

# EP BIL SALONE WIT UMAN DEM

## A Manual for Elected Women Councilors





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

Since 2001, NDI has worked with civil society organizations, Members of Parliament (MPs), political parties, the security sector, and other actors to strengthen civic participation and political institutions in post-conflict Sierra Leone. NDI's programming in Sierra Leone is supported by the United States Agency for International Development (USAID) and the British Department for International Development (DFID).

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## SECTION ONE: INTRODUCTION

Congratulations on your election to one of Sierra Leone's 19 local councils! Over the next four years, you will play an important role in your country's development. You are a member of only the third term of local government to serve Sierra Leone in over four decades. As a part of this historic decentralization process, you will play a key role in creating the conditions for the expression of democracy at the grassroots level.

Local government enables citizens to engage in local decision-making concerning their social, economic, environment and cultural livelihoods. It is the primary agency for provision of services to communities and deals with the people's day-to-day issues and needs. It is people-driven.

Local authorities are therefore the most well informed state agencies on the needs of local communities and therefore better placed to respond to the needs of the people. The local authorities in this case need to be participatory, transparent, responsive and accountable to the people.

Although women are the major players in community livelihoods, constitute the majority of the population, and form the majority of voting population, women continue to be marginalized in decision-making positions. The representation of women in local government continues to be low, with the national average standing at 18% in the recent local government elections of July 2008.

Since local government is a critical requirement for transformative democracy, the participation of women should be a priority for meaningful development to be achieved. For local government to adequately meet the demands of the community, it must be built on the experiences of both men and women and must recognize in particular the role of women within their communities.

It is against this background that the training manual has been developed for female councilors. The manual contains practical information that will assist newly elected councilors to effectively assume their roles. It is hoped that councilors will find it helpful as they execute their duties.





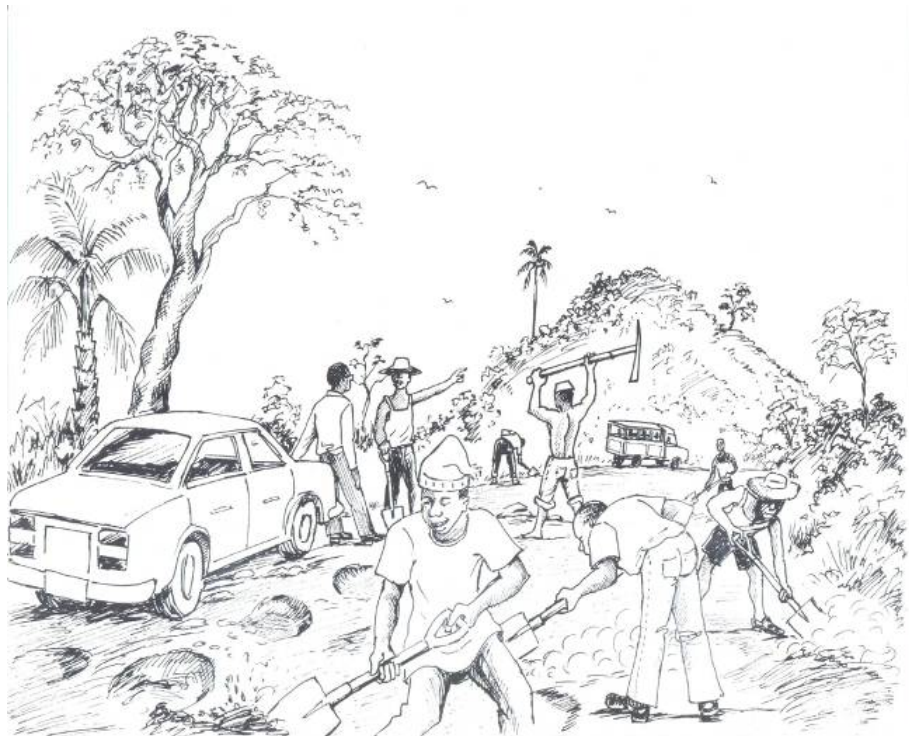
## SECTION 2: OVERVIEW OF LOCAL GOVERNMENT

Local government is for everyone. Local government is a way for communities to take more direct control over local issues and decision-making to improve health facilities, schools, agricultural production, roads and quality of drinking water. Local councils have a responsibility to work with citizens to make choices about community needs and the best use of resources and are responsible to EVERYONE, including young people, old people, women, men, persons with disabilities, those who are literate, and those who are illiterate.

Local councils play an important part in delivering key services to communities. Local councils can manage financial resources at the local level, including income from local taxes, shares from mining revenues and licenses for trades.

Local councils should work with community members to identify the needs of communities. These needs should be prioritized. What is the most important need? What is the second most important need? Then, local councils should work with community members to identify what assets your community has. The local council can then make a plan of how to use existing assets and community resources to address the needs.

