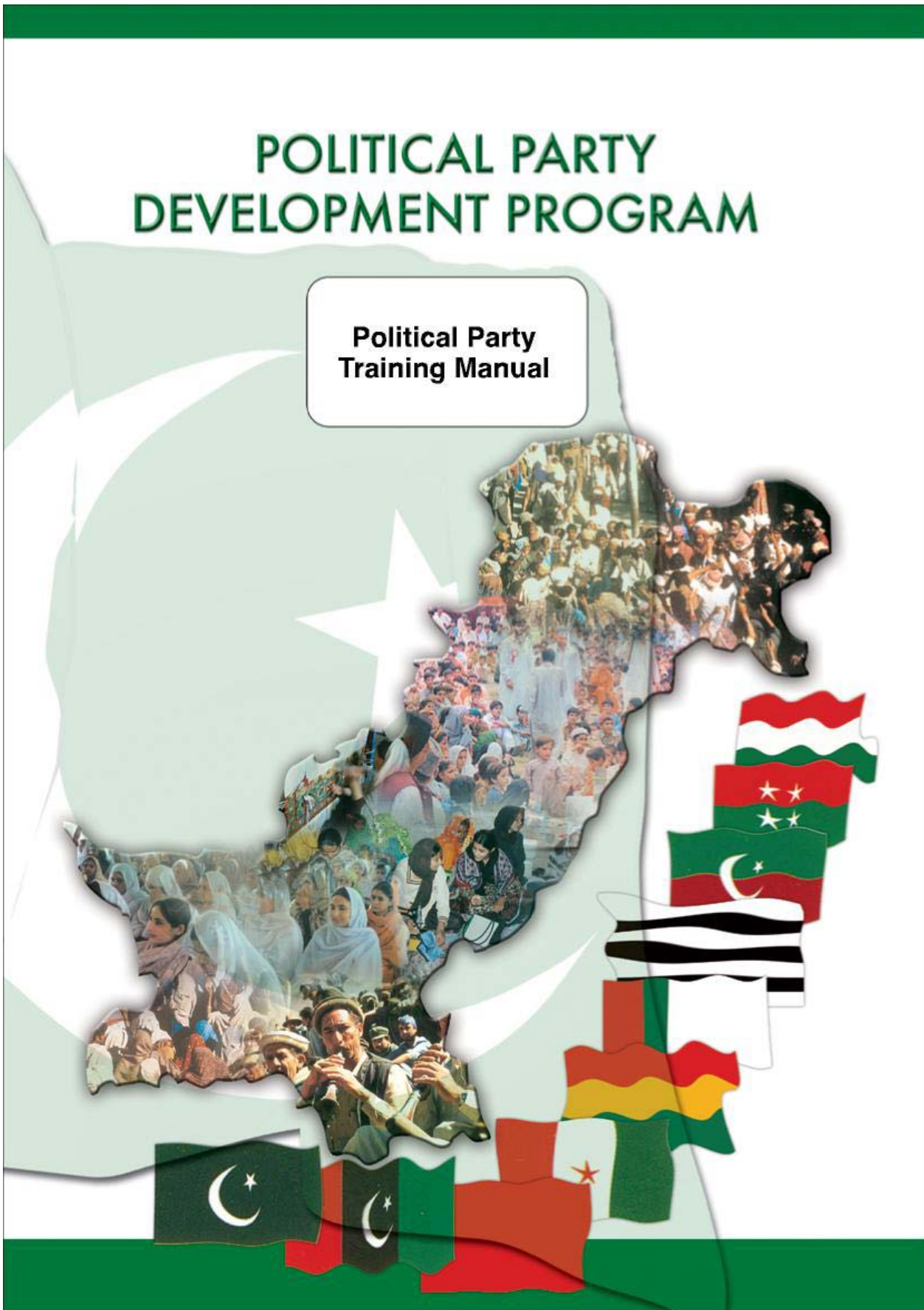


POLITICAL PARTY DEVELOPMENT PROGRAM

Political Party Training Manual





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

NDI has been engaged in democratic development in Pakistan for over 14 years. Most of the Institute's work has focused on election-related activities; however, NDI recently expanded this work by providing assistance to political parties and civil society groups to contribute to Pakistan's democratic development.

More recently NDI conducted a political party leadership program in the Northwest Frontier Province (NWFP). For more information about NDI and its programs around the world, please visit our website at

www.ndi.org



The Center for Civic Education (CCE) is a nonprofit organization that functions as an independent research, education, training and advocacy body. CCE provokes new and creative ways of thinking and promotes tolerance for dissenting viewpoints to tackle the problems emanating from the transformation in the society and its changing norms and values.

Political Party Development Program:

Party Training Manuals 1 and 2



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Training Manual 1:
Challenges and Opportunities for the Next Generation of Leaders

Challenges and Opportunities for the Next Generation of Leaders: Agenda

Day I

1700 – 1915 **Introductions**

Program Objectives

What the participants goals are.

Questions and answer session.

EXERCISE: Ground Rules prepared by participants

Survey of Political Party Participants

Template/brief discussion on preparing party projects

Day II

Theme of Day II:

Challenges and Opportunities for the Next Generation of Leaders

Why political leadership is important.

Leadership and vision.

Why political parties are an important element in a democracy.

How parties gain or lose credibility.

How political parties can respond more effectively to the citizens concerns.

9.15 – 9.30 Ground Rules distributed.

9.30 – 10.30 Structure of a Model Party
Which structure is relevant to your party

Party Constitution and Rules

10.30 – 11.00 Report back from Each Group

11.00 – 12.00 Concept of Leadership
Deconstruct Leaders – six qualities in a Leader, what are they? Write down 6 qualities you would like in leader

12.30 – 1.30 Lunch

1.30 – 1.45 Leader's speeches

1.45 – 2.45 Questions and Answer session

1500 – 1600 Brief review of Leader's comments
Discussion

- 1600 – 1700** Joining a Political Party
What are your expectations when joining a political party?
- Bill of Rights
What do you expect from the party as a member?
What should the party expect from you as a member?
How could the party involve you more as a party member – 3 suggestions.
- 1700 – 1730** Triangle exercise
Identify areas of possible reform.

1730 Close

Day III

Theme of Day III: Party Renewal and Organizational Development

Internal democracy, decision-making, candidate selection.

Different processes used to foster renewal (e.g. how open practices, ethics and a participatory political culture have helped parties gain credibility).

Internal and external challenges to renewal.

- 9.30 – 1030** Review Triangle Exercise
- 10.30 – 1200** Political Party Projects:
 Party reorganization
 Party Communications
 Training Workshops for party workers
 Party Policy Development
- 12.00 – 1300** Party Image Exercise
 SWOT
- 1300 – 1330** Wrap Up /Evaluation forms

Building Political Parties

Why do we need Political Parties?

- Political Parties are essential to a democracy.
- Politics matter.
- Leaders have to be accountable to their citizens. Political parties have important role to play to ensure this happens.
- If democracy is to function better, political parties need to improve their performance and regain higher levels of trust by the people. This is why we need to focus on political parties.

“Countries do not become fit for democracy but through democracy” (Prof. Amartya Sen).

If political parties are part of the problem, they also are part of the solution for providing a stable and predictable democratic political system that is responsive to the needs of the people. Business and the economy thrives in a stable political environment.

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

In developing trust in the democratic system of governance, the various functions of democracy should be remembered, while elections are essential, they are but part of the democracy process, democracy is also about participation, inclusiveness, tolerance and consensus building and not just about electoral competition and rivalry. To ensure a stable democracy, all these functions need to be carefully balanced.

Political parties are not only competitors but also stakeholders in the political system that citizens expect to function for the common good.

Inter-party dialogue among the political parties and other civil society actors is essential to provide a better understanding of the challenges that political parties face for improving the party system within which they function and to enable the parties priorities their needs to build a stronger party system.

How do Political Parties become Institutionalized?

Political parties have to evolve a process that closely follows the public sentiment and parallels social development. It requires a flexible mix of principles, underlying interests, democratic practices and rational decision-making.

Parties may be Flawed but are Needed

Political parties frequently lack the ability to play their traditional roles of mobilizing and representing citizens and linking them to governance. They often don't give citizens a sense of meaningful political identity and participation. Even in the case of some older parties, links with the general public are often scarce, something which coincides with the emergence of civil society organizations and social movements that attempt to substitute the role of parties. Non-party activists, however, do not necessarily improve the performance of democracy. It tends to reflect single issues and not the wide diversity of policies most parties are concerned with.

Political parties may be flawed but are still needed.

Why are political parties and party systems necessary for a functioning democracy?

- Parties are the main vehicle for political representation.
- Parties are the main mechanism for the organization of government.
- Parties are key channels for maintaining democratic accountability.

If parties don't work well, democracy will suffer. Institutional party development can go hand in hand with social development, but it depends on the concerted effort of party activists and all citizens.

