

Module Three: Democracy and Civic Engagement

Lesson One: Introduction to Democracy

Introduction to Democracy

Lesson Objective: To understand the basic concepts of a democratic system and society:

- Democratic institutions
- Fundamental freedoms and human rights
- Separation of powers
- Direct and representative democracy

What is Democracy?



- Government by the people
- Rule of the people by the people
- Human rights
- Free and fair elections
- Party pluralism
- Informed and active citizenry
- Inclusive and equal
- Party pluralism

Why is democracy important?

- Creates an opportunity for citizens to express concerns on issues that affect their daily lives
- Creates an opportunity for elected officials to engage citizens to find appropriate solutions to those issues
- Democracies are rarely politically violent. Tend to use far less violence against their citizens than non-democratic regimes.
- Provides stability by giving regular opportunities for change of political leaders

What is inclusion?

What is the importance of equitable inclusion in a democracy?

Why are women important to democracy?



What does democracy look like in Lebanon?

Does democracy in Lebanon favor one group over another? Is Lebanon a direct democracy or a representative democracy?

- <u>Direct Democracy</u> means the people directly deliberate and decide on new laws and policy.
- <u>Representative Democracy</u> means the people elect representatives to deliberate and decide on legislation, such as in a parliamentary or presidential system.

Building Blocks of Democracy: Democratic Institutions

 Legislative bodies: parliament, provincial or municipal councils

- Elections
- Political parties
- Independent Judiciary
- Independent Media
- Informed citizens



Building Blocks of Democracy: Human Rights

What are human rights?

- Basic rights and freedoms
- Universal
- Can never be taken away
- Based on shared values



Does everyone in Lebanon fully enjoy their human rights?
Is everyone treated equally and the same or are some
treated differently?

Building Blocks of Democracy: Power, Politics, and Women

Politics is about power and social norms are at the root of women's experience of disempowerment and they directly impact the privileged position of power that men have in politics

The social norms that impact the ability of women to participate in politics are rooted in gender inequality and they show a worrying "universality and resilience" to change.

Building Blocks of Democracy: Rule of Law

What does rule of law mean?

- A principle under which all persons, institutions, and entities are accountable to law.
- The legal framework of the country equally enforced
- Valuable because it limitsthe arbitrary power



Building Blocks of Democracy: Separation of Powers

What is separation of powers?

- An independent legislature, executive and judiciary.
- Checks and balances

Is there a separation of powers in Lebanon? Why or why not? How would separation of powers strengthen democratic practices in Lebanon?





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Lesson Two: Citizenship

Citizenship

Lesson Objective: To understand the concept of citizenship in a democracy, to explore the value of equality before the law in a democratic system, and to examine the possibilities for citizen input and participation in the decision-making processes:

- Civic values
- Types of rights
- Equality before the law
- Responsibilities of citizens
- Citizen participation in a democracy
- Agency

What is Citizenship?

Citizenship refers to membership of an individual in a group or community that involves certain rights and responsibilities as a result of this membership:

- Legal status
- Citizens as political actors
- Sense of belonging to a political community

Exercise: What makes a good citizen?

- Respectful
- Listens
- Well informed
- Helps others
- Any other ideas?



Civic Values

What are some values that could be considered 'civic

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Community
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Civic and Political Rights

Civil rights may include:

- The right to freedom of expression and opinion
- The right to liberty as long as its exercise does not violate laws and does not conflict with the freedom of others
- The right to peaceful assembly
- The right to justice and equality before the law
- The right to life and not to be subjected to torture or to ill-treatment or cruel and inhuman punishment
- The right to an identity, belonging and acquire a nationality

Political rights may include:

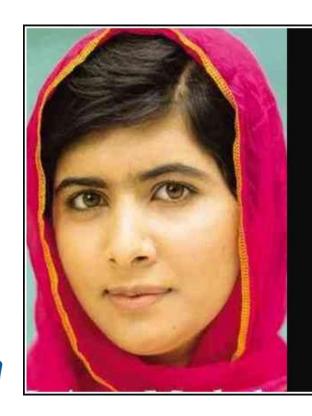
- The right to participate in peaceful societies with others
- The right to membership in parties, organize movements and groups and attempt to influence the political decision
- The right to a peaceful demonstration
- The right to hold public office in the country

Do Different Groups Have Different Rights?





