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*NDI has been engaged in democratic development in Pakistan for over 14 years. Most of the Institute's work has focused on election-related activities; however, NDI recently expanded this work by providing assistance to political parties and civil society groups to contribute to Pakistan's democratic development. More recently NDI conducted a political party leadership program in the Northwest Frontier Province (NWFP). For more information about NDI and its programs around the world, please visit our website at*

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This publication was made possible through support provided by the Department For International Development-UK. The opinions expressed herein do not necessarily reflect the views of the Department For International Development (DFID-UK) and Her Majesty's Government.

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# A WINNING ORGANISATION

**Political parties strengthen democracy. They articulate public concerns and mediate between the citizens and the state. Their aim is to influence public opinion to earn the trust of the electorate and win power to govern.**

## *Focusing on the local level*

- The local base of a political party just like the roots of a tree must be strong if the party is to grow and succeed. Party leaders must understand the importance of local party building.
- Individual party members are of central importance, without members, a party's leaders, no matter how smart they might be, are doomed to occupy the margins of their country's democratic life.
- Maximizing power of individual members.
- Decentralizing powers to grass-root members.
- Empowerment of individual members in selection, policy development, platforms etc.
- Discipline and clear punishment for members who are guilty of wrongdoing.
- Membership management (real list of the membership).

## *Democracy in Political Parties*

- Limit terms of party leadership
- Have duty to support and protect democratic values and human rights within their own organizations
- Allow members to express their views freely
- Promote the membership of women and youth in the party structures
- Encourage participation by all members
- Be tolerant of different ideas
- Abide by agreed upon rules and procedures for decision-making
- Hold leaders accountable to members and supporters



## Party Organization

- Clearly define roles and responsibilities, rights and powers
- Understand decision-making procedures inside the party
- Clear communication system within the party
- Organizational Structure: National Congress, Executive Committee, Provincial Committee, District Committees, Local Committees, Individual Members

## Party Participation in Elections

- Strengthen internal affairs
- Clear definition of powers, rights
- Clear platform, policies, strategic plans, not just attack other parties
- Tolerance
- Respecting and upholding democratic institutions

## Party System Institutionalisation

- Stability of patterns of electoral competition
- Strength of party roots in society
- Legitimacy of patterns
- Structuring of party organisation

## Party Structures Firmly Established

- Well organised
- Clearly defined internal structures
- Resources of their own
- Helps foster accountability



## BUILDING MEMBERS

The most effective way of recruiting people to your political party is by ASKING them. People join a political party for a variety of reasons:

**Principles** – They generally support the party program. They might not know it all but they agree with what the candidates say.

**Policies** – They are motivated to join because of a particular issue – law and order, better health care etc.

**People** – They like a particular candidate or party leader. Many people join a political party because they respect the leadership/candidates.

**Political activity** – They want to be part of a campaigning organisation or a specific campaign that the party is running.

## Branch Meetings

If you want active members then you must make sure that members get something out of the meeting and their membership of your party. Branch meetings should be used for three main reasons:

- To inform and educate members about political issues
- To involve them in community and branch projects
- To discuss and decide important policy and other issues

When you plan activities and draw up meeting agendas you must bear this in mind.

### When

Once a month on a day that suits everyone. Set a regular time each month – for example the last Wednesday of the month from 5-7 pm. If you meet too often, members get bored and there is little time for other activities. The meeting should not last longer than 2 hours.



### Where

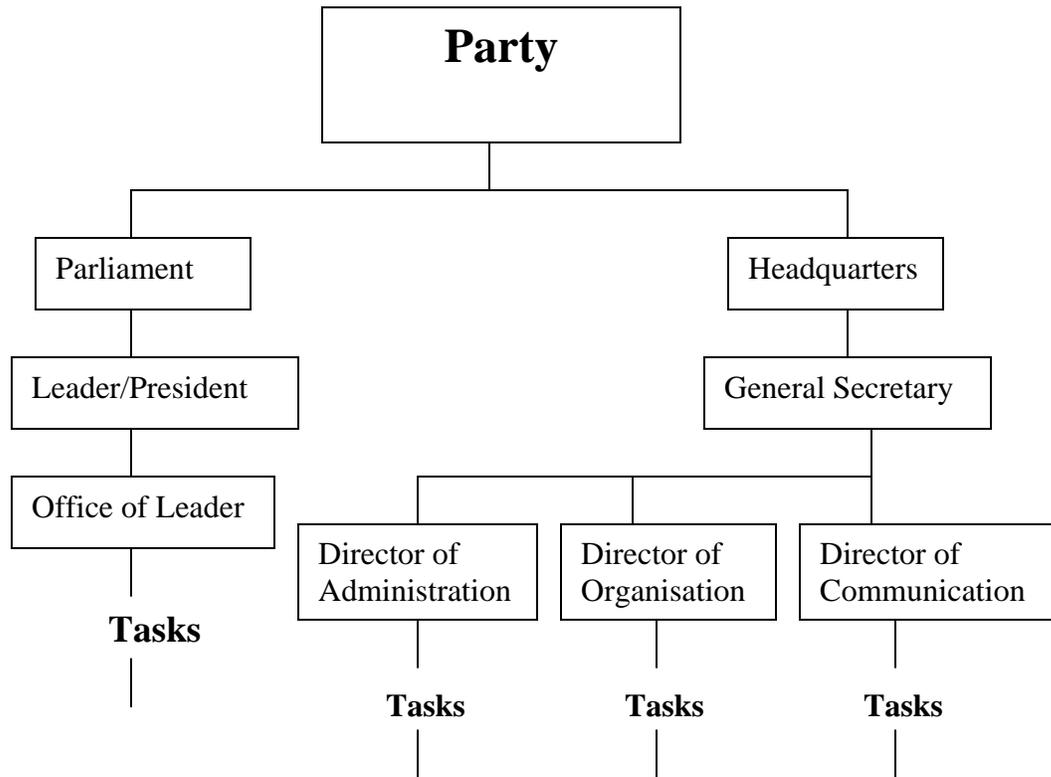
A central venue if possible, use the same venue for all branch meetings, so that you do not have to inform people who come regularly about the meeting time and venue.

## Sample agenda for Branch Meetings

### Sample Agenda for Branch Meetings

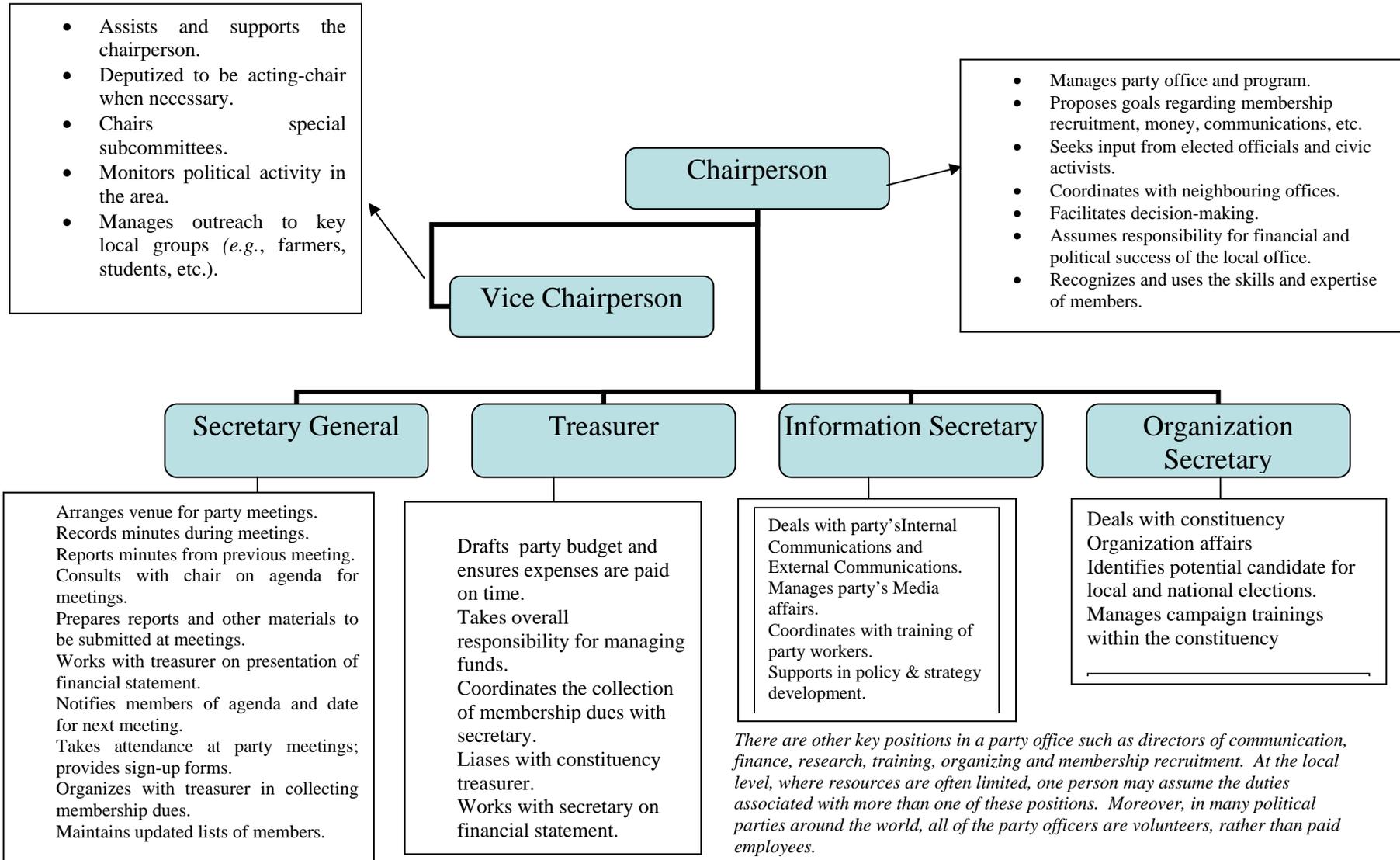
1. Welcome and Introduction – 5 min
2. Report from Officer/Executive Board – share information and focus on issues that need discussion – 15 min
3. Discussion on report – 20 min
4. Guest speaker on a current issue – 15 min input and 15 min for questions
5. Branch plans: group discussions on program of action – 30 min
6. Summary of key tasks and who will do them – 10 min
7. **Closure and set date, time and venue of next meeting.**

## Function Control Chart



Media Management	Fundraising	Constituency Organizers	Internal Communications
Policy & Research	Technology Accounts	Candidate Identification	External Communications
Constituency Business	Administration	Campaign Training	Media Management
Parliamentary Co-ordination	Special Projects	Campaign Management	Training
Day to Day Issues			Policy & Strategy Development

# Party Branch Structure



## Hole in the Wall Game

Using this interesting tool you can assess your party's existing capacity at the local level. You may fill in the bricks (columns) of the facilities which your party branch has with it and leave the columns of facilities blank for those facilities which your branch don't have. This will help you identify weak areas in your party branches so that you can work to improve those.

	50000	Office, phone, fax, computer, internet	Rs. 1000000	At national level	Members of National Assembly	
	15000	Office, phone, fax, computer	Rs. 500, 000	At provincial level	Members of Provincial Assembly	
	10000	Office+ Phone+ Fax	Rs. 300000	At District Level	District councilors/Nazims	
	5000	Office+ Phone	Rs. 200000	At Tehsil level	Tahsil Councilors/Nazims	
	1000	Office	Rs. 100000	At UC level	UC councilors and Nazims	
	Party workers	Facilities	Funds	Training	Elected representative	

## Planning for Strengthening the Local Party Branches

	Literature	Correspondence	Voters Registration	Database	Image Building	Voters Identity	Fund Raising	Workers Trainings
<b>October</b>								
<b>November</b>								
<b>December</b>								
<b>January</b>								
<b>February</b>								
<b>March</b>								
<b>April</b>								
<b>May</b>								
<b>June</b>								

# What is a Political Party

## **A democratic party will:**

- allow members to express their views freely
- promote the membership of women
- encourage participation by all members
- be tolerant of different ideas
- abide by agreed upon rules and procedures of decision-making
- hold leaders accountable to members and supporters.
- The local base of a political party (just like the roots of a tree) must be strong if the party is to grow and succeed.

## **Requires:**

Internal party democracy and transparency by holding periodic elections where party members can freely and independently choose their leaders at central, provincial and national levels.

Allow and encourage their members to express their opinions freely and be tolerant of different views.

Hold leaders accountable to members and supporters.

Selection of leadership for public offices should be made more participatory involving members of the party.

## *Women's Contributions to Political Parties*

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



## Who Does What Within the Party?

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



Briefing Note

## **Political Party Development Program Party Project**

### **Why develop a Party Project?**

Have you thought about developing a Political Party Development Project that will involve party activists and which would improve and enhance the Party on a self-help basis?

A Party Project means conducting a small job through which the existing state of affairs in the Party can be improved. The aim of a Party Project may be to introduce a new idea, activity or process in the party.

Your project may be finding new ways of improvement in the existing process in the party. However, when developing your party project for twelve months, keep in mind that this is a limited time period and one cannot correct or change everything in the party in such a short time.

