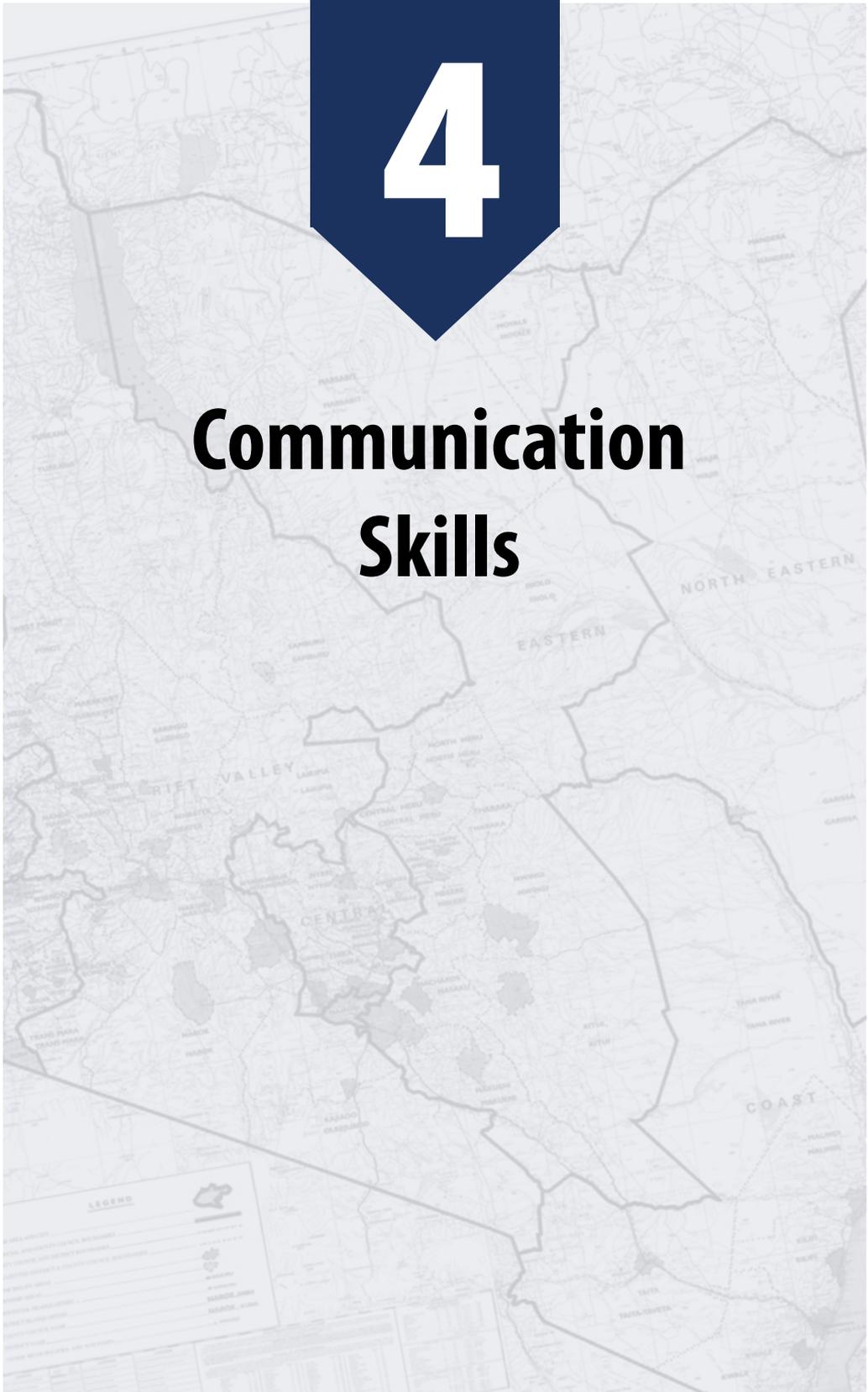


4

Communication Skills



4.1 Why Communication Matters

All leadership begins with communication - the ability to create a common understanding. Leaders must not only generate good ideas, they must also be able to put them out so others can adopt them. Successful leadership depends on one's ability to communicate information, ideas, and perspectives to others. Having effective communication skills is important as it gives the leader credibility and makes his/her aspirations easier to empathize with. It allows the leader to articulate his or her vision with precision and in a compelling and persuasive way.

4.2 Communicating in Different Ways

Good leaders observe, listen, express ideas, and create a common understanding with those being led. Honing your communication skills can help you gain trust from the people and receive feedback. For this, you need to cultivate the following skills set:

1. **Asking questions:** Raising questions causes people to think, and is often the first step in influencing others towards positive change. Questions help to determine the motives of others in a conversation. As a leader, you should ask questions of yourself before communicating.
2. **Specificity:** Clarity of thought and language builds confidence. It suggests that one is sure and decisive. Being vague suggests uncertainty, indecision and even dishonesty. Leaders should reduce ideas to numbers e.g. "We need 12 more classrooms," rather than, "We need to build more classrooms".
3. **Positive language:** Talk and think about what you want, would like, and believe in not the opposite. Focusing too much on problems and their causes leads to stagnation and spreads despondency. Help people by rallying them towards what they want to do.
4. **Objectivity:** This means looking at the facts without letting personal wishes, whims, desires and prejudices influence your perspective. Your role as a leader is to help people to think objectively, and to separate facts from myth, fantasy or opinion.
5. **Paint the future:** Dwelling on the past is useless because it cannot be influenced. But the future can. You should help people to make decisions today that will shape a better future.
6. **Taking notes:** No one can remember everything. Notes help you to map out what is in someone's mind and enables you to follow up with questions.
7. **Image protection:** The idea you have of yourself is your self-image. People tend to act in accordance with their self-image. You should build your self-image and respect that of others.

4.3 Communicating Without Words

Way back in the 1960s, studies by Albert Mehrabian showed that speech accounts for only 7% of what people pay attention to. Facial expressions communicate 55% of what we want to say while 38% comes from the voice, intonation, gestures, and posture. This means that

non-verbal communication, or body language, accounts for 93% of what we are saying. It expresses attitudes and feelings better than words ever can.

A large percentage of meaning from communication is obtained from non-verbal cues. Often, a person says one thing but communicates something different through intonation and body language. These mixed signals force the receiver to choose between the verbal and nonverbal parts of the message. Mixed messages create tension and distrust because the receiver senses that the communicator is hiding something. The following constitute non-verbal communication.

1. **Visual signs:** This is often called body language and includes facial expression, eye movement, posture, and gestures. The face is the most prominent. All of us 'read' people's faces to interpret what they are communicating. This fact becomes obvious when dealing with someone in dark sunglasses. Notice also that leaders sit erect and maintain good posture in meetings. This communicates alertness.

Body language may be intentional or involuntary. The former include gestures e.g. shaking a hand, pointing a finger, winking or making a sign. The latter are movements or actions a person has no control over e.g. trembling and sweating. Hand gestures used in speech communicate specific meanings from one culture to another. Here are some examples.

- a) A palm down communicates that the speaker is trying to stop the listener.
- b) Crossing arms across the chest means the person is being defensive or closing off from people and their ideas. Sitting with arms and legs crossed communicates the same message.
- c) Standing with both hands in the trouser pockets signals that the person is being closed and defensive.
- d) Putting hands together in front with the fingers touching each other and pointing upwards to form a triangle can be read as arrogance.
- e) Placing the hand to the face or chin indicates attention, interest and evaluation of the subject at hand.
- f) Closing a fist to emphasize a point can be misread as aggression. The closed fist with the pointed forefinger is often read as a signal of an attack on the listener.

Smart politicians will make sure that their nonverbal messages cohere with their verbal messages. This makes it easier for them to be understood, believed and elected. Generally, non-verbal cues play five roles:

- a) Repetition: re-stating the verbal message.
- b) Contradiction: conveying a different message from the verbal.
- c) Substitution: replacing the verbal message e.g. the eye can convey a message more vividly than words.
- d) Complementing: adding to a verbal message e.g. patting a subordinate on the back communicates praise and appreciation.
- e) Accenting: underlining a verbal message e.g. pounding the table, squinting or opening the eyes wide.

In the information age, where the images of political leaders are circulated widely and quickly through newspapers, television, posters and web logs and sites, looks have a critical importance in projecting the correct image. A frank smile, hand gestures and a

relaxed attitude often speak more than the greatest speech.

2. **Touch:** This involves the use of touch to impart meaning as in a handshake, a pat on the back, an arm around the shoulder, a kiss, or a hug.
3. **Vocal quality:** The meaning of words can be altered significantly by changing the intonation of one's voice. For example, you can say 'no' in various ways to convey mild doubt, terror, amazement, and anger, among other emotions. The **pitch** of voice can vary from high to low, signaling anxiety or calmness. **Loudness** - ranging from shouting to whispering - communicates anger or intimacy. **Breathing** also determines how our voices communicate. What does slow or fast breathing suggest? What about a shaky voice?
4. **Physical space:** Most people feel uncomfortable when someone stands or sits very close to them, unless they are intimate. They feel invaded. This varies from culture to culture. Each of us has what sociologists call 'personal space'. When it is invaded, we are alerted and feel discomfort. There are four zones of personal space:
 - a) *Intimate space* is the area we reserve for family members and intimate partners. We will accept one or two intrusions into this space – for a handshake or other greeting. But this is limited in length and scope. For example, a prolonged hug is no longer genuine greeting. There are also restrictions with regard to physical contact between men and women in certain cultures and religions. It is advisable to use common sense and be aware of what is (un)acceptable in the particular community.
 - b) *Personal space* is anything from two feet to four feet around us, usually needed to perform tasks without hindrance. As a candidate, you should remain within the personal space to conduct campaign business. It is the zone in which the voter will feel the most comfortable – not too close and not too distant. Personal space can also be breached by height. This is why people tend to bend to shake hands with someone seated. But the bending can diminish your status if you have to hold a lengthy conversation with a seated person. In fact, you may appear as if you are kneeling!
 - c) *Social space* is anything between four and 12 feet around us. It is the distance we use for protection when confronted by strangers.
 - d) *Public space* is anything greater than 12 feet. It is used when addressing large groups of people. When giving a speech, if possible, you can choose not to stay behind the podium but pick up the microphone, walk to front and to the edge of the audience.
5. **Time:** Use of time can communicate how we view our own status and power in relation to others. Leaders who arrive late for meetings unwittingly communicate that they are unreliable and do not respect others.
6. **Overcoming barriers:** Leaders understand the barriers that can block effective communication. These include: psychological stress, the environment of communication and the culture. Taking time to discern whether there is a barrier to proper communication is important. For example, people who are accustomed to living in urban settings might find barriers erected in their path when they attempt to communicate with rural audiences.
7. **Building trust:** It is difficult to lead people if they do not trust you. You should not disclose things that you been told in confidence or engage in gossip and rumor-mongering.

4.4 Active Listening

Being a leader means more than just talking to people and telling them what to do. Effective

leaders must also listen. Effective listening consists of:

1. *Facing the speaker:* Sit up straight or lean forward slightly to show that you are paying attention.
2. *Maintaining eye contact:* Look the person you are speaking to in the eye as long as it does not create discomfort for you or the person. In some cultures, however, it is considered rude for people of the opposite sex to look each other in the eye.
3. *Minimizing distractions:* When listening to someone, ensure that there are no other activities going on, such as the radio or the television set playing, a book or magazine waiting for you to read.
4. *Keeping the mind focused:* If your thoughts keep getting in the way, learn to put them aside until the conversation is finished.
5. *Responding appropriately:* Making encouraging sounds, facial expressions and comments will motivate the speaker to continue. You can also make direct prompts such as, "What happened after that?"
6. *Staying engaged.* Ask for clarifications, and paraphrase points to confirm your understanding.
7. *Focusing on the speaker:* Do not worry too much about what you are going to say next. The conversation will flow logically between you and the speaker.
8. *Being open-minded:* Do not rush into judging the speaker. Even if you disagree, wait for your turn to express your disagreement.
9. *Avoiding ego:* Do not trumpet your own experiences unless asked for.
10. *Avoiding defensiveness:* Do not pre-empt the conversation. You cannot respond to something before hearing the whole argument.

To become an effective listener, it helps to think about how you would like to be listened to and then according others your expectations.

4.5 Compelling Behavior Patterns and Practices

A wise man once said, 'Manners maketh man.' It simply means that by politeness, etiquette and charity, society is prevented from being savage. Leaders are often in the public spotlight, hence the need for them to master the social skills that enable them to behave appropriately in different contexts. They must take care to ensure that their actions and words do not demean them or undermine their image.

The way you behave can either reinforce or undermine the image you would like to create of yourself now and in the future. Defining this self-image is an exercise in brand-building - that is, creating the image of a reliable and trusted leader. It will often involve personal hygiene and grooming, maintaining a healthy body weight, and posture.

4.5.1 Tips for Social gatherings

Leaders are often in the public spotlight, hence the need for them to master the social skills that enable them to behave appropriately in different contexts. They must take care to ensure that their actions and words do not demean them or undermine their image. The way one

behaves can either reinforce or undermine the image they would like to create of themselves now and in the future. Defining this self-image is an exercise in brand-building -- that is creating the image of a reliable and trusted leader.

Etiquette rules help us to show that we value other human beings. Each of us should behave respectfully toward others, regardless of their age or gender – more so leaders. People are likely to make judgments about you in a matter of seconds. In addition, the following tips will help make a good and lasting impression:

a) **Greeting:** When greeting, always offer a handshake. Ensure that the handshake is firm but not aggressive and maintain eye contact. A loose handshake signifies lack of confidence. A firm handshake, on the other hand, generates warmth, and solidifies communication. Stand up when you are introduced to someone or to shake hands.

b) **The art of diplomacy:** Being diplomatic involves treating people with sensitivity. For instance, there will be times when you disagree with someone's views or tastes. If you must state your disagreement or disapproval, do so politely and avoid causing offense.

