposition activists. People change their mind from one election to the next.
- DON'T** Guess which Party they support. Ask – we need to know.
- DON'T** Leave the doorstep without handing over a leaflet, unless the voter is very much against your candidate.
- DON'T** Forget to thank the voter for his/her time.

Sample Canvass Report

Rating System: "1" - Supporter, "2" - Leaning toward Candidate, "3" - Undecided, "4" - Unfavorable, "5" - Supporting Opponent, "R" - Refused to Answer, "X" - Not at Home.

Street Name: _____ Community: _____ Precinct: ____ Polling Place: _____

House #	Voter's Name	Phone #	Rating	Comments	Follow Up

Canvassing Follow-up Form

Name of Voter: -----

Address: -----

Phone Number(s): -----

Name of Canvasser(s):-----Date of contact: -----

What is the nature of the request/question?

- § Would like to volunteer
- § Would like to join party
- § Would like to donate to party/candidate
- § Has a question that needs to be addressed
- § Has a complaint that needs to be addressed

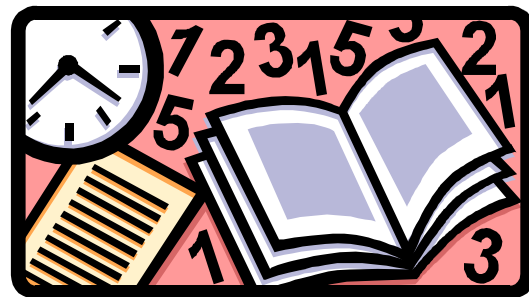
Please explain:

Details of Follow up:

Party member responsible for follow up: -----

Step Six: Campaign Schedule

- Start with Election Day and work backwards into the campaign period and pre-campaign period.
- There are many activities you should consider including:
 - Register as a candidate and announce your candidacy.
 - Recruit a campaign team and volunteers
 - Consider strengths and weaknesses of candidate and the opponent(s)
 - Review the voters list
 - Identify your voters and their priority issues
 - Develop the candidate's campaign message and platform
 - Develop a campaign schedule
 - Develop a budget
 - Raise money for the campaign
 - Design and print campaign posters, flyers, stickers, buttons, etc.
 - Develop a voter outreach plan
 - Conduct voter outreach activities such as:
 - Going door to door and meet with voters
 - Holding a campaign rally
 - Organizing special events
 - Develop and implement a media strategy to include:
 - Holding a press conference
 - Doing interviews with radio and television stations
 - Call supporters to make sure they vote on election day
 - Assign volunteers to serve as polling agents on election day



The following is your campaign schedule, which outlines all of the activities you intend to complete before the end of the campaign period.

CAMPAIGN SCHEDULE

Date	Activity(s)
Election Day	
One week before Election Day	
Two weeks before Election Day	
Three weeks before Election Day	
Four weeks before Election Day	
Five weeks before Election Day	
Six weeks before Election Day	
Seven weeks before Election Day	
Eight weeks before Election Day	
Nine weeks before Election Day	
Ten weeks before Election Day	
Eleven weeks before Election Day	
Twelve weeks before Election Day	

Step Seven: Campaign Budget

	June	July	August
Office supplies			
Personalized stationary & envelopes			
Salaries for paid staff			
Calling voters			
Printing and photocopying			
Mailing flyers			
Door-to-door canvassing			
Television ads			
Newspaper ads			
Radio ads			
Special events			
Balloons, banners, etc.			
<i>TOTAL EXPENSES</i>			

Step Eight: Monitoring Elections

Another important campaign team takes place on election day, itself. As no election in any country is completely free of mistakes, it is important to recruit and place agents in each polling station in your constituency. Election monitoring can help minimize mistakes and limit opportunities for rigging. It also increases the confidence of voters and candidates in the electoral process and the results. The information provided below will help you consider the important steps involved in monitoring an elections and what your polling agents should look for throughout the process.

On Polling Day

Be prepared for problems. Nobody is perfect. Honest mistakes will happen. If problems arise, stay calm.