Key Functions of Political Parties

- Political party is key institution in democratic elections.
- Mobilizes electoral support for the candidates it puts up, with a view to capturing governmental office.
- Party candidates, leaders, members and activists mobilize and educate voters.
- Parties aggregate interests to offer more easily grasped alternative policies and choices to voters.

Political parties play a key role in the transfer of democratic political and cultural values from one generation to the next which is vital for the stability and orderly evolution of a country.

- Acceptance of pluralism, tolerance, participation, respect for minorities, majority rule and freedom of expression are some of the key democratic values and practices parties should encourage and strive for.

Institutional political development allows the democratic system to work more effectively. In fragmented multiparty systems, to form a government often means setting up a coalition. Party leaders, both in and out of the legislature, are the movers and shakers of coalition formation negotiations. They choose prospective coalition partners, hammer out policy compromises and share out available governmental positions.

Once a government has been formed the role of parties in parliament is just as crucial.

- The parties organize parliamentarians for the effective performance of their functions: legislative, representative, financial, and support of (or opposition to) the political executive.

A party in parliament may also have the important function of influencing the executive in light of its own ideas and policy-positions. However, scrutinizing the executive is a role every parliamentarian should play. The government of a free and democratic people has to be open, accountable and responsive to the representatives of the people.

The role of the political party in the organization of parliament is critical for the deepening and consolidation of democracy, not least through parliament's exercise of its oversight function.

Political parties play an important role in formulating public policy, both as a means of convincing the electorate during election campaigns and for ruling, if in government.

Free, multiparty, competitive elections may act as the ultimate guarantee of accountability for public office holders but it does not suffice.

Additional means of securing continuous accountability between elections becomes necessary. This is where political parties, particularly in emerging democracies, becomes crucially relevant.

Political parties have to become key policy seekers and great accountability enforcers as well as being efficient vote maximizers and office seekers.

All democracies need their citizens to follow closely and get involved in the continued improvement of the performance and behaviour of political parties.

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

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

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

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

All are related in practice and even overlap to some extent.

Diverse options for democratic party structures & processes

Objective: To describe tactics to strengthen internal democracy

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

In the following exercise, you will see how there is no one answer to how a party should be structured, and will observe the influence of party ideology, beliefs and goals on the diversity of tactics to strengthen internal democratic structures and processes.

Activity: Compare & Contrast Party Structures

Objective: To explain the connection between internal organizational design and party values and beliefs.

1. Circle two relatively opposite party ideologies below, then write one party in the space marked “Party A” and the other in the space marked “Party B.”

Parties:

Liberal

Socialist

Secular

Conservatives

Green

Religious

Party A:

Party B:

2. Imagine you are a well-respected political consultant. The two parties you circled have asked you to conduct an assessment of their internal structures and processes with a view to improving them. Below, outline what you anticipate finding in each of the parties based on your understanding of the values and beliefs of each party.

1. What are the values, beliefs and goals of the party?

Write your answers for Party A in this column

Write your answers for Party B in this column

2. How is the party organized? (e.g. leadership structure, decision-making processes, centralized vs. decentralized structure, etc.)

A

B

3. What are the leadership qualities the party looks for? How are leaders selected? How diverse is the leadership?

A

B

4. What are the responsibilities of the leadership?

A

B

5. Who can be a member? How are members selected? Which groups does the party actively recruit for membership?

A

B

6. What are the responsibilities of each member?

A

B

7. What are the party rules for making decisions? What consequences are there if members don't follow the rules or act unethically or illegally? What disciplinary structures exist?

A

B

8. Who gives funding for the party? To whom does the party share its financial information?

A

B

9. Is the party closed (produces all training and policy development within official party channels) or open (outsources training, policy development, etc)?



Questions to consider

How are the structures and processes of the two parties you selected similar? How are they different? Does one appear more democratic than the other? Based on your analysis, what would you say are some characteristics of democratic parties? What about characteristics of non-democratic parties? Of the two parties you've assessed, which' do you think will perform better in elections? Why? What are your recommendations for improvement for the party that will come out worse in elections?

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Systematic Leadership Selection

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

Internal Democracy

Best Practice

Leaders and candidates are selected freely, fairly and according to party rules

Parties generally select candidates and leaders through some form of **direct, or indirect election**. Parties often conduct periodic conventions for the purpose of electing national party leaders and developing party policy. In some cases, the conventions are open to all members of the party, In other cases, members may elect, from local, district or provincial levels, delegates to the national convention. Regardless of the method, party members are given regular opportunities to take part in the selection of party leaders at all levels.

To help ensure that one individual or special interest does not dominate a party, some party constitutions stipulate that party leaders can only serve limited periods in office. Therefore, there is a regular change in

party leadership that is instituted by members of the party. Other party constitutions stipulate that leaders must be reflective of the party membership so as to make sure that a variety of perspectives are included in the management structure. All of these rules and procedures are intended to promote inclusiveness and accountability in the operation of the party.



Questions to consider

How are leaders chosen in your party? Which party document describes these rules? Who is eligible to hold leadership positions? Are there any restrictions to running for a leadership position? If funds are required, where do these funds come from, and who is eligible? Are youth, women and other non-traditional groups encouraged to run? Are internal elections independently monitored? What recommendations would you make to party leaders to make leadership selection more democratic?

---oOo---

Open Communication

A party can have brilliant policies and vision, but without clear and open communication, a party cannot succeed. A successful party will have a clear communication structure that is well known and understood by its members, and is reinforced by the party's internal communications and training mechanisms.

In order to successfully build party membership and convince voters, each party organizer must understand the party's position on major issues and plans for the future, and have a way to ask questions, voice opinions and receive honest, useful responses from the party leadership. The key to this is a well-designed system that facilitates open communication between party leaders and members and also between different structures within the party such as between two local branches, or between the environmental policy committee and the youth wing. In other words, a party should have open vertical and horizontal communication.

Internal Democracy Best Practice

Party uses open vertical &
horizontal internal communication
effectively

Vertical Communication

Leaders and members in successful parties communicate openly and regularly. In part, this means that the leadership of the party regularly sends information to party members. This might include party messages, platforms, positioning and achievements; national press releases, newsletters, articles, petitions, surveys and ideas for photo opportunities; or leaflets for door-to-door campaigning and other material to support local voter outreach. Vertical communication is not just top-down orders, however, it also includes eliciting and incorporating the views and experience of party activists on candidate selection; policy development; talking points on controversial issues; campaign priorities; legislative priorities; impact of policy or legislation on the ground; and political opponents, to name a few.

One method for facilitating communication among party activists and leaders is through a regularly published party newsletter or bulletin. A monthly or quarterly newsletter could be augmented with special issue “alerts” (i.e., specific information on important, fast-breaking political developments that organizers need to know). This information can be transmitted the traditional way, via print or through face-to-face contact; telephone; faxes; email; SMS/pagers, websites, radio and television, to name a few.

Open Communication will provide the national party with detailed information about politics and the concerns of people throughout the country. For example, regular reports from the base to the leadership can focus on: general political information; an evaluation of a fundraising event; membership recruitment efforts; or public opinion about the party’s policies.

Horizontal communication

A party must also have effective horizontal, or functional, internal communication. This means that if the party has functional structures such as a women’s wing and a youth wing, that the two wings send each other information on their events, etc. Another example would be local branches of the party within a province sharing information back and forth. This can help spread ideas and create new leaders throughout different sections of the party, activating members in far-away regions, strengthening weak sectors of the party, and spreading best practices and sharing experiences.

Every party leader, organizer and active member, from the village level to party headquarters, should know to whom they report and, in turn, who reports to them. In a well-organized party, every organizer and leader should be able to describe her position in the communications structure and name the person to whom they regularly report and also who provides them with information.

These are all essential for building an effective internal party structure. Acknowledgment and understanding of the views of local party activists is essential for building loyalty at the local level for national party goals. Without such acknowledgment and understanding, party activists can lose their incentive to support the party, and without members, parties cannot survive.

The next exercise helps you describe your own party’s communication structure.

Activity: Communication Flow Chart

Objective: To appraise your party’s communication systems

Draw an outline of your party’s organization. Using a different colored pen, indicate the official line of communication between structures.



Questions to consider

Does information flow from the top to the bottom of your party? Does it flow back up to the top? Does it flow horizontally? What are the mechanisms of communication that are used in your party? How often are they exercised? In your opinion, which ones work and which ones could be improved? What recommendations would you make to party leaders to make your party communication more democratic?

Continuous Training for Party Workers

One of the most underutilized mechanisms for internal democracy is training. Successful parties have training services inside their parties and have ongoing training programs for their members and leaders on a wide range of subjects that can

include the party's history and statutes, campaigns and elections, fundraising, voter outreach, voter registration, media and message, public speaking, among others. Other parties make partnerships with civil society organizations to do the training for them.

