VITAL VOICES
GLOBAL PARTNERSHIP

ADVOCACY & RUNNING FOR OFFICE

A TRAINING MANUAL FOR WOMEN

Edited by Stephenie Foster

Supported by a grant from the ExxonMobil Foundation

Introduction

Vital Voices' mission is to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities.

Comprising over 50 percent of the world's population, women continue to be under-represented in public life. While women have made impressive gains in this arena, more remains to be done. Vital Voices believes that the equitable representation of women in politics and public life has the power to transform our world. We continue to build emerging women leaders and support established women leaders in politics to give women a stronger voice and promote universal progress.

This manual is part of our commitment to do just that. We see this manual as a tool that can help build skills and also inspire women to engage in public life. It brings together materials used in Vital Voices advocacy and campaign skills training across the globe. The hallmark of our training is that we provide women who aspire to leadership with the skills they need to succeed as leaders in their communities, as members of civil society and as potential candidates for public office.

This manual was made possible by a grant from the Exxon Mobil Foundation and we thank them for continued support of our work. I also want to thank those who worked on the manual. Stephenie Foster, Senior Advisor to Vital Voices, and Laura Wasserman, Program Assistant, were responsible for identifying, editing and compiling these materials. Contributing their training expertise were Stephenie Foster, Amal Jadou, Mendi Njonjo, Marilyn Nguemo and Kah Walla, and we thank them for their participation and their leadership in this arena.

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PART I: Advocacy

Advocacy is a word we often use. Just what is advocacy? Advocacy is a planned, strategic and sustained effort to advance an agenda. Advocacy can be at one of three levels – the community level, the policy level or the individual level. This manual will focus on the first two, but the concepts can also apply to individual advocacy projects.

Most often we think of advocating for change, but there are also groups that advocate for things to stay the same. In fact, at different times in the political environment of your community, you may be for change; other times, you may be working to protect the status quo.

Advocacy at the community level usually means that you, and the others that you work with, are working to develop a project that will help your community or neighborhood. It can be as simple as organizing for trash pick up once a week.

Taking this to the policy level means that your organization is advocating for a policy of trash pick up once a week throughout an area larger than your community or neighborhood – say your city, your region or your country.

Advocacy at the individual level could take the form of support for an individual in particular need, action on behalf of an appointment or award for an individual, organizing to halt an action that may harm an individual or action to recognize someone for a notable accomplishment. Sometimes, what you or your group sees as advocacy, someone else can see as troublemaking. The manner in which you proceed with your efforts can make a difference in the way your work is perceived, but it may not save you the predictable stress of working against the status quo.

Who Is An Advocate?

We are all advocates.

There are many approaches to advocacy and many strategies. There is no one-size-fits-all approach to advocacy. Your advocacy strategy will often dictate the tools and techniques you can use. Tactics range from protests and petitions to meetings with policy makers and include building alliances and coalitions.

The key to a successful campaign is to analyze the problem you face, identify solutions that address this problem and carefully plan how to get from where you are today ("point A") to where you want to be ("point B").

How to Start?

As you begin your campaign, you must clearly understand what institutions, organizations, and people have the power to make the change you seek. As advocates, it is important to carefully analyze where this power resides with respect to the outcome you seek. You can have more than one target audience. Target audiences can include: government actors at all levels, including the executive branch, the legislature, government ministries, regional and local governments; the private sector; other non governmental organizations; the media and traditional leaders. Sometimes traditional leaders are the long time residents and unofficial representatives of the community. Do not overlook their importance.

For example, if you are advocating for a change in policy at a local university, the primary decision makers are likely university administrators and academics. However, if you are advocating for a change to property inheritance laws, then your primary audiences are the government officials who recommend or vote upon these changes to the law, and potential coalition partners.

Once you have defined your issue and your audiences, the next step is to define what actions you want each of these decision makers to take. Again, these actions should be tailored and the combination you use will differ for every campaign.

Case Study:
Palestinian University Enrollment

Many Palestinian university students are unable to pay their tuition and continue their education.

Recommendations

Strategies and mechanisms to facilitate investing in university students' education.

Developed approach

- WHO is the audience for the recommendation?
- WHAT actions should you take?
- HOW should the message be shaped to drive implementation?
- WHAT IS IN IT FOR THEM?

WHO are your target audiences?

What institutions, organizations, and people have the power to affect the desired change?

Examples of audiences:

- Your government
  - The executive branch
  - The legislature
  - Government agencies
- The international community
- The private sector and the business community
- The United Nations
- Media
- Academics and academic institutions

WHAT actions are needed?

1. Governmental commitment and policies to encourage education and to reduce its cost.
2. Creation of a fund for university students.
3. Loans and credit programs.
4. Part time jobs on campuses.
5. Part time jobs in private businesses.
6. Encouraging entrepreneurships and small projects.

HOW should the message be shaped?

Who can help drive implementation of recommendations?

Sample actions:

- The government allocating certain scholarships for distinguished and needy students.
- Companies adopting remarkable students.
- Philanthropic families allocating funds for education in certain fields.

Credit: Based on a presentation by Amal Jadou

ADVOCACY

Strategic Planning

Simply put, as you embark on your advocacy or community project, you need a written plan that summarizes why your organization exists, what it is trying to accomplish and how it will go about doing so. It does not need to be long or be written in a complicated way.

Putting time and thought into a strategic plan allows you to set forth a clear, concise roadmap, which you can then use to guide your work. It will help you clearly communicate your purpose and goals to workers and supporters, manage the work and the people you have working on your project and it will help you measure the progress that you have made.

It will also help you focus on the individual steps in your plan for progress and see when you are not making progress toward a particular goal. This will help you figure out why you are falling behind and can help you decide what you need to do differently to be successful. Finally, the more well crafted the plan is, the better that those both inside and outside the organization will understand what you are trying to accomplish and how you will succeed.

Elements of a strategic plan

- Your organization's mission and vision (the reason why you exist, your philosophical foundations in terms of a founder, set of beliefs or standards).
- Your organization's profile, history and role in this political environment. Essentially, you should set out what defines your group, your group's unique role and its track record. You may wish to include a brief statement about what is outside the scope of your purpose, i.e. what you are not intending to do. This can be particularly helpful in an environment where your purpose may be perceived as controversial or a threat to existing community power structures. You can also describe your organization's strengths as well as board involvement and community support for your work.
- The political and civic environment in which the group operates (who are the key players, the history of this issue).
- Your goals and objectives with respect to your project or advocacy plan. In this section, you should set out your thinking about the issues faced, why you choose to work on a particular issue, as well as your goals and objectives. Goals and objectives are the action items you need to do to get from where you are now (point A) to where you want to be (points B, C and D).
- Your target audience (whom you need to persuade). In this section, you should clarify whom you are trying to reach and persuade: is it decision makers, such as elected or appointed officials, corporations, other non governmental groups, or a combination of the above?
- How you will measure progress. Some measures are established as one time goals, i.e. presenting testimony before a decision making body. Other goals can include a long term program or service for the community. Stating your intended outcome, such as completion of primary education for all girls by age 12, is another way of establishing a goal.

- How much money you need (a budget), how you will raise it and how you will get things done (a timeline). Consider donated goods and services as a part of your proposed budget. This allows you to (1) start a project even when cash is very limited and (2) involve those who have time or expertise, but no cash to contribute.

Tips for implementation

- Involve key stakeholders when developing your plan. This includes those who work for you and will be charged with implementing the plan, organizational leaders and members of the community affected by your plan.

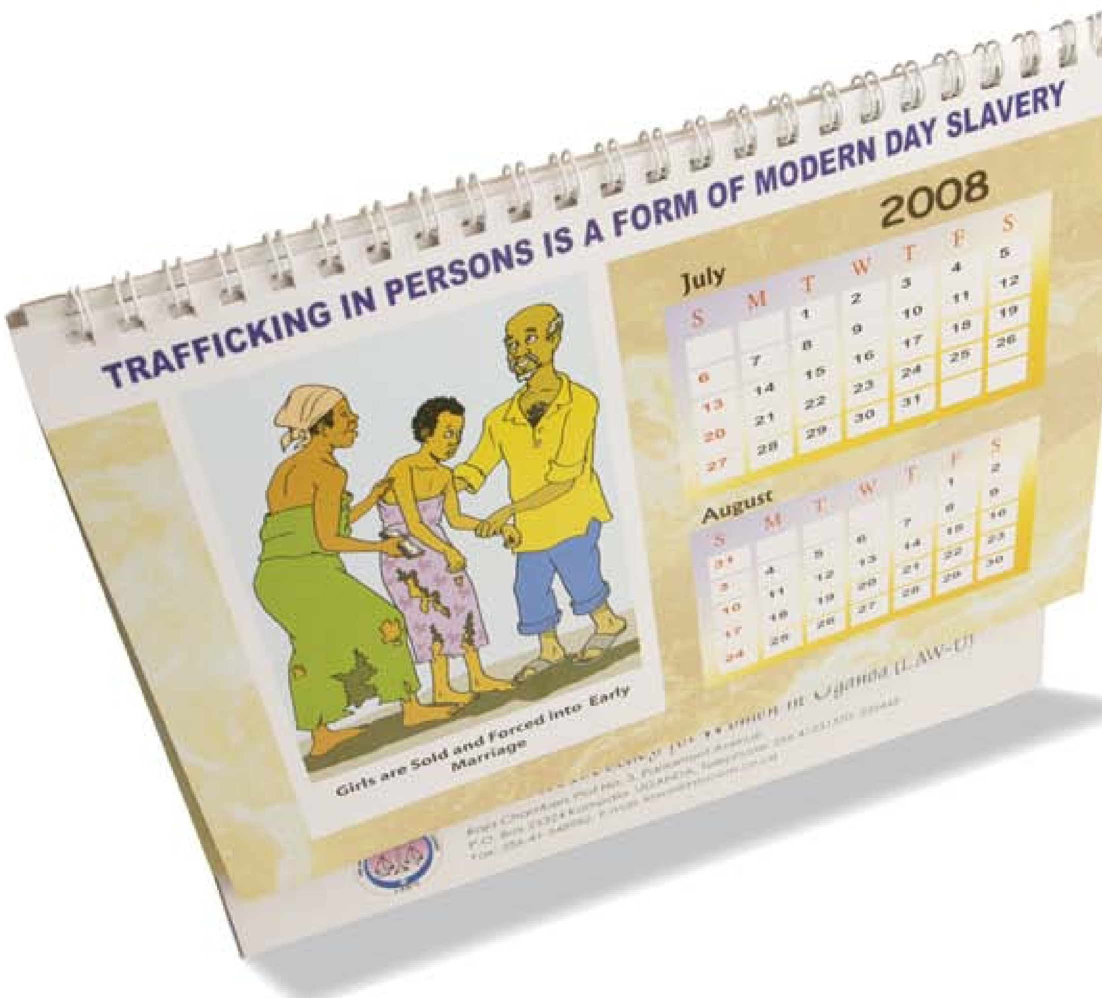
- Test the plan's assumptions. After your plan is completed, have a small group of board members or others you trust look at your plan and give you feedback about whether or not the plan is realistic and achievable.

- The more specific you are in the plan about what needs to be done and who is responsible for doing it, the more successful you will be. Detail roles and responsibilities. Set specific timelines.

- Develop a way to evaluate the plan on an ongoing basis, and a way to alter your plans and assumptions if needed.

- Give one person the responsibility for executing the plan. This should not be the head of the organization but someone who can make sure on a daily, weekly, monthly basis that you are following the plan. By sharing the responsibility for the plan you ensure that one person is not overburdened or exerting too much control on your group. In addition, if there is a change in leadership or membership, you are able to transfer responsibilities more easily.

A good strategic plan is invaluable and can ensure that you are staying on the path to an effective advocacy campaign.



Researching the Community's Need, Developing Your Project, and Defining Your Group's Role

One of the keys to effective advocacy is understanding the issues that face your community. Often, we are overwhelmed and frustrated with what is going on in our communities because the problems seem (and are) so large and difficult to address.

What is critical in advocacy is to define the community's needs in a way that makes working on them more manageable and gives people a sense that they can make a difference. Define your community's needs in such a way that everyone can understand your intentions and the scope of your work. This gives people a sense that they can make a difference. Small victories matter.

For example, if you feel that a dirty environment is the biggest issue facing your community, there can be a lot of reasons for that dirty environment. Those reasons can include factories that pollute the lakes and rivers, cars and trucks that emit smoke, lack of trees in the neighborhood, community residents throwing trash on the street and no centralized trash pick up.

While the first two issues (factories that pollute and car emissions) may actually be the biggest contributors to a dirty environment, they are also the hardest to do something about. This is especially true if you are a new group or a group of people who are not well represented in the political process.

Therefore, focusing on something that you can address in a manageable way is critical. You may decide that it is working on trash pick up in conjunction with educating members of your community to not throw trash on the street. You may decide to focus on building a trash processing/recycling project for your neighborhood. Or, you may decide to plant trees in a local park, which is the project that Wangari Maathai of Kenya started, and which eventually became the basis for her winning the Nobel Peace Prize.