Be at your polling station. Stay until voting and counting are completed (or you have been relieved by another Polling Agent for your candidate). If you do not stay at your polling booth, there will be no to defend your party's interest.

Raise concerns. If you do not raise concerns on behalf of your party, no one else will. If you have a question or think that there is a problem, bring it to the attention of the Assisting Presiding Officer or Presiding Officer.

Document concerns. Write down what you observe at your polling booth. This will help you remember any problems that arise. Inform you party about what happened.

Remember the polling officials are in charge. Bring problems to the attention of the Assistant Presiding Officer or the Presiding Officer. Make suggestions, but remember that they are responsible for the election. If you feel the problem you raised was not dealt with correctly, write down the details and give them to your party after you have completed your duties.

Do not make accusation in bad faith. Do not let partisan interests cloud your judgment. False accusations hurt your reputation and those of your candidate and party.

Do not intimidate or interfere with any voter. On election day, do not campaign on behalf of your candidate or party or try to influence a voter in any way

Things to Look for during the Opening of the Polling Booth

Outside the Polling Booth:

- Did anyone attempt to stop authorized personnel from entering the polling booth?
- Were there party signs or banners within 100 metres of the polling booth?
- Were there party camps within 200 metres of the polling booth?
- Were police and /or security personnel at the polling station?
- Were there signs directing voters to the polling station?
- Were there signs directing voters to their polling booths?
- Was the queue of people waiting to vote orderly?

Inside the Polling Booth:

- Is the secrecy area set up so that voters can mark their ballots in private?
- Were the ballot boxes shown to be empty and sealed?
- Can the ballot boxes be seen at all times?
- Were the two Assistant Presiding Officers and one Polling Officer assigned to your polling booth?
- Were unauthorized people present in the polling booth?
- Did the polling booth have enough ballot boxes, ballot papers, ink, official marks, and voters special stamps?
- Did your party provide you with a copy of the electoral rolls for the polling booth assigned to you?

Things to Look for during Counting

- Were all ballot boxes still sealed when brought to the counting room?
- Was there adequate space and light for counting?

- Were the ballot papers first unfolded and stacked?
- Was there agreement over the number of ballot papers?
- Was there agreement over which ballot papers were valid and doubtful?
- Was there agreement as to which ballot papers were cast for which candidate?
- Did the Presiding Officer fairly resolve any disputes?
- Were challenged ballot papers counted and added to each candidates vote total? They should have been.
- Were tendered ballot papers counted and added to each candidates vote total? They should not have been.
- Was there agreement on the total votes for each candidate?
- Did the Presiding Officer correctly complete the Statement of the Count?
- Did a Polling Agent for your party sign the Statement of the Count?
- Did a Polling Agent for your party receive a certified copy of the Statement of the Count from the Presiding Officer?
- Did anyone interrupt the counting process?
- Did anyone attempt to steal any ballot papers or boxes?
- Were any unauthorized persons present in the counting room during the count?
- Did anyone attempt to add marked ballot papers during the counting process?

Note: Don't forget to remind your polling agents to keep a written account of any complaints and to report back to campaign headquarters in a systematic way. It will do you no good if you have polling agents in each station but do not receive high quality and detailed information from them.

Module 10: Fundraising

NOTE: Although the information in this module is targeted towards election campaigns, it can easily be adapted to other fundraising situations such as raising money for the Women's Wing of your party.

Now that you know approximately how much money you will need for the campaign, you have to find a source of funds to pay for each expense listed in your budget. Therefore, fundraising is an integral and important part of your campaign. Fundraising is the process of systematically collecting names of potential donors and then identifying why that potential contributor would contribute, how much money they can give and what is the best tool for the campaign to use to ask for a contribution. First consider the kinds of people who donate to election campaigns and why they do so (see below) and then try to come up with as many names under each category as you can. Don't forget to consider both financial (money) and in-kind donations (materials, loaned cars for transportation, free printing, etc.) that individuals on your list might be able to offer to your campaign.