Internal Democracy Best Practice

Members and leaders receive
continuous training

Benefits of Training

Parties that continually train and update their member's skills are able to adapt more ably to changing circumstances, recruit volunteers and organize elections. Continuous exposure to new ideas and skills contribute to modern, dynamic parties. Training gives members additional reasons to volunteer their time with the party and helps bring in new people and prepares party members to move up within the party and successfully contest elections by developing and building on their skills. Continuous training can give parties an edge over their competitors.

Training topics and structure

There are four types of party training: ideology, technical skills, internal democracy, and relations with other democratic institutions, usually, parties have think tanks who research and train party members on ideology, and separate training services that cover the three other areas.

Depending on whether a party has a closed or open structure, the party either has internal think tanks and training services or has an agreement with independent think tanks and training services. For example, the *Partido Revolucionario Institucional* (PRI) party is a closed system with its own think tank (*Fundacion Colosio*) that trains party members on ideology and its own training services (ICAREP). The US Democratic party on the other hand, has an open structure and relies on various think tanks (e.g. The Brookings Institution) for policy ideas and training, and NGOs for training on other subjects (e.g. the civil society organization, EMILY's list, trains Democratic women candidates).

Who trains on what areas within parties?

Party Think Tank Ideology	Party Training Service Technical Skills
	Internal democratic process
	Relation with other democratic institutions

Too often, parties do not train their members, or only train them in ideology or party history. Keeping in mind the variety of training areas available, continue to the next exercise to design the ideal training program for an imaginary party. Then, think about changes you might recommend to your own party's training services.

Activity: Design a training program

Objective: to design a party training program

Imagine you are a political consultant hired by a political party that does not have any formal training for its members. Choose one of the parties from the exercise "Compare & Contrast Party Structures." Should the party have a separate training service, or hire an outside person or civil society organization to do the training? Include reasons for your recommendations.



Questions to consider:

Think about your own party: What training programs does your party have? Who is able to get training? What do you have to do to qualify for training? Is there a series of courses all members must complete? How is the training funded? Who are the trainers? Is there specific training geared towards youth, women or other specific sectors? What recommendations would you give to your party leaders to improve training?

---o0o---

Putting it all together: Internal democratic renewal

Objective: Develop a strategy for internal democratic reform

Many parties have decided to review and update their internal democratic structures. This involves a commitment from the leadership and committing time and resources. Environments around parties change and parties evolve as they grow. Periodic review of internal democratic structures helps to keep a party vibrant, growing and successful.

In the following exercise, you will be asked to apply concepts of internal democracy to help a political party strengthen its internal democratic structures and processes to improve the health and longevity of the party.

Case Study: Internal democracy

Objective: Apply internal democracy concepts to develop a strategy for internal democratic reforms

Read the following case of an actual political party. Think about what recommendations you would make to increase the internal democratic structures and processes. Then, read what the party chose to do.

Background:

The Labour Party was founded in 1899. In its first 100 years, Labour was a natural party of opposition, governing for only short periods before the Conservative Party returned to power. The current Labour Government, led by Tony Blair, is the first to achieve two full terms in power. There are a number of reasons why Labour had previously been unsuccessful in power. These include:

- The party was frequently split. Party membership, trade unions, and local party units often worked in opposition to the Labour Party in government, feeling betrayed by the policies that were being implemented.
- The Labour Party in government failed to move with public opinion and was seen as out of touch.
- The Labour Party had been subject to take over attempts by small groups of Trotskyist extremists, trying to use party procedures to gain control of local parties.

Part of the reason for these failings was the Labour Party's internal structure and policy-making process. Labour Party policy was decided at the Party's annual conference where delegates from local parties, trade unions, and parliament moved motions. Speeches were made in support or against of the motion, amendments were tabled, the motion was supported or opposed by the leadership, and a vote was taken. This policy making process created the following situation:

- The confrontational nature of the process meant that motions were tabled on areas of natural disagreement with the Party
- The voting in favour of or against the motion meant that one 'side' always had to lose
- The conference (which was televised) emphasized the differences within the Party rather than those areas where the Party agreed. The public quickly concluded that the Party couldn't agree on anything and could not be trusted to govern effectively
- Only a handful of the Party's mass membership got an opportunity to play a part in the policy making process, meaning that many good ideas were lost.
- If a policy area was not deemed important enough to be discussed at conference there was no opportunity for the Party to debate it
- People who were not members of the Party, and civil society groups, had no opportunity to input into the policy process

In 1996, on the verge of electoral victory, the Labour Party decided that its policy making process would have to change if it was going to survive in power.



Questions to consider

Imagine that you are a political consultant advising the President of the Labour Party how to reform the Party's internal democracy in 1996.

- How can the Party make sure that it has a genuine debate while avoiding splits and factionalism?
- How can the Party reach consensus?
- Should the Labour Party's objectives be to present a united front to the public or to create greater democracy in the party? Is it possible to do both?
- What mechanisms can the party use to increase input from civil society groups?
- How can the Party ensure that the new democratic process cannot be used by extremist groups to try to take over the Party?

National Democratic Institute for International Affairs: Pakistan

Survey of Participants in Political Party Program 2004

This survey may help a political party design a training program for party workers. It may be useful to ask participants to complete the form before you....

- 1 How long have you been a member of your party?
 - 2 Have you worked on an election campaign before?
If yes, which ones?
 - ☐ Presidential elections
 - ☐ Parliamentary elections
 - ☐ Other (please indicate which one)
 - 3 What role did you play?
 - ☐ Candidate
 - ☐ Organizer
 - ☐ Fund raiser
 - ☐ Activists
 - ☐ Volunteer
 - 4 In previous elections have you: [Check if appropriate]
 - ☐ Put up posters;
 - ☐ Delivered leaflets
 - ☐ Door to door
 - ☐ On the streetCanvassed:
 - ☐ Door to door
 - ☐ By telephoneOrganized
 - ☐ Public rally
 - ☐ Fund raising event
 - ☐ Press conferencesOther activities:
 - 5 Does your branch office issue newsletters: yes/no
If yes, how did you deliver to your members?
 - ☐ By mail
 - ☐ Hand delivered
 - ☐ In office for members to pick up
 - 6 Did you deliver to non members: yes/no
If yes, did you
 - ☐ Deliver door to door
 - ☐ Hand it out on the street
 - 7 Does your branch have a membership recruitment plan? Yes/no
If yes, how does the branch recruit new members?
-

- 8 Does the party branch collect membership fees? Yes/no
If yes, how much? _____
- 9 Have you made a list of local media contacts? Yes/no
Do you know their deadlines? Yes/no
- 10 Do you have detailed office budget? Yes/no
If yes do you have a budget?
☐ For running the office
☐ The next election
- 11 Do you have a list of donors? Yes/no
- 12 Do you have a list of potential donors? Yes/no
- 13 Have you a fund raising plan? Yes/no
- 14 Have you ever held a fund raising event?
If yes, please briefly describe:

- 15 Does your party head office communicate regularly with you? Yes/no

SWOT (Strengths, Weaknesses, Opportunities and Threats)

SWOT analysis is a general technique which can be applied across a party's functions and activities, particularly useful to the early stages of a party's strategic planning.

Performing a SWOT analysis involves the generation and recording of strengths, weaknesses, opportunities and threats concerning our party or organization. It is usual for the analysis to take account of internal resources and capabilities (strengths and weaknesses) and factors external to the party (opportunities and threats).

Why use the tool?

Strengths and Weaknesses are primarily **INTERNAL** (to the person and or party) and therefore we have the potential to change or influence these.

Opportunities and threats are primarily **external** and so while we can have strategies to deal with these, it is less likely that we can change them fundamentally.

How to use the tool:

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

Strengths:

What are your party's advantages?

What does your party do well?

What do other people see as your party's strengths?

Weaknesses:

What could your party improve?

What does your party do badly?

What should your party avoid?

Opportunities:

Where are the good opportunities facing your party?

What are the interesting trends your party is aware of?

Useful opportunities can come from things such as:

Changes in how the country is run

Changes in social patterns, population profiles,

Local events

Changes in how political parties can operate

Threats

What obstacles does your party face?

What is your competition doing?

Are the ways in which your party operated changing?

Is changing political landscape threatening your party's position?

Does your party have financial problems?

Carrying out this analysis will often be illuminating – both in terms of pointing out what needs to be done and in putting problems into perspective

SWOT Analysis Example of a party:

Strengths <ul style="list-style-type: none">❑ New dynamic Leader❑ Honesty and Integrity❑ Youth Group❑ Party with a long and proud history❑ Strong links with international parties	Opportunities <ul style="list-style-type: none">❑ Local Elections❑ New young team with Leader❑ Enthusiastic membership base❑ Open the party up to a new young membership
Weaknesses <ul style="list-style-type: none">❑ Constituencies without MP or Senator❑ Age and gender profile of membership❑ Disunity and lack of Party Solidarity❑ Vague Identity	Threats <ul style="list-style-type: none">❑ Independents, some other parties❑ Poorly organized on the ground❑ Apathy❑ Not appealing to young people

You could do a SWOT analysis of yourself as a potential Candidate

Or

You as a party leader (what would I bring to the party)

or how can you obtain a better position within the party

or how can you obtain a party ticket to contest an election?