The legal roles and responsibilities of local councils are defined in the Local Government Act (2004).



Section 20 of the Local Government Act outlines the following main roles of a local council, which are to:

- a) mobilize the human and material resources necessary for the overall development and welfare of the people of the locality;
- b) promote and support productive activity and social development in the locality;
- c) initiate and maintain programs for the development of basic infrastructure and provide works and services in the locality;
- d) be responsible for the development, improvement and management of human settlements and the environment in the locality;
- e) initiate, draw up and execute development plans for the locality;
- f) coordinate and harmonize the execution of programs and projects promoted or carried out by public corporations, other statutory bodies and non-governmental organizations, in the locality;
- g) cooperate with relevant agencies to ensure the security of the locality;
- h) oversee Chiefdom Councils in the performance of functions delegated to them by the local council;
- i) determine the rates of local tax; and
- j) approve the annual budgets of Chiefdom Councils and oversee the implementation of such budgets.

#### **The role of local councilors**

According to section 29 of the Local Government Act, it is the duty of the local councilor to:

- a) maintain close contact with her ward or chiefdom, consult the electorate on issues to be discussed in the local council and collate its views, opinions and proposals for that purpose, and present them to the local council;
- b) report to the electorate the decisions of the council and the actions she has taken to solve problems or deal with issues raised by the electorate; and
- c) promote communal and other development activities in the locality.

#### **The role of chairpersons and mayors**

According to section 11 of the Local Government Act, it is the duty of Chairpersons/Mayors to:

- a) supervise the local council chief administrator;
- b) have the annual development plan and budget prepared and submitted to the local council for its approval;
- c) report to the local council every month on activities of the council over the

- d) ensure that decisions and resolutions of the local council are implemented;
- e) ensure that the financial affairs of the local council are properly managed and controlled; and
- f) perform such other functions as the local council may determine.

### **Committees**

According to section 19 of the Local Government Act, each local council appoints members to two committees: a development planning committee, and a budget and finance committee. Each councillor serves on at least one committee. All committee meetings are open to the public. The chairperson of the council can attend committee meetings but does not vote at these meetings.

### **Chiefdom councils**

As a local councillor, you have certain responsibilities to work with chiefdom councils in your locality. The Local Government Act gives local councils certain responsibilities to oversee the work of chiefdom councils (see sections 20, 21, 27, and 28). Chiefdom councils must cooperate with local councils.

Functions of local councils include:

- overseeing chiefdom councils in the performance of functions delegated to them by the local council; and
- approving the annual budgets of chiefdom councils and overseeing the implementation of such budgets.

The Chiefdom Councils Act and the Local Government Act outline the following functions of chiefdom councils in cooperation with local councils in their area:

- a) preventing crimes;
- b) preventing illegal gambling;
- c) making and enforcing by-laws; and
- d) holding land in trust for the people of the chiefdoms.

### **Staff**

In addition to elected councillors and an elected mayor or chairperson, each local council also has a professional administrative staff. These staffs are assigned to assist the local councils with day-to-day administration, including financial management, coordinating activities, and keeping the documents and records of the local councils.

Each local council has a Local Council Chief Administrator hired through a competitive process and be responsible for (Section 31):

- a) the financial and other resource management and the day-to-day administration of the local council;
- b) the implementation of all lawful decisions of the local council;
- c) assisting and advising the chairperson in the performance of his or her functions;
- d) supervising and coordinating the activities of the other staff and departments of the local council;
- e) having custody of all documents and records of the local council;
- f) performing such other functions as the local council or chairperson may determine; and
- g) ensuring that staff performance standards are met.

