A decorative graphic on the right side of the page features three overlapping circles in shades of blue, arranged vertically. Two thin blue lines intersect at the top left and extend diagonally across the page, framing the circles.

RISING THROUGH THE RANKS: A Young Woman's Guide to Leadership and Political Party Engagement

National Democratic Institute

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The National Democratic Institute for International Affairs (NDI) is a nonprofit, nonpartisan, nongovernmental organization that has supported democratic institutions and practices in every region of the world since 1983. Since its founding, NDI and its local partners have worked to establish and strengthen political and civic organizations, safeguard elections, and promote citizen participation, openness and accountability in government.

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Part I:

Introduction

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Background

Using this Guide

Whether you are brand new to your political party or a more experienced activist, this guide is designed to provide you with the basic tools necessary to enhance your leadership skills and help position you to advance to the next level within your party. It's a guide for young women leaders, based on the experience of young women leaders.

Focusing on building confidence, enhancing capacity and making connections, this guide will help you assess where you are as a leader, identify where you want to be, and help you create your personal roadmap to develop your leadership potential and rise through the ranks of your party.

Some aspects of political party advancement may seem daunting, but that's what this guide is for—to walk you through the basic components of leadership, communications, advocacy, conflict resolution, project planning, networking, recruitment, coalition building and other skills you'll need along the way. Although the focus in this guide is on advancing within your political party through developing your leadership skills, by focusing on these building blocks of leadership, you will be strengthening core skills that are useful in a variety of contexts – personal, professional and political.

The ideas and strategies offered in this guide have been developed from the collected experiences of NDI's women's political participation programs around the world and from the experiences of young women activists from North Africa who were a part of the "Youth of Today, Leaders of Tomorrow" initiative. Their ideas are combined with best practices and recommendations from NDI's work with women leaders around the world.

Despite the fact that women make up the majority of the world's population, they remain under-represented in politics and in leadership positions in virtually all sectors. Political parties are one of the key mechanisms through which women can advance their political aspirations and meaningfully take on leadership roles. This manual will provide you with tools necessary to increase your confidence, capacity and connections in order to move to the next phase of political leadership and help establish yourself as a valuable asset to your political party.

As a young woman who wants to make a difference where it matters and be a strong political leader, you are part of a broader, global community striving to improve your world in both small and big ways. No matter where you are coming from, this guide can offer a blueprint for the change you want to achieve as a young leader – in yourself, in your party and in your community. You've already taken the first step just by reading it!

Why Women?

“The political participation of women results in tangible gains for democracy, including greater responsiveness to citizen needs, increased cooperation across party and ethnic lines, and more sustainable peace.” - Former U.S. Secretary of State and NDI Chairman Madeleine Albright

“Study after study has taught us, there is no tool for development more effective than the empowerment of women. No other policy is as likely to raise economic productivity or to reduce child and maternal mortality. No other policy is as sure to improve nutrition and promote health, including the prevention of HIV/AIDS. No other policy is as powerful in increasing the chances of education for the next generation.”¹
- Kofi Annan, Former Secretary-General of the United Nations

Women’s participation in politics helps advance gender equality and affects both the range of policy issues that get considered and the types of solutions that are proposed. There is strong evidence that as more women are elected to office, there is an increase in policy making that emphasizes quality of life and reflects the priorities of families, women, and ethnic and racial minorities. Women’s political participation has profound positive and democratic impacts on communities, legislatures, political parties, and citizen’s lives, and helps democracy deliver.

- When women are empowered as political leaders, countries experience higher standards of living, positive developments can be seen in education, infrastructure and health, and concrete steps are taken to help make democracy deliver.
- It is critical that women are present in politics to represent the concerns of women and other marginalized voters and help improve the responsiveness of policy making and governance.
- Women’s leadership and conflict resolution styles embody democratic ideals and women tend to work in a less hierarchical, and more collaborative way than male colleagues.² Women are also more likely to work across party lines, even in highly partisan environments.
- Women lawmakers see government as a tool to help serve underrepresented or minority groups.³ Women lawmakers therefore have often been perceived as more sensitive to community concerns and more responsive to constituency needs.
- Women are deeply committed to peace building and post-conflict reconstruction and have a unique and powerful perspective to bring to the negotiating table. Women suffer

¹L. Beaman et al., “Women Politicians, Gender Bias, and Policy-making in Rural India,” Background Paper for UNICEF’s *The State of the World’s Children Report* 2007, 11, 15-16, http://www.unicef.org/sowc07/docs/beaman_duflo_pande_topalova.pdf.

²C.S. Rosenthal, “Gender Styles in Legislative Committees” *Women & Politics* Vol. 21, No. 2 (2001): 21-46, http://dx.doi.org/10.1300/J014v21n02_02.

³A. Cammisa, A. and B. Reingold, “Women in State Legislators and State Legislative Research: Beyond Sameness and Difference,” *State Politics and Policy Quarterly* Vol. 4, No.2 (2004): 181-210, <http://sppq.press.illinois.edu/4/2/cammisa.pdf>.

disproportionately during armed conflict and often advocate most strongly for stabilization, reconstruction and the prevention of further conflict.

In order to meet worldwide development goals and to build strong, sustainable democracies, women must be encouraged, empowered and supported in becoming strong political and community leaders.

Conditions for Women's Political Participation

Yet, in spite of the many benefits of fully engaging women in society, women still face significant barriers to entering government and shaping the decisions and policies that influence their lives. Sometimes the obstacles to women's participation are legal. Around the world, for example, women had to advocate and lobby for the right to vote. The first country to grant women the right to vote was New Zealand in 1893. Women in Kuwait were not enfranchised until 2005. Often, the barriers to women's participation are social, economic, or structural. Globally, women's education and literacy levels are lower than men's. So even if women are not legally prevented from running for office, educational requirements or candidate registration processes may, in practice, exclude the majority of women.

In the last 10 years, because of the tireless efforts of women and male allies, the rate of women's representation in national parliaments globally has grown from 13.1 percent at the end of 1999 to 18.6 percent at the end of 2009. Some regions have seen particularly dramatic increases, such as Sub-Saharan Africa, where the number of women in parliaments has risen from 10.9 to 17.6 percent.⁴ Despite these positive gains, considerable challenges remain to women's meaningful political participation. Though situations vary among countries, there are some universal trends in the barriers to women's participation in politics. While no ideal environment currently exists to jumpstart the advancement of women's political advancement, there are certain conditions that make it easier.

First, women must have reasonable access to positions of power. Political leadership is often centralized among a small, elite group and based on personal relationships and informal networks. Holding a formal position, even an elected position, does not necessarily lead to greater influence, as the real leaders do not always hold formal titles. Power in democracies is built on relationships that often have existed many years. In countries where women's public roles are only beginning to develop, women's historical absence from the political system can present significant barriers. By giving women the tools they need to lead, creating the opportunity for advancement, helping build networks of like-minded men and women, and ensuring that women's legal rights are firmly entrenched, a pathway to political power can be developed.

Next, transparency in the political and legislative processes is critical to the advancement of women in political and civil society. The lack of openness in political decision-making and undemocratic internal processes are challenging for all newcomers, but particularly for women. Similarly, the complex hierarchies in political parties and legislatures represent a barrier to many women who enter politics at the local level and aspire to rise to other levels of leadership. In a technical sense, this is the simplest barrier to address. It is relatively straight-forward to modify a party bylaw or craft legislation to change

⁴ "Women in Parliaments: World and Regional Averages," Inter-Parliamentary Union, last modified March 31, 2010, <http://www.ipu.org/wmn-e/world.htm>.

the way organizations operate. The challenge is to transform the mindsets and perceptions that prevent this from being a priority, and to ensure that changes are meaningful and implemented.

Moreover, there must be the willingness of citizens to accept new ideas about gender roles in society. In many countries, cultural norms discourage women from competing directly with men and preserve childcare and housekeeping to be the exclusive domain of women. As such, it is common throughout the world to see women activists supporting democratic activities at the grassroots level where it is more acceptable. Yet few women serve in political leadership positions perpetuating the cycle of marginalization. Concerted efforts must be made to raise awareness of gender inequality and the ways in which stereotypical gender roles create both formal and informal barriers. The support from male political leaders is also a key ingredient in creating a political climate that encourages women's political participation.

The ability of women to attain financial autonomy or access to economic resources is also necessary for their greater participation in political life. Worldwide, women's lower economic status, relative poverty and discriminatory legal frameworks are substantial hurdles to overcome. Because women control and have access to fewer economic resources, they are often unable to pay the formal and informal costs associated with gaining a party's nomination and standing for election.⁵

Just as there are a number of conditions that must be in place for women to be able to fully and meaningfully participate in political life, so too are there a number of actors and institutions who may play a role in helping to develop the social, economic and political context in which the conditions are established for increasing women's political participation. One of the main agents in creating such change is political parties.

⁵ Democracy and the Challenge of Change: A Guide to Increasing Women's Political Participation. (Washington: National Democratic Institute, 2011). http://www.ndi.org/Democracy_and_the_Challenge_of_Change

Women and Political Parties

Despite comprising more than 50 percent of the world's population and the existence of substantial evidence of the benefit of women's political participation, women remain underrepresented as voters, political leaders and elected officials in every region of the world. Their participation is essential to strengthening the inclusive and representative character of democratic institutions. In addition, as demonstrated by the United Nations Development Programme (UNDP) Human Development Index (HDI), countries with the highest levels of gender empowerment have been able to provide their citizens with the highest standards of living.⁶

Political parties are the gateway to women's political leadership and the primary mechanism through which women access elected office. Therefore, the structures, policies, practices and values of political parties have a profound effect on the level of women's participation in politics. At the same time, however, political parties continue to present some of the greatest challenges to women aspiring to greater political engagement. Challenges facing women party activists include lack of influence in party policy and platform development, absence or limited representation on executive bodies in parties, lack of leadership positions, and marginalization of women's wings within parties

One of the major challenges to increasing women's political participation is raising the awareness of male party leaders about the need to increase women's political participation and leadership as both the right thing to do and the politically advantageous thing to do. Political parties are self-interested organizations focused on winning elections. For some party leaders, the gains from women's political participation may not be readily apparent. The suggestion to promote women into decision-making positions may seem risky at best, or at worst, an affront to the political party leadership. Therefore, it is essential that women party members are familiar with the social, political and economic arguments for increasing women's political party participation and are able to present the case for women's political participation with the interests and concerns of their party leaders in mind.

Political parties that take women's political participation seriously benefit from stronger electoral positions, access to new groups of voters, and stronger relationships with their constituents. Voters perceive governments and governing institutions with more equitable representation as more credible, and are inclined to offer them stronger levels of support. Additionally, parties that can produce new faces and ideas maintain a vibrant and energized image in an age of declining voter turnout. Some results are dramatic, some are subtle and some are achieved progressively, but the overall outcome for political parties is a net gain in every case.⁷(See appendix III A *WHY Women in Politics*.)

As a woman active in your political party, it is important that you are able to effectively articulate why the meaningful participation of women in politics is important and how it can benefit your party. As a

⁶ United Nations Development Program (UNDP). Human Development Report 2007/2008: Fighting Climate Change: Human Solidarity in Divided World, 2008. Available at: < <http://hdr.undp.org/en/reports/global/hdr2007-2008/>>.

⁷Susanna McCollom, Kristin Haffert, and Alyson Kozma, *Assessing Women's Political Party Programs: Best Practice and Recommendations* (Washington: National Democratic Institute, 2008), <http://www.ndi.org/node/15121>.

young woman party activist you must also be able to demonstrate to your party leaders how you, personally, contribute to your party and how your skills and leadership can benefit the party. Enhancing your leadership capacity and increasing your confidence in your leadership will equip you with the knowledge and skills necessary to help position yourself as an effective and valuable party member. This guide, as a companion to the Young Women's Leadership Academy, will help you do just that.

Part II:
Building the
Confidence to
Participate

INTRODUCTION TO CONFIDENCE

What is confidence? What does confidence mean to you?

If you are going to be an effective leader and you want others to believe in you, first you have to believe in yourself. This type of confidence is more than just feeling like you are a good person or that you care about an issue or party. You need to develop confidence in your ability to lead. What does this mean? How do you do it? You develop confidence by learning how to create a balance in your life, how to manage your time effectively, how to present yourself and how to prepare yourself to meet the challenges ahead.

You may be wondering why confidence and other personal topics are included in a guide on young women's political leadership. It's because of one simple truth: Leadership does not exist in isolation. Even if you are doing great community or political work, you are still a person who has needs, wants, distractions, commitments, insecurities and frustrations, just like any other person. In this sense, confidence helps you feel comfortable in your own skin and more in control of your life and your future. Confidence enhances your personal sense of power and helps you focus talents, energy and creativity towards organizing and taking action, in both your personal life and in the larger world.

This chapter focuses on the confidence that comes from knowing yourself and everything you have to offer. You will hear from other young women leaders about their own experiences and complete exercises to help you identify what "being confident" means for you in the context of political engagement.

CHAPTER ONE: PERSONAL BALANCE

“Our lives are a mixture of different roles. Most of us are doing the best we can to find whatever the right balance is . . . For me, that balance is family, work and service.” – Hillary Rodham Clinton, Secretary of State, United States of America

A leader – no matter her age – can clearly see the changes she wants to inspire in her community, in her country and in the world. What is not always so clear is the personal path it will take to inspire, inform and involve others to join her cause. Women especially struggle to fulfill so many roles, both chosen and proscribed.

A woman can be at once a sister, a friend, a mother, a daughter, a partner, a professional, an activist, an educator and an athlete—all the while stretched in so many directions, asking herself, *“How can I balance all the things I am supposed to be and still be happy, fulfilled and motivated enough to succeed?”*

To make a difference in your community and be an effective leader, it takes more than a dream, a well-thought plan or even all the money in the world. More than anything, it’s about achieving a *balance* between taking care of your community and taking care of yourself. By creating balance in your own life, you gain more control and confidence.

It is important to be mindful that the most difficult place to lead is in your own life; however, it is the most meaningful, critical place to start if you want ultimately to lead others. Personal balance is about sketching a blueprint for your daily life, so as not to lose your creativity or authenticity or become overwhelmed. It’s about letting go of idealistic attachments to absolute perfection and chronic dissatisfaction. Above all, it’s about leading wherever you “land” – at home, at work, in relationships – with awareness, perspective and gratitude.

➤ **Exercise: Leading Where You Land – Living a Balanced Life**

With input from young women around the world, we’ve identified what we believe are the most common and important life categories for achieving balance as an effective leader. Use this list to reflect on your own life, then “grade” yourself. Feel free to add new categories based on your own situation.

The process of grading yourself in each of these categories is not meant to scare you! Rather, it’s meant to help you take stock of certain areas of your life and understand your context (where you are now) so you can focus on setting goals (where you want to be).

Global Perspectives: Women across the globe face different kinds of demands on their time and energy, based on their cultural, social and community contexts. In many parts of the world, personal time and space are not culturally held values. The time and work that women are obligated to give as mothers, daughters, sisters, cousins, wives and community members can be extraordinary. Obligations surrounding weddings, funerals, childcare and daily housework can vary.. It is often difficult for women to say, simply and without apology: *“No, I just can't do it today.”* What kinds of obligations do you face in your community?

Step One: Assessing Your Current Balance

Directions: Review the following life categories and grade yourself based on how you assess yourself in each area right now.

Grading System:

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Categories:

- ✓ **EDUCATION AND TRAINING:** Are you where you want to be in terms of earning degrees and continuing formal, higher education? Are there new life skills (such as a foreign language or new technology) you want to learn? Are you pursuing opportunities to do so? Are you continuing your education in a lifelong way by reading and building awareness of national and global issues?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **COMMUNITY ENGAGEMENT:** How involved are you in your community? Considering the opportunities for political and civic engagement available to you (such as neighborhood associations, volunteer work, community service or political parties), how involved are you? What are you doing to make your community better? To inspire others?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **NETWORKING:** What networks are you a member of? Are you actively contributing to the growth and maintenance of those networks? Are you getting what you want from your networks? Are there networks you have not accessed, but would like to? Is there someone you would like to meet? Have you tried to meet her/him?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **VISIBILITY:** Who knows you? Who knows about or sees and reads about the good work you are doing? What public credit are you giving yourself for your leadership accomplishments – whether through an association, cause or personal visibility? Have you had a story printed or received public recognition for your work?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **FINANCES:** Do you know the situation of your personal finances? How much money do you want or need compared to what you have? What types of money or support are necessary for you to achieve your goals? Do you know where to look for money?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **HEALTH:** Are you in good health? If not, are you aware of what it would take to be in better health? Is your lifestyle supporting your goals for health? Are you eating in a way that makes you feel healthy and happy? Are you exercising in a way that makes you feel healthy and happy? How is your mental health? Energy?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ **PERSONAL:** Are you being good to yourself? What makes you happy? Are you doing things that are personally important to you and that bring you joy and peace – such as reading, watching TV or movies, having time alone, seeing friends, shopping, exercising, writing, dancing, cooking or meditating?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ FAMILY & RELATIONSHIPS: Are you devoting time to nurture relationships (with family members, partners, close friends and mentors or others in your life who are important to you) based on what YOU want and not what is expected of you? Are there particular relationships you would like to strengthen?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ SPIRITUAL: This category is personal in nature and depends on each individual; spirituality is about whatever feeds your spirit and doesn't have to be religion. How do you define spirituality – religious or otherwise – in your life? Are you doing the things that make you feel spiritually satisfied – prayer, going to a place of worship, meditating, practicing yoga, experiencing nature or playing music?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- ✓ LOVE: This category is not only about romantic love. Are you working on the lifelong process of loving yourself? Others? Are you dating and building relationships in a way that brings you growth and happiness? If married, are you devoting quality time to your marriage? Does this relationship make you feel happy and fulfilled? If a mother, cousin or aunt, are you devoting quality time to your children or nieces or nephews? Are you working on friendships?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

Step Two: Looking at the Big Picture

- ✓ How confident are you?
1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

- ✓ How happy are you?
1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

- ✓ How authentic and honest are you with yourself?
1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Step Three: Total Your Score

Score: _____/65 TOTAL POINTS

Date: _____



STOP: THINK

There is no “perfect” or “failing” score. These are aspects of your life that will grow with you, changing with time and context. Think about how you graded yourself. Where did you score the highest? The lowest? Why? Think about the steps you could take to achieve the scores that would satisfy you the next time you do this exercise. Revisit this self-assessment every six months or anytime you are feeling overwhelmed by everything competing for your attention. Use the blank balance assessment tracker tool (Appendix III A) to help. Date your answers and track your progress with time.