Therefore your party project should be realistic. Moreover, resources are required to execute every project and because you have to carry out your project on a self-help basis or with the help of your party friends, the aims and objectives of your project should be easily achievable.

In this situation you are probably thinking what to do now? We would like to give you examples of some ideas.

- For example, you can organize a training workshop for new party members in the party office;
- Enhance internal communication within the party by launching a newsletter or create an electronic mail list;
- You can put together a pamphlet regarding the procedure for joining the party and which contains other useful information;
- Ensure party members have a copy of the party constitution and rules;
- You can organize or manage a local fund raising campaign;
- Take measures to improve the party media center (e.g. establishing a media directory, issuing press release or letters to editor to highlight party's performance and stand on various issue.);
- Conduct voters outreach exercises or help to make the party message more effective;
- Establish a members' database by creating a computer list etc.
- You may have several other good ideas.

## **How to develop you party project?**

- 1) Your first step is to evaluate the situation in your party, think about the thing that would most help your party and keep in mind what you can do to improve the situation with your limited time and resources. At this stage, you should consult your friends who will help you voluntarily. In this way you will be able to determine the goals of your party project. While doing so, keep in mind that the aim of your project should not be unrealistic and impractical.

Your project will be evaluated following its completion to determine whether it succeeded in achieving its goal.

- 2) List all the jobs and required resources which you will need to carry out the party project. You should also write down who, when, what and how the job will be done. Who and when are very important questions because no one does the job if that job is assigned to everyone. The deadline or the timeframe will help you to evaluate your progress regarding your party project goals.

### **Important points regarding Party Project**

- What job does your party require the most to help it become a better party?
- What can you do in this regard with your limited resources and time?
- What would improve within your party with this voluntary work?
- What jobs would you do and when and what would be the source of your resources. Prepare a calendar or timetable. List the resources you will need from the beginning to the end of the Project.
- If your project is not proceeding according to your plans, examine where are the flaws and how can they be improved.
- Keep all the records of your project in a file so that the progress and the difficulties encountered during the project may be assessed.

## Guidelines for Party Projects

### Strategy Planning: Steps to Success

1. What is aim of your Plan (to increase membership, improve organization, management structure, fundraising, budgeting, scheduling, develop alliances, research issues?)
2. Analysis of internal facts (party's strengths and weaknesses) (look at party structure in local areas; active or inactive branches; member's age profile, image problem, party message, technology, media, lack of funds, expertise and strategy, party machine available, is there a women's group, a youth group, membership exists on paper but not in reality, lack of motivation among party activists at local level, lack of awareness, lack of women empowerment in the party; poor communication among all levels of the party membership and officials; no relationship with local community networks; lack of creative methods to do campaign work, no work plan.
3. What are your competitor's strengths and weaknesses?
4. What is the factual situation in your constituency: profile, number of voters, age groups, education, economic background, rural or urban based, type of businesses.
5. Create an annual plan (or a six month plan etc.) determine how you will allocate resources (people, money, time). The plan should include details on research of public issues and attitudes (if appropriate), delegating responsibilities in the party organization (who will do what, when and where), management structure, budgeting and fundraising (if appropriate), scheduling and potential attributes and detriments of alliances. In other words who should you try to form alliances with and why, what will they bring to your work and why would others not be a good alliance, what would be the potential downfall for you if you were to link up with such a group.
6. Create a work plan with dates, who, what, where, when, why. Put in expected results and timeline. Include details on how you plan to obtain the results (indicators).  
Figure out what exactly has to be done, with whom you have to work, what type of communication is required, what action needs to be taken and include all this in the work plan.
7. Immediate Action: meeting of branch, district, constituency, strategy committee, constituency analysis.
8. Action Plan (deadlines) perhaps constituency action plan, membership targets, campaign plan for six months, review progress at a certain time, Action Team, Headquarters, local issues, training, canvassing etc.

**TOP TIP:**  
It is vital to have a plan so that everyone knows what is going on.

## Media

1. Composition of media plan – analysis of existing party-media relations. Look at whether the party has a good or bad relationship with all the different media. How often does the party meet with the media etc.
2. Hardware component (computer, printer, internet, fax, scanner, telephones)
3. Dedicated media spokesperson/staff
4. Media Directory (is there a list of all the media, radio, tv, newspapers for the province?) Does it have the contact name of journalist, Address of media organization, telephone and fax numbers, email address where appropriate.
5. Do you know the deadlines of all the media: for local papers, national dailies, TV programs, radio programs.
6. Is there a list of all the current affairs/news programs on TV/radio and their times of broadcast. Do you have their contact tel/fax details so you can send in press releases or ring in about a particular issue. Who is the anchor of the program?
7. Is there a list for specialist journalists (those who cover a particular type of story, e.g. women's affairs, finance, agriculture, politics etc).
8. Software: Message preparation team (who is working in the media office of the party, what type of skills do they have or should they have, what training have they been given?)
9. Media Monitoring Mechanisms: Does anyone in the organization monitor what is said about the party in the daily papers, radio, tv. Who organizes a quick response to issues that arise in the media or elsewhere?
10. Composition of Media Plan: press releases, political advertising, major events, message consistency, distinction between issues, themes and slogans; specialized messages for targeted audiences; utilizing alternative media channels. Draw up a detailed plan that approaches media in an organized way. May include more outreach activities to media by senior party members.
11. Are spokespeople properly briefed on issues before speaking to the media?
12. Who is responsible for this and other issues?
13. Letters to Editor.

### Internal Communications

1. Is there a plan for routine and frequent communications, newsletter publications, promotional materials, top-down, bottom-up consultations, scheduling party leaders and elected officials for meetings and rallies. Constituency type activities. How does the party communicate with its members? Is there a plan?
2. Newsletters, conferences, meetings,
3. Members of party, single issue groups, Leader, delegates, specialist groups, constituency officers in party, policy officers.
4. Regular communication (by telephone perhaps) between district and party headquarters.

## **External Communications**

1. External Communications: Is there a plan for holding meetings with other sectors of society, including civil society, media, NGOs, trade unions, religious groups, business associations, farmers organizations, teachers, doctors and others to seek their comments and inputs into party policy.
2. Draw up a list of the following:
  3. Leaders-Voters-Media
  4. Senior members-constituency-branches
  5. Local Organizations/Community
  6. Opinion Leaders
  7. Expert Groups
8. Build database of party members, volunteers, supporters, identify party supporters.
9. Canvassing – distribute leaflets to people’s houses
10. Surveys – locally – roads, public transport, what people want done, ask them
11. Do Issue press release, call press conference locally
12. Do leaflet on issue, distribute to homes in the area
13. Target students, women, pensioners, farmers, business people etc.

## **Membership**

1. Research on existing support base (who makes up your current membership, where are they, how many, social and economic background etc, age etc.)
2. Is there a membership database (either written or computerized). How are records kept of party membership? Give details of what information is required for party records.
3. What are the barriers to people joining your party? (Do people know where you are, do they know who to contact within the party, some people may think they are already party members).
4. How do you get people to join your party? (By being asked). Party has to be seen to be active locally.
5. Do members pay regular membership fees?
6. Do they receive membership card?
7. Set goals for membership recruitment; identify potential groups who may share same interests as your party. Use existing data to contact and activate existing members to help increase membership. Save money by asking friends of the party to make copies of party literature and recruit volunteers to distribute. Needs a plan. Must be sure volunteers understand what they are doing and why. Need to train them.
8. Is there a follow up plan to contact people who agree to become members – will there be an introductory meeting and perhaps a brief training on what the party stands for etc. Need to keep new members interested and active. Plan.
9. Plan on how party would present itself to potential new members – what are the benefits of being a member of the party?

10. Plan on how to increase party membership – what is your goal (number of new members over 3-6 months). How will you organize this membership campaign? Needs a detailed plan, who will do it, how will it be done, where will it be done, when will it be done, what will the party offer to attract new members? Is there a budget for the membership campaign?
11. Are current members looked after by the party? How? Is there regular communication with current party members? Is there a need to renew current party membership? Are current party members broken down into specific categories (doesn't matter if they are not but its something that may be considered in future). E.g. businesspeople, teachers, doctors, students etc. Why is this necessary? Explain.
12. How would you target underrepresented sectors of society as potential new members for your party?
13. What about a plan to target women and youth as new members? Details required.
14. Is there a plan to keep members active (otherwise they will lose interest). What are you asking your local branch offices to do in the districts?
15. What are you asking your party members to do at local level? What are you asking National HQ to do? (Provide materials, leaflets, forms to join, manuals, brochures, help with plans).
16. Prepare plan of program activity (timelines etc.)

## **Women**

1. Analysis of existing factors which may prevent women from becoming members of your party. (Social, cultural, economic).
2. Look at what women do inside your party. How can this be improved. Is there a need to train women and motivate them to participate more actively in politics?
3. Are women active at all levels of committees in the party? If not why not? Can this be changed?
4. Develop a plan to improve outreach to women as potential members of the party, special programs and incentives to women.
5. Plan should include the usual elements, timeline, who, what, where, when, why, budget.
6. Are women actively involved in the party, if not, why not, or are there better ways of helping women to achieve their potential inside the party? Is there a women's wing? Are any women involved in the mainstream of the party, do they hold senior officer positions inside the main stream of the party and not just the women's wing? If not, why not, can this be changed? Plan.
7. Is there a way to the party can draw more women into the party, so that they can make their opinions, interests and complaints known and that the party respects their opinion and welcomes informed political participation by women etc.

## **Fundraising**

1. Review of existing support base for funds.
2. Include mechanism to collect regular membership fees and donations.
3. Review of expenditure
4. Develop Fundraising campaign: What events would you organize, what is your target: amount of money to be raised, detailed plan.
5. Creation of a fundraising plan that defines budgeting needs, schedule of how money is spent, sources of funding. Identify financial, as well as other, donor resources, frequency of contribution requests.
6. Splitting donor interests into different groups (e.g. business, agriculture, doctors, lawyers etc.) and having a fundraising plan for each group (why would these groups want to contribute money to your party – what is in it for them? – perhaps specific party policy appeals to them etc.)
7. Timeline, who, what, where, when, and why has to be answered. Budget.
8. Special products to generate resources (publications, souvenirs etc.)

## **Voter Outreach**

1. Improve links with civil society: raise awareness of citizen's rights and encourage active citizen participation in politics through trainings conducted by senior members of the party. Who will finance it? Plan?
2. Need to do research on your constituency, number of men, women, youth, ages, rural/urban, economic/education background, type of businesses in the area, who are the influential people in the area, who might be approached to help the party etc.
3. Where will you find your voters? (Family, friends and neighbours, professional and social circle, ideological (party) allies, enemies of your enemy?)
4. What types of voter contact: Direct or indirect: Direct (door knocking, phones, meetings with voters etc. Leader or senior party members meet with voters) Indirect: posters, leaflets etc. Paid media, earned media, mass actions.
5. Perhaps consider forming a team of local councilors and young party activists in certain tehsils etc. who will make contact with citizens through a door-to-door survey and public forums. This will provide information on the concerns of citizens and also introduce young activists to organizing techniques that could help prepare them as future local candidates.
6. Need a strategic plan and timeline.
7. Need to train those who will go door to door.
8. Has the party a new message or a new policy and how will it spread this information to its party members, potential new members, and society at large? Is there a plan? What is it?

9. Are there some details about party leaders on leaflet? (Should be short). Leaflet should have symbol of party, name of party, contact information of party. Use some pictures or drawings.
10. Should there be a door-to-door campaign with leaflet about party and its message or on a particular issue?
11. Surveys – can party conduct a small survey in an area and what would it do with the results? Plan.
12. Direct and indirect constituency contact, door-to-door canvass, campaign materials, effective scheduling and training of party organizers.

# WHAT IS LOCAL GOVERNMENT?

- ***What is the main purpose of local government?***
  - To identify and solve local level problems at the local level;
  - To preserve and protect available local resources;
  - To further the development process at the local level by efficiently mobilizing resources at the local level;
  - To act as a local contact point for constituents.
  
- ***Why are local councils needed?***
  - Because it is not possible for the government at the central level alone to oversee the country's development process;
  - Because there is a great deal of diversity among different communities at the local level and local level governments best understand the problems and needs of their communities;
  - Because it is more efficient and less expensive for the local government to be responsible for some tasks at the local level.
  