BASIC TIPS

1. Reply when someone speaks to you.
2. Give appropriate eye contact.
3. Give compliments to others.
4. Dress appropriately.
5. Practice active listening.
6. Open the door for others – regardless of whether you are a man or a woman
7. Speak clearly; and avoid mumbling.
8. Be punctual. There will be times when you have no control over circumstances, but for the most part, be known as someone who arrives on time.
9. If dining, mind your table manners.
10. Drink and dance in moderation.

c) **Punctuality:** Though lack of time is what most people complain about, it is what everyone also takes for granted. Being punctual is very important, as it is a portrayal of your value of others' time, and also shows personal responsibility. Leaders who arrive late show disrespect to those they keep waiting. Come on time and leave on time. Do not overstay your welcome.

d) **Gifts:** If visiting someone in the house, consider taking a gift for your host, however modest it is. However, beware of offering gifts that may be misinterpreted or misrepresented as attempts to influence people unduly.

e) **The art of conversation:** If the gathering is not personal, and involves guests you have not met before, ensure that you introduce yourself to everyone, and circulate among all groups of guests. This will eliminate any misgivings about your willingness to engage a wide range of people.

f) **Cell phone:** Use a respectable ring tone that cannot embarrass you or lower people's regard for you as a leader. Switch off your cell phone at social gatherings. In case you forget to switch it off, avoid answering calls or replying to text messages until you are alone.

g) **Remember to say Thank You:** Do not forget to express gratitude. Although it sounds simple and unimportant, it is one of the best ways to show that you appreciate being remembered.

- h) **Dressing the part:** Some event invitations suggest a dress code, for example, Black Tie. Others will simply say Smart Casual, and yet more say Formal. Leaders need to build a wardrobe they can afford which supports their professional goals. They should determine the colors that work best for them and stick with these. Dressing differently from everyone else can turn one into the focus of attention for the wrong reasons.
- i) **Dancing and Drinking in Moderation:** At social gatherings, alcohol may be served and there may be dancing. Through moderation, leaders can avoid attracting attention to themselves for the wrong reasons. Remember that pictures and stories can easily find their way into the media. Avoid any behaviour that could be embarrassing or negatively affect how you are portrayed in the media or perceived by the public.
- j) **Dancing:** Dancing is perhaps one of the ways people like to reassure themselves that their leaders are still rooted in their community and in touch with them. It is not unusual for leaders to be asked to open formal dances or join dancers who entertain them as a show of appreciation. Generally, it is expected that dance steps and movements will be in rhyme with the music. Commonsense requires that the leader acquits herself/himself admirably in dance. All dancing should be done in moderation bearing in mind that the dancing picture could find its way into the media.

4.6 Developing Messages

4.6.1 Overview

A message is the issue a candidate cares about. It is the reason for contesting a political office. It is the most compelling reason people should elect you and not your opponents. A message usually contains these elements:

- **What and why [Issue]:** What is the change expected and what is the interest of the target group?
- **Where, when and how [Process of taking action on the issue]:** Where to go, at what time and what has to be done for the behavior to be adopted.
- **Guarantee and support [Call to action]:** The elements which give the message its credibility.

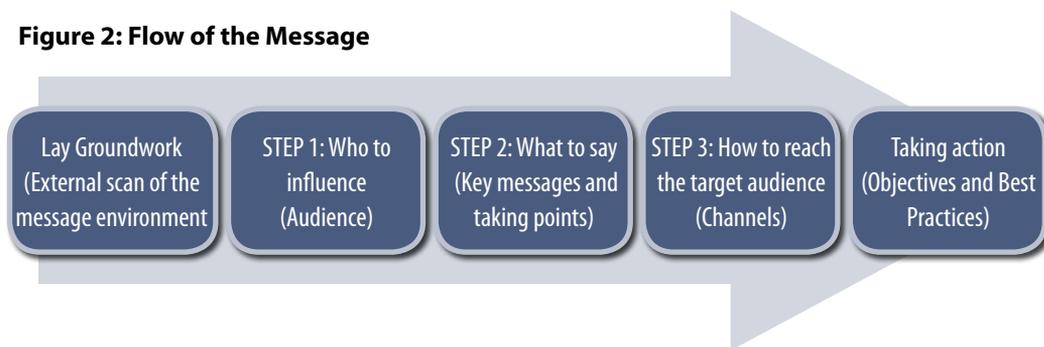
The message, therefore, is not merely a list of issues, a speech about a single policy or a position paper. Rather, it:

- a) Shows your background and gives you the credibility to talk about issues;
- b) Creates an authentic personal connection with voters;
- c) Is what makes people like you;
- d) Blends who you are and what sets you apart;
- e) Helps to control the debate in a campaign; and
- f) Adds to the campaign theme.

Overall, a message will demonstrate your sincerity and commitment to an issue. It will show that your concern is genuine, and not a function of political expediency. And it should reduce the distance voters perceive between themselves and you. It is important that a message is singular and provides the uniting theme for everything else that the campaign does.

People are always receiving messages every day – from politicians, commercial products, news, advertisements and religious leaders. How do you ensure that your message is the one that gets through, motivating people to understand, and compelling them to act in the direction it suggests? Since messages are designed specifically to persuade, it is important to understand that persuasion is meant to serve the interests of the person sending the message out. Some ways to develop messages are suggested in the sections that follow.

Figure 2: Flow of the Message



4.6.2 Propaganda

Propaganda refers to any technique that attempts to influence the opinions, emotions, attitudes or behavior of a group in order to benefit the sponsor. The following are common propaganda tactics.

- a) *Bandwagon*: A persuasive technique that invites people to join the crowd, "Everybody's doing it!"
- b) *Testimonial*: Using statements by prominent people such as musicians, sports personalities and actors to endorse a person.
- c) *Snob appeal*: Aims to flatter the voters into believing they are select and special, for example through the use of helicopters in campaigning, and the latest brands of vehicles.
- d) *Mwananchi pose*: A candidate identifies with a locality to appeal to ordinary people.
- e) *Patriotism*: Using love for one's country or community creates the impression that choosing one candidate over another makes one loyal and true.
- f) *Evidence claims*: The use of facts and figures – statistics - to prove something. In Kenyan politics, evidence claims have been known to stretch to religious prophecies about who will win elections.
- g) *Transferring*: This is the attempt to connect positive feelings or desires to a candidate e.g. saying that someone is the most handsome presidential candidate.
- h) *Sloganeering*: The use of catchwords or phrases loaded with emotion, which is sold through repetition. A slogan is often easy to remember, uses a familiar melody, and stays for a long time. An example is Kenneth Matiba's "Moi Must Go!" slogan in the 1992 elections.
- i) *Name-calling*: A way of smearing an opponent with a view to damaging his/her reputation, arousing suspicion and creating uneasy feelings around him/her e.g. "He is an anti-reform politician."
- j) *Scapegoat*: A person is made to carry the blame for others and is used to win people over through association or sympathy e.g. "Our community is being targeted in the fight against corruption."

Ghana’s founding President, Kwame Nkrumah, once said: “Propaganda is a means of liberation, an instrument of clarification, information and mobilization”. Be that as it may, it is important to know that there are legal and ethical limits to the use of the technique. Some may offend the laws on defamation and also be against the law on hate speech. It is often said that a joke is only funny when it is not about you. The same can be said of propaganda.

4.6.3 Steps in Developing a Message

Step 1: The Personal Story: People trust a candidate they know. The best way to begin this journey is by telling your life history. An interview can be used to connect your (or party’s) experience with an issue of concern. This is done by relating life experiences to how you or your party can make a difference.

PERSONAL STORY DETAILS:

- Date and place of birth.
- Family information.
- Lifetime accomplishments.
- Major events of life.

Step 2: Research and Analysis: By contrasting yourself with your opponent, you can persuade people to vote for you. You could focus on your records, accomplishments and beliefs. It is always important to have a clear understanding of the issues by conducting opinion polls and holding focus group discussions.

One of the best ways to perform this analysis is to use the message box. By filling in the corners of the box, you can anticipate opportunities for yourself and the weaknesses of your opponents. The message box has four compartments. Each should be filled with information that helps you to reach certain conclusions.

Table 15: Message Box Template.

1. What we say about ourselves.	2. What our opponent says about themselves.
3. What our opponent says about us.	4. What we say about our opponent.

It is at the research and analysis stage that you go back to the party manifesto and ideas to flesh out beliefs and character, as well as to fish out issues that have local relevance. By linking party manifestoes to local issues, you can demonstrate that what appears to be a local problem is shared across the board and that a common solution can address it.

Step 3: Targeting: Without direction or focus, a campaign, business or organisation often acts like a multi-headed creature - speaking from many mouths, saying nothing and going nowhere. In order to design the right message, be clear on the targeted audience. There are three types of voters in every campaign: your supporters, the potential voters and your opponent’s supporters. Your supports voters are those who are with you from the start. The potential voters are those who can be won over. The opponent’s supporter refers to those who do not support you. A common mistake is to try to appeal to people who are fundamentally opposed to your message, and to convert them to your way of thinking.

Step 4: Writing Theme Statements. Every campaign should have a written theme statement that everyone on the campaign understands and internalizes. Every campaign communication should be tested against the statement to make sure that it communicates the theme. Below is a sample theme statement.

Muthoni Mwashigadi will be elected to office because she is an honest leader who speaks the truth and is committed to helping people find solutions to the problems they face. She knows that the real problems are corruption, poor government service delivery, youth unemployment and insecurity. The community needs a person who is not afraid to tackle the real problems, not a person who looks for the easy way out. It is not hard to be honest. All it takes is an understanding of what the real problems are and the courage to do the right thing. That's why we need Muthoni Mwashigadi. She will tackle the real problems. She is not afraid.

From this theme statement, it is possible to develop a message and create a short slogan. Developing a slogan forces the campaign to define its rationale for the voters. The slogan should sum up the image the campaign is trying to project and should be no longer than seven words in length. An example is: 'Never Afraid.'

The choice of words used in messages is extremely important since a message also evokes feelings or reactions. Negative language should, therefore, be avoided. Focus on using positive, constructive language in emphasizing strengths.

Step 5: Pre-testing: Before going public with a message, it is important to test it to make sure it resonates with the target audience – your base and persuadable audience. Messages are usually pre-tested in focus group discussions which pool people representing various sections of the community. These people listen to or view the proposed messages and respond. Their reactions help to determine if there are issues that need to be clarified or sharpened. More importantly, they help the campaign to be comfortable with the message. The message needs to be easily understood and able to survive opposition attack.

Messages can be emotional (e.g. a call to love, fear, anxiety, security) or rational (a call to logical arguments, or proof). They can rally groups or be personalized. A message is considered successful when other people repeat it for you. A good message should be:

- **Clear, memorable and simple** to understand and say – short enough for people to remember.
- **Concise**, meaning that it can be communicated in one paragraph and can be summarized in a slogan.
- **Connected** and therefore relevant to persuadable people's concerns and emotions and the political environment.
- **Compelling and persuasive**, meaning that it will cause people to cast a vote for you because they have a personal reason.
- **Contrasting**, so that it sums up why you should be elected and not your opponent.
- **Credible** enough to be something the voters can believe.
- **Consistent** so that it can be stressed repeatedly in all media.

4.6.4 Customizing Messages for Different Audiences

Different audiences have different communication needs. Effective communication is no longer focused entirely on speaking to the masses at the same time, or broadcasting. It is more inclined towards narrowcasting and targeting messages to the needs of different audience segments – both internal and external.

Audiences can be divided into smaller groups, each with common characteristics, wants and needs. Audiences can be segmented on the basis of age, language, income, gender, residence, occupation and political ideology, among other factors. In doing this, one assumes that various groups of people are influenced differently by the extent to which they pay attention to, understand and act on different messages. After identifying the various audience segments, you need to decide which ones can be reached with the resources available. The ideal audience size is always one person. It is, however, not economical to reach everyone in person.

Targeting allows one to reach out to audience segments that use certain types of channels by placing messages in their habitual communication spaces. Once audiences have been exposed to campaign messages, they can be persuaded to take action. For example, instead of trying to include radio content to suit most or all audience segments in a local language station, a more targeted approach is to divide up communication in two ways: a short radio spot with themes relevant to all the listeners, and specific messages targeted at the local language sub-group.

Online communication is rapidly overtaking mass communication because it is much more targeted. Mass media can still be effective for raising awareness of an issue, but online communication is more effective in personally persuading people.

4.7 Getting the Message Out

4.7.1 Overview

There is need for a plan to get the message out to as many people as possible. Using a variety of methods in a planned and coordinated way is called having a strategy. This could consist of a variety of methods such as: paid communications (space you buy in print and electronic media), earned media (free coverage as part of editorial content), below-the-line communication (signage, billboards, flyers, posters, phone calls and short text messages), field work (campaign meetings and rallies, meet-the-people tours, site visits) and issue-based messaging. All these methods can be arranged into a campaign plan that details how and when they will be used and at what cost.

4.7.2 Developing a Communication Plan

The communication plan is the vehicle used to deliver the message. It starts from identifying the number of votes needed to win, and then targeting them through various channels.

Table 16: Communication Plan Template

Tool	Channels	Target audience	Time lines	Cost
Paid media	TV, radio, newspaper	All		
Earned media	Commentaries, sound-bites, interviews, press statements, press releases	All		
Below the line media	Direct mail/email	Supporters, financiers		
	Door-to-door campaigns/rallies	Specific target voters		
	Signage (billboards, caps, posters, memorabilia)	As above		
Social media	Telephone calls/sms	Supporters/ target voters		
	Website/weblog	As above		
	Facebook/Twitter	As above		
Door to door campaign	volunteers	All		
Rallies	meetings	Supporters		

The following are some commonly used points of campaign planning:

- Targeting your base vote plus a percentage of ‘persuadable voters’.
- Creating a clear contrast between you and the opponent.
- Dividing the voters on ideological lines.
- Becoming the champion of a single issue or cause.
- Building diverse coalitions of voters into a single voting block.
- Creating a positive image and proving the candidate is a good person.
- Building an organization capable of delivering significant vote numbers.
- Overwhelming the opponent with campaign activities, or an advantage in spending.

4.8 Public Speaking

4.8.1 Overview

A leader can expect to be asked to say a few words at almost every occasion. Many other times, you will deliberately seek opportunities to speak. The most important part of a speech – up to 90% - is what people do not get to hear or see; it is the preparation. Before standing up to make a speech, you should have answers to these three questions:

1. Why am I speaking? A speech is like a journey. It must have a destination or objective.
2. Who am I speaking to? Research your audience. You must know who you are traveling with in order to know what route to take and how long it might take. Identify audience needs, views and experiences.
3. What result do I want to achieve? Ask yourself what outcome you wish to achieve. You might be seeking to inform, inspire, motivate, persuade, shame, amuse or sell.