CHAPTER TWO: TIME MANAGEMENT

“Until you value yourself, you will not value your time. Until you value your time, you will not do anything with it.” – M. Scott Peck, Psychiatrist and Author, United States of America

Time is a luxury, both challenging to find and seemingly impossible to manage. This is especially true for women who, as a result of having competing priorities and multiple roles, do not always feel that their time is their own. It’s even truer for women leaders who not only are trying to achieve a balanced life, but are also pursuing their goals and projects for community betterment.

How you manage your time is ultimately what will separate you as someone who can allow herself to achieve her ideal future and success as a leader from those who do not. Time management is more than learning tools and techniques for delegating, organizing, scheduling and prioritizing. Time management is ultimately about **increasing your capacity to change the world**. Just as with balance, when it comes to managing your time, you have to lead yourself first to lead others more effectively.

Step One: Time Management Tracking – See How You Really Spend Your Time

Finding time is the first trick to managing it. Look back at your personal balance assessment. What were the areas in which you scored lower than you would have liked? How will you find the time to nurture these areas?

1. Think about your average day—what do you do first, next, in between and last? How about for your week? Include daily activities, such as waking up, getting ready for work and cooking, in addition to periodic activities such as volunteering, spending time with friends, exercising or watching TV. Not all these activities are daily; you may, for example exercise three times a week or watch your favorite TV program on a certain day.
2. Make a list of what you *cumulatively spend your time* doing and for how long each day and, on average, per week. This exercise will give you an idea of where you might need to adjust your balance.
3. Look at your answers and compare them with those on your personal balance assessment. Where are you spending more time than you would like? Where are you not spending enough time to achieve balance or truly be productive? What can you do to change this? What do you want to change? Write these thoughts down.

Example:

Category	Average Hours Per Day	Total Hours Per Week
Sleep	8	56
Getting ready in the morning	1	7
Work	4	28
Time in meetings	1.5	10.5
Driving or other transportation	1	7
Cooking	0.5	3.5
Watching TV	0.5	3.5
Getting ready for bed	0.25	1.75
Education and learning	1	7
Community engagement	2	14
Networking	.25	7
Family and relationships	1	7
Spirituality	1	7
Caring for family members	1	7
Political party work	1	7
Other:	0	0

Step Two: Make Smart Decisions

Decision-making is a key component of time management skills, particularly for women who are masters at multi-tasking. Making smart decisions in your everyday life in terms of how you choose to allocate and manage your time is an essential practice to making smart decisions as a leader.

If, for example, you find you are spending too much time in meetings and not enough time doing actual work, delegate the task of meetings to a colleague or someone you supervise. If you are spending too much time in front of the television, prioritize what you benefit from watching (even if it is only to watch something light that quiets your mind) and watch only that. If you want to exercise more, decide to do so and make time by reducing the amount of time you spend getting ready in the morning.

Step Three: Avoid Procrastination

Everyone procrastinates, and there are a lot of reasons why:

- We are waiting for the “right” time or mood
- We lack a clear plan or objective, or just don’t know where to start
- What we are trying to do seems too daunting
- We need help, but are afraid to ask
- We feel the task was imposed upon us by someone else and we don’t feel ownership over the process
- We underestimate how much time a given task will require
- We are perfectionists and think it is better to do nothing than to do something less than perfect
- We are tired or unmotivated
- We spend too much time dreaming and worrying about the future instead of focusing on what needs to happen in the present

Daydreaming is healthy; it’s about creating a story of betterment in your own mind. It’s what you need to first visualize and then realize an objective. But it’s also a way to procrastinate and distract you from your actual goals. We often spend so much time thinking about things, avoiding something or imagining situations of “what could be” or “what should be” that we spend more time *not* doing something than actually *doing* it.

Whatever your goal is – taking on a new role within your party, learning a new language, or running for office – the key is to take control of your time. If you find yourself procrastinating, the best thing to do is to roll up your sleeves, reassess your plan, ask for help if you need it and get to work!

Tip: Always have up to three things to do while waiting.

So much of our time is spent waiting: for a bus, for a meeting to start, or to arrive somewhere. Avoid the feeling of being unproductive in these circumstances by always having these on hand:

- ✓ A magazine or book to read if you feel you aren’t spending enough time reading for yourself.
- ✓ Documents to review if there isn’t enough time at the office to devote to longer term projects.
- ✓ Phone numbers to make important calls that would otherwise take away time at your desk.
- ✓ A small notebook to jot down all of your ideas!

Step Four: Manage Stress & Time Together

Stress management and time management go hand in hand. Good time management can reduce the stress of having to accomplish so much in so little time. Similarly, good stress management gives you more time to do the things that are most important and achieve your balance.

Ideas for reducing time-related stress:

- ✓ Adjust your priorities (from more work to more personal time, or from too much personal time to more focused time for work)
- ✓ Make a plan (and a to-do list)
- ✓ Ask for help

Step Five: Be Kind to Yourself!

You will never have enough hours to do all you want to do or be the woman, friend, partner, daughter, aunt and mother you want to be –and change the world in your spare time. Even with the most efficient schedule and to-do list, you have to be *flexible*. There are times when, despite having the best intentions to get things done, you might get sick, have to attend a last minute meeting or have to prioritize a personal obligation, which means that inevitably, something on your to-do list will have to go. So be kind to yourself. Whenever you feel you haven't done enough, or should be doing more or feel frozen by the fear of moving forward, take time to acknowledge and appreciate all you already do and all you've accomplished. Never stop striving for balance. Hold onto your belief in your capacity to achieve – that's true confidence.

CHAPTER THREE: PRESENCE, VOICE AND IMAGE

“Public speaking [is important]. Women keep silent, and men let them. Our culture makes women silent and most men like them like that. It is very useful to speak in party meetings and use convincing words, talk to the media, and talk in campaigns.” – Female Member of Parliament, Indonesia

To-Do Lists – Why We Love Them.

To-do lists are the key to efficiency. When making your to-do list for the day, the week or the month, follow these steps:

Prioritize – First, what is urgent and needs to be done right away? Second, what is not urgent but important and needs your attention? Third, what can wait?

Be Realistic – How many tasks can you realistically achieve in one day without sacrificing your personal balance or creating stress?

Delegate – Who can lift the time burden from you by doing or helping with certain tasks?

Act Immediately – Be careful not to spend too much time making a list and not getting to the items on it!

Cross it Off – Nothing feels better about a to-do list than crossing off a completed task. Reward yourself by reviewing your list and feeling satisfied at seeing all you've already accomplished.

First impressions matter. It takes a person only a few seconds to evaluate you and form an opinion. As a leader, you will be evaluated by people with each new encounter. Because of perceptions about how women – young women in particular – should behave and look in personal, professional and public settings, these evaluations will inevitably be harsher than you would like.

For better or for worse, your overall presence is defined by both your image and your voice. No, your clothes do not define your self-worth, strength or independence, but they can affect how a person will judge you at first glance. Young women especially may be stereotyped as wearing too much makeup, dressing unprofessionally or for wearing distracting jewelry. Similarly, young women are often expected to have soft, high-pitched voices that connote neither confidence nor conviction. Knowing this can make meeting new people, speaking in public, interviewing for a job or talking with the media terrifying. The key is taking control of both your image and your voice and letting your confidence grow around them.

Here are 10 tips to help you maintain the confidence you need so that your first impressions will always be strong, professional and memorable. While these are tips that will work in any setting, regardless of culture, class or age, they are only tips. Remember to always be yourself and authentic to who you are.

1. Overall Presence

- Imagine what people will see when they see you. Know ahead of time what you want their impression to be.
- Wear your confidence like a garment; even on the days you feel less than confident, remember that which makes you feel best about yourself and let it show through your voice, facial expressions and stance.
- Keep your energy even and high. On the days you feel you have lower energy, drink more water, eat healthy foods and concentrate on fewer tasks and people in order to devote more of your energy to each individual person or item.

2. Voice

- **Three Powerful Characteristics:**
 - Lower (*move the register of your voice from your head to your chest*)
 - Louder (*project your voice to the back of the room*)
 - Slower (*breathe, pause and add emphasis where needed*)
- Sometimes when people are nervous while speaking, their voices tend to rise throughout their sentences, so that it sounds like they are asking a question instead of making a statement: *“I’m really happy to be here today? What I want to talk to you about is really important?”* Take care to keep your voice steady, level and clear.
- Use vocal variety! Different tones of voice, appropriate pauses and changes in pace help hold an audience’s attention.

3. Face

- Communicate and make contact with your eyes— they reveal your sincerity and strength and tell someone how accessible and approachable you are.
- If you are speaking to a group of people and are nervous to look anyone in the eye, try and identify a few pairs of “friendly eyes” to make eye contact with. If you are still too nervous, pick fixed points in the room (above the heads of your audience, so you aren’t looking at the floor) and focus on those.
- Wear tasteful, minimal and classic makeup that accentuates your eyes more than your lips.
- Smile!

Exercise: Make a first impression on yourself! Ask a trusted friend or colleague to film you speaking. Watch the tape and evaluate your presence, voice and image. First list what you like about what you see. Then list what you think you can improve. Ask your friend to offer her impressions. Then do the same for your friend. This is an empowering and supportive exercise from which you will both benefit and find greater confidence.

4. Movement

- Practice good posture (don’t slouch your shoulders).
- If hand gestures are natural for you when speaking, use them appropriately.
- Avoid making people nervous by “dancing” or shifting the balance of your weight from side to side. In situating yourself, it is good practice to place your legs about shoulder-length apart.
- If you are “walking and talking,” pace yourself so you aren’t moving too quickly.

5. Jewelry

- Remember that “less is more”—meaning that fewer accessories make the most impact.
- Choose simple jewelry that won’t create distractions (i.e., avoid dangly earrings).
- Be appropriate—if you’re asking for money, don’t wear diamond rings!
- Be aware of bracelets or bangles that create noise or tempt nervous gestures when speaking in public.

6. Colors

- It is best to choose a color that is not too distracting.

7. Shoes

- Make comfort a priority.
- Choose the highest heels in the morning and the lowest in the evening to avoid pain!
- Change your shoes often.

8. Clothes

- Choose clothes that are simple, elegant and professional (with a touch of you).
- Avoid cleavage-revealing tops and short skirts – it is always wise to dress slightly more conservatively than your audience; unfortunately young women who don’t are often stereotyped as being less credible.

- A good rule of thumb for deciding “Should I wear this?” is: “When in doubt; don’t!” If you are feeling nervous about an outfit, just pick something else.

9. Hair/Scarf

- Just like clothing and jewelry, hair should not be too distracting or have too many accessories.
- Avoid nervous gestures like playing with your hair.
- When in doubt, pull your hair back so people can see your face; this also will make you look older.
- If you wear a scarf, position the scarf so that it enables people to read your eyes. Avoid playing with or rearranging your scarf while speaking.

10. Dialogue

- Keep the conversation flowing and be a good listener – pay attention when people are talking to you and show an interest in others.
- If you are unsure of what to say, keep asking questions to show interest and find areas where you can relate.



TIP:

The experiences of women leaders from around the globe have demonstrated that as women become more independent, persuasive communicators their self-confidence increases and their level of political engagement increases, as well. Create opportunities to practice public speaking and always strive to improve your public speaking and communication skills. When party leaders see you as an articulate and effective communicator, your stock will rise!

CHAPTER FOUR: TYPES OF LEADERSHIP

“A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. She does not set out to be a leader, but becomes one by the quality of her actions and the integrity of her intent.” – Anonymous

What kind of leaders are there? What kind of leader do you want to be? Leadership styles come in many shapes and sizes. Here are some different types

1. **“Autocratic”** – These leaders make unilateral decisions, without the consensus or buy-in of those they are leading; they tell their team what they want done and how they want it done. These leaders are convincing, but tend to get their way through intimidation and force.
2. **“Fits & Starts”** – These leaders have sporadic moments of inspiration and action, but often struggle with maintaining their motivation through to getting results. They are inconsistent.
3. **“Inclusive Leadership”** – These leaders want to give every person equal say in the direction of a project; this is much more democratic in nature, but sometimes can add too much time to a project before real results are achieved. The problem is that nothing gets done because this leader is too busy trying to get everyone to agree. Women often fall into the inclusive leadership trap by trying to be “too fair” with little progress actually being made.
4. **“Self-Sacrificer”** – These leaders love the phrase, “I guess I’ll just do it myself; if no one will help, then I will make do with what I can.” This attitude becomes a barrier to others wanting to help and is related to the “Control Freak” leadership style listed below.
5. **“De Facto Leader”** – These are people who have been involved from the start and may not technically be the official leader of a group, but are automatically placed in a leadership role because they are the hardest workers; those in power indirectly expect them to complete otherwise unfinished tasks. Though their authority is not direct, these leaders have a natural ability to hold a team together and get a lot done if they take ownership.
6. **“Control Freak”** – These people mistake being in charge of a list of things to do as “leadership” – and have a hard time (even to the point of resentment) when someone comes along and wants to help take things off their list and share the load.
7. **“Popular But Overcommitted”** – These leaders are those who have shown leadership at some point, but become besieged by several groups to serve on their boards, committees, teams, etc. They are well-intended and helpful – when they are actually present. They are not to be counted on for work outside a meeting and often miss several meetings because of over-commitment.

8. **“Never Make a Decision before It’s Time”** – This leadership style is most frequently seen in older generations of women (over 55). These leaders make meetings the point of their existence, and are quick to appoint committees, ask for additional research, avoid making a decision if meeting turnout is low, etc.

9. **“Biting Off More than We Can Chew”** – These leaders are always coming up with lofty ideals and great goals that are unfortunately too big to accomplish. A frequent style of young leaders, these people start in the right direction, but often do not have the right connections, experience or resources to accomplish much of the goal. Meetings with great discussions lead nowhere and people drift away from the group.

10. **“True Leader”** – The best leadership style is one where a leader motivates people to do the work to accomplish a common goal. These leaders see a problem and take steps to fix it. They are comfortable consulting others for input, but can also make decisions when time or circumstances require them to do so. They are not slowed down by ego or obsessed with getting credit; rather, they are clear in helping people understand how to work towards a common goal, and offer tools, ideas, inspiration and persistence to get things accomplished.



STOP: THINK

Do any of these leadership styles seem familiar? Have you worked with these types of people before? What kind of leader do you think you are? What kind of leader would you like to be? What can you do to cultivate the leadership style and qualities that you aspire to?



Qualities of an Effective Leader

There is no single recipe for true leadership. However, there are some qualities that many great leaders do share:

→ A strong leader has **integrity**—her actions correspond with her words and she follows through on her promises.

→ An effective leader can **create a vision** and clearly communicate that vision to the public to encourage and inspire support. An even more effective leader can **maintain the vision** and guide others, even when times get rough.

→ A good leader should seek to **develop new leaders** by helping people find their own unique talents and capacities and assisting them with their growth. As you foster and promote the leadership capacities of your peers, your respective strengths can complement one another to strengthen the scope and effect of your collective efforts.

→ Leaders must listen—by **encouraging disagreement** from others, you create a safe space for honest dialogue and enable constructive feedback among your team. Avoid making disagreement a source of personal conflict with partners and colleagues. **Focus on principles instead of personalities** during discussion and debate.

→ If you hope to be able to lead others, you have to be willing to take responsibilities for the outcomes of collective action. You must be willing to **assume responsibility for the final decision**—to share success with your team and to accept blame in case of non-satisfactory results.

→ As this guide will demonstrate in later chapters, planning is essential to success. While it is true that a leader should **have a plan**, a good leader should also **be flexible** enough to adapt or change according to needs. When carrying out activities in your plan, remember that we live in “changing times.” Make sure you are familiar with and **take advantage of all resources**, tools and technology.