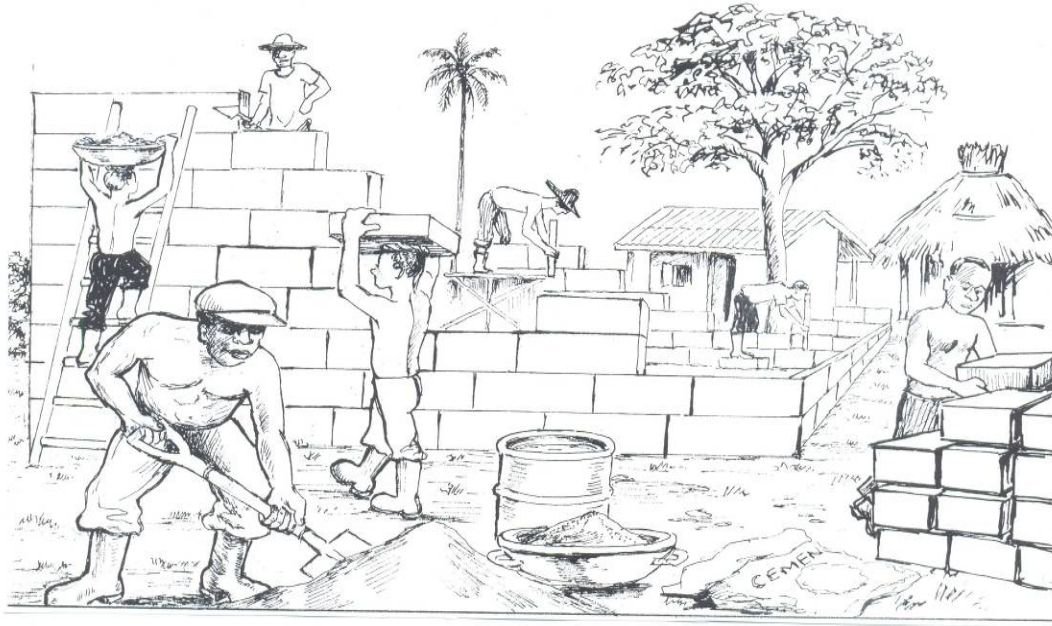
The Local Council Chief Administrator is appointed by the local council after consulting with the Local Government Service Commission. Please see sections 35 - 43 for additional information about this Commission.

It is important that you remain honest and transparent in your work as a councilor. When in charge of hiring or selecting a contractor, make sure that you utilize completely open and competitive processes. This will ensure that your constituents trust you to be an honest councilwoman and that you have a clean record when you run for reelection.

## SECTION 3: DEVELOPMENT PLANNING

Local councils have a responsibility to identify problems and make plans for delivering development. Each local council will prepare a development plan. A development plan should identify the priority needs in the community and outline steps to address those needs. Development plans cannot be reviewed or approved until community members have been adequately consulted on the plan.

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### **Identify problems**

As an elected official, you must understand what your neighbors and voters think are problems to fix. It is your job to identify and represent the concerns of your entire community in the local council.

To identify problems, talk with people. Find out what the concerns are for people in your community. Talk with people in your family, in the market, on the road, everywhere. Be sure to talk with a mix of people, including youth, the elderly, men, women, etc. NGOs can be excellent resources as well.

Prioritize the problems that have been identified. Local councils won't be able to fix everything at once. Think about what the most pressing needs are, and about what problems can be easily solved with resources currently available. Determine what problems the council will address first.

### **Identify assets**

When talking to people about the problems faced by your community, also take a look around and determine what resources are available locally. What tools, skills and other resources are in your community? Do you have access to hammers and construction equipment, people with knowledge regarding construction, wells, health or education? Make a list of all the assets and resources you have available. Think about how you can use these assets to address the problems you have identified.

### **Developing solutions**

After you have identified your community's problems and assets, develop a plan for how the local council will address these problems. This is called a development plan.

When developing solutions to local problems, make sure to take into account the long and short term effects that the solution will have on different members of the society. In particular, it is important to take into account how development decisions you make may disproportionately impact women and children. One way to understand these impacts is to talk with community members and NGOs.

#### **Tips for Monitoring and Managing Development Projects in Your Locality**

- Monitor (go to the site) of each project on a regular basis (for example, weekly).
- Let the people involved in each project know that you care and are interested in the outcome of the project.
- Assist in making a plan and timeline for each project and see that targets / objectives of the project are met.
- Motivate people to be involved in the project, particularly those who will benefit from it. Involve men and women who represent different political backgrounds to work together. Involve the youth and disabled.
- Keep the public informed about progress and challenges to the project.
- Remember that you are not personally responsible for doing all of the work, but that you are responsible for seeing that it gets done.

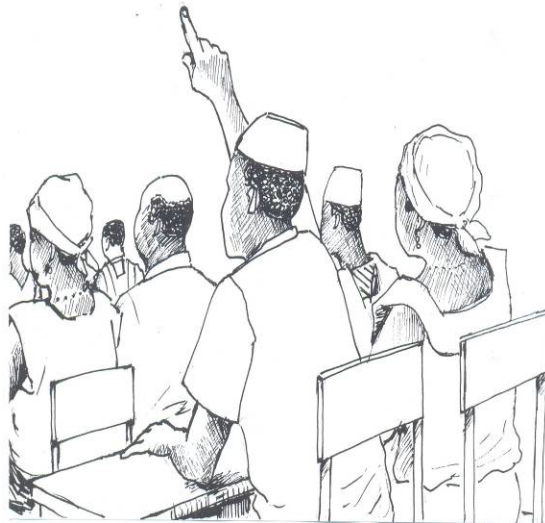
## SECTION 4: WORKING WITH COMMUNITY MEMBERS



The Local Government Act emphasizes that local councils are responsible for consulting with community members when planning for development. Local councils should consult with community members when assessing available resources, identifying needs, and planning how to address those needs. Local councils should also consult with organizations that may have an interest in working in your locality, including local and international organizations. Local councils should also liaise with the Parliament of Sierra Leone and ministries of the federal government as necessary.

