

*Increasing Women's
Political Participation in Guyana*

Campaign Manual for Women

**National Democratic Institute for International Affairs (NDI)
Guyana**





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Acknowledgements

This publication was made possible through the support provided by the office of the U.S. Agency for International Development (USAID) Guyana Mission, under the terms of Award No. 504-A-00-00-00110-00.

IR4 Civil Society Influences Public Policy

Increasing Women's Political Participation Training Manual for Potential Candidates

Sections of the following publications were adapted for use in this Campaign Manual:

- *Trainer's Manual: Candidate Skills*, NDI Guyana, 2004.
- *Campaign Manual*, NDI Azerbaijan, 2000.
- *Campaign Guide*, NDI Croatia, 1999.
- *Walk and Talk*, NDI Croatia, 1999.
- *Political Campaign Planning Manual*, NDI Russia, 2003.
- *Federal Campaign Finance Plan Workbook*, Arizona Women's Political Caucus Campaign Conference, November 15, 2003.
- *Guidelines for Winning in Politics*, a Caribbean Policy Development and Trinidad and Tobago Network Manual, 2003.
- *Campaign Planning*, Democratic National Committee, Ronald H. Brown, Chairman, Project 500, 1986, 1989.

NDI gratefully acknowledges the support of the USAID Guyana Mission, which funded both the *Increasing Women's Political Participation in Guyana* program and the publication of this Campaign Manual.

The opinions expressed herein are those of the authors and do not necessarily reflect the views of USAID.

1. Introduction

Tens of thousands of talented women stand ready to use their professional expertise in public life; at the same time, they are dramatically underrepresented in positions of political leadership around the world.

Madeleine K. Albright
NDI Chairman

INCREASING WOMEN'S POLITICAL PARTICIPATION

THE SITUATION

The National Democratic Institute for International Affairs (NDI) believes that the full participation of all citizens, both male and female, is the best way to build and sustain democracy. In its operations and its programs, NDI seeks out women as full partners and active participants.

Comprising over 50 percent of the world's population, women continue to be underrepresented as voters, political leaders and as elected officials. For this reason, women's participation is an essential element in the design and implementation of all NDI programs. The Institute helps women acquire the tools to engage in the political process. Its programs create an environment in which women can advocate on matters of policy, run for political office, be elected, govern effectively, and participate meaningfully in every facet of civic and political life.

NDI'S PROGRAMS

Civic Advocacy and Education

NDI helps to educate and motivate women to participate in the political process. Although many formal legal obstacles to women's political inclusion have been lifted, women often do not know their rights or understand that they have a role to play in shaping the policies that affect their lives. NDI helps women's and citizens' groups become more effective advocates on issues of concern to them and to be significant contributors to public policy making.

At election time, many traditional voter education programs fail to reach women for reasons that include disproportionately high rates of illiteracy, social constraints and familial responsibility. NDI programs are tailored to be accessible and appropriate to women, and its materials increase women's ability to understand their political rights and current political issues.

Political Party Strengthening

As an essential element of its political party strengthening programs, NDI works with party leaders and members to demonstrate the importance of recruiting women as voters, party workers and candidates, and to include women in the development of their organizational structures.

Political parties in many countries have patriarchal structures that rarely encourage the recruitment of women into leadership positions or as candidates onto party lists. Women often find their efforts to break into the political arena marginalized by their parties' failure to support their viability as candidates or to appeal to female voters. NDI enlists successful women politicians from both established and emerging democracies to teach women how to succeed in the political process – first as activists, then as leaders.

Assisting Women Candidates

Around the world, NDI's programs train thousands of women candidates in the essentials of campaign planning, message development, public speaking, media relations, fundraising, and campaign management to increase their viability, and help them win their races.

Armed with professional skills and able to compete on a levelled playing field, many NDI trainees have been elected to public office and more achieve victory at the polls each year. Because these leaders are often among the first women in their country to seek elective office, candidates are also encouraged to come together to form support groups and to teach and inspire each other and young people.

Training Elected Women Leaders

NDI helps to equip women leaders with the skills necessary to work effectively within deliberative bodies and political parties.

Once women gain elected office, they are frequently challenged by unfamiliar procedures and an unwelcome environment. They find their effectiveness as legislators limited by being marginalized, assigned to work on "women's issues," and viewed as tokens within the political establishment.

NDI provides these leaders with substantive skills in areas such as computer expertise, bill drafting, legislative procedures and comparative political systems. This increases their standing with both their colleagues and constituents and makes them more effective legislators. NDI also has helped organize Women's Caucuses in a number of parliaments around the world. These networks provide a much-needed venue in which women can come together across party lines, and have the added benefit of helping to ensure that issues of concern to women are addressed on the legislative agenda.

OUTCOMES

The involvement of women is an intrinsic element of every NDI program. NDI's targeted programs have assisted women and women's NGOs to make great strides in small ways, often with a huge impact on their society. Since 1985, NDI has organized programs in more than 50 countries specifically to increase the role of women as civic activists, voters, candidates, political party representatives and elected leaders, with the belief that as more women become politically involved, institutions will become more responsive to the needs of all citizens, including vulnerable populations of women and children.

Women around the world often face daunting challenges. NDI recognizes that women must be equal partners in the process of democratic development around the world. As activists, elected officials and constituents, the contributions of women are crucial to building a strong and vibrant society.

INCREASING WOMEN'S POLITICAL PARTICIPATION IN GUYANA

In June 2001, NDI in Guyana introduced a program called *Increasing Women's Political Participation*. It was developed with a view to increasing the number of women candidates in the approaching local government elections. The program focused on developing the skills that are considered essential for electability, and for effectiveness as elected representatives. Over three hundred women in all of Guyana's ten administrative regions were trained in *Leadership Skills, Understanding Local Government, Effective Use of the Media, Negotiation Skills, Managing a Political Campaign, Voter Identification and Outreach* and *Campaign Fundraising*.

Survey research done by NDI in 2003 on public perceptions about women in political life showed that women for the most part were not participating in decision-making at the level of elected office. While not surprising in itself, what the survey did show was that women had a great sense of civic responsibility and felt that local government elections were an opportunity for a more responsive, citizen-oriented type of governance to emerge.

The decision to become a candidate situates women at the intersection of politics and community. Many participants in NDI's program regard local government as a link between their community and the nation, and their decision to consider running for office was an acknowledgement that women have important contributions to make in the development of policies and programs that shape the identity of their communities.

By becoming a candidate, women are stepping into the political arena. NDI's training program responded to a fundamental perception that effectiveness in political life was beyond the grasp of most Guyanese. According to NDI's research report *Public Perceptions About Women in Politics (2003)* women in Guyana regard politics as a negative experience, and would not participate unless there were basic changes to the way politics was played out.

The **Campaign Manual for Women** is based on these assumptions. It has been designed to create a more professional campaign based on the idea that women will run as independents, and at the same time, have little or no previous experience. It provides step-by-step directions that potential candidates can use to conduct their campaigns for election to local government positions in Guyana. Finally, it gives Guyanese women who are interested in running for public office the confidence and skills to participate in the democratic electoral process. Women bring a different perspective, a critical perspective, to politics. The meaningful inclusion of women is integral to vibrant democratic development everywhere.

Michael O. Murphy
Country Director
NDI, Guyana

April 2004

3. What solutions do you envision for the issues you have identified above (in questions #1 and #2)?

4. Outline a plan of action.

5. What structure/support do you envision to put this plan into action? *For example*, using the following list, show how each category can be part of your plan:


Ministries -

Organizations -

Institutions -

Programs -

Projects -

 **Note:** You may find that some of the issues you identify in this exercise inform part of your campaign message (See Tab 4: Voter Identification and Voter Outreach).

2. The Candidate

You have made one of the most important and difficult decisions of your life. By deciding to run for office you are about to embark on an exciting and rewarding voyage. As the candidate, you are the most important element of your election campaign and you have the primary responsibility for its success. It is *your* strength, knowledge, accessibility, credibility, energy and commitment that will build, sustain and hopefully ensure the success of your campaign.

In an election people vote for parties but they also vote for people they know and can rely on after the election. A campaign must promote the candidate who in turn has to persuade voters to vote for her (and if applicable, her party). Adopting certain practices will help make you a more attractive candidate.

A successful candidate is:

- ✓ **Visible and Accessible.** Direct contact with the voters at their doors, in the market, on the road and at community meetings and rallies will make yours a familiar face to the people you are trying to convince to vote for you. Being accessible during your campaign will inspire confidence that you will continue to be accessible once elected.
- ✓ **Well-informed.** Research the issues well and develop your position on that basis. Take time to inform yourself about voter concerns. Remember to be prepared to present a gender interpretation on issues, where relevant.
- ✓ **Transparent and Accountable.** Be honest and open in your campaign. If you do not have the answer or are not informed on an issue, say so and promise to follow-up. The way you manage your campaign should also be transparent. Since you have received financial contributions, it is your duty to keep accurate accounts of how the money was used and be prepared to disclose that information as appropriate.

A Successful Candidate is:

- ✓ Visible and Accessible
- ✓ Well-informed
- ✓ Transparent and Accountable
- ✓ Confident
- ✓ Upbeat, Enthusiastic and Positive
- ✓ Professional

- ✓ **Confident.** Do not be afraid to point out your experience, knowledge, compassion and self-confidence. As women, we have been trained to be shy, passive, slow in coming forward and cautious in displaying our talents. This is your opportunity to break that cycle. Be confident about who you are and feel good about being a woman.
- ✓ **Upbeat, Enthusiastic and Positive.** Having a sense of humour and an obvious commitment to the campaign are crucial to motivating supporters. A positive attitude is infectious and an essential aspect of leadership.
- ✓ **Professional.** Conduct yourself professionally in the way you dress, by being on time, by speaking appropriately and also in the way you handle people, particularly your opponents.

You have valuable attributes that can translate into strengths in your campaign. See the exercise at the end of this chapter and take inventory of those attributes and how they will contribute to your campaign.

The Role of the Candidate and Time Management

Every individual campaign will reflect the personality of the candidate. However, no matter what type of campaign is run, a candidate's responsibilities are the same.

The Candidate's Role is to:

- ✓ **Meet** people and **get to know** her voters.
- ✓ **Constantly deliver her campaign message** to everyone she meets.
- ✓ **Persuade** people to vote for her.
- ✓ **Encourage an active and public role** for women and youth in the campaign.
- ✓ **Constantly acknowledge** the campaign team and party supporters and the efforts of the volunteers.

A candidate's time is the most valuable resource a campaign has. It is important that none of that precious time between the beginning of the campaign and Election Day is wasted. As the candidate, you need to be spending your time talking to targeted voters. Allow the campaign manager to manage the campaign and the campaign team. This is neither your role nor the best use of your time.

A good guideline for candidates is to spend no more than 1 hour per day at her campaign office. Every extra minute that is spent sitting in the campaign office is valuable time being wasted. You can be sure that your opponent is out meeting and persuading people to vote for them and that is where you should be too. If a candidate is not out meeting and persuading people to vote for her, she will lose.

The Candidate's Job:

Your job is *not* to make strategy.

- **A candidate's job is to meet and persuade people to vote for her.**

Your job is *not* to manage the money.

- **A candidate's job is to meet and persuade people to vote for her.**

Your job is *not* to make the schedule.

- **A candidate's job is to meet and persuade people to vote for her.**

As a candidate, your job is to meet and persuade people to vote for you.



Knowing Your Voters

A successful candidate talks to the voters to find out about the issues that are most important to them.

Tips for getting to know your voters:

- ✓ Ask voters what their major concerns are.
- ✓ Gain an understanding of local issues.
- ✓ Get to know the community leaders.
- ✓ Understand the local vital statistics, such as employment levels.
- ✓ Develop an understanding of historical voting trends in your area.

Research and the Other Candidates

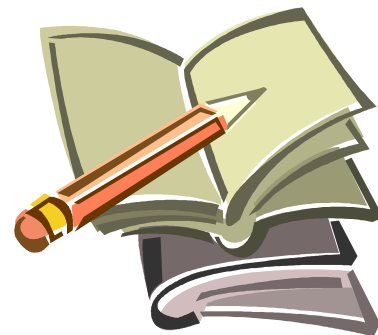
A candidate will have more than one opponent in the election and none of them can be ignored. You will have to know your opponents' positions on issues well so that you can tell voters why you will do a better job. Knowing where your opponents stand on certain issues will allow you to point out any weaknesses to their platform and to prepare for debates. Become familiar with local and national party policies.

See the exercise at the end of this chapter, *Researching your Opponents*, to use as a tool to do this research.

Candidate's Notebook

A candidate's notebook is a useful tool with information that is relevant to your community. It includes notes on the major issues and your opponents' positions on them. You can use it to highlight your gender-sensitive position on the campaign issues.

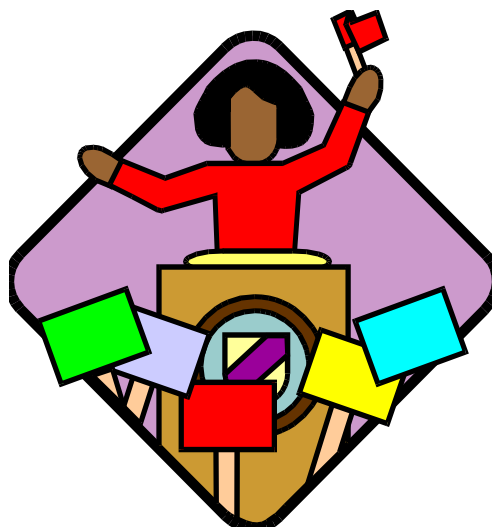
Voters do not expect you to know everything, but they are impressed with a candidate who does her homework.



The Candidate's Well-Being

Politics can be a very rewarding and exciting experience. It is also a crazy, intense and frustrating business and a candidate must maintain her well-being and strength throughout the campaign. The following tips are helpful:

- **Maintain your energy and good health.** An election campaign can be a very grueling experience and you will need breaks. Rest periods should be scheduled on your campaign calendar and those “appointments” must be kept. A tired or sick candidate can make frequent errors and fatigue or illness can often be misinterpreted as incompetence. When you take a break, do something you like to do. Spend time with your kids, go for a walk with a friend or have a nice dinner with your spouse, and do not even mention the election.
- **Use your support system.** Depend on the support and company of positive friends and family and those who share in your vision and goals.
- **Remember the difference between questions of principle and questions of policy.** Not everything is a matter of principle. Generally political debate is not about issues of principle but of issues of policy. Remember that an attack on your policies is not a personal attack on you or your principles.
- **Develop a thick skin.** Contesting an election requires a certain amount of determination, boldness and focus and often a “no turning back” attitude.




3. Identify and elaborate on three or more strategies you will use to maintain your sense of balance during your candidacy. Give examples.

1.

2.

3.

4. Are there issues in your community that really frustrate or aggravate you? What are they and what are your suggestions for resolving them?

 **Note:** Refer back to this last question when you are developing your campaign message (See Tab 4: Voter Identification and Voter Outreach).

Researching Your Opponents Exercise:

Candidate's Name (and Party, if applicable)	Candidate's Strengths:	Candidate's Weaknesses:	Reasons I am better suited for the job:
1.	1. 2. 3.	1. 2. 3.	1. 2. 3.
2.	1. 2. 3.	1. 2. 3.	1. 2. 3.
3.	1. 2. 3.	1. 2. 3.	1. 2. 3.

Candidate's Name (and Party, if applicable)	Candidate's Strengths:	Candidate's Weaknesses:	Reasons I am better suited for the job:
4.	1. 2. 3.	1. 2. 3.	1. 2. 3.
5.	1. 2. 3.	1. 2. 3.	1. 2. 3.