- ***What are the different levels of Local Government?***
  - District Level
  - Tehsil/Town Level
  - Union Level
  
- ***Who are the members of District/Tehsil/Union councils?***
  - District: All Union Council Nazims are members of the Zila (District) Council. There are also reserved seats for women and minorities
  - Tehsil: Naim Nazims of all Union Councils of the Tehsil in addition to women and minorities on reserved seats
  - Union: Directly elected through popular vote
  
- ***How many Districts/Tehsils/Union Councils are there in Pakistan?***
  - 110 Districts
  - 351 Tehsils
  - 6127 Union Councils
  
- ***What percentage of seats is reserved for women and at which levels of local government?***
  - 33 per cent at all levels (District, Tehsil and Union)

# ROLES OF LOCAL GOVERNMENT COUNCILS

The duties of some of the major Local government administrative positions:

## Zila (District) Council:

The Zila council has the following key functions:

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

## Tehsil Council:

Some of the primary functions of the Tehsil Council are:

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



## Union Council:

A few of the Union Council's functions are:

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



# FUNCTIONS of LOCAL AUTHORITIES

- Local authorities provide a number of services in different areas (administrative, political, development).
  - Some services are provided on a cost recovery basis, some by revenues collected by the Council and some are subsidized.
  - There is a lot of potential for collaboration in the political area. Discuss how mechanisms for greater citizen and community participation could be established. For example:
    - ✓ Establishing citizen's advisory bodies
    - ✓ Interaction with groups that provide services to the local area such as state agencies, public corporations (utilities), businesses, and universities
    - ✓ Developing partnerships with NGOs on areas of mutual concern
    - ✓ Community meetings
    - ✓ Researching what issues are important to the community
- ✓ **Note:** Refer to the Local Government Plan 2000 for more information.

**NOTE:** If any of the participants in the training session are local council members, ask them to share their experiences about this topic with the group.

## Discussion on Levels of Government

- Are you able to differentiate between the responsibilities/authorities of the National, Provincial, and Local levels of government?
- Do you know which Union, Tehsil, and District you live in? Do you know the names of your councillors? Do you know how to get in touch with your local government officials?
- Have you ever contacted your local officials for any reason? What did you contact them about and what was the result of this contact?

***Handling issues at the local level – Examples of typical issues at local level***

- Organize participants into small groups to consider one of the following two situations as if they were council members:

**Situation #1:**

*Garbage collection has been irregular and sporadic. Residents have been burning garbage or dumping it in a park located in the community. The garbage attracts insects, dogs, and trash pickers who have been also stealing from yards in the community. Residents have complained to the council and asked them to do something about the situation.*

**Situation #2:**

*A bridge in the community has been in need of repair for months. It is now barely passable. Residents are asking for an immediate solution, as the bridge is a vital one in the community.*

- Have the groups report back on their Council's plan to deal with the issue.

**GUIDE: Exercise**

- The goals of the exercise are to put new found knowledge and understanding of local government to the test and also to think creatively in terms of addressing issues in the community by taking a leadership role.
- Following each presentation, ask:
  - Was the issue presented to the appropriate authority?
  - Were there other steps needed to be taken to address the issue?
  - Did they take a collaborative or creative approach? For example, a citizens' group pulls together a clean up crew to deal with the problem of garbage collection. They approach the council to ask for the use of a truck for the day. This is an example of collaboration between community and Council.

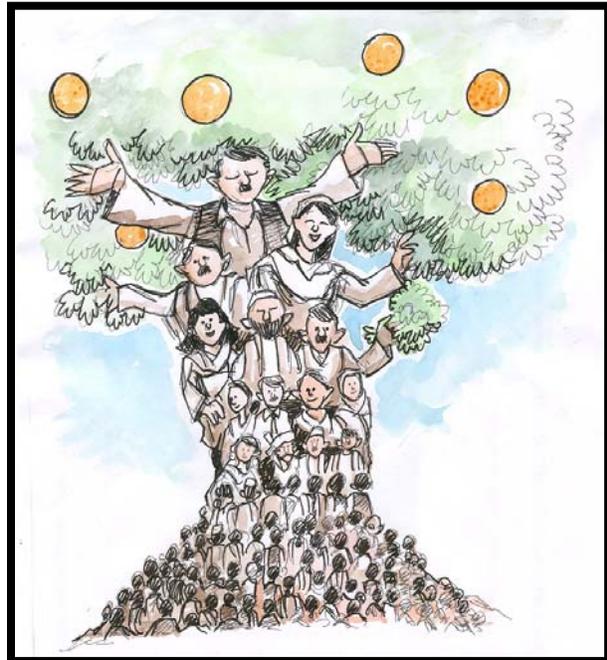
## Local Politics (Toolbox)

Being a local politician is the most exciting thing you can do. It does not sound exciting if you compare it to big national or international conferences with thousands of participants. For the people living in your city/area, however, it is very important because you can actually do something to improve their lives.

Saving the world from a global disaster is of course important, but for a local community the initiative to finance and build a new road means a great deal. Do not forget that saving the world always starts in your own backyard. Think global – act local!

Free elections are one of the essential characteristics of democratic societies. Every political party aims to win the elections and to gain as much votes as possible, which in turn will provide for more influence at local, regional or national political level. But gain for one party means loss for the other.

A good strategy and financial resources are necessary to run a good election campaign, but there is no one recipe available which can guarantee electoral victory. Gain and loss of votes are dependent on many factors, of which the indefinable TREND is of significant importance. Long-term views of voters are liable to change. A political party should be sensitive to this.



**Here are a few possibilities either to stimulate an upward voting trend or to turn back a downward trend as much as possible.**

1. Your party should have well organized and have active local branches. Party volunteers are a great help for running effective election campaigns. Parties with strong roots at local level are more likely to win any elections either local, provincial, or national.
2. You should actively participate in your party activities. This is where you will meet your future campaign staff and future supporters. Keep contact with your party colleagues and use your telephone a lot. Remember your chances of convincing someone to vote for you and your party is much better if you make personal contact with people than by letter or other printed material.

3. Start early with your campaign. Being a councilor and running for office is not something you do a couple of weeks before an election. Your campaign for the next elections starts the day after the last one. If you work this way, you will have an electorate who are prepared, because they know you and have heard your message over a long period of time. You will have an advantage over others. People are suspicious during election campaigns. It is easier to convince them at any other time of the year.
4. Through modern research techniques such as opinion polls and interviews, it is possible to analyse changes in voter behavior, and more importantly their causes, which allows a candidate to monitor these changes and anticipate future patterns. If your party does not have resources for such an exercise, party members should think about trying to find the possible causes of changes in voter behaviour.
5. Use statistics if available about the voters in your constituency and look for facts about income, gender, education etc. In accordance with which people you target in your election you should talk about the issues that concern them directly. Use the party assets, women should talk to women, young people should talk to youth etc.
6. Local units and leaders of political parties in Pakistan have very limited resources for electioneering. Spend the available resources carefully and as efficiently as possible.
7. You cannot convince everyone. Concentrate your time on voters you think you can win over to your side.
8. Campaigning is hard work. You must be noticed, and you are not the only politician on the scene. To be efficient you will need a time schedule. It will tell you what to do, when, and how to do it. Do not spend your time and money on activities that do not pay off.
9. Keep good rapport with local media. Keep your electorate informed about what you have done on the Council by highlighting your efforts in the media. Keep a record of your activities published in newspapers and magazines. Prepare a leaflet of these clippings and distribute during the campaign.



# A WINNING MANIFESTO

**Your Manifesto or Party Program is the policies that you want to implement once you are elected.**

**It is where voters will find your party's answers to the issues which concern them.**

**The summary of your manifesto is your MESSAGE.**

**Your message needs to be short and simple so that everyone can understand what you are standing for.**



**Once you have written your manifesto and then the message it is up to everyone in the party to get that message out to the voters during the campaign, meeting people door-to-door and through the media.**

## **ACTIVITY: Understanding the Party Platform**

- Get a copy of your party's platform/manifesto and carefully review it.
- Before you present the party platform, ask the participants the following questions:
  - *Why are you a member of our party?*
  - *What party values make you a member of this party?*
- Explain that all parties have a platform. This platform, which should be adopted after a comprehensive democratic process, governs the work of the party, that is, the proposals to be promoted. The platform also represents the commitments the party has made to voters, particularly during election campaigns. It should outline what issues the party considers to be important, what solutions the party will implement to address these issues, and what priority each of the issues has.
- Summarize the main points of the party platform for the participants.
- Ask the participants if they were surprised by anything that was included or not included in the platform. Are there pledges that are not being met?

- Remind participants that a party whose platform addresses the issues facing voters and the people that they care for will have a greater chance of gaining the support of these voters and thus be more successful in elections.
- Lead a discussion on other pledges that the group would like to see included in the manifesto and how party workers might go about getting support for these policies within the party.

### **ACTIVITY: Developing a Policy Platform**

- Party platforms should be developed in a democratic fashion. The national level of the party should ask the provincial level for input on platform development. Then the provincial level should ask the district level for input and feed this back to the national level.
- A party that works with its provincial and district members to identify issues and develop proposals for solutions will have a strong platform that will address the real issues facing the people.
- Divide the group into two or three smaller groups.
- Distribute the handout on *Developing a Policy Platform* and review it with participants.
- Ask each group to take one of the policies that was discussed in the last activity and further develop it using the worksheet.
- Give the groups 10-15 minutes to develop their policy.
- Ask the groups to nominate one representative to share the details of their policy.
- Lead the group in briefly discussing each policy and how likely it is that the party would adopt it.

## Remember:

A message will be remembered if it is:

- **Personally relevant or local**
- **Short**
- **Repeated many times**



**Repeat your message...**  
 “Joe Candidate lives locally. He knows and cares about our area”

## Campaign Tool

### How do you find out what issues concern people?

**You will know some of the issues that affect your community because you live there and speak to local people.**

**You can get a more detailed picture by asking people to fill in a community survey**

#### An example of a community survey:

This is a simple survey that political parties can use to seek out ideas and opinions from citizens, friends and neighbours in their local area or districts. Many citizens have concerns about lots of issues in their communities and this survey will help give direction and priority to political parties and leaders as to the choices citizens would like to see made to improve the situation. The information obtained from a survey like this can help political parties prioritize issues and develop their election manifestoes;



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

## Community Priorities Survey

Date \_\_\_\_\_ 2005

City/Tehsil/District/District/Town/Union Council/Village \_\_\_\_\_

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

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

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

Infrastructure	Economic Development	Social Development
<ul style="list-style-type: none"> <li>- Water Supply</li> <li>- Sewerage</li> <li>- Waste management</li> <li>- Public lighting</li> <li>- Green areas</li> <li>- Roads</li> <li>- Schools</li> <li>- Urban Transport</li> <li>- Health Centers</li> <li>- Other (please give suggestions.....)</li> </ul>	<ul style="list-style-type: none"> <li>- Private property issues</li> <li>- Jobs</li> <li>- Loans</li> <li>- Agriculture</li> <li>- Animal farming</li> <li>- Promote business</li> <li>- Tourism</li> <li>- Other (please give suggestions.....)</li> </ul>	<ul style="list-style-type: none"> <li>- Education</li> <li>- Professional courses</li> <li>- Public health</li> <li>- Cultural traditions</li> <li>- Social assistance</li> <li>- Other (please give suggestions .....</li> </ul>

In your opinion, how can LG be made transparent to citizens?	In what way, do you think, is it possible to monitor Local Government's accomplishments?	In the choices you made, what would you be prepared to contribute?
<ul style="list-style-type: none"> <li>o By notifying public of council meetings</li> <li>o Publicize council decisions</li> <li>o Organize frequent meetings with the citizens</li> <li>o Citizen's information centre</li> <li>o Any other way (please give suggestions....)</li> </ul>	<ul style="list-style-type: none"> <li>o Periodic public meetings with the elected officials</li> <li>o Participate in local council meetings (observes)</li> <li>o Direct monitoring</li> <li>o Any other way (please give suggestions.....)</li> </ul>	<ul style="list-style-type: none"> <li>o Time</li> <li>o Professional skills</li> <li>o Help organise public forums</li> <li>o Arrange meetings with local officials</li> <li>o Other (please give suggestions.....)</li> </ul>

## ***DEVELOPING A MEDIA STRATEGY***

### ➤ **Questions to ask yourself when developing a Media Strategy:**

1. What is your goal?
  - *What message are you trying to convey?*
  - *Who is your audience?*
  - *What is your desired effect*
2. How will you achieve your goal?
3. What do you want the media to tell the public about you and your team?
4. What resources are available to you?

### ***Tips for Developing Your Media Strategy***

- ✓ Get others involved
- ✓ Determine your goals and objectives
- ✓ Create your campaign message
- ✓ Identify your target audience
- ✓ Identify media opportunities
- ✓ List your resources
- ✓ Remain flexible
- ✓ Get mobile phone numbers of journalists – and give them yours!

## ***PREPARING A PRESS RELEASE***

### ➤ **An effective press release should:**

- ✓ Be written in a standard form.
- ✓ Be one page long and definitely no more than two.
- ✓ Be written on plain white paper, usually standard size business paper.
- ✓ Be computer generated or typed.
- ✓ Leave a margin of about 1 ½ to 2 inches around the edges of the text.
- ✓ Clearly state contact information.
- ✓ Start with a headline, written in ALL CAPITAL LETTERS.
- ✓ Have the names of the people receiving it printed clearly on the release.
- ✓ Announce an issue of importance for which you want media attention.
- ✓ Be brief and to the point. Answer the following in the first paragraph:

- **Who** is the subject of the story?
- **What** is happening?
- **Where** is the event going to take place?
- **When** will the event take place?
- **Why** is this so important?

✓ Be as accurate and specific as possible.