Assess your own leadership style and continue to do so periodically —take the leadership self survey in the back of this guide, Appendix III D



TIP:

Formal, political and elected leaders are not the only leaders. There are many types of informal leaders and many ways that women play leadership roles and display leadership skills in their families, homes,

schools and communities. When women manage the family budget, organize household responsibilities, coordinate community improvement projects or mediate inter-personal conflicts, they are demonstrating important skills. Reflect on the roles you play in your family and community and identify which informal leadership skills you have which you can translate into formal or political leadership within your party. You are already halfway there!

CHAPTER FIVE: THE REALITIES OF LEADERSHIP

“There are many other things to consider when women decide to run for elective offices. You are looked at as irresponsible, as if you are going to abandon your family once elected. The community does not look at it as natural for you to be in leadership and then be a mother. You have to stand on your own feet and show that you can provide qualitative leadership... You should not be discouraged by failures. It is part of leadership. Nobody succeeds in all they want. There is always a winner and a loser, and when you lose, you should appreciate it because it is part of the game. You just have to stay in the game and maybe you can also win the next time.” – Honorable Cecilia Ogwal, Parliamentarian, Uganda on convincing her political party that she could run for office.

Successful women leaders are highly dedicated to their causes and to others. This dedication is the fuel you need to organize and motivate others to inspire change. But what happens when the challenges – personal, professional and political – get in the way of the change you’re trying to inspire and create a sense of powerlessness? We call these challenges and setbacks the “realities of leadership.”

The bad news: Setbacks are inevitable. You will at times become depressed. You will feel overwhelmed. You will face adversity. You will be told “no.” You will lose your confidence. You will make mistakes and be tempted to give up. You will feel paralyzed by the lack of answers, support and resources. And when you look at all the women you admire and who have been successful, you will think that somehow they had it easier.

The good news: Every woman feels this way at times and experiences the realities of leadership in her own context. This means you are never alone in facing the challenges of your reality. By understanding what these leadership realities are, you will increase your capacity to sense accomplishment in the future. Here’s how:

Step One: Be Aware of the Realities that You May Face

- ✓ Family issues
- ✓ Trying to advance your education
- ✓ Fatigue (mental and physical “burnout”)
- ✓ Financing
- ✓ Relationships
- ✓ Dealing with bureaucracy
- ✓ Moving
- ✓ Changing jobs
- ✓ Criticism
- ✓ Self-doubt
- ✓ Backlash
- ✓ Harassment
- ✓ _____



STOP: THINK

What did you add to the list as *your* leadership realities—in the past, for the present and what you anticipate in the near and long-term?

Step Two: Maintain Perspective

So often, the realities of leadership can create a paralyzing effect and a need to “hold on” to something – maybe your original plan or a memory of when things were easier, of past relationships, or of shaken professional or political goals. All of these attachments make it difficult to believe in your work and in your capacity to move forward. But if you can maintain confidence in your ability, you will know what you produce is good enough and workable. You will know that your plan might need adjusting, or that a deeper lesson has yet to reveal itself from the realities of your struggle. Maintain that perspective even when it’s tough to find; when you can’t find it, remember your first role as a leader: to involve and inspire others.

Step Three: Nurture Your Network of Personal and Professional Support

You cannot do everything by yourself—you need people. When faced with the realities of leadership, seek out the people who will give you good advice and who are not judgmental. Try and steer clear of people who thrive on drama—you don’t want those people bringing you down. When you are feeling low is the time to be picky about who you talk to. Sometimes, that will include your partner and sometimes not. Think, “who are the people who will be there for me when I need them the most?”

Here are some thoughts and tips from women of many generations around the world on the realities they face, as well as how they deal with them.

On nurturing your confidence:

“Societies don’t easily accept people who stand out. Those who do stand out have extra expectations placed upon them; this is especially true for women. Beware that so many women are conditioned to give

Some tips on maintaining leadership momentum when dealing with challenges:

- Establish trust among peers.
- Be enthusiastic about what you do—if you’re not enthusiastic, you won’t be able to inspire or motivate others.
- Always, always, always share credit; always say that whatever you accomplished is thanks to the whole team.
- It is important for the people working with you to feel appreciated and to feel that they are doing a good job, so always tell them.
- Be fun! People will approach you when you’re fun—you don’t have to be serious or tough to make people appreciate or respect you.
- Don’t get discouraged; times might be rough, but remember to take the time to communicate and listen, to be strong and not to quit.
- Always set goals; it keeps you focused.
- Keep your head up while walking because looking down infers inferiority. You are a woman, so what? You don’t have to apologize for that. Celebrate it!

up. It's a lifelong commitment to fight against that instinct. Women are counting on us to do so."
Student, 22 years old

On being a woman and facing stereotypes:

"In many societies, there is a stereotyped label on women; the idea of a woman leader is that she has to act like a man to get ahead. We have to take advantage of the world's spotlight on advancing women's human rights. Being a woman is something to celebrate and make the most of." Youth counselor, 30 years old

Never lose your positive attitude or direction; without them you will be frozen in place. If you can alter your perception to view challenges as opportunities, while simultaneously being kind to yourself and maintaining your confidence, you will succeed. Why? Because that's what good leaders do.

On avoiding "burnout":

"It's easy to become over-involved to the extent that you cannot act on anything. It's important to reframe your thinking; you have to put yourself first and remember that if you are not concentrating your energy on people and activities that bring joy, fulfillment and a sense of community, you won't be creative and you won't get anything done." Business and technology professional, 29 years old

On saying "no" and delegating instead:

"You need to learn how to say 'no' in order to respect your own time; it's very important to learn how to delegate. Some of the best leaders are the ones able to delegate tasks and get the job done by gathering others and giving themselves a break to lead better!" Political party activist, 30 years old

On being told "no" or being asked to compromise:

"Will people tell you 'no'? Yes. It is how you deal with it that will make all the difference. Still, never compromise yourself or your values. You have to know who you are and what battles to pick, but you must also know what you won't compromise on. Knowing who you are and what you want to do are essential. Know in advance what lines you won't cross." Women's rights activist and political party leader, 62 years old

On bureaucracy and political realities:

"Being blocked by an administration or a lack of political space or freedom can produce the most crushing depression and feelings of giving up. The battle you have to face is simply too far beyond your control. Leadership in some societies is difficult. The first step is not to lose hope. There are alternatives and many things we can do. In dominating cultures we have to use what we already have. Positive discrimination and attention to reform and discourse on the empowerment of women – exploit this. If we have an obstacle, we have to change our methods." Author, 35 years old.

Part III: Enhancing Capacities to Lead

INTRODUCTION TO CAPACITY

It is one thing to have a great idea, but it is quite another to make your idea a reality. Leadership takes work! Once you have developed the confidence to participate, what comes next? While having confidence in yourself is instrumental to your long-term success, your confidence needs to be supported by capacity—skills that will help you manage the more practical aspects of planning and organizing a project to improve your community.

This chapter introduces you to the core skills you can use to begin putting your ideas into action and positioning yourself as a valuable leader within your party. You will complete exercises and learn the fundamental building blocks to create a message, strategically plan and organize a project, and be an effective advocate. You will also hear from other young women leaders about their experiences acquiring and practicing these important skills.

CHAPTER ONE: MESSAGE DEVELOPMENT AND DELIVERY

“You need the right message, delivered to the right people, at the right time, many times, in a variety of ways.” – Cathy Allen, Political Consultant, United States of America

What do you want to communicate to the world? Think about your audience. Who are you planning to convince? This chapter will help you better identify what you want to say and how to say it in order to be your most convincing self. The good news is, you’ve already mastered your confidence and learned how to best present yourself, so you’re halfway there!

Your message is the anchor for all you are trying to achieve. It will be what forms the structure of your campaign platform or advocacy agenda. It will be what you say to audiences big and small. It will be what you communicate to party leaders, the media, voters, volunteers and those you are trying to recruit to your cause. It must therefore be concise, convincing and comprehensive. Your message will not be compromised, but it must be adaptable to meet the interests (and attention spans) of different audiences.

Step One: Develop Your Message

Answer the following questions:

1. What is the problem I am trying to solve?
2. Why should *you* care? (Define “you” by the different audiences you will have to target – voters, party and other political leaders, donors, family, potential volunteers, media – and feel free to add supporting facts or statistics here that will appeal to your specific target).
3. What am I going to do about it? (List no more than 3 approaches to addressing the problem).
4. What do I need from you? (Be brief, but specific)

Sample Message:

“Everyone deserves a second chance.”

“Single mothers in Algeria have no support or rights. But everyone has the right to a second chance and a new beginning. That is why I am seeking to establish a new NGO, “Second Chance.” I want to improve the situation of single mothers in Algeria and help them to get jobs and start again.” – Amel, 26 years old

Look at your answers. Start to think of words you attribute to the problem you want to solve and the hope you can feel for a solution. Find one word around which you can build that message. Examples: justice, equality, women, peace, change.

Step Two: Structure Your Delivery

As a leader, you will often be in situations where you will have to speak in front of an audience to inform, raise awareness or ask for votes or other support. You will also have to present the same arguments in written communications. You will inevitably need to adjust your presentation style, or even your message, depending on your audience or requirements. Even so, there are critical components to any written or oral communication when it comes to developing an effective messaging strategy:

Introduction:

Always remember to present yourself – say “my name is..... and my party is.....” Don’t forget to tell people where you come from. Sharing who you are and where you come from adds authenticity and credibility to your passion and all you’re trying to achieve. Make the first thing out of your mouth as powerful as possible in order to convey this passion.

What’s the problem?

Pick powerful words and expressions—such as “community,” “hope” and “civic pride”—that appeal to emotions and evoke a response from your audience.

What are you going to do about it?

Explain your project in few words; be specific and to the point. What is the problem and what will you do about it?

Examples to support your plan:

Be sensitive to your audience, use words to help your audience relate, such as: “you’re a father, you’re a mother, you know what it’s like,” “you have probably been in this situation before,” or “you know how it feels to go through this.” Use statistics, anecdotes and real life examples.

Bring it home to the message and thank your audience:

To wrap up, say the final line “in conclusion” and then go back to your message – what the problem is and what you will do about it. Moreover, note what you will be able to do about it with others’ help. State your name again and thank your audience.

Step Three: Practice, Practice, Practice

Your message will only be successful if you have it memorized and you have tested it on a variety of audiences. Practice with friends, family, colleagues or strangers on the street or in a store. Get used to the words leaving your mouth. Enjoy the process of your passion growing into these words. This is the best preparation for future opportunities when you will be put on the spot to communicate to an audience or to someone influential.





STOP: THINK

A note on E-mail and written communication

Sometimes you will need to deliver your message in written correspondence to party leaders, supporters or potential volunteers or donors. E-mail is a fast, efficient and practical way to communicate and share your message. You need to use it properly to gain as much benefit as you can. Remember to choose a professional-sounding e-mail address. Think about it—if you put your email address as “flower_baby@mail.com” people might not take you very seriously, or your message might go directly to someone’s “junk” mail. On the other hand, if you choose a professional email address with your first and last name or your organization’s name, you can expect that most recipients will read your message and take you seriously.

To use email effectively follow these steps:

- Do not send long or overly wordy messages.
- Do not send an e-mail that is too large of a file (for example with too many pictures or attachments).
- If sending an email to multiple people who do not know each other, put recipient email addresses in the Blind Carbon Copy (BCC) field instead of the “To” or “CC” fields to protect recipient identity.
- Do not send too many emails too often or people will stop paying attention to them. Be selective with your e-mails—gather all the information you want to share and send your message once a month, for example.

To craft efficient emails, always remind yourself of these tips:

- Keep your e-mail lists and addresses up-to-date.
- The more time you put into configuring your e-mail lists, the more benefits you will receive, such as saving time and being able to target the people you need.
- Use options such as “Delivery Receipt” and “Read Receipt” to know how many people successfully receive and read your e-mail.

These tips can also be used for other written communication, as well.

Some tips on maintaining leadership momentum when dealing with challenges:

- Establish trust among peers.
- Be enthusiastic about what you do—if you’re not enthusiastic, you won’t be able to inspire or motivate others.
- Always, always, always share credit; always say that whatever you accomplished is thanks to the whole team.
- It is important for the people working with you to feel appreciated and to feel that they are doing a good job, so always tell them.
- Be fun! People will approach you when you’re fun—you don’t have to be serious or tough to make people appreciate or respect you.
- Don’t get discouraged; times might be rough, but remember to take the time to communicate and listen, to be strong and not to quit.
- Always set goals; it keeps you focused.
- Keep your head up while walking because looking down infers inferiority. You are a woman, so what? You don’t have to apologize for that. Celebrate it!



TIP:

There are many stereotypes about women and women’s leadership abilities. Some of these stereotypes are positive - like the idea that women are nurturing or good listeners - and some are negative - like the idea that women are not decisive or strong leaders. While presenting yourself, your ideas, or your project to voters, supporters or party leaders, you will likely encounter some of these stereotypical ideas. Develop your personal message in ways that capitalize on the positive ideas about women and mitigate the negative ones. For example, to help position yourself as an asset to your party leaders, you might play up your strengths as a mediator, a good listener or a trusted person who excels at constituent outreach, resolving conflict or responding to difficult situations. At the same time, use your message to perhaps highlight instances when you took decisive action on an issue and displayed strong leadership qualities. You should not be caught off guard by challenges to your abilities or leadership simply because you are a woman – if you are prepared and confident, you will be able to deftly deflect such criticisms.

CHAPTER TWO: PROJECT PLANNING

“Never wing it; you must always have a plan.” – Kelli Arena, former Justice Reporter, Cable News Network (CNN), United States of America

Careful, strategic planning is a vital step to your project; whether you want to create a women’s wing, develop a women’s party platform, or conduct a gender assessment of your party, the quality of your project relies on how well it is conceived of and planned from the early stages.

Step One: Conduct a “SWOT” Analysis

A “Strengths, Weaknesses, Opportunities and Threats”, or “SWOT”, analysis is a useful tool that will help you effectively plan your project and take a deeper look at what you’ve identified as your party’s needs so that you can decide on appropriate activities.

Strengths	Look at your <i>internal strengths</i>	<i>Ex:</i> I/my party has the trust of the community; or, you took a class on the issue around which you want to center an advocacy project, so you have expertise.
Weaknesses	Evaluate your <i>internal weaknesses</i>	<i>Ex:</i> I don’t have any existing volunteers to help me implement my project
Opportunities	Identify <i>external opportunities</i> that will work in your favor	<i>Ex:</i> The government has just announced a new initiative on an issue relevant to your project so there is public awareness on which you can capitalize.
Threats	Identify <i>external threats</i> that will work against your cause	<i>Ex:</i> It is an election period and therefore difficult to obtain support from party leaders and other decision-makers focused on campaigning

Step Two: Use Your SWOT Analysis to Develop a Plan of Action

Decide how your strengths can counterbalance your weaknesses, and examine how your opportunities can minimize your threats. For example, if your weakness is a lack of support from party leaders on your issue, but there is a significant amount of support from party activists, then leverage the popular support among your party for your idea to influence the party leaders.

Once you have conducted a SWOT analysis and identified a course of action, a solid plan is necessary for you to be able to start developing a proposal for your party leaders. One way to effectively plan your project is to follow the “SMART” approach— a simple tool you can use to make sure your project plans are:

- **Specific**
- **Measurable**

- **Achievable**
- **Relevant**
- **Time-bound**

Specific: your plan should be straight to the point, precise and concise.

Ask yourself: What exact steps will I need to take to achieve my goal? What specific resources will I need? What tangible outcomes do I want to see?

Measurable: frame your plan in a way that allows you to measure and evaluate your progress and the broader effects of your project.

Ask yourself: What concrete criteria will allow me to tell if my project is being successful?

Achievable: you want your project plan to have objectives that are practical and realistic.

Ask yourself: Am I aiming too low? Too high? Are my project goals realistic and truly obtainable? Do I have or know how to access the kind of resources I will need to implement my project plan?

Relevant: your project should have steps related to your overall goals.

Ask yourself: Do the steps in my plan directly contribute to my project goals?

Time-bound: your project plan needs to include a timeframe showing every phase of your project and detailing the actions you envision at each step.

Ask yourself: What is the timeframe in which I want to develop and implement this project? What is achievable in that timeframe? What else is happening in this timeframe that could bring meaningful visibility or otherwise impact my cause?

Your action plan is the blueprint of your project. Think about it—whenever you ask for support, you will need to share your plan. Everything you do for your project—asking for support, for money, increasing visibility or explaining your progress—will require a “SMART” action plan prepared *ahead* of time.

Remember that “SMART” planning does not always need to be related to your cause; this approach can also be applied to planning the next two years of your life, strengthening your leadership skills or developing a healthier lifestyle—all these initiatives also benefit from an action plan. Simply put, in advocacy or in your personal life, results are better achieved when you create a plan.

Structure of a Sample Project Plan

A typical project plan should include the following:

- **Conceptualization**
- **Implementation**
- **Evaluation**

Step One: Conceptualization

Project Planning v. Strategic Planning

What is strategic planning? It is the process of defining your priorities for a medium to long period of time.

A strategic plan is a long-term plan of an established organization prepared in a participative way where different people (staff and leadership) get involved. It is characterized by taking into consideration the mission and long-term vision of the organization.