Speaking in public boils down to two basic things; skill and self-management. Since the speech is not made to please the speaker, it should be tailored to fit the situation by appreciating the needs of the audience and addressing them. Often, listeners subconsciously ask the following questions:

- So what?
- Who cares?
- Should I be listening?
- Why is this important to me?

4.8.2 Preparing a Speech

Any good speech is organized in the same way as an essay, with a clear beginning, middle, and end. Throughout, it must have a unifying theme that helps to organize thoughts and ideas in a logical manner. Each of the ideas chosen should be assessed against the communication objective. Only those that help to achieve the objective should be used.

1. Introduction: People form a first impression of someone new within 7 to 24 seconds. Once formed, these impressions are hard to change. The first step to giving a good speech is to establish rapport with the audience. You can start with an unpredictable personal story – something your audience has not heard from other speakers. You can use attention and motivational appeals that will spark interest such as jokes or anecdotes. Although it is advisable to use your experience to appeal to the audience, you should be careful to speak less about yourself and more about the audience.

The starting point of a speech should be sharp. These tactics can go a long way in providing ideas on how to start:

- Promise the audience something they want, but only that which you can deliver: address their needs.
- Tell them it is going to be short and simple: few people like listening to long-winded speeches.
- Tell them a story: this transports them into a neutral mental space where they can engage.
- Shock them: this jolts them to pay attention and engage with the subject.
- Make them laugh: tell jokes but be certain that the jokes are not offensive to sections of the audience.
- Pose a question: it helps to challenge the listeners.

Remember, you do not have to try to use all these tricks in one beginning. One is usually just enough. You will ordinarily prepare your introduction last, knowing very well where you want to take the audience.

2. Middle: Audience attention spans are growing shorter each day. This places great pressure on speakers to be brief, to the point and interesting. 25 to 30 minutes is a long speech, 15-20 is a medium one and 7-10 is a nice short speech. The speech could be organized in a variety of ways. For example:

- Choose three priority points to make. For each, create three strong sentences and then structure the rest of the speech around those three sentences.

- State what you think, followed by what your opponent thinks and finally why you are right.
- Start with where you would like to end, then explain how you will reach that conclusion, and ultimately deliver on your promise.
- Use a topical structure by examining the history, causes, impact, scope and future of an issue.
- State the problems and their possible solutions.
- State each point as a single idea, and support it with quotations, testimonials, statistics and specific instances.

3. Conclusions: Other than the introduction, most audiences only remember the conclusion. Some suggestions on how to end a speech are listed below:

- Recap your points.
- Reinforce the message.
- Call the audience to action.
- Add drama through personal stories.
- Provide the reward you promised at the beginning.

Whatever the number of ideas in a speech, it should communicate one concept and one message so that listeners are not confused about what they ought to pay attention to.

4.8.3 Delivering a Speech

Before giving a speech, rehearse it out loud until you feel comfortable with it. Rehearsal is not just about getting the words right. It is also about getting the other details right.

The human mind can process 500 words in a minute. The fastest speakers can manage only 150 in a minute. The mind is, therefore, largely idle during most speech occasions. Using facial expressions, eye contact and gestures as well as avoiding nervous mannerisms enhances the concentration. Speaking with enthusiasm, sincerity and vitality as well as illustrating the speech with the listener's experiences can make the difference between an ordinary speech and a great one.

The job is to tell a story... and tell it well. The following tips could help.

- Be enthusiastic, sincere and active: There must be evidence that you are enjoying what you are saying.
- Learn to control the body so it does not mis-communicate.
- Smile and maintain eye contact.
- Make deliberate gestures that cannot be misinterpreted.
- Maintain an upright posture, with feet planted firmly on the ground, apart, or with one foot slightly forward and your weight resting on the back foot. Lecterns, where they are provided, are for holding notes – not leaning onto.
- The voice should be clear, varied and loud enough to be heard. Deliberate and well timed pauses allow the audience to reflect, internalize and react. Pauses also give the speaker an opportunity to breathe and exert authority.
- Practice microphone etiquette e.g. holding the microphone; distance of microphone from the mouth; and voice control.

4.8.4 Dealing with the Unexpected

Many times, there will be an unexpected question to you as a speaker. This can be disorienting. It is, therefore, important to minimize confrontation and discomfort while also ensuring that the message is not lost or diluted. When people disagree with your position, you can use some soft landings to redirect the question or comment e.g.

1. I agree with you ...
2. You make an interesting point ...
3. I appreciate your position ...
4. I understand your point of view ...
5. I can see where you are coming from ...
6. Many people I have spoken to feel as you do ...
7. Yes, we need to look into that more carefully ...
8. Your point is well taken ...
9. I can see why you would think that way ...

It is important not to follow a soft landing with the word “but” or “however”. These words negate the answer and will cause the questioner to fight back harder to prove a point.

a) Speaking to a Challenging Audience

If for some reason the audience is not favorable to your point of view, here are some ways out:

- Express appreciation for being invited to come and speak.
- Commend the audience for something good which you both know to be true.
- Use the Yes-response technique.
- Begin with a point of agreement.
- Establish goodwill through personal appeal.
- Clearly state your point or points of disagreement.
- Support your view with factual evidence.
- Appeal to basic desires that will motivate the listener.
- Quit while you're ahead – your job in this case was to spur their thinking out of the box.

If you anticipate a hostile audience – write out the worst case questions that can be asked and answer them.

b) How to Handle a Challenging Audience

Below are a few tips on responding to challenges from a negative audience.

HOW TO HANDLE SURPRISES

- First, let me say ...
- I don't have that information, but I can tell you ...
- You should also know that
- Let me explain ...
- I'm also frequently asked ...
- Let me add ...
- A common concern is ...
- For example ...
- Equally importantly ...
- One point I believe the audience would be interested in ...
- You can go one step further

Table 17: Handling a Challenging Audience

	Challenge	Response
1	Interruptions.	Be politely assertive: slightly raise your voice.
2	Putting words in your mouth. Stating an untruth or distorting a fact.	Correct the mistake: restate your position.
3	Rapid-fire questions.	Pick one question to answer and keep your cool.
4	Demanding an answer to a question that cannot be answered.	Be politely assertive and offer to get the answer if you can.
5	Attempting to confirm an answer while misinterpreting it or misquoting you.	Correct the mistake and restate your position.
6	Asking you to respond to a controversial or critical statement.	Admit bad news and bridge to your message.
7	Asking you for a personal opinion on a controversial policy.	Do not give personal opinions.
8	Asking for a personal opinion of an adversary's policy.	Restate your party's position.

4.9 Conclusion

Leadership requires a clever combination of many skills and traits which are put on display at varying moments. In *Say it Like Obama*, Shel Leanne says: "Obama's political success underscores a well-established fact: Leaders in all fields benefit when they develop outstanding communication skills, because the ability to convey vision, inspire confidence, persuade, and motivate others is key to effective leadership." Anyone aspiring to leadership must be ready and willing to grow and cultivate these skills and make them part of a lived experience each day. Below you can read an example of an effective campaign speech

Harry Truman's Last Campaign Speech¹

I can't tell you how very much I appreciate this reception on my return to my home State. It touches my heart right where I live.

We have been through the most momentous period in the history of the world in that time.

I was nominated in Chicago with Franklin Roosevelt in 1944 on the democratic platform, and I have tried to carry out that platform since I have been President of the United States.

The smear campaign on your President started in all its vile and untruthfully slanted headlines, columns, and editorials. Hearst's character assassins, McCormick-Patterson saboteurs all began firing at me, as did the conservative columnists and radio commentators. Not because they believed anything they said or wrote, but because they were paid to do it.

1. Harry Truman delivered this speech in 1948 and won the presidential elections in the United States of America despite expectations that he would lose

In January 1946, I repeated what I thought the Government should do, and I have repeated it time and again since that time - and I haven't changed a bit. I am still the democrat you nominated in Chicago on the democratic platform of 1944, and I am still for Roosevelt's New Deal.

I have told the people that there is just one big issue in this campaign and that's the people against the special interests. The republicans stand for special interests, and they always have. The Democratic Party, which I now head, stands for the people—and always has stood for the people.

And I'll say to you that any farmer in these United States who votes against his own interests, that is, who votes the Republican ticket, ought to have his head examined! That's how they love the farmers! They want to bust them just like they did in 1932.

The democrats have believed always that the welfare of the whole people should come first, and that means that the farmers, labor, small businessmen, and everybody else in the country should have a fair share of the prosperity that goes around.

I asked the Congress to do something about high prices. Oh, no, they couldn't do that. But they could pass a rich man's tax bill, a tax bill that benefited the fellow at the top income bracket, but didn't do the poor boys any good.

Now, that rich man's tax bill, which I vetoed three times - and they had to pass it three times before they could make a law out of it - gave a fellow who was getting \$60 a week a saving of about a \$1.58 a week. And the price spiral has taken that all away from him, and it has gone on out through the roof, and taken some of his savings away from him, too.

But that same tax bill gave the fellow who was getting a \$100,000 a year \$16,658.44 in savings. That is four times the net salary of the President of the United States!

I want to say to you that I think it is just as important to see that these children get the proper sort of place to go to school, and the proper sort of teachers to teach them, as it is to build roads for them to ride in buses over the roads to school.

I wanted an insurance program that would work, so that a fellow would have a little money saved up, when it came time to pay medical and hospital bills, and the doctor and the hospital would get paid promptly. But the republicans are against that. They say that's socialized medicine. Well, it isn't. That's just good commonsense, and some of these days we are going to get it, because the democrats are going back in power, and we are going to see that we get it.

People are waking up that the tide is beginning to roll, and I am here to tell you that if you do your duty as citizens of the greatest republic the sun has ever shone on, we will have a government that will be for your interests, that will be for peace in the world, and for the welfare of all the people, and not just a few.

5

Media Relations



5.1 Overview

Democracy flourishes in places where information is freely available, and open debate and persuasion, rather than coercion, help people to decide the direction in which their society needs to go. Freedom of expression, as well as the right to information, guarantee debate and provide an opportunity for individuals to not only learn what their government is doing, but also to contribute to it by voicing support or dissent.

Many political processes would not take place if there was no freedom of expression. However, freedom of expression would not count for much if there was no forum to exercise it. That is why freedom of expression is sought in conjunction with the right to spread one's ideas and opinions. The media – newspapers, radio, television, websites and web logs, mobile phones – are established to reach many people at the same time and enable individuals or organizations to reach a large group of people with their ideas, opinions, and emotions in a quick and efficient manner. Although the media play an important role in catalyzing the electoral process, they can only do this effectively if they enjoy public trust and credibility. Media that are seen to be leaning on one side or another lose favor with the public.

5.2 The Role of Media in Political Processes

Everybody knows the media inform, educate and entertain. Besides these everyday roles, the media are the backbone of democracy because of their role in enabling information and debate to flourish. Specifically, they perform the following roles:

- **Information Platform:** The media supply information that shapes debate and helps voters to make decisions. As a site of new knowledge and perspectives, the media offer society a space to examine and assess ideas, values and attitudes.
- **Filtering/Agenda Setting:** The media screen events, looking for interesting information, seeking to catch attention with stories that are relevant to as many people as possible. They filter information from the competing, and sometimes conflicting, versions in the market place. Media scholar Bernard Cohen says the media “may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about”. The media help people to determine what to discuss.
- **Voice:** They provide a forum for debating and deliberation by giving a platform for different views and positions to be presented. Media can give expression to those who are not traditionally heard, offering competing perspectives and interpretations, and amplifying voices.
- **Analysis:** They analyze events, actors and processes to identify problems in society in the continuing search for solutions. Media help people to create linkages between events, ideas and processes in a manner that enables them to reach conclusions and create meaning.
- **Watchdog:** The media ensure that those who hold and wield power are accountable for their actions or inactions. They uncover errors and wrongdoing by those who have power and hold them to account for the way they exercise that power.
- **Confirmation:** Events occurring in the public domain are relayed through the media, thus confirming that they actually happened. In many instances, the media record is considered

the first draft of history.

- **Mobilization:** They provide incentives for citizens to learn, choose, and become involved in the political process. They aggregate human experiences, thoughts, beliefs and attitudes in a manner that makes it possible to find common areas of agreement. They help people to determine what issues are important to them and what they would like to see done about these.
- **Independence:** They defend themselves against forces external to them that may seek to undermine their independence. Ideally, the media should not be beholden to any political or interest group.

5.3 How the Media Works

In order for the media to capture the attention of readers, viewers and listeners, they use several filters to decide what to publish or broadcast, and what to leave out. These filters are called news values. If an event has more than two of these news values, it is said to be newsworthy. The test of newsworthiness is applied to almost all the types of stories that media will publish or broadcast.

5.3.1 News Values

The various news values are described below.

1. **Access:** Many important and newsworthy activities and events can go unreported for years because those who know about them do not reach the media, or do not want to. Ideas only become news if the media can reach them or they can reach the media.
2. **Timeliness:** Fresh events and those that are about to occur capture public attention because they tell people something they did not know.
3. **Proximity:** Events occurring near the target audience or readership will interest people and the media. This proximity can be physical or emotional. For example, an earthquake in Asia is near people in Kenya because they probably have friends and relatives traveling or living in Asia.
4. **Importance:** Events that occur on a large scale or have the capacity to affect many people, involve people in authority, or affect famous and extraordinary individuals will make it into the news more easily than those that occur on a small scale or involve people who are not widely known.
5. **Meaning:** Anything that has implications or consequences will create public interest. People want to know if an event – such as someone being crowned as an elder – means the person will be endorsed by the clan to run for elective office.
6. **Human Interest:** This is anything that aggregates the human experience – beginnings or endings, triumphs or losses, deaths or births, victories or losses. At their core, these events address the audience's self interest, or make them feel empathy, or happiness. They often involve odd occurrences, sexuality, humor, adventure and conflict.
7. **Drama:** Disruption of the normal life balance gets attention not just in the newsroom, but also in life. For example, people fighting in a church or a marriage counselor who announces he is leaving his wife, are news because they are dramatic. They bring out the unexpected.