Have the word “more” typed on the bottom of the first page (if the release is longer than one page), and “end” at the centre bottom of the last page.



## Follow up the press releases with telephone calls



## HERE ARE TWO EXAMPLES OF A PRESS RELEASE

# NEWS RELEASE

Liberal Democrats

Contact:

Embargo:



## Flytipping on the rise as Blair fails to deliver on the environment

Figures obtained by local Liberal Democrat campaigner Jo Bloggs launching their 'Clean Up Britain' campaign and petition for 'a better environment, a better life' reveal that since Labour has been in power the volume of waste in the UK has been spiralling out of control.

Although Tony Blair has consistently said he would put the environment at the centre of policy making, this year alone it can be estimated that:

- 5 billion disposable nappies were BURIED
- Over 10 million tyres were BURIED
  - o Close to 1 million more were illegally FLY-TIPPED
- There were 5 thousand reported incidents of FLY-TIPPING:
  - o 94,000 Fridges - DUMPED
- Over 310 thousand vehicles were ABANDONED
- 1,635,300,000 plastic litre bottles were BURIED
- 360,180,000 glass litre bottles were BURIED
- 32 Million printer cartridges - BURIED
- 2 Million mobile phones – BURIED
- 468 Million batteries – BURIED

**TOP TIP:**  
You can take national figures like these and turn them into local ones.

Since 1997:

- Total Municipal Waste has gone up by 19%, increasing at a rate of 3.4% per annum.
- The number of abandoned cars has risen to more than 300,000 per annum this year.

Britain is currently at the bottom of the European recycling league with only 12% of household rubbish being recycled.

**Commenting, Jo Bloggs said: "Tony Blair loves waste. In this government's 'Waste Britain' the amount of waste produced has increased dramatically while our rate of recycling has remained abysmal."**

**"Under this government the amount of waste the UK produces has increased dramatically while our rate of recycling has remained abysmal."**

**"The Liberal Democrats have warned before of the growing fridge mountain in this country, now there is evidence of growing tyre and car mountains."**

**"Dumping and burying waste is not a long-term solution. If our recycling rate does not improve, the country will become one big rubbish dump. The government must act to cut Britain's waste mountains."**

NOTE TO EDITORS:

A background information document relating to the figures on waste is available. Call 01xxxx xxxxxx or email [xxx@xxxxxx.co.uk](mailto:xxx@xxxxxx.co.uk) for a copy.

# News Release

## Jody Dunn

165-167 York Road,

Hartlepool, TS26 9EQ

Telephone : 02000 661166

Contact: Richard Pinnock



Embargo: Immediate

### **"Just 12 police officers in Hartlepool is not sufficient" - Jody Dunn**

Jody Dunn has today called for more police on the beat to make Hartlepool a safer place:

"Local people will be shocked to learn that there are as few as 12 police officers on duty of a weekend for the whole town. It therefore comes as no surprise that so many people say that they have not seen a police officer for over six months.

"Also, the New Deal for Communities has purchased entire streets of the town, boarded them up and left them to rot.

"The safety of local people is being put at risk.

"With so few police on the streets in the entire town it is no surprise that people feel unsafe on the housing estates where there are often no police at all.

"Women in particular that I have spoken to feel unsafe. It is now urgent that the political leadership is provided in Hartlepool to address these serious and substantial concerns.

"If elected as your MP, policing in Hartlepool will be at the top of my agenda - more police, greater personal security, making people feel safer."

ENDS

## ***Preparing an Effective Political Speech***

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

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

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

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

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

- ✓ State your position on the issue.

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

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

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

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

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

- ✓ Ask for their support and their vote.

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

## ***STRATEGIES TO PERSUADE OTHERS***

1. We want to persuade \_\_\_\_\_  
to \_\_\_\_\_ by \_\_\_\_\_

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

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

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

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

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

**Easy to do**

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**Effective**

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- Television interviews/news
- Radio news/Public Service Announcements
- Radio talk show
- Newspaper advertising
- Newspaper article
- Testimonial by \_\_\_\_\_  
saying \_\_\_\_\_
- Endorsement by \_\_\_\_\_  
saying \_\_\_\_\_
- Brochure (what must it say?)
- Flyer (what must it say?)
- Bargaining (what do we have to offer?)

- Ask participants to pass this message on word-for-word by whispering it to the person to their right.
- When the message reaches the last person in the circle, ask her to say it out loud.
- Tell the group what the original message was (usually it will be quite different).
- Try the activity again with a shorter message and have the participants repeat it three times. For example, “Hina Wahab: improving educational and economic opportunities for all villagers! Hina Wahab: improving educational and economic opportunities for all villagers!”
- Discuss with participants what this activity reveals about how messages get passed. Ask the participants the following questions:

- Which message passed most clearly through the circle? Why?
- What was wrong/right with the first message?
- What does this activity teach us about creating campaign messages?
- At the end of this training activity participants should understand the following two things about creating messages:
  - ***Short is sweet.***
  - ***Repeat, repeat, repeat your message!***

### **ACTIVITY: Using Every Day Words**

- Brainstorm with participants the primary issues of concern in their communities: the economy, education, health care, etc.
- Divide participants into a number of smaller groups and assign each group one of the primary issues. Ask them to discuss what every day words citizens use to describe or talk about the issue they have been assigned. Tell participants to imagine that they are at a gathering area in the village – what words are the people there using to describe the issues brainstormed above? For example, instead of saying “Income inequality is a major threat to poverty eradication in Pakistan” someone in the village is much more likely to say “How will poor people like me ever get ahead when all of the money is in the hands of a few landlords?”
- Report back to the large group.
- Remind participants that they should use every day words to keep their messages relevant to the lives of the “average” man and woman. Use these words to speak to their “hearts, stomachs, and pockets (wallets). Consider preparing a flipchart picture of a person with a large heart, a large stomach, and a large pocket!

# A WINNING CAMPAIGN

## ELEMENTS OF A SUCCESSFUL CAMPAIGN

- An enthusiastic and professional **campaign team**.
- The identification of **sympathetic groups and individuals** and their tangible support.
- The development of a carefully considered **campaign plan** that includes, among many other elements, a campaign strategy, budget and fundraising plan and calendar of events.
- An attractive **campaign message** that is effectively communicated.
- Consider what issues are important to your community and to you and emphasize some solutions.
  - Ensure the method of delivery used will reach the audience for which it is intended. For example, there is no point in writing a series of newspaper articles or designing a newsletter to outline your issues, if the majority of your target group is illiterate or do not rely on the print media for their news.
- Focused and targeted **campaign activities** that reach out to your voter.
- The identification of **possible barriers** to the success of the campaign and ways to overcome them. Barriers might include:
  - Public apathy
  - Resistance to change
  - Candidate or Party leader not well-known
  - Negative baggage from past performance of party
  - Campaigns do not motivate people
  - People do not feel politicians respond to their concerns
  - Politics seen as negative and dirty
  - **Strategies to overcome barriers:**

- Target specific groups in the community differently (age, special interest, ethnic, women)?
- Issue-based campaigns
- Research issues that are important to your community
- Getting your message out
- Pick a leader who already has some credibility in your community
- Getting your candidate's name and face known (posters and advertising (TV, newspaper, etc; get out and 'meet and greet' the voters)
- Informal meetings (one-on-one meetings; bottom house meetings, etc.)
- Colorful, attractive special events
- Be upbeat and enthusiastic when delivering your campaign message and meeting voters
- Show sincerity
- Continue the dialogue with the community even after the election

➤ **Familiarity with the regulations** governing the campaign.

- Assign one of your campaign team members to research this important topic and to provide advice and guidance.

➤ **A media and public relations strategy that** successfully attracts the attention of the media and highlights your campaign.

➤ **An effective *Get Out the Vote* campaign:**

- Distributing basic information about voting, including *when* the election is, *where* to vote and *what time* the polls open - by telephone, flyers and going door-to-door
- Transportation and child-minding services on election day for your voters

Scrutinizers at the polling stations, communicating with checkers and foot soldiers to get out the vote.

The *Golden Rule* of political campaigning:

# ALWAYS CAMPAIGN ON THE ISSUES THAT AFFECT PEOPLE.

An example of an election leaflet from Britain

## ساری کمیونٹی کی نمائندگی

<h3 style="text-align: center;">حجاب</h3> <p>نگولا ڈیولس نے حجاب پر پابندی کی مذمت کی ہے۔ ہمارے MP کے طور پر وہ لوگوں کے اس حق کی مدافعت کریں گی کہ وہ اپنے مذہبی نشانات کا بے تکرا استعمال کریں۔</p>	<h3 style="text-align: center;">عراق</h3> <p>لبرل ڈیموکریٹس واحد بڑی سیاسی پارٹی ہے جس نے روز اول سے ٹوٹی پلٹ اور جارحانہ کنجیشن کی عراق پر حملے کی مخالفت کی ہے۔ ہمارے MP کی حیثیت سے نگولا ڈیولس اس بات کیلئے ہم جلا سکیں گی کہ وہ کون سے حقیقی دجوبات تھے جن کی بنا پر لبرل نے جنگ کا فیصلہ کیا۔</p>	<h3 style="text-align: center;">کشمیر</h3> <p>مسٹر کشمیر کو بین الاقوامی کمیونٹی نے بھلا دیا ہے۔ نگولا ڈیولس اس بات کی پُر زور حامی ہے کہ اقوام متحدہ کو کشمیر کی لوگوں کی مدد کرنی چاہیے تاکہ وہ اپنے مستقبل کا خود فیصلہ کریں۔</p>
<h3 style="text-align: center;">کمیونٹی</h3> <p>آپ کے MP کی حیثیت سے نگولا ڈیولس مقامی شہریوں کے حقوق کے تحفظ کیلئے ہر وقت کمر بستہ رہیں گی۔ ہماری کیلبر کی صفائی، جرائم کی روک تھام، بہتر سکول اور ہسپتالوں کیلئے نگولا ڈیولس پُر زور ہم جلا سکیں گی۔</p>	<h3 style="text-align: center;">اسائلم</h3> <p>نگولا ڈیولس ان برطانوی افراد کی معاونت کریں گی جن کی رو سے باہر سے آنے والوں کے ساتھ شائستہ برتاؤ کیا جائیگا۔</p>	<h3 style="text-align: center;">گوانٹانامو</h3> <p>لبرل ڈیموکریٹس نے گوانٹانامو میں قیدیوں کو عدالتی کارروائی کے بغیر رکھنے کی مخالفت کی ہے۔ ہماری پوزیشن یہ ہے کہ برطانوی قیدیوں کو واپس بھیجا جائے۔</p>

یاد رکھیں، صرف لبرل ڈیموکریٹ پارٹی ہی لیبر کو شکست دے سکتی ہے۔

۲
نگولا ڈیولس
X

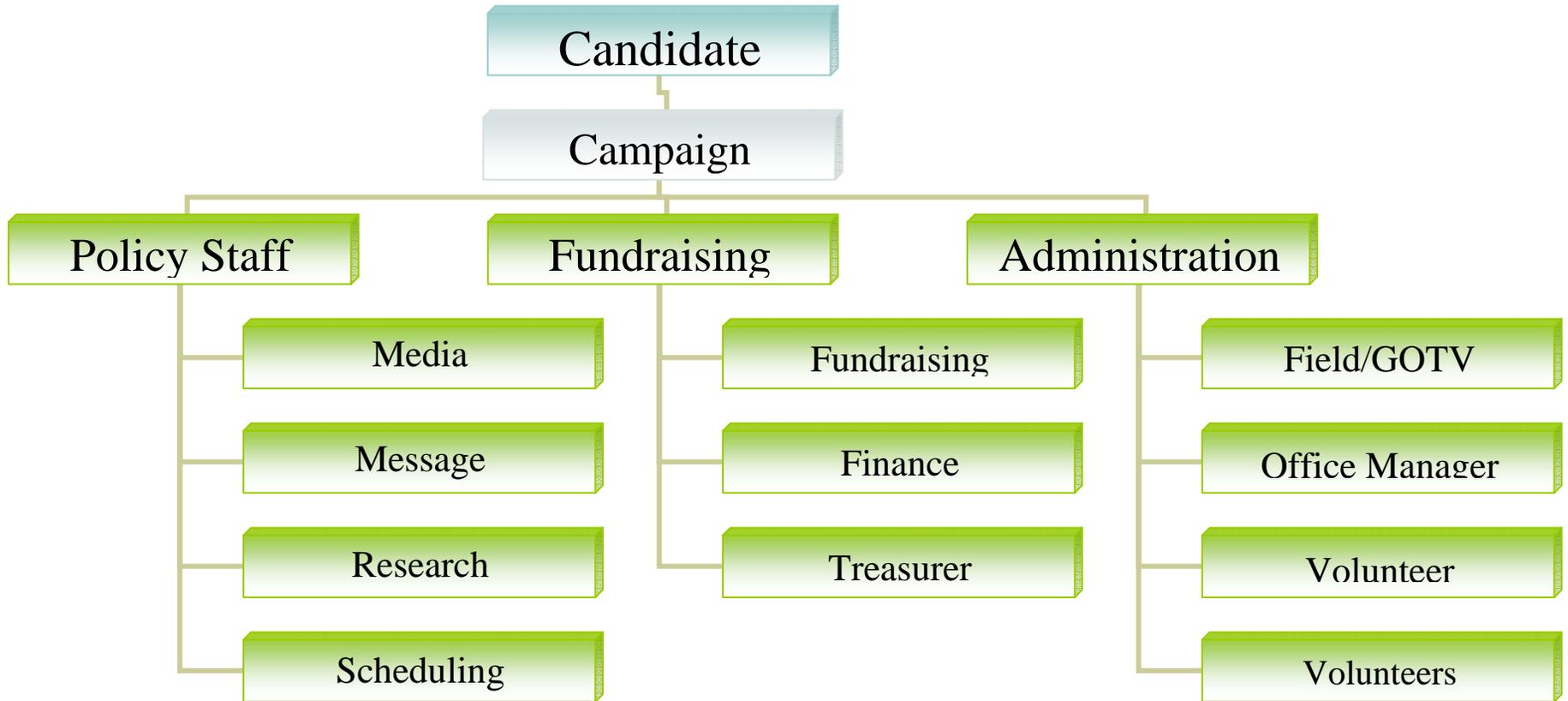
## **Campaign**

- Who are the candidate & Opponents?
- What is the message?
- When does Campaign deliver the message?
- Why is the Campaign doing what it's doing?
- How will the Campaign deliver the message?
- How much does the campaign need to Raise & Spend?