Communities become responsible for their own development through local government. This is why it is so important that you make every effort to communicate with citizens as you plan for development.

Citizens can participate in local government by attending local council meetings, asking questions, checking the notice board for information about the council, volunteering to participate in community development projects and paying taxes. Citizens can also participate by volunteering and being elected to serve as a member of a ward committee (this is discussed further below).



### Networking with Women's Organizations

Non-profit women's organizations are a vital and active society of people who care about women and are essential to the development of society. These NGOs offer the opportunity to realize important social goals through the pursuit of common values. NGOs tend to be close to the problems of women and can capture trends and issues that are difficult to discern from a political standpoint. Collaborating with NGOs and utilizing their networks and research will not only help women, but can help you to be a better councilor.

### **Communicating with citizens**

As explained above, it is important to learn from citizens about their needs and priorities. You are also responsible for ensuring that citizens are well informed about what is happening with the local council. One way to do this is to have regular meetings and ensure that the public are informed and encouraged to attend.

Each local council should also have a notice board. On the notice board, each council should post notices of meetings, minutes of council meetings, and development plans. Councils should also post monthly financial statements, annual financial statements, inventories of all assets of the local council, bye-laws and notices relating to tax rates and fees (See section 107).



You can also utilize the radio and other media to reach out to citizens. You can learn more about this in the section on public speaking.

### **Ward committees**

According to Part XIII of the Local Government Act, local councils establish a Ward Committee for each ward in the locality. Ward Committees are made up of the following (Section 95):

- a) every councilor elected from that ward;
- b) the Paramount Chief of the Chiefdom, in the case of localities with a system of chieftancy; and



- c) not more than ten other persons, at least five of whom shall be women, resident in that ward and elected by the ward residents in a public meeting.

Ward Committee members do not receive any pay (they are volunteers), all Ward Committee meetings are open to the public, and ward residents should be given seven days notice in advance of each meeting.

Ward Committees are responsible for (Section 96):

- a) mobilizing residents of the ward for the implementation of self-help and development projects;
- b) providing a focal point for the discussion of local problems and needs and taking remedial action where necessary or making recommendations to the local council accordingly;
- c) organizing communal and voluntary work, especially with respect to sanitation;
- d) making proposals to the local council for the levying and collection of rates for special projects and programs; and
- e) educating residents on their rights and obligations in relation to local government and decentralization.



A councilor is elected to chair meetings of the Ward Committee. This chairperson will be responsible for presenting the committee's recommendations and proposals to the local council. Local councils should utilize the Ward Committees to identify community problems, develop solutions and encourage citizen participation in implementing solutions.



## SECTION 5: FINANCES FOR LOCAL COUNCILS AND DEVELOPMENT

Local councils have a responsibility to manage financial resources on behalf of the community. Local councils should identify different sources of financial income for the community (some ideas are below) and work with their communities to plan how to use these financial resources for the common good. Local councils must also report to the community how funds were budgeted and spent.

Local council budgets are public documents and should be posted on the notice board.

### **Sources of income for local councils**

Local councils should identify what financial resources are available to use for community development.

These resources can come from a variety of sources that are outlined in Section 45 of the Local Government Act and are explained in detail in Parts VII and VIII of the Act. These sources include:

➤ **Licences** (Section 52):

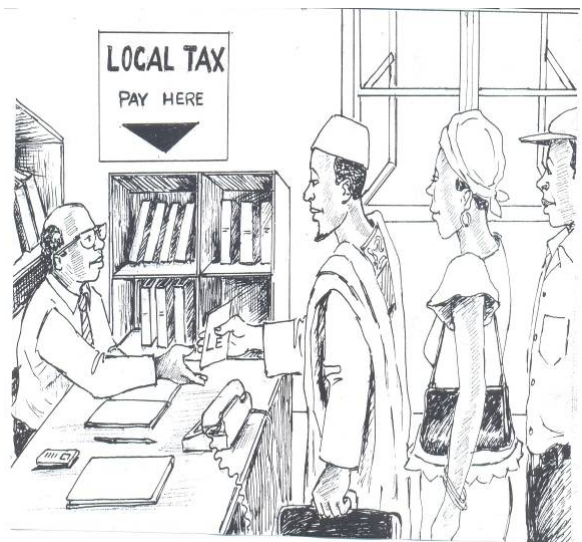
Local councils can issue licences to anyone who establishes or maintains a premise to practice any trade, business, or profession. This includes shops and business offices. Licenses can also be issued to people who own carts, wagons or canoes. Licences can also be issued to anyone who holds a concert, dance, or other type of entertainment.