Responsibilities of Citizens



I raise up my voice-not so I can shout but so that those without a voice can be heard...we cannot succeed when half of us are held back.

— Malala Yousafzai —

AZ QUOTES

Citizen Participation in a Democracy

- Voting
- Public supporting a political party or candidate
- Writing letters or make phone calls on behalf of issues you care about
- Visiting an elected or government official his or her office
- Inviting elected or government officials to meet with a group of constituents
- Publishing editorials and writing letters to the editor of a newspaper
- Circulating petitions
- Collective action, such as advocacy or community organizing

Being an Informed Citizen

Why is it important to be informed?

What are the ways or steps you can take to be an informed citizen?



Active Listening

- Use body language
- Show interest
- Listen to not just what is said but how it is said
- Ask questions







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Lesson Three: Rule of Law and Legal Frameworks

Rule of Law and Legal Frameworks

Lesson Objective: To understand the relationship between citizens and their elected officials and the process for creating political accountability through a system of checks and balances:

- Human rights
- Legal framework for Lebanon
- Equal protection under the law
- Pluralism and competition
- Judicial independence and due process
- Citizen review/input

What is Rule of Law?

Rule of Law is the concept that laws prevail above any institution or individual.

Laws set limits on the behavior of governments, individuals and organizations and they do so fairly and equally.

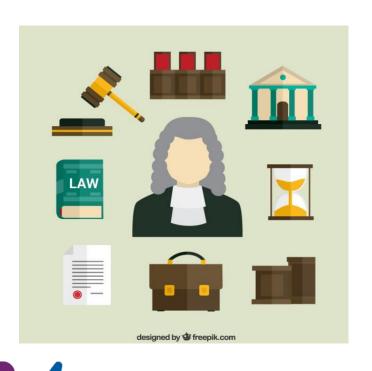


Eight Conditions for the Rule of Law

The following eight elements of law are recognized as necessary to institute the rule of law:

- 1. Laws must exist and be obeyed by all.
- 2. Laws must be published.
- 3. Laws must be forward-looking.
- 4. Laws should be written with reasonable clarity.
- 5. Law must avoid contradictions.
- 6. Law must not command the impossible.
- 7. Law must stay constant through time
- 8. Official action should be consistent with the declared rule.

Legal Framework for Lebanon and the Role of the State



- What are the major laws and decrees in Lebanon that govern society?
- What role does the state have in creating rule of law?
- What role do citizens have in protecting the rule of law?

Exercise: Culture of Accountability

"Accountability is the glue that ties commitment to results"

- Bob Proctor

Equal Protection Under the Law

- Lebanon has a constitutional government.
- A constitutional government is organized to prevent any one individual or institution from becoming too powerful and prevailing on all issues.
- A constitutional government is inclined organizationally and procedurally to make decisions that benefit society, rather than a particular individual.

Gender Equality

Equal protection under the law differs for men and women in Lebanon.

There are several components of the Lebanese legal framework that puts in place power structures and decision-making processes that disadvantage or leave out women, and that broader treatment of female citizens and their government officials (majority men) is impacted negatively.

Gender and Government Accountability

- Do legal and policy documents integrate gender perspectives in policies and services?
- Have institutions developed action plans to implement the government-wide gender equality policy?
- Do institutions have the capacity, support mechanisms and resources to integrate gender equality perspectives?

Pluralism and Competition

The rule of law **permits** participation, **promotes** cooperation and **protects** the fundamental principles of a democratic society. Part of the includes a political landscape that includes:

- → Different political, religious, and ideological views
- → Civil society (nongovernmental organizations, syndicates, media, religious groups, etc.)