Typically, events that fit any three of these news values will attract media attention. Many political leaders are frustrated because they make numerous unsuccessful efforts to get into the media. The table that follows provides some tips on what works for the media and what does not.

Table 18: What Works for the Media

Newsworthy stories	Stories that are non newsworthy
Exciting facts and statistics supported by opinion.	No one can be interviewed or facts checked.
A clear hook, or something that explains why this information is important.	They do not explain why anyone should be concerned.
Relevance because it affects people in the local community and has meaning.	The relevance is not clear.
Are timely, and therefore fresh.	They have been heard before.
Are controversial.	Flat stories that will not change anything

Because there is always a large pool of events, occurrences and statements to choose from, competition to get into the news is very high. Not everyone who seeks to get into the media will succeed.

5.3.2 News Organization Hierarchy

Media organizations are run on a hierarchical structure. The figure below illustrates.

Figure 3: Typical Structure of Media Houses



Good media relations hinge on cultivating relations with the professionals closest to you – the reporters, correspondents and anchors. The various actors in the media hierarchy are described below.

- 1. Correspondents:** These are the news organizations’ eyes and ears. They are the foot soldiers who hear about events and occurrences and alert the news organizations. In Kenya, many correspondents are contract employees who have affiliation to one or more media organizations. They are paid according to the number and quality of stories they

send in that get published or broadcast. Political leaders who help correspondents to send in strong and interesting stories are more likely to enjoy the patronage of correspondents than those who insist on speaking about subjects or undertaking actions that do not create news.

2. **Reporters:** These are the media organizations' field staff. They are employees of only one media organization at a time. They also write stories, just like correspondents, and often have a desk from where they work in the organization.
3. **Presenters/Hosts:** Radio and television broadcasts reach the general population through someone who mediates, called an anchor or a presenter. These individuals are usually witty, likeable persons who command respect and attention because of their knowledge, experience or ability to communicate. In some instances, anchors and presenters also report the news but their main task is to interview guests for radio and television, as well as to read the news and other material provided for broadcast.
4. **Editors/Producers:** This is the middle management cadre in media organizations. They make decisions about what needs to be covered for news, features, opinion and sports. They often take the lead in planning coverage in their specialist areas. They have supervisory power over correspondents and reporters/presenters. They strive to create variety in the product they work for – be it a newspaper, a TV channel or radio station.
5. **Managing Editors/News Managers:** They have overall operational control over newspapers and radio or television stations. They will provide leadership in their organization's efforts to inform their audiences and have an oversight role on everything that correspondents, reporters and editors do for the media organization. They are also the final authority on whether or not an issue gets covered and how.

5.3.3 Opportunities for Getting into the Media

There are generally four recognized types of media. They are described below.

1. **Public media** are funded from the common purse and are expected to report and offer space for issues and ideas that affect a wide spectrum of society. Although public media are expected to be commercially viable, profit is not their over-riding motive.
2. **Privately owned media** are often set up to generate profits although some may only exist to support the owners' wider business and political interests. They often place great emphasis on running efficiently and profitably.
3. **Community media** are owned, managed and run by communities. Although community media also strive to be commercially viable, their main interest is in projecting the interests of the community they serve.
4. **Social media** encompass all the tools in the networked communication environment, such as the mobile telephone and the Internet. These are owned by many individuals, who also determine what to publish.

All media collect, package and relay information they believe will be of interest to various groups of people. Most times, this information is free or heavily subsidized.

Running a newspaper, online publication, radio or television station is expensive. Yet, these media channels must also meet their running costs and generate a profit if they are to

continue providing the services for which they are set up. Although newspapers in Kenya are sold, many radio and TV stations air free of charge and so too are the Internet news sites. In order to communicate with the people the media reach, individuals and organizations with a special message pay a fee for it to be relayed. This is called advertising or sponsorship. Together, advertising and sponsorship account for most of the income for newspapers, radio and TV stations. The more people a newspaper, website, radio or TV station reaches, the more advertisements and sponsorships it will receive and the higher it will charge for them.

The media, therefore, attract readers, viewers and listeners and then sell this access to organizations and individuals who need to reach the audience.

There are two main ways to get into the media – paying for space for advertisements, and earning space. Paid and earned media should be coordinated to work together towards the campaign's communication goals. Although earned media (communicating themes to audiences) does a similar job to paid media, the processes involved in obtaining each differ significantly.

a) Paid Media

If you want to guarantee that your message goes out exactly the way you say it, you can pay the newspaper, radio or TV station to reserve a special position for it. Unless the announcement breaks the law or breaches socially accepted standards of decency, it will run as it is. Sometimes, media organizations will issue guidelines about what one can and cannot place in political advertisements. These guidelines are usually concerned with ensuring decency in political campaigns by forbidding insulting language, hate messages, and even unfair characterization of opponents. It is advisable to ask the media organization you plan to use if it has any rules for advertisers. Advertising carries a huge financial cost, and choosing to use it will require advice on how to best employ it. You need to plan advertisements properly so that they go to the media that reaches the target audience on the day and at the time when it is optimal to do so, and at the correct price. Paid media is largely limited by finances.

b) Earned Media

Several opportunities exist for political leaders to earn media coverage. Earned media is coverage that one does not pay for but is carried by the media as part of its editorial content. Some of the opportunities are described below.

- **News** – This is information that is fresh, important, connected to people's lives and likely to have an effect on them or their environment. If you intend to be covered under news, make sure that the issue or event is important enough because it will be competing with many others. Timing is also important. It would not be wise to launch your campaign on the day everyone is discussing nationwide flooding. Following current affairs provides a window through which a political leader can get into the news by offering a statement or interview. Releasing a reaction statement in response to something in the news is also an effective way to draw attention to your own issue.

Major constraints related to news are that: it is highly competitive and therefore occupies limited space; it is governed by very strict deadlines to remain timely; and your event may not contain adequate spectacle. What will the media people think of you and your function when they leave your event? Will they have good pictures? Will the impression they leave

with reinforce what people believe your cause to be?

- **Features** – These stories have the same characteristics as news but are longer, offer explanations, descriptions and background information on issues that would not be found ordinarily in news stories and are not very immediate. Should you wish to explain how something happens or why, the feature form is better to use. Features bring with them closer scrutiny – of the person, the situation or the issue. They can expose contradictions, weaknesses and attitudes that might not have been known otherwise.
- **Opinion** – This is a well-thought out argument made by an individual on an issue. The sections in newspapers next to the editorial (leader) are often opened to the public to make contributions on various issues. These are called the ‘opinion-editorial’ sections or simply, op-ed. A political leader can maintain visibility by writing newspaper commentaries and letters to the editor. Submitting an opinion piece or letter to the editor relating to something that appeared in the newspaper is one way to raise one’s profile as well as the profile of one’s work. Radio and television also routinely broadcast opinions of people who are knowledgeable about certain subjects in the news. Opinions can build one’s authority with the public but could also cause damage if not moderated and persuasive.
- **Debates** – These refer to opposing views on the same issue either in the newspaper or on radio and television. The radio and television debate, often packaged as a talk show, presents an opportunity to not only argue your case, but also to rebut the arguments that your opponents present. Internet websites run discussion threads for days. But debates present the risk that if your arguments are not well thought out, your inadequacies will be badly exposed by your opponents.

PREPARING FOR A DEBATE

1. Know the format and get ground rules: Debates and joint appearances need to be negotiated down to the last detail: where and when they will be held, how many there will be, what formats will be used. Debates can be very effective, but they must be set up carefully.
2. Know the journalist and the questions: If the debate panel is composed of journalists, be familiar with their biases, past histories and temperaments.
3. Know your audience: The composition of the audience will impact the debate reporting. If the audience poses questions, it is important that you be up on the latest news.

5.4 Media Constraints

Media organizations work under several constraints. Here are some.

- **Time and Space:** Electronic media often face severe limitations of broadcast time. At the same time, their audience has limited time to view or listen to news or current affairs. Newspapers must similarly squeeze numerous events into limited space. Every news story, for example, contains at least one major point, but rarely more than three. A reporter will

be looking for the one to three major points about your activity, expressed as simply, directly and colorfully as possible. Unfortunately, misunderstandings result because politicians often fail to understand this and expect that every word, fact and figure will be faithfully reported.

- **Deadlines:** All reporters work to a deadline. It may be a strict daily deadline in the case of a news reporter or even an hourly deadline for radio and television reporters. A feature writer works with deadlines a few days or even weeks away. Reporters will appreciate if you ask them for their deadline and then do your best to help them meet it. If you cannot provide answers by the deadline, say so. Radio news interviews tend to be very brief and are tightly edited before broadcast. Reporters, therefore, prefer to interview people who keep remarks concise and direct. Active verbs and colorful metaphors are most likely to survive the editing process. Radio features have a slower, more relaxed pace. It is therefore ideal for those with a gift for conversation. Many stations broadcast feature programs (talk radio) of a half hour or an hour, sometimes combined with phone-ins. These may be aired live or taped in advance.
- **Knowledge:** No matter how sophisticated a reporter may be, he or she will probably know next to nothing about the details of your field of work. Be prepared to take the time to explain what you are doing using the same concepts and language as you would in teaching a secondary school class. It also helps to find out about the reporter's interests.
- **Format:** Television, for the most part, deals not with issues but with images supported by brief bursts of sound. This is a medium in which moving images of people, nature or machinery are as important to the story as words. An in-depth story may run no longer than three minutes. You may be interviewed for half an hour, but your words will be edited to 30 seconds. The key to getting your message across on TV is to use brief, direct and colorful language. Your most important points should be the punchiest and most memorable. The same rule applies for radio and newspapers.
- **Law:** The media must abide by the law. Specifically, the media are constrained against publishing or broadcasting information that is not legally safe. Untrue information, or a type that incites the public, is considered legally unsafe. People who feel defamed or slandered often sue the media for damages. This has forced many media organizations to be reluctant to publish or broadcast information that would invite legal suits.

5.5 Media Strategies for Launching a Leadership Quest

Good media relations are about the relationship you build with journalists who cover you and your issue. They yield better results if they are planned, timed and targeted to produce certain clearly defined objectives. Remember, the media is never the final audience. It is only a channel to reach the people you need to speak to.

Yet, you can have excellent relations with journalists and still not enjoy robust media coverage because of lacking a clear and exciting message. During campaigns, leaders must be consistent and speak on themes that attract attention. Every aspect of campaign communication should reflect the theme - *the clear, concise, connected, compelling, contrasting and credible reason for the particular leader to be elected.*

5.5.1 Mapping Local Media

There are several national media channels, but audiences are increasingly turning to local media. Political leaders seeking elective office will often use those channels that reach their voters and have credibility. Local media tend to focus on local issues more and are likely to be more sympathetic to someone who focuses on local issues. Competition for local media is also less severe than for national media, where far too many interests are daily competing for attention.

It is important to know which media are active in your area and how many people they serve. Almost every community in Kenya has a local language radio station.

5.5.2 Engaging the Media

A leader can increase the likelihood of attracting the media simply by analyzing the media as they read, watch and listen. TV current affairs producers say they know within a few seconds whether a person calling with a story idea watches their program or not. Those who do understand the needs of reporters, producers and editors stand a better chance of being covered.

Persistence, commitment to building a good relationship with the media and competence in communication attract the media. Here is a list of activities to start you on engaging the media.

1. Compile a **press notebook** and gather some knowledge about available TV, radio and print media outlets. For instance, what types of stories are the media organizations interested in covering?
2. Get to **know the reporters** and build relationships with them. What does each reporter personally find most intriguing about covering poverty in your community, or women in leadership? What are his or her personal ambitions and interests? What kind of stories has the reporter covered in the past? If the reporter is new, it may help to invite him/her to lunch to provide a background interview. Reporters are busy people. The easier you can make their job, the more likely they are to use your stories.
3. Pay **courtesy calls** on the local newspaper, radio or TV station office. Some media houses hold editorial meetings on a regular basis. If possible, schedule to meet with the editorial departments. It is not easy but it is worth trying.
4. Invite reporters to travel with you to the **field**. This one-on-one exposure gives the reporters an opportunity to get an inside look at the day-to-day operations of the campaign. This is a golden opportunity to promote your strengths. This tactic is only useful if your schedule is properly organized and can be scrutinized at close range. Remember that everything you tell the media should be considered "on the record".
5. Make sure the press knows what you are doing by releasing a **weekly schedule** to every outlet at least 24 hours in advance explaining what is expected to happen.

The following specific tools are also useful in engaging the media.

a) Telephone

Once relationships have been established, talk to your best contact with an exclusive story. You will usually have two seconds, or 40 words, to interest a journalist in a story. This means that you should only talk to the media when you have got something to say. You could also call to ask if journalists want a comment on a topical issue or to inquire what they are working on. Usually, when a story breaks, reporters will be scrambling to assemble a story quickly. If you have a good relationship with reporters and a creative approach, you can pick up the telephone and call to make a statement or comment on a fast-breaking story. It is also important to return telephone calls from reporters.

You can also make use of call in talk shows. Unless the host is unusually unfriendly, you can make a habit of calling in to talk shows regularly. Calling in regularly may make the host an ally who promotes your campaign inadvertently. Call-in comments should be kept brief and to the point.

b) Press Release

This is a statement written by a person or organization following the style that journalists use. Usually, it responds to the questions, What, Where, When, How and Why. This information is arranged starting with the most to the least important facts. A press release has to be accurate, fair, balanced, interesting and relevant. The language should not be emotive.

Table 19: Illustration of How to Write a Press Release

Task	Example
Use a headline that tells the story.	FARMERS REPLACE TOBACCO WITH TREES
Dateline.	Kuria, Tuesday, May 24, 2011.
Make a dramatic or controversial but factual statement.	One million tree seedlings to replace tobacco on farms were released to farmers in Kuria County yesterday by 14 civic leaders.
Explain why it is important – answering the question, ‘So what’?	The leaders provided the seedlings to encourage farmers to uproot their entire tobacco crop in an effort to restore the forest cover, reduce the health risks of curing tobacco and end hunger.
Outline the impact and its causes [This is a good point to humanize the story by using a quote]	“One in every three children seen at local dispensaries in the past year had asthma or other respiratory illnesses,” said Ms Robi Chaacha, the Councilor for Kuria Central Ward. She is one of the 14 civic leaders who led the community in giving notice to tobacco manufacturers that they should not expect any leaf the next season. Kuria produces thousands of tones of tobacco, which manufacturers buy at Sh103 a kilograms. Farmers have to cut down trees for firewood used in curing the leaf.
State the history and scope.	Tobacco was introduced in Kuria and adjacent areas of South Nyanza 30 years ago as a cash crop. Farms have fragmented because of a rise in population and the yield has reduced dramatically.
State what those opposed are doing or saying.	Tobacco manufacturing companies insist that they offer competitive leaf prices on the continent, but local civic leaders say their people are being exploited.