Researching Your Opponents Exercise cont.

Your Opponents' Positions on the Campaign Issues:

Candidate's Name (and Party, if applicable)	Issue:	Candidate's Position on the issue:	How my position differs:
1.			
2.			

Candidate's Name (and Party, if applicable)	Issue:	Candidate's Position on the issue:	How my position differs:
3.			
4.			
5.			

3. The Campaign

CAMPAIGN MANAGEMENT

As a candidate your goal is to run an organized and efficient campaign that will get you elected to office.

Election campaigns are very fast-paced and intense and it is important to maintain a sense of direction and control. An effective and successful campaign contains a well thought out **Campaign Plan**, an effective **Campaign Team** and a well-organized **Campaign Office**.

CAMPAIGN PLAN

A campaign plan is a written document that guides the candidate and campaign team in the goal of getting the candidate elected.

Your campaign manager has the responsibility for writing your campaign plan.



Key components of an effective campaign plan:

1. Vote Goal:

- The objective of a campaign is to elect the candidate. Your campaign plan could identify the number of votes required to accomplish this.

Campaign Vote Goal

in 'first past the post' = numerical majority
in Proportional Representation = highest percentage of votes cast

2. Voter Identification Research:

- **Voting history:** How has your area voted historically? What has motivated voters in your area? What percentage of eligible voters cast their ballots? How has the vote been distributed between parties or candidates?
- **Targeting:** identify the *yes* voters, who will vote for you, the *undecided* voters, who the campaign team can convince to vote for you and the *no* voters who will never vote for your campaign. The latter needs to be identified so no campaign resources are spent and wasted on this section of the voting population.

Campaign Plan:

- ✓ Vote Goal
- ✓ Voter Identification Research
- ✓ Campaign Strategy
- ✓ Campaign Message
- ✓ Voter Outreach Strategies
- ✓ Campaign Team
- ✓ Volunteers
- ✓ Media Strategy
- ✓ Timeline/Calendar
- ✓ Budget

- **Who is my voter?** Develop a profile of your voter by identifying who supports the issues that your campaign stands for. Who is your target voter and how can you most effectively reach him or her? What do they care about? What do you care about?

Understanding what issues concern your target voters will help you shape your campaign. Research issues that are important to your voter through interaction with people in your community. Outline the issues in your campaign plan.

- See Tab 4: *Voter Identification and Voter Outreach*

3. Campaign Strategy:

- Identify some solutions and a strategy of action to address the issues that are most important to you and your voter.
- See the exercise: *Issues Affecting Your Community* in Tab 4: *Voter Identification and Voter Outreach*.

4. Campaign Message:

- Once you have determined what the important issues are and developed a plan of action to deal with those issues (your campaign strategy), you will be able to develop your campaign message.

- Your campaign message should be credible, concise and understandable.
- Test your message to ensure you are saying what you think you are saying.
- You will use several tools to get your campaign message out to your voters; regardless of the method, whether it be through the media, door-to-door canvassing, community meetings, flyers or a special event, you will repeat this message *over and over again* until Election Day.
- See the 'Campaign Message' section under Tab 4: *Voter Identification and Voter Outreach*

5. Voter Outreach Strategies:

- Identify all voter outreach strategies such as door-to-door canvassing, media, street outreach, flyers, telephone canvassing, rallies and community meetings and the implementation plan for each activity.
- See Tab 4: *Voter Identification and Voter Outreach*

6. Campaign Team:

- Identify the structure of your campaign team and the roles and responsibilities of the team members. It must be clear, for example, that it is the campaign manager and not the candidate who manages the campaign.
- Reporting mechanisms should also be very clear to team members.

7. Volunteers:

- Outline a volunteer plan and identify volunteer roles.
- See Tab 5: *Volunteers*

8. Media Strategy:

- Identify how your campaign message will get out to the media.
- See Tab 6: *Media Contact and Public Speaking*

9. Timeline/Calendar:

- Outline a timeline and calendar for your campaign.
- Identify start and finish dates and the name of the contact person on your campaign team for each campaign activity.
- Start with Election Day and work backwards.
- See *Calendar Exercise* in this chapter.

10. Budget:

- Determine the campaign expenditures.
- Indicate the source of the funds, including a fundraising plan.
- Show how, when and where the money will be spent.
- See Tab 7: *Campaign Financing and Fundraising*

Each section of your campaign plan should have:

- ✓ A clear stated goal
- ✓ An explanation of how the achievement of that goal will contribute to the overall campaign objective
- ✓ A clear implementation strategy for achieving the goal

A campaign plan is a living document. It should be used as an ongoing evaluation tool for the campaign team by asking

- Is the campaign on target?
- If the campaign is falling behind, what areas need to be addressed? Does the plan need to be adjusted?

Not everything in your campaign will go according to plan. Unexpected events may occur which can really upset the course of your campaign. However, having a plan that you can turn to no matter what arises will help you bring order to the apparent chaos.

Collaboration

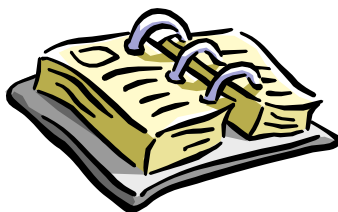
In the development of your campaign plan, consider the value of networking with other women party leaders or candidates who have similar campaign platforms. They may be interested in collaborating on their campaign plans and the opportunity for a regional strategy might be there.

Campaign Calendar


Planning dates for your events and activities and keeping track of your schedule is an important component of managing your political campaign. A campaign calendar is a useful tool and it reinforces the importance of time management in a campaign. Develop your campaign calendar with your campaign team and stick with it.

Exercise: *Developing a Campaign Calendar*

- ✚ **Time frame:** *In Guyana there is no designated election campaign period. The length of a campaign runs from the time the President announces the date of the election until the day prior to Election Day. For the purposes of this exercise, try working within a 10-week timeframe. Include a pre-campaign and a short post-Election Day period.*



- Identify specific days and times for your campaign activities and slot them into your calendar. Note the name of the person on your campaign team who has the lead responsibility for each activity.
- Start with Election Day and work backwards into the campaign period and pre-campaign period. Include a week or so after Election Day for post-election activities.
- There are several activities to consider including:
 - Researching issues that are important to your voter
 - Researching voting patterns
 - Registering as a candidate and announcing your candidacy
 - Setting up a campaign office
 - Recruiting your campaign team
 - Writing your campaign plan
 - Recruiting volunteers
 - Meetings with NGOs or supportive organizations
 - Networking/collaboration meetings with other women candidates
 - Reviewing and updating voters' lists
 - Press conferences
 - Special events
 - Candidate going door-to-door to meet voters
 - Canvassing voters
 - Fundraising activities
 - Rest periods for the candidate
 - Production of flyers and other campaign materials
 - Interviews with radio or television stations
 - Flyer distribution in the community (at targeted locations)
 - *Get out the Vote* activities
 - Post-election wrap-up activities

 *Note that some activities will take more than just one day or one time slot such as writing your campaign plan and updating voters' lists.*

CAMPAIGN TEAM

Your campaign needs an efficient staff that can work together as a team, with clear lines of responsibilities and with the campaign manager as the team leader. Communication and cooperation between team members and sharing resources are essential to the success of your campaign.



Key positions on a campaign team:

➤ **Campaign Manager**

The campaign manager is a critical function that should be filled by someone who is completely trustworthy, responsible and effective. And the campaign manager must be someone with whom you feel completely comfortable. They should also have a good understanding of your views.

The campaign manager's duties include:

- Writing the campaign plan
- Responsibility for the overall management of the campaign
- Making sure the candidate is scheduled to meet voters
- Ensuring that the candidate's time is well used
- Overseeing the development of the campaign schedule
- Supervising all campaign staff and volunteers
- Taking responsibility for all decisions
- Seeking input from all members of the campaign team

➤ **Communications and Media Coordinator**

The communications and media coordinator is in charge of all media contact and is the chief liaison between the candidate and the media. The communications and media coordinator should be articulate, well informed, conversant with the issues and experienced in managing the media. Good crisis management and writing skills are essential.

The communications and media coordinator duties include:

- Developing the campaign's communication plan
- Assisting in the development of the campaign message
- Serving as the prime media contact person for the campaign
- Overseeing all aspects of communications, in consultation with the campaign manager, including media relations, speech writing and campaign literature
- Developing and maintaining email lists and opening Internet accounts

➤ **Finance Director**

The finance director should be trustworthy, well-informed and well organized. This person will manage funds throughout the campaign, direct the fundraising efforts and track all income and expenditures.

The finance director's duties include:

- Developing the campaign budget
 - Managing the campaign budget, in consultation with the campaign manager
 - Monitoring the cash flow
 - Accounting for all receipts and expenses
 - Developing and monitoring the fundraising plan
 - Establishing a policy for collecting and managing contributions
 - Managing the fundraising staff (including the fundraising researcher, fundraising scheduler, fundraising events coordinator and fundraising volunteers) and coordinating the fundraising committee
- Refer to Module 7: *Campaign Fundraising* where staffing for fundraising will be discussed.

➤ **Volunteer Coordinator**

The volunteer coordinator should be someone who is a very organized and effective manager. It is helpful if they have a lot of contacts and human resources to tap into.

The volunteer coordinator's duties include:

- Developing a volunteer plan
- Recruiting and managing volunteers
- Assigning volunteers to various campaign tasks in consultation with the campaign manager
- On-going evaluation of volunteers

Other positions to consider when putting together a campaign team:

It is assumed that all of these functions are done in consultation with the campaign manager.

- **Candidate's Voter Contact Coordinator**
 - Develops the plan for the candidate's door-to-door and voter outreach campaign
 - Ensures the plan is implemented
- **Canvassing Coordinator**
 - Develops the volunteer door-to-door and telephone canvassing plan
 - Works with the volunteer coordinator to ensure the plan is implemented
- **Office Manager**
 - Manages the day to day administrative needs of the campaign office
- **Special Events Coordinator**
 - Develops a special events plan for the campaign
- **Women's Issues Coordinator**
 - Designs a gender lens for the campaign, which ensures women are integrated into all aspects of the campaign
 - Briefs the candidate on issues of concern to women
- **Youth Coordinator**
 - Develops the campaign's youth strategy, which focuses on incorporating youth into all aspects of the campaign
 - Briefs the candidate on issues of concern to youth
- **Get Out the Vote/Election Day Coordinator**
 - Organizes, manages and coordinates the *Get Out the Vote* activities in the campaign, up to and including Election Day
- **Chief Scrutineer**
 - Recruits and manages scrutineers (observers) to work on behalf of the candidate at the polls on Election Day
- **Elections Agent**
 - Responsible for knowing all election laws and regulations
 - *Note:* Elections agent gives notice to the returning officer at the Guyana Elections Commission (GECOM) of their appointment as elections agent for a candidate.

Exercise: *Campaign Team Structure*

I identify the different roles on *your* campaign team and the names of the persons who will perform each function:

Campaign Team Function	Name	Contact Information:
Campaign Manager		
Communications and Media Coordinator		
Finance Director		
Volunteer Coordinator		

CAMPAIGN OFFICE

Whether your campaign office is in the bottom house of your home, your living room or an office space, it will be the administrative centre of your campaign. It should be a well-organized and welcoming space.

The campaign manager and the office manager should consider the following when setting up the campaign office:

- ✓ A central location with easy access for workers and the general public
- ✓ Ground level with windows, if at all possible
- ✓ Electricity, lighting and a telephone line, whenever possible
- ✓ Toilet and kitchen facilities
- ✓ Partitioned areas to provide small office spaces
- ✓ Storage room



Campaign Office Tools

Consider the following organizational tools for your campaign office to keep your campaign on track:

- ✓ **Maps of the voting area** to chart the progress of the candidate's voter contact and the campaign's door-to-door canvassing and literature drop efforts. Highlight the progress with brightly coloured markers.
- ✓ **Organization chart of the campaign team**, listing names, areas of responsibility and contact information.
- ✓ **Campaign calendar** showing campaign activities and events and their deadlines.
- ✓ **Volunteer chart** with names and contact information of all volunteers
- ✓ **Bulletin board** to post newspaper clippings, advertisements, cartoons, notices of volunteer meetings and other campaign events.

- ✓ **A feature place** at the front of your campaign office – the window or the front door – to post important bulletins and invitations for the public to see.
- ✓ **Office** furniture such as tables, chairs, desks and bookshelves.
- ✓ **Computers and printer**, if feasible, with Internet access.

EFFECTIVE CAMPAIGN TIPS

1. Believe in yourself.
2. Develop an upbeat and enthusiastic campaign.
3. Make the best use of your resources – money, people and time.
4. Draw up an overall strategy (the campaign plan), with clear messages (campaign message) and targeted areas of focus (the most important issues in your community).
5. Calculate the number of votes you will need to win (voter count); and who you need to target (voter identification) and how you are going to get your campaign message out to them (voter outreach).
6. All campaign materials should look professional and authoritative.
7. All campaign events should be professional and well organized.

4. Voter Identification and Voter Outreach

To win the election, you need to convince a certain number of voters to vote for you. Voters need to believe that you have solutions to the problems they face in their community.

A campaign is the vehicle that initiates and coordinates contact with voters. Your campaign must identify, target and reach out to voters with your response to important issues in the community.

Voter contact can be divided into 3 major steps: voter identification, voter outreach and *Get Out the Vote*.

<i>Voter Contact</i>	
1.	Voter Identification
2.	Voter Outreach
3.	Get Out the Vote

This chapter deals with contacting voters in the Voter Identification and Voter Outreach stages. *Get Out the Vote* is discussed in a separate chapter (Tab 9).

VOTER IDENTIFICATION

Targeting

Your campaign's principal task is to identify your voters.

Voters can generally be divided into 3 categories:

1. **YES VOTERS** - Voters that plan to vote for you
2. **NO VOTERS** - Voters that are voting for another candidate
3. **UNDECIDED or MAYBE VOTERS** - Voters who are unsure 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 so it is not necessary to spend any time and resources targeting them.

The *Undecided/Maybe* voters may make the difference in whether you get elected or not.

To identify your target voter, you need to develop a profile:

- **WHO** is your voter?
- **WHAT** do they care about?
- **WHERE** are they located? (geographical location)
- **WHY** does your target voter vote or not vote?
- **WHEN** can you reach them? **WHEN** do they vote?
- **HOW** do they learn about issues? (for example, TV, newspapers, billboards, church etc.)



In identifying your voters, the main questions you want to answer are:

- **Who is my voter?**
- **How can I get them to vote *and* vote for me?**

You can find the answer to the second question by finding out what issues are of concern to the voters.

Who is my voter and What do they care about?

You can identify your potential voters and figure out how to get them to vote for you by conducting a simple poll. The following two questions will help you to identify the issues that are most important to your voters:

- 1. What are the top three issues the government should deal with?**
- 2. What one thing do you worry about every day?**

The list of issues that the government should deal with can be prioritised (by doing a simple count) and connected with the things that people worry about. This will help identify **who** to target by summarizing **what** issues are important to them.

As the candidate, you should research these issues well in advance of the official campaign period. That way you will enter the campaign period well-informed on the issues of importance to your community.

There are different ways of doing research to find out what issues are important in your community: read the papers; watch the news; talk to community leaders; develop a sample questionnaire (different than a mini-poll); conduct a door-to-door or telephone canvassing campaign on pertinent issues of the day.

You should answer the questions in the *Voter Identification Exercise* below prior to launching your campaign.

Voter Identification Exercise: Who is My Target Voter?

What are the main issues in my area?

What do voters care most about?

Why does my voter vote/volunteer/participate? (What motivates them to be involved in the political process?)

Why does my voter not vote/not participate? What are barriers to participation? How can my campaign address these barriers?