These groups are necessary to foster pluralism and create competition among ideas and alternatives.

Judicial Independence and Due Process

- The judiciary is responsible for applying the law in a fair manner, also known as due process.
- Judges should be impartial of any political, religious, social or economic bias in their rulings.
- The judiciary's independence allows judges to make lawful decisions



Do you think the Lebanon court system is independent of influence and fair in its decision-making?

Citizen Review and Input

A primary form of protection of government abuse is to provide for the right of citizens to protest against government action and the **right of citizens to vote** leaders out of office.

In addition to voting, there are also **representative deliberative processes** the citizens can directly participate in to engage and hold government accountable.







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Lesson Four: National and Subnational Governance

National and Subnational Governance

Lesson Objective: To understand the different roles and functions the national and subnational governments play in Lebanon

- Good governance principles
- National level government positions and bodies
- Governorate level government positions and bodies
- Roles and responsibilities of each position and body
- Decentralization
- Where citizens can engage at the different levels of government

Good Governance

We often hear the term 'good governance' in relation to what a government should be doing to serve its citizens.

Principles of Good Governance

- Participation
- Rule of Law
- Transparency
- Equality
- Responsiveness

- Vision
- Accountability
- Supervision
- Efficiency and Effectiveness
- Professionalism

Inclusivity and Good Governance

What can be done to make a system of government more inclusive?

How could a more inclusive system of government increase good governance?



Features of a Centralized System of Governance

There are two specific features of a <u>centralized</u> government:

- 1. The functional management for all government decisions in the hands of central authorities
- 1. There is a specific administrative hierarchy

Features of a Decentralized System of Governance

There are two specific features of a <u>decentralized</u> government:

- 1. The state is responsible for determining which services are national and which services are considered local.
- 1. Governing local councils are elected by voters in the same region.

In a decentralized system, all local administrations and bodies should not be working under strict control or oversight of the central administration.

Which is Better?

Centralized Government

Advantages

- Helps a modern state
 establish and install the
 authorities of the government
- Strengthens political unity.
- Unifies the administrative techniques used in the state.
- Eases coordination between the administrative body throughout the country.

Disadvantages

- Slow and inefficient work,
- Administrative bureaucracy,
- Lack of availability of information,
- Concentration of power.

Which is Better?

Decentralized Government

Advantages

- Alleviates the burden on the central government.
- Administrative work is less timeconsuming and more efficient.
- Fosters better coordination between the state and regions.
- Motivates employees by allowing them to participate in decisionmaking processes.
- Trains the directors in the regions and provinces by delegating authority

Disadvantages

- Weakens the central authority which weakens coordination between the central authority and the regions
- The local authorities and local administrations will contravene the plans of the central authority, which can weaken of the implementation of state policy.
- Increases the financial burden due to the recurrence of some units
- The need to tighten control over the activities at the local level.
- The desire for independence

Roles and Responsibilities at the Municipal Level in Lebanon

As per the law issued in 1977, any job that benefits the public is the responsibility of the municipal council. As follows:

- Fixing the road and collecting wastes
- Public health
- Urban Planning
- Developing the infrastructure
- Services
- Education
- Environmental issues
- Establishing Cultural centers, theatres, museums















Citizen Engagement

Citizen engagement is a form of interaction between citizens and their governments at any stage of the development or implementation of government policy and the delivery of public services.





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Lesson Five: Democratic Actors

Democratic Actors

Lesson Objective: To understand the roles and responsibilities of the different actors in a democracy and how they can affect the policies of government.

Some of what we will discuss in this lesson includes:

- Power and politics
- Roles, responsibilities and behaviors of political parties;
- Roles, responsibilities and behaviors of civil society;
- Women, youth and other underrepresented groups in politics

Understanding Power and Politics

It can be helpful to consider three different forms that power can take – **visible**, **hidden** and **invisible**. You may encounter one or all three types of power in politics:

- Visible power refers to contests over interest which are seen in public spaces or formal decision-making bodies.
- Hidden power is used by actors to maintain their power by creating barriers to participation and excluding the public arena.
- **Invisible power** goes a step further than hidden power and is about how dominant ideologies and values affect people's awareness of their rights and interests.