Why People Contribute to Campaigns

There are different reasons why people will contribute money and/or volunteer their time to a campaign. Understanding why people contribute will assist your campaign in developing an effective fundraising strategy. In fact, people give money for many reasons:

- They believe that what you say or stand for serves their needs; for example, that you are addressing their issues.
- They know and/or grew up with you or the person who is asking.
- They have worked with you on important issues or campaigns.
- They like what you have to say and what you stand for.
- They encouraged you to get involved.
- They know someone else on your campaign.
- They dislike the other candidate.
- They think you are the candidate most like them.
- They have been well courted.
- They were asked.
- You need it and you tell them so (and why).

POTENTIAL CAMPAIGN DONORS

ü The Candidate

The candidate must give something to show that she believes in her campaign. If a candidate contributes an amount that was difficult to give, she is showing that she has stretched herself and it allows her to ask others to give more.

ü Family and Friends

Family and friends shouldn't need too much persuasion to give. This category of givers gives out of loyalty.

ü Power Groups

These groups believe their personal power will increase through the election of a particular candidate or party. They want a party or candidate who will promote and advance their interests. Remember that power groups tend to give late in the campaign because they want to back the winner.

ü Ideology Groups

Groups that support candidates based on ideology are driven by a particular cause. They believe what the candidate believes in. To win the support of this group the candidate must show a common interest or experience.

ü People or Groups with an 'Axe to Grind'

This category of donor does not like your opponent. They are linked to you by a common desire to see your opponent defeated. Talk about what will happen if you are not elected, how your opponent failed the community in the past, and what you will do differently.

Exercise: Contributor List

Using the categories identified above (family and friends, power groups, ideology groups, people or groups with an 'axe to grind'), list all the possible contributors you can think of for your campaign on a blank pad of paper.

Try to come up with a MINIMUM of 100 names of possible contributors.

Types of Donors

Donors on your contributor list can be classified into 3 different types: **large**, **medium** and **small** donors. Whether you classify donors as large, medium or small depends on the area you are in and the type of campaign you are running. Determine how you will

classify each potential donor based on your knowledge of the donor and research conducted by your fundraising researcher.

Amounts for large, medium and small donors may vary depending on the circumstances of the community. Here are some guidelines: **Note:** In Pakistan the limit for campaign spending for District Nazim is Rs. 200,000 and for Union Council Nazim is Rs. 100,000.

Local Bodies Election

Large Donor

Rs. 5,000 and above

Medium Donor

Rs. 1,000 and Rs 5,000

Small Donor

Under Rs. 1,000

Research

It is important for the campaign team to conduct research on the people that you are going to approach for a contribution.

Exercise: Donor Research

Using your contributor list, research potential donors.

- Ø Determine for each:
 - How much can they give?
 - What do they care about?
 - Identify if the potential donors have given to campaigns in the past and to whom and how much they contributed

This information can be gathered by talking to friends of the potential contributors and by examining financial reports of past elections.

Fundraising Plan

Any fundraising plan is based on a series of assumptions about how and where you will raise money.

Your fundraising plan should include:

- Ø **A strategy by donor group:**
 - Appropriate messages based on who the candidate is and what is important to the group you are targeting
 - What you expect to raise from each group
 - A prioritized list of target groups

- Ø **Fundraising goals:** a list/chart that shows your fundraising activities, month by month, and how much you intend to raise with each activity.

- Ø **A fundraising budget** that includes cost of events and activities

- Ø **A fundraising timeline** that is:
 - Linked to the campaign plan
 - Based on campaign budget needs



Fundraising Strategy

The following steps will assist you in developing your fundraising strategy. Note that your strategy will have a different focus for each donor group (large, medium and small):

1) Craft a Message:

- A message for each group should appeal to emotion. Anger, pride and compassion are powerful motivators. *Be responsible when appealing to emotion. Avoid messages that involve personal attacks on opponents or appeal to prejudice or ethnic or religious divides.*

- When crafting your message consider:
 - ü What is the problem that this group or individual wants solved?
 - ü What causes are they interested in?
 - ü How will the election impact them?
 - ü What are their needs and how can the candidate meet those needs?