➤ **Fees** (Section 53):

Local councils can charge fees for markets, buses and taxis. They should also charge fees for extraction or use of local resources such as fish and timber. Councils should charge fees for the use of sand and other building materials extracted from the community.

➤ **Taxes** (Section 59):

Local councils determine what local tax rates will be. Local councils should determine the tax rate three months before the end of each financial year.



Since the fiscal year begins in January and ends in December, that means local councils should determine the local tax rate for the following year before the end of **September**.

- Mining revenues (Section 60):  
Local councils are also entitled to a share of income generated from mining. The Ministry of Internal Affairs, Local Government and Rural Development will consult the Ministry of Finance and the Ministry of Mineral Resources to determine what these shares will be.
  
- Government grants (Sections 45 - 51):  
Each local council receives a grant from the national government. These grants can cover the costs of some functions of local government as well administrative costs. The amount of each grant is determined by the Ministry of Finance and is based on recommendations from the Local Government Finance Committee.
  
- Property rates (Sections 69 - 83):  
Local councils set property rates to be paid to the local council. These rates should be based on assessments of each property. All buildings within a locality are subject to payment of property rates *except* churches and mosques, public hospitals and clinics, buildings used for charities, public schools and universities, buildings in cemeteries and buildings owned by diplomatic missions. The local council should keep a valuation list that is reviewed each year and shows the annual assessment of the value of each property within the locality. The Local Government Act has schedules or appendices that can help councilors establish, assess and manage property rates.

### **Preparing a budget**

Local councils are tasked to work with their communities to plan how to use available financial resources for the good of the community. This is called budgeting. Each local council must prepare a budget. The local council's budget should be based on the development plan. The budget should reflect available resources and community needs and priorities. The local government budget should show what income the local council has and how the council plans to spend that income to meet the community's needs outlined in the development plan.

The first rule for budgeting is to look at the bottom line: you cannot spend more than you have coming in. If the total for expenditures is greater than the total for income, there is a problem.

You do not need to be a financial specialist to play a useful role in the debate and decision on the local council budget. The trick is to understand basic budget information and ask questions!

A good budget, like a good project plan, should be:

- **specific,**
- **measurable,**
- **achievable,**
- **realistic and**
- **time phased.**

Specific. A good budget contains specific information about all of the inputs your development plan will require and specific information about the expected cost. Preparing a good budget will also require that you think through exactly how you will implement your development plan. If you don't budget well, you won't have the financial resources you need to achieve the goals of your development plan.

A budget should also be specific. Which of the following is the most specific?

- Cement: Le 30,000
- 100 bags cement: Le 3,000,000
- 100 fifty kilogram bags of cement: Le 3,000,000
- 100 fifty kilogram bags of fine grade quick dry cement: Le 3,000,000

Of course, 100 fifty kilogram bags of fine grade quick dry cement is the best and most specific answer. Specific budgets will help to ensure a successful project.

Measurable. A good budget can be measured. Learn to look for details which might indicate how accurate and measurable the budget is. For example, if a project budget lists 100 bags of cement and a cost of Le 3,000,000 it is probably not accurate. If a budget calls for 87 bags of cement at Le 30,000 for a total cost of Le 2,610,000 it is likely that it is a more accurate detail and not simply a guess. However, budgets should still be flexible as even the best plans are subject to change.

Achievable. A good budget is one which gives an indication that the project can be achieved. Again, look for evidence of specific details and information which will indicate success. The more information the budget provides, the more likely that the project can be achieved.

Realistic. A good budget is realistic. Use your judgment and knowledge about costs and local resources. Are the costs provided realistic? Do you think the figures provided in the budget are too high or too low? You may use your position as a monitor to check into the market price of items in a budget to verify accuracy. A realistic budget should provide honest and accurate costs for equipment and personnel; however, at the same time, it should include a contingency fund. Even the best budgets are rarely 100% accurate. No one can predict the future and there may be weather delays, political instability or rising inflation which causes the project to require additional funds.

Time phased. A good budget is also time phased. What are the expected costs per month, or per year? When your development plan is for one year, does the budget clearly state when costs will be distributed over the course of that year?

When preparing and reviewing a budget, think about what the budget means for the women in your community. How much of the money budgeted will directly affect men? How much of the money budgeted will directly affect women?

## SECTION 6: CONDUCTING EFFECTIVE MEETINGS

Some work of local councils takes place in meetings. It is important that meetings be effective.

Agenda. For each meeting there should be an agenda. In developing the agenda think about what outcome you want from the meeting and what activities need to occur to reach that outcome. It's a good idea to include at the top of the agenda the overall outcome that you want from the meeting. Design the agenda so that participants get involved early by having something for them to do right away and so they come on time. Be willing to adapt the meeting agenda if members are making progress in the planning process.