## **The Voters**

- Who must be persuaded?  
(Women, 1<sup>st</sup> time voters etc)
- What do they care about?  
(Ask, Listen)
- Where do persuadable voters live?
- Why does the Candidate deserve their vote?
- How will persuadable voters receive the message?
- How much will it cost to win each vote?

Small Campaign Organization



## Campaign Timeline: Sample Campaign Timeline for last Six Weeks

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9-25 Fundraising Meeting	9-26 Phone Bank Precinct Walk <sup>1</sup>	9-27 Candidate phoning Staff meeting Precinct Walk	9-28 Phone Bank Precinct Walk	9-29 Candidate phoning Phone Bank Precinct Walk	9-30 Fundraising Goal	10-1 Phone Bank Precinct Walk
10-2 Precinct Walk	10-3 Phone Bank Precinct Walk	10-4 Phone Bank Staff Meeting Precinct Walk	10-5 Phone Bank Small fundraiser Precinct Walk	10-6 Phone Bank Precinct Walk	10-7	10-8 Phone Bank Precinct Walk
10-9 Last candidate rest day	10-10 Phone Bank Precinct Walk	10-11 Phone Bank News conference Staff meeting Precinct Walk	10-12 Phone Bank Major fundraiser	10-13 Phone Bank Precinct Walk	10-14 Fundraising Goal Campaign finance report due	10-15 Phone Bank Precinct Walk
10-16 Precinct Walk	10-17 Small fundraiser Precinct Walk	10-18 Phone Bank Staff meeting Precinct Walk	10-19 Phone Bank Precinct Walk	10-20 Phone Bank Small fundraiser Precinct Walk	10-21	10-22 Phone Bank Precinct Walk
10-23 Precinct Walk	10-24 Phone Bank Paid Radio begins Precinct Walk	10-25 Phone Bank Radio Staff Meeting Precinct Walk	10-26 Phone Bank Radio Precinct Walk	10-27 Phone Bank Radio Precinct Walk	10-28 Radio Fundraising Goal	10-29 Phone Bank Paid TV begins
10-30 TV Precinct Walk	10-31 Radio Final pre-election finance report due Precinct Walk	11-1 Phone Bank Radio Precinct Walk	11-2 Radio Precinct Walk	11-3 Radio GOTV <sup>2</sup> Phoning Precinct Walk	11-4 Radio GOTV Phoning Precinct Walk GOTV cards	11-5 TV GOTV Phoning Rally Lit drop
11-6 TV GOTV Phoning Election Day volunteers training Lit Drop	11-7 Radio GOTV phoning Lit Drop	11-8 ELECTION DAY  Victory Party	11-9 Clean up headquarters	11-10	11-11	11-12 Final post-election finance report filing

# **A CAMPAIGN TEAM AND ITS DUTIES**

- **Campaign Manager:**
  - Supervise the day to day activities of the campaign and the candidate
  - Be aware of all aspects of the campaign
  
- **Finance/Resource Mobilization Coordinator:**
  - Develop and manage the campaign budget
  - Develop the fundraising plan
  - Keep track of donors and donor amounts
  
- **Door to door Canvas Coordinator:**
  - Develop a door-to-door canvas plan for the campaign
  - Make sure plan is completed
  - Make sure canvassers have material and training
  
- **Volunteer Coordinator**
  - Recruit and manage volunteers
  - Develop a volunteer plan
  
- **Communications/Media Coordinator:**
  - Develop communication plan for the campaign
  - Oversee all aspects of communications including media relations, speech writing and flyers
  
- **Special Events Coordinator:**
  - Develop a special events plan for the campaign
  - Manage public activities
  
- **Election Day Coordinator:**
  - Manage, organize and coordinate all election day activities in the last few weeks of the campaign(Get Out the Vote)
  
- **Elections Agent**
  - Recruit and manage scrutineers (observers) to work at the polls on behalf of the candidate during the voting process.
  - Responsible for knowing all election laws and regulations

# FEATURES OF A POLITICAL CAMPAIGN

## What is a campaign?

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

## What are some features of a political campaign?

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

## What are some positive features of a political campaign?

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

## What are some negative features of a political campaign?

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

# FOUR PHASES OF EFFECTIVE CAMPAIGN

1. **Preparation:** Conduct **research** to define campaign goals.
2. **Planning:** Design a **strategy** of activities and tactics to reach goals.
3. **Organizing:** build a **team** and the resources to implement the strategy.
4. **Executing:** put that strategy into **action**.

## A basic plan answers fundamental questions:

- ✓ What are we going to do? (Activities)
- ✓ Why are we doing it? (goals to achieve)
- ✓ Who is going to do it?
- ✓ When are we going to do it?
- ✓ How will success be evaluated?
- ✓ Who will manage?

## A campaign plan must be written down.

Why? Because it imposes discipline on everyone.

**Strategy** - Who, why, how, many

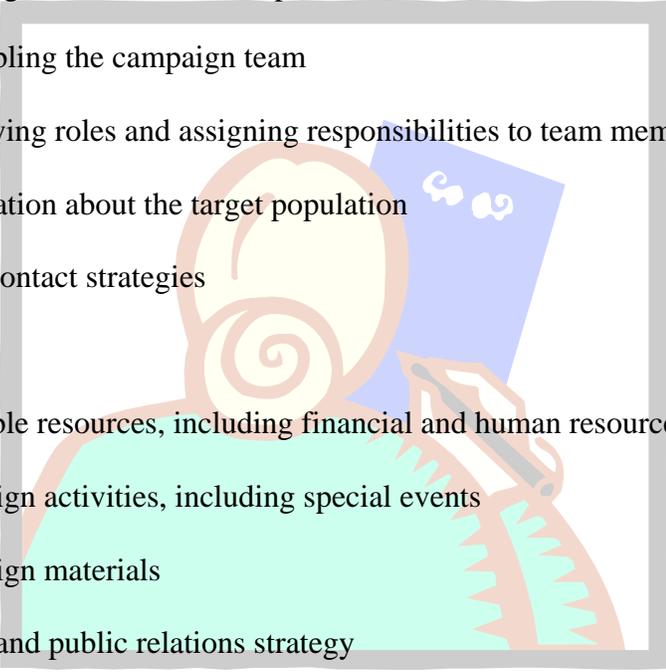
**Message** - clear, (relevant, means something)

**Tactics** - How, (door to door, posters, radio, tv)

**Structure** - Budget, time, people (who does what) money, calendar

## ***PREPARING A CAMPAIGN PLAN***

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

- ✓ Campaign strategy, including a campaign message
  - ✓ Campaign team roles and responsibilities
  - ✓ Assembling the campaign team
  - ✓ Identifying roles and assigning responsibilities to team members
  - ✓ Information about the target population
  - ✓ Voter contact strategies
  - ✓ Budget
  - ✓ Available resources, including financial and human resources
  - ✓ Campaign activities, including special events
  - ✓ Campaign materials
  - ✓ Media and public relations strategy
  - ✓ Timeline and calendar of events
- 
- A stylized illustration of a person with a yellow face and a blue shirt, holding a pen and writing on a document. The person's hair is a spiral. The illustration is partially obscured by the list of items.

# ***CAMPAIGN ACTIVITIES***

Consider the following when preparing a strategy for the types of activities to use in a campaign.

## ***Considerations for a Successful Campaign:***

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

## **Have you identified possible barriers to a successful campaign?**

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

## **How can barriers be overcome?**

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



## **HANDY HINTS FOR**

### **CANVASSERS** A few items of helpful

advice to make your Election door step canvassing more effective.

- DO*** Always use the voter list and check the names of the voters in each house before knocking on the door.
- DO*** Close the gate on the way in and out.
- DO*** Always knock on the door rather than ringing the doorbell. If you don't hear the bell outside, you don't know whether it has rung inside.  
  
Always address the person you are speaking to by name.
- DO***  
  
Smile
- DO*** Say you are calling on behalf of your candidate. It is important to mention their name.
- DO***  
  
Ask how many voters in the house will vote.
- DO*** Ask elderly supporters if they need a ride to vote, and make a note of it if they do.
- DO***  
  
Thank the voter even if they are opponents
- DO***



***DON'T***

Allow people to engage you in long conversations. You need to see as many people as you can. Tell them you will refer the matter to the candidate and take details.

***DON'T***

Go inside. This will hold you up and others will waste time looking for you.

***DON'T***

Worry if you are asked a question which you can't answer. Say that you will refer it to the candidate – and be sure that you do.

***DON'T***

Ignore your own Party supporters. No one wants to be taken for granted.

***DON'T***

Assume all couples vote the same way.

***DON'T***

Assume you know how people will vote unless voters are known opposition activists. People change their mind from one election to the next (otherwise there would never be a change of Government!)

Guess which Party they support if they are not your Party. Ask – we need to know.

***DON'T***

Leave the doorstep without handing over a leaflet, unless the voter is very anti.

***DON'T***

Forget to close the gate and to thank the voter for his/her time.

***DON'T***

*And Finally...*

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

# WHO ARE MY VOTERS?

*How Do I Reach Them?*

*Decide how many votes you need to win the election?*

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

*To identify your target voter consider the following:*

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

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

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

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

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

### **Planning an issue oriented campaign**

- ❖ What do they care about? (Survey of voters)
- ❖ Understand what the voters care about and develop your campaign accordingly. This is an ongoing process.
- ❖ Voter Registration. Help voters understand what steps they need to take to become registered to vote and help them register if necessary.
- ❖ Have an action plan. Your plan should include ways to address the voter's issues and a message that communicates this plan to the voters.
- ❖ Voter Mobilization. Gain an understanding of your area's community voting history and profile. Get people to go and vote on Election Day.

### **People like being part of a winning team**



# WINNING CAMPAIGNS

## **Rules that will help attract voters**

Following are twelve simple rules. We do not claim that all these rules can be applied to all situations regardless of cultural background, regional context or national characteristics and patterns of behaviour. But if you follow the rules as laid down, you will soon find that you are not only having more success, but that politics will become more interesting and more rewarding.

### **Rule 1: Think Strategically.**

Nothing is a better recipe for success than to plan your activities carefully and to act according to a clear strategic plan. Strategic planning in politics means that you set yourself a clear and measurable objective and define your target image i.e how you want to be seen by your voters at the end of an election campaign or your term in office. Define those issues, messages, target groups and means of communication, which can best support your efforts to focus your ideas and focus your resources on those activities, which will lead to your success. Once a strategy has been developed it must be carried through. Keep your strategy secret. If your political opponents know your strategy they will try everything to neutralize it.

### **Rule 2: Do not just plan for victory. Know and tell your voters what you will do with your victory.**

Voters expect immediate and tangible benefits from politicians. Do not expect that voters will automatically trust you only because you are a noble and well-meaning politician. Many voters distrust politicians. They believe that all politicians are selfish and do not look after their voters. You must therefore explain to your potential voters why they should send you and not somebody else into a public office. Voters want to know before an election what exactly you will do for them in your new job. They will vote for you only if your answer is convincing. Thus when you start a campaign, think about what you can deliver after victory, write it down and communicate it to your voters.

### **Rule 3: Analyse your strong and weak points and try to reduce those weak points, which prevent you from succeeding.**

Analyse the situation, in particular your strengths and weaknesses with regard to what extent they influence your chances to reach your objectives. Concentrate on those weak points, which have an impact on your success but can be dealt with within the time frame at your disposal. Develop for each of these points a sub-strategy in which you define what you want to achieve and by when and how you will do it. If you lack money, plan a fund raising campaign and write down how much money you want to raise by what date. Remember, you can turn every weak point into a strong point if you are clever and imaginative. For instance if your opponent is a long-standing, experienced and influential politician while you are a new young contender, you could suggest he is lacking in fresh ideas or has lost touch with the voters...