Explain what will happen in the future.	The tobacco companies have threatened to file a suit in court to prevent farmers from uprooting crops in the field. Councilor Chaacha said “Let them bring it on. We are ready to go to the highest court in the land.”
Contact name and number	Cllr Robi Chaacha, P.O. Box 453, Isebania, Tel 0700119767

Newsrooms receive hundreds of press releases in a day. The majority end up in the waste bin. Since press releases tend to be impersonal, it is best to introduce yours with a telephone call, pitching the story before sending it in.

As a rule, press releases should never exceed one page. They should be sealed in an envelope so that the heading and the organization's logo is the first thing a journalist sees.

A radio actuality is similar to a press release, except that it is designed for the air. The actuality is transmitted over the phone to radio stations for use in newscasts. Radio stations record the candidate's words and replay them as part of a news story. It can take several formats:

- *Live statement read to the station:* Call the station, ask for the news director and say you have a statement to make. When the recording equipment is ready, offer your comment.
- *Pre-recorded message:* Have someone call the station and offer to play the recording for news director.
- *Digital message:* Make your statement available on your website and either call, e-mail or fax the stations to let them know about its availability.

As a good practice in media relations, always have and distribute press kits in a folder with pockets, containing: a short background note, current photographs, staff information sheet with names and phone numbers of key staff and the office, informative news clips where the candidate is quoted, a description and map of the constituency and other publicity materials such as brochures and bumper stickers.

TIPS FOR PRODUCING ACTUALITIES

- Write out the statement in advance. Make sure it is easy to read.
- Practice reading it a few times.
- Keep the statement brief and concise. Remember, radio news programs are not very long... usually five minutes or less. Make your comments no more than 30 seconds long.
- Comment should be topical. Comment on the news of the day or make an announcement.
- Use short sentences. Long sentences get lost on the radio.
- Use colorful expressions. Radio newscasters love statements that spice up the news. Use interesting metaphors.
- Don't call the station just before, just after, or during the program.
- Wait until the reporter sets up the equipment to record your message, then count backwards from three (three . . . two . . . one). Either play your recording, or begin your comments after 1.
- Don't overuse actualities. Call when you've got something important to say about something that is news. Remember, you want to be respected as a good source, not a bothersome person.
- If the station turns you down, be gracious. Sometimes it has all the news it needs. Some stations simply won't take actualities.

c) Interview

At some point, a journalist will contact you to ask for an interview, whether you initiate a story or the news organization decides to do it on its own. Perhaps no one will contact you and you need to make efforts to get an interview. Journalists use interviews to gather information that enables them to tell stories. Find out as much as you can from the reporter

THE HOSTILE INTERVIEW

You may be contacted by a reporter critical of your work. Such a situation may represent an opportunity to change the reporter's perception of an issue. Here are a few helpful techniques:

1. Make a list of the positive points you wish to stress before the interview. Use the reporter's questions or accusations to introduce those points.
2. Deal with the questions in a straightforward manner. Don't become emotional or antagonistic. If the reporter cuts you off, politely insist on finishing your point. If the reporter presents you with a series of questions all at once, break them apart and begin answering the one which best lets you present your message. If an accusation is true, you may want to admit the mistake, and then move on to the steps taken to correct it.
3. Hostile interviews can easily provoke you to speculate in your own defence or to comment on third party actions or statements. Stay calm and stick to the facts as you know them.
4. Do not repeat the reporter's accusations in answering the question. An editing mistake or a misunderstanding may attribute to you a point of view you do not share.
5. A television or radio audience will judge you as much on your tone of voice or appearance as on your words. People are more likely to sympathise with your viewpoint if you remain positive and confident throughout the interview.

before the interview begins. The reporter may want to interview you right away on the phone. If you want time to prepare, tell the reporter so and negotiate a time that fits within the deadline. The best way to prepare for the interview is by identifying the two or three main points you want to convey. Write them down on paper, along with facts and examples. In choosing your key messages, focus on what is new or different about your work and what it means for society as a whole. Think of colorful ways to briefly explain your work.

Give some thought to creating strong 'quotes' - colorful expressions that forcefully convey the essence of an idea. In the case of radio or television, find out if the reporter wants to hold the interview over the phone, in your office, in the studio or elsewhere and whether the interview will air live or be taped.

Clarify whether you are speaking for yourself, your party or the campaign. Be clear about subjects you do not wish to discuss or which are outside your realm of competence. Always be honest and straightforward in answering questions. If you do not know the answer to a question, then say so. If possible, offer to find out and get back. And make sure you do!

Speak directly to the reporter's questions and don't ramble. Stress your main points clearly and concisely, and support them with facts, figures or examples. If the reporter's questions fail to touch on your messages, then take the initiative and use the questions as a bridge to your points.

You should not be afraid to ask the reporter if your explanation is clear to him or her or whether further clarification is needed. If you are concerned the message is not being understood, you might ask the reporter to explain it to you, and then clarify the points that are misunderstood.

Offer to follow up afterwards. Ask the reporter if there is any further background information you can provide. Urge the reporter to call you at work or at home if there are further questions. Suggest that you are available to review the technical details and quotes that will be used in the story for accuracy. But never ask to see the story in advance of publication or broadcast. Reporters regard this as interference.

Avoid speaking “off-the-record” unless you have a very good relationship with the reporter and a commitment that your remarks will be used for background only, and will not be attributed to you. Journalists usually regard all comments as “on-the-record.” Below are general tips for television and radio interviews.

TV Interview Tips

- Dressing: Studio lights are usually hot. If you naturally sweat more than usual, wear a T-shirt under your clothes to soak up the sweat. Avoid jackets or suits with close-checked patterns. Most studios use computer-generated sets, which makes blue look bad.
- Be smart and authoritative so that nothing takes attention away from what you are saying.
- Ignore the numerous flashing lights and people fiddling with various equipment. Focus on the interviewer. The camera will find you.
- If reporters ask a question to which you provide a short answer, they will sit and wait for more. Outwait them. There is no reason for you to fill the air with words if you don't have anything to say.
- As part of preparation, read and watch some past interviews done. You will find some of the questions routinely asked by anchors and practice your answers.

Radio Interview Tips

- Imagine that you are chatting with someone who is perfectly intelligent, but who simply doesn't know anything about the subject. Use simple words – the audience does not have the luxury of rereading difficult paragraphs.
- Avoid long pauses; they convey uncertainty on your part.
- Be specific: vague, generalized information can be confusing.
- Relate to the person listening. Be natural and remember that you are only talking to one person at home listening to the radio – not millions.
- Don't assume the interview is over until you have left the studio. Many reporters get their information after the 'formal' questions and include them in summaries if the interview is for later broadcast.
- Remember that the opponents' campaign will be listening and trying to jam the lines with their supporters making critical comments. Prepare for this by encouraging your supporters to call with favorable comments and questions.

d) Press Conference

Press conferences are meetings that an individual or group holds with several journalists from various media organizations in order to make an important statement and answer questions. Press conferences serve television, radio and newspapers.

As a rule, only organize a press conference if you have earth-shattering news. In organizing a press conference, attention to detail is critical, from sending out invitations to ensuring a good turnout of reporters and favorable coverage. The following checklist may be helpful.

- **Timing:** Schedule with media deadlines in mind. A press conference that coincides with other important events might be ignored.
- **Alerts:** Notify news outlets in time. Reporters are unlikely to come if they do not know about the event. A minimum of 24 hours advance notice is recommended. Follow up with reminder calls to reporters on the morning of the conference. And give an outline of what the conference will deal with.
- **Preparation:** The person speaking should be adequately briefed. Ideally, he/she should read from a prepared statement (press release) and respond to questions journalists might ask.
- **Location:** Choose an accessible location and send the directions and details with the invitation. An advance inspection of the location is important.
- **Space:** Plan to accommodate all invited people and their equipment. Radio stations will usually send one person, but TV stations and newspapers will often send a reporter and camera operator.
- **Backdrop:** Avoid white backdrops; they interfere with the speaker's face. Busy backgrounds may also cause technical problems with some cameras.
- **Refreshments:** Consider providing refreshments, if it is appropriate. It is rude to invite people for a lunch-time press conference and not offer lunch.
- **Statement:** Distribute copies of the news release or opening statement a few minutes before the news conference begins. The statement should be short enough to enable television and radio reporters to get news based on it. Have enough copies to go round.
- **Time:** Start and end on time. Reporters are busy. A half-hour is almost always enough time for a press conference.
- **Recording:** Tape or film the news conference for your own record and to issue to reporters who did not make it. The tape can also provide material for radio actualities.
- **Audit:** Note those journalists who did not attend and follow up afterwards with hand deliveries of the news release or opening statement.
- **Rapport:** Be personable and accessible. Enjoy yourself and make time to meet the reporters afterwards for a chat.
- **Background:** Provide backup materials for reporters at the conclusion of the press conference e.g. copies of your remarks, charts, graphs, fact sheets and policy positions.

5.6 Maintaining Good Media Relations

Following are some tricks to help you effectively communicate with reporters:

- If you are professional and courteous with reporters, they will reciprocate. Your relationship

is based on the news, feature story, debate or the interview.

- Keep an open mind about reporters. If you harbor an antagonistic attitude towards the media, it will respond in kind.
- Make clever, insightful and humorous statements. But keep it brief. If you talk for 10 minutes, the reporter picks the quote. If you talk for 30 seconds, you pick the quote.
- Do not oversell. Convincing a reporter to attend an event which will not yield a story hurts your credibility, angers the reporter and makes it harder to get coverage next time. But if you are sure you have a good story, sell like it is your last day. Reporters need good stories just as much as you need coverage.
- Regardless of how much you disagree with a particular story, remember that the media always have the last word. However if the media report a factual inaccuracy about you, you have every right to request a correction.

5.7 Handling Negative Coverage

When you feel unfairly treated by the media, first stop and calmly consider whether you are overreacting. What are the long term implications of the story? Is it possible that these implications are less serious than the consequences of challenging (and maybe alienating) the media?

Effectiveness in dealing with reporters is measured by the ability to gain the media's respect, as well as to project the qualities of honesty and fair-mindedness. Accomplishing those goals can reap great dividends in good coverage. If it appears that a particular reporter really is biased against you, do not rush to call him or her the first time. Compile the evidence and request a chance to discuss the matter with the reporter in person. Only after exhausting this route should you go over to the supervisor of the reporter and editor.

To correct the misconceptions, write a clear, concise letter to the Managing Editor or News Editor, outlining the inaccuracy of the story, followed by a brief account of the correct facts. Avoid keeping a one-day story alive by elaborating too much or injecting emotion in your letter. It is also not advisable to demand a retraction. Simply ask for a correction. If you are responding to an editorial, request an opportunity to write or broadcast a response setting out your side of the issue.

Generally, do not ignore a reporter, editor, or media outlet that consistently covers you negatively. Try to keep talking with them. As they get to know you better, they may come to understand your perspective.

5.8 Media Ethics and Regulation

Ethics are a set of rules and standards an individual or group can agree to be bound by. They are practiced and enforced at the personal level to deal with moral dilemmas.

Discussions on ethics in the media have often been provoked by questions about the conduct of media workers. Although recent public opinion polls in Kenya show that the media enjoy

high confidence levels, there are still credibility gaps to deal with. Allegations of corruption and political bias remain the most serious charges against the media in Kenya.

In an attempt to address these concerns, the media have constituted a self-regulation mechanism in the form of the Media Council of Kenya. Established through the Media Act, 2007, the council mediates in disputes between the media and the government on the one hand, and the media and the public on the other. The Media Act promotes adherence to the code of conduct for journalists². This code includes media guidelines on electoral reporting. The guidelines require the media to be fair, impartial and accurate. They should also avoid hate speech, discrimination and obscenity in reporting. The code contains universally agreed ethical principles for the practice of journalism and can be summarized as follows:

- **Seeking the truth and reporting it as fully as possible:** Journalists must strive to find and report information that will come as close as possible to preparing the audience for what is ahead, or for explaining why a significant event occurred. They are required to be honest, fair and courageous in gathering, reporting and interpreting information. They should do this by projecting plural views to provide alternative perspectives that allow individuals to make good decisions. Journalists must identify their sources of information whenever it is feasible to do so for purposes of reliability.
- **Acting independently:** Journalists' primary obligation is the public's right to know. This requires them to avoid conflicts of interest by refusing gifts, favors, special treatment or taking up private jobs with people they cover. This independence is critical in having them midwife the public's interpretation of reality.
- **Minimizing harm:** Ethical journalists treat sources, subjects and colleagues as human beings deserving of respect. This principle often clashes with that of truth-telling although the two are not mutually exclusive. Ethical journalists must gauge the significance and importance of the truth they are pursuing, and to anticipate, estimate and understand levels of harm they may cause through their actions in gathering and disseminating information.
- **Being accountable:** Journalists are answerable to their readers, listeners, viewers and one another. They should encourage the public to voice grievances against the media, admit mistakes and correct them promptly. Additionally, they should clarify and explain news coverage, and invite dialogue with the public over their conduct. The media are expected to be judged by the same high standards against which they hold others.

Anyone aggrieved by the treatment of the media in Kenya can pursue several courses of action.

- **Complain through the hierarchy:** In the event of wrongdoing by a journalist, you can raise the matter directly with him or her. If this fails, complain to the Chief Executive Officer. Many media organizations have systems for handling public complaints. This is an important starting point for tackling corruption in the media.
- **Media Council of Kenya:** When media organizations are reluctant or slow in dealing with complaints against their staff, you can resort to the Media Council of Kenya. The council will

². Journalists are also guided by a code of conduct on reporting elections.

receive presentations from you and the journalist or media organization. If it establishes wrongdoing, it can order a correction and apology.