Once you are successful with these smaller, yet critically important, projects, people in your community can see that you are able to get things done and will often be more interested in working with you on other projects.

You also need to make sure that if you are starting a new group, or changing the focus of an existing group, that your group has a unique role. Perhaps there are already a lot of groups focusing on the environment but no women's groups with this focus, or no group dealing specifically with citizen involvement. You need to carve out a role for your group so that you are not duplicating work that others are doing.

Marilyn Nguemo developed this creative program after attending the African Women's Political Skills Academy held in Washington DC in March 2007. The unique Academy was sponsored by Vital Voices, the American University Women & Politics Institute and the Exxon Mobil Foundation. This two week program brought together approximately 25 hand selected women from across Africa to work on developing political and advocacy skills.

After returning home, Marilyn decided to focus a follow up project on a group of women in Cameroon who are historically not involved in public life, young women (between 18 and 35 years old) who speak English. While Cameroon is a bilingual country, approximately 80% of Cameroonians speak French, and English speakers are often marginalized.

Marilyn's training focused on practical tools for personal and organizational leadership, grassroots mobilization and on project planning and management. The group learned how to design a community project, with an emphasis on clearly delineating what a community needs, how a project can help meet those needs and how to design it in the most effective manner. This three day workshop included discussions of how gender affects decision making; identifying community needs; the policy making framework and fundamentals of project design. Kah Walla, a professional management consultant and business owner, and local elected official in Cameroon, talked with the group about the importance of engaging elected and appointed officials as you design and advocate for projects to meet community needs.

The training also included in-depth work on developing project plans identified by the group members as important in their communities. At the end of the workshop, projects were presented to a panel of experts, and the four most interesting ones were retained for funding and implementation. These projects were in three provinces of Cameroon and focused on health, sanitation and environment. Participants also received certificates for successfully participating in the three day workshop.

The training was crowned with a round table discussion on the theme "Women in Public Life" which brought together about 25 outstanding women (and a couple of men) in politics, trade, activism, and academics.

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African Women in Public Life

Workshop on:
"Leadership and Project Planning" for Young Women

Douala, 5th – 7th August 2008

It starts with ME, YOU and ME, WE

Objectives

At the end of the workshop, participants:

- Improve their understanding of social and community issues that affect their lives and their communities
- Improve their knowledge of the policy – making framework in Cameroon
- Acquire methods and tools for project identification and planning
- Acquire skills and techniques to work effectively with their peers in community projects

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Programme

Date	Module
5th August 2008	Module I: Introduction to the workshop
	Module II: Understanding myself and my community
6th August 2008	Module III: Identifying my circle of influence The general policy Making Framework
	Module III: Identifying my circle of influence: The Cameroonian Policy Making Framework
	Module IV: Designing my community project

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Programme

Date	Module
7th August 2008	Module V: Mobilizing resources for my project
	Module VI: Bringing it all together
	Module VII: Evaluation and Conclusion
	18:00 – 19:30 Round Table Discussion: "African Women in Public Life in Cameroon"

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Session II: Understanding myself and my community

Objective:

Participants improve their knowledge and understanding of gender and social issues that affect themselves and their communities.

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INTRODUCING GENDER

- Identify in your dialect, proverbs, popular sayings or assumptions made about women and men.
- What impact do these assumptions have on both women and men?

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SEX VS GENDER

SEX	GENDER
Biological Defined by birth /Universal	Cultural Taught / defined by society
Cannot be changed E.g. Only men can impregnate	Changes depending on culture, religion, location,... E.g. Women and men can take care of children

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PRACTICAL EXERCISE

GROWING THE GENDER TREE

- Roots: What are the values, traditions, practices and norms that create gender bias
- Trunk: What policies, systems, procedures, unofficial rules and programs that allow or favor these manifestations of gender bias
- Leaves: What do you think, are the manifestations of the gender bias on women and girls

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Growing the Gender Tree

In your group, grow the gender tree in the following :

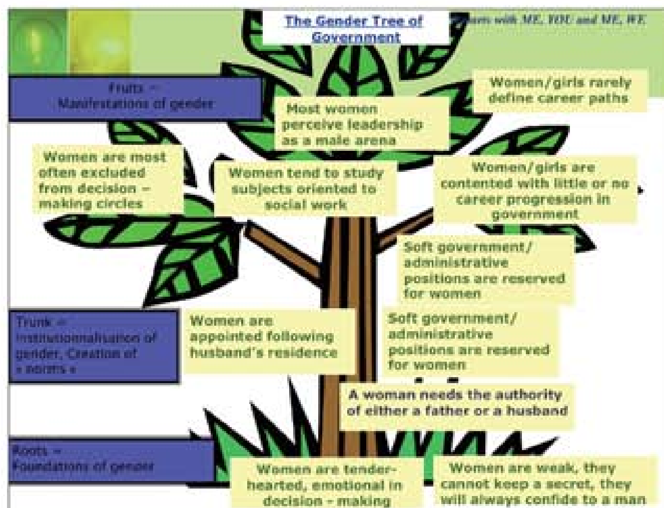
Group I: At the level of the school/university

Group II: At the level of associations/njangui groups

Group III: At the level of the media

Group IV: At the level of the community

Preparation: 20 minutes



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Self-Analysis

As a woman, what are 2 key constraints you face, at each level and how can you overcome them?

Level	Constraints	Strategies to overcome
As an individual		
As a family member		
As a member of an organized group		

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EMPOWERMENT

The continuous process of *generating* and *building* capacity to *exercise control* over one's life.

TYPES OF EMPOWERMENT

Personal Empowerment	Freedom to choose for yourself, self-respect, self-confidence
Cultural Empowerment	Participation and decision-making power in cultural institutions. Power to influence culture
Social Empowerment	Social visibility, freedom of association, participation and decision-making power in social institutions
Empowerment Legal	Knowledge of rights and responsibilities. Capacity to influence legislation to remove barriers and make it fair
Economic Empowerment	Access & control to finances, Control of production means, Access to economic information, Access & control of resources
Political Empowerment	Participation and decision-making power in political institutions, access to political information, capacity to influence the political situation
Psycho-Sentimental Empowerment	Freedom to define your sentimental needs and choose the way you fulfill them, ability to define and live your own mindset

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Session III: Identifying my circle of influence

Objective:

Participants:

- Improve their understanding of:
  - The general framework of policy making in a country
  - The policy making system in Cameroon
- Identify their circle of influence as drivers of change agents in their community

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Session IV: Designing my project

Objective:

Participants:

- Acquire skills and techniques for project identification and planning
- Develop a project outline

A project

- Is a **temporary** endeavor,
- Which creates **unique results**, and
- requires **progressive elaboration.**

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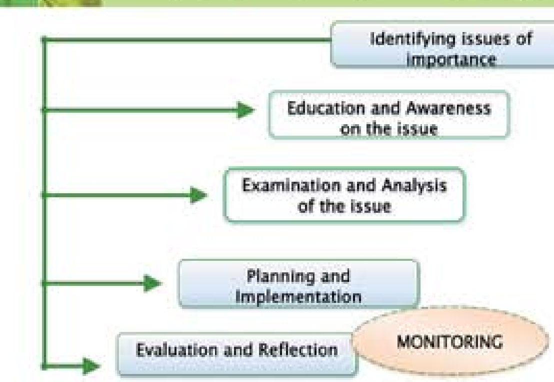
Key Steps in Project Planning



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Identifying Issues of Importance

- Dedicate time to identify issues that are important to yourself and the target group you want to work with
- Make a selection of issues you and your target group feel passionate about.
- A brainstorming session can be used as follows:
- What is the issue?
- Why is it a problem?
- How does it affect you?
- How does it affect others?

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Education and Awareness on the Issue

At this stage, you need to improve your understanding of the issue, therefore:

- Research policy and pending legislation on the issue
- Obtain statistics on various aspects of the issue
- Identify individuals, organizations (profit and non - profit making) and government institutions that are working on the issue
- Request literature and/or arrange for a site visit that will broaden your understanding of the issue
- Make sure you hear from a variety of individuals, organizations with diverse points of view.

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Examination and Analysis

- This step entails critical examination of issues identified in order to:
- Understand their complexity
- Eliminate issues over which you have limited influence as individuals/organizations
- **Identify your entry point, your area of focus** and the **appropriate project idea to address the issue.**

The following questions are used:

- **What are the main causes of the problem**
- **Who are the key actors**
- **What are their roles and responsibilities**
- **What are their key strengths and weaknesses**
- **What are possible solutions to the problem?**
- **What can you do about it?**
- **What concrete action could you take to address the issue?**

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Issue: High rate of teenage pregnancy

Causes:

- Parents' inability to educate youths on responsible sexual behavior
- Insufficient sex education for youths in the education system
- Poor sexual behavior by youths and older men
- Peer pressure
- Cultural tolerance of sexual relationships between young girls and older men

Key actors: Youths (girls and boys under 18), Parents, Schools, Older men, churches,...

Strengths of youths

- They are dynamic, full of enthusiasm
- They welcome challenges and opportunities for learning

Weaknesses of youths

- They tend to believe they know it all and look down at peers
- They are likely to be less focused, disciplined

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Issue: High rate of teenage pregnancy

Possible solutions:

1. Sensitization of parents on:
   - The importance of sexual education for youths
   - The effects of sexual relationships between young girls and older men
2. Sex education for youths in:
   - Primary and secondary schools
   - Churches
3. Sensitization of youths and older men on responsible sexual behavior

What I can do/or start with is...

- Sensitization on responsible sexual behavior with youths in your association/neighborhood to contribute in reducing teenage pregnancy

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PLANNING

An action plan is what you need to do to get to where you're headed; that is

- It entails translating your project idea into smaller steps which makes the project more "do-able" and gives you the confidence needed to follow the action plan.
- Developing an action plan gives you a sense of ownership and ensures that all participants understand exactly what's required to reach the project's goals

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Project Outline

- **Background/Context of the project**: What is the problem and does it affects the community?
- Example: High rate of teenage pregnancy in Bonaberi
- **Objectives** : What do I/we want to accomplish or change?
- Example: Educate youths on responsible sexual behavior in the Christian Youths Fellowship in Bonaberi
- **Expected Results**: What impact do I/we want to help bring about the project's objectives
- Example: Create awareness on the effect of teenage pregnancy on youths' personal development


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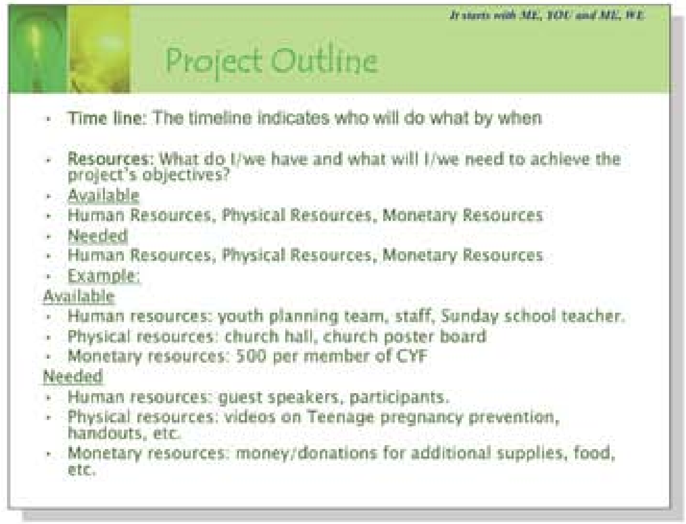
Project Outline
• Activities: What programs or activities will I/we implement to achieve project's objectives?
• Example: Organize a series of talks on " Enjoying your teen age "
• Tasks: What specific steps must I/we take to implement the above activities objectives? Who will do what by when? (This is a tentative list to be finalized when a timeline is developed.)
• Example:
• Design an agenda.
• Develop activities for the conference day.
• Reach out to organizations working on Teenage Pregnancy issues.
• Get guest speakers.
• Publicize event.
• Get the permission of the Association and the church and invite young christians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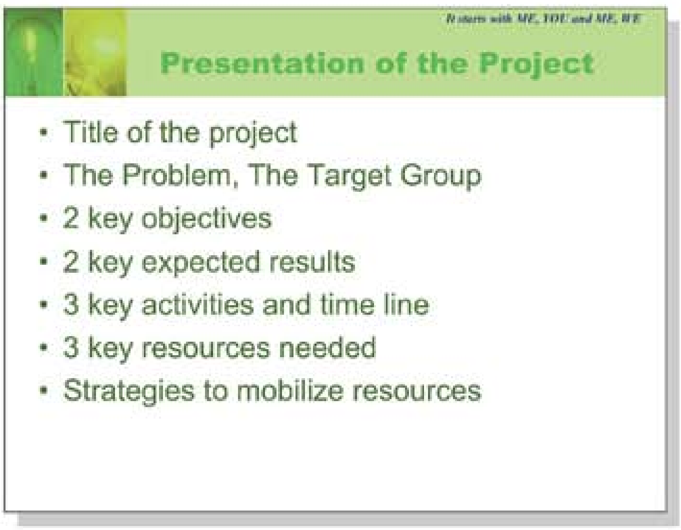
Project Outline
• Time line: The timeline indicates who will do what by when
• Resources: What do I/we have and what will I/we need to achieve the project's objectives?
• Available
• Human Resources, Physical Resources, Monetary Resources
• Needed
• Human Resources, Physical Resources, Monetary Resources
• Example:
Available
• Human resources: youth planning team, staff, Sunday school teacher.
• Physical resources: church hall, church poster board
• Monetary resources: 500 per member of CYF
Needed
• Human resources: guest speakers, participants.
• Physical resources: videos on Teenage pregnancy prevention, handouts, etc.
• Monetary resources: money/donations for additional supplies, food, etc.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Presentation of the Project
• Title of the project
• The Problem, The Target Group
• 2 key objectives
• 2 key expected results
• 3 key activities and time line
• 3 key resources needed
• Strategies to mobilize resources