**Rule 4: Listen to the people and focus on their prime needs.**

Voters want concrete improvements in their daily life: a job, good education for their children or protection from crime and violence. Focus upon the prime needs of the people. The best way to identify these needs is to listen to the people by going to where they are and talk freely. It could be a market, a bus station or any other place where people gather. Successful politicians listen to their voters, identify the **bread and butter issues** and address them.

**Rule 5: Concentrate on three issues, which are of interest to your voters – and stick to them.**

For an average voter politics is only a small part of life and normally not a particularly important one. Voters simply do not have the time and the patience to follow politicians and to listen to their carefully worded and lengthy speeches. Therefore, you have to reduce the number of political messages. It is nice to have a whole political manifesto, but select three issues from it, which are of concern to your voters. Choose at least one issue where you differ from your political opponents so that you have, what in marketing terms, is called a unique selling product. Build short messages from for all three issues, which are emotional enough to touch the voters' hearts and formulate them in such a way that they can be easily digested and memorized. Repeat your key messages again and again. Saying the same over and over again may be boring to you and your team, but be assured that what you may have heard hundreds of times, for most voters will still be new and they have to hear it several times before they internalised it.

**Rule 6: Do not try to be everybody's darling. Nobody can give you more profile than your opponents.**

Society is composed of groups of people with different and often conflicting interests. There are people, who will benefit from your policies and those who will lose. If you campaign against corruption those who benefit from corruption will be automatically against you. Keep in mind that it is often easier to wake up your opponents than to mobilise your supporters. But your opponents can become involuntarily your best allies. The more fiercely corrupt politicians, bureaucrats, trade unionists or others attack you, the more ordinary voters will accept that you are really fighting for their benefit against vested interests. Nobody is more valuable than your opponents are when it comes to giving you credibility. If you play your cards right, your opponents will be your most credible and cheapest public relations agents.

**Rule 7: Speak plainly, be straightforward, use examples and avoid details.**

To many voters politician seem to live on a remote planet. One of the reasons why politicians are perceived this way is their language. Many politicians fail to understand that the kind of political language, which may be necessary in committee meetings, is not the best vehicle to speak to the voters. Always keep in mind that if you want to communicate with people, your language must be comprehensible to those whom you want to reach. Campaign pamphlets are not meant to prove to the voters how learned you are. Speak in simple terms! Use short sentences. And make extensive use of pictures and examples, which ideally should come from daily life and do not need much translating. Voters like politicians who are straightforward. Do not confuse voters with unnecessary details.

**Rule 8: Talk about concrete results for your voters. Forget about procedures, instruments and technical details.**

Many politicians tend to forget that voters are not interested in procedures but in results. Voters understand what you try to achieve, if you talk in simple language about bread and butter issues, issues which are close to their hearts. They do not bother how you achieve them. Successful politicians do not talk about instruments. They talk about the results or even how their activities will affect their voters.

**Rule 9: Do not lose touch with reality. Take voters as they are.**

Young politicians assume that voters will reward those candidates having good ideas and noble intentions. The disappointment comes on Election Day, when voters opt again for the old, supposedly corrupt and non-delivering incumbents. The reason is simple. There are a few basic rules about how voters behave and which one has to remember. Firstly, voters do not necessarily reward past achievements, but elect the representative from whom they expect more in future. Secondly, voters forget. New contenders tend to believe that voters keep in their memory records about every thing the incumbent has failed to do in the past. They forget that politics is only a small and not very important part of a voter's life. They do not keep records about everything their representative does or does not do. Thirdly, people are not necessarily as morally demanding as some politicians assume. The most important question for voters is whether their representative will behave totally selfish or whether there will be a trickledown effect for the voters.

**Rule 10: Be available and listen to those who decide upon your success. Reward loyalty with loyalty and make yourself indispensable.**

Many voters complain that their elected representatives do not care for them once they have been elected. That makes it easy for you, as a candidate, to impress your voters. Do the rather unusual: be visible, and approachable and listen to what your voters tell you. Since public expectations about the approachability of politicians and their concern for voters are low, even a relatively small degree of attention and physical presence will distinguish you from all competitors and make a positive example. Be on the spot if something happens in your constituency. Take part in daily life of your voters as this will also enhance your knowledge about you constituency. Remember that your loyalty should first of all go to those who have elected you. It is surprising that often politicians try to expand their support than consolidate what they already have. Furthermore, keep in mind to whom you are accountable and to whom you owe your loyalty. In reality you may not owe your mandate to the voters, but to a party boss or selection committee. You should prove to them that they should nominate you again. One way of doing this is to acquire knowledge and competence in a specialised political subject like finances, energy or defence, which makes you particularly valuable for your party leadership. You have to prove that you have qualities, which cannot be replaced or ignored easily.

**Rule 11: Every platform can be used to promote your case but you must have a message.**

Public attention does not come by itself. It must be fought for. And one of the basic rules of politics is that every political platform can be used to promote your case and further your career. But there is one precondition: *you must have a message*. You must say something that is relevant to the people, distinguishes you from your opponents and is presented in such a way that it sounds new and interesting. Keep in mind that journalists are in a difficult position. They have to fill their newspaper or their radio and TV stations everyday with interesting and sellable news. You can help them by providing information and ideas, which they print and broadcast. One way of doing so is saying the opposite of what everybody else says. A good alternative is to be where the action takes place. If there is a bad accident or a fire in your town go to the place of disaster, look for the people from the media and use the occasion to make a useful political comment. If the emergency services were late or an accident happened because of unsatisfactory safety regulations, you could suggest ways in which to improve things. Your potential voters will then see that you are where things happen, that you care for what is going on and that you address the problems as a responsible politician.

**Rule 12: Money is not everything.**

Successful politicians know how to replace a scare resource by others. And they are not discreet about their opponents' finances. Your opponent's finances may be immoral but self-pity will not bring you any votes. You can always replace one scare resource by another. You may not have much money. But if you have good ideas, a convincing message and a clear strategy you will easily find political allies. Try to mobilize people who share your political vision. Motivate them to work for you as volunteers. Thus you replace money by time and enthusiasm, which many young people can offer. If you think that your opponent gets money from unfair state funding or money from special interest groups, make it a public issue. If you have precise facts and figures about his budget and its origin, publish them. Force your opponent to identify his sources of funding, remember you will have to do the same. And even if he does not want to answer, make his refusal a constant topic of your speeches. If he does not want to disclose the source of his finances, voters will think that he has something to hide. If your opponent tries to buy votes, tell the people feel free to take my opponents' gifts but vote for me.

## **SWOT (Strengths, Weaknesses, Opportunities and Threats)**

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

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

### **Why use the tool?**

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

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

### **How to use the tool:**

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

#### **Strengths:**

- What are your party's advantages?
- What does your party do well?
- What do other people see as your party's strengths?

#### **Weaknesses:**

- What could your party improve?
- What does your party do badly?
- What should your party avoid?

#### **Opportunities:**

- Where are the good opportunities facing your party?
- What are the interesting trends your party is aware of?

*Useful opportunities can come from things such as:*

- Changes in how the country is run
- Changes in social patterns, population profiles,
- Local events
- Changes in how political parties can operate

#### **Threats**

- What obstacles does your party face?
- What is your competition doing?

Are the ways in which your party operated changing?  
 Is changing political landscape threatening your party's position?  
 Does your party have financial problems?

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

**SWOT Analysis** Example of a party:

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

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

**Or**

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

**or** how can you obtain a better position within the party

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

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

## Message Development

1. *A message is not an issue or a problem. It is not a goal or a policy or a program. It is not a slogan. A message is the core idea that persuades and motivates people to do what you want them to do.*

*Vote for me because \_\_\_\_\_*

2. *A message box is a tool you can use to help you think clearly about these things. Here is the model for how you fill in a message box: Try and use this model for your own messages. This is just an example of how the model works.*

<b><i>YOUR MESSAGE</i></b>	<b><i>YOUR OPPONENT'S MESSAGE</i></b>
<i>What you say about a topic</i>	<i>What your opponent says about the same topic</i>
<i>What you say about your opponent's message</i>	<i>What your opponent says about your message</i>

3. *Here is an example of a message box about education. Your opponent wants to improve education too, but thinks the best way to do this is to build more schools.*

<b><i>YOUR MESSAGE</i></b>	<b><i>YOUR OPPONENT'S MESSAGE</i></b>
<i>Better education means better chances for rural people.</i>	<i>More schools mean more opportunities for rural people.</i>
<i>Quality is more important than quantity.</i>	<i>You can't educate people if they can't get to the schools.</i>

4. *If this tool works for you, in addition to developing and testing a few messages for each of your key issues, you may want to do messages boxes for each of them.*

### Sample Party Message Box

<p><b>What Yellow Party Says About Themselves</b></p> <ul style="list-style-type: none"> <li>- Life was better before UDF, MCP will:</li> <li>- Abolish hunger</li> <li>- Improve schools</li> <li>- Lower prices</li> <li>- Improve healthcare</li> <li>- Lower crime rates</li> </ul>	<p><b>What Green Party Says About Yellow Party</b></p> <p style="text-align: center;">In 30 years, MCP did nothing</p>
<p><b>What Yellow Party says About Green Party</b></p> <ul style="list-style-type: none"> <li>- Quality of education has declined</li> <li>- Economy in bad state due to corruption</li> <li>- Banda did allow a multi-party system</li> </ul>	<p><b>What Green Party says about Themselves</b></p> <ul style="list-style-type: none"> <li>- We brought:</li> <li>- Freedom of speech</li> <li>- Free primary education</li> <li>- Youth business plans</li> <li>- Poverty alleviation through the social action fund</li> <li>- The economy is fine, there is just a world recession</li> </ul>

### Sample individual message box

<p style="text-align: center;"><b>What I Say About Myself</b></p> <ul style="list-style-type: none"> <li>- My education (I have an MSc)</li> <li>- My achievements: <ul style="list-style-type: none"> <li>• Teaching</li> <li>• Community development</li> <li>• Radio station in Mangochi</li> </ul> </li> <li>- I will emphasize: <ul style="list-style-type: none"> <li>• Clean water</li> <li>• Small business development</li> <li>• Maintaining small roads</li> </ul> </li> <li>- My contacts in the donor community (e.g. funding from Germany for widows)</li> </ul>	<p style="text-align: center;"><b>What They Say About Me</b></p> <ul style="list-style-type: none"> <li>- Women aren't qualified/capable</li> <li>- She's a bad woman</li> <li>- She has no experience</li> <li>- She's not really one of us</li> <li>- She is too young</li> </ul>
<p style="text-align: center;"><b>What I Say About Them</b></p> <ul style="list-style-type: none"> <li>- We are tired of men, try a woman MP</li> <li>- He doesn't understand the problems of the community, especially women's problems</li> <li>- He has no new ideas</li> </ul>	<p style="text-align: center;"><b>What They Say About Themselves</b></p> <ul style="list-style-type: none"> <li>- I'm a strong leader</li> <li>- I'm well-educated</li> <li>- I'm a retired officer</li> </ul>

Here is an other example of a message that former US President Bill Clinton used for his election campaign in 1992. You can also prepare a brief message using the message box.

Change V more of the same

The economy, stupid

Don't forget healthcare

Bill Clinton's 1992 election message

### **ACTIVITY: Basing Messages on Local Needs**

- Provide participants with the following definition of a “message”. Write the definition on a flipchart in advance of the training. A campaign message tells the voters why the candidate is running and why the voters should chose them over the other candidates. A message is a simple statement that will be repeated over and over during the campaign to persuade voters.
  
- Go over the main requirements for an effective message:
  - *It must be short.*
  - *It must be truthful and credible*
  - *It must be important and persuasive*
  - *It must show contrast between you and your opponents.*
  - *It must be clear and speak to the hearts and minds of voters*
  - *It must be targeted at a specific group of voters*
  - *It must be repeated again and again*
  
- Go over the three points to message creation with the participants (see below).
- Read over the example.
- Divide the participants into two groups and assign each group one of the case studies. Read the two case studies out loud before giving each group 10 minutes to come up with their message based on the information.
- Come back together as a group and share messages.
- Let the groups provide feedback on each other’s messages.

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

### **Here is an example:**

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

### **Case Study #1**

In Margalla Village there are many problems. The school building is falling down and only half of the village children attend school. The Basic Health Unit is closed most of the time, doctors are unavailable, and the medicines available are old and expired. The people in the village must travel far to get water and there are only a few hand pumps. Some citizens have attended local council meetings to see how these problems can be solved. The council has had many, many meetings to discuss the village problems but to date they have not taken any action.

### *Case Study # 2*

Satellite Town is a semi-urban area. Many houses have been built close together. The population is increasing rapidly because the town is located near a main road. There is a need to build a small road to link Satellite Town to the main road. The road project is now in the fourth year and the project has barely started. The Council members say that more money must be raised to complete the project. All of the project equipment has been purchased through contractors who are also council members. Several citizens have asked the council to show where the money has been spent, but it cannot account for the money because of poor record keeping. Some of the citizens have said that a few of the council members have gotten wealthier over the last few years.