Or how can you increase women's influence in political parties

Party Image

Party Image					
<p>Here is a list of things both favorable and unfavorable that have been said about Political Parties in Pakistan. Which statements fit your ideas or impressions of Political Parties in Pakistan?</p>					
	Not at all ⑤	Very Few ④	To some extent ③	All most completely ②	Completely ①
Understands the problem facing Pakistan					
Will promise anything to win votes					
Has a good team of leaders					
Represents all classes					
Has sensible policies					
Concerned about the people in real need in Pakistan					
Moderate					
Too dominant by its leader					
Professional in its approach					
Out of touch with ordinary people					
Looks after the interests of people like us					
Divided					
Keeps its promises					
Extreme					

Leadership Inventory

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

When you have finished the inventory, review your answers. Where are your leadership skills strong? What areas could you improve? You can keep your answers private, or can discuss them with a friend or mentor.

Section I: Mission and Values

1. I have a clear sense of my purpose and mission in life

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

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

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

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

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

4. I have clear goals: personal, professional, organizations, spiritual.

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

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

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

Section II: Personal Mastery Skills

6. I conduct all aspects of my life with integrity.

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

7. I learn from my mistakes.

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

8. I naturally see possibilities of successful outcomes.

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

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

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

10. I continually work towards and achieve results.

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

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

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

12. I am clear, focused and consistent in what I set out to do.

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

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

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

14. I respond and adapt flexibly to changing circumstances.

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

15. I maintain balance, clarity and poise in difficult circumstances.

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

16. I face and resolve problems promptly and effectively.

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

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

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

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

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

19. I am positive and encouraging of other people.

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

Section III: Communication Skills

20. I am authentic – I share my thoughts, opinions and feelings openly and honestly.

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

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

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

22. I am effective in enrolling positive support from others for my ideas and initiatives.

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

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

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

24. People tend to come to me for guidance, input or support because their interactions with me are usually helpful.

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

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

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

26. I accurately understand the perspectives and feelings of others.

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

27. I actively solicit and consider the opinions and input of others, even when I may have to disagree.

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

28. I am effective in providing timely and helpful feedback.

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

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

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

30. I deal directly and skillfully with potentially difficult interpersonal situations, such as disagreements and hurt feelings.

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

Section IV: Team Skills

31. I put the success of the team before my own personal agendas.

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

32. I am a highly constructive force in group meetings.

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

33. I understand the needs and priorities of others, and act in ways that support others in accomplishing their tasks.

Never *Always*

1 2 3 4 5 6 7 8 9 10

34. I appreciate and acknowledge the contributions of others.

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

35. I am accountable: I do what I say I will do by the time I say I will do it.

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

36. I support others in taking responsibility for their own needs and limits.

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

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

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

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

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

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

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

40. I create and foster a climate of open and honest communication.

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

Section V: Organizational Skills

41. I persuasively and effectively communicate the purpose and mission of my organization.

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

42. I maintain a larger perspective of what is best for the whole group.

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

43. I am effective in creating partnerships and alliances that move the work forward.

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

44. My actions are based on a useful understanding of organizational dynamics.

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

45. I play a strong and useful role in defining innovative and effective strategies.

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

46. I play a strong and useful role in developing clear and effective plans and programs.

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

47. I play a strong and useful role in establishing and maintaining accountability for performance standards within my organization.

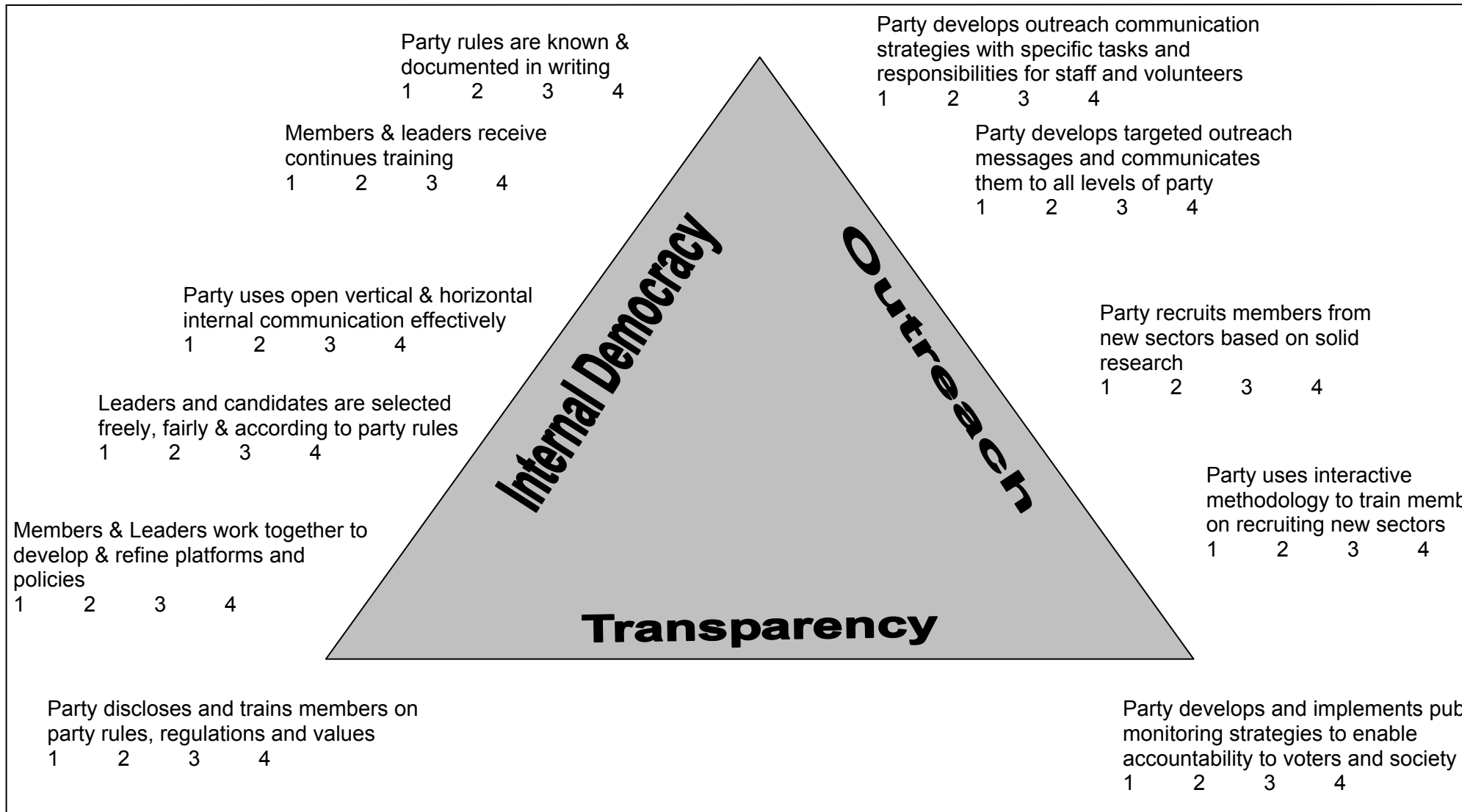
Never *Always*
1 2 3 4 5 6 7 8 9 10

48. I have an informed and useful understanding of finances and the financial implications of my actions and choices.

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

49. What are my greatest strengths as a leader? Why?

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



Best Practices of Effective Parties

Rate your party's performance on each best practice above from 1 – 4 using the following scale:

1. The party does this regularly, systematically & with consistent improvements
2. The party does this regularly & systematically
3. The party does this sometimes
4. The party does not do this.

Training Manual 2:
Campaigns and Communications

CAMPAIGNS AND COMMUNICATION: Agenda

Day 1

- ❖ **17:30 – 18:00 pm Welcome**
 - a. overheads of party websites*
 - b. types of behavior*

- ❖ **Ground Rules**

- ❖ **18:00- 19:00pm What is a campaign?**

A POLITICAL CAMPAIGN, Features of a Political Campaign.

Ask participants to suggest of other features.

- 1. Campaign Activities*
- 2. Considerations for contesting elections*

Eligibility Criteria

- 1. criteria:, a) Wants to run, b) will be elected by secret ballot c) Be willing to make a 5 minute campaign speech at the Plenary.*
- 2. Ask each candidate to make a short 1 minute campaign speech.*

19:00 – 19:30 pm Win with Women

Who Does What In the Party: Brain storm on what women can do in order to strengthen women's roles in the party.

Day II

Campaigns and Communication *What it takes to win an election*

09:30 -10:30 Theme and Message

What is a Message?

Community Priorities Survey

Ways to deliver your message.