VITAL VOICES
END SEXUAL VIOLENCE, ELIMINATE HIV / AIDS
BE THE CHAMPION FOR
WAA CAMEROON AND VITAL VOICES

Case Study: Family Justice Center

Background of the Family Justice Center

The Family Justice Center (FJC) model was introduced during a symposium sponsored by Vital Voices Global Partnership in 2007 on the subject of Building Public-Private Partnerships to Enhance Social and Economic Progress in Jordan and Beyond. Under the direction of Vital Voices and the Jordanian firm Mahara Professional Consultancies in Development and through funding from the Middle East Partnership Initiative (MEPI) of the US State Department, the FJC became a model for co-located centers for victims of family violence. The concept of co-location originated from the San Diego based National Family Justice Center Alliance, started by San Diego City Attorney Casey Gwinn and Gael Strack who believed that victims would have an easier time seeking help if all of the necessary services could be found in one, co-located center. Thus, the concept was born and the co-located model has spread throughout the United States and around the world. To date, Vital Voices has conducted numerous strategic planning workshops in Jordan involving the public and private sectors as well as government officials to perfect the vision and model within the unique Jordanian context. Two pilot centers are scheduled to open in Jordan by the end of 2009 and Bahrain is also in the process of developing a center, with which they are seeking to create their own version of the co-located model.

During the process of establishing the centers in Jordan, the team at Vital Voices and the Family Justice Center began work on writing a manual documenting the philosophy behind the initiative, examples and lessons learned from San Diego and within the Jordanian context. It specified the steps required toward developing the co-located model within your own community. Chapter 4, entitled "Designing the Model," stresses the importance of community assessment in order to customize the model to fit each community's specific needs. The model is likely to and should look different in each unique environment due to varying resources, needs, and organization within each different community.

This is an excerpt from that manual.

What Are Your Community's Needs?

- Conduct a Community Assessment
- Conduct an Inventory of Resources
- Conduct an Inventory of Needs

As you determine the needs and design your model for a center, remember to:

- DREAM BIG but start small! You can build up to the biggest and best center in subsequent phases.
- Develop and build your center from the victim's point of view, not solely for the convenience of the professionals or service providers. Ask the victims what they want in a center before you plan it!
- Allow adequate time for your strategic planning process before your grand opening and keep the planning process going even after your grand opening.
- Determine your space needs and then multiply by three! Most centers around the world have underestimated their space needs for all the partner agencies.
- Make room for others and constantly pursue buy-in from partner agencies, government, business, and community leaders.

Figure Out What a One-Stop Shop Looks Like in Your Community

Every Family Justice Center should be customized to meet the needs and match the resources of the individual community. One size does not fit all because every community varies in geography, population, demographics, resources, history, level of collaboration, and politics. As centers develop in countries around the world, it is clear that every model will be different based on the unique characteristics of each country and each region and community within that country. All of these factors will influence the design of a center.

To design the model, a planning or steering committee is the best starting point. The steering committee should include the key stakeholders who, in many cases, represent broader collaboratives, coalitions of providers, or existing systems and agencies.

Once your community has made the commitment to launch a center, the steering or planning committee should ask themselves some questions:

- What will be the focus of your center (domestic violence, child abuse, sexual assault, elder abuse, or all forms of family violence)?
- Do you have a strategic plan on how to launch your center, how to operate it, and how to manage its growth?
- Who are the stakeholders?

Conducting a Community Assessment Is Critical

To help you design your model, consider conducting a community assessment. A community assessment will help evaluate the strengths and weaknesses of your community, and whether or not your community is ready to open a Family Justice Center.

Community Assessment Questions

1. Do you have protocols for each agency in your community on how it responds to domestic violence? When were the protocols last updated?
2. Does the state domestic violence coalition work closely with your community or strongly support your existing protocols and procedures?
3. Do you have a history of agencies that provide domestic violence services working together? Do you like each other? Do you get along well together?
4. Do you have domestic violence specialists in your law enforcement agencies and in your prosecutor's office?
5. Do you have a domestic violence task force or coordinating council?
6. What is the greatest accomplishment of that task force in the last year?
7. Who will be your strongest partner in pursuing the center vision?
8. Who will be your weakest partner in pursuing the vision?
9. How much local money is already being spent in your community to help victims of domestic violence? Has the amount of money gone up or down over the last 10 years?
10. What will you do to pursue the center vision if you cannot initially find funding?

Each of these questions can illuminate certain strengths and weaknesses in a community and will inform the discussion about a community's readiness to move forward with the Family Justice Center vision.

Once you have conducted a community assessment, you are ready to conduct an inventory of resources.

Conduct an Inventory of Resources

- List all the agencies, services and programs available in the city or region, including those related to legal support, medical needs, advocacy, mental health, spiritual support, social services, and housing.
- Develop a flowchart of all the places a victim would have to go to seek those services and how much time it would take to access them all.
- Find out which agencies would be willing to commit to being co-located at your center.
  - Are they willing to provide staff either full or part-time?
  - Are they willing to provide in-kind services such as sharing equipment, technology, protocols, and mailing lists?
  - Are they willing to pledge their commitment in writing and work as a team?
  - And are they willing to try new approaches and create a new system of providing services?

Some agencies will be unsure, unwilling, or unable to assign staff to your center. That's okay. Give them time to sort out their concerns and process the benefits of co-location of services. For the start-up phase, it is better to focus on working with those agencies that are ready, willing, and able to co-locate. The others will come later.

Conduct an Inventory of Needs

Discover the extent to which services are available in your community, either through surveys or focus groups with victims, survivors and professionals to identify needs.

Inventory Other Models

There are many international collaborative models to study in deciding how best to provide co-located services. Check out child advocacy centers, domestic violence shelters, health clinic or hospital-based initiatives, and court-based programs.

All these collaborations are a reflection of the needs, resources, and leadership of a particular community. Pick and choose the best practices from each model that will work for your community. You may even want to take the time to visit certain sites and talk to individuals who work at these various centers.

The San Diego Family Justice Center model was informed by nearly 10 site visits over a two-year period to other communities across the United States. Now, there are programs to visit in Great Britain, South Africa, Canada, and the United States. To find a current list of operational and pending centers from around the world, go to www.familyjusticecenter.org.

ADVOCACY

Mapping Who You Need to Influence, the Resources You Have and Building a Coalition

After you have decided on a project or an advocacy goal, you must understand who you need to persuade. You will usually need to persuade more than one person, and the target of your advocacy will depend on the project you pick.

If it is a policy advocacy project, you might need to persuade the Mayor, members of the city council or tribal leaders. If it is a project to persuade citizens not to throw their trash on the street, you will need to persuade your neighbors, often using already existing networks people belong to, such as community groups, religious groups, student associations or professional networks.

Understanding your advocacy targets **as people with community relationships** is key. Once you have done that you will need to think about each of the individuals and the relationships they have in the community. For example, city council member Foster may be a former teacher, active in her church, from a large prosperous family that owns local businesses. You should then look at who is in your group: Does someone know her? Did someone go to school with her? Does someone go to her church? Is someone a member of her political party? Does someone live in her neighborhood?

You should ask these questions for each advocacy target you have and then literally map out the human resources you have in your group that can help you reach each person. Your map may include the phases or steps in your coalition building process, such as:

- Finding the best contact person for an individual
- Making the introduction and meeting with the person
- Sharing the project goals in your meeting
- Getting a commitment for action, and
- Following up

This will also help you think about **potential coalition partners**. The groups you ask to be part of your coalition do not have to agree with your group on every single issue; they only need to agree on the project that you are working on right then. You cannot make change alone and one group usually cannot either. There is strength in numbers of people and organizations working on a project.

For example, as we work on the project to organize trash pick up, it is important to think about what sectors of our community will care about keeping the streets clean. One sector that will care is the business community because clean streets make shopping more inviting, and in the case of businesses selling food, more sanitary. You may never have worked with the business community before but they can be an influential partner in broadening the reach of your project. At the same time, if council member Foster is a critical vote and she comes from a family of business people, she will likely be impressed if you bring a representative of local businesses to a meeting with her to ask her to support your project.


A SIMPLE BOOKLET ON
Sexual Violence
UNFPA
MARCH 2007
Books
Stories about:
African Girls

Message Development and Communication

Both decision makers and other citizens need to understand who you are, what you stand for and why/how your project or cause affects their lives. Everything you do to develop a project or advocacy campaign helps to define your organization.

It is far better that you define yourself and your priorities in a proactive, positive way, instead of others defining you and forcing you to react to their definitions of you. Simply put, a message combines who comprises your group, how you will approach challenges faced and your proposed solutions to community and public issues. Your message should be clear, concise, concrete and convincing.

A prerequisite to having a message is making sure that you understand what issues are important to people in your community. For example, if you live in a district with huge environmental problems (a factory that pollutes the air and river), but you are working on a different but not overwhelming issue such as teacher salaries, people may see you as being out of touch. However, if you are working on a related environmental issue, such as trash clean up, you may be able to link it to the larger issue of working to make your community a safer and healthier place to live.

After you understand the key issues facing your community, and what you have to offer as a solution or approach, **you must be able to persuasively answer one critical question**: "why should I care what you are doing?," or put another way, "how will my life and my family's life be different (be better) if you are successful?"

It is easy to fall into talking in generalities about what you will do or what issues you support – "I am for better health" or "I am for a clean environment" – but these types of generalities don't give others a sense of what you are fighting for or why they should join your cause.

Instead of these types of generalities, you should talk about specific, concrete ways to solve the challenges and problems faced by your community. Instead "being for better health" you could say:

"Our children are important to the future and I worry about protecting them. We should organize a group to work on getting the local council to help us fight for policies that protect children. There is a lot we can do at home and in our communities but sometimes we need the government to help. One of the things we need is to establish a health clinic here in this neighborhood that is open extended hours or all night so that people don't have to travel far if their children get sick."

Someone may decide not to join you based on these types of specifics but talking in specifics clarifies to others what you are for and why they should be involved with your group.

This kind of clarity also helps distinguish your group from other groups. If everyone is working on "making the place you live a better place," then it isn't clear why someone should join. It also isn't clear to the local council member or member of parliament what you stand for when you ask for a meeting to talk with them.

A big part of how to communicate this message is to understand the tools that you can use to talk to others in your community and to those who make decisions. As we discuss later, this isn't always in person communication. You will need to think about how to use the media, events, videos and the internet to communicate. This section will address how to organize your communication efforts, how to understand what media may want to hear about you, how to write a press release and develop lists of media contacts.

Answering the Question: Why Should I Care?

As you are working on a persuasive answer to this question, you and the others working with you should follow these guidelines:

- **Be positive.** People are looking for solutions to the problems and challenges they face; your message should help them understand how your work will help them move toward a solution to these problems.

- **Have a concrete answer** to the question "why should I care?" Your answer should be rooted in the daily challenges people face and your response should help people draw a mental picture of the solution. Being for "better health care" doesn't create a mental picture of the solution; being for "a health clinic in our neighborhood that is open until midnight" does.

- **Draw the contrast with the status quo.** This will help you show people how your solution contrasts with the current state of things. For example, you are for a health clinic open until midnight because right now there isn't one available.

- **Be convincing.** You are more convincing if you highlight why this is important to you (your child got sick and it was impossible to get care in the middle of the night) or what your expertise is in the area (you are a doctor and you know that if children's health issues were addressed early they wouldn't need expensive care later). In addition, you can bring in others to validate your message by using spokespeople who are credible – in this example, doctors and nurses.

- **Be consistent.** People speaking on your behalf don't need to say exactly the same thing, but they do need to deliver a consistent message that can help drive your message home. You should think about how to help them do so, using talking points to highlight what you want to make sure people understand about your project, and holding trainings with your spokespeople so they feel comfortable with these messages.

It is also critical to be prepared to respond to what your opponents are saying about you. You can use a "message box" to do so, by looking at four things. *See page 53 for an example of how to use a message box.* Being honest about these topics can help you be ready for almost anything that will happen in your advocacy campaign:

- **What we say about ourselves:** We are for health care in our neighborhoods so that kids can get care when they need it.

- **What we say about our opponents (how do we define our opponents):** They say they want good health care too but they are only focusing on things that help people in wealthy neighborhoods like high tech screening machines at hospitals in town.