## **Some Ways to Deliver Your Message**

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

Parties often involve in negotiations within and outside the parties.

### ***THREE COMMON NEGOTIATION SITUATIONS***

1. Negotiation between one group of people inside of a larger group, party, organization or institution and another group of people in the **same** group, party, organization or institution.

**Example:** council members negotiating with one another about a community issue.

2. Negotiation between people from a particular group, party, organization or institution and people from **another** group, party, organization or institution.

**Example:** One party representative negotiating with someone from another party over proposed legislation in Parliament.

3. Negotiation between a group, party, organization or institution, within the legal system and a group **outside** the legal system (e.g. armed groups, terrorists, drug lords, gangs) or a group from **outside** the country (e.g., non-nationals engaged in arms smuggling).

**Example:** The government negotiating with hostage takers.

### **Do's of negotiation**

- ✓ Know what you want and what the other party wants
- ✓ Prepare thoroughly and comprehensively
- ✓ Be ready with your facts and figures
- ✓ Be attentive during negotiations
- ✓ Listen, empathize and observe carefully
- ✓ Be optimistic
- ✓ Satisfy reasonable wants and demands of the parties concerned
- ✓ Be persuasive
- ✓ Be firm and polite on what you can and what you cannot do
- ✓ Aim for win-win situations
- ✓ Know your limitations
- ✓ Accept setbacks

### **Do nots of negotiation**

- Do not negotiate in hurry
- Do not negotiate under pressure
- Do not reveal your thoughts
- Do not display any sign of nervousness or hesitation
- Do not offer anything unless the other side is willing to do so
- Do not cheat or mislead
- Do not close the doors even after failure
- Never give up

# CONSIDERATIONS FOR CONTESTING

## 1. Why do you want to run for office?

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

- Are you fully prepared?
- Is your family prepared?
- How will this affect your professional life?

## 2. What are your financial resources?

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

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

## 3. What are your campaign issues?

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

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

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

## 5. Who are your allies?

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

## 6. Where does your opponent stand on important issues?

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

## 7. What is the process for entering the campaign?

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

## Knowing Your Constituency

- Strengths and weaknesses in your constituency.

- Data from previous elections.
- Ballot Box returns.
- Devise a strategy where party vote is weak.
- Spend time in weak areas by canvassing door to door.
- Follow up with leaflet drop designed to highlight issues of concern to that area.
- Highlight local issues in the local press or talk about issue of concern to that area in Parliament. (Example of minimum wages).

## Campaign Budgets

- The following list contains many of the items that should be considered.

### *Campaign Budget Items*

- Campaign office: rental, phone, electricity, office furniture and equipment, including computer(s) and printer
- Stationary and postage
- Flyers and other printing and photocopy costs
- Cell phones
- Transportation
- Travel to outlying areas, if applicable
- Stage/platform/microphone and other special event costs
- Promotional items: balloons, pens, pencils, posters, etc.
- Refreshments
- Banner(s)
- First Aid Kit
- Election day expenses, including meals and snacks, transportation

- The important point here is that running a campaign will cost money and a source of funds must be found for all of your budget items.
- In some cases, you will be able to supply an item without having to pay for it (for example, if a supporter lends you a computer). In most cases, however, you will have to fundraise. Fundraising is what makes your campaign possible.

## General Fundraising Rules

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



### Asking for Contribution

- The single most important reason why people do not give to political campaigns is that they were never asked.
- Too often candidates believe that a particular person will not give or can not afford to give and therefore do not ask them. This is often just an excuse to avoid asking and thereby avoid raising money.
- No amount of Public Relation and public education will help a fundraising campaign, unless people are asked and given an opportunity to say yes.

## Fundraising Goals

Every campaign budget needs a companion fundraising goal (the amount of money needed to pay for your campaign) and an outline of how and when you expect to raise that money.

The following is a sample format to outline all your planned fundraising activities and goals.

<b>Goal:</b> (x amount that corresponds to your Campaign Budget)	<b>Fundraising Goals</b>							
	<b>February</b>		<b>March</b>		<b>April</b>		<b>May</b>	
<b>ACTIVITY DIRECT ASKS:</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>	<b>Goal</b>	<b>Actual</b>
<b>Totals:</b>								
Difference:								
<b>SPECIAL EVENTS:</b>								
House Party								
Candidate's Dinner								
Fair & Bake sale								
Take-away lunch								
Women's luncheon								
<b>Totals:</b>								
Difference:								
<b>DIRECT MAIL:</b>								
<b>Totals:</b>								
Difference:								
<b>Monthly Totals</b>								
<b>To Go</b>								
<b>Total Raised</b>								

## Fundraising Plan

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

## Fundraising Plan

	February	March	April	May
<b>Direct Requests:</b>				
<b>Special Events:</b>				
House Party				
Candidate's dinner				
Fair and Bake sale				
Auction				
Women's luncheon				
<b>Fundraising Expenses:</b>				
<b>Direct Mail:</b> (Postage) Telephone				
<b>Staffing:</b>				
Fundraising Researcher				
Scheduler				
Fundraising Events Coordinator				
Meals				

## **TEN STEPS FOR ORGANIZING A SUCCESSFUL PUBLIC FORUM**

- 1) Put together a management team.
- 2) Conduct pre-event planning
- 3) Hire the hall
- 4) Prepare the hall
- 5) Generate publicity using the local media
- 6) Advertise locally
- 7) Plan an agenda
- 8) Conduct the forum
- 9) Follow-up immediately after the forum
- 10) Debrief on accomplishment and lessons learned.

<b>Checklist for Organizing a Public Forum</b>	
<b>Before the Forum</b>	Have you booked the forum venue and obtained the key to get in?
	Is the room prepared with seats, tables, a backdrop and catering?
	Has publicity been sent to all interested parties?
	Do the speakers know where to go, what they are expected to say, how long they are expected to speak, and what time they will be able to leave?
	Do the speakers need transportation to and from the forum, or expenses for a hotel?
	Have the speakers been offered food and drink?
	Do the microphones work?
	Is there a sign-in desk?
	Is there a need to hire a photographer?
Is the banner properly displayed?	
<b>During the Forum</b>	Make sure the chairperson is firm but fair.
	Begin and finish on time.
	Ensure that the chairperson establishes the purpose of the forum and introduces the speakers.
	Make announcements about future activities.
	Take questions but avoid speeches from the audience.
Deal firmly with hecklers.	
<b>After the Forum</b>	Thank your guest speakers and volunteers in writing.
	Write to attendees and non-attendees.
	Phone target journalists and tell about the forum.
	Ensure that all speakers' expenses have been covered and that the cost of hiring the hall and the catering have been settled.
	Follow up on what action needs to be taken on as a result of the forum.
Arrange for a small group of supporters to evaluate the success of the forum and plan for the next one.	

# BRINGING IT ALL TOGETHER

## WORKSHEETS

How does all this come together? Let us say that your district has a population of 130,000 people. Of this population, there are 30,000 children below voting age and other non-registered voters, leaving a total number of 100,000 voters. In the last city election, there was 50% turnout of voters, or 50,000 votes cast. You assume it will be the same this time. In a multi-candidate race for city council, the winning candidate received 34% of the vote or 17,000 votes cast. If you figure an average of two voters per household, this would come to 8,500 households.

Now, you cannot assume that every voter you talk with will be persuaded to vote for you. So you should figure to communicating with a larger number of voters in order to receive the votes from 17,000 voters or 8,500 households. Suppose you persuade seven out of every 10 voters you communicate with to vote for you. You will need to talk to 25,000 voters or 13,000 households in order to be assured of support from 17,000 voters or 8,500 households ( $25,000 \times 0.7 = 17,500$  and  $13,000 \times 0.7 = 9,100$ ).

It is still a lot easier to talk with and try to persuade 13,000 families than it is to talk to and try and persuade 100,000 people. This whole process is narrowing the group of people you need to persuade down to a much smaller size.

## WORKSHEET 2: SETTING A CAMPAIGN GOAL

Using your research information and your best judgment, answer the following questions and incorporate the answers into your written campaign plan:

1. How many people (not just voters) live in your district?
2. How many of these people are able to vote in this election?
3. What percentage of these voters do you expect to vote in this election?
4. How many expected voters is this in real numbers?
5. How many candidates will be running for this position?
6. How many of these candidates could be considered serious?
7. If the election were held today, what percentage of the vote do you think each candidate would receive?
8. What percentage of the votes cast will be needed to win?
9. How many votes cast in real numbers are needed to win?
10. On average, how many voters live in one household?
11. Do these voters living in the same household all tend to vote for the same candidate?

12. If they do tend to vote for the same candidate, how many households will you need to receive the support of to guarantee victory?
13. If you talk to ten average voters, how many can you persuade to vote for you?
14. How many households will you need to communicate with for your message to reach enough voters to achieve victory?

### **WORKSHEET 3: GEOGRAPHIC TARGETING**

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

1. Where do all the candidates live? Are there any distinct geographic areas of support for any particular candidate?
2. What are the past performances of similar candidates in each precinct of the district?
3. What is the level of persuadability of voters in each precinct of the district?
4. What is the expected turnout of each precinct of the district?

### **WORKSHEET 4: DEMOGRAPHIC TARGETING**

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

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

### **WORKSHEET 5: BRINGING TOGETHER ALL THE TARGETING**

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

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

### **THE CONSTANT CAMPAIGN**

There are a lot of tasks that must be completed over the course of the campaign. A few of these tasks must wait until the campaign is underway. Many of these tasks, such as all forms of voter persuasion, will be more effective if they are done closer to Election Day. However, voter persuasion and many other tasks can be made much easier if they are

started well in advance of the actual campaign. Some of the tasks, such as analyzing past elections, can be completed years before the campaign begins.

Elected officials, potential candidates and political parties would benefit greatly if they would start viewing the political campaign as an ongoing, constant process. The next campaign begins the day after the last election. Leaving all of the work of campaigning until the election cycle begins makes all the work that much more difficult and decreases the chances that any of this work will be done well.

Below is a partial list of tasks that your campaign may have to complete and suggestions about whether or not you can begin the task before the actual campaign begins. You may want to add to this list or adapt it to your particular situation.

<b>Campaign Task</b>	<b>When To Start</b>
Research election laws	The party and potential candidates should know the current law early in the campaign and keep abreast of any changes.
District targeting	Political parties should select districts where they want to concentrate their efforts well in advance of the campaign and evaluate this targeting as the election progresses.
District research	Political parties and potential candidates should begin gathering information on election districts well in advance of the campaign.
Voter research	Political parties and potential candidates should begin gathering information on voter preferences as soon as possible and monitor changes throughout the campaign.
Research past elections	As soon as the last election is over or well in advance of the campaign.
Research this election	The campaign should access the current political situation as soon as it is known and monitor it throughout the campaign.
Candidate selection	Political parties should begin recruiting and researching potential candidates well in advance of the campaign.
Registering the candidate	There is often a limited window within the law of when the candidacy can be officially registered.
Putting together a campaign committee	Once the candidate has decided to run, they should begin putting together a group of individuals that will help make the campaign happen.
Research candidates	The campaign should conduct detailed research on all aspects of their candidate as soon as the candidate decides to run.
Research opposition candidates	As soon as the opposition is known.

<b>Campaign Task</b>	<b>When To Start</b>
Setting a goal	The campaign should determine how many votes it will need to win as soon as possible and monitor for any changes to this number throughout the campaign.
Targeting the voters	The political party should determine whom their base voters are well before the campaign begins. The campaign should decide which voters is their target audience as soon as possible and monitor this throughout the campaign.
Developing a campaign message	Political parties should have a basic message that they are constantly delivering and monitoring the impact. The candidate and campaign should develop a message as soon as possible.
Developing a voter contact plan	Once the campaign has completed the research and developed the message, it needs to decide how it will deliver this message.
Developing a campaign timeline	The campaign should begin developing a basic timeline as soon as possible and add to it as the campaign progresses.
Writing a campaign plan	The campaign plan should be written as soon as possible.
Developing a campaign budget	Once the campaign knows what it intends to accomplish, it should develop a budget of what will be needed in terms of time, money and people to achieve these goals.
Fundraising	Once the candidate decides to run they should begin raising the money needed. This will most likely continue throughout the campaign.
Monitoring the cash flow	The campaign will have to constantly monitor how the money is being spent.
Hiring campaign staff	The candidate should hire staff as soon as they are needed.
Opening a headquarters	The campaign should open a headquarters when it is needed.
Developing a press strategy	The press strategy should be part of the overall voter contact plan and should be developed more specifically as soon as possible.
Speech writing	Speech writing should be done as needed.
Building a coalition	The political parties should begin developing a coalition with civic organizations well in advance of the election. The campaign should make contact and begin working with civic organizations as soon as possible.
Getting endorsements	The schedule for endorsements is often in the control of the organization that may provide the endorsement. Still, the campaign needs to know this schedule and do what is necessary to earn the desired endorsements.
Scheduling the candidate	Scheduling is done as needed. The campaign should develop a system for responding to invitations and maintaining a schedule as soon as possible.
Staffing the candidate	Staffing will be done as needed. In most cases, the candidate should have someone with them at all times.
Dealing with vendors	Once the campaign plan is written, the campaign will need to start dealing with vendors to accomplish the objectives.
Recruiting volunteers	Recruiting volunteers should begin early and happen throughout the campaign. Political parties should maintain a database of past volunteers and activists.