Exercise: Feeling Powerful and Powerless



Democratic Actors Behavior: Power in Politics

How does power manifest itself in the democratic system? Is it always visible or is some of the power hidden?

How can political parties or civil society have power?

- Raising public awareness
- Advocating for issues
- Engaging decision makers
- Working together
- Effectively communicating
- Having clear goals and desired outcomes
- Identify hidden or invisible power and help balance it

Political Parties

A political party is defined as an organized group of people with at least roughly similar political aims and opinions, that seeks to influence public policy by getting its candidates elected to public office.



FREE PATRIOTIC MOVEMENT



EBANESE DEMOCRATIC PARTY



FUTURE MOVEMENT



TASHNAG



AMAL MOVEMENT



NASSERIST MOVEMENT



LEBANESE FORCES



HEZBOLLAH



BAATH PARTY



PROGRESSIVE SOCIALIST PARTY



KATAEB



MARADA



SSNP



ARAB LIBERATION PARTY



AL AZM MOVEMENT



NATIONAL DIALOGUE PARTY



AHBASH

Image: NDI, Parties Represented in the Parliament

Political Parties: Roles and Responsibilities

Aggregating and representing social Contesting and winning elections to control government agencies and interests institutions **BASIC FUNCTIONS OF POLITICAL PARTIES** Training political leaders who will Providing policy alternatives assume a role in governing society

Political Parties and Women

Why do women need parties?

- Gateway to political leadership
- Inform the policy agenda



What do parties need women?

- To gain party supporters
- To help develop a platform that includes interests of all voters
- To win elections!

Political Parties: Behaviors and Power Dynamics

Pathways for women's participation in parties

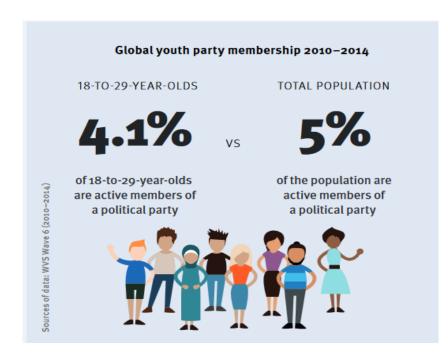
- Leadership commitment
- Organizational structures for women to advocate their concerns.
- Women must have a seat at the table



Barriers for women's participation in parties

- Male leadership domination continues
- Slow implementation of inclusivity mechanisms
- Gender norms and attitudes are slow to change
- Socio-economic barriers persist

Political Parties: Behaviors and Power Dynamics



Barriers for youth participation

- Reluctant to share power with youth, whom they see as inexperienced, apathetic, unable to lead or a threat to their own power
- Do not give youth meaningful opportunities to lead
- Young people are tokenized and used as political tools that are only engaged when it benefits the party
- Do not create mentorship or training opportunities for young people

Civil Society

What is civil society?

Civil society refers to the space for collective action around shared interests, purposes and values, generally distinct from government and commercial for-profit actors. Civil society includes charities, NGOs, community groups, women's organizations, faith-based organizations, professional associations, trade unions, social movements, coalitions, and advocacy groups.

(World Health Organization)











Resource Center For Gender Equality مركـــز المــوارد للمســـاواة بين الجنســين

Civil Society: Roles and Responsibilities



Syndicates

A syndicate is a consortium gathering persons operating in the same industry or business in the same sector of activity, aimed at ensuring the defense of their professional interests and their working conditions.