When to use it? Strategic planning is important, but it is not something you need to do until you are part of an organization. However, it is always good to be thinking about your broader goals and making sure that the activities you plan fit into your long-term strategy.

For example, avoid holding an event, such as a benefit concert, without linking it to your broader strategy to accomplish your overarching goal. Instead, think of how the concert could be a springboard for future events or how you could be recruiting volunteers from the crowd of people who attend the concert.

Describe your project, answer key questions and address important points, such as the following:

- **Description:** what is the problem your project seeks to address? Why should someone care about or remember your message?
- **Planning:** what are your concrete objectives? What resources do you need (human and monetary)? What is your budget estimate? What is your timeframe? What sorts of approaches might achieve your goal? Make your objectives “SMART”; for example, achieving gender equality is not a realistic or time-bound objective, but implementing a six-month advocacy campaign within your party to increase awareness about the need for gender equality is.

Step Two: Implementation

Describe your activities, as well as your methodology (how you plan on doing things). Answer these questions:

- What is your general strategy for implementing this project?
- What sorts of activities might contribute to achieving your goals?
- How do you plan to implement those activities? What individual steps will be necessary?
- Whose support or participation do you need?

Step Three: Evaluation*

Describe your methods for monitoring and evaluating your project. This step is important for helping you identify and track your progress. Answer these questions:

- How will you monitor your project activities?
- How will you evaluate progress?
- What kind of reporting will you use? How will you collect data and use it to help you evaluate?

**See more about monitoring and evaluation in Part II, Chapter Seven.*

Tips for a Successful Action Plan

- **Be realistic about timing:** As you plan out the necessary steps for implementing your activities, pay attention to sequencing and timing. Are there things that need to be done by a certain deadline? Actions that need to happen before something else can take place? In planning, make

sure that one step logically follows the other. For example, don't print invitations for an event before you have secured and confirmed the location.

- **Write it Down!** A plan that's not written down is not a plan; it's just an idea. Here is a typical structure for a project outline that you might be able to share with your party or other supporters to demonstrate your approach:

Sample Project Plan template:

Project Description

- Basic information about the place, beneficiaries and issue you want to address.
- Information about the issue and why your party should care. Draw from your work on messaging in Part II, Chapter One.
- Description of what already has been done to solve the issue to demonstrate that there is still a need for continued efforts.
- Explanation of why your project is needed, how it will benefit your party and how it is different from previous efforts.

Project's Objectives

- Cite your overall goal, then specific and "SMART" objectives you want to achieve, accompanied by the expected results.

Activities

- Describe every activity you will organize to achieve your goals and your methods for implementing these activities.

Timeline:

- Be specific and explain the time you need to accomplish your tasks. Think about any external factors or events that might coincide with your timeline and the activities and tasks you want to accomplish.

Resources

- Human: explain how many people you will have collaborate on this project and what you expect from each one in terms of responsibility and requirements.
- Material: list any other resources needed in the project (letters of support from party leaders, office space, Internet access, IT equipment, party lists, etc...).

Budget

- Provide a detailed project budget that describes any costs.
- Create a plan of how you intend to fund your project



TIP:

It's a fact: different parties have different strengths and weaknesses. When designing your project, think critically about the strengths and weaknesses of your party and try to identify project ideas that will help your party capitalize on their areas of strengths and improve their

areas of weakness. You will get more support – and more respect - from your party if you can demonstrate the value of your idea to the party as a whole and clearly communicate how your project will help the party attract more support, members and votes!

CHAPTER THREE: ADVOCACY

Advocacy is an action directed at changing the policies, practices, positions or programs of any type of institution. By making a case for, defending or recommending an idea to other people, advocacy is aimed at drawing attention to an issue, building support for action, and directing decision makers toward a solution. Advocacy may consist of different strategies aimed at influencing decision-making at the family, community, political party, organizational, local, provincial, national or international level.

There are several basic elements of advocacy, including:

- identifying your goals and objectives
- collecting relevant data
- strategy and action planning
- message development
- coalition building
- knowing your audiences
- handling opposition
- presentations and visits
- sensitization and awareness-raising
- media relations
- fundraising
- evaluation,

While not every advocacy action will include all of these elements, a combination of several of these elements will help ensure effective advocacy.

Influencing Policy through Advocacy

One of the most common uses of advocacy techniques is to influence policy or legislation. There are always opportunities to advocate for new policy measures, whether it is within your political party or within government at the local, provincial or national level. The more adept you are at influencing policy change, the more powerful a political player you will be.

Although women are not a homogeneous group, they usually share some common concerns. These common concerns, such as gender based violence, eldercare, and health-related issues are generally not reflected in party or government priorities without pressure from women. As a result, many advocacy efforts that women are involved in – both within their parties and in their communities – are aimed at remedying this situation and changing policies or securing legislation that improves their everyday lives. When you are able to identify key concerns and present constructive strategies about how to advocate for change, you further demonstrate your value to your party. Parties with fresh ideas and creative solutions attract new members and more votes --- when you bring this skill to your party, you increase your political currency.

At the same time, women should be vocal advocates on all types of public policy, working collaboratively and on equal footing with their male counterparts on foreign policy, local development planning, defense and economic issues, as well as on issues like education and healthcare. For women to have an

equal political voice, their opinion and influence must be integrated into all policy issues at all levels of political parties and government, so don't limit yourself. After taking into consideration the basic elements of advocacy, the following are some recommendations in developing an effective policy advocacy strategy that integrates gender, regardless of what the issue is:

- Gather a diverse group of women together to define your policy priorities. Prioritizing in this way will make your efforts more successful by focusing your resources.
- Look at all policies with a gender lens. Public policy is often developed without respect to varying needs based on gender and other demographics. The policies advocated for within a strategy should be developed with a gender lens in order to address inequalities and to ensure their desired impact on the population.
- Consider the current political context and target your efforts where they can have an impact. By assessing the political situation for women and for your party and existing legislation, you can identify policies that have a greater opportunity to become law or get implemented.
- Communicate with party leaders and other stakeholders and build buy-in early in for your advocacy campaign. Securing the investment and interest of key allies from the beginning will increase chances of success.
- Think about the target audience for the effort. Assess all constituencies who could be impacted by the desired reform and who must be targeted. Design a strategy that targets the relevant stakeholders, who could include party members, the general public, lawmakers, government agencies, educational institutions, the elderly, people with disabilities, women, youth, etc.
- Leverage relevant experts such as academics, civil society experts, and other technical experts to brief advocacy coalitions
- Take the long view on reform. What is the desired change and what reform must take place in order to achieve this? How long will it take? Plan for the future adequately by understanding that change takes time and will likely come incrementally.
- Monitor your success. Victories can disappear quickly without vigilance. A law that is enacted can lack the funding or political will for real reform. A policy can be amended or repealed after years of lobbying efforts to get it enacted.⁸



⁸ Democracy and the Challenge of Change: A Guide to Increasing Women's Political Participation. (Washington: National Democratic Institute, 2011). http://www.ndi.org/Democracy_and_the_Challenge_of_Change

CHAPTER FOUR: COALITION BUILDING

One element of advocacy that deserves special attention is coalition building. Global research on women in politics has shown that one of women's particular strengths is coalition building and working across party and other ideological lines. Women active in politics often demonstrate an increased capacity to unite across differences and this is seen as both a strength and a competitive advantage for women.⁹ By sharpening your ability to build and work in coalition, you will become a more effective advocate and an even more valuable asset to your party.

Advocacy for Quota Legislation

In 2009, the National Assembly in Burkina Faso, based on a proposal by the Gender Caucus, introduced a law requiring candidate lists for National Assembly and local elections to be at least 30 percent women.

A large coalition of stakeholders from both political parties and civil society came together to create a common agenda and coordinated plan of action to advocate for passage of the law.

The coalition developed and proposed amendments to the draft law, one of which was included in the version of the bill that finally passed. Coalition representatives organized press conferences and information sessions that helped garner support from the public.

After a successful advocacy campaign by the coalition, quota legislation was passed in April 2009, opening the doors for women to elected office and representing an unprecedented new chance for women to become political leaders on the local and

Coalitions – What and Why

Coalitions are comprised of individuals and organizations that have developed a relationship with one another based on a shared idea, vision or goal. Building coalitions is an essential component of building and strengthening advocacy campaigns because coalitions are able to exert more pressure on decision makers than disparate individuals or groups. Coalitions provide a number of benefits in advocating for policy change, including:

- *Facilitating relationships across sectors.* This is especially useful in bringing activists from civil society and political parties together.
- *Promoting outreach, coordination and collaboration between influential national and local organizations.*
- *Engaging men in efforts that promote gender equality and engaging other non-traditional partners in efforts of mutual concern.*
- *Helping women leverage a network that goes beyond the usual partners.* Women seeking to effect policy change need to leverage all sectors –the business community, media, the religious

⁹Susanna McCollom, Kristin Haffert, and Alyson Kozma, *Assessing Women's Political Party Programs: Best Practice and Recommendations* (Washington: National Democratic Institute, 2008), <http://www.ndi.org/node/15121>.

community, and others. Working with diverse coalition partners allows you access to the resources, influence and support of their extended networks and constituents.

- *Highlighting commonalities and diminishing differences among individuals and groups participating in the coalition through working towards a common goal.*¹⁰

By focusing on their common objectives and goals, coalition member groups gain an advantage for their issues of common interest. It is essential to remember, however, that coalition members need not agree on everything— they each retain their individual identity – but come together in agreement on a specific objective, like passing a particular piece of legislation or changing a party policy. It is also important to keep in mind that coalitions are not permanent entities, but rather have a limited life span until its objectives are achieved. Coalitions may re-organize themselves and come together at different times to work together to achieve specific goals, but they are not a permanent organization.

Internal Coalitions

While discussion of coalition work frequently refers to a number of separate organizations who come together around a specific advocacy goal, coalition work is equally valuable within organizations or parties. Both formal and informal coalition work has been important tool for women within political parties to create policy change, promote women’s interests and increase gender equality within political parties.

Political parties are not inclusive or representative if they do not fully involve women in decision-making processes and address issues of particular concern to women. Formal or informal coalitions of women or gender equality advocates within parties are an effective way to integrate a gender perspective into a party’s policy development process and to help introduce and implement policies and practices that prioritize gender equality. Intra-party coalitions of women can help consolidate women’s power within parties by organizing women as a critical mass, especially where women do not make up a significant portion of decision making positions within the party. They can also bring together a diverse group of women around issues of common interest and amplify the influence of women party activists.

In 2003, NDI Chairman Madeleine Albright convened a group of women political party leaders in Washington, DC to discuss challenges to women’s political participation - and to women in political parties in particular- and strategies for overcoming these barriers. These women leaders developed the Win with Women Global Action Plan (GAP), a set of recommendations, benchmarks and best practices for political parties to utilize to become more inclusive, transparent and representative by expanding political opportunities and leadership roles for women. The GAP focuses on: removing restrictions on women's political participation, including restrictions on women's suffrage and candidacy; increasing the number of women elected officials at the national, provincial and local levels; insuring that political parties include women in meaningful leadership positions and in meaningful numbers; and encouraging greater participation of women in government decision-making and advocating for legislation that

¹⁰ Democracy and the Challenge of Change: A Guide to Increasing Women’s Political Participation. (Washington: national Democratic Institute, 2011.) http://www.ndi.org/Democracy_and_the_Challenge_of_Change

enshrines the full equality of women and men. Since the creation of the GAP, political party women and gender equality advocates around the world have come together to work formally and informally in coalition within their party to persuade their leadership to take concrete steps to implement the recommendations of the GAP and to revise and draft party policies and practices that promote women's meaningful participation and leadership with parties.

One example of internal party coalition work comes from Serbia. G17 Plus is a political party in Serbia which emerged from civil society. As the organization transitioned into a political party in government, a group of women party members requested assistance from NDI in communication skills and increasing women's political participation. The Institute delivered a number of trainings and moderated a discussion about the role of women in the party. The outcome of these efforts was an initiative in which women successfully advocated for a formal women's network and policy committee on gender equality within the party. With further assistance and advice from NDI, the G17 women's network worked to amend party statutes to require a minimum of 30 percent women on all party decision-making bodies and modify the statutes to include gender sensitive language.¹¹

See appendix III E for the Win with Women Global Action Plan.

Chapter Five: Negotiations and Managing Conflict

We are all faced with countless negotiations in our daily lives - some big, some small. Whether it's the price of a product at the market, your child's behavior, your salary, a group project or meeting agenda, or a position within your political party, we engage in negotiations virtually every day. Learning to view negotiation as a natural and neutral part of life – neither positive nor negative – will help to increase your confidence in to negotiate and strengthen your ability to effectively negotiate your position.

Part 1: Negotiation

The first step to effective negotiation is establishing the right attitude toward the negotiation process. Going in with the right attitude and setting the tone will increase your feeling of success toward the process. Sometime what you don't do is as important as what you actually do. Below are some common roadblocks, which if you avoid will help you set the right tone and improve your negotiation experience:

→ DON'T: View Negotiation as Confrontational

Negotiation does not need to be confrontational. Effective negotiation is characterized by the parties working together to find a solution, rather than each party trying to win in a contest of wills. Keep in

¹¹ Democracy and the Challenge of Change: A Guide to Increasing Women's Political Participation. (Washington: National Democratic Institute, 2011.) http://www.ndi.org/Democracy_and_the_Challenge_of_Change

mind that the attitude that you take in negotiation will set the tone for the resolution of the interaction. If you are confrontational, you will have a fight on your hands.

→**DON'T: Try to Win At All Costs**

If you win there must be a loser and that can create more difficulty down the road. The best perspective in negotiation is to try to find a solution where both parties win. Try not to view negotiation as a zero sum game that must be won.

→ **DON'T: Become Emotional**

It's normal to feel emotional during a negotiation that is important to you. However, as you get more emotional you are less able to channel your energy in constructive ways and it is easier for others to dismiss you. It is important to maintain calm and control.

→**DON'T: Dismiss the Other Person**

Since you are trying to find a solution that is acceptable to both parties, you need to understand the other person's needs and desires with respect to the issue in question. If you don't know what the other person needs and wants, you will be unable to negotiate effectively. If you take the time to really understand where the other person is coming from and what her bottom line is, you will often discover that there is little or no significant disagreement.

→**DON'T: Focus on Personalities Instead of Issues**

Particularly when negotiating with people you don't like, there is a tendency to get sidetracked by focusing on your dislike of that person. Once this happens, effective negotiation is impossible. Focus on the issues and put personal feelings about the person aside.

→ **DON'T: Blame the Other Person**

In any negotiation, each party contributes something - for better or worse. If you blame the other person for any difficulty, you will create anger and a hostile situation. If you take responsibility for any difficulty, you will foster a sense of cooperation.

→ **DON'T: Argue**

Negotiating is about finding solutions, but arguing is about trying to prove the other person wrong. When negotiation devolves into a game of who is right and who is wrong, time is wasted and no progress gets made. If you disagree with something, state your disagreement in a gentle but assertive way. Don't make it the focus of your positions and remain respectful of the other person.

Now that you know what not to do in a negotiation and how set the right tone for the process, here are some tips to help you negotiate effectively:

→ **DO: Solicit the Other's Perspective**

When negotiating, ask a lot of questions to find out what the other person's concerns and needs are.

Ask: What do you need from me on this? What are your concerns about what I am suggesting / requesting?

Confirm: When you hear the other person express their needs or concerns, use effective listening responses to make sure you heard correctly by re-phrasing what they've said to make sure you understand well.

→ **DO: State Your Needs**

The other person also needs to know what you need and want. It is important to state not only what you need but why you need it. Often there is no agreement on the overall goal even if there is disagreement about how to resolve an issue.

→ **DO: Prepare Options in Advance**

Before entering into a negotiation, prepare some options to suggest if your preferred solution is not acceptable. Anticipate why the other person may resist your suggestion, and be prepared to counter with an alternative.

→ **DO: Your Homework**

Come to the negotiating table prepared. Do your homework and make sure that you have the information you need to support your case and that your arguments prepared to present. The stronger the case you present and the better prepared you are to deflect opposition, the more effective you will be at negotiating.

→ **DO: Consider Timing**

There are good times to negotiate and bad times. Bad times include those situations where there is: a high degree of anger on either side; preoccupation with something else; a high level of stress; or fatigue on one side or the other. When possible, plan your negotiations to avoid these times. If any of these conditions arise during negotiations, take a break or perhaps reschedule to a better time.