Starting the meeting. Try to start on time. This rewards those who show up on time and reminds late-comers that the scheduling is serious. You will need to continue to stress the importance of arriving on time for meetings and of course you should make a point of being on time yourself. Standard meeting practice is to read the minutes from the previous meeting at the opening of a new meeting. This helps members to recall events of the previous meeting. It also helps to remind members that meetings are connected to a longer process of civic participation in government. Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, and then change and accept them. State the goals, or expected outputs, of the meeting. "When this council concludes this meeting we will have accomplished...."

Arrange for someone to take minutes.

Ground rules. It pays to have a few basic ground rules for participants. Sample ground rules are:

1. Participate fully and honestly
2. Treat others with respect even when you disagree
3. Stay focused on the topic and avoid side conversations.
4. Allow the chair to do his or her job (Sometimes that is particularly hard, but if participants don't allow a chair to run the meeting, the meeting becomes chaotic, runs overtime and will fail to reach its objectives.)
5. **Turn off all cell phones!**

The chair may want to remind the participants of the ground rules, perhaps at the beginning of each meeting, especially if there is tension between some participants.

Time management. One of the most difficult facilitation tasks is time management - time seems to run out before tasks are completed. Rule number one: be realistic in developing the agenda to not include more items for discussion than can be completed in the time allocated. Participants should not engage in side conversations. It disturbs others and disrupts the focus. The chair might want to ask the participants in the meeting to help him or her keep track of the time.

Closing meetings. Try to end meetings on time and on a positive note. Restate the goals and expected outputs that were stated at the meeting opening. State "achieved" for each goal achieved and "postponed to next meeting," for goals not achieved. Of course, as a functioning council you will want to regularly be achieving most, if not all, of your expected meeting goals. At the end of each meeting the chair should review the decisions taken and assignments given. Committee or individual assignments should be clearly stated in the meeting forum, and the names of individuals assigned should be publicly stated. The chair should confirm with the minute taker that these names are recorded for the public record. The chair will also need to set the time for the next meeting. All members of the council should be asked to record the times and dates of the next meeting.

Post the minutes on the notice board. The council should post minutes of the local council meetings in a public place or on the notice board. This helps to inform constituents of the work that you are doing and can give them a sense of their own participation in the meeting process. An informed citizen may have valuable information or opinions which can help you to be a better councilor.



## SECTION 7: RULES OF LEADERSHIP

A person who exhibits leadership is a person with commanding authority and influence. Generally we think of leaders as those who campaign to win our vote, who call a meeting to order and who delegate tasks. But leading also includes initiating a conversation, inspiring a shared vision and enabling others to act. The following are rules to remember to be an effective leader:

### **Rule 1. Have Character and Integrity**

Character and Integrity are demonstrated by key qualities:

- Your actions should match your word
- Loyalty runs deep. Be true to subordinates, constituents and colleagues, and most will return in kind. Be disloyal and that too will be repaid in kind.
- Create a safe environment for people to work and participate. Public gossip or complaints about others gives permission to others to do the same. It also creates distrust.

### **Rule 2. Create a Vision and Keep the Vision in Sight for Everyone**

- Citizens will fight for what they believe in. Citizens will fight to defend what they create. Leaders need to show citizens how to defend and build on what they the citizens created.
- The original vision is a tool to keep everyone focused. The original goal should be used to keep everyone working together when there is a natural tendency to fight over specifics. Too often, the debate over the specifics will divide participants into factions. A leader uses the vision to keep everyone together. *"A house divided will fall"-- Abraham Lincoln, former President of the United States of America*

### **Rule 3. Build New Leaders**

- As a leader, it is your job to mentor new leaders. The vision will never be complete until there are many individuals with the ability to lead at every level of a project.
- Leadership through encouragement rather than criticism is more successful.
- Leadership that focuses on problem solution rather than placement of blame or the award of credit will be more successful.
- Leaders are responsible for placing talent in the capacities best suited to each individual's skills and personalities.

**Rule 4. Encourage Disagreement but Avoid Personal Disputes among Colleagues**

- Being open to other's ideas and encouraging discussion and debate are critical elements of leadership.
- Some disagreement can be healthy, and can help to ensure that everything is considered before a decision is taken.
- The leader must set the tone to insure that the debate is over principles not personalities.
- The leader protects the vision from an "us-versus-them" debate or a discussion on "who is right and who is wrong."

**Rule 5. Take Responsibility for the Final Decision**

- A leader must be able to make the final decision and to assume responsibility for the decision.
- A decision is better than no decision or a decision that is thrust upon the circumstance because research and debate never ended.
- A leader assumes final responsibility for decisions regardless of outcome and shares credit in a successful result. A leader accepts blame, solely, in the event of an unsuccessful result.