- **Law Courts:** The Constitution of Kenya accords people the right to have untrue or misleading information about them corrected or deleted. Those who feel aggrieved can sue the media organization concerned for defamation, libel or slander. Should the courts establish offence, they can award damages and order the offending media organization to apologize and publish a correction.

5.9 Using Social Networking Tools

Social media refers to web-based and mobile technologies/applications to turn communication into interactive dialogue. They are media for social interaction and communication. Advances in technology have made it possible to blend social interaction with work and mobilization. Using these media, many people can now apply for jobs, file their income tax returns, consult a doctor or do work for a client outside the country without leaving the comfort of their homes.

The social networking services you choose for your campaign must be able to connect with one another so that you can send updates on one platform and automatically publish on another. The campaign plan will guide you in choosing the tools to use for online campaigns. Specifically, revisit your goals and determine how they can be achieved through social networking tools considering the opportunities and limitations of the platforms available.

An effective campaign will require a combination of tools since different social networking services play different roles. To start off, you can create a 'dummy' account on the different social networking tools that you have selected to test. A dummy account is a fake identity on social networking sites that will not be connected to you, your organization or your campaign. To create one, you need an alternative email address with Google or Yahoo. Use this new email address to create an account on any social networking site for testing. It is advisable to choose a social networking platform that will work efficiently for people with low internet connectivity.

Below are descriptions of specific tools.

5.9.1 Email

Email is an abbreviation "electronic mail". It is a system for sending and receiving messages electronically over a computer network. For you to use it, you need an account with service providers such as Yahoo, Gmail and Hotmail. Through e-mail, you can send messages to individuals or large numbers of recipients instantaneously. Using email to contact an audience requires knowledge of the email address of every individual and allows for messages to be customized. Through mail-merge, recipients can be addressed by name.

5.9.2 Mobile Phone

The mobile phone is a formidable tool that has changed the way people relate, work and organize themselves. Through the use of short text messages, it is possible to reach a wide range of people in running a campaign. The potential of this tool is evidenced in the fact that

by 2011, there were at least 6 million people using this medium in Kenya. In 2011, the mobile phone and the Internet were critical in awakening youth-led uprisings in the Arab world.

5.9.3 Website

A website is a collection of related images, videos or other digital assets. Simply put, a website is a digital library of related information about a person, organization etc. It makes it easy for people to know about campaign activities and issues. A website is hosted on at least one web server, accessible via a network such as the Internet. The Internet is worldwide interconnection of computers and computer networks that facilitate the sharing or exchange of information among users through the standard Internet Protocol Suite. It uses a broad range of electronic, wireless and optical networking technologies. All publicly accessible websites collectively constitute the World Wide Web. The worldwide web has opened a universe of possibilities around how people communicate.

Campaigns are usually founded on deep content (research papers, articles, and blogs) that expounds on the issue you are working on and the change that you are trying to create. You can also use blogging services such as Wordpress and Blogspot. A **blog** is a type of website or part of a website usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. Most blogs allow visitors to leave comments. Initially, blogs had been used by individuals to publish their online journals. They are increasingly becoming important spaces for holding discussions on different issues.

Blogs can be the main website for your campaign. You can use blogs to bring together all of your campaign content. It can be the space where your supporters get all of the information about your campaign. Before setting up the campaign blog, you will need to determine the following:

- a) **Name of your blog:** This should be based on your campaign's name. It should be short as it will determine your blog's web address.
- b) **The look and feel:** If you already have a logo, your blog colors should reflect that.
- c) **Content:** This could include blog entries, photos, videos and audio materials.
- d) **Rules:**
 - Who will be allowed to publish on your blog? This could be either your campaign team or all supporters. This is important so that you know the privacy settings of your blog.
 - What key words will you use for the blog? These are words that will define your campaign. When creating a blog, you will need categories that will make it easier for users to find content on your site.

Table 20: Steps in Setting up a Wordpress Blog

1. Create an account.
2. Go to <http://wordpress.com/>.
3. Click on "Sign up Now".
4. Fill in the required information.
5. Wordpress will send you a confirmation and instructions to log in.

6. Go to “Dashboard”: This is the area where you can do all of the tasks you need in order to set up your blog and create content. Go to the top of the page and click on “My Blog”.
7. Add new posts - entries in your campaign blog. Each post can be organized according to category. All posts can be viewed on the site and changed.
8. Add pages: Wordpress allows users to create pages, which can have important content about your campaign. You can create as many pages as you need. Your pages should generally include information about: your campaign, the issues and campaign activities. You can also view all of the pages that you have created.
9. Add new media e.g. photos or videos directly from your computer.
10. Configure the themes: Choose from many available layouts and designs for your website.

Different kinds of content are needed to support campaign messages. These include photos, audio (or pod casts), graphics (posters, logos, etc) and videos. Choose social networking services that handle specific types of content like Youtube for video, Flickr or Picasa for photos, and Odeo for pod casts.

It is important to ask yourself what types of content are available to support your key messages and generate support for the campaign. Do you require permission to share some content? Where are your target voters and supporters? What social networking tools are they using? Having a presence in their online communities will allow you to connect with them directly and send them your messages.

You can configure widgets or plug-ins - small applications that are pre-installed in every Wordpress website. Widgets allow you to show content from other social networking sites like Facebook or Twitter. They also enable you to display the content on the site on different areas of your webpage.

Allies and targeted supporters need to be drawn into the main campaign website to understand the issues. This can be done by sending them smaller messages that entice them to find out more about the campaign. Micro-blogging services like Twitter or Facebook are useful in this regard. Through these services, you can send links to the site or specific entries from the main website that will encourage them to seek more. The message becomes easy to spread to other networks.

5.9.4 Facebook

This is a social networking website originally designed for college students, but now open to anyone 13 years of age or older. It enables users to create and customize their own profiles with photos, videos, and information about themselves. Friends can browse the profiles of other friends and write messages on their pages. Each Facebook profile has a “wall” where friends can post comments. The wall can be viewed by all the user’s friends. To create a facebook account go to <http://www.facebook.com/> and fill in the required information under the section on sign up. You will require to have an email account to operate facebook.

Facebook is one of the most popular social networking tools today. Statistics show that it has 500 million active users. In the last few years non-profit organizations have used Facebook as a way of raising awareness on different issues. You can use Facebook to:

- a) Gather supporters from the Facebook community.
- b) Keep your supporters updated on their campaign activities and issues.
- c) Draw Facebook users to your main website.

When you first set up your Facebook group, page or cause, have your content ready. Post your campaign logo, your campaign name, goals, activities and contact details. Target your invitations to your allies. Sending invitations to everyone in your friends' list will not bring your campaign more support. Only those who are already interested in your issue will join your campaign. Send a clear message to the people who have joined you to invite their friends to your Facebook group, page or cause. Send clear messages about your campaign so that the people you invite will know what it is about. It is also good to be clear about what actions your members can take.

Keep your Facebook group, page or cause updated. Post questions about your issue or new information regularly to keep your members interested in your campaign. Facebook users can show their support for your campaign by joining your cause, "liking" your group, inviting other users to the group, 'liking' your page, sharing your page with their friends or donating funds to your cause.

5.9.5 Twitter

This is an online social networking and micro blogging service that enables its users to send and read text of up to 140 characters, informally known as "tweets." Characters include letters, numbers, symbols, punctuation marks and spaces. Twitter has a built-in counter so you know how many characters you have left for your tweet. It is sometimes described as the "SMS of the Internet". Twitter is one of the simplest social networking tools and a very popular one. It is one way that you can get online support for your campaign. It is also a good strategy to draw people into your main website. To create a twitter account go to <http://twitter.com/> and sign up. Below are the terms on Twitter and what they mean.

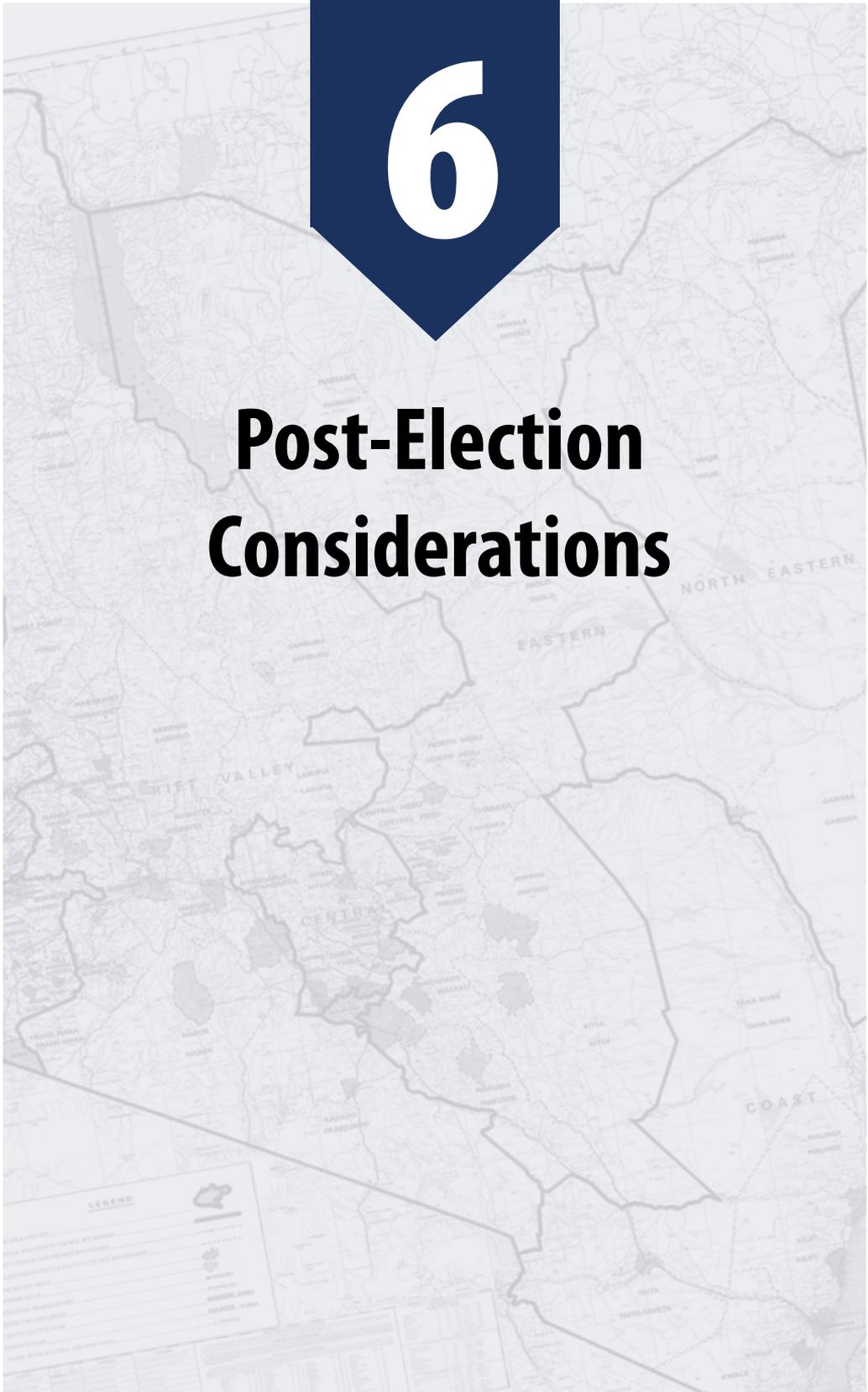
- **Direct message:** This is when you send a private message to a specific user. You can only see your direct messages when you are logged in to your account.
- **Re-tweet:** is when you forward another user's message to others.
- **@Mention or Reply:** is when you direct your message to specific users or when you reply to another user's tweet. To mention a specific user, use @ with their username. To reply to a user, click on the 'Reply' button.
- **#Hash tag:** is when you add a topic to your message. To tag or add a topic to your message use # with the topic. Using # in your tweets is important for making a topic popular and tracking which people and how many are interested in a particular topic.
- **Favorites:** is when you save tweets that are useful or important to you.
- **Follow:** To build and manage your contacts, you will need to "follow" other users to receive their updates when you log in.
- **Followers:** are the people who follow your Twitter account and receive your tweets. Promoting your Twitter account to increase the number of people following your campaign builds a stronger following. For example, if you have 120 users that are following the campaign, this means that 120 people are able to see the messages from your campaign.

More importantly, there are 120 people who can potentially re-tweet the campaign messages.

- *Lists*: is a way of organizing your contacts on Twitter.

6

Post-Election Considerations



6.1 Overview

While campaigning for a leadership position is both a challenging and exciting task, many approach it with only one outcome in mind - winning. The reality, however, is that there are two possible outcomes – winning or losing. It is important to prepare for either. This chapter provides you with information to enable you prepare for victory or defeat, anticipate the next elections, adjust to the life in office and become a successful leader.

6.2 Dealing with the Election Results

Your own conduct on Election Day will have a huge influence on whether the electoral process goes smoothly or not. It is especially important for you to understand, and consider in advance, what steps you should take if you are concerned about any aspect of the electoral process. Always try to collect as much factual information as possible before raising complaints about the electoral process. Emotions are usually raised at election time but you should approach any problem soberly and avoid jumping to conclusions based on rumor or hearsay. For the election to be conducted peacefully, it is essential that candidates use proper channels of communication and legal means to assert their rights. No matter what the nature of your complaint, incitement of your own supporters is never the right way to proceed because it can result in injury or loss of life for which you may be held responsible.

Party candidates can contact their party headquarters to discuss the situation and seek advice on whether a complaint should be filed. You can contact the IEBC either in the polling station where problems may have occurred, or at the nearest regional/county coordination office if you are not satisfied with the response locally or if the problem is more widespread. Prior to the election, information will be made available on the best points of contact for candidates needing to raise concerns with the IEBC. If there is a risk of disorder, you can also contact the police but remember that police in and around polling stations work under the direction of the IEBC on Election Day.

According to the election laws and regulations, voting commences at six in the morning and ends at five in the afternoon, after which votes cast are counted at the same polling station where they were cast. The results for the station are then announced by the Presiding Officer (PO), recorded and transmitted to the tallying centre, established at a central point within the constituency. It is important for you to be present at the tallying centre to follow the process throughout until the declaration of results by the Returning Officer (RO).