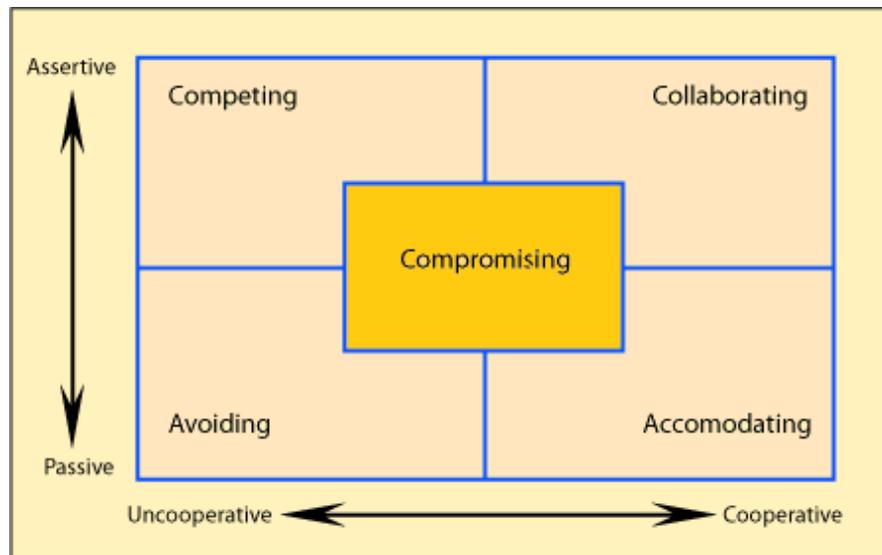
Part 2: Managing Conflict

Conflict is an inevitable part of life. Whether it is at home, work, school, with friends or within your political party, sooner or later some conflict or disagreement will arise. The fact that you are part of a conflict is less important than how you deal with that conflict. Enhancing your ability to deal constructively with conflict will decrease your stress level, increase your confidence and make you a more effective leader.

In conflict situations, people's behavior is described in terms of assertiveness, or the extent to which the person attempts to satisfy her own concerns, and cooperativeness, or the extent to which the person attempts to satisfy the other person's concerns. Conflict resolution theory posits that these two basic dimensions of behavior – assertiveness and cooperativeness - produce five different modes for responding to conflict situations:

- **Competing** is assertive and uncooperative. An individual pursues her own concerns at the other person's expense. This is a power-oriented mode in which you use whatever power seems appropriate to win your own position - your ability to argue, your rank, or threats of action. Competing can be understood as standing up for your rights, defending a position which you believe is correct, or simply trying to win.
- **Accommodating** is unassertive and cooperative - the opposite of competing. When an individual neglects her own concerns to satisfy the concerns of the other person, there is an element of self-sacrifice in this mode. This might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view or desires.
- **Avoiding** is unassertive and uncooperative - the person neither pursues her own concerns nor those of the other individual, thus she does not deal with the conflict at all. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time or simply withdrawing from a threatening situation.
- **Collaborating** is both assertive and cooperative - the opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights or trying to find a creative solution to an interpersonal problem.
- **Compromising** is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls between competing and collaborating; compromising gives up more than competing but less than collaborating. It addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a middle-ground solution.

None of these modes is inherently right or wrong, good or bad. Rather, it is when and how they are used. Everyone is capable of using all five conflict management modes and no one can be characterized as having a single, rigid style of dealing with conflict. However, some people use certain modes better than others, either because of personality or practice, and therefore tend to rely upon those modes more heavily than others. Not only do these modes vary by personality, but they can also vary by situation. The graph below illustrates one way of understanding conflict resolution styles and how they relate to each other:



In this graph, the assertiveness line can be seen as the need to satisfy your own needs in a negotiation, while the cooperative line can be seen as the need to satisfy the other side's needs. As a result, there are certain motivations attached to each conflict management mode:

- **Competing** – The need to satisfy one's own needs are high and the need to satisfy other's needs is low;
- **Accommodating** – The need to satisfy one's own needs is low and the need to satisfy other's needs is high;
- **Avoiding** – The need to satisfy one's own needs is low and the need to satisfy other's needs is low;
- **Compromising** – The need to satisfy one's own needs is moderate and the need to satisfy other's needs is moderate.
- **Collaborating** – The need to satisfy one's own needs is high and the need to satisfy other's needs is high.

None of these modes are necessarily wrong or right. Rather, each of these can be an effective conflict management strategy in different situations. For example:

Competing may be useful when:

- Quick, decisive action is vital;
- On important issues where unpopular courses of action need implementing;
- On issues vital to group welfare when you know you're right; or
- To protect yourself against people who take advantage of noncompetitive behavior.

Accommodating may be useful when:

- The issue is much more important to the other person than to you, and as a goodwill gesture to help maintain a cooperative relationship;
- To build up social or political capital for other issues that are important to you;
- Continued competition would only damage your cause or when you are outmatched and losing;
- Preserving harmony and avoiding disruption are especially important; or
- You realize that you are wrong and want to allow a better position to be heard, to learn from others, and to show that you are reasonable.

Avoiding may be useful when:

- An issue is trivial, of only passing importance, or when other more important issues are pressing;
- You perceive no chance of satisfying your concerns, for example when you have little power or you are frustrated by something which would be very difficult to change;
- The potential damage of confronting a conflict outweighs the benefits of its resolution;
- Gathering more information outweighs the advantages of an immediate decision;
- To let people cool down, to reduce tension to a productive level and to regain perspective and composure;
- Others are resolving the conflict more effectively; or
- The issue seems tangential or symptomatic of another more basic issue.

Compromising may be useful when:

- The goals are moderately important, but not worth the effort or potential disruption of more assertive modes;
- Each side has equal power and both are strongly committed to mutually exclusive goals;
- To achieve temporary settlement of complex issues;
- To arrive an expedient solution under time pressure; or
- As a backup mode when collaboration or competition fails to be successful.
- Collaborating makes sense when:
- You want to find a joint solution;

- Your objective is to learn;
- To combine insights from people with different perspectives on a problem;
- To gain commitment by incorporating other's concerns into a consensual decision; or
- To work through hard feelings which have been interfering with an interpersonal relationship. 12



STOP: THINK

How do you typically manage conflict? Think of a situation in which you have a conflict, disagreement or argument with someone and answer the following questions in relation to that conflict. Understanding how you approach conflict is an important part of understanding your leadership style and your strengths and weaknesses as a leader.

1 = never 2 = seldom 3 = sometimes 4 = often 5 = always

1. ___ I avoid being “put on the spot”; I keep conflicts to myself.
2. ___ I use my influence to get my ideas accepted.
3. ___ I usually try to split the difference to resolve an issue.
4. ___ I generally try to satisfy the others’ needs.
5. ___ I try to investigate an issue to find a solution acceptable to us.
6. ___ I usually avoid open discussion of my differences with the other.
7. ___ I use my authority to make a decision in my favor.
8. ___ I try to find a middle course to resolve an impasse.
9. ___ I usually accommodate to the other’s wishes.
10. ___ I try to integrate my ideas with the other’s to come up with a joint decision.
11. ___ I try to stay away from disagreement with the other.
12. ___ I use my expertise to make a decision that favors me.

¹² Thomas-Kilmann Conflict Mode Instrument , <http://www.kilmann.com/conflict.html>

13. ___ I propose a middle ground for breaking deadlocks.
14. ___ I give in to the other's wishes.
15. ___ I try to work with the other to find solutions that satisfy both our expectations.
16. ___ I try to keep my disagreement to myself in order to avoid hard feelings.
17. ___ I generally pursue my side of the issue.
18. ___ I negotiate with the other to reach a compromise.
19. ___ I often go with the other's suggestions.
20. ___ I exchange accurate information with the other so we can solve a problem together.
21. ___ I try to avoid unpleasant exchanges with the other.
22. ___ I sometimes use my power to win the argument.
23. ___ I use "give and take" so that a compromise can be made.
24. ___ I try to satisfy the other's expectations.
25. ___ I try to bring all our concerns out in the open so that issues can be resolved.

Scoring: Add up your scores on the following question

- | | | | | |
|-----------|--------------|------------|-----------|-----------|
| 1. _____ | 2. ___ _____ | 3. ___ ___ | 4. _____ | 5. _____ |
| 6. _____ | 7. ___ ___ | 8. _____ | 9. _____ | 10. _____ |
| 11. _____ | 12. ___ ___ | 13. _____ | 14. _____ | 15. _____ |
| 16. _____ | 17. _____ | 18. _____ | 19. _____ | 20. _____ |
| 21. _____ | 22. ___ | 23. _____ | 24. _____ | 25. _____ |

Total Score:

Avoidance	Competition	Compromise	Accommodate	Collaborate
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**Remember, there is no right or wrong conflict management mode. Each method may be useful in different situations and with different personalities. The key is recognizing them and understanding how to utilize them to effectively manage conflict.*

CHAPTER SIX: RUNNING EFFECTIVE MEETINGS

One of the most important – and often most neglected – skills you should develop as a good leader is the ability to effectively run meetings. All too often we waste valuable time in meetings that are not productive because they have not been planned and facilitated well. When you develop your ability to organize and implement focused, productive, well-executed meetings, people will remain excited and engaged in your cause and will develop greater respect for you as a leader. It is unfortunately the case that many leaders lack the basic skills to run productive meetings. Mastering some of the basics in this area will not only make you a more effective leader, but it will also make you stand out.

Since most people don't like meetings because they have too many things to do and too little time in which to do them, making the most of your meetings is essential. Follow these eight simple guidelines will help you run more successful meetings:

- 1. Make sure you need to have a meeting.** Meetings are needed when a group of people must be involved in an action or a decision. Don't schedule a meeting just because it's time to have one.
- 2. Set a goal for the meeting.** Be very clear about why you're having the meeting, and what needs to get done or be decided. Break that task into steps, or divide the discussion into sections—that's the agenda for your meeting. At the start of the meeting say, this is our goal, and if we can get this done, the meeting will be a success. At the end of the meeting remind them that you achieved your goal. This lets everyone leave feeling successful, and they'll be glad to come to your next meeting.
- 3. Put decisions to the group.** The participants – not the meeting organizer or facilitator - own the meeting - let them modify the agenda at the start of or during the meeting. If decisions need to be made about the process(whether to end a discussion that's going too long, for example) then ask that question to the group.
- 4. Stay on schedule.** Remember that every minute a person spends in your meeting, they could be doing other things. They're with you because they've decided your meeting is important, so treat them like their time is important. Start on time and end on time! This is worth repeating: *START ON TIME!*
- 5. Pay attention to what's important.** Set a certain amount of time for each item on the agenda, based on how important it is. If the group starts spending a lot of time on details, ask them "Is this what we want to spend our meeting time talking about?" A lot of details can be worked out by individuals or committees—meetings are for the decisions that need to involve the whole group.
- 6. Keep the meeting on track.** Your agenda is the tool you use to make sure you're on time and on topic. When side issues come up, help the group get back on track. If the issue sounds important, check with the group. "We're talking about a new issue—is this something important that we should take time to discuss?" If there is an issue that people want to discuss but is not directly related to your agenda or goal, place that topic in the "parking lot" to address if there is still interest at the end of the meeting.

7. Make sure people participate. Most people think a meeting is useful based on one simple thing: whether or not they talked. So everybody should have a chance to share their ideas. It's okay to ask specific people what they think. You should also be prepared to gently remind people when they're talking too much. And remember to model respectful discussion behavior!

8. Have good facilitation. The facilitator is the person who runs the meeting and acts on all the steps listed above. The meeting organizer and the meeting facilitator don't need to be the same person. Facilitating is a big job and it often doesn't fit well with participating in the discussion. So if you need to have your views heard, let someone else run the meeting. Good facilitation doesn't just happen – it is a skill that is developed with practice.¹³



If you are the meeting organizer...

→ **Identify the meeting objective.** Don't organize a meeting just for the sake of meeting. Determine in advance what the purpose of the meeting is and what you expect to accomplish at the meeting. Be sure to clearly communicate the purpose and goals of the meetings to the participants to help structure the meeting and keep the discussion focused.

→ **Plan the meeting time and place.** Select a time and place that makes sense, is convenient for the greatest number of people, and does not interfere with other important events. If you require certain people to be present, be sure to plan the meeting around their schedule. Hold the meeting in a venue that is physically comfortable and be mindful of childcare and accessibility considerations.

→ **Notify participants.** Inform potential participants of the meeting well in advance. Provide information on the date, time, location, agenda and purpose of the meeting. If you require participants to play particular roles during the meeting or to bring specific materials or information with them, let know as far in advance as possible.

¹³Craig White, "How to Run a Good Meeting", Center for Participatory Change.
<http://www.cpcwnc.org/resources/toolbox/how-run-good-meeting>

→ **Be prepared.** Always prepare a detailed agenda that includes the necessary background information. Be sure to get any necessary agreement on the agenda before finalizing it. Think about what materials you may need for the meeting (paper, pens, flipcharts, markers, audiovisual equipment, etc.) and prepare them in advance. If you are providing refreshments, set them up in advance. And always, always circulate a sign-in sheet for attendees to provide their name and contact information. This is invaluable information!! Finally, identify a note-taker in advance or ask for volunteers at the start of the meeting.

If you are the meeting facilitator...

→**Set the tone– be friendly, inclusive and efficient.** Open the meeting by first thanking everyone for coming and then with introductions, a reminder to sign the sign-in sheet, a review of meeting ground rules, and the identification of the note taker (how this will be handled should be decided on with the meeting organizer in advance).

→**Make sure everybody has a chance to participate.** Through small group activities or direct questions to different participants, be mindful of who is participating or not. Help the group to avoid long discussions between two people who may exclude/bore/frustrate the other participants. Promote the importance of sharing the space and listening to different voices and opinions.

→**Be prepared to make adjustments to the agenda** – sometimes you may have to rearrange or to omit certain topics, but the most important thing is to achieve the general goals of the meeting. Review the agenda and the goals at the start of the meeting to be sure that everyone is clear and in agreement.

→Make every possible effort to **have all the logistics ready beforehand** in order to be able to focus on the meeting agenda and not to cause any distractions.

→**Pay attention to the group's energy and motivation** –structure the conversation so that everyone is able to participate and to stay active and engaged. If you see the group's energy or interest decreasing, redirect the conversation in a more useful way or adjust the agenda as necessary.

→Provide **space for participants to be able to share their own experiences and knowledge.** Remember that everyone has something to learn and something to teach.

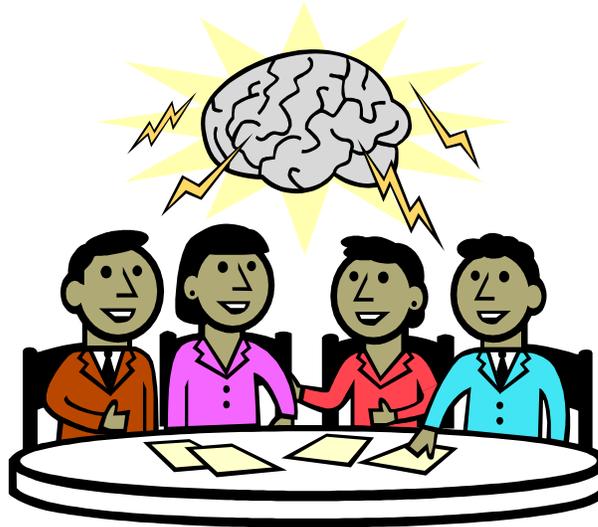
→**Relax and have fun! Be a part of the process** – You are learning, too, so you don't have to know it all nor do everything perfectly.

→**Be prepared for difficult questions.** Get familiar with the topics and know the content of the agenda items, but remember you **don't have to know all the answers!** You can ask other participants what they know about the topic, or you can find out the answers later and share them with the participants after the meeting.

→Focus on **giving general information** –Make sure that you provide general background and don't assume that everyone present at the meeting has the same level of knowledge about the agenda items

or topics of discussion. Encourage newer participants to get more deeply involved by maintaining an inclusive, equitable atmosphere where all may freely participate.

→Your work as facilitator is **to conduct the meeting in an effective manner**, not necessarily to present all the information and be the “expert” in the topic.¹⁴



¹⁴ “Tips to Facilitate Workshops Effectively”, La Coalición de Organizaciones Latino-Americanas and Center for Participatory Change. <http://www.cpcwnc.org/resources/toolbox/tips-to-facilitate-workshops-effectively>

CHAPTER SEVEN: MONITORING AND EVALUATION

“Monitoring & evaluation can help you improve your project’s quality, mitigate unintended harm or problems, capture your innovation and sustain your ideas as a leader.” – Adapted from NDI’s Monitoring & Evaluation Resource Guide

You have already designed a project you believe will support positive change—so how do you know if you were right in your approach? Although evaluations are often done at the end of the project, they need to be planned ahead of time—even in the earliest stages of project planning. So, what is monitoring? What is evaluation? How do they fit into a project and what do they accomplish?

Monitoring and Evaluation (or “M&E” as it is often called) is a two-part process in your project that is important for:

- Better planning your tasks and measuring your progress.
- Getting frequent feedback about how your project and activities are progressing.
- Improving and changing your project as necessary.
- Demonstrating the success of your project .

How to monitor:

- Examine your project plan and timeline and add in steps to plan to monitor every activity. For example, if you are planning to circulate a petition, make a note in your plan to record the number of signatures you receive.
- If you are coordinating activities that other people will be carrying out (for example, if you are in one city and have a colleague organizing an event for your project in another city), make sure that they plan to record the data you want to monitor (for example, number of attendees).

What to evaluate?

- Implementation of activities: are they going as you planned? On time? With the same budget?
- Quality of activities: are your activities running in the quality you had hoped for?
- Budget: how are expenditures according to your plan? Are you spending more? Less?
- People: how do the different people involved (staff, volunteers, beneficiaries) feel about the project and what are they observing in terms of impact?

Monitoring and Evaluation Glossary

Monitoring: The process of observing your own work and keeping track of every step taken to implement your project.