Protesters march carrying a banner that reads "Workers of Lebanon: Unite" (Photo: @LCPYouthSector

Youth in Politics



Women in Politics







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Lesson Six: Elections

Elections

Lesson Objective: To help inform participants/electorate of the importance free and fair elections; to explain how elections are a fundamental and necessary tool for change in a democracy; to expose the participants on all the various components of an electoral system; and to help participants understand the impact of elections on their own citizenship

Some of what we will discuss in this lesson includes:

- Guiding Principles of Elections
- Elements of an election
- Electoral systems
- Media and elections
- Inclusivity and equality
- Accessibility

Elections



Article 21 of the Declaration of Human Rights states:

- Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.
- Everyone has the right of equal access to public service in his country.
- The will of the people shall be the basis of the authority of government
- In addition, there are international human rights law and gender equality mechanisms, which explicitly address the right to equal participation by women in political and public life.

Guiding Principles of Elections



Elements of an Elections

There are six core elements that every election must have in order to be considered competitive, open and regulated:

- 1. An **electoral system**
- 2. An **electorate** who enjoys the right to vote according to the laws and the constitution.
- **3. Political parties and candidates** who the electorate is voting to represent them in government.
- **4. Electoral districts** where citizens reside that a political party and its candidates will represent if elected.
- 5. The **media** play a central role in influencing public opinion and thus affects the electoral process.
- 6. A **legal framework** that lays out the rules, regulations and procedures all must comply with for an election to take place.

Electoral Systems

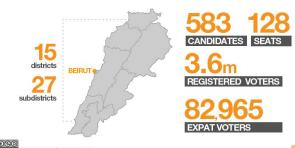
Electoral System	Pros	Cons
Majority	 Geographical Representation Accountability and keeping track are easier Simple and easy to understand Gives voter clear choices Motivates a presence for a strong opposition Encourages that governments receive support in a majority parliament 	 Alienates and keeps small parties away Minorities have a less chance of becoming representatives A lot of votes are lost Usually leads to a lot of supplementary elections Usually needs redistricting
Proportional Representation	 Proportionality of results Multi-party presence Minorities get representation Little lost votes No need to redistrict No need for supplementary elections 	 Little geographical representation Little accountability Easier for extremist parties to reach parliament Political parties get too much power
Mixed System	 Multi-party presence More accountability and questioning Little lost votes Leads to a need for supplementary elections Can lead to two different levels of elected representatives 	 More complex than others Needs redistricting

Lebanon's Electoral Framework

- In 2017, Decree-law no. 44 provided a significantly reformed framework for parliamentary elections
- Some positive changes include:
 - Changes to the campaigning, voting, and t
 - Changes in voting age and candidacy
 - Voters are automatically registered
 - Voters may select a single list running in their district and then cast a "preferential vote"
 - More representative districts
- Some less positive changes include:
 - Potentially gerrymandered boundaries
 - Seat allocation does not always correlate equally with the number of registered voters
 - Reduced threshold for winning seats
 - The size of constituencies remains unequal

Lebanon 2018:

On May 6, 2018, Lebanon will go to the polls to vote in the first parliament in nine years.





Media and Elections



- What should the role of the media be in an election?
- Does the media in Lebanon do those things?
- Does the media in Lebanon treat all candidates and political parties equally?

Inclusivity and Equality in Elections

Democratic elections should be inclusive of all citizens legally eligible to vote and should include a diverse set of voices that represent all citizens interests – even those citizens that may not be able to vote

Do you think the electoral system in Lebanon is inclusive of all people and does it include a diverse set of voices?

Women in Elections

Why should we care about gender and elections?

- Democratic elections should be inclusive, transparent and participatory.
- Inclusive elections are ones that enable both men and women to participate equally.
- The principle of inclusion is not only about enabling but also taking positive action to address particular barriers women might face.

How can and do women participate in elections in Lebanon?



Picture Source: NDI

Violence Against Women in Elections

Violence against women in elections can be defined as:



- Any act of gender-based election violence that is directed primarily at women, and that is a result of their aspirations to seek political office, their link to political activities (for example, working as election officials or attending campaign rallies) or simply their commitment to vote
- Any use or threat of force to harm persons or property with the intention of influencing the electoral process that has a disproportionate or different impact on women because of their marginalized and vulnerable status in society.