How does my voter learn about issues? **How** can we inform voters about our campaign?

When is the best time to communicate with voters who may be my supporters?

Where is my voter located? What are some creative ways of getting their attention? *For example*, if your target voters are women, you may have a captive audience at schools at pick-up time.

Issue Campaigns in Guyana

In Guyana voters tend to vote based on tradition, habit, race and fear. However, a recent poll showed that there are many voters who are disenchanted with the two major parties and willing to consider alternatives. An issues-based campaign is one way of attracting the attention of these voters.

We do not have a history of issue campaigning in Guyana. People do not demand information on issues that are important to them and politicians do not as a rule provide it. Further, the current blame game and practice of mud-slinging leads to discontent with the process.

In a functioning democracy people should know what the government or locally elected authorities plan to do about issues that are important to them and demand results and information.

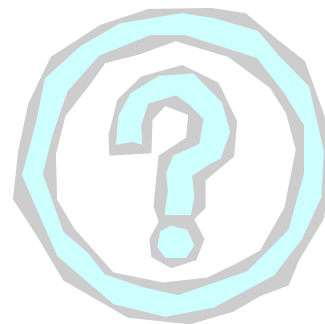
Spending time learning about the concerns of the voters and talking to them about their concerns will assist in moving towards a more issues-oriented campaign.

Researching the Issues

Questionnaire

One way of identifying potential voters is by conducting a questionnaire on a sample basis. A questionnaire may assist you in identifying target voters by giving you information about which issues are the most important in your community.

A questionnaire is a good voter identification technique that also provides an opportunity for voter contact. A questionnaire elicits valuable information and it is a good tool for promoting the candidate's image. People like to be asked their opinion and the campaign can learn a great deal about the community and its voters by asking them directly.



In your questionnaire ask questions about issues such as education, health, jobs, sanitation, etc. (*see sample questionnaire at the end of this chapter*).

Elements of a questionnaire:

1. Limit the questionnaire to 2 sides of an 8 ½ X 11 page. The voter should be able to complete it in a few minutes.
2. Identify the candidate clearly at the top of the page. Ensure that the contact information is also on the questionnaire.
3. The layout should be simple and straightforward. People should be easily able to understand what the questions mean. And they should be able to fill it out in less than five minutes.
4. Include a short introduction to explain the purpose of the questionnaire.
5. Limit the questionnaire to approximately 8 questions.
6. Questions should have yes/no options or be ranked in order of priority.
7. Avoid handwritten questionnaires.
8. Leave space for people to give their comments and thoughts after each question or at the end of the questionnaire.
9. Allow space for people to write their contact information. This is important for the campaign's voter identification efforts and for updating your voter list (*see Voter Lists below*).
10. Include an offer for people to receive additional information on the campaign and invite them to volunteer.

Main messages of a questionnaire:

We are out there and we care.

We are listening to your views.

We are inviting you to join us - together we can do it better.

Ways of conducting a questionnaire:

There are different approaches for conducting a questionnaire:

1. **Voters fill out the questionnaire on the spot** – Volunteers knock at the door and ask the voter to fill out the questionnaire while they wait. This is a very efficient way; however, the voter may be too busy. In that case, volunteers can offer to return later to pick up the questionnaire (see *approach #2 below*).
2. **Questionnaires are left at the voters' homes and volunteers return to pick them up** – Volunteers deliver the questionnaire to the voter and tell them that they will collect it later. (If they are not at home, leave a note attached to the questionnaire). Give the voters a very short time to complete the questionnaires in order to suggest a sense of immediacy to the process. Ask respondents if they want the volunteer to come to the door again or would they rather leave the questionnaire in the mailbox or under the front door mat for pick-up.
3. **Interviewer reads questions and records responses on the spot** – Volunteers fill out the questionnaire for the voter. In some areas literacy levels are quite low, meaning that voters may not be able to complete the survey on their own. Additionally many Guyanese are uncomfortable discussing politics so they may ignore questionnaires if left for them to complete. Therefore, this last approach may be the most effective method of getting responses.

Tips for conducting a questionnaire:

- Have volunteers complete a questionnaire themselves to get a more thorough understanding of what they are asking voters to do.
- Conduct the questionnaire on a limited basis to identify the major issues; i.e. only a *sample* of the population of the community completes the questionnaire.
- Be sensitive to low literacy levels and recognize when to use the approach of reading the questions aloud and recording verbal responses.
- Clearly explain why you are gathering the information. People in Guyana can be very suspicious of politics and/or political activities.

Identifying Your Target Voters

The following are strategies that can help you identify your target voters:

1. **Questionnaires** (*as described above*).
2. **Door-to-door canvassing.** Here volunteers begin the campaign's voter contact by going door-to-door to talk to voters and introduce the campaign.

Door-to-door canvassing can be a very effective voter identification strategy. It enables the campaign to identify the *yes* and *no* voters and to locate *undecided/maybe* voters so that special strategies to persuade them to become *yes* voters can be developed. Remember no time or resources should be spent trying to convince *no* voters to vote for you.

Voter Identification Strategies:

1. Questionnaires
2. Door-to-door canvassing
3. Voter lists
4. Research

Note that given the volatile nature of politics in Guyana, people may feel uncomfortable talking about politics or disclosing their political affiliations. Thus asking people to identify the party or candidate they support might not always be possible. You will have to judge carefully whether direct questioning is the most effective way for your campaign to determine who your *yes*, *no* and *undecided/maybe* voters are.

You may ask questions that are less direct, yet their response may still provide you with a good indication of whether the voter has made a decision about who they are going to vote for. For example, if you ask if a voter has volunteered or has donated money to a political campaign in the past, their response may be very telling. People who have not volunteered or have not donated money could be *undecided/maybe* voters.

3. **Voter Lists** (*see below*). Analyse the voter lists for the last three elections, if this information is available. You will be able to get a sense of the frequency with which people vote or of voting patterns in particular areas.

You can use this information to identify infrequent voters. Infrequent voters tend to be undecided or swing voters. Studies in other countries show that marginalized groups tend to be infrequent voters. Marginalized groups include women, youth, Amerindian and disabled voters. You may be able to identify groups or areas with low voter turnout in Guyana and target your campaign accordingly.

When you prepare your voter outreach plan, consider developing special education and advocacy programs to reach those infrequent voters. Your campaign should show these voters that if they vote together, they could be part of a voting block, lobbying for services and commitments for their neighbourhood.

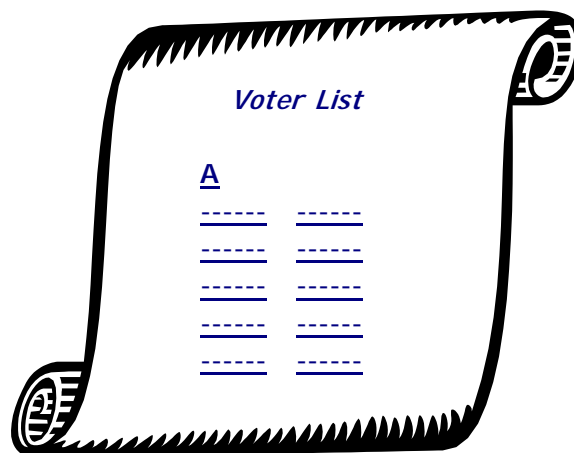
4. **Research.** The following sources are also useful in helping you identify your voters:

- Public opinion survey information
- Census reports
- Community responses to specific issues
- Information about who lives in the community
- Studies, reports and proposals done by international organizations

VOTER LISTS

One of the first steps in your voter identification campaign is to find detailed lists of voters in the community. Lists of voters who voted in the last two or three elections are available at the Guyana Elections Commission (GECOM). During elections, GECOM facilitates the monitoring of polls by local and international observers. The political parties also have scrutineers (observers) monitoring the polls. Observers develop lists that identify who registered to vote and whether they actually voted.

Voter lists are a very important tool to use in your campaign. As you go through the various stages of voter contact in your campaign, you will work with the voter lists at every stage and it is important that you update the information as you go.



CAMPAIGN MESSAGE

You must develop a campaign message so you can connect with your voters on a personal and emotional level by acknowledging their concerns.

Your decision to represent your community should suggest that you know a great deal about the issues that it faces. It is important to use the research you have done and the knowledge you have gained to convince voters that you have the best solutions to the problems that face them and that you will fight to make their lives easier.

It is important to remember that the campaign is not only about public policy, such as environmental issues or women's issues. Voters also have day-to-day concerns about economic and personal security, about the ability to have an effect on the quality of life in their communities and about being in control of their lives. In almost every community the real concerns of the electorate as a whole and of individual voters is what the candidate must connect with.

You must also consider your own priority concerns because these are what you are passionate about and what motivate you.

A sensitive matching of the candidate's own priorities concerns with those of the electorate will produce the three issues that can best be worked into the campaign message and plan. Take note that other issues will inevitably enter the campaign. It will be necessary for the candidate to be knowledgeable about a number of these other "secondary" issues" which are not stressed in the theme.

JOAN SMITH
will work for you.

We need a cleaner community and safer roads and bridges. As an NDC councillor, Joan Smith will work to clean up our community and get the garbage out of our streets and out of our drains. If elected, Joan Smith will also ensure that roads and bridges are repaired on a regular basis, before they get to a stage where they are not safe. Together we can make it happen.

Vote for Joan Smith on June 12th.

Joan Smith will work
for you

Exercise: Issues Affecting Your Community

From the research you have done, list the issues that affect your community the most, including issues that are your own priority concerns. Remember that the *undecided/maybe* voters are your most important voters. Be sure to include the issues that are most significant to them.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

Where your priority issues intersect with the concerns of the voters, you have identified the **THREE MAIN ISSUES** that you are going to talk about *every single day* until Election Day.

1.

2.

3.

Outline some solutions and a plan of action for each of the 3 main issues:

1. _____

2. _____

3. _____

Voters want to hear you speak about 3 issues that are important to them and not 10 random issues that they don't necessarily care about.

The more focused candidate wins.

Writing Your Campaign Message

Your campaign needs to tie all this information into an organized package that will make sense to the people you are appealing to. Your campaign needs a CAMPAIGN MESSAGE. A campaign message answers the question:

“Why should I vote for you instead of your opponents?”

Writing your campaign message clarifies your position and articulates your campaign platform to your potential voters.

A Good Campaign Message is:

- ✓ **Short** – the shorter the better. If you lose a voter's attention, you will lose their vote.
- ✓ **Truthful** – nobody wants to vote for a liar. Tell the truth.
- ✓ **Credible** – talk about things you know about, not things you don't.
- ✓ **Significant** – talk about something that voters care about.
- ✓ **Clear** – simple and straightforward is always best.

Slogans and Your Campaign Message

Campaigns often use songs, slogans and phrases in their campaign message and on all of their campaign materials. This becomes something that the candidate is associated with.

Examples of a slogan:

Joan Smith: Improving economic opportunities for all villagers!

Health and Education first with Joan Smith!



Candidate's Name

Not everyone in your community will know your name but it is your name that voters have to put their mark beside on Election Day. Part of your campaign message must be to tell them your name. In fact, the first and last thing that you should say is your name.

Begin and end your campaign message by telling voters your name. It is your name they have to remember at the polls on Election Day.

VOTER OUTREACH

Once you have developed your campaign message, you are prepared to begin your voter contact in earnest and deliver your campaign message to your voters through a series of targeted voter outreach activities.

Consider your voter outreach strategy as a road map. It is a plan with different strategies for your campaign to follow to identify supporters.



Elections at a very basic level are simply about persuading people to vote for a particular candidate. Therefore, contact with the voter is at the core of a campaign. How does your campaign contact voters to persuade them that you have solutions to the important issues?

Simply, Directly and Personally

Delivering your campaign message in several different ways at several different times is the essence of a voter outreach and voter contact plan.

Voter Outreach Plan

A simple approach is needed to develop a voter outreach plan.:

1. Map the district and keep records

It is important to map your voter contact geographically and to keep an accurate record of your voter contact activities.

- Obtain detailed maps of the voting districts in your community, which are available at GECOM.
- Divide the maps into polls. A poll is comprised of the voters within a defined geographic area who would vote at a specific polling station.
- Post large versions of these maps on the wall of your campaign office.
- Monitor the progress of the voter contact activities (for example, which homes have been visited and where campaign literature has been delivered and distributed), with the voter log records (see sample *Voter Log* at the end of this chapter).
- Highlight the areas on the maps where voter contact has been made and chart the progress.

- Update your voter list and identify the supporters. Your goal is to have a clean list with names of voters who have indicated their support for you that you will contact during the *Get Out the Vote* campaign.

2. Create poll kits

Create a separate folder for each polling area. All canvassers going door-to-door should receive a poll kit.

Poll kits should contain:

- A detailed map of the area surrounding the polling station
- Written instructions and a suggested script
- A list of the voters in the area
- The name and address of the polling station
- Clipboard and pens
- A voter log to record information
- Volunteer and membership forms
- Name tag to identify the canvasser and the campaign which they are working for
- Literature which can be left with the voter such as a flyer or newsletter



3. Obtain voter lists

Obtain voter lists from GECOM.

Voter lists that are available from past elections may not be entirely accurate or up-to-date. Going door-to-door allows the campaign team to update the lists. An updated voter list is crucial for the *Get Out the Vote* campaign that happens in the last two to three weeks of the campaign.

It is wise to have two sets of your updated voter list in case one is lost or destroyed.

4. Develop voter outreach strategies that will be utilized in the campaign

Make a list of all the voter outreach strategies that will be used and develop a plan to carry them out (*how, when and where*).

Voter Outreach Strategies

The voter outreach plan is a section in your campaign plan that includes various strategies to reach voters. For example, have the candidate and campaign volunteers going door-to-door talking to voters, combined with a direct mail campaign and followed up with a telephone call to convey the same message to the same voters.

Voters are most influenced by a personal meeting with the candidate. The second most influential strategy is meeting an enthusiastic and committed volunteer. Keeping this in mind, prioritise your voter outreach methods and develop a strategy for implementation.

Always tailor your strategy to suit your community.


Voter Outreach Strategies:

- ✓ Community Meetings
- ✓ Door-to-door visits by the candidate
- ✓ 'Walk-about's
- ✓ Door-to-door canvassing and literature drops
- ✓ Mail
- ✓ Telephone Canvassing
- ✓ Media and public relations campaign

Community Meetings

Community meetings allow you to reach a cross-section of the community to hear their views on various issues.

At a community meeting, you can take the opportunity to deliver your campaign message and talk about the solutions you are proposing for the issues they raise.

 **Note:** Bear in mind that there are possible pitfalls to organizing community meetings in Guyana:

- If the meeting is perceived as a “political” meeting, you might only attract yes voters. In other words, you will be preaching to the converted.
- You might not get the same information that you could from one-on-one contacts with voters.
- There are expenses associated with organizing a large meeting.

However, if you plan carefully, you can minimize or avoid the possible pitfalls and make having a community meeting a successful and worthwhile event.

Planning a Community Meeting:

1. **Draw on your supporters.** Enlist the help of respected, well-known groups or organizations and friends of the party or candidate in mobilizing people to attend the meeting. If the invitation comes from a respected organization, it will increase the meeting's credibility.
2. **Share the stage.** Invite other groups and organizations that are interested in similar issues and concerns to participate in the meeting. Again, if these organizations are respected and have large memberships, you may be able to reach people you would normally not make contact with.
3. **Use registration forms creatively.** You can use registration forms to get some of the same information you would get during door-to-door visits. For example, you might ask if they have decided how they intend to vote in the upcoming election.
4. **Recruit volunteers.** Have volunteers present to mingle with guests and try to recruit additional volunteers. Volunteers can circulate to talk to people about the campaign.
5. **Offer snacks.** If you are able to offer refreshments after the meeting, you will create a more relaxed and social atmosphere and people will remain longer.
6. **Try to offset costs.** Sharing the stage or looking for in-kind donations can help alleviate some of the costs. Churches, community organizations, schools, etc. might be willing to give you the space for the meetings free. You can try to get snacks, equipment, printing costs, etc. donated by friends and supporters of your campaign. These should be included in your overall campaign budget.