- **What they say about us:** They say we are for spending lots of money to open these clinics and there isn't any evidence that they are needed.

  NOTE: these are the two arguments you need to be ready for – that your proposal is costly and that no need has been established for neighborhood clinics.

  To address the first, work with others in your organization as well as experts to create a budget, along with the number of kids you estimate will be served. Contrast that with the costs of large expensive machines that only benefit a few people.

- **What they say about themselves:** They say that they are for life saving treatments that are proven to work and have proven need.

Mendi Njonjo

Mendi Njonjo, Africa Director for the Advocacy Project, a nongovernmental organization committed to producing social change by helping marginalized communities, joined Vital Voices in March 2009 for "Leveling the Playing Field for Women's Social and Economic Progress" in Cape Town, South Africa. Mendi used her expertise in advocacy and communication skills to work with almost thirty high-level advocates and entrepreneurs.

"Leveling the Playing Field" is a Vital Voices initiative that supports advocacy efforts to reduce legal barriers to women's economic entrepreneurship and to advance women's access to fundamental human rights in health, education, and political participation. The high-energy three-day session in Cape Town included grantees of Vital Voices Leadership and Advocacy Fund, which supports thirty-one projects in thirteen African countries. The grantees shared their successes as well as challenges in making lasting change. Mendi's presentation helped them think through how to maximize their interactions with press and to creatively use emerging technologies to reach a broad audience.

Using Information to Create Change

The Advocacy Project

Uses of information

- Inform & educate (policy makers, supporters)
- Mobilize supporters
- Report (supporters and donors)
- Attract resources (money, volunteers)

Information in Advocacy

- Person to person communication
- Words: Press release, news bulletins, reports
- Photos: Print and online
- Video: Documentaries and online

Telling your Story

- Brochures/ Flyers
- Press Releases
- Photographs
- Radio
- Reports/ Publications
- Video
- Publicity by Media
- Advertising
- Public Service Announcements
- Print Newsletters
- Email Newsletters
- Email Signatures
- Website
- RSS Feeds
- Blog
- Podcast
- Text Messaging
- Instant Messaging
- Video/ Audio Messaging
- Social Networking websites

Organizational Constraints

- **Staff skills:** Lack of in-house writers/ journalists
- **Equipment:** Lack of software/ hardware needed to properly produce information
- **Organizational capacity:** Lack of open communication flow

Defining your audience

- **Primary Audience**
  - Policy Makers
  - Media
  - Supporters
  - Constituents
  - Donors
- **Secondary Audience**
  - Other NGOs

The Press Release

1. When should you send out a press release?
2. How do you write the press release?
3. How do you get the information you need?
4. The press release template
5. How do you send out your Press Release?

When should you send out a PR?

What's the peg? What's the hook?

Some Questions...

- What result are you trying to get from the PR?
- Who are you trying to reach?
- What's unusual about my PR?
- What is attention grabbing about my issue?
- Logistics: How will I distribute my PR?

Writing the Press Release

A. Content
- Who, what, where, when, how?
- Headline
- Write for the audience
- Sell your story

B. Format
- Layout
- Length
- DNUAs

C. Presentation
- Comic sans is not your friend
- Neither is color
- STOP SHOUTING!!!
- Spelign mistekes aren't akseptable!

Getting the information you need

- What is the most important fact you wish to get across?
- *Who? - What? - Where? - When? - How? - Why?*
- What else is newsworthy about your story?

Press Release template

FOR IMMEDIATE RELEASE
Headline
[Date]
[City, Country] Introductory paragraph.
Subsequent paragraphs
Final Paragraph [short description of your NGO]
Contact:
[Name, Title]
[Phone & email]
[website]
[subscription information]
###

Getting your PR out

- Cultivate friends in the media
- Develop your subscription list
- Use mailing lists to send out your PR
- Timing: Wednesday/ Thursday
- Look for "hot issues" to piggy back on

Your Email Signature

Jane Mwanyumba
Executive Director
The Best NGO
P.O. Box 345
Moshi, Tanzania
www.bestngo.org
Tel: +255 722 333 444
Fax: +255 722 333 447
"Helping children read!"

Newsletters

- Building an email list
- Mailing List : Free or paid
- Sending out your online newsletter
- Dos and DON'Ts

Some Barriers

- **Connectivity:** Slow, expensive, erratic
- **Staff:** Requires staff training
- **Money:** You need to invest in hardware and software
- **Time:** Using information takes staff time
- **Organizational capacity:** New competencies must be acquired.
- "Paper Culture"

Organizational Structure

At this point, you need to think about the management of your organization and specifically, how you are going to use your resources. The relationships that your members and coalition partners have in the community are key. At the same time, you need an organizational structure that gets things done.

The most important hire is an Executive Director; this is the person whose job it is to run the organization on a daily basis and to make sure that everything that needs to be done is happening. You MUST trust this person. Your executive director also needs to be someone who can tell you and other members of the organization's leadership things you may not like to hear. You should talk with the executive director so you have a way to have these types of difficult conversations.

Roles, goals and reports, all clearly defined, help you create an effective, transparent operation. Whether you have a paid or volunteer staff, everyone should be clear on the expectations and system of accountability.

You will need to have either paid staff or volunteers with specific responsibilities, including:

- **Outreach Coordinator.** Often called "field" staff," these individuals are responsible for generating an organization that will contact, identify and mobilize people to support your efforts. Field staff members are the key contacts at the local level. They should know their areas, so they can help identify locations and attendees for events.
- **Political outreach.** This person is the liaison with elected officials, party officials and various constituency groups. This person's job is to bring their concerns to your attention.
- **Responsibility for deadlines and schedules.** This is a job of strategic importance as the scheduler is responsible for a precious resource: your time. This person can be responsible for determining what types of events your organizations does, including which invitations you accept or reject ("reactive scheduling") or which invitations you seek out ("proactive scheduling"). This person may also oversee others who coordinate an overall calendar of deadlines and important events.
- **Communication/the media.** This person is the primary contact with reporters, and is responsible for publicizing you and your organization, deciding who should speak to the press from your organization, and supervising the writing of press releases and other written materials.
- **Finances.** This person oversees the funds coming into the organization and going out. This function must be staffed by people you trust. In addition, the executive director must impose controls and oversight over this function to ensure that funds are spent appropriately.
- **Fundraising.** The fundraisers are responsible for identifying potential contributors and events. If this is to be a high priority, the fundraisers must be able to work closely with the scheduler to make sure that leaders of the organization have time set aside for fundraising calls and visits.

- **Research.** The researcher is responsible for gathering the information to be used in your materials (press releases, talking points, etc.), and should verify the accuracy of claims made in materials (about you and your opponents) and prepare supporting materials to release to the press, if needed.
- **Office administration.** This person makes sure that the organization has the administrative support it needs to work successfully.

NOTE: Often we utilize the services of family and friends. If/when you do this, be mindful that if a family member or close friend is not doing a good job, you need to be able to have the same conversation that you would have with any volunteer or staff member. If you cannot do this with a family member or friend, and you still decide to hire them or put them in a key job, you should be mindful of the risks you could face.

Finally, you need to be clear on how your group makes decisions and how you are going to communicate those decisions to members of the group, the community and to others. Transparency in decision making is critical so that everyone understands the rules and how to operate within those rules. Transparency also safeguards you from claims that your group only reflects the views of a few people.

Using Volunteers

This setion is based on an excellent training piece prepared by the Family Justice Center.

Volunteers are invaluable. They may be students, retired community members, those who are currently unemployed, or others who are looking for a way to make a difference in the world and don't need to be paid for their work. They may be able to help out two hours per day or full-time. But no matter how much time they can donate, they make a difference.

Why Do We Need Volunteers?

A well-run volunteer program enhances your work with dedicated individuals, helps staff focus on core functions, and allows you to provide services, or do projects and campaigns, that may not otherwise be offered. Volunteers can reduce the burnout rate of existing staff. There is also the indirect benefit of improved community relations. Volunteers can be the best spokespersons for your project, program or campaign.

What do Volunteers Get Out of the Experience?

In return for their time, volunteers get the benefit of professional development, the satisfaction that comes from serving others and the camaraderie and friendship that comes from working with other like-minded community members. Volunteers often comment about the satisfaction they feel in making a difference through their volunteer work.

How Can We Attract Volunteers?

Whether the volunteer program is large in scope or relatively small, identifying a dynamic volunteer program manager is necessary. This person ultimately will determine the personality and success of the program. The individual will need to be in sync with the overall vision of the director and the mission and vision of your organization.

The volunteer program manager should possess the following characteristics: leadership, problem solving, good interpersonal skills, experience, fearlessness, good communication skills, patience, ability to be a good team player, and loyalty.

Recruit Student Interns

Recruiting can be either a seasonal or a year–round task. If your intent is to have a large volunteer workforce, you will need a year-round recruiting effort. Recruitment of interns from community organizations, universities, colleges, and law schools is often one of the best ways to build a strong volunteer program. Look for students who are pursuing a degree in a field related to your mission or work. Sometimes interns can receive school credit for their work with you; make sure to ask if that is possible.

Training of Volunteers

Training is critical to prepare volunteers. The volunteer training program or "academy" that you create should have a set curriculum designed for reuse each time training is conducted for new volunteers. The process of training is as important as the information you provide the volunteers. The process should help build strong relationships between the staff and volunteers. While its core objective is to ensure the volunteers are adequately prepared to assume their roles, the volunteer academy is all about establishing relationships. Key staff should observe and be engaged in the process throughout the entire volunteer training.

Equally important is the selection of instructors who understand, support, and provide the correct training environment. Good instructors can excite your volunteers and motivate them to service. Weak instructors may chase away good volunteer candidates!

The volunteer programs will vary, with some being as short as eight hours and others as long as 40 hours. The training can be held over the course of a weekend or several evenings a week.

How Do You Work with Volunteers?

Volunteers should be well supervised at all times. Supervision gives them a sense of support and protects against possible problems. A supervisor should oversee the activities of every volunteer. Each shift of volunteers should have an assigned supervisor who provides direct supervision and coordination to the team. The volunteer coordinator should supervise all volunteer supervisors. Once a volunteer is properly trained and supervised, the most important task is to honor and reward her for good work.

Be sure to invest time and money in how to recognize volunteers for their outstanding contribution to your program. Providing the right kind of recognition is the best way to retain volunteers.

Ways to Show Your Appreciation for Volunteers

Make sure to reward your volunteers. Examples of awards and recognition include:

- Service time awards (number of hours or years of service)
- Letter or certificate for outstanding contribution
- Volunteer month acknowledgments
- Volunteer of the quarter award
- Volunteer of the year award
- Annual volunteer appreciation events such as breakfasts, lunches, or dinners

Conduct Assessment and Exit Interviews with Volunteers

When it comes time to ask for more staff or to write a grant application, you need information to substantiate the benefits of your program. You also need to provide a budget. Collecting data before you start your program will help you measure success, growth, and impact on staff and victims. Consider using surveys; evaluation forms; and interviews with volunteers (as well as staff and victims) to assess how volunteers have helped. Statistics are also important, such as the number of volunteers, hours volunteered, and completed projects. Focus groups, strategic planning, and exit interviews with volunteers will also help determine what's working and what still needs polishing.

Five Steps to Motivate People

This section was translated from materials provided by Calandria, a Peruvian community and youth development organization. Learn more at www.calandria.org.pe.

Before taking the first step, remember that you can't convince or motivate somebody if you aren't convinced yourself first, so get motivated!

Step 1

Organize systematically what you are going to say.

Define in advance the following: what does the initiative or activity consist of, what do we want to achieve, what will motivate them most, what should I say, what is my principal intention in reason and heart, and with what idea will I close the talk.

You should test your arguments. For example, throw out some ideas to small group and see what their reactions are. In this way, you can improve your plan and approach.

But remember that you shouldn't always strictly follow the plan you have prepared - be open to inspiration. Remember that a plan plus a touch of spontaneity or inspiration is much more effective.

Step 2

Choose the appropriate time and place.

For example, if you want people to reflect before taking a decision, don't bring it up in the doorway of the office/location. If you want them to make a decision regarding the next activity, don't approach it in an informal conversation. If you are going to motivate a group to participate in the development of a plan of work, don't do so after a fight or a tense discussion between the director and the board and partners.

Step 3

Present the action in the most appealing way possible.

Highlight the benefits your initiative will bring to the group as a whole and to each and every one of its members. For example, if you want to organize a workshop in production, emphasize the potential economic gains, the lowering of prices and extra income, the positive impact on the family, etc. If you want people to sign up to organize a fundraiser, make sure they know that they will decide together what to do with the collected funds.

Remember that people always ask "what do I get out of this?", and you have to know beforehand that they stand to gain in prestige or satisfaction.

Step 4

Provide examples of achievements from other cases.

If you would like to start a bakery, cite cases where other bakeries have been started and what they were able to achieve. If you want to start a campaign, describe examples from other groups. Present successful examples of your idea to help garner support and motivation.

Step 5

Assign tasks for each person.

Take care to make sure that each person has something to do. If you motivate them to participate but don't give them any responsibilities, they won't stay involved. Prepare a graph with tasks and ask each one to take responsibility for a task that interests them, that they are capable of doing, and that they can do with their friends.