**Rule 6. Have a Plan but Be Flexible and Adapt to Change**

- A leader creates a plan that states the objectives as well as the details so the plan can remain flexible when circumstances change.
- A leader permits personal flexibility to change based on circumstances. In some circumstances, a good leader must be prepared to step back and let others lead. Other times a good leader has to be part of the "work crew" to motivate people forward.

**Rule 7. Communicate Clearly, Succinctly and Articulately**

Instructions to subordinates should be as clear, direct and concise as possible.

- Where possible, make communications articulate with memorable words and phrases.
- Develop good habits of concentration and memory to focus on the task at hand.
- Listen carefully as others debate and challenge ideas and programs.
- Communications should motivate as well as instruct.

Men and women lead in different ways and styles. Because men are traditionally viewed as leaders, the most commonly accepted leadership style is the male or traditional style. But women can lead in their own style and way. Here is a list comparing the traditional or male style of leadership and the female style.

**Male Style**

Establish vertical hierarchies  
Focus on answers  
Rigid role identity  
Single-minded  
Resists change  
Goal-driven  
Life is a series of destinations

**Female Style**

Build teams  
Look for the right questions  
Identity adaptable  
Multi-minded  
Seeks change  
Process-oriented  
Life is a journey



## SECTION 8: HOW TO WORK WITH MEN AND BE SUCCESSFUL

### **Find men to be your allies and your mentors**

Rather than seeing men as your natural enemy on the council, identify men on the council who can be your allies. These are the people with whom you have natural similarities, such as if your villages both need schools. It will be important that you have people on the council that will support you, and whom you will support. You may also find a seasoned male member of the council to serve as your mentor. Asking this male councilor to provide you with guidance will not only provide you information but will also ensure that this male councilor supports you.

### **Understand the different styles of leadership and communication**

Men and women do lead differently and they do communicate differently. Take a moment to think about the way in which you communicate and the ways in which your male family members communicate. Do they yell more often than you do? Do you ask more questions than they do? It is important to understand that you and your male colleagues may communicate differently because this may occasionally cause misunderstandings between you and the men on the council. The same can be true of leadership styles. Below you will find a space where you can list some of the ways that men communicate and the ways women communicate as well as the ways that men and women lead.

### **Define appropriate behavior for yourself and for your male colleagues**

Working with men can also be a lot of fun. It is important, however, that you clearly define your relationship with your male colleagues. Women must be careful to maintain a professional relationship with male colleagues. You have the right to be treated respectfully and to be safe at all times. If you are ever threatened or have concerns about one of your male colleagues, it is important to share these concerns with the leadership of the council.

How Men Lead	How Women Lead
_____	_____
_____	_____
_____	_____
How Men Communicate	How Women Communicate
_____	_____
_____	_____
_____	_____



## SECTION 9: NEGOTIATION SKILLS AND PROCESS

### BEFORE NEGOTIATION

#### (1) Decide:

- Examine your options: Is it best to negotiate, or not?
  - What do you have to give up? What you are willing to give up?
  - What do you have that others want?
- What rules will be needed?
- Purpose and objectives of negotiations.
- Who are your supporters and opponents? Remember enemies of your enemies can be your friends and you can negotiate with them.
- Who has a stake in the outcome of the negotiation?
- Do you have any other options aside from negotiation?
- Do a SWOT analysis: list **S**trengths, **W**eaknesses, **O**pportunities, **T**hreats and factor in time for each element.
- What is the cost of negotiating and of not negotiating? That is, if we do not come to an agreement, what is our best alternative?

#### (2) Prepare:

- Assemble a negotiation team.
- The team should be representative of the community but able to agree amongst itself.
- Practice by doing role-play sessions to prepare for what might happen.

#### (3) Discuss how the negotiation is going to be structured:

- Assign one member of the team to contact the other side to find out whether negotiation is possible.
- Propose the agenda, or the order in which things are to be discussed. Don't leave the hardest things for the end. Make sure the most important issues for your team are early on the agenda.
- Propose timing and venue(s) (my place, your place, rotation between the two or a neutral space).
- Propose guarantees that ensure that whatever is agreed to will be honored.
- Decide whether there will be a *mediator* or *facilitator*, who it should be, and what powers the mediator should have.
- Decide what happens if things go wrong (i.e. If the negotiation is breaking down, should it be continued or ended?).
- Finalize team leadership and team composition.
- Make arrangements for recording and verifying agreements reached during

negotiations.