Door-to-Door Visits by the Candidate

Receiving the message directly from a candidate is a very effective way to win support. It puts a human face on the campaign and sends the message that you care enough to talk to voters one on one.

Door-to-door visits give the voter a comfort level with the candidate and the campaign.



Planning a door-to-door candidate visit:

- ✓ Let people in the community know in advance when you will be coming. Publicize your visits by using methods that are most effective in your community. You can post notices, run an ad on the local TV station, use a loudspeaker, etc.
- ✓ Choose times that are least disruptive to residents.
- ✓ Dress comfortably but appropriately.
- ✓ Identify yourself as a candidate by using an official campaign badge and other campaign materials such as a t-shirt or button.
- ✓ Always bring an assistant for security and who can record the voter contact. Ensure your assistant carries a poll kit.
- ✓ Prepare what you will say ahead of time. See the sample script for candidate's door-to-door visits at the end of this chapter.
- ✓ Do not argue with hostile voters or people that do not agree with you. If people become hostile or argumentative, end the visit politely and leave.
- ✓ Be sincere, polite and pleasant.
- ✓ Limit the amount of time you spend at each door.
- ✓ Leave something behind such as a flyer or newsletter.



Remember the most important thing about being a candidate is being sincere. Ensure that your most important voters know that you really care about their issues.

Purpose of the candidate's door-to-door visits:

- **Voter Outreach:** Going door-to-door enables a candidate to communicate her campaign message directly to her voters.
- **Voter Identification:** Door-to-door visits allow you to identify whether a voter is a *yes*, *no* or *undecided/maybe* voter. You can bring a volunteer along to record this and other information in a voter log. Remember it is important to keep track of the *no* voters so that no additional amount of time or resources is spent on them.
- 📌 **Note:** Because of the sensitivity surrounding asking direct political questions, be strategic in how you ask which party/candidate the voter supports. You could try making it the last question. And take time to explain how the information would be used and assure confidentiality.

'Walk Abouts'

The candidate and/or volunteers can also target areas where people gather such as bus parks and markets to talk to voters and distribute campaign literature.

If you are trying to reach a particular segment of the population, think creatively about where you do your 'walk about'. For example, if you are trying to reach working mothers, you might focus on going to day care centres or schools at pick-up and drop off times.

Door-to-Door Canvassing and Literature Drops

In a door-to-door canvassing effort, volunteers go door-to-door on behalf of the campaign.

Purpose of a door-to-door canvas:

- Provide information about the candidate
- Drop off campaign literature
- Identify the *yes*, *no* and *undecided/maybe* voters
- Recruit more volunteers

Ideally a volunteer who lives in the area should be responsible for doing the door-to-door canvassing in that area.

Remember that your campaign volunteers are representing your campaign. Their performance will reflect either positively or negatively on you. It is important therefore that volunteers are carefully trained. Volunteers are not explaining your policies but giving campaign information only to potential voters.

Training volunteers for door-to-door canvassing:

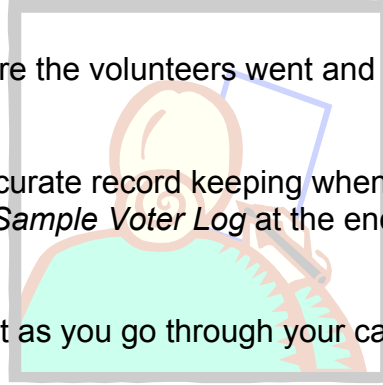
- Emphasize the importance of their role in the team effort.
- Make the purpose of their canvassing visits clear.
- Allow time to practice using scripts (see the sample *Door-to-door Canvas and Telephone Script* at the end of this chapter) and forms such as voter log records.
- Assist the volunteers in anticipating various situations they may encounter, including hostile voters or voters who want to continue talking for long periods. Role-playing is an effective tool for this.
- At the doors, volunteers should:
 - ✓ Go in teams of two for security. Also, it is preferable to team experienced volunteers with new recruits.
 - ✓ Dress comfortably but appropriately.
 - ✓ Identify themselves by wearing an official campaign badge and other campaign materials such as a t-shirt or button.
 - ✓ Use the script that has been provided and be as concise as possible.
 - ✓ Limit the time spent at each door.
 - ✓ Always be sincere, pleasant and polite.
 - ✓ Ask voters to get involved in your campaign as a volunteer, if they show an interest in the campaign.
 - ✓ Keep a voter's log.

Ensuring volunteers are prepared:

- Every door-to-door canvasser should carry a poll kit (as described above) for each polling area visited
- Ask your volunteers to arrive at the campaign office half an hour before they are going out so they can review their poll kits and determine their route for the day.

Keeping records:

- It is crucial to keep track of where the volunteers went and who they spoke to.
- A voter log is a good tool for accurate record keeping when you are out canvassing. See the attached *Sample Voter Log* at the end of this chapter.
- Constantly update your voter list as you go through your campaign and identify your supportive voters.
- Track the door-to-door effort with the maps you have put up on your campaign office walls.



Finishing the job:

- It is useful to have volunteers return to the office after they have finished their canvas to share what was accomplished, share stories and for your campaign team to show their appreciation.

Remember to always thank your volunteers each time they return from going door-to-door.

Mail

Sending campaign literature through the mail to targeted voters is another voter contact tool. On its own, this method is thought to be the least effective. However, when used in tandem with door-to-door canvassing, by following up a personal visit with a personal letter, it can be very effective.

The purpose of the mail strategy is to reinforce and emphasize your campaign message to your voters.

Send a follow-up letter reinforcing the campaign message to all positive or *undecided/maybe* voters who were greeted at their doors. For voters who were not at home when a volunteer knocked on the door, a follow-up letter about the candidate or party's program can be delivered.

Mail can be tailored to specific voters. For example, if an undecided voter has identified a concern about education when a volunteer goes door-to-door, then the campaign team can send a personally addressed letter to that voter outlining where the candidate stands with respect to education.

Mail can be hand-delivered or sent through the post.

Campaign Materials

Campaign materials such as newsletters, flyers and brochures should convey your campaign message as quickly and concisely as possible. They should also be designed to draw a voter's attention to the information.

The following techniques can be used to grab the voter's attention and quickly deliver an effective message.

Tips for Effective Campaign Materials:

➤ **Action photographs**

Photos are a good way of grabbing people's attention immediately. Try to use photos showing the candidate talking to someone or doing something. Stiff portraits of the candidates do not convey any information about who they are; action photos can convey a message about the kind of person the candidate is and what her priorities are. For example, pictures of the candidate with children at school can suggest a message about the party's interest in education.

➤ **Bold headlines**

After looking at the photos, people will next read the headlines. The whole message should be understood in the headline – a brief statement or two in large font.

➤ **Short and concise**

Less is more. Say whatever your campaign wants to convey in as few words as possible.

➤ **Stay on message**

All campaign materials should stick to your campaign message. The idea is to repeat the message as many times as possible and in as many different ways as possible throughout the campaign.

➤ **List of points**

When listing a candidate's platform or a program or any other series of information, list the text in a bullet form, rather than put it in paragraph form.

➤ **Candidate's name and contact information**

Ensure that your candidate's name is big and bold and that every piece of literature that goes out has all your campaign's contact information on it.

Flyers

Flyers are a quick and simple way to get your campaign message out (through a canvassing effort or mail drop) and to advertise your special events. Make them easy to read and with a pleasing design. They are also a useful technique to use in the *Get out the Vote* effort.

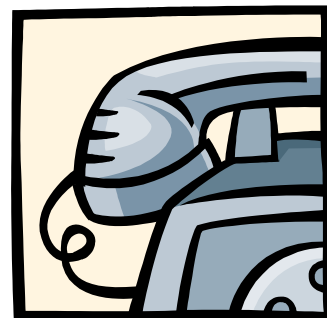
See the *Sample Campaign Flyer* at the end of this chapter.

Telephone Canvassing

Telephone canvassing can be an effective tool for reaching voters in some areas in Guyana. However, some communities have very few or no phone lines. Further, cellular phones, which are becoming more and more common, are not listed in the directory. Keep these considerations in mind when prioritising your voter contact strategies.

Purpose of the telephone canvassing is to:

- Identify voters
- Deliver the campaign message
- Persuade voters to vote for the candidate
- Encourage voters to vote on Election Day (*Get Out the Vote*)



Training volunteers for telephone canvassing:

Volunteers should be properly trained for telephone canvassing. Instructions and training should include:

- ✓ A clear understanding for the reason for the calls

- ✓ Guidelines for appropriate times to call
- ✓ A telephone canvass script (see *Sample Volunteer Canvass Script* at the end of this chapter)
- ✓ What to do if there are specific questions about the candidate or her positions on issues
- ✓ Forms to record the calls (voter log can be used), with space to note any follow-up activity required
- ✓ A good understanding of what to do in difficult situations. For example, hostile or very talkative voters.
- ✓ What to do if there is no answer or if the phone is engaged
- ✓ The name and address of the polling station, in case a voter asks
- ✓ An understanding that all calls should be relatively short, friendly and professional

Phone calls can be made from a central location or different locations in the community. It is more effective to have groups of volunteers making calls from one location so that questions can be answered as they arise.

Telephone canvassing can be done in the following ways:

- The campaign office on landlines and/or cellular phones
- Volunteers' homes on landlines and/or cellular phones
- Businesses or organizations that are offering their support to your campaign and have phone lines in place

Public Relations and Media Campaign

Visibility

This tool utilizes a number of very visible ways to catch the voter's attention. For example:

- Signs at houses
- Posters on poles
- Billboards
- Bumper stickers
- Volunteers waving at traffic with placards
- Decorated vehicles driving through the community, with a loudspeaker

The goal of a visibility activity is to remind voters about your campaign and what you stand for.

Special Events

Special Events fall into 3 general categories:

1. **Sponsored events** designed to persuade *undecided/maybe* voters. Some examples include:
 - A community function hosted by a supporter who invites neighbours to meet the candidate.
 - The candidate appears as a guest on a call-in radio or television program. Targeted voters – especially *undecided/maybe* voters – are urged by telephone or mail to tune in.
2. **Events which are being hosted for other reasons** but have crowds that the campaign team can take advantage of. Volunteers can distribute literature and the candidate can meet people. Some examples include, fairs, festivals, cricket games, busy downtown street corners, etc.
3. **Events planned by the campaign team.** Examples include rallies, a decorated vehicle parading through town and parking at strategic locations and doing street outreach and literature handouts.

In addition to the voter contact you will make through visibility campaigns and special events, the media will often cover events, thereby providing your campaign with free media coverage.

Advertising

To increase voter contact, your campaign may consider paid advertisements that feature your candidate in the local newspapers and on the local radio stations or TV channels. Television has a large viewing population, especially in the evenings, and newspapers have high readership rates, particularly on Sundays. Sea wall advertising is another option that could give a campaign a lot of exposure.

It has been said that a good campaign will systematically contact the voter seven times before Election Day.

Sample Questionnaire:

This questionnaire is being administered by volunteers for:

Joan Smith, 55 Any Street, Any Town, Phone 555-5555, Fax 555-5556

Many politicians are not interested in what you think. We at the Joan Smith campaign are interested in your opinions. We are at your door to find out what is important to you so that we can work more effectively for you. Please take a few minutes to complete this questionnaire so that we can better understand what issues are important to you.

1. What three things should the government deal with most urgently?

2. What is the one thing you worry about every day?

3. Is the government doing enough to address the issue you identified in question 2? Yes No

4. The following is a list of issues that we hear politicians discussing. How important do you consider each one?

Very important, somewhat important or less important

ISSUE	Very Important	Somewhat Important	Less Important
Economy			
Job creation			
Education			
Healthcare			
Taxes			
Foreign affairs			

ISSUE	Very Important	Somewhat Important	Less Important
National debt			
Political/ electoral system			
Crime			
Police force/Army			
Roads			
Drainage			
Water			
Public utilities			
Women's rights			
Racism			
Violence against women			
Sports and culture			

5. Any further comments you would like to make about an issue of importance to you?

6. Have you heard of *Joan Smith's* campaign? Yes No

7. Can I leave you with/can I send you some information on her campaign?
Yes No

8. Would you be interested in being a volunteer on the campaign?
Yes No

9. If yes to #7 or #8, please provide your name and contact information.

Name: _____

Address: _____

Telephone: _____

Email: _____

Thank you for taking the time to complete this questionnaire.

Sample Voter Log

Canvasser: _____ Date: _____

Poll #: _____ Community / Street Name: _____

	Lot #, Street Name	Voter's Name	Telephone Number	E-mail Address	Number of voters in household	Priority Issues	Yes, no or undecided?	Any follow-up activity required?*
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								

* A letter describing the candidate or party's position on a particular issue raised by a voter; interest in becoming a volunteer, etc.

VOTER OUTREACH

Sample Script for Candidate's Door-to-Door Visits

- ❖ Hello my name is _____. I am a(n) *[name of Party or 'Independent']* _____ candidate running for a seat on the *[name of council]* _____. As part of my campaign, I am meeting with people like you to find out what issues are important to you and to familiarize you with my campaign.

- ❖ What issues do you feel the local council should be dealing with as a priority? *[Listen to response.]*

- ❖ Are you familiar with my campaign? As a councillor, I intend to address the issues that are most important to the majority of people in this community. Our campaign has conducted a sample survey/questionnaire in this community and we found that the 3 issues people care about the most are *X, Y and Z*. As a councillor I intend to address those issues by:

[Deliver your campaign message and incorporate, if you can, your vision/action plan/solutions to any additional issues the voter raises.]

- ❖ I will leave a *[brochure/pamphlet/newsletter]* that will give you more information about what I have done in the community in the past and what I intend to do in the future. And I will follow-up with you on *X issue [if the voter has raised an issue that you do not have an immediate response to]*.

- ❖ Thank you for your time. It was nice meeting with you and hearing your opinions. I will try to incorporate as many suggestions as I can and will continue to meet with residents if I have the honour of being elected by the voters in this area.

Can we count on your support on Election Day, *[month/day/year]*? _____

VOTER IDENTIFICATION and VOTER OUTREACH

Sample Volunteer Canvas Script (Telephone or Door-to-Door):

❖ Hello my name is _____. And I am calling on behalf of [candidate's name] _____.

❖ How many voters in your household? *[Record in voter's log.]*

❖ Is this your correct contact information? *[Read aloud from voter's list and record any corrections in the voter's log.]:*

Name:

Address:

Phone:

Email:

❖ What are the most important issues for you? *[Record in voter's log.]*

Jobs? Healthcare? Education? The Economy? Crime? etc.

❖ Have you heard of [candidate's name] _____?

If yes or no, she is a candidate who stands for: [Deliver her campaign message.]

- ❖ I will leave/send you a *[pamphlet/brochure/newsletter/flyer]* about what *[candidate]* has done for the community in the past and intends to do in the future.
- ❖ *[Candidate]* will send you a letter outlining her approach to *[X topic that the voter brought up]*.
- ❖ Thank you for your time. It was nice meeting with you and hearing your opinions. I will pass on your concerns to *[candidate]*. She will continue to seek advice from residents after she is elected.
- ❖ Have you decided who you are voting for in the next election?
[Record in voter's log.]
- ❖ Can we count on your support in the election on *[month/day/year]*?
[Record in voter's log.]
- ❖ If there is a positive response, ask if there is any interest in volunteering on the campaign and offer to send/leave a volunteer form.