Once the results are announced, your next steps will depend on whether you win or lose. Should you lose in a free and fair election, you should accept the results, publicly congratulate the winner, thank your supporters and commit yourself to cooperating with the winner in developing the constituency, ward or other electoral unit. If you have evidence of some irregularities, you should still concede defeat but point out you were not satisfied with the process and will be pursuing legal avenues of redress. Ensure that your supporters do not take this as a signal that you want them to cause mayhem on your behalf. Ask your supporters to remain calm and assure them that you want all concerned to follow the law. You need to be aware of your rights as a candidate, including requesting a recount and filing an election petition.

After the election, a losing candidate needs to maintain a very delicate balance between continuing to relate with the constituents, engaging in constituency activities and giving space to the elected leader to discharge his/her mandate. On the one hand, you should not abandon the constituency and constituency issues just because you lost an election. Instead, you should remain available to participate and offer leadership within the constituency whenever that is called for. However, do not try to compete or overshadow the duly elected representative of the people. If you do, you will make it difficult for the elected representative to perform his or her role and you may also breed conflict and resentment.

If you win, you should prepare and deliver a victory speech. You should be magnanimous in victory, thank your supporters but also reach out to the electorate as a whole, including those who voted for your opponents. Reach out to your opponents too, so that you can cooperate in the task of developing your electoral area. The victory speech should also briefly outline what your electors should expect from you. You should seek to define the type of leader you will be and what your key priorities will be. Do not speak for too long as everyone will have had a long day by this time.

6.3 Conducting a Post-Mortem

The campaign post-mortem, or evaluation, is important whether you have won or lost and should be based on the planning and monitoring tools developed at the start of the campaign and adjusted throughout. Naturally, the performance will be determined according to the goals that were set at the outset and can be based on the 5 campaign fundamentals (visibility, communication, fundraising, identification, and getting out the vote). Goals and objectives, resource mobilization and allocation, decision-making processes, materials and instructions for each the fundamentals should be discussed.

It is also relevant to identify events that led to any adjustment of tactics and strategy. Was the event over or under estimated? Was the campaign's reaction timely and appropriate? Could it have been better anticipated? How?

Candidates and managers should take stock of the campaign successes and shortcomings individually. This can inform a discussion with members of the campaign team. Honesty, seriousness, and a constructive approach create opportunities to articulate practical recommendations to help improve the next campaign's performance draw lessons and prepare for the next contest.

6.4 What Next After Being Elected?

The election is over and you won! You will need a little time to let the new reality sink in. There are a lot of questions that you will have and you will probably not know the answers to all of them. It is important to prepare and adjust to your role as an elected representative. If you have not done so in advance, you should immediately prepare a list of things to do as soon as you get into office. This may include family preparations, party relations, settling into office and engaging with your constituents. A check-list helps to ensure that your new role does not overwhelm you.

The detail of your checklist will depend on the position to which you have been elected. Possible items include:

- Making any changes required at your current place of work.
- Making arrangements in your home including, if necessary, preparing for your new residence during your term as an elected representative if that is different from where you are residing currently.
- Making alternative arrangements for school for your children, if necessary.
- Learning the rules of procedure of the House you have been elected to.
- Getting to know your colleagues from the same party and other parties.
- Deciding where you are going to do most of your work and ensuring you have the necessary space and equipment.
- Identifying the key groups and organisations in your constituency/county/ward that you will need to remain in touch with in your new role.
- Identifying and agreeing with your constituents on the priority issues you will focus on as an elected leader, possibly based on feedback obtained during the campaign.
- Making a list of key media contacts, based on those you got to know during the campaign, and communicating your priorities through the media.
- Identifying roles that will need to be performed by volunteers, interns or paid staff and then selecting/hiring the staff.
- Getting down to performing your roles as an elected leader.

6.5 Functions as an Elected Official

As an elected representative, you will face many pressures from your constituents and from family, friends and interest groups. It is important that you balance these interests so as to be able to deliver on your campaign promises and responsibilities and maintain the trust and confidence of the voters to whom you are accountable.

6.5.1 Representation

Your first duty is that of representation. In democratic societies, representatives are expected to represent citizens' interests. You are responsible for ensuring that all the diverse interests in your electoral area are fairly represented in decision-making processes. Elected representatives who actively engage their constituents help create a link between citizens and their government. By getting involved in local problems, you can hold the national or county government to account and provide tangible benefits to the communities you represent. By listening to public concerns and then conveying those concerns to the National Assembly or the County Assembly and your political party, you are better equipped to promote policies that respond to the needs of the people that elected you.

You represent your constituents but also your party (if you were elected on a party ticket). At some point these interests may be at variance. Your duty is to balance these interests and do your best to deliver on them both.

6.5.2 Legislation

Your second duty is to formulate, deliberate on, and pass, legislation. Under the new Constitution, members of the National Assembly and county assemblies have legislative roles. In fact, the separation of the executive from the legislature by the new Constitution gives elected members the primary role of legislation without political interference from the executive. Elected leaders should therefore expect to be assigned to departmental committees at which proposed legislation will be generated, discussed in detail and prepared for debate and adoption. You should try to secure a place on a committee based on your competence and interest.

For you as a member, it is important to:

- Familiarize with the mandate and procedures of the committee assigned.
- Develop policy expertise through regular research and debate.
- Actively participate in the work of the committee.
- Learn the rules of the house in order to contribute to debates effectively.

You can also propose new laws and initiate motions to be debated. This may be done by using: the manifesto of your political party; pledges made during campaigns; information from your constituents; and ideas from civil society organizations, labor unions and other interest groups. Unlike your work in the committee, which will be limited to certain subjects, your individual initiatives can be on any topic of relevance to your constituents. Spend as much time as you need to get your facts straight before launching a high profile initiative. You want to develop a record of knowing what you are talking about and successfully gaining support for the causes you adopt.

6.5.3 Oversight

As part of the legislature, you hold the executive accountable and provide checks and balances against executive excesses.

Parliamentary oversight has two primary functions:

“First it enables citizens, acting through its elected representatives, to hold the government accountable for its actions and inactions, for its successes and failures. And second, it assists representatives in determining how well current laws are working, which is a necessary prerequisite for determining whether new laws are needed.”
Stanly Bach, Congressional Expert.

There are several mechanisms used by legislatures to control the executive. It is important to be aware of these mechanisms and to utilize them. Three are described below.

- a) **Role of the Minority and Majority Factions:** If you are in the party or coalition of parties within the opposition, your party will not have many opportunities to implement the policy positions that you advocated during the campaign. You should therefore use your

party positions to influence and critique policy proposals from the party in government. Nevertheless, even as part of the minority, you can influence the majority if you make a sufficiently compelling argument. Success in opposition is very often followed by success at the next election. However, the most effective type of opposition does not involve criticizing everything the government does. A more targeted approach, conceding issues where the government is getting something right, while reserving criticism for cases where the government is doing something wrong, usually wins far more respect from the electorate.

If you are in the party or coalition of parties in the majority, your role is to support the government. However, the most effective support does not consist of slavish adherence to the government line and ignoring, or covering up, problems when they arise. Under the new Constitution, all legislatures will be more independent of government and Ministers will not be elected. Therefore all elected members will have a duty to provide oversight of government activity, no matter which ticket they were elected on. However, members from the majority party/parties should exercise their scrutiny role in a constructive manner, avoiding unnecessary criticism of their own side, defending the government from baseless opposition attacks and helping the government to perform better when things go wrong.

- b) **Committees:** Committees create a forum for thorough review of draft legislation, public hearings, taking evidence from witnesses, generating reports and questioning the executive. The precise mechanisms for members to conduct oversight in committees will depend on the rules of the House but committees in the new dispensation are going to be very powerful organs for exercising the power of oversight in areas falling within their mandate. Under the new Constitution all committee meetings are expected to be held in public.

- c) **Budget oversight:** The budgetary functions of both national and county legislatures consist of adoption of the budget every year and oversight of public expenditure after the budget has been passed. The Constitution makes fundamental changes in the manner budgets are prepared with Parliament having a greater say over the content of budgets, with the power to interrogate budget proposals from line ministries and make changes as they deem appropriate. Unlike in the past, when Parliament could make very limited changes, now Parliament has a broader oversight and approval role. Parliamentary committees will hold hearings on their respective departments' budgets and provide reports to Parliament to enable the entire house to pass the final budget with relevant amendments. This will happen at the county level too. In addition, the new Constitution requires government to be more open and provide more access to information. This will greatly assist members in their oversight of public expenditure. In many legislatures around the world, majority and minority members are equally energetic in scrutinizing the way public money is spent because they know this is what their constituents expect of them.

6.6 Constituency Relations

Although you cannot solve all of your constituents' problems, direct contact with constituents

builds public trust in you and the political process. It also establishes a solid support base for upcoming elections. Your position, either in the National Assembly or the County Assembly, is given to you by the voters and your responsibility is to fulfill that mandate as well as you can.

A successful relationship between you and your constituents can be based on the following points:

- a) *Program*: A practical constituency program creates open and visible avenues for decision making to which everyone has equal access. It enables you to involve people in decision making through synthesis of divergent viewpoints and consensus. It also portrays you as a structured and organized leader, even when you are not physically present to address a particular issue.
- b) *Constituency Office*: An essential administrative tool is the constituency office through which to receive views and suggestions and to meet the constituents. It should have professional staff and adequate communication and liaison equipment and structures. The office should develop cost-effective media through which to disseminate information to the constituency e.g. public notices, posters, billboards and newsletters.
- c) *Leader in Development*: There will be different development initiatives going on in the constituency funded by the government, international institutions or local entities. It is important to have information on these initiatives, including on potential international and local partners. A constituency program enables you to monitor them.
- d) *Delegation*: Your constituents will invite you to many functions. In reality you cannot attend all such functions even if you wanted to. You should design a system for responding to those invitations, including by delegating responsibility to your staff and confidants. In this way, you remain in touch and show your sensitivity and appreciation of your constituents.

6.7 Public Outreach Activities

The various avenues to reach out to the public for consultation include: public hearings, community dialogues, social media, discussion papers and position papers. Before engaging in any outreach activities, a plan should be developed based on reliable information about the constituency. In South Africa, use is made of a form called Constituency Profile Worksheet. Below is a template of such a worksheet that can be adopted for your constituency³:

3. Original version from Constituent Relations A guide to Best Practice – NDI Manual. The sheet has been changed to fit the Kenyan context.

Table 21: Constituency Profile Worksheet

I. Basic Information	
Total Population: _____	Age demographics (in %)
% Male: _____ % Female: _____	Below 18 years: _____
Average Income: _____	18-35 years: _____
Employed: _____	36-45 years: _____
% Voting in National Elections: _____	45-55 years: _____
% Voting in Local Elections: _____	Over 55 years: _____
II. Labour/Employment	
Primary Modes of Employment (by %):	Gather the following contact information:
1. _____ %	<input type="checkbox"/> Labour Unions, Local & National
2. _____ %	<input type="checkbox"/> Local business
3. _____ %	
4. _____ %	
5. _____ %	
6. _____ %	
Unemployed: _____	

Local Politicians/Services

<p>Politicians:</p> <p>Gather contact information for the following in the constituency:</p> <p><input type="checkbox"/> County Assembly Members</p> <p><input type="checkbox"/> County Executive Committee Members</p> <p><input type="checkbox"/> Party Branches</p> <p><input type="checkbox"/> MPs</p> <p><input type="checkbox"/> Other political parties or politicians with offices in the constituency</p> <p><input type="checkbox"/> Traditional Leaders in the constituency</p> <p><i>Check when completed and enclosed</i></p>
<p>Services:</p> <p>List address and phone number for:</p> <p>Police Station(s)</p> <p>Address: _____ Phone: _____</p> <p>Hospital(s)</p> <p>Address: _____ Phone: _____</p> <p>Address: _____ Phone: _____</p> <p><input type="checkbox"/> <i>Check here if more are enclosed</i></p>

III. Social Environment

Gather contact information for the following in the constituency:

- Schools and Universities
- Religious Organizations (churches, synagogues, mosques, etc.)
- Local Sporting Clubs

Check when completed and enclosed

IV. Media Relations

Top three modes of media:

1. _____ %
2. _____ %
3. _____ %

Gather contact information for the local media sources, keeping in mind the following:

- Type of Media Source (e.g. entertainment, sport, political, etc.)
- Advertising Rate
- Size of Audience

V. Development Status of Constituency

- Develop a list of NGO's active in the constituency, including physical address, mailing address, phone and fax numbers. Is this a branch office? If so, gather similar information for the head office
- Collect names of NGO leadership, as well as a contact working at the local level of a list of staff assignments
- Develop a list of current programs within the constituency, as well as length of term, and funder (if applicable).

After collecting information, the following points could form a part of your outreach activities:

1. Communicating with your constituents
 - a. Use local media outlets, for instance local FM radio stations.
 - b. Be active in national media.
 - c. Use social media to communicate with your voters and especially the youth.
2. Direct public outreach
 - a. Public forums and meetings.
 - b. Regular visits to the constituency.
 - c. Special events and holiday events.
3. Open the constituency office
 - a. Have regular visiting hours and make sure there is one staff present all the time.
 - b. Collect inputs and requests from constituents.

4. Respond to the problems of individual citizens
 - a. Collect information and meet constituents.
 - b. Listen to their' concerns.
 - c. Address issues in national/local debates that relate to your constituency.
 - d. Try to get development programs to your constituency.

6.8 Role of those Elected on a Party Ticket

You have been elected by voters in your constituency but you were nominated by a political party and fought the campaign based on a party program or manifesto. This places you under an obligation to work within your party's rules and political framework after the election. You also need to be aware of the provisions of the Political Parties Act, 2011 which seeks to instill party discipline throughout the electoral cycle. It is possible that there may be more than one party forming the majority or the minority in the House to which you have been elected. If so, you will need to work within any agreements your party makes with others.

There are three main responsibilities towards the party for one elected on a party ticket.