Dealing with the media

Making political speeches

- ❖ **10:30 – 11:30 Targeting**

Who are My Voters?
Types of targeting
Bringing it all together
Demographic information

11:30 – 12:30 Fundraising

Raising the Funds
Nomination form/ Election Expense reporting information
Role play/ Ask for donations

13:30 – 15:30 Campaign Plan/ Budget

Campaign Plans, What are They?
Preparing a Campaign Plan
Overheads of campaign management structures and sample plan and timetable.
Duties of campaign team members.
Elements of a successful campaign

14:30pm *Happy Valley Exercise*
Happy Valley Exercise
Campaign Plan Template.

15:30 – 16:00pm Party Project Update
SWOT
Campaign role play

PLENARY

16:00 – 17:00 Mock election
Campaign Speeches

17:00 – 17:30 Logistics
Evaluations

17:30 Adjourn

A POLITICAL CAMPAIGN: Features of a Political Campaign

What is a campaign?

- A campaign is a systematic course of planned activities for some special purpose.

What are some features of a political campaign?

- A person or group of people is promoted both within and outside of the party. Well-known faces are more visible and therefore using them may make it easier to reach voters.
- Meetings
- One on one attempts to try and influence
- Posters and pamphlets
- Advertisements and billboards
- Songs
- Marches
- Other? -----

What are some positive features of a political campaign?

- Long standing issues are identified during this period
- Public works projects get started or done in the time leading up to an election. (roads, bridge repair etc.)
- Politicians are more visible and accessible.
- Other?-----

What are some negative features of a political campaign?

- Physical violence, fear/dread in the community
- Division in the community
- Racial trouble
- Mud slinging
- Other?-----

CAMPAIGN ACTIVITIES

1. Is it attractive and effective?

- Is there enough information?
- Have you considered what resources you would need (including money and human resources) and where you would get them?
- Did you collaborate with others?

2. Have you identified possible barriers to a successful campaign?

- Public apathy
- Resistance to change in attitudes, beliefs and practice
- Insufficient resources

3. How can barriers be overcome?

- How can specific groups in the community be targeted differently (age, special interest, ethnic, women)?
- Research issues that are of interest to your target audience
- Marketing and getting your message out
- Professional approach

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CONSIDERATIONS FOR CONTESTING AN ELECTION

1. Why do you want to run for office?

Elected office is demanding and time-consuming. Have you carefully considered why you want to contest? A potential candidate should ask themselves the following questions:

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

2. What are your financial resources?

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

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

3. What are your campaign issues?

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

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

- Are you well known and supported?
- Can you identify your support base?

5. Who are your allies?

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

6. Where does your opponent stand on important issues?

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

7. What is the process for entering the campaign?

- Do you know what steps you need to take to become a candidate?

Eligibility Criteria

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

- is a citizen of Pakistan;
- is at least twenty five years of age;
- is enrolled as a voter in the electoral rolls of the relevant ward;
- is of good character and is not commonly known as one who violates Islamic injunctions; has adequate knowledge of Islamic teachings and practices, obligatory duties prescribed by Islam as well as abstains from major sins; provided that these qualifications will not apply to a person who is a non-Muslim, but such a person will have a good reputation;
- has academic qualifications of not less than matriculation or secondary school certificate or equivalent from a recognized institution, for contesting the election of a Nazim or a Naib Nazim;
- has not been declared by a competent court to be of unsound mind;
- is not in the service of the Federal, a provincial or a local government or, any statutory body or a body which is controlled by any such government or, in which any of such government has a controlling share or interest, except the holders of elected public office and part-time officials remunerated either by salary or fee; provided that in case of a person who has resigned or retired from such service, a period of not less than six months has elapsed since his retirement;
- has not been dismissed, removed or compulsorily retired from public service on the grounds of moral turpitude;
- does not possess assets which are inconsistent with his declaration of assets or justifiable means, whether held in his own name or of the dependents or any other person or corporate body in whose name assets are held in trust or under any other formal or informal arrangement whereby the de-facto control of such assets including their sale, transfer or pecuniary interest, is retained by him;
- has not been adjudged a willful defaulter of any tax or other financial dues owed to the federal, a provincial, or a local government or any financial institution, including utility bills outstanding for six months or more;
- has not been convicted by a court of competent jurisdiction on a charge of corrupt practice involving moral turpitude or misuse of power or authority under any law for the time being in force;
- has not been sentenced to imprisonment for more than three months for an offence under any law and, a period of not less than five years has elapsed since his release; and in case of a member or a holder of a public office, has not been sentenced to imprisonment;
- has not failed to file the required return of election expenses or is not convicted for exceeding the limits of election expenses prescribed under the electoral laws;
- has not been declared an un-discharged insolvent by any court;
- does not engage in any transaction involving pecuniary interest with the local government of which he is a member;

- does not absent himself without reasonable cause from three consecutive meetings of the council of which he is a member; provided that a member will not be disqualified if the absence was necessitated by a national emergency or force majeure;
- does not fail to attend a training course as required under section 189 of the Local Government Ordinance 2001;
- has not been and is not involved, in activities prejudicial to the ideology, interest, security, unity, solidarity, peace and integrity of Pakistan and its people, and the good order and harmony of society; and
- has not used, directly or indirectly, for his election the platform, flag, symbol, affiliation and financial or material resources or support of a political, religious, ethnic or sectarian party, formation or organization.

Whoever-

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

Local government elections will be held on non-party basis. (Source: **National Reconstruction Bureau of Pakistan (NRB)**)

WHAT IS A MESSAGE?

The messages you develop must answer the questions Why? Why care? Why act? A message must explain what's valued, what's at risk and it must align you with others who share your values and concerns. A message must be short, simple and repeated to be heard. To be effective, a message must be included in every communication - written and oral - and used in all your free and paid media. A message must clearly state the issue/organization/campaign's values and align itself with the concerns of the majority of citizens: children and education, for example.

Effective Messages

- ☞ Messages come from campaign strategies and goals. Clearly define your goals and the audiences you want to engage.
- ☞ Messages are not spin. They have a firm foundation in the issues, and require 'buy-in' from all levels of the campaign.
- ☞ Your messages are a road map, but you must know where you want to go. Begin messages where people are and then take them where you want them to go.
- ☞ Use your messages as the foundation of all campaigns or projects. They may have their own 'sub' messages, but should be arteries to your main road.
- ☞ Your messages should not always be delivered by you. Credibility, persuasion, etc. may require different voices and different spokespeople.

Developing Your Message: 8 Rules for Success

Rule 1	Have one main message with a maximum of three underlying themes to support it.
Rule 2	All messages should support the campaign's main goals.
Rule 3	Messages are not sound bites, they are the ideas you are trying to communicate to the public. Messages are reinforced by sound bites, phrases, statistics and anecdotes.
Rule 4	Messages don't change frequently. For messages to have impact they have to be repeated over and over and over again.
Rule 5	Messages can (and should) be tailored for specific audiences, while still remaining constant.
Rule 6	Consistent messages should permeate all of your communications efforts, not just contact with the media.
Rule 7	Messages must be simple. They are ideas that can be explained in a sentence or two - if it requires a paragraph or two, keep working to refine and simplify it.
Rule 8	Remember: messages take time to create. Don't rush the process.

From Monologue into Dialogue

This is a simple survey that political parties can use to seek out ideas and opinions from citizens, friends and neighbours in their local area or districts.

Many citizens have concerns about lots of issues in their communities and this survey will help give direction and priority to political parties and leaders as to the choices citizens would like to see made to improve the situation.

The information obtained from a survey like this can help political parties prioritize issues and develop their election manifestoes;

- Can help political parties begin a debate with citizens on ways to encourage better local governance;
- Can help political parties to identify community priorities when it comes to preparing the local government budget or budgets to use development funds;
- Or even to help Citizens Community Boards (CCB's) decide what citizens regards as an urgent need in their community.
- It can help your party develop a local agenda or manifesto on the basis of the findings in this survey.
- The results may help provide information for candidate speeches during campaigns.
- Parties or candidates can release the findings of the survey to the media and explain your party position on how to solve these issues.
- Parties or candidates could circulate the findings of the survey in a newsletter or leaflet to all the citizens in the area or district where the survey was conducted.

Community Priorities Survey

Date _____ 2005

City/Tehsil/ District/ Town /Union Council /Village Name: _____

Which are the most essential issues that must be resolved by Local Government in your community regarding the issues outlined in each box?