5. Volunteers

VOLUNTEERS

People in Guyana, particularly women, spend so much time in family and paid work that there is little time left over for volunteer activities. Indeed, after the day's work is done, the matter of providing a safe, healthy environment for the family often demands all the time that women have. That being said, an NDI-commissioned survey on women's attitudes about women in politics (*Public Perceptions About Women in Politics*, 2003) revealed that 19% of the women surveyed had never been asked to contribute resources or time to a campaign. An additional 40% said that they had never contributed time or resources to a campaign.

Based on these survey results it is possible that there are many women who would be willing to contribute time and/or resources to election campaigns but have never been asked to do so.

Volunteers are one of the most important components of a successful political campaign. A campaign needs a clear and simple volunteer plan. The volunteer coordinator, who works in consultation with the other key personnel, is an important member of the campaign team.

VOLUNTEER PLAN

Putting together a volunteer plan requires consultation, planning and coordination. The work that has already been done on planning campaign activities will be very helpful at this stage. Other campaign personnel are also a valuable resource. The following steps will help you develop your volunteer plan:

1. When the key campaign team members (campaign manager, finance director, communications and media coordinator, etc.) develop their section of the campaign plan, the volunteer coordinator will be able to determine:
 - **How many** volunteers are needed

- **When** the volunteers will be needed
 - **What** the volunteers will be doing
 - **Where** the volunteers will be working
2. Review the plan with the campaign team to ensure the requests are realistic.
 3. Create a calendar that outlines volunteer activities on a daily basis for the campaign period and up to a week after the election.
 4. Write clear job descriptions for each volunteer position, including even the most basic, such as photocopying.
 5. Identify possible sources of volunteers and begin recruiting. Friends, relatives, neighbours, women's groups and NGOs that you have worked with or who are sympathetic to your issues are good places to start. Locate volunteers with appropriate skills for the tasks required.
 6. Provide training sessions for the volunteers. The volunteer coordinator needs to take the time to train each volunteer for the task they are expected to accomplish.

Tips for the Volunteer Coordinator:

- **Plan ahead.** Ensure that you have volunteers lined up for the days and times they are needed. It is a good idea to schedule more volunteers than are actually required in case some are not able to work at the last minute.
- **Provide comprehensive training.** In order to do any kind of a job, a person must be well-trained. Take the time to train each volunteer for the task you are asking her or him to accomplish. Start by explaining how the job will support the overall success of the campaign. Provide them with clear written instructions to refer to.
- **The big picture.** Make sure volunteers are briefed about your campaign goals and your campaign platform.
- **Be clear about expectations.** Ensure that volunteers are clear about what is expected of them and that their own expectations are realistic. When recruiting, interview prospective volunteers to find out why they want to volunteer and what they hope to get out of the experience.

- **Supervision and guidance.** Ensure that there is someone available to supervise and meet regularly with volunteers to keep them on track and answer any questions they may have. Supervisors should be professional and supportive.
- **Make it enjoyable for the volunteers.** Make the work as enjoyable and meaningful as possible for the volunteers. Create a friendly atmosphere at the campaign office. Be open to suggestions to increase volunteer motivation and productivity.
- **Recognition.** Positive feedback is the best incentive for continued good work. Acknowledge volunteer efforts as frequently as you can. Daily thanks for a job well done, public recognition by posting names on the wall or mentioning good work at campaign team meetings, and personal thank you notes are some of the ways to recognize the efforts of your volunteers. A social event at the end of your campaign as a final thank you might also be appropriate.
- **Refreshments.** If at all possible, providing lunch and/or snacks would go a long way to make volunteers feel appreciated.

VOLUNTEER ROLES

Volunteers can play an important role in virtually every aspect of a campaign. Voter identification and voter outreach activities such as door-to-door and telephone canvassing and the distribution of campaign literature will likely be the focus of volunteer activities. There are other activities to consider as well.

Volunteer activities:

- Door-to-door canvassing
- Assisting candidate in her door-to-door campaign
- Telephone canvassing
- Walking with the candidate and carrying banners or placards when they do 'walkabouts'
- Answering the phone
- Creating poll kits
- Preparing and updating voter lists
- Tracking the canvassing efforts on the maps in the office
- Producing flyers, newsletters and other campaign materials
- Preparing correspondence for the candidate



- Delivering letters and other literature drops
- Fundraising
- Contacting other volunteers
- *Get out the Vote* activities
- Transporting volunteers during the campaign
- Special event organizing
- Arranging for refreshments
- Election Day preparation

Volunteer activities on Election Day:

- Transporting voters
- Child-minding
- Election Day scrutineers (observers)
- Checkers in the *Get Out the Vote* effort

Job descriptions for each volunteer task should be developed by the volunteer coordinator, including even the most basic; for example photocopying.

MOTIVATING VOLUNTEERS

There is no financial reward for volunteering so it is important to find out what a volunteer hopes to get out of volunteering and meet those needs where appropriate and ethical.

Volunteers have different motivations for taking on volunteer positions. One or more of the following reasons may motivate volunteers to join a campaign:

- **Political sympathies.** These volunteers may find it reward enough to see “their” candidate elected. However, some volunteers may have expectations of “rewards” to come their way after you are elected. It is important to be clear about what you will and will not be able to do for them after you are elected.
- **A desire to get involved in politics.** A volunteer who is interested in getting involved with politics may be someone you can mentor during the campaign and after you are elected. This will be a way of giving back to the volunteers, building future alliances and strengthening your community by helping another potential leader.

- **Gaining skills to help them in the work force.** In this case be sure that the volunteer is given the type of work that will help her build the skills she wants to focus on. For example, if she is interested in learning about accounting, have her work with the finance director rather than answer telephones.
- **Getting out of the house and meeting new people.** Again, if this is what has motivated your volunteer, make sure they are placed in a job that will give them direct contact with other people. This volunteer can do event organizing or door-to-door work.

How to Lose a Volunteer

Avoid putting volunteers in the following situations:

- *Being called in when there is nothing to do*
- *Being given a job without clear instructions*
- *Being blamed for not guessing correctly as to what is needed*
- *Being considered or referred to as "just a volunteer"*
- *Not having any information about the campaign*
- *Receiving no recognition or interest from the candidate or party*
- *Working alone without instructions, coffee breaks or lunch*
- *Not being thanked*
- *Having no fun!*

Exercise: *Budgeting Volunteers*

1. List all the voter contact activities your campaign intends to accomplish. Be as specific as possible, using real numbers.
For example:
 - How many homes do you want to canvas in how much time?
 - How many pieces of literature do you need to deliver?
 - How many phone calls do you need to make and how many phones do you have available?
2. Next, determine how many volunteers you will need to reasonably accomplish each task you have listed above. *Again, for example:*
 - Door-to-door canvass:
 - Literature drop:
 - Phone calls:
3. Finally estimate how many volunteers you will need throughout the campaign. Often you will be able to use the same volunteers for different tasks at different times. However, keep in mind that not everyone is good at several different tasks. And remember to recruit twice as many volunteers as you estimate you need for a particular task.

Sample *Volunteer Information Form*

Name: _____

Address: _____

Phone: (home) _____ (work) _____

Email: _____

✓ *I would like to volunteer in the following areas:*

- _____ Door to door canvassing
- _____ General office work
- _____ Campaign literature production
- _____ Special event planning
- _____ Special event set-up
- _____ Telephone canvassing
- _____ Transportation
- _____ Child-minding

✓ *Special Skills:*

- _____ General Computer Skills _____ Typing or Word Processing
- _____ Desk Top Publishing _____ Graphics
- _____ Photography _____ Writing
- _____ Event Planning _____ Event Organizing
- _____ Media or Communications
- _____ Previous campaign experience
- _____ Other: _____

Reason(s) for volunteering (please circle the reasons that apply):

Get out of the house

Make contacts

Meet new friends

Develop skills (specify): _____

Support Party Other (specify): _____

I would like to volunteer the following days: (please indicate by circling)

Mon. Tues. Wed. Thurs. Fri. Sat. Sun.

And the following times: (please indicate by circling)

9 am to 1 pm

1 pm to 5 pm

after 6 pm

6. Media Contact and Public Speaking

MEDIA

What is Media?

Some general definitions of 'media':

- ✓ A means of effecting or conveying something
- ✓ A means of transmission
- ✓ A channel of communication
- ✓ Publication or broadcast that carries advertising
- ✓ A means of mass communication, such as newspapers, magazines, radio or television
- ✓ The group of journalists who make up the communications industry and profession



When developing your media plan and considering media strategies and activities, it is important to consider what forms of media will reach your target audience. Think not just in terms of the formal media (newspaper, radio and television) but also to consider the broader definitions of media, noted above.

Some communities in Guyana are very remote and isolated and do not have a lot of access to the radio or TV programs or the most recent copies of the national newspapers. Other forms of media are relied upon. Take advantage of informal media as well as the formal.

Formal Media

- **The Print Media:** newspapers, newsletters, magazines
- **Electronic media:** radio, television, the Internet



Informal Media

- **'Word of Mouth'** gets your message out. Tell community leaders, key people in local organizations, religious leaders, teachers, etc. Prominent people can reach a large number of people in the community and their opinion is well respected.
- **Pamphlets, flyers and bulletins** are a good way to provide information on your campaign. Remember to make them clear, concise and easy to read.
- **Loudspeakers** are often used to publicize events and meetings. It is important to be considerate as to the time of day that you use this method and to ensure that your message is being transmitted clearly through the speakers.
- **Attending community events** that attract a lot of people on a particular day is an effective way to get your message out. Market days, sports and other community events provide a "captive" audience.
- **Community meetings** are another good way to reach out to voters in your community. They can take many forms including a village meeting or a church gathering.
- **'Walk-about'** are also an effective way of meeting people and communicating your campaign message directly to the voting public.

MEDIA CONTACT

A media strategy describes how to communicate a campaign message to voters. Media strategies cover different aspects of your campaign, thereby increasing your campaign's visibility with voters.

Building relationships with media is an important aspect of a media strategy. Media in Guyana tend not to look for news so it makes sense to take news to the media practitioners. If you have contacts, it makes it that much easier.

Why a Media Relationship?

- **Exposure.** People tend to vote for whom they know. Newer faces need the exposure that a media relationship will bring.
- **Getting gender on the agenda.** Women candidates can use the media to bring issues to the forefront that might otherwise be ignored.
- **Efficient use of time and resources.** The best person to deliver your message is you. The media will enable you to get your message out to a large number of people in a short space of time.

How do we establish this relationship?

- ✓ Ask. You might be surprised at how receptive journalists and talk show hosts are to requests for coverage.
- ✓ Meet with the editors of media houses in your community. If they are sympathetic to your issues, it is easier to obtain coverage.
- ✓ Make an attempt to learn the issues each media house considers worthy of coverage. This way you will be able to approach the most appropriate source on particular issues.
- ✓ Make a point of getting to know journalists who appear sympathetic to your issues.

Planning Your Special Events to Get Media Attention

The media like to tell stories. They need to fill the pages of their newspapers with photographs and text, radio with sound and television with pictures. If your campaign can supply stories, then it is more likely to receive media attention.

People follow the news especially when they have a stake in it or when it touches them personally. An event will make the news if the media believes it will reach out to their audiences. *Remember that the opinions of the candidate alone are not news.*

Campaign Activities that may attract media attention:

- Speeches making bold statements
- Publishing of a report or results of a survey
- Highlighting newsworthy stories to your advantage
- Linking a national or international story to your local area
- Human interest stories
- Awards ceremonies

Tips on getting media attention:

- Special events that are visually attractive. Use balloons and banners. People think and remember in images, in sounds and in feelings rather than words.
- Timing (*see below*)
- Send out a press release (*see below*)
- Develop sound-bites, short headlines and punchy sentences

Timing:

Try to time your events carefully – choose a time that is likely to get you maximum coverage. If you want a story on the TV evening news, you must find out what time of the day to schedule your event – late morning? Early afternoon? If you want coverage of your event in the Sunday papers, find out when the deadline is for the Sunday edition.

The Press Release

A press release is an excellent tool to inform the media about your campaign and get them out to your events.

Your press release must answer five basic questions, (in the first paragraph, if possible):

1. **WHO** is staging the event?
2. **WHAT** will happen at the event? Is it a press conference, public forum, special event? A campaign can also send a press release out after an event to let the media know what happened, how many people attended and what everyone had to say.
3. **WHY** is the event is happening? How does the event relate to you campaign platform?

✚ Remember that the campaign is all about getting the candidate elected; the campaign message is an appeal to *undecided/maybe* voters to vote for the candidate and every single campaign activity is related to this. It is crucial that the campaign keeps this in mind when preparing the press release. Incorporate the campaign message into the information in the press release and keep it simple, direct and to the point.

4. **WHEN** is the event happening? Clearly indicate the time and date of the event.
5. **WHERE** is the event going to happen? Give the location and also directions, if you feel it is necessary.

A good press release should:

- ✓ ***Announce an important issue*** for which your campaign wants media attention. The key phrase – the essence of your announcement – should be front and centre.
- ✓ ***Be brief and to the point.*** It should be one page long; 2 pages would be exceptional. The media like to see all the necessary information at a glance.
- ✓ ***Be written on plain white paper,*** usually standard size business paper.
- ✓ ***Have sufficient white space.*** Leave a margin of about 1 ½ to 2 inches around the edges of the text.
- ✓ ***State the contact information very clearly.*** The name, address, email and telephone number of the contact person should be clearly identified.
- ✓ ***Start with a headline, written in ALL CAPITAL LETTERS.***
- ✓ ***Clearly identify the recipient.*** Have the name of the person who should receive it printed clearly on the release, which would usually be the Editor of the newspaper or a reporter with whom you have established a relationship. It is important to maintain a comprehensive, up-to-date list of all media contacts. As well as media outlets, press releases should be sent to targeted organizations.
- ✓ ***Be accurate and to the point.***

- ✓ **Be sent out in a timely manner.** This will increase the likelihood of a higher attendance and of coverage of your event.

Follow up the press release with telephone calls. A follow-up call ensures that the press release has been received and helps to build relationships with the media.

See *Sample Press Release* at the end of this chapter.

Press Conference

Press conferences take time, money and energy to organize, so be sure that you have something important to announce. Journalists do not have the time to go to press conferences that are not going to produce news. Thorough planning and preparation are essential.

Consider the following, when planning a press conference:

- ✓ **Press release and inviting the press.**
Highlight the main issues in a press release and send it to members of the media to invite them (see *Press Release* section above).
Follow-up with telephone calls.
- ✓ **Location.** Press conferences do not always have to be held in a room with a person standing at a podium at the front. The campaign should consider holding its conferences away from the headquarters or party offices. Think of a location, which depicts the message the campaign wants to convey. For example, if your campaign is organizing a clean up of a certain section of the seawall, go to the seawall. For a press conference on a health-related issue, choose the front door of the local health clinic or hospital. Think of places that would give the media an opportunity to tell the story in pictures.

If the press conference is held in a more traditional setting, ensure that the room has adequate lighting and room for chairs.

Planning a Press Conference:

- ✓ Press release and inviting the press
- ✓ Location
- ✓ Time of day
- ✓ Length
- ✓ Format
- ✓ Press conference materials
- ✓ Coordination
- ✓ Attendance
- ✓ Preparation
- ✓ Hospitality

Wherever the press conference is held, arrange for some photographs to be taken by the campaign team. These pictures can be used later for a newsletter or in other campaign literature.