<b>Campaign Task</b>	<b>When To Start</b>
Developing campaign materials	Once the message is developed and the method of voter contact is decided upon, the campaign should start developing materials.
Implementing the voter contact plan	Once the voter contact method is decided upon, the campaign must put all of its effort into implementing the plan. There should also be contact with voters well in advance of the campaign.
Responding to voter requests	Responding to voter requests should be on going for both the party and the campaign.

**SAMPLE CAMPAIGN FORMS**

As the campaign becomes more intense, it is important that you have established procedures for keeping accurate records, delivering clear instructions and dealing with various things such as invitations and contributions to your campaign. You should review the following forms and consider adapting them for use in your campaign.

**Sample Volunteer Card or Database Form**

Voter's Name: _____	
Address: _____	
Precinct: _____	
Phone: _____	
Party Affiliation: _____	
<b>Needs:</b>	<b>Will support the campaign by:</b>
More Information	Volunteering
Absentee Ballot	Canvassing
Transport to the Polls	Working to Get Out The Vote
Election Day Domestic Issues	Making a Donation
<b>Additional Information</b>	
_____	
_____	
_____	
_____	
_____	

**SAMPLE - Supervisor's Instructions for Phone Bank - SAMPLE**

As supervisor of the phone bank, you will be responsible for all the phoning activity, and the general productivity of the bank.

You will be calling from lists of voters in the targeted precincts. The phone bank coordinator will give your phoning lists to you.

You will be responsible for keeping your phones filled during all phoning hours.

You will need to hold a training session for your volunteers the first night. This need only last about one half-hour.

Rehearse the phone message with them, instruct them in making the tally sheets, etc.

Be pleasant and courteous. Encourage your volunteers constantly.

Reward good performance and be watchful for trouble areas for those making the calls.

It is your responsibility to total all tally sheets and compute the statistical evaluation sheets. Do this at the end of the shift.

Run shifts for four hours. Assign phone volunteers on a shift basis each day.

Collect special request forms periodically. Do not let them pile up. Refer them to whoever will do the follow-up with more information about the candidate.

If you have a problem, contact the main headquarters and ask for \_\_\_\_\_.

Most phoning should take place during the evening hours (5:30 PM to 9:30 PM) and all day Saturday (10:00 AM to 9:00 PM).

Daytime phoning during the week is an option, particularly if you are falling behind schedule.

### Sample ID Telephone Script

"Good evening (morning or afternoon). May I speak with Mr./Ms. \_\_\_\_\_, please? Mr./Ms. \_\_\_\_\_, my name is \_\_\_\_\_ and calling from Forum Consulting. We're conducting a survey to determine the choice of voters in this area.

If the election for legislature were held today, would you vote for \_\_\_\_\_ or \_\_\_\_\_? Thank you for your time."

Rate the voters on the phone sheets according to the following scale:

"1" Supports your candidate

"2" Undecided

"3" Supports an opponent

Do not get into discussions with the voters. This will only take time away from making more calls.

Only answer the most basic questions and do not discuss issues.

Remember to thank each individual spoken to when concluding the call.

Turn in your completed call sheets when finished.

If you do not complete a call sheet, make sure it is clearly marked at the point you stopped.

Keep any call sheets you did not complete separate.

Thank you for your effort in making your phone bank a success.

## Sample Canvass Instruction Sheet

### **What you are doing.**

We are canvassing homes in swing precincts to tell voters about our candidate, give them a piece of campaign literature and answer their questions.

We also want to register their preferences in this very important race. When the canvass is finished, the campaign will be delivering more literature to undecided voters.

### **How to do it.**

This kit contains everything you will need:

The survey sheets - make sure you record the name, address and preference of the voters. A "1" supports your candidate, a "2" is undecided and a "3" supports the opponent.

The volunteer badge - wearing this badge will identify you as a campaign volunteer.

The candidate-briefing sheet - this will tell you about the candidate and what they stand for.

Campaign Brochures - give one of these to each voter.

**The Q Slip** - When you get a question you cannot answer, do not fake it. Just tell the voter that you are a volunteer, that you do not know the answer but that you will find out and get them the answer. Then fill out a "Q Slip" which will be processed at the campaign headquarters.

**The Report** - When you have finished, please fill out the Canvass Report so that you are able to quickly tally the results of the canvass and gage your progress.

### **What To Say**

Remember that you are a personal Representative of the candidate. The words you say and the impression you make will have a big effect on the voter's decision.

Here is an outline of the canvassing message. You will need to go over it a few times to get it down in your own words.

### **Identify yourself.**

"Good afternoon, my name is (your name), and I'm a volunteer for (candidate), who is running for Provincial Assembly. May I speak with you for just a moment?"

Talk about the candidate.

"I'm working for (candidate) because (candidate) is an honest candidate with a good record of helping people in your community. I think that (candidate) is one of the few candidates you can trust these days."

### **Ask for question.**

"We are conducting a people to people campaign because (candidate) wants to make sure the people know where (candidate) stands on the issues. Is there a particular issue you are concerned about?"

### **Offer Brochure**

"Have you made up your mind about the election, (Mr./Ms. Voter)?" (If yes, determine their preference and conclude the conversation appropriately. In no, continue.)

"I would like to leave this brochure with you to tell you more about (candidate). Please consider voting for (candidate) on Election Day - (candidate) will be a great member of Provincial Assembly. Thank you for your time."

### **Special Guidelines**

You will find that almost everyone will be polite and willing to listen. If you contact an unfriendly person, do not argue - just terminate the conversation quickly.

If you have questions or problems, call (coordinator) at (phone number).

### Sample Canvass Report

Rating System: "1" - Supporter, "2" - Leaning toward Candidate, "3" - Undecided, "4" - Unfavorable, "5" - Supporting Opponent, "R" - Refused to Answer, "X" - Not at Home.  Street Name: _____ Community: _____ Precinct: ____ Polling Place: _____					
House #	Voter's Name	Phone #	Rating	Comments	Follow Up

### Sample "Dear Friend" Card

Dear Friend,

Next Tuesday you have the opportunity to elect a new member of Provincial Assembly who will be more effective at representing us in the capital.

I'm voting for (candidate) because he/she will work for better schools for all of your children. Please join me and vote for (candidate).

Sincerely,

(Volunteer's signature)

### Sample Scheduling Form

Date of Request:	Accept:
Decision Made:	Reject:
Date of Response:	Hold:
Event:	
Date:	
Time:	
Location:	
Sponsoring Organization:	
Address:	
Phone:	
Contact Person:	
Address:	
Phone:	
Description of Program:	
Number Expected to Attend:	
Will Media Be Present?	
Nature of Candidate's Participation:	
Other Information:	

### Sample Fundraising Form

<b>Potential Donor Sheet</b>		
Name:	_____	
Business:	_____	
Address:	_____	
Work phone:	Home phone:	Fax:
Interest in giving:	_____	
Contact to ask:	_____	
Ask for how much:	_____	
Notes of contact/calls/responses:	_____	
Follow-up:	_____	

**Canvassing Follow Up Form**

Name of Voter: -----

Address: -----

Phone Number(s): -----

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

**What is the nature of the request/question?**

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

**Please explain:**

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***For office use***

Details of Follow up:

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

**CAMPAIGN HEADQUARTERS EQUIPMENT CHECKLIST**  
**(Consider posting as a “wish list” for donations from your supporters)**

<b>General Supplies</b>	<b>Furniture</b>	<b>Equipment</b>
<input type="checkbox"/> Binders and Notebooks	<input type="checkbox"/> Chairs	<input type="checkbox"/> 35 mm camera
<input type="checkbox"/> Broom and dust pan	<input type="checkbox"/> Chalk or marker board	<input type="checkbox"/> Answering machine
<input type="checkbox"/> Calendar	<input type="checkbox"/> Computer table(s)	<input type="checkbox"/> Calculator
<input type="checkbox"/> Clasp envelope	<input type="checkbox"/> Couch	<input type="checkbox"/> Coffee maker
<input type="checkbox"/> Computer diskettes	<input type="checkbox"/> Desks	<input type="checkbox"/> Computer(s)
<input type="checkbox"/> Computer/copy paper	<input type="checkbox"/> Easel	<input type="checkbox"/> Copy machine
<input type="checkbox"/> Cups, cream and sugar	<input type="checkbox"/> File cabinet with lock	<input type="checkbox"/> Fax machine
<input type="checkbox"/> File folders	<input type="checkbox"/> Flip charts	<input type="checkbox"/> Printer(s)
<input type="checkbox"/> Glue	<input type="checkbox"/> Folding chairs	<input type="checkbox"/> Postal scale
<input type="checkbox"/> Labels	<input type="checkbox"/> Podium	<input type="checkbox"/> Radio
<input type="checkbox"/> Letterhead	<input type="checkbox"/> Refrigerator	<input type="checkbox"/> Staplers (electric)
<input type="checkbox"/> Markers and pens	<input type="checkbox"/> Shelves	<input type="checkbox"/> Tape recorder
<input type="checkbox"/> Message pads	<input type="checkbox"/> Work tables	<input type="checkbox"/> Telephones
<input type="checkbox"/> Moisteners or sponges	<input type="checkbox"/> Wastebaskets	<input type="checkbox"/> Television
<input type="checkbox"/> Note paper		<input type="checkbox"/> Typewriters
<input type="checkbox"/> Paper clips		<input type="checkbox"/> VCR
<input type="checkbox"/> Paper punch		
<input type="checkbox"/> Pencils and sharpeners		
<input type="checkbox"/> Rubber bands		
<input type="checkbox"/> Rubber stamp, ink pads		
<input type="checkbox"/> Scissors		
<input type="checkbox"/> Stamps		
<input type="checkbox"/> Staples and staplers		
<input type="checkbox"/> Tapes (audio and VHS)		
<input type="checkbox"/> Tape and dispensers		

# CAMPAIGN PLAN TEMPLATE

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

## Step One: Research

Briefly describe the Elections Laws that will affect this election.

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Briefly describe the Voters in the district.

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Briefly describe what has happened in past elections in this district.

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Briefly describe the factors that will influence this election.

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Briefly describe your candidacy.

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Briefly describe your opponents.

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### **Step Two: Setting a goal**

The total population of the district is:

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Expected turnout in this election is:

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

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

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### **Step Three: Targeting the Voters**

#### *Geographic Targeting*

Based on past elections, you can expect to do well in these parts of the district.

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Based on past elections, the opposition can expect to do well in these parts of the district.

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Based on past elections, the following areas of the district will be the undecided/maybe areas where you will have to persuade the balance of the voters you need to win:

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*Demographic Targeting*

You can be considered to belong to the following demographic group, which will be your base of support.

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

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All of these demographic groups make up the following percentage of the population:

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

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Your opponent can expect to attract their votes primarily from the following demographic groups:

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*Voter Analysis*

Members of your target audience share the following Values:

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Members of your target audience share the following Attitudes:

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

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Members of your target audience share the same desire for the following Leadership Qualities:

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*The message check*

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

Does the following support your message?

- \_\_\_ Your biography
- \_\_\_ Stories about you
- \_\_\_ Your campaign slogan
- \_\_\_ Your campaign logo

*Key Issues of the Electorate*

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

- 1.) \_\_\_\_\_  
\_\_\_\_\_
- 2.) \_\_\_\_\_  
\_\_\_\_\_
- 3.) \_\_\_\_\_  
\_\_\_\_\_

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

- 1.) \_\_\_\_\_  
\_\_\_\_\_
- 2.) \_\_\_\_\_  
\_\_\_\_\_
- 3.) \_\_\_\_\_  
\_\_\_\_\_

**Step Five: Voter Contact**

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

Demographic Group	Method to reach them

*Voter contact plan*

Activity 1.

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Activity 2.

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Activity 3.

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Activity 4.

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Activity 5.

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## *Campaign Timeline*

The following is your campaign timeline, which outlines all of the activities the campaign intends to complete. Each activity is assigned a coordinator, the number of people needed to complete the task, and a cost.

<b>Date</b>	<b>Activity</b>	<b>Coordinator and Volunteers</b>	<b>Expenses</b>
One week before election day.			
Two weeks before election day.			
Three Weeks Before Election Day			
Four Weeks Before Election Day			
Five Weeks Before Election Day			
Six Weeks Before Election Day			

Seven Weeks Before Election Day			
Eight Weeks Before Election Day			

### ***Campaign Structure***

These people will have the following roles in the campaign:

Name	Role	Phone Number

### **Campaign Budget**

The total cost of all the voter contact activities is:

\_\_\_\_\_

The total administrative cost (headquarters, staff, office machines, etc.) is:

\_\_\_\_\_

The total research cost is:

\_\_\_\_\_

Adding all of these costs together, you will spend the following amount on this campaign:

\_\_\_\_\_