KEY: Pick 3 choices from each Box (in order of priority for you, e.g. 1, 2, 3)

- Use 1. for the most important issue
2. for the second most important
3. for the third most important

Infrastructure <ul style="list-style-type: none"> - Water Supply - Sewerage - Waste management - Public lighting - Green areas - Roads - Schools - Urban Transport - Health Centers - Other (please give suggestions.....) 	Economic Development <ul style="list-style-type: none"> - Private property issues - Jobs - Loans - Agriculture - Animal farming - Promote business - Tourism - Other (please give suggestions.....) 	Social Development <ul style="list-style-type: none"> - Education - Professional courses - Public health - Cultural traditions - Social assistance - Other (please give suggestions
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In your opinion, how can LG be made transparent to citizens? <ul style="list-style-type: none"> ○ By notifying public of council meetings ○ Publicize council decisions ○ Organize frequent meetings with the citizens ○ Citizen's information centre ○ Any other way (please give suggestions....) 	In what way, do you think, is it possible to monitor Local Government's accomplishments? <ul style="list-style-type: none"> ○ Periodic public meetings with the elected officials ○ Participate in local council meetings (observes) ○ Direct monitoring ○ Set up citizen advisory groups ○ Any other way (please give suggestions.....) 	In the choices you made, what would you be prepared to contribute? <ul style="list-style-type: none"> ○ Time ○ Professional skills ○ Help organize public forums ○ Arrange meetings with local officials ○ Other (please give suggestions.....)
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Some Ways to Deliver Your Message

- ❖ Door - to - Door Canvassing
- ❖ Petitions, Raffles and Auctions
- ❖ Posters and Banners
- ❖ Plays, Puppet Shows and Local Theatre
- ❖ Festivals and Rallies
- ❖ Leaflets and Brochures
- ❖ Policy Manifestos and Discussion Documents
- ❖ Media Releases
- ❖ Media Events
- ❖ Direct Mail
- ❖ Discussions with community leaders
- ❖ Others

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Dealing With The Media

Why you should build a relationship with the media?

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

How can we establish a relationship with the media?

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

Win with women

This quiz is aimed at helping the participants see how women and men participate in the activities of the party, and whether this participation is on an equal basis or not.

Participants are asked to provide suggestions on ways to involve women more equitably within the mainstream of the party.

Who does what within the party?

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

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

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

MAKING POLITICAL SPEECHES

Elements of an Effective Political Speech

The following points are helpful in the construction of a persuasive political speech:

- Establish a rapport with the audience by demonstrating a shared concern.
- State the problem in terms of how it directly affects the audience.
- Support your position with evidence expressed in terms people understand.
- Show you understand how things directly affect the audience.
- Offer a solution to the problem and show how it directly benefits the audience.
- Conclude by offering a vision for the future and showing how your solution would contribute to this vision.
- Describe the vision and encourage the audience to participate in the process.

**Who are my voters?
How Do I Reach Them?**

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

To identify your target voter consider the following:

- ❖ Who is your voter? You need to develop a profile of your voter.
- ❖ What do they care about?
- ❖ Where are they located?-geographical location. Think of where a likely place would be to hand out material. For example, older people and mothers with children near health clinics.
- ❖ Does your target supporter vote or not vote and why?
- ❖ When can you reach them? When do they vote?
- ❖ How do they learn about issues? For example, TV, newspapers, mosques etc.

Here are two simple questions that will help you identify the issues that are most important to your voters.

- | |
|---|
| <ul style="list-style-type: none">1. <i>What are the top three issues the government should deal with?</i>2. <i>What do you worry about every day?</i> |
|---|

Once you have asked these two simple questions, prioritize your list and connect what government should deal with, with what people worry about.

This will tell you **WHO** you are targeting and **WHAT** issues are important to them.

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TYPES OF TARGETING

GEOGRAPHIC TARGETING

Answer the following questions to determine the geographic targeting for your campaign:

1. Where do all the candidates live? Are there any distinct geographic areas of support for any particular candidate?
2. What are the past performances of similar candidates in each Union Council of the district?
3. What is the level of persuasion needed in each Union Council?

DEMOGRAPHIC TARGETING

1. What are the demographic profiles (age, gender, profession, education, etc.) of all the viable candidates, including your candidate?
2. What demographic groups should support your candidate?
3. Are there enough votes within these groups to win the election?
4. Is there more than one candidate appealing to the same demographic groups?
5. What demographic groups will you concede to your opponent?
6. What fall back groups might you appeal to if need be?

BRINGING IT ALL TOGETHER

Answer these questions and incorporate the answers into your written campaign plan:

1. List all the likely supporters, both geographically and demographically.
2. List all the potential supporters, both geographically and demographically.
3. List all the unlikely supporters that you will concede to your opponents.
4. What are the values of both likely and potential supporters? Do they differ in any significant way?
5. What are their attitudes?
6. What issues concern these voters?
7. What leadership qualities are they looking for?
8. Which of the answers to questions 4 through 7 are likely to be the most important factors influencing your target voters in this election?

How does all this come together?

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

Now, you cannot assume that every voter you talk with will be persuaded to vote for you. So you should figure to communicate with a larger number of voters in order to receive the votes from 1,700 voters or 850 households. Suppose you persuade seven out of every 10 voters you communicate with to vote for you. You will need to talk to 2,500 voters or 1,300 households in order to be assured of support from 2,500 voters or 850 households ($2,500 \times 0.7 = 1,750$ and $1,300 \times 0.7 = 910$).

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

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How to Pay For a Campaign

Setting budget priorities is important because it sets targets for your fundraising and directs your activities toward specific goals.

Raising the Funds

You have to find a source of funds to pay for each expense listed in your campaign budget. Therefore, fundraising is an integral and important part of your campaign.

FUNDRAISING

Fundraising is the process of systematically collecting names of potential donors and then identifying why that potential contributor would contribute, how much money they can give and what is the best tool for the campaign to use to ask for a contribution.

Why People Give Money

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

Many campaigns proceed from the false assumption that contributions are made to campaigns for reasons of charity or out of altruism. In fact, people give money for many other reasons:

- They believe that what you say or stand for serves their needs; for example, that you are addressing their issues.
- They know and/or grew up with you or the person who is asking.
- They have worked with you on important issues or campaigns.
- They like what you have to say and what you stand for.
- They encouraged you to get involved.
- They know someone else on your campaign.



- They dislike the other candidate.
- They think you are the candidate most like them.
- They have been well courted.
- They were asked.
- You need it and you tell them so (and why).

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CAMPAIGN PLANS: WHAT ARE THEY?

For a political plan to take shape, you need a plan. A plan helps target your resources, ensures that all your volunteers are pulling in the same direction and gives a shared understanding of what you are attempting to achieve.

Without one your political campaign will lack focus, squander your resources, burn out your campaign workers, and confuse the voters about your campaign. You can also find yourself always reacting to your opponent's agenda rather than getting your own message out.

A campaign is simply a timetable of events and targets set out over time, with responsibilities given to each member of the campaign team.

Elements of a campaign plan

- ✓ **What you want to achieve**
- ✓ **What are the steps along the way to achieving it**
- ✓ **What you want to say**
- ✓ **Who you want to say it to**
- ✓ **How you want to say it**
- ✓ **When and for how long you want to say it**
- ✓ **And how you know if you've been successful.** (*Winning isn't the only way to gauge success.*)

PREPARING A CAMPAIGN PLAN

**Consider the following when preparing a
*Campaign Plan***

- ✓ *Campaign Strategy, including a campaign message*
- ✓ *Campaign team roles and responsibilities*
- ✓ *Assembling the campaign team*
- ✓ *Identifying roles and assigning responsibilities to team members*
- ✓ *Information about the target population*
- ✓ *Voter contact strategies*
- ✓ *Budget*
- ✓ *Available resources, including financial and human resources*
- ✓ *Campaign activities, including special events*
- ✓ *Campaign materials*
- ✓ *Media and public relations strategy*
- ✓ *Timeline and calendar of events*

DUTIES OF CAMPAIGN TEAM MEMBERS

Campaign Manager:

- Supervise the day to day activities of the campaign and the candidate
- Be aware of all aspects of the campaign

Finance/Resource Mobilization Coordinator:

- Develop and manage the campaign budget
- Develop the fundraising plan
- Keep track of donors and donor amounts

Door to door Canvas Coordinator:

- Develop a door-to-door canvas plan for the campaign
- Make sure plan is completed
- Make sure canvassers have material and training

Volunteer Coordinator

- Recruit and manage volunteers
- Develop a volunteer plan

Communications/Media Coordinator:

- Develop communication plan for the campaign
- Oversee all aspects of communications including media relations, speech writing and flyers

Special Events Coordinator:

- Develop a special events plan for the campaign
- Manage public activities

Election Day Coordinator:

- Manage, organize and coordinate all election day activities in the last few weeks of the campaign(Get Out the Vote)