- ✓ **Time of day.** Because journalists generally work with strict deadlines, mornings are usually the best time for a press conference. Check to make sure that there are no important events scheduled at the same time and re-schedule if necessary.
- ✓ **Length.** A press conference should be no more than 1 hour.
- ✓ **Format.** Decide who is going to speak. Will there be a panel?
- ✓ **Press conference materials.** There should be a table with handouts sign-in sheets, press statements, campaign literature and candidate's bio.
- ✓ **Coordination.** Ideally you should have a person assigned to assist the press attending the conference. This person will make sure that each member of the press has all the information she or he needs. This is also a useful occasion to build on your media relationships.
- ✓ **Attendance.** Check the list of press in attendance. If someone is not there, send her or him the information later. This may be a copy of the press statement or other printed material.
- ✓ **Preparation.** On the day of the press conference, arrive early in order to resolve any last minute problems that might develop. Try to start the news conference promptly and do not start it later than ten minutes after the scheduled starting time.
- ✓ **Hospitality.** Simple refreshments are often served.

DAMAGE CONTROL: What to do if you or your campaign is accused of something

Sometimes other candidates, organizations or individuals may accuse the candidate or party of doing something wrong. If they are right and the candidate or party actually DID do something wrong, the campaign owes it to its members, supporters and voters to tell the truth. If the party or candidates did NOT do what they are accused of, then the campaign must clear things up in the public eye. Either way, your campaign does not want this problem to fester.

Consider taking the following steps if your campaign is accused of something:

- Contact the media and hold a press conference immediately
- Express the campaign or party's concern about what MAY have happened
- Promise to look into it and suggest a general timeline for the investigation
- Promise to release details of the investigation
- Stress that the accusation may be false
- Promise to review the final investigation report and say you will set things right if the allegations are true
- Always report back the results of the investigation to the media/public in a timely manner

PUBLIC SPEAKING

People who are successful at public speaking, speak with authority and communicate their knowledge in such a way that it is both understandable and believable.



Giving a Speech

Almost everyone is terrified of giving a speech. However, being well prepared is the key to minimizing a fear of public speaking. Including your own passion, personality and sense of mission is also very effective. Concentrate on the issues, not on your nervousness. And be relaxed. Be yourself and concentrate on getting your message across clearly and concisely. Let your enthusiasm and commitment shine through.

Tips for making an effective speech:

- ✓ **Talk to the audience.** Speak about issues of concern to your community.
- ✓ **Be brief.** Make your point as concisely as possible. Start with the most important information first, then expand and give background information after.
- ✓ **Be upbeat.** Do not complain about the problems. Your audience knows what the problems are; they have come to hear your solutions. Be confident and let the audience know how you are going to develop solutions to the problems.

- ✓ **Take the high ground.** Don't engage in mud-slinging with your opponent. Tell your voters who you are; what you are about; and what you stand for. Your opponent may be corrupt and dishonest but let the voters find that out for themselves. They will decide for themselves who is the better candidate.
- ✓ **Always return to your message:** At the end of your speech, always return to your campaign message.
- ✓ **Always ask for questions:** If you are speaking to a very large group, asking for questions from the audience may not be practical. However, with small groups, it is almost always a good thing to do. It allows you to zero in on what the audience is most concerned about.

Questions and Answers: The question-and-answer period is often challenging. Here are some tips for the Qs and As:

- **Be sure you understand the question.** One effective way of doing that is to repeat the question.
- **Be honest.** Say exactly what you believe, not what you think the audience wants to hear.
- **Say, "I don't know."** When you don't know the answer, say that you don't know. You can say, "*I haven't thought about that, but it is a good point, and I am going to do some research.*" Get the contact information of the person asking the question and get back to her or him. Voters cannot expect you to know everything but they can expect you to be honest.
- **Do not get into a debate with a questioner.** Avoid falling into traps set by some members of the audience or media. If in doubt, return to your basic campaign message.

Sample Press Release:

Press Release

FOR IMMEDIATE RELEASE

To all Media Houses

Georgetown, Guyana

Date: February 17th, 2004

"NATIONAL DEMOCRATIC INSTITUTE (NDI) LAUNCHES PARLIAMENTARY MANAGEMENT TRAINING PROGRAM IN GUYANA"

Opening Ceremony - 9 am on Tuesday 24th February, 2004
University of Guyana Centre for Information Technology,
Pere Street & Public Road, Kitty

The National Democratic Institute, with financial support from the USAID and DFID, will be providing a five day training session to Parliament staff. The "Parliamentary Management Training Program in Guyana" will be launched on Tuesday 24th February, 2004 at 9 am.

The Programme will be officially inaugurated by the Speaker of the House, the Hon. Ralph Ramkarran, S.C., M.P.

Mr. Peter Walker and Mr. Brian Wilson of the internationally renowned Royal Institute for Parliamentary Administration (RIPA) in the United Kingdom will travel to Guyana to conduct the training. They will be assisted by Mr. Frank Narain who will provide an important perspective based on his experience as the Clerk of the National Assembly of Guyana 1969 - 2002.

Mr. Walker was employed at the House of Commons in the United Kingdom for thirty four years as the Deputy Editor of the Official Report. He has been running the parliamentary administrative courses for RIPA for four years. Mr. Wilson also worked with the UK House of Commons as the Head of Establishments, Director of Personnel Policy and Acting Director of Finance and Administration for eleven years.

Twenty three trainees, including staff from the Parliament Office and the newly created Committees Division, will participate in the training and will receive Certificates of Completion from RIPA following the five day session. The *Parliamentary Management Training Program* will run from Tuesday 24th February to Saturday 28th February, 2004.

This Training is part of the NDI's legislative assistance program designed to provide the staff of the National Assembly with specialised skills training.

The media is invited to cover this event

For more information contact:

Shelida Walcott - NDI

Tel: 225-3700

Email: ndishelly@aol.com

7. Campaign Financing and Fundraising

CAMPAIGN FINANCING

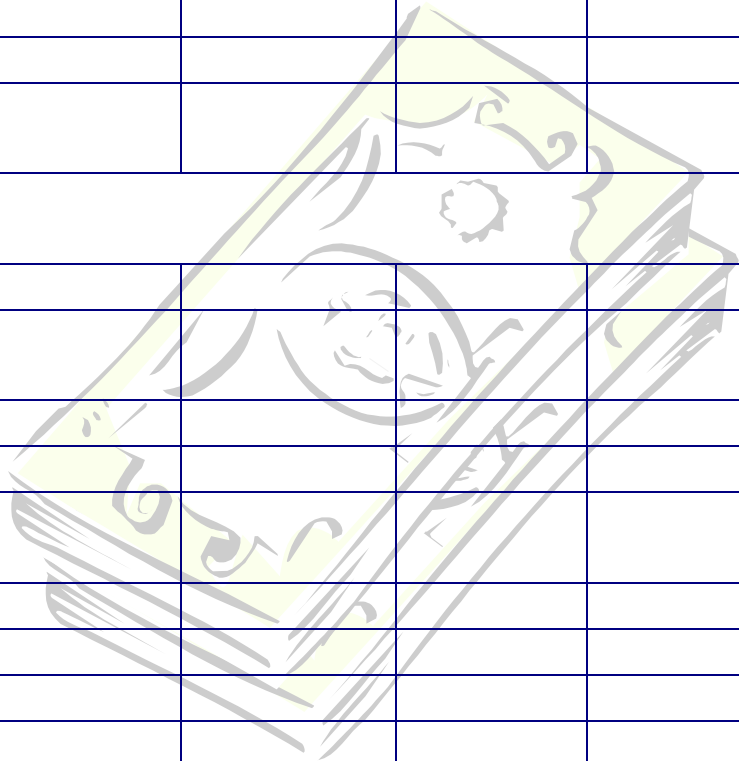
Just about everything you do in your campaign will cost something. You should estimate how much each of the tasks you hope to accomplish will cost and develop an overall budget for the entire campaign. A written budget is an excellent tool for tracking expenditures, providing goals for fundraising and keeping the campaign team from spending without thinking.

Your campaign budget should be a realistic list, not a wish list, of what will be needed to implement your campaign plan. The following is a sample budget format with typical campaign expenses:

Sample Budget format (month-by-month)

	February	March	April	May
Campaign Office				
Rent				
Phone				
Cell Phone(s)				
Computer(s) and printer				
Office equipment (desks, chairs, table, bookshelves, etc.)				
Office supplies				

Personalized stationery & envelopes				
Campaign Team Staff				
Campaign Manager				
Communications and Media Coordinator				
Finance Director				
Volunteer Coordinator				
Research (polling, etc.)				
Voter Contact				
Phone banks				
Printing and photocopying				
Polling kits and maps				
Direct mail				
Door-to-door canvassing				
Television ads				
Newspaper ads				
Radio ads				
Special events				
Balloons, banners, loudspeaker, etc.				
Candidate's travel				
Get-Out-the-Vote <i>(see detailed GOTV budget)</i>				
Fundraising <i>(see detailed fundraising budget)</i>				
Volunteers				



TOTAL EXPENSES				
TOTAL INCOME <i>(see 'Fundraising Goals' for details)</i>				
CASH FLOW				

Determine whether you can supply some of these budget items without spending any money. For example, you don't need to rent an office space if you can use a friend's bottom house or a family member's vacant storefront. A volunteer or a supportive civic organization might donate the use of a computer and printer. Another volunteer may have the skills to produce your candidate's stationary and a flyer, which would cut down on stationary and printing costs.

Review your campaign calendar to determine when you will need the money. By organizing your budget month-by-month or even week-by-week, you will be able to anticipate what amounts you will need at what time. This will assist your campaign team in avoiding cash flow difficulties, and your finance director will understand how much money is needed at what time.

Prioritizing

It will also be important in the budgeting process to prioritize each budget item. Candidates need to spend the bulk of their funds on voter contact activities; for example, door-to door canvassing, radio and TV ads and printing of flyers. Here are some guidelines:

- Administrative costs, including office expenses and staffing, should be less than 20% of your budget.
- Voter contact costs, including *Get Out the Vote* activities should consume 70% to 80% of your financial resources.
- Research, including any polling you might do, should take up less than 10% of your budget.

Your voter contact costs themselves should also be prioritized. If door-to-door canvassing is your key voter outreach strategy, for example, it will be necessary to find the funds for that budget item before say, TV ads.

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

Raising the Funds

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

FUNDRAISING

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

Why People Give Money

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

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

- They believe that what you say or stand for serves their needs; for example, that you are addressing their issues.
- They know and/or grew up with you or the person who is asking.
- They have worked with you on important issues or campaigns.
- They like what you have to say and what you stand for.
- They encouraged you to get involved.
- They know someone else on your campaign.
- They dislike the other candidate.
- They think you are the candidate most like them.
- They have been well courted.
- They were asked.
- You need it and you tell them so (and why).
- **You ask and ask and ask.**



Asking for a 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 cannot 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 PR and public education will help a fundraising campaign, unless people are asked and given an opportunity to say yes

Where the Money Comes From

The Candidate

The candidate must give something to show that she believes in her campaign enough to have invested something that was difficult to give. There is always a difference between what people are able to give and what they are willing to give. Showing that you have stretched yourself allows you to ask others to give more.

Family and Friends

Family and friends will contribute because they know the candidate personally. They shouldn't need too much persuasion to give.

Power Groups

A 'power group' is a group who believes their personal power will increase through the election of a candidate. They want a party or candidate who will promote and advance their interests.

Power groups tend to support the incumbent but can be courted by a strong candidate who demonstrates an understanding of their issues and who has a credible agenda to advance their interests. Remember that power groups tend to give late in the campaign because they want to back the winner.

Ideology Groups

An 'ideology group' is one that supports candidates based on ideology. Ideology groups are cause driven. They believe what the candidate believes in. To woo this group the candidate must show a common interest or experience. For example, the candidate may be a member of the same associations or organizations that the members of one of these groups belong to.

People or Groups with an 'Axe to Grind'

This category of donor does not like your candidate. They are linked to you by a common desire to see your opponent defeated. When appealing to this group you also appeal to emotion by talking about what will happen if you are not elected, how your opponent failed the community in the past and what you will do differently.

People or groups with an 'axe to grind' include:

- Power groups whose interests your opponent has not supported in the past
- Ideology groups whose interests your opponent has not supported in the past
- Individuals that do not support your opponent

Where the Money Comes From:

- ✓ The candidate
- ✓ Family and friends
- ✓ Power groups
- ✓ Ideology groups
- ✓ People or groups with an 'axe to grind.'

Exercise: *Contributor List*

Using the categories identified above (family and friends, power groups, ideology groups, people or groups with an 'axe to grind'), list all the possible contributors you can think of for your campaign on a blank pad of paper.

Try to come up with a MINIMUM of 100 names of possible contributors.

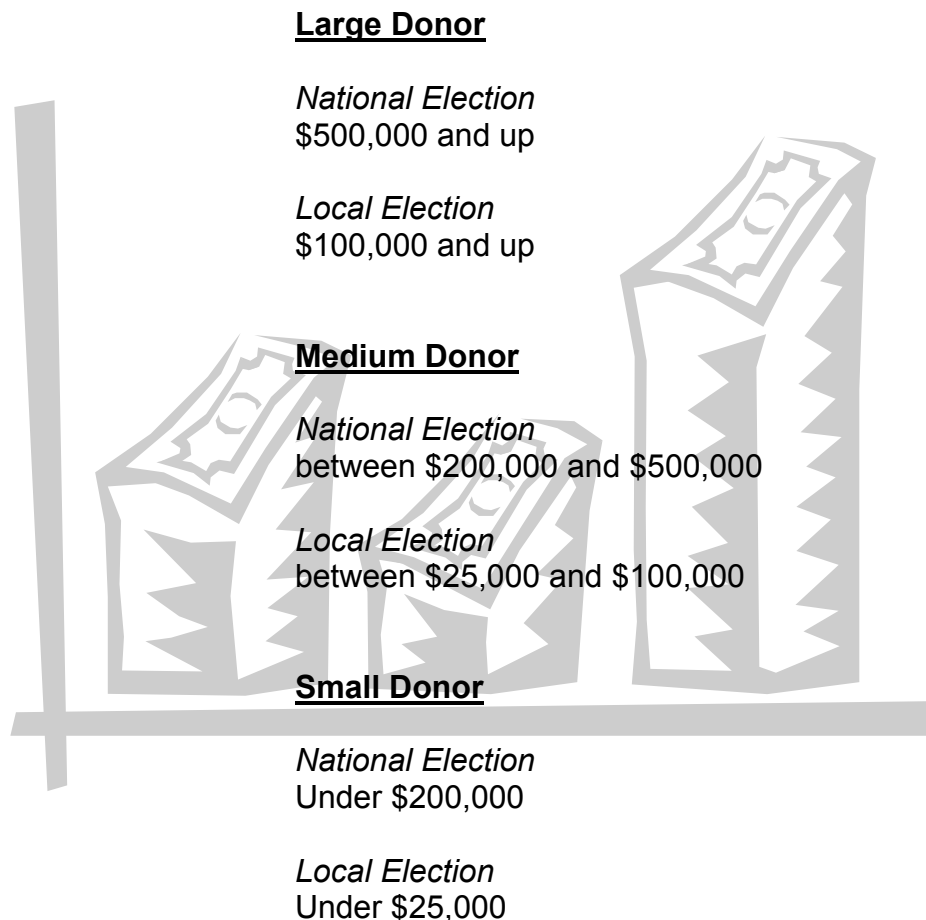
Types of Donors

Donors on your contributor list can be classified into 3 different types: **large**, **medium** and **small** donors.

Whether you classify donors as large, medium or small depends on the area you are in and the type of campaign you are running. Classification is based on a single contribution and not on the total amount the donor will eventually donate to the campaign.