2) Evaluate giving potential and set goals:

- Evaluate what constitutes large, medium and small donations in your community.
- Put a rupee amount next to each name on your contributor list as an estimate of what they can give.

3) Select appropriate tools:

- Use different tools with different levels of donors. For example, the candidate might invite a large donor to have coffee with him or her. A small donor might be invited to a special event for the campaign where the candidate may or may not appear.

4) Decide who should ask for a contribution:

- For large donors, either the candidate, someone on the campaign team or a supporter who is respected and influential with the donor should ask. Large donors expect the personal touch from people closely associated with the campaign.
- Campaign volunteers can approach people for smaller donations. Small donors don't usually expect to sit down to tea or a meal.

5) Decide when to ask for a contribution:

- Individuals may be more willing to give to a campaign just after they receive their month's salary.
- Businesses may be more approachable during a season when business is good.

Asking for a Contribution

Steps to follow, when asking for a contribution:

1. **Establish a rapport** – Be pleasant and professional and create a personal link with the potential donor.
2. **State *their* interest** – Refer to issues that are important to the potential donor.

3. **Describe the investment** – Let them know why it is in their interest to contribute to your campaign.
4. **Be Specific** – Let them know what you need the money for and when you need it.
5. **ASK** - Ask for a specific amount, keep the request short, and then stop talking.
6. **If the answer is no, address their concerns** - Provide information to help change their minds by restating why it is important for them to contribute.
7. **Negotiate** - Ask for the same amount but spread it out over time.
8. **If the answer is still no** - Negotiate for a lower amount.
9. **If the answer is still no** - Ask for in-kind donations such as resources or time.
10. **If the answer is yes** – Say thank you and ask when you can collect the donation.

Asking for a Contribution

The single most important reason why people do not give to political campaigns is that they were never asked.

Too often candidates believe that a particular person will not give or cannot afford to give and therefore do not ask them. This is often just an excuse to avoid asking and thereby avoid raising money.

No amount of PR and public education will help a fundraising campaign, unless people are asked and given an opportunity to say yes

Fundraising Tools

There are all sorts of ways to fundraise.

Ø **The Candidate's Request**

The most effective fundraising technique in a local campaign is for the candidate to directly ask people on his or her contributor list for money. To maximize efficiency, the candidate should focus on large donors. The candidate should weigh the appropriateness of making requests over the phone or having a coffee or having a meal with a potential donor.

Remember you are not begging. The work that you do is important and by asking someone to contribute, you are giving them an opportunity to participate and to invest in your campaign.

Ø **The Dedicated Gift**

This is an effective technique. If you have a supporter who you know will give a donation, don't just ask for a contribution; ask her or him to pay for a specific budget item, perhaps linked to an issue they are interested in. People want to know their money is being put to good use and a 'dedicated gift' is one way of ensuring that.

Ø **Direct Mail to Friends of Friends**

The candidate is not the only one who should be asking for money. Ask your friends and campaign team members, including your volunteers, to try to raise contributions. Almost everyone has a family and a network of people they know, work with and socialize with. Ask your friends and volunteers to write a personal letter to five or six of people they know and ask for a donation. The writer can explain how the campaign is progressing and include an appeal for the dedicated gift idea above.

Ø **Special Events**

- **House party:** a supporter of the campaign hosts a party and collects donations to raise money for the candidate.
- **Candidate's dinner:** invite a targeted group of individuals to attend a dinner at which the candidate will speak. Sell tickets for the event.
- **Candidate's luncheon:** the candidate has lunch with a particular group or organization. The candidate speaks and solicits donations.



- **Fair:** the campaign hosts a community fair that includes such attractions as a barbeque, refreshments, bake sales, and games.