Image: Getty 2018

Youth in Elections



On May 6, 2018 supporters and volunteers of the coalition *Kulna Watani* or (We are all Patriots) gather at a Beirut shisha cafe as they watch television ahead of an expected announcement of elections results in Beirut, Lebanon.

Image: AP Photo/Hassan Ammar

Accessibility







Module Three: Democracy and Civic Engagement

Lesson Seven: Media

Media

Lesson Objective: To provide an overview of the role of media in a democracy

Some of what we will discuss in this lesson includes:

- Role and responsibilities of media
- Misinformation vs. Disinformation vs. Mal-information
- Roles, responsibilities and rights of journalists
- Social media
- Media's responsibility to be inclusive

Roles and Responsibilities of the Media

While media takes many different forms and has a range of audiences, there are some clear roles news outlets can play to support democratic development:

- Forum for discussion
- Source of information on which citizens can base the decisions they make
- Mediator between citizens and their elected representatives
- Tool to create awareness



Media in a Democracy



Do the citizens of Lebanon have freedom of expression and freedom of speech?

Roles and Responsibilities of Journalists

Journalists...

- Investigate events in a society
- Report to a wide, diverse audience.
- Are governed by laws
- Have hazardous and dangerous occur



Image: Coalition For Women In Journalism

What responsibilities do journalists have to the public?

Social Media

What role does social media and online media outlets play in Lebanon?



Media as a Voice for Everyone

What television channels do they watch to get the news?

Does the media represent balanced perspectives and viewpoints that are inclusive of all Lebanese?















































Responsibility of the Media

	Definition	Example
Misinformation	When false information is shared, but no harm is meant	During the 2016 US presidential elections, a tweet about a 'rigged' voting machine in Philadelphia was shared more than 11,000 times. it was later established that the original tweet was a mistake made by a voter who had failed to follow the instructions exhibited on the voting machine.
Disinformation	When false information is knowingly shared to cause harm	During the 2017 French presidential elections, a duplicate version of the Belgian newspaper <i>Le Soir</i> was created with a false article claiming that Emmanuel Macron was being funded by Saudi Arabia.
Malinformation	When genuine information is shared to cause harm	Examples include intentional leakages of a politician's private emails, as happened during the presidential elections in France.

Source: Wardle, C and Derakhshan H. In Information disorder: Toward an interdisciplinary framework (2017).

Gendered Disinformation

Online gendered disinformation campaigns have the potential to manipulate entrenched gender norms to do one or all of three things:

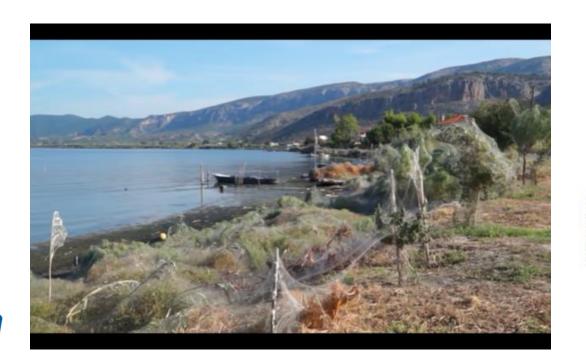
- Cause women to withdraw from politics or participate in ways directed by fear
- Shift popular support of both men and women away from visible politically-active women
- Manipulate political outcomes by leveraging gender norms to influence the views of men and women





Pob R Rodrerra @ra... · 19 Feb **Viane Abbott** fears white men after racist attacks online. **Ugly** bitch. And she's a n*. So what's it all about? shr.gs/CHbN4iI