Determine how you will classify each potential donor based on your knowledge of the donor and research conducted by your fundraising researcher.

Amounts for large, medium and small donors may vary depending on the circumstances of the community. Here are some guidelines:



Research

It is important for the campaign team to conduct research on the people that you are going to approach for a contribution. It is particularly important for the candidate's direct requests.

The following research should be done:

- Research what issues are important to your potential donors
- Determine how much a potential donor is able to give
- Identify if the potential donors have given to campaigns in the past and to whom and how much they contributed

This information can be gathered by talking to friends of the potential contributors and by examining financial reports of past elections.

- ✚ *Note:* Legislation in Guyana requires that parties submit financial reports following elections. However, in the past the parties haven't customarily submitted the reports.

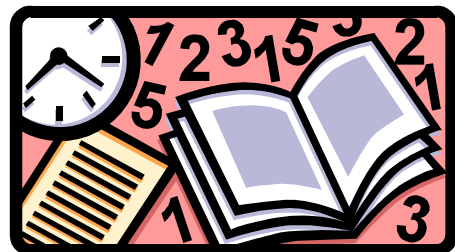
Exercise: *Donor Research*

Using your contributor list, research potential donors.

- Determine for each:
 - How much can they give?
 - What do they care about?

Fundraising Plan

Your fundraising plan is what all your efforts are based on. It must be structured, well thought out and most importantly, on paper. If your plan is not on paper, you do not have one.



Any fundraising plan is based on a series of assumptions about how and where you will raise money. Your plan is what you use to monitor and judge the accuracy of those assumptions and to make adjustments, if necessary.

Your fundraising plan should include:

- **A strategy by donor group:**
 - Appropriate messages – messages based on who the candidate is and what is important to the group you are targeting
 - Appropriate fundraising tools
 - What you expect to raise from each group
 - A prioritized list of target groups
- **Fundraising goals:** a list/chart that shows your fundraising activities, month by month, and how much you intend to raise with each activity.
- **A fundraising budget** that includes cost of events and activities
- **A fundraising timeline** that is:
 - Mapped to the campaign plan
 - Based on campaign budget needs
- **A short narrative** about:
 - Who is in charge?
 - How the campaign will work
- **An estimate of the number of volunteers** needed for each activity

Fundraising Plan:

- ✓ Strategy by donor group
- ✓ Fundraising goals
- ✓ Fundraising budget
- ✓ Fundraising timeline
- ✓ Narrative
- ✓ Volunteer estimate

Fundraising Strategy

The following steps will assist you in developing your fundraising strategy. Note that your strategy will have a different focus for each donor group (large, medium and small):

1) Craft a Message:

- A message for each group should appeal to emotion. Anger, pride and compassion are powerful motivators.

✚ Note: *Be responsible when appealing to emotion: Avoid messages that involve personal attacks on opponents or appeal to prejudice.*

- When crafting your message consider:
 - ✓ What is the problem that this group or individual wants solved?
 - ✓ What causes are they interested in?
 - ✓ How will the election impact them?
 - ✓ What are their needs?
 - ✓ How can the candidate meet those needs?

2) Evaluate giving potential and set goals:

- Evaluate what constitutes large, medium and small donations in your community.
- Put a dollar amount next to each name on your contributor list as an estimate of what they can give.

3) Select appropriate tools:

- Group large, medium and small donors together.
- Use different tools with different levels of donors. For example, the candidate might invite a large donor to have coffee with her. A small donor might be invited to a special event for the campaign, such as a fair, where the candidate may or may not appear.

4) Decide who should ask for a contribution:

- For large donors, either the candidate, someone on the campaign team or a supporter who is respected and influential with the donor should ask. Large donors expect the personal touch from people closely associated with the campaign.
- Campaign volunteers can approach people for smaller donations. Small donors may want to see the candidate at an event but they don't expect to sit down to coffee.

5) Decide when to ask for a contribution:

- Individuals may be more willing to give to a campaign at the beginning of the month, just after they receive their month's salary.
- Corporations/businesses may be more approachable during a season when business is good.

Asking for a Contribution

Steps to follow, when asking for a contribution:

1. **Establish a rapport** – Be pleasant and professional and create a personal link with the potential donor.
2. **State *their* interest** – Refer to issues that are important to the potential donor.
3. **Discuss viability** – Share campaign accomplishments and be positive.
4. **Describe the investment** – Let them know why it is in their interest to contribute to your campaign.
5. **Be Specific** – Let them know what you need the money for and be specific about when you need it.
6. **ASK** - Ask for a specific amount, keep the request short and then stop talking and listen.
7. **If the answer is no, address their concerns** - Provide information to help change their minds by restating their investment.
8. **Negotiate** - Ask for the same amount but spread it out over time.
9. **If the answer is still no** - Negotiate for a lower amount.
10. **If the answer is still no** - Ask for in-kind donations such as resources or time.
11. **If the answer is yes** – Say thank you and confirm logistics. Follow-up. Thank your donor again.

Fundraising Tools

There are all sorts of ways to fundraise. Some work very well and others do not work at all. It is worth listing the latter so your campaign does not waste valuable resources.

Types of fundraising tools that **do not work**:

- General mail solicitations are expensive and almost never work.
- If your campaign is affiliated with a party, soliciting the local party isn't a good use of time. They will help you as much as they can but little money is usually given to local candidates.

Fundraising tools that DO WORK:

➤ **The Candidate's Request**

The most effective fundraising technique in a local campaign is for the candidate to directly ask people on her contributor list for money. To maximize efficiency, the candidate should focus on large donors.

The candidate should weigh the appropriateness of making requests over the phone or having a coffee or a meal with a potential donor.

When you are fundraising as a woman candidate, you have strong messages to share about women's representation in decision-making. Women who are too shy to be active in politics may be willing and able to give to women candidates, either financial or in-kind donations.

Remember you are not begging and if you appear to be begging, it damages your credibility. The work that you do is important and by asking someone to contribute, you are giving them an opportunity to participate and to invest in your campaign.

See the fundraising exercise, *Candidate's Request*, at the end of this chapter to assist you in making plans to request contributions.

➤ **The Dedicated Gift**

This is an effective technique to use, particularly if you have made a good budget plan. If you have a supporter who you know will give a donation, don't just ask for a contribution; ask her or him to pay for a specific budget item, perhaps linked to an issue they are interested in.

People want to know their money is being put to good use and a 'dedicated gift' is one way of ensuring that.

Fundraising Tools:

- ✓ Candidate's request
- ✓ The dedicated gift
- ✓ Direct mail to friends of friends
- ✓ Special events

➤ **Direct Mail to Friends of Friends**

The candidate is not the only one who should be asking for money. Ask your friends and campaign team members, including your volunteers, to try to raise contributions.



Almost everyone has a family and a network of people they know, work with and socialize with. Ask your friends and volunteers to write a personal letter to five or six of people they know and ask for a donation. The writer can explain how the campaign is progressing and include an appeal for the dedicated gift idea above.

➤ **Special Events**

Fundraising special event ideas include:

- **House party:** a supporter of the campaign hosts a party and collects donations to raise money for the candidate.
- **Candidate's dinner:** invite a targeted group of individuals to attend a dinner the candidate will attend and speak at. Sell tickets for the event.
- **Candidate's luncheon:** the candidate has lunch with a particular group or organization. The candidate speaks and solicits donations.
- **Fair:** the campaign hosts a community fair that includes such attractions as a barbeque, refreshments, bake sales, jumble sale and games.



To have a good fundraiser, you have to plan it and promote it and, in most cases, sell tickets to it.

Fundraising special event tips:

✓ **Keep it simple and keep the costs low.** As with everything, see what can be donated and use volunteers as much as possible. Try to get the venue space donated, for example.

✓ **Have a ticket-selling plan.** One method to use is the 'sell five tickets or buy five tickets' plan: everyone who is involved in the campaign is given five tickets with the understanding that they will either sell the five tickets or buy them themselves.



✓ **Make your event fun and interesting.** People are more likely to buy a ticket to your event and make a contribution if the event is an attractive one.

✓ **Increase your fundraising at the event with another event.** Examples:

- **50/50 Raffle.** Sell tickets at the event and hold a draw. The person with the winning ticket gets half of the proceeds and the campaign gets the other half. The winner may even decide to donate their winnings back to the campaign.
- **Auction.** Make requests to businesses to donate attractive items; some examples include, a dinner out, a gift basket or a trip to a Caribbean island. Attendees bid on the prizes and the person with the highest bid "gets to" buy the prize. All of the profits go to the campaign.

✓ **Never lose sight of the objective.** When you prepare your budget and establish your priorities, you have to identify the source of funds to pay for each item in your budget. The amounts of money listed next to each budget item are your fundraising goals. Remember this when planning your event.

Fundraising Budget

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 Budget

Fundraising Expenses:	February	March	April	May
Direct Asks:				
Meals				
Special Events:				
House party				
Candidate's dinner				
Fair and bake sale				
Auction				
Take-away lunch				
Women's luncheon				
Direct Mail: (postage)				
Staffing:				
Fundraising Researcher				
Scheduler				
Fundraising Events Coordinator				

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.

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

- This format allows your campaign team to chart the progress of your fundraising efforts.

Goal Amount: this amount is the total amount you need to raise to implement your campaign plan.

Activity: All of your fundraising activities should be grouped under major headings and listed in the first column of your chart.

Months: Indicate the months that the fundraising period covers across the top of the chart.

Goal amount and Actual amount: Next to each activity, list the amount of money you intend to raise under *goal* for each month. Under *actual*, indicate the amount you actually raised.

Totals and Differences: Under each activity category, show the total goal amount for each month and total amount actually raised. Below the *actual amount*, show the difference between the goal amount and the actual amount raised for that activity.

Monthly Total: The *monthly totals* row at the bottom of the chart shows the sum of the goals for the month and the actual money raised that month.

“To Go”: This amount is the difference between the total goal amount and the money raised that month. It is the remaining amount needed to meet the ‘Goal Amount.’



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 homework.
- Always include a donation envelope with every mailing.
- No one wants to give you money, they want to support a cause or have you work 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.
- Learn to fundraise effectively.
- Thank your contributors.

Fundraising Staffing

Consider the following staffing positions for your fundraising efforts:

Finance Director

- Develops and manages the campaign budget
- Writes the fundraising plan and coordinates the implementation
- Manages the fundraising effort
- Coaches the candidate on requesting donations
- Staffs the candidate at fundraising events
- Recruits hosts for house parties and other fundraising activities

Fundraising Scheduler

- Schedules *time* for the candidate to make calls and have meetings with potential large donors
- Schedules *calls and meetings*, where necessary
- Supports the candidate during calling times, including keeping records of the calls.
- Coordinates the follow-up mail program

Fundraising Researcher

- Researches relevant information about donors such as what issues are important to them and how much they can afford to give
- Follows the opponent's campaign to ensure that both candidates don't end up in an area at the same time
- Briefs candidate on donors and the opponent's strategies

Fundraising Events Coordinator

- Responsible for the overall planning and execution of fundraising events
- Works closely with the Special Events Coordinator.
- *Note:* One person often fulfills the roles of both the fundraising events coordinator and the special events coordinator.

Volunteers

- Volunteers are needed for every activity. Always arrange for more volunteers than you actually need.

Making Fundraising Work

Fundraising can be one of the most difficult aspects of a campaign. It is also one of the most important. Fundraising is what makes your campaign possible.

Having a good fundraising plan will make your campaign goals more manageable and will give your campaign a sense of control over the process.

Making Fundraising Work

- ✓ Develop a fundraising plan.
- ✓ Make fundraising a priority.
 - ✓ Grow your list!
- ✓ Allocate (schedule) time each day.
- ✓ Set daily, weekly and monthly goals.
- ✓ Know what you are raising money for.
- ✓ Follow up on all donation requests.
 - ✓ Thank your contributors.
 - ✓ Celebrate milestones.



Fundraising Exercise: *Candidate's Request*

Goal is to raise: \$ _____ during _____ *[pre-campaign year]*

Goal is to raise: \$ _____ during _____ *[Election year]*

1. I will submit a list of individuals who should be personally asked for a contribution. These will include potential large donors.
2. The fundraising researcher will do research to find out: how much potential donors can give and what their interests are.
3. I will call as many potential large donors as possible.
4. I will meet with as many potential large donors as possible. This will include group luncheons and dinners, along with one-on-one meetings. These will be coordinated and set up by the fundraising scheduler and the fundraising events coordinator.
5. A follow-up letter will be mailed after each individual meeting. The fundraising scheduler, in consultation with the finance director, will maintain the follow-up mail program.
6. At least three fundraising events will be scheduled during the campaign. I will attend these events, big or small. The fundraising events coordinator, in consultation with the finance director and the fundraising scheduler, will organize all events.

Candidate's Signature

Date

8. Community Outreach and Building Coalitions with Civil Society

COALITION BUILDING

Civic society is that segment of society that includes non-governmental organizations (NGOs) and service, business, religious, sports and other community groups. They can be officially registered groups or informal organizations such as women's groups, church groups, youth groups, single-issue groups, student groups, etc. Civil society does not include the police, military or government.

Some civil society organizations have large memberships and they may have a great deal of influence over and access to various groups in the community. Thus, they have the potential to play an important role in an election campaign.

There is not a strong history of political campaigns reaching out to a cross section of civil society in Guyana. Instead organizations that traditionally support a particular party may overtly or covertly support that party. For the most part, organizations are reticent about publicly identifying with or supporting a particular party. Thus, the support that candidates or parties get from civil society tends to be less widespread and more limited than it could be.

Civil society is therefore an untapped resource in Guyana. With the right approach, it might be possible to reach out to the NGOs or other civil society groups in your community and cultivate relationships with them and ultimately encourage them to take an active role in your election campaign.

Cultivating Relationships with Civil Society

1. **Identify the civil society groups in your voting area.** Make a list of groups and organizations in your area. Consider officially registered groups as well as informal organizations. Start this process in the early stages of the pre-election campaign period so that you can develop relationships well in advance of the election.
2. **Organize meetings to introduce yourself to civic leaders.** Introductory meetings should also occur in the early stages of the pre-election campaign period.

At these meetings you can introduce yourself and let civic leaders know about your record in the community and your commitment to running a campaign that is responsive to issues. You can also find out what issues are of concern to the groups you meet with. This information can help you plan your campaign strategy.



3. **Highlight areas of common interest and concern.** If there are areas of common interest and concern, you can have a preliminary discussion on how to address these. This is a good way to begin to encourage future collaborations between civil society and elected officials.
4. **Make a commitment to be in touch.** Commit to touching base again within a given time period to follow up on specific elements of your discussion. If you were able to find areas of common concern you might agree to send a copy of your campaign or party's plan of action on that issue. You may inform the group about other groups working on similar issues and offer to provide introductions with a view to facilitating collaborations.
5. **Do some research.** Before you go further in developing a relationship with a civil society organization, you need to determine if the group is really doing what it says it is doing and how the group is perceived in the community. A group that is well established and respected should receive more of your time than a group that has no influence or a bad reputation in the community.
6. **Keep in regular contact with the groups you meet with.** Begin by following up with whatever information you promised to send them in a timely manner. Send campaign materials, invitations to events, notices of press conferences, etc. at regular intervals between meetings.

7. **Return the favour.** Remember that the party or candidate's relationship with civil society groups is a two-way street. The campaign also needs to go out of its way to help its supporters – in this case, the civil society groups.

Building Coalitions with Civil Society

Once you have developed a relationship with an organization, the foundation has been set for a possible coalition and support for your campaign.



Ensure that you ask for concrete, quantifiable contributions to your campaign.