- Take careful notes about every detail of the meeting using 5W and 1H method:
  - *Where* and *When* (date, starting and ending times) the meeting is held
  - *Who* was present
  - *Why* the meeting was held (purpose)
  - *What* was to be discussed or decided (agenda)
  - *What* was the outcome (decisions, including *when* and *where* the next meeting will take place, and *what* the agenda will be)
  - *How* the meeting was conducted (process and decision-making)

## DURING NEGOTIATION

### (1) Discuss problems, not people:

- People can be a problem, but in some cases, people are removed and the problem remains; focus on changing behaviours, not changing people.
- Build relationships with members of the other negotiating team(s), where feasible.

### (2) Negotiate interests, not positions:

- Interests are the reasons why we take certain positions.
- Try to determine the interest behind why the other party(ies) is taking that position. Ask "why"?

### (3) Use objective criteria:

- This element means making arguments rational in order that they appear objective. It is not enough just to be right. It is important to convince. In order to convince, arguments must appear 'objective.'
- Are there established criteria beyond your own beliefs that can justify your argument: legal, moral, past precedent, external facts, etc.?

### (4) Look for alternatives, be creative:

- Sometimes the solution to a negotiation is easier to achieve than expected if we don't rely only on the way this issue has been resolved in the past. There are always new approaches to old problems.



## SECTION 10: PUBLIC SPEAKING

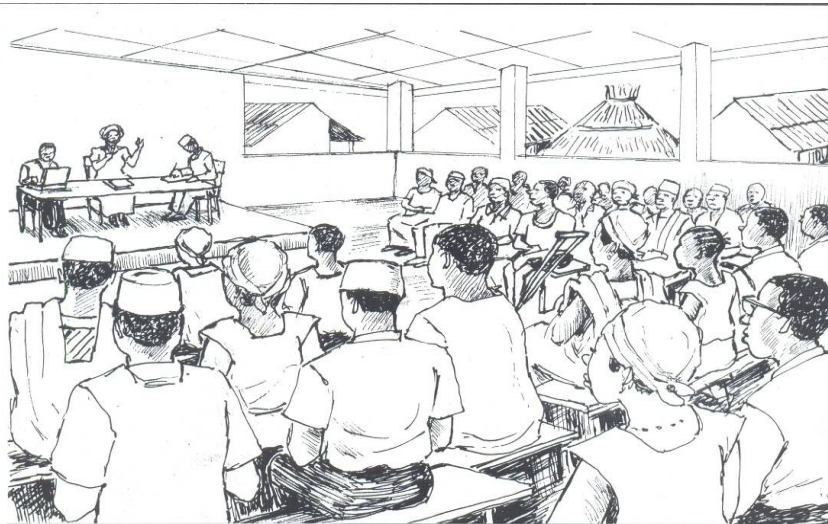
Being a good public speaker is an important part of being an elected official. As an elected member of a local council, it is your responsibility to engage with citizens to learn about their needs and ideas. It is also your responsibility to communicate to citizens what is happening in the local council. To do this, you will sometimes need to speak to the public by giving speeches, talking at community meetings, or talking on radio programs.

### Tips for public speaking

When speaking to your community, make sure you follow these guidelines:

- speak slowly and clearly;
- stay focused on the topic;
- keep your speeches short;
- share personal stories and examples;
- speak audibly;
- deliver the speech with sincerity;
- make eye contact with your audience;
- stand straight;
- speak in a confident manner;
- use humor;
- know your topic;
- make sure that your main points are clear and concise;
- repeat, repeat, repeat your message; and
- practice your speech numerous times.

The best way to improve your public speaking ability is through practice, practice and practice!



## **Interviews with the media**

Sometimes you might conduct interviews with the media. This can help you to communicate with citizens in your community and can help inform them of what you and the local council are doing. This might include talking on the radio, conducting an interview with a newspaper journalist, or even appearing on TV. Here are a few quick tips on interviewing:

- give the interviewer your undivided attention;
- know the audience and target your message to fit the audience of the radio show, newspaper or TV program;
- have no more than 2-3 messages or points that you want to share;
- take time to prepare for the interview and practice your messages;
- always make your points in very simple, concise language;
- never lie or pick a fight with a reporter because it will always come back to you; and
- always smile when talking, even if on the radio because you never know when someone is taking a picture.

*What should you do if the journalist/interviewer starts asking questions you do not want to address?*

Be polite and firm and have him/her come back to the subject matter. You could say the following: "It seems to me that the most pressing issue is..." or "If you don't mind, I would like to discuss....., which is something people in my district are very concerned about." Then, start addressing your point.

*What should you do if the journalist asks negative questions?*

Do not repeat the negative question or statement. Your objective is to expose your positive ideas. Try not to be on the offensive. Simply correct any false statements and clearly present your idea/argument. Remember to remain positive at all time.

*What should you do if the journalist keeps interrupting you with many other questions?*

Let him or her finish. Then you can start by saying the following: "You have asked many questions...." Then select the question you would like to address and present your positive idea.



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