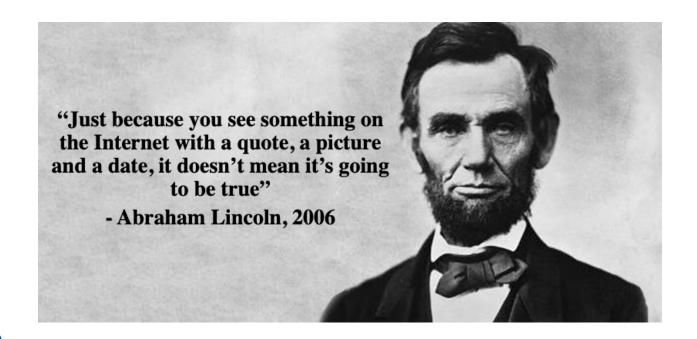


Spiders created a blanket of cobwebs covering the waterfront in a Greek town.



Can Stock Photo





Media as a Change Agent

How can the media be a change a

- Provide information and analysis
- Serve as a voice
- Serve as a link
- Ask tough questions
- Help their viewers/readers think more critically



The launch of the second season of "Sar el Wa2et" (It's Time) in Lebanon, an MTVLebanon show where young people face off against each other in open debate supported by NDI. Image: NDI





Module Three: Democracy and Civic Engagement

Lesson Eight: Violence Against Women in Politics (VAW-P)

Violence Against Women in Politics

Lesson Objective: To increase understanding around Violence Against Women in Politics, in particular Online Violence Against Women in Politics (online VAW-P); and to provide an overview of various forms of online VAW-P and how they affect women's political participation.

Some of what we will discuss in this lesson includes:

- What VAW-P is and why it is happening
- Where and when VAW-P occurs
- What forms can VAW-P take

What IS Violence Against Women in Politics?

- Violence against women in politics (VAW-P) encompasses all forms of aggression, coercion and intimidation against women as political actors simply because they are women
- Designed to restrict the political participation of women as a group



What IS Violence Against Women in Politics?

Political violence does happen against both men and women, but **VAW-P** has three distinct characteristics:

- 1. Targets women **because of** their gender
- 2. Can be gendered in its form
- 3. Discourages women in particular from being or becoming politically active

Women are subjected to particular types of violence and intimidation that would rarely, if ever, affect men.

Why does VAW-P matter?

- VAW-P is a form of violence against women
- All violence against women and girls is an abuse of human rights, and should be stopped
- Women are told that VAW-P is "the cost of doing politics"... but acts of violence that women experience in politics would be explicitly prohibited in other contexts
- VAW-P is one of the most serious hurdles to women's full and equal political participation
- It has chilling effects on the ambitions and participation of young women and women not already in politics

Why does VAW-P matter?



Why does VAW-P matter?

- VAW-P affects the development of strong, inclusive and democratic societies
- When the voices of all citizens are not heard, it costs politics the benefits of sustainable and responsive democratic governance



Why is it happening?

- Politics is about power:
 - those who have it,
 - those who want it,
 - and those who will be denied it.
- More women in politics can trigger an increasing backlash against them.
- Gender norms shape how and why women are targeted.
- Norm change is glacial.

Where and when does it occur?

- Unlike men, women are more likely to experience family or social intimidation in the private sphere and violence and intimidation from members and leaders of their own political party.
- They are more vulnerable to sexual violence, non-physical harassment and intimidation than men.
- The goal of such violence is directly aimed at upholding gender norms and traditional female roles, dissuading women from participation in political processes.
- The violence done to women is less "visible"/less often viewed as violence or as political.

What does it look like?