Civil society can lend support to your campaign in the following ways:

- Showing public support by attending special events hosted by a candidate, supporting the party or a candidate's position on specific issues, holding events on behalf of a candidate, etc.
- Mobilizing their membership to support a party or candidate by volunteering on the campaign.
- Using the group's networks to persuade other organizations to support the campaign.
- Providing in-kind support such as office space, use of vehicles, use of telephone lines for telephone canvassing drives (phone banks), using human resources to assist with research etc.
- Endorsing the campaign by making an announcement that the organization supports your campaign.

9. Get Out the Vote

GET OUT THE VOTE

Get Out the Vote is the final push of your campaign. This is the phase in a campaign that everything that has gone before has been building towards. The aim of a *Get Out the Vote* campaign is to make sure that voters who have indicated support for your campaign actually go to the poll and vote.

Get Out the Vote activities:

- Start 2 – 3 weeks before Election Day
- Finish at the close of polls on Election Day
- Focus on reminding voters who have indicated their support for your campaign to **Vote!**

The purpose of the Get Out the Vote campaign is to:

- ✓ Remind voters of where they vote and the times they can vote
- ✓ Emphasize the importance of the election
- ✓ Deliver a brief positive message about the candidate
- ✓ Publicize the phone number for transportation and child-minding
- ✓ Invite people to volunteer for the *Get Out the Vote* efforts on your campaign

Developing Your *Get Out the Vote* Strategy

Your campaign plan should include a separate *Get Out the Vote* strategy to help focus the activities.

A *Get Out the Vote* strategy should include the following elements:

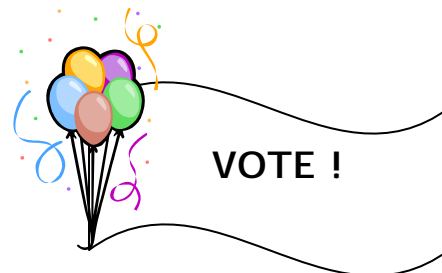
1. **List of supportive voters** to deliver the *Get Out the Vote* message to (as identified through your voter identification and voter targeting activities). The *Get Out the Vote*/Election Day Coordinator should ensure the lists of supportive voters are complete and accurate (see 'Voter Lists' under Tab 4: *Voter Identification and Voter Outreach*).
2. **Budget.** Your campaign budget will include a line item on the *Get out the Vote* activities. Develop a detailed *Get Out the Vote* budget, itemizing all expenses for the *Get Out the Vote* campaign, including Election Day expenses.
3. ***Get Out the Vote* activities**, including a strategy to deliver the *Get Out the Vote* message as many times as possible during the *Get Out the Vote* period.
4. **Timeline** identifying when your activities will take place (see *Sample Timeline* at the end of this chapter). The timeline should begin 10 weeks before Election Day. Planning and organizing are completed in the first 7 – 8 weeks and *Get Out the Vote* activities occur 2 – 3 weeks before Election Day.
5. **Support to get your voters to the polls.** Put the necessary plans in place to make it as convenient as possible for voters to get to the polls, including offering transportation and child minding facilities to your supportive voters. Pay special attention to identifying elderly, disabled and other voters who may need assistance on Election Day.

Get Out the Vote Tools

Effective *Get out the Vote* tools include:

Public Relations

A successful *Get Out the Vote* drive must maintain high visibility in order to heighten voter awareness. The *Get Out the Vote*/Election Day coordinator should work with the communications and media coordinator to develop specific strategies to keep the public aware of the *Get Out the Vote* activities.



Telephones

Additional phone lines will be necessary to accommodate the high volume of calls. As in other phone canvassing activities, volunteers should be trained and work from a script (see *Sample Get Out the Vote Telephone Script* at the end of this chapter).



If it is not possible to get additional lines, your campaign can consider:

- Using more than one site. Supportive organizations or businesses might be willing to allow your campaign to use their phones.
- Using cellular phones at a central location.
- Having volunteers make calls from home. This is the least desirable method as it is difficult to coordinate and supervise volunteers if they are not at a central location.

Phone calls should be made 1 – 2 weeks in advance of Election Day and on Election Day itself.

Door-to-Door Canvassing

Where there are few or no phone lines the *Get Out the Vote* campaign may have to heavily rely on door-to-door activities.

Volunteers can use a similar script used in a telephone campaign and leave written information that includes:

- The candidate's name
- The date of the election
- The address of the polling station
- Time that the poll is open
- Contact information for transportation and child minding

Get Out the Vote Tools:

- ✓ Public Relations
- ✓ Telephones
- ✓ Door-to-door canvassing
- ✓ Flyers
- ✓ Checkers
- ✓ Transportation and child minding
- ✓ Poll closing

Flyers

Get Out the Vote flyers should contain the information noted above in the door-to-door campaign. When sent through the post, the flyers deliver the message to your identified supporters in a very direct and personal manner. The timing is very important and ideally they should receive the mail three to four days before Election Day.

Distributing flyers at busy locations in your community is also a useful way of getting the message out. However, take note that flyers should only be disbursed in areas where your candidate is overwhelmingly popular. You do not want to remind your 'no' voters about the election.

Checkers

A 'checker' system has been proven to be a very effective *Get out the Vote* campaign tool. The system works as follows:

- Each checker is given a list of supporters on Election Day.
- Checkers visit the polls at various times throughout the day and check in with the candidate's observers.
- The observers tell the checkers which of the candidate's supporters have voted.
- The checker passes this information on to the volunteers who can then focus their efforts on supportive voters who have not yet voted.

Your campaign should also have volunteers on the road who can report any problems at the polls to campaign headquarters.

Transportation and Child-Minding

Providing transportation to the polls and child-minding services are good tools to encourage your voters to vote on Election Day. Transportation and child minding services should be planned well in advance and should operate from a central location that is separate from other Election Day activities.

Telephone and door-to-door canvassers should publicize the transportation and child-minding services to targeted voters.



Poll Closing

The law states that if there are any registered voters waiting at the polling place to vote when the polls close, the polls shall remain open for sufficient time to allow those voters to vote. Campaign volunteers should be on hand to keep your supporters in line. *Get Out the Vote* volunteers should do whatever they can to keep them there. Providing snacks or just keeping them company might help.

Sample Get Out the Vote Timeline

NB: In Guyana, there is no designated campaign period. An election campaign runs from the time the President announces the date of the election until the day prior to Election Day. For illustrative purposes, we are suggesting a 10-week Get Out the Vote Timeline.

Election Day (E. Day) – 10 weeks

- Recruit a *Get Out the Vote*/E. Day Coordinator. This person should be someone who has demonstrated leadership and an interest in and knowledge of the political process.
- Coordinator develops a *Get out the Vote* strategy and action plan, which includes activities, timeline, number of volunteers, training of volunteers, budget, identification of E. Day supplies, materials (including voter lists), equipment, facilities (including zone houses) and telephones.
- The Coordinator reviews the *Get Out the Vote* budget with the finance director to make sure all possible costs are identified.
- The Coordinator, with the Campaign Manager, divides the polling areas up into sub-regions, using maps of the voting districts.
- The Coordinator and Campaign Manager identify zones within each sub-region on the maps.

E. Day – 9 weeks

- Develop job descriptions.
- Recruit volunteer team leaders such as the chief scrutineer and zone captains.
- Review plan of action with volunteer team leaders.
- Identify teams.
- Obtain voter lists.

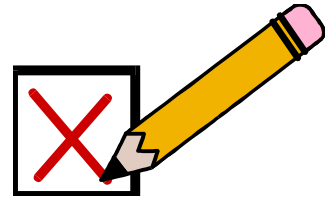
E. Day – 8 weeks

- Update voter lists.
- Analyze results of last election, according to zones identified for this campaign.

- I identify strategic locations for zone houses within each sub-region, to coordinate E. Day activities at the sub-regional level.
- Develop materials for *Get Out the Vote* campaign (flyers, etc.) – information should include a reminder to vote, the address of the polling station (adjust for each area), polling times and the phone numbers for assistance on E. Day (child-minding and transportation).
- I identify printers and other supplies as needed.

E. Day - 7 weeks

- Work with other members of the campaign team to divide voter lists sub-regionally.
- Work with the finance director to develop controls for E. Day expenses.
- Finalise voter outreach materials for the *Get Out the Vote* campaign that will tell voters where and when to vote. Consult campaign team to ensure information is accurate. Get approval from Campaign Manager.
- Begin search for zone houses.



E. Day - 6 weeks

- Send *Get Out the Vote* materials to printer.
- Continue to update voter lists by polling station; organize sub-regionally by polling station.
- Develop training program and training materials for E. Day volunteers.
- Begin to actively recruit volunteers.
- Organize all E. Day supplies (writing materials, etc.), equipment and telephones. Consult team leaders to ensure supplies are adequate.
- Develop E. Day materials (lists to keep track of voters for the telephone banks and checkers, lists for the drivers providing transportation on E. Day, etc.).
- Continue search for zone houses.

E. Day - 5 weeks

- Continue to update voter lists as in week 6.
- Confirm zone houses.
- Develop plans for transportation and child-minding assistance on E. Day.

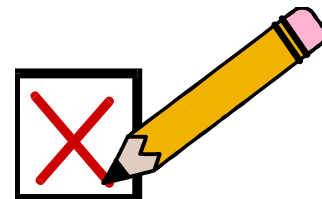
- Meet with *Get Out the Vote* team leaders to ensure that all teams are aware of what the others are doing and where their roles overlap.
- Continue recruitment of E. Day volunteers.
- Finalize E. Day materials. Consult team leaders to ensure information is accurate.

E. Day - 4 weeks

- Update *Get Out the Vote* action plan with zone captains.
- Finalize voter lists by polling area.
- Review maps and voter lists with each zone captain.
- Schedule E. Day volunteer training workshop for E. Day - 1 week.
- Finalize training materials for E. Day volunteer training workshop.
- Complete detailed plans for the next 3 weeks.
- Receive *Get Out the Vote* materials from printer.
- Send E. Day materials to printer.

E. Day - 3 weeks

- Develop a plan for voters who need support. As canvassers identify people who need help getting to the polls, identify resources to get these voters to the polls.
- Recruit volunteers as needed
- Arrange meals and snacks for volunteers on E. Day.
- Begin to organize E. Day materials by zone.



E. Day - 2 weeks

- Schedule training sessions for first round of E. Day volunteers: inside and outside scrutineers, runners, drivers, etc.
- Continue developing plan for transportation and child-minding. This list should be constantly updated as additional resources such as vehicles or volunteer childcare workers are identified.
- Begin daily team meetings.
- Identify all supporters by zone using telephone numbers, addresses and other information that can be used to contact them on E. Day.
- *Get Out the Vote* activities begin.

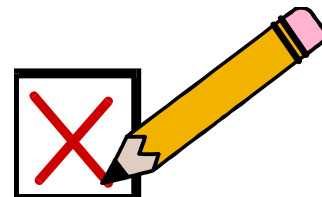
- Coordinate mail drop. All supporters should receive a *Get Out the Vote* flyer in the mail 3 to 4 days before Election Day reminding them to vote.
- Finalize training workshops for E. Day volunteers.
- Receive E. Day materials from printer.

E. Day - 1 week

- Finalize plans for transportation and child-minding on E. Day.
- Confirm snacks and meals for volunteers on E. Day.
- Schedule volunteers to deliver food and snacks to volunteers at all the zone houses on E. Day.
- Provide training to all E. Day volunteers.
- Supporters should receive a *Get Out the Vote* flyer in the mail 3 - 4 days before Election Day reminding them to vote.
- Coordinator meets with all zone captains the day before E. Day to review E. Day plans.
- On the day before the election, zone captains also assemble E. Day volunteers to brief on E. Day assignments.

ELECTION DAY

- E. Day/*Get Out the Vote* Coordinator is responsible for coordinating the campaign's *Get Out the Vote* operations for the day and will work out of the zone houses.
- Ensure that zone captains have updated schedules of volunteers throughout the day.
- Coordinator will visit zone houses throughout the day, consult with zone captains and other functional team leaders and problem solve as needed.
- Coordinator is in constant contact with Campaign Manager to ensure smooth communication throughout the day.
- E. Day operations are finished when the polls close but sometimes drivers remain ready to assist until the count begins.



Sample *Get Out the Vote* Telephone Script

□ My name is _____ and I am calling on behalf of the _____ *[name of candidate]* campaign to give you some information about Election Day on _____ *[give date]*.

□ Your polling station is at _____ *[give address]*.

□ The polls are open from _____am to _____pm.

This is where and when you vote on Election Day, _____ *[give date again]*.

□ Do you need a ride to the polls? Yes No

□ *If YES* - What is a convenient time for pick-up? _____am *or* _____pm

□ *If NO* - If that changes, here is the phone number you can call to arrange transportation: _____ *[give contact telephone number]*

□ Do you need any child-minding assistance? Yes No

□ *If YES* - This is how that will work: *[give the voter the information about what the child-minding arrangements are]*

□ *If NO* - If that changes, here is the phone number you can call to make arrangements for child-minding: _____ *[give contact telephone number]*

□ Would you be interested in helping out on Election Day with getting out the vote for the _____ *[give candidate's name]* campaign? Yes No

Thank you for your time and I hope we at the _____ *[give candidate's name]* can count on your support on Election Day - _____ *[give date of election again]*.

10. Post-Election Period

POST-ELECTION PERIOD

There are certain things a candidate should do following an election, so that she will learn from the experience and continue taking a leadership role in her community, whether she wins or loses. As well, there are some concrete steps that must be taken care of in the post-election period to complete your commitments as a candidate.

Steps to Take Following an Election:

Records

All the campaign records need to be completed and organized immediately after the election. If this activity is done in a timely manner, following an election, it is more likely that it will get done. Information is still fresh and easily remembered.

Cleanup

The campaign office must be closed. Rented telephones and borrowed items must be returned. Any signs or posters that were posted in the community should be removed. All trash should be removed from around the campaign office.

Debts

A plan must be developed to eliminate any campaign deficit. Notify debtors as to how and when you plan to settle your accounts.

Post-Election Steps:

- ✓ Organize records
- ✓ Dismantle campaign office
- ✓ Settle debts
- ✓ Complete financial reports
- ✓ Acknowledge opponent(s)
- ✓ Thank volunteers and supporters

Financial Reports

Post-campaign financial reports regarding election expenses must be prepared and submitted to the Chief Election Officer. See *Representation of the People Act*, Chapter 1:03, Article 120 (sections 1 – 5).

Opponent(s)

You must acknowledge your opponent(s). You and the rest of the campaign team must make an immediate decision about how to do this. The winning candidate generally acknowledges her opponent(s) in a gracious manner during her victory speech. A phone call is often made to the victorious candidate by the candidate(s) who did not get elected.

Appreciation

Personalized thank you notes need to be written for all volunteers and large contributors. They are necessary whether the candidate won or lost. Many candidates also host an appreciation party for their volunteers and campaign team. Some candidates show their gratitude publicly by taking out an 'appreciation-for-support' ad in the local newspaper.



Learning from the Campaign Experience:

Analysis

Whether you have won or not, it is important that key members of the campaign team and supporters analyse the campaign for its strongest and weakest points. A group discussion may bring out some insights, which otherwise would not surface.

Community

Communicating with people in your community about issues of importance should be an ongoing dialogue and should continue following the election, especially if you win the election. But it is important even if you are not a successful candidate. You may decide to run again or participate in another campaign and hopefully you will continue to take a leadership role in your community and staying on top of the issues will put you in a good position.

ADDITIONAL RESOURCES

NDI's *Access Democracy* Web Site:

<http://www.accessdemocracy.org/ndi/accessdem.asp>

"Win with Women - Strengthen Political Parties" Web Site:

<http://winwithwomen.ndi.org>