Elections Agent

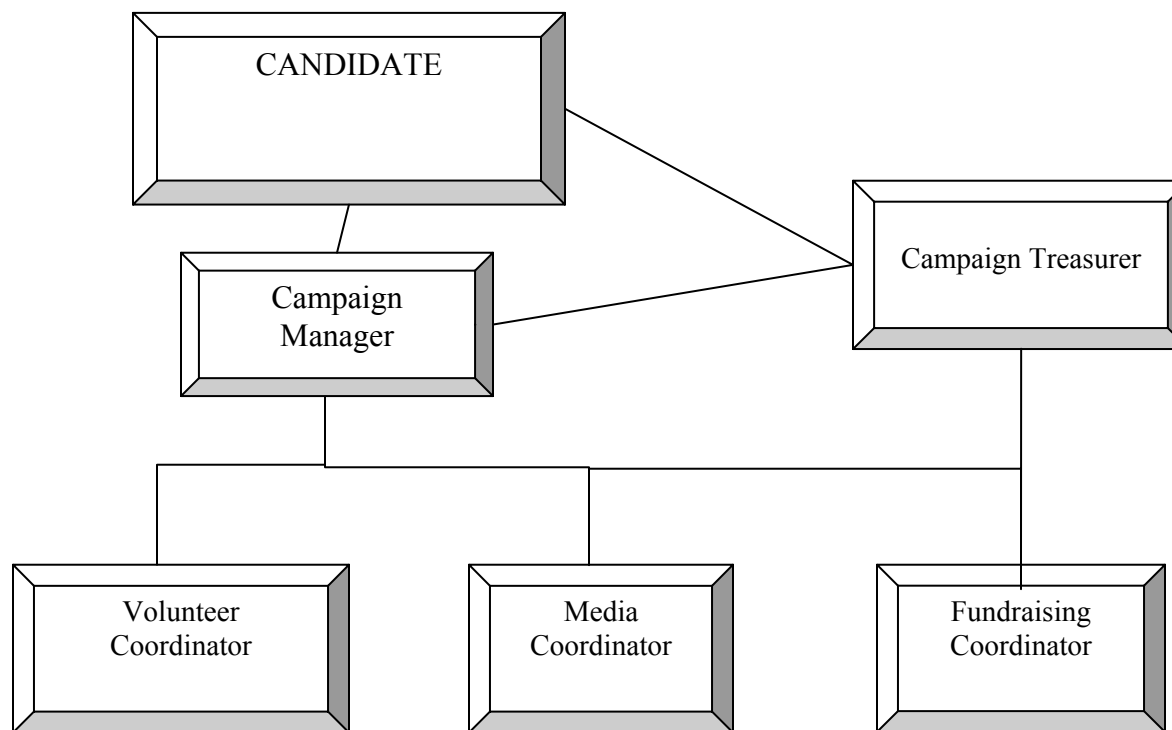
- Recruit and manage scrutineers (observers) to work at the polls on behalf of the candidate during the voting process.
- Responsible for knowing all election laws and regulations

ELEMENTS OF A SUCCESSFUL CAMPAIGN

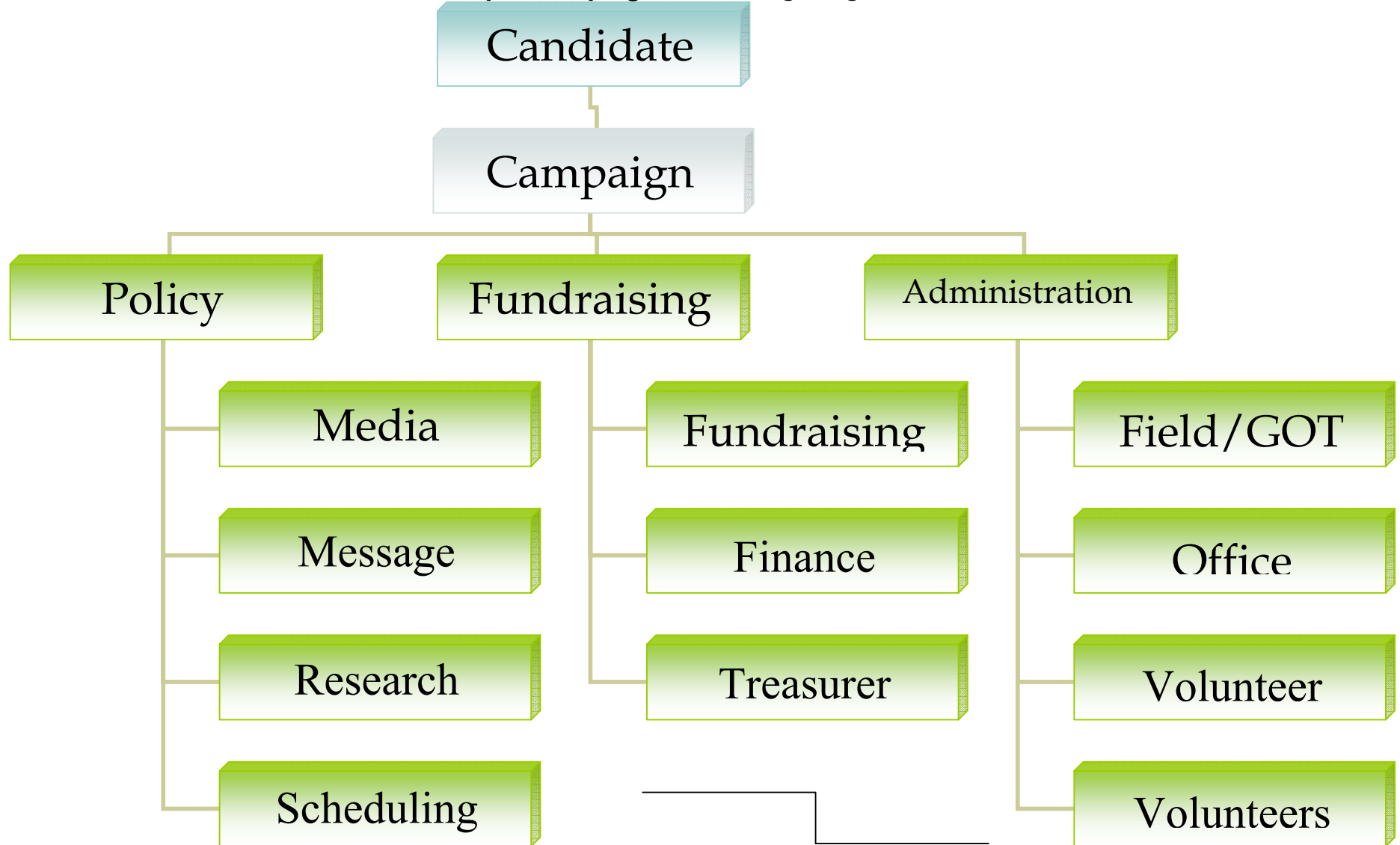
- An enthusiastic and professional campaign team
- Identification of groups who are sympathetic to your cause
- A carefully developed campaign plan that includes at minimum, a campaign strategy, budget, fundraising plan and calendar of events.
- An attractive campaign message that is easy to communicate.
 - Identify what issues are important to your area and to you and emphasize some solutions.
 - Plan how you will deliver your message. For example, don't waste time on a newspaper ad if who you are trying to reach, can't read.
- Target and focus your campaign activities to reach out to the voter.
- Identify possible barriers to your campaign and ways to overcome them. Barriers might include:
 - A public that doesn't care
 - Resistance to change
 - A candidate or party that is not well-known
 - Negatives left over from a past performance of a party.
 - People aren't motivated by campaigns
 - People don't feel politicians care about their concerns
 - Politics is seen as something negative and dirty.
 - Others _____
- Strategies to overcome barriers:

- Target different groups in the area to be treated differently, for example: age, special interests, women.
 - Research issues that are important to your area
 - Run issue based campaigns
 - Get your message out
 - Pick a leader who already has some credibility in your community.
 - Get you candidates name and face known. (posters, advertising, newspapers, door to door)
 - Informal meetings. (invite your friends and neighbors to tea)
 - Colorful and attractive events
 - Be upbeat and enthusiastic when meeting voters and delivering your message
 - Show sincerity
 - Continue the dialogue even after the election
- Be familiar with the rules and regulations governing the election and campaign cycle.
- Have a media and public relations plan that successfully attracts the attention of the media and highlights your campaign.
- Have an effective *get out the vote* plan.
- Distribute basic information about voting, including when the election is, where to vote and what time the polls open- by telephone, flyers and going door-to-door.
 - Offer rides to the polls
 - Watch the polls for people who haven't voted and then try and get them to vote.
 - Monitor the polls for irregularities and give them training.

SAMPLE CAMPAIGN TEAM: Small Organization



Sample Campaign Team: Large Organization





HANDY HINTS FOR CANVASSERS

A few items of helpful advice to make your Election door step canvassing more effective.

DO

Always use the voter list and check the names of the voters in each house before knocking on the door.

DO

Close the gate on the way in and out.

DO

Always knock on the door rather than ringing the doorbell. If you don't hear the bell outside, you don't know whether it has rung inside.

DO

Always address the person you are speaking to by name.

DO

Smile

DO

Say you are calling on behalf of your candidate. It is important to mention their name.

DO

Ask how many voters in the house will vote.

DO

Ask elderly supporters if they need transportation to vote, and make a note of it if they do.