Developing a Budget and Timeline

Budget: You must develop a budget for your advocacy project. You can put together several budgets, based on how much you are able to raise. The budget is a highly effective way to track how you are doing on a daily, weekly and monthly basis.

For all of these budgets, you will need to realistically estimate how much you will spend for what you need to accomplish. The types of things to put in a budget are:

- organizational filing fees
- research costs
- communication costs
- personnel costs
- overhead
  - office rental
  - telephones
  - computers and other office equipment
  - supplies
- security
- outreach activities
  - printed materials
  - ads
  - event costs
  - transportation costs
  - food, water for volunteers.

You may have other expenses depending on your situation. Make sure to think about everything you might need. *See page 66 for a budget worksheet.*

After you have developed your budget, take another look at it and see if there is anything that you might be able to get someone to donate (food, paper, etc.) If you can accept these items legally, then this will help you cut down on the funds that you actually have to raise.

Once you have your proposed budget, make a list of costs that shows most expensive to least expensive items. Ask yourself, do your expenses reflect the philosophy and intention of your organization?

Timeline: Put everything that needs to be done during the next 12 months on a timeline. This seems like an overwhelming task but you will find out that it is actually a road map that will guide your work. You should

- assign daily, weekly, monthly goals for getting everything done;
- assign people to each task with defined responsibilities for getting that task completed;
- determine how many volunteers you will need for each task and put that down on the timeline. *See page 67 for an example of a timeline.*

Once you have done this, you will be able to execute your plans and to evaluate how you are doing. You can see if you over estimated the number of volunteers you would need, or underestimated the amount of time it takes to get posters back from the printer. Once you know those things you can continually adjust what you need to do every day!

Raising Money

Fundraising is critical to organizational growth and ability to get your work done. As you begin this strategy it is important to focus on:

- What is being raised?
- Whom are you asking for resources?
- Who is talking to each of these individuals or entities?

What is being raised: Money is an obvious answer, but not the only one. Donations to your group can come in a number of different forms, including food, supplies, or volunteer time. You should match your requests against your needs and measure both against your budget. For example, if you have 100 boxes of paper for posters, it may not be useful to ask for or accept more paper.

Whom are you asking for resources: Fundraising is collecting names of potential contributors and then identifying why that person would contribute. It is critical to determine how to ask the person and who should ask the potential contributor. When thinking about potential contributors, you know what will best work in your community. As a rule of thumb, think about the following types of potential donors and how you might be able to approach them:

- Individuals: family, personal friends, close professional colleagues
- Government agencies
- Foundations
- Private companies

Who is talking to each of these individuals or entities: Asking for money isn't easy, so you should think about how to best ask. For each of the types of donors listed above, assign a specific amount that you will ask for and assign a person to ask. Organizations often have someone on staff responsible for fundraising but this is an activity where your board of directors is key. Members of your board should be people who are able to help you raise resources, visibility and credibility for your project.

Whoever asks for the contribution must be clear about the conditions and acknowledgement of the donation. No one should contribute believing that they will gain a business or personal advantage because of their association with your project.

You need to develop a system for tracking promises to donate. Also, keep a list of those you need to call back or visit with more information.

Questions to Address:

After you've defined the scope of your fundraising, it is important to put together a fundraising strategy with your organization's staff. There are several steps involved in any fundraising strategy:

- Assessment of outcome vs. time: Clearly identify some requirements for fundraising. Make sure that you are not devoting more time than is worthwhile given the outcomes of your fundraising activities.
- Tactics: Fundraising methods should express the values and goals of your organization.
- Self Assessment: It is often helpful to conduct a self assessment in order to capture what your organization can offer donors. Examples might be your organization's ability to maximize program output with every resource contributed; providing donors access to your members and your organization's network via e-mails and your website; conferences/events that donors could attend, or providing donors access to your organization's research or specialized knowledge in specific issue areas.
- Timeline: Fundraising plans should be mapped out on a timeline and should be completed before the beginning of your organization's fiscal year.
- Case Statement: A case statement is a brief overview that can be used by staff and board members to describe your organization to potential donors. Developing a case statement is useful because it provides common language that can be used in all external communications. This statement is very similar to what you will be pulling together for strategic planning purposes, so you can use this information for more than one purpose.

A good case statement generally includes:

- The mission of the organization- why does it exist and what problem or issue does it address.
- Your goals- what the organization is trying to achieve and how you measure success.
- Your objectives-how the organization will reach its goals.
- The programs or services provided.
- The governance of the organization- who is on the board.
- The staffing of the organization- how the programs and services are provided.
- The finances of the organization and its status- how is the organization registered.
- A vision of the future and how the organization is prepared for it.
- A brief history of the organization and the successes it has had in the past.

Execution

Once your organization has put together its fundraising strategy, you can begin identifying potential donors and carrying out your fundraising plan.

There are five major steps in executing a fundraising strategy:

1 Indentifying donors

- Word of mouth. Ask friends and colleagues if they know of potential donors.
- Research
    - Look at who is supporting similar causes.
    - Look at who has business interests in your region or a customer base that matches your organization's audience or target market.
    - Look at who is soliciting grant proposals.
    - Look at who has a personal interest in your work.
- Individual Donors – These donors generally want to be personally involved. When approaching them, make a connection between their passion/interests and your cause.
- Private Sector – These donors generally have an interest in community engagement and reaching out to their customer or client base. When approaching them, focus on opportunities for public-private partnerships, highlight their involvement in your region and demonstrate that a donation to your organization can help them increase their return on investment.
- Foundations and Government – These donors generally have an interest in providing greater benefits to society. When approaching them demonstrate how your organization provides such benefits.

2 Cultivate/involve donors

- Fundraising is about building relationships, so cultivate the donors before you formally ask them for resources. (This may not necessarily apply when you are requesting resources from a government.) There are several ways to cultivate donors:

- Meet individually or in small groups with prospective donors.
- Invite potential donors to events.
- Send potential donors background information on your organization, such as:
  - Newsletters
  - E-mail updates
  - Press stories.

3 Request resources from donors

- The way in which resources are requested will differ depending on the type of donor you are approaching. Always be specific about what you want and what outcomes you expect their donation to produce. This information can be presented in various ways, again depending on the type of donor you are approaching.
- Grant applications- commonly used for government grants, private sector donations and foundation grants or donations.
- Letters- commonly used for donations from private individuals.
- Phone calls - commonly used for donations from private individuals.
- Proposals – commonly used for private sector donations.
- Events: dinners, galas, auctions, product sales, charity bazaar- commonly used for donations from private individuals or the private sector. The donations may come in the form of the cost of the ticket or in an appeal made at the event by the leadership of the organization or an influential "believer" in the cause.

4 Follow Up

- It is critical to thank donors personally and sincerely and inform them of the progress that has been made at your organization as a result of their donation. Again, the follow up depends on the type of donor, but here are a few common ways to do it:
  - Regular reports on a specific program's progress.
  - Regular reports on the organization's progress (an annual report is common).
  - Invitations to organization programs or events.
  - Thank you letters and gifts- photos from events, organization items (pens, t-shirts, notebooks, scarves, books, etc...).
  - Press clippings about the organization or a particular event.
  - Testimonials from individuals who have been affected by the organization's work.

5 Do it all again! Fundraising is an on-going and continuous process. Organizations should always be going through the four fundraising steps outlined above.

How to Evaluate your Effectiveness

Using the goals set out in your strategic plan, you need to develop criteria to measure your effectiveness. A well crafted timeline will also help you measure your progress. Remember, measuring progress does not necessarily mean that your project was completed, although that would be a good sign! It can be a mix of the things you have been trying to accomplish: the number of community meetings, the number of citizens joining your group; the amount of money raised.

Be clear on what you need to accomplish and measure it. If you are not reaching your goals, then re-evaluate why. Is the goal inappropriate, or are you not employing the best strategy to meet it?

Examples of evaluation criteria include:

- Did the number of women mayors increase?
- Did the number of women running for mayor increase?
- Did every party have at least one woman candidate for mayor?
- Did your group meet with every party?
- Did you train women interested in running for mayor?

Use the goals outlined in the following grids as a guidepost to determine how successful you have been in meeting your goals.

Training Project		
Key Elements	**Questions to answer (Be as specific as possible)**	**Example**
Goal	What is the ultimate goal you intend to achieve with your project?	Increase the number of women voters in my local elections from 20,000 to 30,000
Objectives	What are the key objectives you will accomplish?	■ Register at least 15,000 women to vote ■ Reach at least 50,000 women through a communication campaign with the message on the importance of the women's vote ■ Ensure the 5 major political parties, the 3 major churches and 10 other partner NGOs integrate this goal to their own objectives and work in partnership with the project
Key Steps	What will be the key steps of the project?	■ Building partnerships ■ Communication campaign ■ Registration campaign
Technical Assistance	What kind of technical assistance do you need?	■ Communication and media specialist ■ Voter registration specialist ■ Trainers to train local women leaders on getting out the vote
Other Resources	What other key resources will you need? Which resources will you provide? Which resources will you request from Vital Voices? Which resources will you obtain from other partners?	■ Computer and printing equipment ■ Photocopying equipment ■ Office space
Timeline	When will you carry out this project?	■ Communication campaign 1 year before elections ■ Voter registration drive 6 months before election

Training Project		
Key Elements	**Questions to answer (Be as specific as possible)**	**Example**
Goal		
Objectives		
Key Steps		
Technical Assis tance		
Other Resources		
Timeline		

PART II: Running for Office

As you are deciding to run for office, it is imperative that you understand the personal and political landscape that you will face. All candidates face challenges, but almost universally, women face more challenges than men.

Being ready for those challenges is critical. Being prepared and planning ahead will not guarantee that you will win an election, but not doing so will almost certainly guarantee that you will lose. Be sure your research is based on as much factual information as you can gather. The popular reasons for many political outcomes are based on myths, assumptions or selective understanding of what actually occurred.

Research

Research includes understanding the laws and election rules; the demographics of the district in which you are running and past election outcomes. It also includes understanding your strengths and weaknesses as a candidate and the strengths and weaknesses of your opponents. It can take some time to pull this type of information together so you should give yourself time to get this done. Sometimes you can work with your political party to gather the information regarding the laws, the district and possible opponents; sometimes you can work with past candidates.

However, the research you do on yourself is something that only you can do. It is sometimes difficult to be honest with yourself about your weaknesses. However, it is imperative that you know what potential weaknesses your opponents and the media might exploit. Painful as it might be, you should catalogue what is in the public record about you (news clippings, minutes of organizations you belong to, speeches you have given, your voting and attendance record if you are an elected or appointed official). Also focus on any issues in your private life. You must answer these questions honestly and think through concerns that voters in your district might have about you. Be honest about how much risk you are willing to take.

This is the best time to discuss this race with your family and other close advisors to assess whether or not you should run for office. You should make sure that your family understands the process, what the time demands on you will be and what your expectations are for their role.

This process is meant to help you identify challenges to winning, and to help you prepare for those challenges ahead of time. There is nothing worse than being faced with an obstacle for the first time in the middle of an election. Know that this will likely be one of the hardest things you have ever done, as well as one of the most rewarding. Win or lose you will have stood up for what you believed in, presented your views to the voters and been a part of history.

Research Checklist

You must learn all that you can about the political landscape in which you will be running. It is critical to look at the following:

- the election law and rules
- the district
- the voters
- past election outcomes
- the strengths and weaknesses of your candidate and of your opponents.

Election Rules

It is important to know the type of election, the rules of the election and the relevant election law. Find out:

- the type of election
- the requirement for winning (a simple plurality or a majority of the votes cast)
- if you are running alone or as part of a team
- the rules regarding voter registration
- the election law
  - filing deadlines and requirements
  - campaign finance issues
- contribution limits
- reporting rules
- filing deadlines
  - rules re campaigning
    - when and where you can actually campaign
- polling stations open and close times
- rules re campaigning on election day
- rules re campaigning near a polling place
- how votes are tabulated.

NOTE: It is important to take the possibility of election fraud into account and strategize about how to combat it; [see the next section entitled Combatting Fraud in the Electoral Process for specific suggestions]

The District

Gather information regarding your district, including:

- the geographic size of the district
- the type of terrain
- the population
- transportation used
- political landscape:
  - which parties are strongest
  - who are the important leaders across sectors (political, business, religious)
- media.