Fundraising special event tips:

- **Keep it simple and keep the costs low.** As with everything, see what can be donated and use volunteers as much as possible. Try to get the venue space donated, for example.
- **Have a ticket-selling plan.** One method to use is the ‘sell five tickets or buy five tickets’ plan: everyone who is involved in the campaign is given five tickets with the understanding that they will either sell the five tickets or buy them themselves.
- **Make your event fun and interesting.** People are more likely to buy a ticket to your event and make a contribution if the event is an attractive one.
- **Increase your fundraising at the event with another event.** Examples:
 - **50/50 Raffle.** Sell tickets at the event and hold a draw. The person with the winning ticket gets half of the proceeds and the campaign gets the other half. The winner may even decide to donate their winnings back to the campaign.
 - **Auction.** Make requests to businesses to donate attractive items; some examples include: a dinner out, a gift basket, or a trip to a Dubai. Attendees bid on the prizes and the person with the highest bid “gets to” buy the prize. All of the profits go to the campaign.



Fundraising Budget

The campaign budget will have a line item for fundraising expenses. You will also need to develop a detailed *Fundraising Budget* itemizing these expenses. The following is a sample format to use for a detailed fundraising budget.

Sample Budget

Fundraising Expenses:	February	March	April	May
Direct Asks:				
Meals				
Special Events:				
House party				
Candidate's dinner				
Fair and bake sale				
Auction				
Take-away lunch				
Women's luncheon				
Direct Mail: (postage and stationary)				
Staffing (unless you are relying on volunteers):				
Fundraising Researcher				
Fundraising Events Coordinator				
TOTAL				

General Fundraising Rules

- You need to spend money to raise money.
- Money comes in commensurate with the amount of time you spend raising it.
- Do your donor homework.
- Always include a donation envelope with every mailing.
- No one wants to give you money. They want to support a cause or have you work for them.
- Set fundraising goals.
- Don't let a pledge get old - collect donations as soon as possible.
- Don't make fundraising the last thing on your list each day.
- Ask for money everywhere you go.
- Thank your contributors.

Legal Options for Fundraising in Pakistan

Constitution-1973

Right of Association

- (1) Every citizen shall have the right to form associations or unions, subject to any reasonable restrictions imposed by law in the interest of sovereignty or integrity of Pakistan, public order or morality.
- (2) Every citizen, not being in the service of Pakistan, shall have the right to form or be a member of a political party, subject to any reasonable restriction imposed by law in the interest of the sovereignty or integrity of Pakistan or public order and such law shall provide that where the Federal Government declares that any political party has been formed or is operating in a manner prejudicial to the sovereignty or integrity of Pakistan or public order, the

Federal Government shall, within fifteen days of such declaration, refer the matter to the Supreme Court whose decision on such reference shall be final.

Provided that no political party shall promote sectarian, ethnic, regional hatred or animosity, or be tilted or constituted as a militant group or section.

- (3) Every political party shall account for the source of its funds in accordance with law.
- (4) Every political party shall, subject to law, hold intra-party elections to elect its office-bearers and party leaders.

Article 17, Chapter 1-Fundamental Rights, Constitution of Islamic Republic of Pakistan-1973:

Political Party Order-2002
Funding related clauses

Article 13 of Political Parties Order, 2002, reads:-"Information about the sources of party's fund.

(1) Every political party shall, in such manner and in such form as may be prescribed or specified by the Chief Election Commissioner -submit to the Election Commission within 60 days from the close of each financial year, a consolidated statement of accounts of the party audited by a chartered accountant containing - (a) annual income and expenses; (b) sources of its funds; and (c) assets and liabilities.

(2) The statement referred to in clause (1), shall be accompanied by a certificate signed by the party leader stating that (a) no funds from any source prohibited under this Order were received by the party; and (b) the statement contains an accurate financial position of the party."

Legally speaking, political parties in Pakistan can raise their funds through membership fees and individual voluntary contributions made strictly by Pakistani citizens. According to the Political Parties Order 2002, parties are supposed to keep records of their membership and contributions made by members or supporters. The PPO-2002 prohibits any contribution made directly or indirectly by any foreign government, multi-national or domestically incorporated public or private company, firm, trade or professional association. The law explicitly explains that the parties may accept contributions and donations only from individuals. Such contributions or donations include cash, kind, stocks, hospitality, accommodation, transport, fuel and provision of other such facilities.