DO

Thank the voter even if they are opponents

- DON'T*** Allow people to engage you in long conversations. You need to see as many people as you can. Tell them you will refer the matter to the candidate and take details.
- DON'T*** Go inside. This will hold you up and others will waste time looking for you.
- DON'T*** Worry if you are asked a question which you can't answer. Say that you will refer it to the candidate – and be sure that you do.
- DON'T*** Ignore your own Party supporters. No one wants to be taken for granted.
- DON'T*** Assume all couples vote the same way.
- DON'T*** Assume you know how people will vote unless voters are known opposition activists. People change their mind from one election to the next (otherwise there would never be a change of Government!)
- DON'T*** Guess which Party they support if they are not your Party. Ask – we need to know.
- DON'T*** Leave the doorstep without handing over a leaflet, unless the voter is very against your party.
- DON'T*** Forget to close the gate and to thank the voter for his/her time.

And Finally...

It is important that all information collected is passed on to us. We need to respond quickly and efficiently to questions and problems.

CAMPAIGN PLAN TEMPLATE

The Following template is designed to help you pull all the information you have gathered together in one place and develop a comprehensive campaign plan. Much of the information should be compiled in the answers to the worksheets found within this manual.

Step One: Research

Briefly describe the Elections Laws that will affect this election.

Briefly describe the Voters in the Union Council.

Briefly describe what has happened in past elections in this Union Council.

Briefly describe the factors that will influence this election.

Briefly describe your candidacy.

Briefly describe your opponents.

Step Two: Setting a goal

The total population of the Union Council is:

Expected turnout in this election is:

You will be declared the winner if you receive this many votes:

You will have to communicate your message to how many homes to achieve this number of votes:

Step Three: Targeting the Voters

Geographic Targeting

Based on past elections, you can expect to do well in these parts of the Union Council (name them):

Based on past elections, the opposition can expect to do well in these parts of the Union Council (name them):

Based on past elections, the following areas of the Union Council will be the undecided/maybe areas where you will have to persuade the balance of the voters you need to win (name them):

Demographic Targeting

You can be considered to belong to the following demographic group, which will be your base of support (give details):

These other demographic groups can be expected to support you for the following reasons (give details):

All of these demographic groups make up the following percentage of the population in the union council (give details):

If need be, you can also attract votes from the following groups:

Your opponent can expect to attract their votes primarily from the following demographic groups (give details):

Voter Analysis

Members of your target audience share the following Values (give details):

Members of your target audience share the following Attitudes:

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

Members of your target audience share the same desire for the following Leadership Qualities (give details):

Step Four: The Campaign Message

The Message Box

What I say about me	What I say about them
What they say about me	What they say about themselves

The Campaign Message

The following is a brief (one minute) statement that answers the question “why are you running for this office?”

The message check

- ☐ Is it short?
- ☐ Is it truthful and credible?
- ☐ Is it persuasive and important to your voters?
- ☐ Does it show a contrast between you and your opponent?
- ☐ Is it clear and does it speak to the heart?
- ☐ Is it directed at your target audience?

Does the following support your message?

- ☐ Your biography
- ☐ Stories about you
- ☐ Your campaign slogan
- ☐ Your campaign logo

Key Issues of the Electorate

The following are the most important issues to your target audience:

- 1.) _____
- 2.) _____
- 3.) _____

My campaign is best positioned to focus on the following issues and will relate them to the campaign message in the following way:

- 1.) _____
- 2.) _____
- 3.) _____

Step Five: Voter Contact

In general, you intend to communicate your message to the voters using the following methods:

Demographic Group	Method to reach them
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Voter contact plan

Activity 1.

Activity 2.

Activity 3.

CAMPAIGN EXERCISE: Happy Valley

POLITICAL BACKGROUND

Goal: To win the Union Council Nazim seat in Happy Valley

Local elections will be held soon. The Union Council Nazim is Akram Khan who is a member of the **Mohib-e-Watan** Party Group, a centre-left Group in the Union Council of Khush Bakht Wadi (Happy Valley). This group has formed a coalition at the Union Council Level to hold power.

The Mohib-e-Watan party's traditional constituents are a mix of urban and rural dwellers. The party enjoys some support among women and also attracts younger voters. Farmers like the party too. The leader of the Group is popular at the National Level

One opposition group is the **Hilal Party**, a centre right group.

The Hilal Party is traditionally a party of business, popular among small business people in urban areas. A certain section of educated youth also supports them. The Leader of the Party is respected nationally but not very popular in their local area.

Another opposition group is the **Itihaad Party**. This is a new party and is attracting a lot of youth and women. Their leader is young and a dynamic speaker who appeals to the new emerging young middle class. Their main platform is to renounce corruption to clean up the environmental mess that corrupt practices have brought. They have been organizing events around the district on these themes.

The main issues in the Union Council area are:

Clean water, open sewerage, regular power outages, poor roads, few basic health units, few primary schools, expensive transport, garbage and high unemployment.

Union Council Nazim Akram Khan has struggled to improve conditions for people. He has spent development funds on small projects such as providing more tube wells, some road repairs, and a number of small sewerage programs are underway.

He has also raised taxes by increasing the fee for transport fares and other local taxes. These increases have not been popular. He has managed to attract some donor funding for some schools and used this money to repair the boundary walls of the girl's primary schools and improve the toilets in the schools.

He also got a donor to provide some basic medicines for a few Basic Health Units in the Union Council area. He is planning on attracting a factory to the area which has the potential to create 100 jobs but negotiations are slow. He has not received much money from the District Nazim because they are from different political groups.

The Hilal Party claims the Union Council Nazim has mismanaged the Union Council funds, saying they have been wasted and accused him of favouring certain contractors for jobs. They argue that the money should go more on improving the roads infrastructure, putting down new sewerage pipes in the urban area and providing better services at the local hospital. They were extremely critical of the Union Council Nazim's decision to raise local taxes saying they would put people out of work.

The Itehaad party is demanding that the Union Council and private businesses clean up the environmental mess created by local business, transport and the general public.

Note: Pakistan campaign laws prohibit spending more than Rs 100,000 per candidate for Union Council Nazim.

The Facts

Union Council 401 area: Khush Bakht Wadi

Population: 12,000

Registered Voters: 8,467

Local Elections 2001

Total Votes Cast: 6,000

Male Votes: 3,500

Female Votes: 2,500

Nazim (Akram Khan, MEW Party): 3,161 (won)

Loser: Babar Ahmed (Hilal Party) : 2,400

Demographics: Males make up 52% of the local population
Females make up 48% of the local population

Age Groups: 18-35 25%

35-50 45%

50-75 25%

Economy: Small business, one factory (flour mill) employs 50 people.
Agriculture crops: wheat, bananas, mangos.

Education: 5 boys primary schools
2 girls primary schools
2 boys second level schools
1 girls second level school
1 boys Higher Level College

Literacy rate: Male 75%

Female 50%

Health: One local hospital (50 beds) (not well equipped)
3 Basic Health Units

Main Transport: Private Suzuki vans, private buses, private cars,
Motorbikes, rickshaws

Local Media: 3 daily Urdu newspapers.

Paper 1 has a daily circulation of 2,000 copies

Paper 2 has a daily circulation of 1,250 copies

Paper 3 has a daily circulation of 1,000 copies

There is a small Press Club in the UC.

There are two local radio stations. One station is run by the State
targeting older listeners.

The other is a new private radio station targeting younger people.

Commercials cost Rs 1,500 for a 30 second spot. This station carries
some local news of the UC area.

There is one local cable TV which covers the province and sometimes covers local issues in the
UC. If they are provided with a short tape of an “EVENT” they will broadcast it but it must be an
“EVENT” or activity. People watch it in the evenings.

To advertise on this station costs Rs 2,000 per 30 second spot.

Party Finance

Your group has Rs 40,000 in funds.

You have to raise an additional Rs 60,000 if you have a fundraising plan.

Supplies

Posters Rs 14 (for 1000 Rs. 14000)

Buttons Rs 04 (for 1000 Rs. 4000)

Stickers Rs 05 (for 1000 Rs. 5000)

GOAL

To win again the Union Council Nazim seat.

TASKS

1. Pick the Candidate for Union Council Nazim.
2. Prepare Campaign Plan (Candidates must be included in this work).
3. Will include the following: Campaign Team (chose the team), delegate responsibilities to the campaign team. Prepare timeline (five weeks).
4. Research: The issues, develop the message/manifesto

- previous election results, (those who voted for you, those who didn't, those who may be persuaded,
- check electoral roll, voter registration,
- Do research on the candidates, their record over past few years, their assets and liabilities etc.
- SWOT on your candidates and Opposition
- How many votes needed to win the election.
- Target the voters – how, plan
- Voter contact plan
- How many volunteers needed for the campaign
- Where will campaign HQ be, what equipment/furniture will be required
- How much food required for volunteers
- Message delivery plan
- Media plan
- Candidate speeches preparation
- Election Day Plan – poll watching, volunteers, food, ensure they have materials for the job, know where to go,
- GOTV campaign
- Budget/Fundraising. How much will the campaign cost, where will you raise the money.