Evaluation: The process that should be undertaken throughout the life cycle of your project that assesses how well your project is doing in fulfilling its objectives and having the desired impact.

Input: The human and monetary resources that you need in order to reach the outputs of your project.

Output: The measurable, straight to the point expected results to be reached by implementing the project.

Outcome: The result attained after implementing the project, that constituted the objectives at the beginning.

Impact: The changes made to a population or a cause.

Indicator: Quantitative or qualitative measurement to assess

- Examples of evaluation indicators:
 - Number of volunteers recruited from your party who want to help.
 - The type of work each volunteer is doing/has done.
 - If you are using printed documents to support your project, how many have been distributed?
 - How wide is the geographical distribution (i.e. how many districts?) of your support documents? To whom (i.e. what types of people) have you given the documents to?

Make a timeline

A good way to plan your different monitoring and evaluation phases is to place them in a schedule. Create a table or a timeline with the different important steps of your project and then place a plan for monitoring by each activity or step in your project.

Steps to follow to evaluate a project

- Take your goals and objectives and put them in an M&E plan. In a document, write a clear statement that states you project’s goals and objectives and explains fully how your project is planning to achieve them.
- Write down your evaluation questions and indicators.
- Think about methods you will use to collect information.
- Develop an M&E plan with a timeline that includes plans to monitor every activity you will organize. You can make a table to organize your information about an activity. For example, look at the example of an aspiring NGO that works to help single mothers and raise awareness about the issue. An initial M&E plan could look like this:

Input	Output	Outcome	Impact
Create and distribute brochures with information about the project and the potential work of the NGO.	Brochures created and distributed in strategic places (hospitals, NGOs).	People take brochures and, based on their interest, use the information on the brochure.	Single mothers or people interested in the issue call and ask for more information.

- After identifying all of these elements you will be able to observe your progress toward your goals.

How to know that your project is succeeding

- Observe how well you are reaching your initial objectives—either by completely fulfilling them or by making progress on the smaller steps that will lead you toward achieving your goal.
- Assess feedback you receive from the stakeholders or participants on your project’s activities.
- Determine how many people you have reached that you wanted to reach; who have you reached beyond that goal?
- Find the nuanced and anecdotal results (the personal stories and incremental successes) that you can collect and share as part of the evaluation.

Part IV: Making Connections to Succeed

INTRODUCTION TO CONNECTIONS

Progress is impossible in a vacuum. In your leadership endeavors, you will tackle a number of obstacles. The good news is that you are never alone—you are part of a vibrant movement of young women who are building partnerships with each other, connecting themselves and others and cultivating relationships with like-minded colleagues and supporters.

Don't believe us? You're already connected to the women whose ideas created this guide.

Building on your confidence and the capacity you have developed in core skills, you are now equipped and ready to reach out and take your projects and leadership to the next and critical level of leadership: connections.

This chapter will help you develop strategies for linking your personal power and key capacities in support of elevating your leadership, advancement within your political party, and broader public policy goals.

CHAPTER ONE: INCREASING YOUR VISIBILITY

“Everything you do—being a part of a political party, having an organization, building a network—these are tools for increasing the visibility of your leadership and your cause. You must try to use all of the tools available to you in order to make change, to make a difference.” –Sonja Lokar, Chair of the Southeast Europe Stability Pact Gender Task Force and Former Parliamentarian, Slovenia

There are many leaders who, while dedicated to advancing their cause and working as hard as possible to do so, are terrified of being in the spotlight. Conversely, there are many people who long for the spotlight, but who are not truly leaders. You may have created a vision, but without *visibility*, how can you clearly communicate that vision to the public to inspire support?

Your visibility ensures that *others* are thinking about your leadership and the issues that you care about. Visibility lets you establish and build your credibility, above all in the particular party or community where you are trying to have an impact. Visibility informs your party and the public about your accomplishments and shows them how active you are. Visibility makes it easier for you to fundraise, to recruit supporters and to get things done; if you are a “known” presence – if people have already heard of or seen you – they are more likely to trust your leadership.

Visibility is not just about connecting only with the people you need (your target audience); it’s connecting with a larger and broader audience that can get you to your specific target audience (donors, political leaders, beneficiaries of your cause, media etc) through their connections. To this end, visibility is about being recognized by a community and its other leaders.

“Know the rules”: Not all places or groups have the same laws or regulations concerning visibility. You may or may not be permitted to distribute fliers, for example, in public spaces. Or, you may not be able to publish an article without permission from authorities. Find out what the rules are in your community and do your best to adjust your visibility approaches to remain safe and maintain your support.

Here are some practical tips to increase your visibility:

- Determine who you want to reach and why – are you trying to raise awareness, earn votes or garner support? Strategies should vary based on those answers.
- Keep a “success” log – a document that tracks your activities, news coverage or positive emails from people you have helped, so you always have successes to share.
- Write down the names of 5 to 10 leaders that are influential to your cause or project (people who are directly involved or people who show deep interest). Make a plan to meet them and deliver your message.
- Once you meet them, use your networking skills (more on this in Chapter Two) to get in touch with them either via public events or individuals you know in common.
- Make a media/publicity plan; even if you are not an expert at media relations, you can use the communications and advocacy strategies from Part II to reach more people and make sure they

know who you are. Update the public regularly or have one of the influential contacts you make write an article or opinion-editorial for you to promote your cause.

- Always prepare an activity calendar and share it with your networks and make a list of activities organized by other people inside your network.

CHAPTER TWO: NETWORKING AND COLLABORATION AS A SOURCE OF VALUE

“Start with 50 women activists. Find a way to get them to meet each other and get them to know about each other’s projects. Then the network will build from 50 to 100 to 200 women just because each woman will learn something and want to share it. This is how I got people to know about my project. This basic woman’s skill of talking, networking and chatting has caused my project to be sustainable.” – Kawtar Chriyaa, Social entrepreneur and project leader for the Moroccan Women’s Leadership Initiative, Morocco, 23 years old

Networking is the key to your success as a leader and to any project or cause you want to advance. A strong network will enable you to launch and promote your campaign or initiative, implement your activities and achieve your goals. Nothing can happen in isolation! Working alone, it would be extremely difficult to get your project done. Networking provides you with access to new resources, potential funders, possible partners and information, as well as opportunities for sharing experiences and connecting with other activists and leaders.

Everyone needs networks—without a network, it is very hard to achieve positive outcomes. Think about it: Whenever you want to take an action, whether it is to earn a spot on your party’s candidate list, garner votes, or change something within your party, what is the first thing you do? You contact people. That’s networking!

While networking is important for everyone, it is especially important for women. Strategically building connections helps women establish links with women who have common interests, increase their name recognition, share information, strategies and lessons learned, gain support for their initiatives, and become more familiar with the political context. Because many women are new to politics or have been excluded from politics in the past, they have had limited opportunities to build the connections necessary to advance their goals or learn “the game” of politics. Networking is a strategic tool that women can use to help even the playing field.

What is Networking?

Networking comes in all shapes and sizes—from very formal to informal groupings of people interested in a common issue. Networking is a valuable, multi-faceted tool that has different uses and forms depending on what you need it for. A network is a space, either virtual or real, where people are connected to each other. In simple terms, a network can be a friend you have who has a friend you want to meet because that friend has a connection or a skill that could accomplish a task necessary for your project. It can be an activist within your party with whom you get in touch to promote an initiative you are working on and who shares your ideas and message with a section of the party you don’t have access to. It can be an international association of activists working toward a common goal, with the ability to share information both locally and globally.

Strategies for Networking

Step One: Define the people you “need”

Who are they? What kind of positions do they hold? Do they have any decision-making authority? Can they help you or provide support and resources?

Step Two: Define your networking objectives

Ask yourself: What are your objectives for particular networking opportunities? Are you looking for supporters? Resources? Relationships with other people in your field? What do you expect to reach as a result of your networking?

Step Three: Prepare

Prepare your introductions, be ready to answer questions about your project or campaign, have your business cards ready and share your information during events that provide networking opportunities, such as conferences, meetings, dinners, informal gatherings and student groups. Remember your tips from Part I, Chapter Three about your presence, voice and image!

Step Four: Follow-up

Follow up with your favorites—after you get a chance to meet with new people, follow up with the ones that are most interesting or relevant to you, your party and your project. Call or email them shortly after the event is over and ask for a meeting. Make notes on the back of their business cards to remember something personal about them (i.e., *Joe Smith, father of two, likes opera*); those personal connections can help open up future conversations.

Step Five: Be available

Be available for people in your networks. Remember, as much as you need them, they might need you; and as much as you do for them, they will do for you, with the same enthusiasm.

Myths about Networking

You should target only people who have similar interests/experience/activities. **Wrong.**

- Why not? Because you need a diversified network that has people with different backgrounds and skills—people who can do things you might be unable to do. For example, if your project and interests are about defending women’s rights and your educational skills relate to those, it would not harm you to network with graphic designers or documentary specialists with whom you can collaborate to produce awareness brochures or short movies about the cause.

You should network only with people you see/interact with regularly. **Wrong**

- Why not? Because having a stable network is good, but you want to expand it and invite more people in and join other networks yourself. Broadening your network opens you up to new sources of information, resources and potential partners.

*You can network randomly and improve. Preparation isn't necessary. **Wrong***

- Why not? Because you need to plan your networking efforts in order for them to be successful. Without a plan, your network will not be one that you can mobilize, but rather just a list of people you met in various venues. So, when planning your networking efforts, make a plan of people you *need to access*, depending on each task in your project.

*It's better to network with all people regardless of what organizations they are affiliated with; just network, it is the most important. **Wrong***

- Why not? Because you need to know what people are affiliated with and their ideologies. Make a list of organizations that can be useful to you.

*Time does not matter, opportunities always come. **Wrong***

- Why not? Because knowing how much time you have is key to success. You need to be proactive in forming and using connections. They won't always come to you!



TIPS FOR NETWORKING:

- **Start small:** Practice networking with people you are already familiar with –current and former colleagues, family, friends.
- **Get over your fear of rejection:** Think of it this way - the other person is probably just as terrified of introducing herself to you.
- **Stop apologizing:** Approach a conversation with confidence.
- **Be in control:** Be aware of your body language—stand up straight and don't fidget. Introduce yourself first, shake hands and use a person's name several times when you first meet. Have some prepared questions planned and listen intently.
- **Be prepared:** Practice your personal pitch. Have a 30 second "elevator speech" prepared for when someone asks what you do. Hand out business cards with current contact information.
- **Tap into your passions:** join clubs or attend events that attract people with interests similar to yours, then really involve yourself.
- **Ask for introductions:** Don't cling to just one person or the people your already know at an event.
- **Be generous:** Generosity goes a long way when you're networking. Think of connections you can make for the person to whom you are speaking. People will naturally want to connect you with prospects as well
- **Follow up:** Send a follow up email/note or phone call to whomever you met at the event; most people don't do this, so it will make you stand out. Schedule a follow up time to meet.
- **Be yourself!**

- **Remember**, networking is a process. Your goal should be for others to get to know you, the skills you possess and all you have to offer. People want to do work with and help people they know and like.

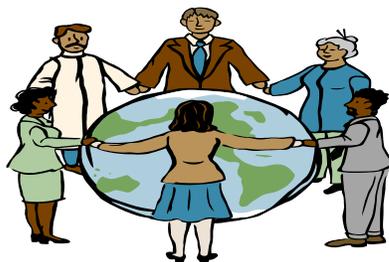
Connecting with the Online: Social Networking vs. Professional Networking

As more people are using the internet, the first rule of social and professional networking online is to keep them separate! Mixing social and professional networking is a common mistake, especially considering the increase in networking opportunities that are available or facilitated using new media technology and social networking platforms. For instance, online communities are often the tool used to build relationships with people who do the same activities and share similar interests.

Social networking has opened new opportunities and invented new ways to communicate and share information through tools such as Facebook™, Twitter™ and LinkedIn™. While these are great tools for increasing visibility and reaching high numbers of people, there is potential danger in this way of sharing, because it is very difficult to separate your social life from your professional one—if you aren't careful, you risk losing opportunities.

How can you remain professional while networking?

- If you have internet access, create a professional image of yourself online. Avoid posting personal documents and pictures online.
- Avoid sharing pictures of yourself that you do not want a potential supporter to see, or posting an unfriendly comment that you do not want a potential supporter finding out about.
- People who might be interested in collaborating or networking with you might want to find out about the following information:
 - Notes you write or articles you publish.
 - Your interests and hobbies.
 - Groups you belong to and organizations and causes you support or you do not support.
 - Pictures/videos of you or posted by you.
- Online, always double check your privacy settings to be safe.
- To be professional, highlight your points of strengths, relevant volunteer and professional work and related experiences online.
- Regularly update your online profile and use it to publicize the issues or campaigns to which you want people to pay attention and that are relevant to your work.



CHAPTER THREE: RECRUITMENT

“The impetus for getting involved is to make change and correct injustice. If you have a vision, don’t give up or stray from the goal you want to achieve. But when we are alone, we can do nothing. We must be in a group to work toward the same goals to which we aspire.” – Nouzha Skalli, Minister for Social Development, Family and Solidarity, Morocco

Whether you are looking for new members to join your party, people to help implement a project or supporters to organize your campaign, you will need to recruit people and convince them to join you. Recruiting new members and supports help a campaign to be successful, a political party to remain vibrant, and helps ease your workload. There are several reasons you need volunteers, whether it’s on a project or campaign:

- You don’t want to burn out!
- You don’t want to spread yourself too thin by trying to do everything yourself. If you don’t have anyone to whom you can delegate, things might start falling through the cracks or you might miss valuable opportunities.
- You want to get other people interested and active in your cause.
- Recruiting and working with volunteers is a good opportunity for you to develop your “people management” skills.
- Your ability to generate enthusiasm and new supporters will help you further your own goals and help position yourself as a valuable asset to you party.

Why do people volunteer?

The first step in successfully recruiting people is figuring out what their interests are. You can build and maintain a strong volunteer program and support base by appealing to people based on their own internal motivations.

Some possible motivations include:

Policy: People who volunteer because they support the cause or the issue that relates to your project or that your campaign or party stands for.

Social: People who volunteer or join do so to make new friends and extend their social network.

Opportunity: People who volunteer because they are looking for future jobs, money or connections.

Recognition: People who volunteer because they are looking to be acknowledged for their contributions.

Personal: People who volunteer to build their self-esteem or provide a change from the routine of their lives.

Remember that you can motivate people to take action on the issues they care about by showing them how they will make a difference and create positive change by volunteering with you.

How do I recruit people?

Now that you know what motivates people join or volunteer, how do you attract them and convince them to join your party or campaign? Here are a few key recruitment strategies:

- Use your personal contacts to get your first recruits. People who already know you will be most likely to [volunteer](#) on your campaign or join your party.
- Contact your local party leadership for the names of people who have been involved with the party or with campaigns in the past but who have become inactive. They were interested once, so chances are good that you can interest them again.
- Determine what your overall recruitment goal is. If you are managing a recruitment drive, set a target number of people that each member of your team is responsible for recruiting.
- Notify student and civil society organizations, especially those that may share similar goals or interests as you or your party, that you are conducting a recruitment drive and assign some of your team to target their outreach there.
- Host a [party](#) or an event to attract new members. Assign members of your recruitment team the responsibility of publicizing the event and inviting their family and friends.
- Promote your campaign, project or party by hanging posters, placing advertisements or getting radio coverage. While you will naturally focus on areas where your message is likely to be well-received, do not overlook “non-traditional” or less likely areas – you never know where you will find support!
- When making an appeal to potential supports or party members, try to connect with them and demonstrate how you or your party can be responsive to their concerns or interests.
- When prospective members or volunteers attend a meeting or event, make them feel welcome and included. Greet them personally, thank them for their interest and be sure to avoid inside jokes, technical language or anything else that may make them feel excluded. Be sure to get contact information from everyone. Contact them after the meeting to follow up with them and invite them to the next meeting.

Managing Volunteers:

So once you’ve got them, what do you do with them? Here are some best practices for managing the people who are interested in volunteering on your project or campaign.

- Keep track of all volunteer efforts and contributions, no matter how small or short-term.

- Make sure to use your volunteers. Nothing is worse than getting someone excited to help out and then having nothing for them to do.
- Take caution: Since volunteers aren't paid, they can't ALWAYS be relied upon. Try and balance between recruiting more people than you'll need (to account for the drop off) and recruiting too many people that your operation will become crowded.
- Follow-up! If someone says they will volunteer for a certain task, call them the day before and confirm with them.
- Always be recruiting. At conferences, meetings and other events, keep an eye out for people who might be interested in volunteering for your project, or who might bring a needed skill or talent to the table.
- Thank everyone, always. It's free to say "thank you"—but it will cost you people and enthusiasm if you don't.

CHAPTER FOUR: MENTORING AND NURTURING YOUR NETWORK OF SUPPORT

The most important roles you play as a leader are being a voice, advocate and constant source of support for others, particularly other women in your party who may not have the support they need to find their own confidence, capacities and connections. Mentorship—a supportive relationship established between two people to share knowledge, skills and experience—is a powerful tool for learning and realizing your potential in each of these areas.