The Voters

It is important to understand the voters in your district, including information on:

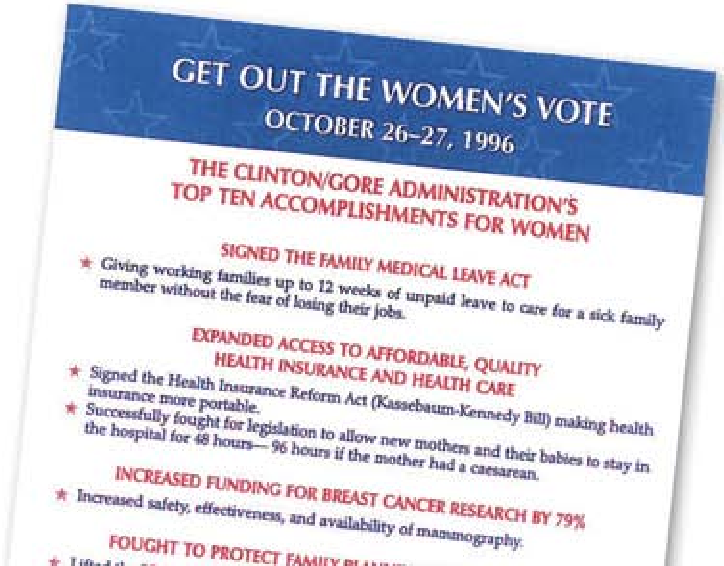
- political party registration
- previous voting history
  - turnout
  - how many votes the winner got
- demographic information about voters
  - age
  - gender
  - income
  - job/profession
- geographic breakdowns
  - urban vs. rural.

Candidate & Opponents

You MUST look closely at the strengths and weaknesses of your candidate, including:

- past political experience
- education
- work history
- family history.

OPPONENTS: Look at the same issues regarding each of your opponents. You will likely need to do some research on these topics, particularly if there is something that your opponent would rather voters not know about his or her past.



Worksheet – Research

Goals

- Profile of District
- Electoral/Political Landscape
- Profile of Candidate
- Profile of Opponents

What are the relevant election laws?

Describe the district.

Describe the voters in the district.

What is the political landscape? Is there a possibility of election fraud and how can I combat it?

What are the past election results in this district?

Describe your strengths and weaknesses as a candidate.

Describe the viable opponents, and their strengths/weaknesses.

What advice did I get from my closest advisors/family?

Combating Fraud in the Electoral Process

In elections across the globe, fraud continues to be a problem. You and your campaign team need to be prepared to ensure the rules are followed, to fight fraud and to ensure that votes are counted properly.

Before the election, make sure that a group on your team knows the election law very well and understands the rules regarding every detail of voter eligibility and registration, as well as rules about what constitutes a spoiled ballot, how votes are counted and the remedies for allegations of fraud. This is often a good task for lawyers, who can then also be responsible for organizing the monitoring on Election Day.

In conjunction with your party and supporters, train your supporters on the law, importantly:

- what to look for at the polling place and as ballots are transferred to centralized counting locations
- how to record violations of the law
- remedies that the law provides.

Think about how to best document irregularities and how to report them back to campaign headquarters, party headquarters, or some other centralized place throughout the day. If possible, have dedicated phones for reporting of fraud and irregularity. Sometimes these irregularities can be fixed early in the day. Find friends inside the system who can help you understand the process.

During the election, have a plan in place for what to do, when to do it, how data will be collected. Logistics are key. You may want to do a dry run to test your system to see if the logistics work. Have back up plans in place; there are also election day glitches that occur. Some just happen; others can be caused by your opponents.

If you suspect fraud, this is the most critical time for you. You need to collect evidence to support your claims and have that evidence be easily accessible and understandable. Use cameras to record violations.

If there has been fraud, **after the election**, use every legal and public means possible to bring fraud to light. Think about the best ways to do that, and preferably use various avenues. Use the remedies in the law; bring legal challenges; take to the media; and if necessary, take to the streets in a non-violent manner. If there are domestic or international observers, work with their teams to highlight the fraud.

Credit: Kah Walla


ATANÁSIO → RAP
Afonso

Goal Setting and Voter Targeting

Elections are about ideas, but they are also about getting the number of votes you need to win. Women using this manual around the world are in countries with different electoral systems. However, no matter what the system, there is a vote total that – if met – means you should win the election.

As a result, it is imperative to calculate this number based on the system you have, the turn out that you can expect, and the number of votes past winners (or their parties) have received. This is true regardless of whether you are in a "first past the post system," a parliamentary party list system, or another system. Calculate the number of votes you need to win. If you don't have a numerical goal, then you cannot gauge your progress toward that goal. Candidates often fall into the trap of saying that "A lot of people say they will vote for me (or vote for my party)," which isn't certain enough. Numbers matter.

Once you have a vote goal, then you need to target voters in your district who are either (1) likely to support you or (2) can be persuaded to vote for you. Targeting voters will help you make decisions about how to spend your time as a candidate, and, since your time is very limited, this is very important.

Spending time communicating with voters who you know will support your opponent wastes precious time you should be spending identifying those who will support you and getting them to the polls. You should look at where you live, who you are, your issues and record and target voters based on geography, ideology or party identity, their demographics and issue orientation.

Candidates often balk at voter targeting, saying that they want to talk to everyone. Once you are elected, your job is to represent everyone in your district, but in order to do so, you must win, and in order to win, you must be strategic. Voter targeting helps you prioritize how to use your time and resources, and helps you to meet your vote goals.

Candidates often fall into the trap of saying that "A lot of people say they will vote for me (or vote for my party)," which isn't certain enough. Numbers matter.

Worksheet – Goal Setting and Targeting

Goals

- Voter goals
- Targets

Big Picture

The total population of the district is:	
The total number of voters is:	
Expected turnout in this election is:	
You will win if you receive this many votes:	
You will have to communicate with this number of homes in order to reach the target number of voters:	

Geographic Targeting

You can expect to do well in these parts of the district:

Your opponents can expect to do well in these parts of the district:

The following areas of the district are toss ups (swing areas) where either candidate could prevail:

Demographic Targeting

Your candidate belongs to the following demographic groups:

These other demographic groups can be expected to support your candidate for the following reasons:

Taken together, these demographic groups make up the following percentage of the population in this district:	
which translates to the following # of votes:	
We can expect to receive the following percentage of these votes	
which translates to the following # of votes:	

Our opponents can expect to attract their votes primarily from the following demographic groups:

Voter Analysis

Voters care about the following issues:

The following values:

Kah Walla Presentation

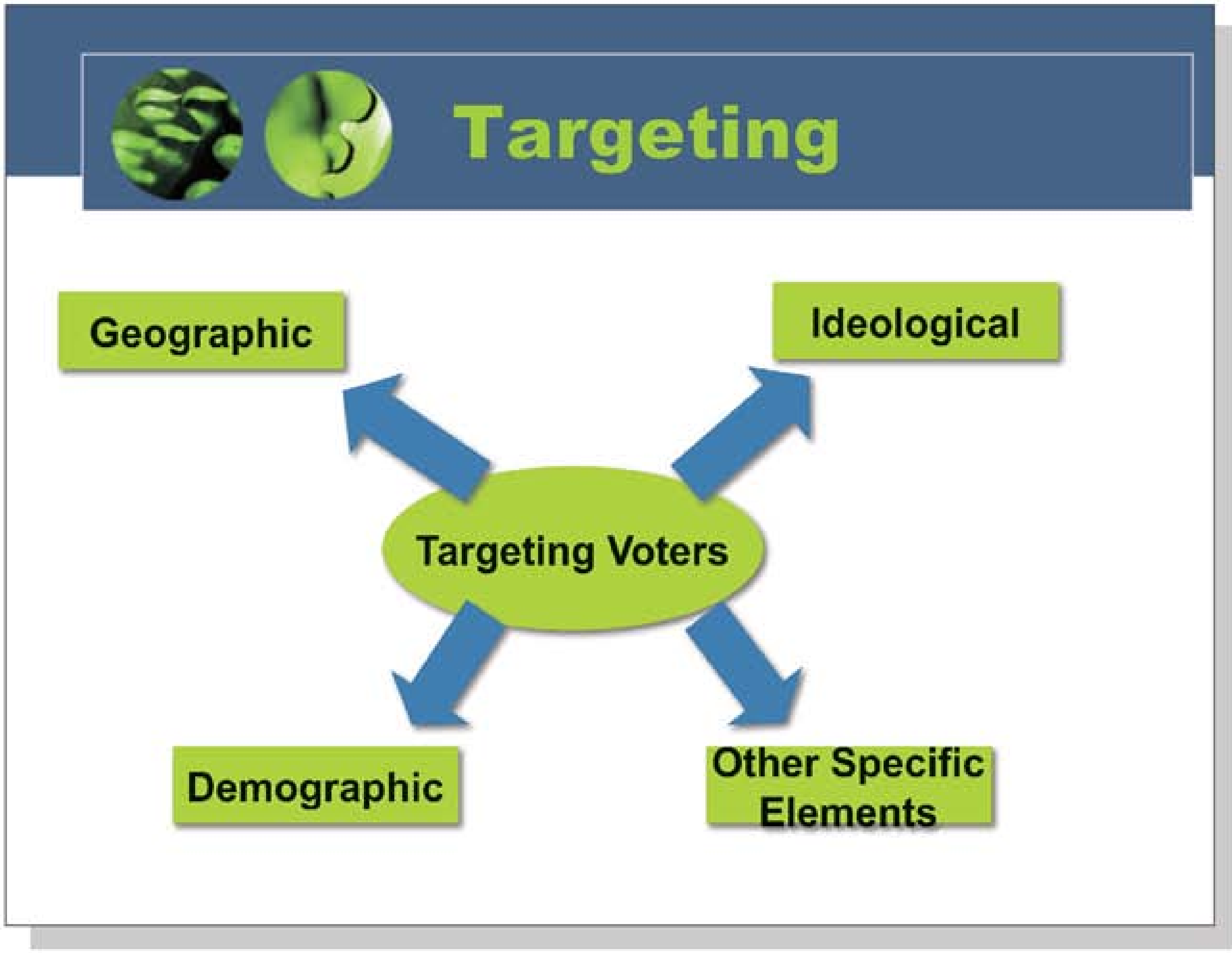
A form of this presentation has been used by Kah Walla in several trainings focusing on the development of campaign skills. Kah is a dynamic trainer who brings significant expertise and experience to these critical topics, and who uses that expertise to encourage other African women to engage in public life. Kah is a professional management consultant and business owner, and she is also a local elected official in Cameroon and a political party activist. She brings these twin sets of skills to bear on how to encourage and engage women in public life and arm them with the skills and confidence to succeed.

The first training where this presentation was used was held in March 2007 in Washington DC, as part of the African Women's Political Skills Academy. The unique Academy was sponsored by Vital Voices, the American University Women & Politics Institute and the Exxon Mobil Foundation. This two week program brought together approximately 25 hand selected women from across Africa to work on developing political skills. In addition to Kah, the other trainers included Stephenie Foster, Senior Vice President, Government Affairs, Legacy, and Anita Perez Ferguson, an author, researcher, and leadership trainer.

After completing this two week curriculum, each of the women received a Certificate from American University's Women & Politics Institute.

For each of the topic areas addressed, the group worked with the skills they learned in the training, using them to develop a campaign plan for a mock candidate for legislative office. Many of the women started as skeptics about the political process and running for office themselves, but left the program with a sense of the importance of their participation in public life.

Based on specific project proposals for follow up programs made by the women attending the program, Vital Voices then took this program on the road. Kah and Stephenie worked with a group of approximately 35 women in Lagos, Nigeria, who were running for local council seats. They were from different political parties, but shared an interest in advancing their roles in public life and in their political environments. Many of these women had been involved in their respective parties for years. While some were in elected office, others were frustrated by their parties' reluctance to put their names forward as candidates. After an intense three day training, we were pleased to learn that 15 of the women attending the program were then either elected to local council or won positions within their political parties.


Targeting
Geographic
Ideological
Targeting Voters
Demographic
Other Specific Elements

Using SWOT for analyzing target groups

Target group	Strengths	Weaknesses	Opportunities	Threats
	•What are my strengths with regard to this target group? •Why will I appeal to them?	•What are my weaknesses with regard to this target group? •Why will they reject me? •Why does my opponent appeal to them?	•Where are my opportunities? •Ways I could "correct" my weaknesses to appeal to this group? •Ways I could appeal to a group that is "neutral?	•Ways in which my opponent could appeal to a group that is favorable to me? •Things about me (not yet revealed) that this group might find unappealing?

Geographic Targeting

- Where the candidates live, work or come from
- Past voting behavior in various parts of the district
- Turnout in parts of the district
- Which geographical areas are favorable to you? Why?
- Which geographical areas are favorable to your opponents ? Why?
- Can you use a geographical targeting strategy? If so, how will you proceed? If not why?

Goal Setting

- Do your calculations and look at different scenarios:
- Number of registered voters x % voter turn out
- Estimation of votes (based on past elections and other campaign information) that your opponents will get
- Estimation of votes (based on past elections and other campaign information) that you will get
- **Set your goal!**

Demographic Targeting

- Look at candidates demographic characteristics (age, gender, profession, ethnicity)
- What are the characteristics of the groups that are of special interest? (Voting habits, party affiliation, etc.)
- Which demographic groups are favorable to you? Why?
- Which demographic areas are favorable to your opponents ? Why?
- Can you use a demographic targeting strategy? If so, how will you proceed? If not why?

Goal Setting

- **Your goal** = the number of votes you need to win
- To set your goal, you must carry out your campaign research and obtain the following key information:
  - Percentage by which you need to win according to electoral law?
  - Total population in your electoral district?
  - Total number of potential voters?
  - Total number of registered voters?
  - Voter turn out (over several elections)?