- Categories of Violence: physical, sexual, psychological, threats and coercion, and economic
- Victims: Wives, sisters, mothers -- who can be activists, voters, candidates, election administrators, observers and elected officials
- Perpetrators: Family members, allies, political opponents.
 They can be from women's own/opposition party, party militants, security forces, religious groups or organized crime

VAW-P in Political Parties

- VAW-P cuts across all political sectors:
 - → civil society
 - → political parties
 - → elections
 - → parliaments
- It impacts politically active women regardless of their roles, or the political sector they work in
- However, each sector has a range of organizational and contextual issues that alter how and why VAW-P occurs

VAW-P in Political Parties

- Political parties are a key gateway for women to enter and participate in politics
- However, women often face significant challenges within political parties, because they do not have access to the same support, resources or networks as their male colleagues
- Political parties often lack transparency in their proceedings, and do not have formal complaint mechanisms for members who face violence
- Because women occupy a subordinate position in this context, they can be particularly vulnerable to violence within parties





Module Three: Democracy and Civic Engagement

Lesson Nine: Working Together

Working Together

Lesson Objective: To introduce participants more fully concepts of working together to affect change in their community

Some of what we will discuss in this lesson includes:

- Leadership
- Collaboration
- Negotiation
- Discussion
- Group Formation

Scenario: Waste Management Crisis in Lebanon





Core Elements to Working Together

- Leadership
- Collaboration
- Discussion
- Negotiation
- Collective Action

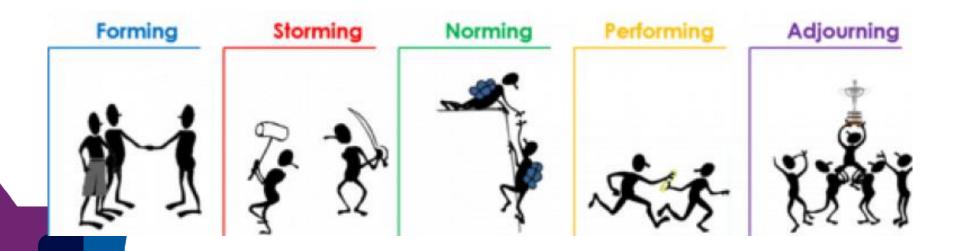
Working Together: Leadership

The Five Leadership Practices

- 1. Articulate a story
- 2. Build intentional relationships
- 3. Distributes power and responsibility
- 4. Strategize how your resources create the power to achieve clear goals.
- 5. Translate strategy into measurable, motivational, and effective action.

Working Together: Group Formation

When groups form, the go through **five stages** knowns as: forming, storming, norming, performing, and adjourning



Working Together: Power Dynamics

- Assume power dynamics are always present in meetings.
- Build a culture of collaboration in meetings.
- Openly discuss power in meetings.
- Remember that power is a social construct.
- Use your role intentionally and thoughtfully if you're the meeting facilitator.

Working Together: Decision-making

TYPE OF DECISION MAKING	DESCRIPTION	GUIDELINES FOR USAGE
Participatory Decision Making	Allows everyone in the group to play a part in making decisions and helps to ensure that decisions meet most needs of most people in the group.	 All group members must agree to reaching consensus view Process must be clear Sufficient time should be allowed Should be an important or substantial decision
Majority Decision Making	Members of the group take a vote and the majority choice becomes the decision.	Useful when decisions need to be made more quickly, but still benefit from group contribution.
Individual Decision Making	One person makes decisions on behalf of the group.	Useful for routine tasksUseful when used sparingly in emergencies

Working Together: Building Inclusive Social Movements

What are social movements?



- Social movements are broad combinations of groups and individuals acting purposefully, collectively and with continuity to promote change.
- Movements that are focused on creating change
- Movements can be a significant force for challenging inequalities and exclusions
- Being inclusive in the creation and actions of a movement can help build legitimacy and create buy in

Working Together: Building Inclusive Social Movements

How can we ensure social movements are inclusive?

- Recognize and transform culture, power dynamics and hierarchies within movements
- Develop a vision and articulate values that create a compelling narrative
- Support internal activism for change
- Draw the line on impunity for gender-based violence
- Develop the politics and make the arguments
- Build inclusive alliances and common cause
- Expand inclusion within and across movements
- Operationalize gender justice in movements and movement-linked organizations
- Remain attentive to movement-organization power relations
- Stay with it, and support change over time