Mentorship is critical at every stage of your life, and there isn't one successful woman leader who doesn't have a mentor, or a trusted counselor or guide. Having a personal guide, with whom you can build a lifelong relationship characterized by support and from whom you can constantly seek professional advice is invaluable to your success as a leader. Think of a mentor as a person who can always answer your questions and help you clear your mind when you have doubts.

Mentorship isn't, however, a one-way street. To experience the maximum benefits of having this invaluable relationship that will walk you through personal, professional and political challenges and opportunities, you must experience mentorship from all levels.

Different types of mentoring:

Traditional – find someone who is older, more knowledgeable than you and with experience relevant to your interests and goals. Sometimes, women become your mentor naturally over time. But don't be shy to ask someone to be your mentor. It is a wonderful compliment and honor for someone to be put in that role.

Intergenerational mentoring– mentor others who are younger, less knowledgeable than you with goals and interests relevant to your achievements and goals. But beyond this, allow yourself the opportunity to *be mentored* by someone younger than you who might teach you something new about yourself, the goals you want to pursue and methods for achieving them.

Peer-mentoring– mentor and be mentored by someone your own age, with a similar level of experience. Support each other through the realities of leadership, through the challenges of managing your time and maintaining personal balance. Share strategies and promote each other in your respective networks.

If You Are a Mentor:

- Be informed about the cause of your mentee, and be sure to understand the challenges faced by and opportunities presented to her.
- Use your own experience in your mentee's field, and take time to think about what you can provide in terms of knowledge and support.
- Use your interpersonal skills and adapt your communication tools to your mentee's needs.
- Show enthusiasm and excitement about helping your mentee, it will motivate her.

- Think about your mentee as a competent, unique individual, and respect her thoughts and values even if they are different from yours or reflect a different generation’s mindset.
- Be committed! If you are willing to provide your help as a mentor, you need to commit to it on a long term basis.

If You Are a Mentee:

- Contact your mentor and build the relationship through your own initiative; send emails, make phone calls, stay in touch and always, always say thank you.
- Make sure to attend the sessions or meetings you agree on; be prepared and have questions ready.
- If you are asked to do an exercise or reflection on a specific topic, do it and always be prepared.
- Reflect on the ideas you receive and feel free to discuss and reply; it is not a one way communication, but rather collaborative action.
- As a mentee you have the opportunity to be advised and to network, so take advantage of it.
- Be sure to know what you want to accomplish through your relationship with a mentor.
- Be sensitive and aware of the difference between seeking personal advice and a shoulder to cry on, versus professional advice and direction. Be communicative.

➤ **Exercise: Who Do You Admire and Why?**

Think about the woman you admire most in your life. Why? List out the characteristics and read them aloud to yourself or a friend. Think about the reasons you chose this person. Make a goal for the next 6 months:

- 1. Appreciate the wisdom of women who came before us** – find a book by a woman world leader and read it.
- 2. Appreciate the role models who are paving the way for your opportunities and equality** – seek to meet a woman who is a visible leader in your party or country.
- 3. Appreciate the leaders in your own life** – Take the woman in your own life to lunch and thank her.

Never forget that we admire most in others what we admire or hope to see in ourselves.



Moving Forward

Every woman has the potential to be a leader in her own life, community, party, country and in the world; you are now equipped with the leadership tools to help other women find their own confidence, capacities and connections.

Your challenge from this point forward is to put all the pieces of this guide together to achieve your goals and build your profile as a leader within your party. All of the chapters in this guide are linked; you cannot think of networking, for example, as something that you do that is separate from message development, or putting your project plan together, or effectively managing your time. Rather, apply a new approach to your leadership path by combining all of these tools and strategies together so you can be as powerful as you can be.

Appendix I: Glossary of Key Terms in Women's Political Participation

Affirmative Action - Affirmative action means positive steps taken, in the form of public policies, programs and regulations, in an attempt to compensate for discriminatory practices, which have in the past prevented or impaired members of a certain part of the populations' fair consideration or equal enjoyment of human rights. These programs and regulations may involve granting to that population segment certain preferential treatment in specific matters as compared with the rest of the population.

Beijing Platform for Action - The Fourth World Conference on Women was convened by the United Nations in 1995 in Beijing, China. The aim of the conference was to assess the progress since the Nairobi World Conference on Women in 1985 and to adopt a platform for action, concentrating on key issues identified as obstacles to the advancement of women in the world. The conference focused on 12 areas of concern including education, health, violence against women, women and armed conflict, poverty, women and the economy, power and decision-making, human rights, media, the girl-child, and the environment. The participating governments adopted the Beijing Declaration and Platform for Action in order to address these concerns.

Caucus - Women's caucuses are a critical component of building democratic governance. Worldwide, women's caucuses or committees have been essential in integrating a gender perspective into the policy development process and in introducing legislation that addresses priority issues for the achievement of gender equality. Women's parliamentary caucuses frequently represent a unique space within legislatures for multi-partisan debate and to amplify the ability of the women's caucuses and commissions to be effective within the larger legislative, civic and political processes. Women's caucuses play a number of roles and help consolidate women's political power in a variety of ways.

Convention on the Elimination of Discrimination Against Women (1979) - Adopted in 1979 by the UN General Assembly, [CEDAW] is often described as an international bill of rights for women. It defines what constitutes discrimination against women and sets up an agenda for national action to end such discrimination. The Convention takes an important place in bringing the female half of humanity into the focus of human rights concerns. The spirit of the Convention is rooted in the goals of the United Nations: to reaffirm faith in fundamental human rights, in the dignity, and worth of the human person, in the equal rights of men and women. The present document consists of 30 articles that spell out the meaning of equality and how women's rights can be achieved in areas such as: individual rights against discrimination; political and civil rights; and social, cultural and economic rights. In so doing, the Convention establishes not only an international bill of rights for women, but also an agenda for action by countries to guarantee the enjoyment of those rights. The Convention now has 98 signatories and 186 countries are party to the treaty.

Enforcement Mechanisms - Procedures or remedies that are available to seek redress either at the national or international level for violations or non-compliance of a treaty, law or policy related to women's rights.

Gender - Gender refers to the roles and responsibilities of men and women that are created in our families, our societies and our cultures. The concept of gender also includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men (femininity and masculinity). Gender roles and expectations are learned. They can change over time and they vary within and between cultures. Systems of social differentiation such as political status, class, ethnicity, physical and mental disability, age and more, modify gender roles. The concept of gender is vital because, applied to social analysis, it reveals how women's subordination (or men's domination) is socially constructed. As such, the subordination can be changed or ended. It is not biologically predetermined nor is it fixed forever.

Gender Analysis - Gender Analysis offers a framework for illuminating the opportunities and constraints in program activities that are based on the relations between women and men. The analysis of information about men's and women's roles in society, their interdependence, access to resources, and relative participation and power provides essential insights needed to build, policies, programs and projects that identify and meet the different needs of men and women. Including gender analysis as a part of the program planning process, helps the practitioner identify key gender issues to build into program design and implementation.

Gender Equality - Gender Equality means that women and men have equal conditions for realizing their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of both the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and their society.

Gender Equity - Gender equity denotes the equivalence in life outcomes for women and men and recognizes their different needs and interests. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field, such as a redistribution of power and resources. Equity is a means. Equality is the result.

Gender Mainstreaming - Gender Mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for ensuring that women's and men's concerns and experiences are considered and represented in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender Parity - Gender Parity refers to an equal number of women and men represented in any body, organization, group or activity.

Gender Quota - Gender quotas, generally used in reference to women, are mandated targets or minimum thresholds for the number of women (or men), often as candidates proposed by a party for election or reserved seats for women in the legislature. Quotas may be constitutionally or legislatively mandated or take the form of voluntary political party quotas. Gender quotas are generally put in place

in response to the slow rate at which the representation of women in decision-making bodies has increased in a country.

Gender Responsive Budgeting - Gender responsive budgeting (GRB) is a tool used to analyze public spending from a gender perspective to identify the impact of government revenue and expenditures on women and men, boys and girls. It entails identifying the gaps between policy statements and the resources committed to their implementation. GRB initiatives aim to strengthen citizen advocacy and monitoring, hold public officials more accountable, and provide the needed information to challenge discrimination, inefficiency and corruption in order to propose feasible policy alternatives. Additionally, by highlighting the ways in which women contribute to society and the economy with their unpaid labor, and the needs of the poorest and most powerless members of society, GRB initiatives are important mechanisms for promoting social equality.

Gender Sensitivity - Gender sensitivity is the ability to recognize gender issues, and the ability to recognize women's different perceptions and interests arising from their different social location and different gender roles. This concept was developed as a way to reduce barriers to personal and economic development created by sexism. Gender sensitivity helps to generate respect for the individual regardless of sex. It helps members of both sexes determine which assumptions in matters of gender are valid and which are stereotypes or generalizations.

Protocol to the African Charter on Human Rights on the Rights of Women - In 2003, the African Union adopted the Protocol on the Rights of Women in Africa, a supplementary protocol to the African Charter on Human and Peoples' Rights. Advancing the human rights of African women through creative, substantive and detailed language, the Protocol covers a broad range of human rights issues. For the first time in international law, it explicitly sets forth the reproductive right of women to medical abortion when pregnancy results from rape or incest or when the continuation of pregnancy endangers the health or life of the mother. The Protocol explicitly calls for the legal prohibition of female genital mutilation as well as an end to all forms of violence against women including unwanted or forced sex, and a recognition of protection from sexual and verbal violence as inherent in the right to dignity. It endorses affirmative action to promote the equal participation of women, including the equal representation of women in elected office, and calls for the equal representation of women in the judiciary and law enforcement agencies as an integral part of equal protection and benefit of the law. Articulating a right to peace, the Protocol also recognizes the right of women to participate in the promotion and maintenance of peace.

APPENDIX II: RECOMMENDED RESOURCES

Advocacy

Conseils pratiques pour approcher un plaidoyer, Tear Fund

<http://tilz.tearfund.org/webdocs/Tilz/Roots/French/Advocacy/ADVKIT2F.pdf>

Qu'est-ce que le plaidoyer?, SARA/AED

http://portals.wi.wur.nl/files/docs/gouvernance/Advocacy2_French.pdf

Leadership

Passer à l'action: guide de participation politique des femmes, Women's Learning Partnership

http://www.learningpartnership.org/sites/default/files/shared/u16/LeadingToAction_French.pdf

Montrer le chemin, Women's Learning Partnership

<http://www.learningpartnership.org/sites/default/files/shared/u16/frenchlftcmanual.pdf>

Message Development/Communication

Surmonter la peur de parler en public, Institut Repère

<http://www.institut-repere.com/PROGRAMMATION-NEURO-LINGUISTIQUE-PNL/surmonter-la-peur-de-parler-en-public-ilmonsempes.html>

Networking

International Knowledge Network of Women in Politics, www.iknowpolitics.org/fr

Création de réseaux pour le changement de politiques: Un manuel de formation pour le plaidoyer, The Policy Project,

http://www.policyproject.com/pubs/manuals/AdvocacyManual_Fr.pdf

Strategic and Project Planning

Planification Stratégique, Civicus

<http://civicus.org/view/media/Planification%20Strategique.pdf>

Plan d'Action, Civicus

<http://civicus.org/view/media/Plan%20d%20Accion.pdf>

New Tactics in Human Rights: A Resource for Practitioners, New Tactics,

<https://www.newtactics.org/fr/tools/new-tactics-human-rights-resource-practitioners-french>

Monitoring and Evaluation

Le suivi et l'Évaluation, Civicus

<http://civicus.org/view/media/Le%20suivi%20et%20l%20Evaluation.pdf>

Women's Political Participation

Réponse récapitulative sur les moyens de promouvoir la parité au sein d'un parti politique, iKNOWPolitics

http://www.iknowpolitics.org/files/reponse_honduras_fr_0.pdf

Réponse récapitulative sur les meilleures pratiques mises en place par les partis politiques pour promouvoir les femmes, iKNOWPolitics

http://www.iknowpolitics.org/files/consolidated_response_women_political_parties_FR.pdf

Réponse récapitulative sur l'incidence de l'analphabétisme sur la participation des jeunes filles à la vie politique, iKNOWPolitics

http://www.iknowpolitics.org/files/2010_09_20_Reponse_Recapitulative_Analphabetisme_Jeunes_Femmes_LG_PK.doc

Le Réseau International de Connaissances sur les Femmes en Politique (iKNOW Politics)

<http://iknowpolitics.org/fr>

International IDEA

<http://www.idea.int/>

Union Interparlementaire

<http://www.ipu.org/french/home.htm>

APPENDIX III: TOOLS AND TEMPLATES

A. Why Women In Politics

B. Balance Assessment Sheet

C. Time Tracking Sheet

D. Leadership Self-Survey

E. Win with Women Global Action Plan

Appendix A. Why Women In Politics

WHY Women in Politics?

The full and equitable participation of women in public life is essential to building and sustaining strong, vibrant democracies. Accordingly, the meaningful participation of women in national, local and community leadership roles has become an important focus of global development policy. Still, some may ask **WHY** it matters if women become political leaders, elected policymakers or civil society activists. **WHY** does the world need more women involved in all aspects of the political process? Women's political participation results in tangible gains for democracy, including greater responsiveness to citizen needs, increased cooperation across party and ethnic lines, and more sustainable peace.

Women's participation in politics helps advance gender equality and affects both the range of policy issues that get considered and the types of solutions that are proposed. Research indicates that whether a legislator is male or female has a distinct impact on their policy priorities, making it critical that women are present in politics to represent the concerns of women and other marginalized voters and help improve the responsiveness of policy making and governance. There is strong evidence that as more women are elected to office, there is also a corollary increase in policy making that emphasizes quality of life and reflects the priorities of families, women, and ethnic and racial minorities. Women's political participation has profound positive and democratic impacts on communities, legislatures, political parties, and citizen's lives, and helps democracy deliver.

WOMEN WORK ACROSS PARTY LINES

Research shows that women's leadership and conflict resolution styles embody democratic ideals and that women tend to work in a less hierarchical, more participatory and more collaborative way than male colleagues.ⁱ Women are also more likely to work across party lines, even in highly partisan environments.

- Since assuming 56 percent of the seats in the Rwandan parliament in 2008, women have been responsible for forming the first cross-party caucus to work on controversial issues such as land rights and food security. They have also formed the only tripartite partnership among civil society and executive and legislative bodies to coordinate responsive legislation and ensure basic services are delivered.ⁱⁱ
- 25 percent of women lawmakers in the U.S. cite women from the opposition party as key supporters of their top legislation, while only 17 percent of male lawmakers name similar support.ⁱⁱⁱ
- In the Russian Federation, an examination of the role of female legislators in the *Duma*, or parliament, shows that the women legislators were able to set aside ideological and party differences to promote legislation benefiting children and families on a multi-partisan basis. They proposed measures that increased benefits to citizens with children, extended pregnancy benefits and parental leave, reduced taxes for families with many children, created penalties for domestic violence, and promoted equal rights for men and women.^{iv}

- Women members of parliament (MPs) in Britain have informally worked together across party lines on issues that are important to society, including issues like employment law, equal pay, and violence against women.^v
- In a demonstration that women party members are prepared to cross the boundaries of parties, ethnicity, religion, language and districts to meet their objectives, NDI identified non-partisan issues in Sri Lanka on which women politicians from all parties came together, despite extreme political tensions, to draft and endorse a platform for improving women's political participation.

WOMEN LAWMAKERS ARE HIGHLY RESPONSIVE TO CONSTITUENT CONCERNS

Research shows that women lawmakers tend to see “women’s” issues more broadly as social issues, possibly as a result of the role that women have traditionally played as mothers and caregivers in their communities,^{vi} and that more women see government as a tool to help serve underrepresented or minority groups.^{vii} Women lawmakers therefore have often been perceived as more sensitive to community concerns and more responsive to constituency needs.

- On average, congresswomen in the U.S. sponsor 3 more bills per congressional term than do congressmen and co-sponsor 26 more bills per term than male colleagues.^{viii} Congresswomen in the U.S. bring in 9 percent more money for their districts than their male counterparts. This amounts to roughly \$49 million extra for the district or \$88 per capita per year for citizens represented by women.^{ix}
- Legislators in the U.S. agree that the presence of women has increased access to the legislature for economically disadvantaged groups and for the concerns of racial and ethnic minority groups. Additionally, women are notably more likely to report that the attitudes of their constituents would be the most important consideration in determining how they would vote (42 percent versus 33 percent).^x

WOMEN HELP SECURE LASTING PEACE

Women are deeply committed to peace building and post-conflict reconstruction and have a unique and powerful perspective to bring to the negotiating table. Women suffer disproportionately during armed conflict and often advocate most strongly for stabilization, reconstruction and the prevention of further conflict.