Ideological Targeting

- What are the ideological groups in your electoral district?
- What percentage of the registered voters do these groups represent?
- Which ideological groups are favorable to you? Why?
- Which ideological areas are favorable to your opponents ? Why?
- Can you use a ideological targeting strategy? If so, how will you proceed? If not why?


The Wise Choice
PEOPLES DEMOCRATIC PARTY
POWER TO THE PEOPLE
Vote
BUSOLA
OLORUNDIPE
for
COUNCILLOR
IKEJA
LOCAL GOVT.
WARD A
Let's work together for a Greater Transfor
STABILITY FOR EVE


ACTION CONGRESS
CARING-MOTHER WISE CHOICE 2008
YOUR FUTURE IS ALWAYS MY CONCERN
SUPPORT
Vote
ACTION CONGRESS
RELIABILITY
TRANSPARENCY
ACCOUNTABILITY
STABILITY
HONOUR & INTEGRITY
A WOMAN WHO IS
TOTALLY COMMITTED
TO SERVE
Courtesy
REV. (DR) & MRS S.K.S. TIJANI
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LET'S WORK TOGETHER FOR A GREATER TRANSFO
DIAMOND FOREVER
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ACTION CONGRESS
DEMOCRACY FOREVER
VOTE FOR CHANGE
Liberation '08
Vote
ALHAJA MULIKAT
OMOLARA REMILEKUN
AJALA
AS
CHAIRPERSON
ITIRE-IKATE LOCAL GOVT.

Message Development and Communication

Voters need to understand who you are, what you stand for and why/how you are different than your opponents. Everything you do helps to define you as a candidate.

It is far better that you define yourself and your priorities in a proactive, positive way, instead of permitting your opponents to define you and force you to react to their definitions of you. Simply put, a message combines who you are, your experience and how you will approach challenges faced. It should be clear, concise, concrete and convincing.

A prerequisite to having a message is making sure that you understand what issues are important to voters in your district and, most particularly what issue are important to the voters you wish to reach. For example, if you live in a district with huge environmental problems (a factory that pollutes the air and river), if you don't talk about this issue, voters will likely see you as being out of touch, at best, and at worst, somehow an apologist for the company with the factory. You should talk about what you think is important and what you want voters to know about your candidacy, but you are taking a risk if you are not responsive to the issues that are in the forefront of voters' concerns.

After you understand the key issues facing the voters in your district, and what you have to offer voters, you must be able to persuasively answer one critical question: "why should I vote for you?," or put another way, "how will my life and my family's life be different (be better) if you are elected?"

It is easy to fall into talking in generalities about what you will do or what issues you support – "I am for health care" or "I am for a clean environment" – but these types of generalities don't give voters a sense of what you will fight for when you get into office.

A prerequisite to having a message is making sure that you understand what issues are important to voters in your district and, most particularly what issues are important to the voters you wish to reach.

These ways of talking about yourself and why voters should vote for you should help give concrete answers to the question "why should I vote for you?"

Instead of these types of generalities, you should talk about specific, concrete ways to solve the challenges and problems faced by the voters in your district. Instead of "being for health care," you could say:

"As a parent, my children are important to me and I worry about making sure I protect them. I am running for office because I want to fight for policies that protect children. One of those policies is to establish a health clinic here in this neighborhood that is open extended hours or all night so that people don't have to travel far if their children get sick."

This type of message can demonstrate to the voters that you relate to the same concerns that they have, and that you are willing to do something about it. It does not say, "I am better and smarter than you, so I deserve your vote!" Find a way to respect your culture, as you create an appropriate message to your voters.

Someone may decide not to vote for you based on these types of specifics but most voters will appreciate that you have concrete solutions to the problems they face in their daily lives.

A big part of how to communicate this message is to understand the tools that you can use to talk to voters. This isn't always in person communication. You will need to think about how to use the media, events, videos and the internet to communicate with voters. The presentation on pages 25-28 addresses how to organize your communication efforts, how to understand what media may want to hear about you, how to write a press release and develop lists of media contacts.

Please refer to the sections on message development and information technology at the beginning of this workbook for more.

Worksheet – Message Development

Message Box

What We Say About Us	What We Say About Them
How do we define ourselves? These are the positive things that we want voters to know about our candidate so they will vote for her.	How do we define various opponents? These are the negative/ questionable things we want voters to know about our opponents so they won't vote for our opponents.
What They Say About Us What do our opponents say about us? How do they want voters to perceive us? Why shouldn't voters vote for our candidate?	**What They Say About Themselves** What do our opponents say about themselves so that voters will vote for them?

If done correctly, this box will outline everything that could possibly be said during the election campaign by both your candidate and all of your major opponents.

Your Message

In one minute, why should I vote for you?

This message should meet all of the criteria:

_____ positive? _____ concrete? _____ does it draw a contrast with your opponents? _____ clear? _____ consistent?


SAM RAINSY PARTY PARTI S

RUNNING FOR OFFICE

Working with Political Parties

Political parties are central players in every electoral system. You are much more likely to win if you are the nominee of a political party for office, or if you are placed high on the party's list for office.

Political parties, however, can be an impediment to women candidates and can erect barriers to women who seek to run on party lists or to represent parties in an election.

As a result, women candidates often need to be strategic about how to not only appeal to voters but also how to make the case to their parties that they are strong candidates, bring resources to the table and can help the party win an election.

Women candidates need to think carefully about how to negotiate with their party, demonstrate political strength and stature, consolidate their position within their party and develop a gender agenda. Also, if your electoral system uses party lists, it is imperative to understand the rules about how lists get put together and then the importance of building a case for you being placed as high on your party list as possible.

Many women candidates find that approaching their party leadership is best done along with one or two supporters. Your friends can observe or witness the discussion and they may see or hear things that you miss. Practice or role play your conversation with party leaders ahead of time.

> Women candidates need to think carefully about how to negotiate with their party, demonstrate political strength and stature, consolidate their position within their party and develop a gender agenda.

Kah Walla Presentation

The Gender Agenda within the party

- Use all the arguments to justify it:
  - Legal basis
  - Sociological basis
  - Party declarations and regulations
  - Most importantly, political advantage
- Define it clearly and build a strategy
- Find allies
- If you need to, begin implementation and put the Party before the fait accompli

Working with Political Parties

- Strengths for negotiating within a political party
- Running on a party list
- Consolidating your position within the party
- The gender agenda within the party

Strengths for negotiating within a political party

- Having a solid grassroots base: power respects power
- Getting to know the party hierarchy
- Finding allies and partners within the party
- Preparation, preparation, preparation
- Pick your battles
- Win or lose, learn and get ready for the next battle

Running on a party list

- Determine very clearly what is your added value. What you bring to the list.
- Note these points and use them to negotiate your position and your role
- Don't hesitate to use your resources to consolidate your role on the team
- Prepare your new ideas carefully, sell them to people before the team meeting to garner support, show clearly how they are a win-win solution

Voter Contact

Key to winning an election is reaching and persuading voters to vote for you, and then getting them out to vote. Once you know your message and whom you are targeting, you need to put together a detailed plan to connect with these voters.

As you are thinking about voter contact, you should also be evaluating which methods help you get your message to the voters. You should also keep track of what voters say to you about your candidacy. Voter contact is important for four reasons:

- to increase your visibility in the community and in your district or constituency.
- to persuade voters to vote for you.
- to identify potential supporters.
- to turn out the vote for you and make sure that those who support you get to the polls to cast their votes.

Your plan should look at how to best reach voters – whether through media (TV, radio, newspapers), door-to-door campaigning, events, grassroots events, or flyers. In each case, you must also decide what events you will do, and where you can use others to speak for you. When you use others (sometimes called "surrogates"), you can broaden your reach to voters and across your district. At the same time, you are the best advocate for your candidacy, so you need to think carefully about how to best use your time and energy in attending the events and voter contact opportunities that reach the most people.

Each voter contact method has its plusses and minuses, and each has its costs. Along with your team, you need to map out a plan for voter contact using the methods that work best for you, are the most affordable and reach the most voters that you need to reach. There is no one plan that works for every candidate. Some types of voter contact only increase your visibility (posters), others increase visibility and persuade voters (events), and some can help you meet all four goals (door-to-door campaigning).

This is the part of the campaign where you can be very creative. You know your district and the people who live there, and how they tend to organize themselves. Ask yourself, where and from whom do people in my community get their reliable information? Use those outlets and persons whenever you can. What works in an urban, densely populated environment (like a rally, email messages, TV ads) may not work in a rural environment. Use what you know to help you put together a plan that works. Figuring out the right mix is key.

Types of Voter Contact

You will need to decide which of the following types of voter contact work in your particular situation. Each reach voters, but in different ways and with different levels of effectiveness.

Literature Drop

- door-to-door to houses;
- can reach a large number of households in the district;
- can leave reminder to vote and ways to contact the campaign;
- effectiveness:
  - persuades voters;
  - turns out vote;
  - does not identify supporters.
- less targeted is to hand out literature at markets, bus stops;
  - can't be sure that those people are registered or that they are even in your district
  - less effective – may not persuade voters, identify voters or turn them out to vote.
- resources: both take time and people.

Mailings

- can target based on geography, issues;
- effectiveness:
  - persuades voters;
  - turns out voters;
  - does not identify supporters.
- resources: money.

Candidate Going Door-to-Door

- talking to individual voters;
- very time intensive;
- allows you to tailor message;
- can set up a plan to go door-to-door more than once before election;
- leave literature;
- answer specific questions;
- make sure that a volunteer goes with the candidate to record support or opposition, questions, need to follow up;
- effectiveness:
  - persuade voters;
  - identify supporters;
  - does not necessarily turn out voters.
- resources: takes time and people.

Telephone calls

- can be made by volunteers from campaign office or from home;
- phone banking allows campaign to supervise volunteers and also to motivate them as well as dealing with any problems or questions that come up during calling;
- effectiveness:
  - identify supporters;
  - turns out voters;
  - can persuade.
- resources: time, money, people.

"Visibility"

- raising the profile using signs, posters, stickers, t-shirts;
- can remind voters of the candidate and key campaign message;
- can motivate base supporters and energize them;
- effectiveness:
  - help turn out vote;
  - motivate base supporters.
- resources: time, money, people.

Endorsements

- takes time;
- by individuals, organizations, newspapers;
- can provide key validation to your campaign;
- effectiveness:
  - persuade voters;
  - does not identify supporters or turn out vote.
- resources: time and people.

Coffee or tea

- meetings in home of supporters to introduce candidate to others;
- personal contact with candidate;
- can also use to raise money, recruit volunteers;
- effectiveness:
  - persuade voters;
  - identify supporters;
  - can use to turn out vote.
- resources: time and people.

"Friend of friend" program

- send cards or make calls to friends re candidate;
- can help getting out the vote by reminding people to vote;
- effectiveness:
  - persuade voters;
  - turns out voters.
- resources: time and people.

Events

- can be preset by others outside the campaign, such as a debate or a candidates forum;
- campaign can create events to reach voters, such as rallies, press conferences;
- effectiveness:
  - persuade voters;
  - identify supporters;
  - remind people to vote.
- resources: time, money and people.

Ads

- TV, radio, newspapers;
- effectiveness:
  - persuade voters;
  - turns out voters.
- resources: money.

Internet

- reaches voters who are interested and seek out information;
- effectiveness: unclear.
- resources: time and money.

Coordinated Efforts

Often candidates running from the same party will coordinate their efforts, in order to maximize their voter contact efforts and cut costs. You should understand how this works in your particular situation and if it is helpful to your candidacy. If this is not something done regularly, think about whether or not you should advocate for it within your party structure.

Worksheet – Voter Contact

GOALS	METHODS (refer to page 57-59 of workbook)	REASON
Increase visibility		
Persuade voters		
Identify supporters		
Turn out the vote		

Worksheet – Voter Contact

TARGET GROUP	METHODS	PROS AND CONS OF METHOD
Example: Women voters	TV advertising	reaches many, but too expensive
ADD YOUR EXAMPLES BELOW		
1)		
2)		
3)		
4)		


VOTE RIGHT
Support
PRINCESS
ROTIMI
BEYIOKU
ADETUTU
ALIMOSHO
LOCAL GOVT. CHAIRMANSHIP
Gender and Development Initiatives
GDI
True Democracy is when the proportion of Men & Women in Governance and Decision - Making Positions in Nigeria is
50/50
WIND of CHANGE
Mrs.
SAIDAT
BALOGUN
DOLAPO
A Grassroot Politician from Lagos Island Ward A2
For
Councillor
Empowerment of both skilled and unskilled artisans
Accessibility to health facilities
Job Creation
Community Development
SPREAD THE WORD
GET MORE WOMEN ELECTED
A Campaign Strategy Hand Book for Ugandan Women Seeking Elective Office
"BY RAISING OUR VOICES, OTHER WOMEN WILL HAVE A BETTER LIFE

Campaign Structure

At this point, you need to think about the management of the campaign and, specifically, how you are going to use the resources you have during the campaign season. Your time is the campaign's most important resource. The most important use of your time is to meet voters, persuade voters and raise money.