In this way all political parties in Pakistan have to come up with some figures by August 29 every year to fulfill a legal requirement of submitting an annual statement of income and expenditures. Article 13 of the Political Parties Order, 2002 and Rule 4 of the Political Parties Rules, 2002 require every political party to maintain its accounts

indicating its income, annual expenditure, source of funds, assets and liabilities to be submitted to the Election Commission within 60 days after the end of a financial year.

Definitions:

(c) “foreign-aided political party” means a political party which-

(i) has been formed or organised at the instance of any government or political party of a foreign country; or

(ii) is affiliated to or associated with any government or political party of a foreign country; or

(iii) receives any aid, financial or otherwise, from any government or political party of a foreign country, or any portion of its funds from foreign nationals;

6. Membership fee and contributions.

(1) A member of a political party shall be required to pay a membership fee as provided in the party’s constitution and may, in addition, make voluntary contributions towards the party’s funds.

(2) The contribution made by members or supporters of any party shall be duly recorded by the political parties.

(3) Any contribution made, directly or indirectly, by any foreign government, multi-national or domestically incorporated public or private company, firm, trade or professional association shall be prohibited and the parties may accept contributions and donations only from individuals.

(4) Any contribution or donation which is prohibited under this Order shall be confiscated in favour of the State in the manner as may be prescribed.



How Pakistani Parties Raise Funds

No	Name of Party	Membership Fee	Office bearers' subscription fee	Policy for Funds collection	Online donation
1	Awami National Party	Rs 5	Rs 25/month from members of the central council, Rs 50/month from members of the central working committee, and Rs 100 from observers before council or committee mtgs	Membership fee and donations from ANP members and supporters	No online donations facility.
2	Jamaat-e-Islami	Not mentioned in the constitution	Members shall compulsorily deposit their Zakat, Ushr and obligatory charity in party's fund	1) Contribution, Zakat, Ushr and charity from members and supporters 2) subordinate funds 3) Profit from publications and bookshops 4) Money collected at party offices and gatherings 5) income from party properties and trusts dedicated to Jamaat	No online donations facility. Only appeal for donation to the party office, Mansoorah, on www.jamaat.org
3	Jamiat Ulema-e-Islam (F)	Rs 10	Rs 50 annual membership of central council, Rs 50 annual for provincial council, Rs 25 annual for JUI district council, Rs 20 for tehsil council, and Rs 10 for primary council	Membership fee Monthly and annual subscription Income from party properties Donations for JUI meetings Zakat, ushr, animal skins etc	Website www.juipak.org.pk

No	Name of Party	Membership Fee	Office bearers' subscription fee	Policy for Funds collection	Online donation
4	Pakistan Muslim League	Rs 20 (to be determined by CWC from time to time)	Rs 100 fee before central council meetings, Rs 50 fee before provincial council meeting	Membership fee All fees received from members of convention and councils Donations & contributions from members/supporters	Facility available at www.pml.org.pk But not very clear as how to donate online. Only asks for name, address and email and comes the donate icon then nothing happens
5	Pakistan Muslim League (N)	Rs 12 annually	Rs 100 before session of the central council, Rs 50 annual subscription fee of members of the provincial council	Membership fee All fees received from members of convention and councils 3) Donations & contributions from members/supporters	No online donations facility.
6	Pakistan People's Party	Rs 5	Rs 15,000 annual fee from members of the Federal Council, Rs 18,000 annual fee from members of CEC, and Rs 12,000 fee from provincial office bearers	Membership fee Subscription from office bearers	No online donations facility.
7	Muttahida Quami Movement	Membership fee (determined by Co-ordination Committee)	Not mentioned	Membership fee Voluntary contribution by members	No online donations facility.

Source: Respective Party Constitutions