- Research and case studies suggest that peace agreements, post-conflict reconstruction and governance have a better chance of long-term success when women are involved.^{xi} Furthermore, there is strong evidence that establishing sustainable peace requires transforming power relationships, including achieving more equitable gender relations.^{xii}
- In Rwanda, women lawmakers have led the way in instituting decentralized governing structures that maintain stability through inclusive decision making. Women have initiated and implemented national and local reconciliation efforts at the grassroots level, a critical step in preventing further conflict and facilitating reconstruction.^{xiii}
- Women's peace groups in Uganda have used conflict resolution training to successfully reduce the level of violence in their communities. In the face of strong resistance from male leaders,

women have established cross-community coalitions to open up dialogue and are operating centers to rehabilitate former girl abductees and child soldiers.^{xiv}

- Research in post-conflict Kosovo has found that 63.6 percent of women can envision working with a woman of another ethnic group, an important indication of prospects for peace and reconciliation.^{xv} The Women's Informal Group (WIG) in Kosovo, for example, is a multi-party women's caucus that has worked across partisan lines to advance gender equality in Kosovo, including through the publication of a guide for women to their rights under the new constitution.

WOMEN'S PARTICIPATION ENCOURAGES CITIZEN CONFIDENCE IN DEMOCRACY

Around the world, women politicians are often perceived as more honest and more responsive than their male counterparts, qualities which encourage confidence in democratic and representative institutions.

- In a study of 31 democratic countries, the presence of more women in legislatures is positively correlated with enhanced perceptions of government legitimacy among both men and women.^{xvi}
- There is significant evidence from the private sector to show that a gender balance among decision makers significantly improves the outcomes of decision-making processes. In a study of the top 1,000 *Fortune* companies, researchers found a strong positive correlation between company performance and the level of gender and racial diversity on the board. Companies with at least two women on the board performed significantly better than those without,^{xvii} resulting in a formula for success that could be translated into policy-making bodies.

WOMEN PRIORITIZE EDUCATION, HEALTH & OTHER KEY DEVELOPMENT INDICATORS

When women are empowered as political leaders, countries experience higher standards of living, positive developments can be seen in education, infrastructure and health, and concrete steps are taken to help make democracy deliver.

- Using data from 19 OECD countries, researchers found that an increase in women legislators results in an increase in total educational expenditure.^{xviii}
- In a survey of 187 women who hold public office in 65 countries, the Inter-Parliamentary Union found that 90 percent believe they have a responsibility to represent women's interests and advocate for other members of society.^{xix}
- In India, research showed that West Bengal villages with greater representation of women in local councils saw an investment in drinking water facilities that was double that of villages with low levels of elected women, and that the roads there were almost twice as likely to be in good condition. The study also revealed that the presence of a woman council leader reduces the gender gap in school attendance by 13 percentage points.^{xx}
- Despite representing only 14 percent of deputies, Argentina's women parliamentarians introduced no fewer than 78 percent of the bills related to women's rights.^{xxi}
- In a study of Swedish women local legislators, women showed a strong preference for childcare and elder care over other social issues. These differences in priorities were reflected in local

spending patterns, with more money directed towards childcare and the elderly in districts with more female representation.^{xxii}

- 14 percent of women legislators in the U.S. named healthcare as a top priority issue, versus only 6 percent of male legislators who viewed health care as a top concern.^{xxiii} Consistent emphasis on healthcare by women legislators is mirrored around the world.^{xxiv}

So, **WHY** women in politics? The positive impact of women in politics is undeniable. Kofi Annan noted, “study after study has taught us, there is no tool for development more effective than the empowerment of women. No other policy is as likely to raise economic productivity or to reduce child and maternal mortality. No other policy is as sure to improve nutrition and promote health, including the prevention of HIV/AIDS. No other policy is as powerful in increasing the chances of education for the next generation.”^{xxv} In order to meet worldwide development goals and to build strong, sustainable democracies, women must be encouraged, empowered and supported in becoming strong political and community leaders.

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¹ Shevchenko, I. (2002) “Who Cares about Women’s Problems? Female legislators in the 1995 and 1999 Russian State Dumas” in *Europe-Asia Studies*. Vol. 54, No. 8: 1208.

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Appendix B. Balance Assessment Sheet

STEP ONE: Assessing Your Current Balance

Category	Check the appropriate box for each category				
	1=Bad	2=Could be better	3=OK	4=Pretty Good	
<p>EDUCATION: Are you where you want to be in terms of earning degrees and continuing formal, higher education? Are there new life skills you want to learn (such as a foreign language or new technology) you want to learn? Are you pursuing opportunities to do so? Are you continuing your education in a lifelong way by reading and building awareness of national and global issues?</p> <p><i>Comments:</i></p>					
<p>COMMUNITY ENGAGEMENT: How involved are you in your community? Considering the opportunities for political and civic engagement available to you (such as neighborhood associations, volunteer work, community service or political parties), how involved are you? What are you doing to make your community better? To inspire others?</p> <p><i>Comments:</i></p>					
<p>NETWORKING: What networks are you a member of? Are you actively contributing to the growth and maintenance of those networks? Are you getting what you want from your networks? Are there networks you have not accessed, but would like to? Is there someone you would like to meet? Have you tried to meet her/him?</p> <p><i>Comments:</i></p>					
<p>VISIBILITY: Who knows you? Who knows about or sees and reads about the good work you are doing? What public credit are you giving yourself for your leadership history – whether through an association, cause or personal visibility? Have you had a story printed or something posted online?</p> <p><i>Comments:</i></p>					

FINANCES: Do you know the situation of your personal finances? How much money do you want or need compared to what you have? What types of money or support are necessary for you to achieve your goals? Do you know where to look for money?

Comments:

HEALTH: Are you in good health? If not, are you aware of what it would take to be in better health? Is your lifestyle supporting your goals for health? Are you eating in a way that makes you feel healthy and happy? Are you exercising in a way that makes you feel healthy and happy? How is your mental health? Energy?

Comments:

PERSONAL: Are you being good to yourself? What makes you happy? Are you doing things that are personally important to you and that bring you joy and peace – such as reading, watching TV/movies, having time alone, seeing friends, shopping, exercising, writing, volunteering, painting, chatting online, dancing, cooking or meditating?

Comments:

FAMILY & RELATIONSHIPS: Are you devoting time to nurture relationships (with family, partners, close friends and mentors or others in your life who are important to you) based on what YOU want and not what is expected of you? Are there particular relationships you would like to strengthen?

Comments:

SPIRITUAL: This category is personal in nature and depends on each individual; spirituality is about whatever feeds your spirit and this doesn't have to be religion. Can you define spirituality – religious or otherwise – for your life? Are you doing the things that make you feel spiritually satisfied – prayer, going to church/mosque/temple, meditating, practicing yoga, experiencing nature or playing music?

Comments:

LOVE: This category is not only about romantic love. Are you working on the lifelong process of loving yourself? Others? Are you dating and building relationships in a way that brings you growth and happiness? If married, are you devoting quality time to your marriage? Does this relationship make you feel happy and fulfilled? If a mother, cousin or aunt, are you devoting quality time to your children or nieces or nephews? Are you working on friendships?

Comments:

STEP TWO: Looking at the Big Picture

How confident are you?			
How happy are you?			
How authentic and honest are you with yourself?			

STEP THREE: Total Your Score

My Total Score = _____/65 TOTAL POINTS

Date of Assessment = _____



STOP: THINK

There is no “perfect” or “failing” score. These are aspects of your life that will grow with you, changing with time and context. Think about how you graded yourself. Where did you score the highest? The lowest? Why? Think about the steps you could take to achieve the scores that would satisfy you the next time you do this exercise – at least twice a year and anytime you are feeling overwhelmed by everything competing for your attention. Revisit this self-assessment every six months. Date your answers and track your progress with time.

Appendix C. Time Tracking Sheet

Category	Average Hours Per Day	Total Hours
Sleep		
Getting ready in the morning		
Time in office		
Time in meetings		
Facebook™ and/or online chatting		
Driving or other transportation		
Cooking		
Watching TV		
Getting ready for bed		
Education/Learning		
Public engagement		
Networking		
Finances		
Health and exercise		
Personal time		
Relationships and family		
Spirituality		
Caring for family members		
Political work		
<i>Other:</i>		

Appendix D. Leadership Self-Survey

Complete the following inventory of your leadership skills. There are 10 questions. Some are open-ended and others require that you circle the number that best represents how you behave on a scale of 1 to 10 (1=Not True and 10=True).

***There are no right or wrong answers.**

Please be candid in your assessment. When you have finished the inventory, review your answers. Think: Where are my leadership skills strong? What areas could I improve?

Section I: The Basics

1. How do you want to change the world?
2. What have you done to make life better for your fellow citizens?
3. What issues have you tackled in which you have some expertise?
4. What is the accomplishment of which you are most proud?
5. What is the greatest goal you would like to accomplish in your lifetime?

Section III: Mission and Values

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

Not True *True*

1 2 3 4 5 6 7 8 9 10

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

Not True *True*

1 2 3 4 5 6 7 8 9 10

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

Not True *True*

1 2 3 4 5 6 7 8 9 10

Appendix E: Global Action Plan

GLOBAL ACTION PLAN

WIN WITH WOMEN: STRENGTHEN POLITICAL PARTIES

As political party leaders, we are committed to vibrant democratic development and to strong political parties. We believe that the meaningful inclusion of women is critical to achieving these goals. Accordingly, we affirm the need for political parties to become more inclusive, transparent and representative by expanding political opportunities and leadership roles for women. Political parties are unique organizations that aggregate popular interests and seek government office to promote policies that address those interests. They are also crucial training grounds for future government leaders and represent critical avenues for advancing equal rights and opportunities for women in society.

Many political parties today are undertaking needed reform efforts to address growing challenges, including public apathy, credibility questions and relevance to people's concerns. Women's political participation is critical to these advancements. Some political parties are working diligently to increase the role of women as voters, party leaders, activists and candidates for elective office. We salute those party leaders who support us; their leadership is key to the success of this effort. Globally, however, equality continues to be a distant goal. In many countries and parties, women remain largely excluded from decision-making. In some countries, women are denied the right to vote and stand for election. While women comprise over 50 percent of the world's population, they constitute only 15 percent of the positions in national governments.

As political party leaders, we are determined to work within our parties to address barriers that discourage women's full political participation. We are also committed to establish a global political culture supportive of our efforts, through partnerships with civil society and work with the media. Our parties must continue and accelerate efforts underway to reach out to women voters; recruit and train women as political party leaders, activists and candidates; provide resources to women candidates; and ensure that female and male candidates are treated equally. Political parties must also educate citizens regarding the importance of equality between men and women in the public sphere.

At the same time, increased women's participation also plays a key role in efforts to fight corruption and increase political stability in society, as well as enhance the credibility and continuity of political parties. We also believe that women's participation will strengthen the accountability, transparency and integrity of political parties. Recent studies show that corruption decreases as the number of women participating in politics and society increases. The more women participate in political life-as voters, political party leaders or government officials-the more public policy reflects women's concerns and perspectives.

We support three crucial documents that set an international standard for defining equality between women and men, and advocating equal treatment in political and public life: the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the UN Beijing Platform for Action

and UN Security Council Resolution 1325. As we unite to discuss removing barriers to full participation, we will focus on the following themes:

1. Removing restrictions on women's political participation, including restrictions on women's suffrage and candidacy.
 - Repeal all restrictions that do not apply equally to women and men with regard to voting or standing for elections, unless they are temporary measures that promote women's enhanced political participation.
 - Establish a policy of zero tolerance of all forms of political violence, especially violence and harassment against women voters, candidates and party activists.
 - Ensure the physical safety of women party activists, candidates and elected officials by creating safe havens where female politicians and their families can retreat if threatened.
 - Create mechanisms that support and protect women once they gain political visibility or office. Provide women with training in how to respond to personal attacks in the media and/or attacks on family members. Develop networks to assist with rapid responses to such incidents.

2. Increasing the number of women elected officials at the national, provincial and local levels.
 - Incorporate the promotion of women candidates into the official policy of political parties. Encourage women to compete for office at the national, regional and local levels by creating strategic plans to recruit, train and support women candidates.
 - Recruit women candidates to run for public office in urban and rural locations.
 - Consider appropriate mechanisms to elevate women candidates and elected officials, including placing women high on party lists and running candidates in winnable districts. Quotas, in certain circumstances, can play an important role, particularly where women are virtually shut out of the political system.
 - Commit meaningful financial support to women candidates. Female and male candidates who are similarly situated regarding their potential for election should be furnished with equal access to party resources.
 - Provide specialized campaign skills training targeted at women's needs including policy development, debating techniques, networking, advocacy, public speaking, leadership,

media, grassroots organizing, strategic planning, confidence building and fundraising. Include training on message and media that helps women appear confident, clear and well-prepared.

- Maintain a database of women qualified for elected and appointed political positions.
 - Assist women candidates with developing skills in traditionally male dominated areas, such as budgeting and foreign affairs, so that they are equipped to deal with all policy matters.
 - Establish mentoring programs that allow senior-level, national and international role models for women aspirants, candidates and newly elected officials. Encourage women and men to mentor emerging women leaders particularly on the issue of promoting women's representation both inside and outside the party.
 - Recognize windows of opportunity for increasing women's representation in such areas as political transitions, peace processes, electoral reform processes, etc. Women leaders should take advantage of these opportunities to promote reform.
 - Where possible, use international instruments and conventions as tools to build domestic support for increasing women's representation and participation.
 - Build strong relations with civil society organizations to support advocacy campaigns that promote women's representation.
 - Educate journalists on the importance of women in politics and governance.
 - Support women candidates in their search for non-traditional and creative methods of communication in situations where they are confronted with structural obstacles to media access, such as state-owned media outlets.
 - Support the efforts of women candidates to seek training outside of parties and to identify organizations that share their values and can assist them in the delivery of their message.
3. Ensuring that political parties include women in meaningful leadership positions and in meaningful numbers.

- Ensure that women are represented in a meaningful manner in internal party decision-making bodies and party leadership positions.
- Develop advocacy plans that promote a critical mass of at least 30 percent for women's representation in political parties. Ensure that women are listed in winnable positions on candidate lists and that they are represented in leadership positions and on decision-making bodies of parties.
- Address gender issues in party platforms and manifestos. Work with party leaders-both men and women-to discuss issues that connect to the concerns and priorities of women voters.
- Educate party membership on the importance of including women in positions of political leadership.
- Establish an equal opportunity committee (a monitoring and implementation body) that verifies that party bylaws addressing equality between men and women are observed. Men and women should serve on the committee in roughly equal percentages.
- Consider internal quotas, for a specific and agreed upon timeframe, to increase women's participation at all levels of the party.
- Adopt democratic and transparent rules in party constitutions and bylaws and ensure their implementation. Promote transparency in the candidate selection process to establish clear and understandable selection criteria.
- Provide training and financial support to women's party branches, wings or commissions, which should serve as forums for women to contribute substantively to party policy and procedure, party leadership selection and candidate selection. They should also offer opportunities to discuss issues of concern, mentor, network, and build critical policymaking and advocacy skills for women rather than act as token women's representation in the party.
- Analyze electoral systems and legislation to understand their impact on women's political participation. Develop plans to address barriers identified through constitutional, legislative and regulatory reform.
- Work to increase women's political credibility and viability by encouraging partnerships between women party members and party leaders.
- Intensify voter outreach to women by using the party platform to develop messages for and about women. Develop an information bank in party headquarters to store material about women's voter outreach initiatives.

- Encourage the Party Internationals to implement strategies that urge member parties to increase the number of women party activists, candidates and elected officials.
 - Assist women party members, candidates and elected officials with creating access to traditional media sources such as radio, print and television. Facilitate relationships between women politicians and reporters, especially women reporters.
 - Take advantage of the popular perception that women are honest, direct and caring, when crafting messages for the media and selecting the party's spokesperson.
 - Use technology, within parties and government, to meet the needs of women and inform them of government policies and programs.
4. Encouraging greater participation of women in government decision-making and advocating for legislation that enshrines the full equality of women and men.
- Advocate for the appointment of more women to cabinet-level positions and other high government offices. Identify women with policy expertise for high-level government positions and encourage them to develop relationships with both men and women in support of their potential appointments.
 - Promote women within leadership structures in government.
 - Create incentives for women to seek positions in government service, and promote women within the leadership structures of civil service, ministries and government agencies.
 - Form women's caucuses in legislative bodies to work on issues and in coalitions across party lines.
 - Promote legislation enshrining the full equality of women, including prohibiting discrimination against women in hiring and promotion within government service.
 - Establish, strengthen and fund a women's office in each department, ministry or agency to develop action plans and legislative proposals that consider women's needs. Develop and employ national budgeting mechanisms that ensure government agencies are adequately funded to promote and address initiatives focused on women.
 - Track and disseminate data on women's participation in public office on the national, provincial and local levels (e.g., through report cards on the number of women in government office). Assign a government agency or department to maintain the

information and take action annually to improve the statistics. Governments should also be responsive to independent assessments by nongovernmental organizations on this issue.

- Diversify portfolios of women ministers so that they are not limited to social issues.
- Develop training programs, including leadership skills training, to prepare women to fulfill their roles as government representatives.
- Educate citizens about the importance of women in government service through the media and other civic education tools.
- Create legislation to provide for child care, elder care, family care and other policies that support women working in government agencies.
- Partner with non-governmental organizations to educate women leaders and build coalitions for legislative initiatives.
- Create mechanisms in government to measure and address the "digital divide" between men and women.

As political party leaders, we commit to continue our advocacy for increased women's participation and to work with other party leaders-both men and women-to ensure that our parties do everything possible to break down barriers to women's participation



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