People who meet the candidate are more likely to vote for that person. You need to hire people whom you trust to take care of almost everything else, and it is often very difficult for a candidate to do just that.

Your most important hire is a manager; this is the person whose job it is to run the campaign on a daily basis and to make sure that everything that needs to be done is happening. You MUST trust this person. Your manager also needs to be someone who can tell you things you may not like to hear. You should talk with the manager as you begin the campaign so you have a way to have these types of conversations. It is much better to have a difficult conversation than to ignore something that could have been fixed and lose the election.

Roles, goals and reports, all clearly defined, help you create an effective, transparent operation. Whether you have a paid or volunteer staff, everyone should be clear on the expectations and system of accountability.

You will need to have either paid staff or volunteers with specific responsibilities, including:

- **Voter contact and outreach.** Often called "field" staff," these individuals are responsible for generating an organization that will contact, identify and mobilize the vote for Election Day. Field staff members are the key contacts at the local level. They should know their areas, so they can help identify locations and attendees for events.
- **Political outreach.** This person is the liaison with elected officials, party officials and various constituency groups. This person's job is to bring their concerns to the campaign.
- **Your schedule.** This is a job of strategic importance as the scheduler is responsible for the campaign's most precious resource: your time. Together with the campaign's senior staff, the scheduler determines which invitations you accept or reject ("reactive scheduling") or which invitations you seek out ("proactive scheduling"). This person may also oversee others who coordinate the schedules of the candidate's family and key supporters.
- **Communication/the media.** This person is the primary contact with reporters, and is responsible for publicizing you and your campaign, deciding when you should speak to the press and when others representing you should, and supervising the writing of press releases and other written materials.

- **Finances.** This person oversees the funds coming into the campaign and going out. This function must be staffed by people you trust. In addition, the campaign manager must impose controls and oversight over this function to ensure that funds are spent appropriately.

- **Fundraising.** The fundraisers are responsible for identifying potential contributors and events. If this is to be a high priority for the campaign, the fundraisers must be able to work closely with the scheduler to make sure that you have time set aside for fundraising calls and visits.

- **Research.** The researcher is responsible for gathering the information used in campaign materials (press releases, talking points, etc.), should verify the accuracy of claims made in campaign materials (about you and your opponents) and prepare supporting materials to release to the press, if needed.

- **Office administration.** This person makes sure that the campaign has the administrative support it needs to work successfully.

Some women candidates have a small group of supporters who do not have a political role in the campaign, but serve as a personal support team, sometimes called a "kitchen cabinet." This is especially true when the candidate has family responsibilities.

NOTE: Often we utilize the services of family and friends, people who are the most energized about your candidacy. If/when you do this, be mindful that if a family member or close friend is not doing a good job, you need to be able to have the same conversation that you would have with any volunteer or staff member. If you cannot do this with a family member or friend, and you still decide to hire them or put them in a key job, you should be mindful of the risks you could face.

Developing a Budget and Timeline

Budget: You must develop a budget for your campaign. You can put together several budgets, based on how much you are able to raise. The budget is a highly effective way to track how you are doing in the campaign on a daily, weekly and monthly basis.

For all of these budgets, you will need to realistically estimate how much you will spend for what you need to accomplish. You should include overhead (office space, etc.) and costs of voter contact. Be realistic. The types of things to put in a budget are:

- campaign fees
- research costs
- communication costs
- personnel costs
- overhead
  - office rental
  - telephones
  - computers and other office equipment
  - supplies
- security
- voter contact activities
  - printed materials
  - ads
  - event costs
  - transportation costs
  - food, water for volunteers.

You may have other expenses depending on your situation. Make sure to think about everything you might need.

After you have developed your budget, take another look at it and see if there is anything that you might be able to get someone to donate (food, paper, etc.) If you can accept these items legally, then this will help you cut down on the funds that you actually have to raise.

Timeline: Put everything that needs to be done between now and Election Day on a timeline. This seems like an overwhelming task but you will find out that it is actually a road map that will guide what you do between now and Election Day. You should:

- start with Election Day and work backwards
- assign daily, weekly, monthly goals for getting everything done
- assign people to each task with defined responsibilities for getting that task completed
- determine how many volunteers you will need for each task and put down on timeline.

Once you have done this, you will be able to execute your plans, and also be able to evaluate how you are doing. You can see if you overestimated the number of volunteers you would have, or underestimated the amount of time it takes to get posters back from the printer. When you look at your budget in relation to your timeline you will know what expenses to anticipate and how to best budget your resources over the course of your campaign. Once you know those things you can continually adjust what you need to do every day until Election Day!

To develop a Campaign Budget

List all the items necessary. Key items include:	
•Overhead and Logistics –Rent for Campaign Office –Water & Electricity –Equipment (computer, photocopier, etc.) –Office materials –Car and/or motorbikes –Fuel	•20%
•Security –Equipment –First Aid Box	
•Entertainment –Food –Drinks –Animation groups	•10%

To develop a Campaign Budget

List all the items necessary. Key items include:	Percentage of total budget
•Campaign Fees –Registration at party level –Party levies	
•Research Costs	
•Communication –Materials –Media Coverage –Internet –Telephone	•35%
•Personnel – Salaries –Transportation –Food	•30%

Worksheet: Making it Work

Goals: Timeline, Campaign structure, Budget

Date	Activity	Coordinator & Volunteers	Expenses
Election Day			
One Week Before Election Day			
Two Weeks Before Election Day			
Three Weeks Before Election Day			
Four Weeks Before Election Day			

Goals: Timeline, Campaign structure, Budget

Date	Activity	Coordinator & Volunteers	Expenses
Five Weeks Before Election Day			
Six Weeks Before Election Day			
Seven Weeks Before Election Day			
Eight Weeks Before Election Day			
Three Months Before Election Day			

Worksheet: Making it Work *Cont'd*

Goals: Timeline, Campaign structure, Budget

Date	Activity	Coordinator & Volunteers	Expenses
Four Months Before Election Day			
Five Months Before Election Day			
Six Months Before Election Day			

Raising Money

In some systems, your political party will fund much of your campaign. In others, you are left to raise all of the funds you will need yourself. In any event, fundraising is a critical part of any campaign.

Often when people give money, they literally become invested in the candidate. They become much more interested in the campaign and work even harder to get the candidate elected.

Asking for money isn't easy, so you should think about how to best ask.

Fundraising is collecting names of potential contributors and then identifying why that person would contribute. It is critical to determine how to ask the person and who should ask the potential contributor. When thinking about potential contributors, you know what will best work in your community. As a rule of thumb, think about the following types of potential donors and how you might be able to approach them:

- family
- personal friends
- close professional colleagues
- those who share your ideology
  - party members
  - civic activists who are aligned with you
- those who really dislike your opponents.

For each of these people:

- assign a specific amount that you will ask the person to contribute;
- assign a person to ask.

You need to develop a system for tracking promises to donate, as well as those you need to call back or visit with more information.

Repeat: whoever asks for the contribution must be clear about the conditions and acknowledgement of the donation. No one should contribute on the condition that they will gain a business or personal advantage because of their association with your campaign.

For further ideas on fundraising, see pages 33-35 of this manual.

Contributors

Stephenie Foster – United States

Stephenie Foster is currently Senior Vice President for Government Affairs at Legacy (formerly the American Legacy Foundation), and serves as a Senior Advisor to Vital Voices. She has over twenty five years experience as advocate for a wide range of issues relating to women, serving in senior positions on Capitol Hill as well as the executive branch, the non-profit sector, political campaigns and private law practice.

Ms. Foster has participated in numerous international programs, designing advocacy and training programs and materials for use in a wide variety of political and geographic environments, including Venezuela, Argentina, Chile, Peru, Haiti, Yemen, Oman, Bahrain, West Bank, Afghanistan, Bangladesh, Morocco, Nigeria, Mali, Cameroon, Kenya, Uganda, South Africa, Ukraine and Northern Ireland. She has also trained groups of women who have traveled to the United States for various programs sponsored by Vital Voices Global Partnership, the National Democratic Institute for International Affairs (NDI), the Women's EDGE Coalition and the Policy Council on Afghan Women.

Ms. Foster received a J.D. from the University of Pennsylvania, an M.R.P. from Cornell University and a B.A. from the University of California. She is also a Professorial Lecturer at American University in Washington, DC.

Amal Jadou – Palestine

Dr. Amal Jadou is the Deputy Chief of the PLO Mission in Washington DC. Previous to this position Dr. Jadou served as the director-general of international affairs at the Office of the President of Palestine, a post she assumed following the 2006 elections. In that capacity Dr. Jadou served as a close aide to the President on international relations. She accompanied the President in his meetings locally and internationally and was the only woman to accompany him as part of the Palestinian delegation to the Annapolis Conference. Dr. Jadou worked closely with the diplomatic corps serving in Palestine and with Palestinian diplomats around the globe. Ms. Jadou, who is active within Fatah's youth movement, began working for the government in February 2005 as foreign policy adviser to the prime minister. She represented her country in many international and local conferences dealing with the politics in her country, the peace process, women and youth issues. She also took part in several back-channel negotiations on behalf of the Presidency. She has also worked for several non-governmental organizations focusing on political prisoners, refugees, women, and children. Ms. Jadou completed a PhD at The Fletcher School of Law and Diplomacy in 2009, and a graduate fellowship in the program on negotiation at Harvard Law School. She earned a master's degree from Birzeit University in 2000 and a bachelor's degree from Bethlehem University in 1995. Dr. Jadou was the first to ever win the international prestigious SYLFF leadership prize. She shared that prize with Dr. Egla Martinez-Salazar from Guatemala and Goran Svilanovic, the ex-foreign minister of Serbia.

Mendi Njonjo – Kenya

Director of the Africa Program, Advocacy Project

Before joining the Advocacy Project, Ms. Njonjo worked for the International Federation of the Red Cross in Nairobi, Kenya and

We'd like to note in sorrow the passing of one of the women who participated in the Vital Voices/American University Political Training Academy and was a leader in pulling together the Lagos, Nigeria follow on program, Meeme Ekanem. She was an inspiring woman and we miss her.

The Center for the Prevention of Genocide in Arlington, Virginia. She is a founder of FAWERS – a network of African women who work for post-conflict reconstruction and seek to end the use of gender-based violence as a tactic of war. Ms. Njonjo has a Master's degree in conflict resolution from the University of Massachusetts in Boston. She is fluent in English, Swahili and Kikuyu. She has written on the impact of humanitarian aid on conflict and the influence of women's rights in post-conflict resolution in Africa, amongst her many other articles.

Kah Walla – Cameroon

Managing Director, STRATEGIES!

Kah Walla is Managing Director of STRATEGIES! an international management and marketing consulting firm based in Douala, Cameroon. Ms. Walla created STRATEGIES! 13 years ago and has built the company into an African consulting firm competing in markets throughout the continent and in Europe. As a woman-owned and woman-run firm, STRATEGIES! is known for its policies that promote and develop professional women consultants and for its work as a strong advocate for women's entrepreneurship and development.

Marilyn Nguemo – Cameroon

STRATEGIES!

Marilyn Nguemo has over eight years working at Strategies and holds a Maîtrise en Sciences Sociales Option Sciences Juridiques et Politiques and a Double Bachelor's Degree in Women and Gender Studies and Law. Ms Nguemo is trained in gender-sensitive participatory facilitation methods and has facilitated over 100 workshops in the areas of organizational development, enabling business environments, leadership and management and strategic planning and has experience in regional workshop facilitation covering 12-25 countries with 75-150 participants. Ms Nguemo has developed proficiency in local economic development with key expertise in developing and implementing strategies to assist local governments build enabling business environments at local and regional levels, managerial strategy, change management, performance management, organizational design and human resource management.

Calandria – Peru

Calandria, the Association of Social Communication Professionals, is a Peruvian civil society organization. It is a non-governmental organization that is dedicated to fighting for human rights and democracy. Calandria educates women and men about how to work effectively for social change.

For more information

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REBECCA

About Vital Voices Global Partnership

Vital Voices Global Partnership's mission is to identify, invest in and bring visibility to extraordinary women around the world by unleashing their leadership potential to transform lives and accelerate peace and prosperity in their communities.

Vital Voices Global Partnership is the preeminent non-governmental organization (NGO) that identifies, trains, and empowers emerging women leaders and social entrepreneurs around the globe, enabling them to create a better world for us all. We provide these women with the capacity, connections, and credibility they need to unlock their leadership potential.

- We are at the forefront of international coalitions to combat human trafficking and other forms of violence against women and girls.
- We enable women to become change agents in their governments, advocates for social justice, and supporters of democracy and the rule of law.
- We equip women with management, business development, marketing, and communications skills to expand their enterprises, help to provide for their families, and create jobs in their communities.

Our international staff and team of over **1,000 partners, pro bono experts and leaders**, including senior government, corporate and NGO executives, have **trained and mentored more than 7,000 emerging women leaders** from over **127 countries** in Asia, Africa, Eurasia, Latin America, and the Middle East since 1997. These women have returned home to train and mentor **more than 200,000 additional women and girls** in their communities. **They are the Vital Voices of our time.**

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