1. **Participation in party caucus:** This is the group of elected members from the same party. Your main roles in the caucus are to:
 - a) Participate in the meetings of the caucus.
 - b) Respect the rules of the group.
 - c) Initiate dialogue between the party group and the party organization by:
 - i. inviting party officials to meetings of the group;
 - ii. informing the party on discussions and decisions taken in the group; and
 - iii. informing the party about future plans of the group.
 - d) Report to the group on the activities in your committee or other initiatives for which you are responsible.
 - e) Engage actively in debates within the group but support the decisions made by the majority in the group.
 - f) Support the decisions of the group on the floor of the House and in your role as a member of a standing committee in the Parliament/County Assembly.
 - g) Where you are unable to follow the line adopted by the group, follow the rules dealing with dissent/abstention.
 - h) Promote the party manifesto and election platform.
2. **Promoting the party in the media:** Develop a media strategy in coordination with your party and keep the party informed about your media appearances and messages. Your main roles here are to:
 - a) Promote the party, its policies and positions.
 - b) Promote your constituency and address the needs of your constituents.
3. **Participating in party activities:** It is important to keep in touch with your party and make sure that you participate in, and encourage activities for your party. This will not only help the party in its work, it will also help you to become established as a leader in your area and your party which can help to secure your re-election or your election to a more senior office in the future.

Your main roles are to:

- a) Regularly meet party officials.
- b) Attend local branch party meetings.
- c) Recruit members for the party.
- d) Meet party members and solicit inputs to your work.
- e) Pay due regard to the party manifesto in adopting positions in public.

Your role as an elected representative is to help the party to connect with the citizens between elections. Working in co-operation with the local party structures, you can make sure that the needs of the citizens are taken into account when decisions are being made. The model below can illustrate how you as an elected leader can assist the party to connect with the citizens in your area throughout the electoral cycle. If you are in the majority in the House, the first step is to consult your constituents on issues of concern after you are elected, keep them informed about your actions in the House, solicit feedback on the impact of your policies and communicate your achievements and future plans to them prior to the next election. If you are in the minority, you can follow the same model, except that you are less likely to win votes on the floor of the House. Therefore, you will focus more on issues where you feel the majority has done too little for people and on the solutions you would put forward if you are elected next time. Members who operate this way have a far higher chance of re-election

Figure 4: Connecting with the Electorate Between Elections



6.9 Keys to Being a Successful Elected Leader⁴

1. **You need to know the rules of the game:** If elected for the first time, you are well advised to carry the standing orders book at all times. You can refer to it as you observe the process of parliamentary democracy unfold. The standing orders might seem strange but will start to make sense soon. Knowledge of the rules of the House will make a difference in your

4. Adapted from Johnson, J.K. and Nakamura, R. T. (2006). Orientation Handbook for Members of Parliaments. The World Bank Institute.

legislative career, whether it is just beginning or is several years old. Using the powers of the House to the fullest extent will win you respect from your party colleagues and your constituents.

2. **Adhere to codes of conduct and applicable laws:** When you become a member of the House, you become responsible for conducting yourself in an exemplary manner. Every member shares responsibility for the way the House and its members are viewed. The public demands a higher standard of conduct from those individuals upon whom they confer the honor of elected office and tend to vote out those who are seen to fall short. The new constitutional dispensation, and legislation flowing from it, increases the extent of scrutiny of all public officials and the penalties for misbehavior. Certain offences are punishable by a life time ban on seeking elected office. If you are in any doubt about how to conduct yourself, consider the maxim: "If it won't appear good tomorrow, don't do it today."
3. **Specialize:** An elected representative cannot be an expert in everything. Pursue committee assignments in your areas of interest and be ready to help negotiate an issue even if you are not the major sponsor. As you become expert on specific issues, you will be the member colleagues turn to for help and information. This will assist in developing your negotiating skills and building your reputation among your colleagues and the wider citizenry as a serious lawmaker.
4. **Seek help:** Seek advice, knowledge and experience freely. Seek information where it can be found, keeping in mind that information is power. Lobbyists and pressure groups are ever willing to give information promoting their views. Always remember, though, that every coin has two sides. Also consider hiring specialized staff. If you do, use their assistance for research and briefings before committee meetings and debates. If paid staff is not affordable, consider offering work experience opportunities for one or more local students. Seek out training opportunities for your staff/volunteers so they can get up to speed quickly. You should also take time to review the bills or motions on the agenda yourself. If you work this way, your voice will carry more weight in your party group, your committee, the house as a whole and the wider community.
5. **Engage the media:** The media is an integral part of any democracy and provide the link between the public and elected representatives. Keep in touch with the media and help them do their job. Be informed about issues in the media. Avoid overexposure by the media: it can build but also destroy you. Consider when and how to react to media reports. This discretion will earn you respect and confidence.
6. **Manage time:** An elected representative is on call 24 hours a day seven days a week. Organize, prioritize and commit yourself to things you consider important. An effective legislator is well-organized, keeps appointments and gets to meetings on time. The manner in which you manage your time reflects on you as an individual. Those that routinely keep people waiting or skip meetings altogether can earn a reputation for arrogance and damage their chances of re-election. Do not ignore your personal life and create time for it.

7. **Know when to take the microphone:** Prepare before you speak. Do not speak on every bill or take the microphone simply because it is available. Over-speaking diminishes your effectiveness. Give balanced rather than inflammatory and insolent speeches.
8. **Be part of the solution:** “If you are not part of the solution, you are part of the problem.” Consider the consequences of whatever course of action you choose. Use your skills, office, local agencies and government to find the best solutions. Ask questions, do research and show that you can be a positive influence. Being a solution seeker sometimes means working with people with whom you disagree politically. It entails building consensus and being willing to compromise. Approach issues with an open mind. Be levelheaded, non-emotional and open to correction.
9. **Don’t burn bridges:** There are neither permanent enemies nor permanent friends in politics. Remember that your adversary today may be your ally tomorrow. This is especially important under the new constitution which demands a degree of inter-party co-operation Focus on issues rather than personalities. You should develop a reputation for being forthright but fair-minded.
10. **Be inclusive:** The new Constitution requires every branch of government to be inclusive of society as a whole, including traditionally under-represented groups such as women, youth, persons with disabilities and other marginalized groups. Discrimination is unlawful. In addition, the Constitution has created new opportunities for these groups to participate more fully in the political process and elected institutions. Ensure that you treat all Kenyans with respect, regardless of their gender, ethnicity or other physical or social characteristics:

- Do not assume that all people will be affected equally by laws or policies you advocate for. Look for ways to promote equal opportunity for all.
- Ensure that adequate resources are allocated to address gender, age and disability issues.
- Ensure that the policies of your electoral area do not discriminate against any group.
- Monitor the implementation of commitments and legal obligations on the achievement of equality for women, youth, persons with disabilities and other marginalized groups.
- Consult and engage all sectors of society in your constituency/county/ward and promote people from traditionally under-represented groups as decision-makers.
- Use language which is sensitive to the needs of under-represented groups.
- Do not use the excuse of “culture” to justify failure to comply with the law and promote equality.

11. **Vote your conscience:** Be careful about measures you choose to support. History is replete with examples of members who support motions only to renounce them when they come up for debate on the floor. Scrutinize bills and motions beforehand to avoid

the embarrassment of having to vote against a bill or motion you have supported before. If you need to adjust your position because of new information, make this known and explain your decision to change tack. Members who change position without warning or justification quickly lose credibility and are less likely to get re-elected.

12. **Stay in touch with constituents:** It is easy as a member to be consumed by the grandeur of the position and forget that all members are responsible to citizens. Constituents will not always agree with their leader, but they will respect such a leader for thinking through the issues and consulting them before arriving at a decision. Remember to return phone calls, answer letters, have meetings and do whatever it takes to ensure that the constituents know you care about their opinions.

References and Other Useful Materials

1. The Constitution of Kenya, 2010
2. The Political Parties Act
3. The Elections Act
4. The Independent Electoral and Boundaries Act
5. The Code of Conduct for Political parties
6. The Electoral Code of Conduct
7. The Campaign Finance Bill
8. John Maxwell, *Leadership 101*
9. Governance Forum, *Media Checklist on Hate Speech*, 2011
10. New Democratic Party of Canada, *Internal Training Documents* - see www.ndi.ca
11. NDI, *Constituents Relations: A Guide to Best Practice*
12. John K. Johnson and Robert T. Nakamura, *Orientation Handbook for Members of Parliament*, The World Bank Institute, 2006
13. NDI, *Constituency Outreach - Creating Channels for Access*
14. NDI, *Handbook for Electoral Officials in Namibia*
14. NDI, *Growth and Responsibilities of Local Councillors*

Appendix One: Electoral Code of Conduct

- 1) This Code shall be subscribed to by—
 - (a) every political party participating in the election of a president, a member of Parliament, a county governor, a member of a county assembly;
 - (b) every candidate; and
 - (c) every leader, chief agent, agent or official of a referendum committee.
- 2) This Code shall, in so far as it is applicable, bind the Government and every political party, leader, office bearer, agent and member of a political party or a person who supports a political party, and every candidate nominated under the electoral laws for any election.
- 3) All registered political parties and referendum committees shall execute this Code through the hand of their respective registered officials to signify their acceptance to be bound by the provisions of this Code and their commitment to strive to ensure that their members and any person who supports the political party abide by the code at all stages of elections and referendum.
2. In this Code, unless the context otherwise requires—

“Committee” means the Electoral Code of Conduct Enforcement Committee;

“electoral area” means a ward, county or constituency;

“election court” means the Supreme Court in exercise of the jurisdiction conferred upon it by Article 163 (3) (a), the High Court in the exercise of the jurisdiction conferred upon it by Article 165 (3) (a) of the Constitution, or the High Court in the exercise of the jurisdiction conferred upon it by this Act;

‘electoral laws’ means the Constitution, the Elections Act and subsidiary legislation made thereunder as they relate to the presidential, parliamentary, county elections and the referendum.
3. The object of this Code is to promote conditions conducive to the conduct of free and fair elections and a climate of tolerance in which political activity may take place without fear, coercion, intimidation or reprisals.
4. All registered political parties and other persons bound by this Code shall endeavour to promote the object of the code to enable free political campaigning and open public debate to take place in all parts of Kenya during an election period.
5. Registered political parties, referendum committees, officials of political parties and referendum committees and candidates do, by subscribing to this Code, further commit themselves to—
 - (a) adhere to the values and principles of the Constitution;
 - (b) give wide publicity to this Code;
 - (c) promote voter education campaigns;

- (d) condemn, avoid and take steps to prevent violence and intimidation;
- (e) instruct their candidates, office-bearers, agents, members and persons who support the political party of their obligations under this Code;
- (f) promote gender equality;
- (g) promote ethnic tolerance;
- (h) promote cultural diversity;
- (i) promote the fair representation of special interest groups;
- (j) generally affirm the rights of all participants in an election to–
 - i) express divergent political opinions;
 - ii) debate and contest the policies and programmes of other parties;
 - iii) canvass freely for membership and support from voters;
 - iv) subject to the Public Order Act hold public meetings;
 - v) attend public meetings convened by others;
 - vi) distribute non-offensive electoral literature and campaign materials;
 - vii) publish and distribute non-offensive notices and advertisements;
 - viii) erect non-offensive banners, placards and posters;
 - ix) remove all banners, placards and posters erected during the election period;
 - x) promote free electoral campaigns by all lawful means; and
 - xi) co-operate with the Commission and the relevant Government agencies and other authorities in the investigation of issues and allegations arising during the election period.

6. All those bound by this Code shall, throughout an election period –

- (a) publicly and repeatedly condemn violence and intimidation and avoid the use of hate speech, language or any kind of action which may lead to violence or intimidation, whether to demonstrate party strength, gain any kind of advantage, or for any other reason;
- (b) refrain from any action involving violence or intimidation;
- (c) ensure that no arms or weapons of any kind are carried or displayed at political meetings or any march, demonstration or other event of a political nature;
- (d) refrain from campaigning in places of worship or during burial ceremonies;
- (e) co-operate and liaise in good faith with other parties to avoid organizing public meetings, demonstrations, rallies or marches to take place at the same time and venue as similar political events organized by other parties;
- (f) do nothing to impede the right of any party, through its candidates, canvassers and representatives, to have reasonable access to voters for the purposes of conducting voter education, fund raising, canvassing membership and soliciting support;
- (g) avoid plagiarizing the symbols, colours or acronyms of other parties; and to discourage and, if possible, prevent the removal, disfigurement or destruction of political campaign materials of any party;
- (h) refrain from offering any document or reward to any person in consideration of such person either joining or not joining any party; attending or not attending any political event; voting or not voting (either at all, or in any particular manner); or accepting, refusing or withdrawing such person's nomination as a candidate in the election;
- (i) refrain from any attempt to abuse a position of power, privilege or influence, including parental, patriarchal, state or traditional authority for political purposes including any offer of reward or threat of penalty;

- (j) avoid any discrimination based on race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth in connection with the election and political activity;
- (k) in relation to the Commission—
 - i) acknowledge the authority of the Commission in the conduct of the election or referendum;
 - ii) ensure the attendance and participation of representatives at meetings of any party liaison committee and other forums convened by or on behalf of the Commission;
 - iii) implement the orders and directions of the Commission;
 - iv) facilitate the Commission's right of access through official observers and other representatives to all public political meetings or other electoral activities;
 - v) co-operate in the official investigation of issues and allegations arising during an election period;
 - vi) take all reasonable steps to ensure the safety of observers and other representatives of the Commission from exposure to insult, hazard or threat in the course of their official duties;
 - vii) to establish and maintain effective lines of communication with the Commission; and
 - viii) to abide by the provisions of this Code;
- (l) reassure voters with regard to the impartiality of the Commission and the secrecy and integrity of the ballot, and to reaffirm that no one should know how any other person has voted;
- (m) take reasonable steps to discipline and restrain their party office-bearers, employees, candidates, members and persons who support the political party who-
 - i) infringe this Code;
 - ii) engage in activities of commission or omission which constitute offences under the electoral laws or otherwise fail to observe this Code; and
 - iii) contravene or fail to comply with any provision of the electoral laws;
- (n) agree for party office bearers, employees, candidates members and persons who support the political party to submit to the disciplinary procedures of the Commission for any violation of this Code; and
- (o) without prejudice to the right to present a petition to an election court, accept the final outcome of the election and the Commission's declaration and certification of the results thereof.

7. Where, in the opinion of the Commission, any political party or referendum committee participating in any election or referendum or the leader, office-bearer or member of a political party or person who supports the political party or referendum committee or any candidate at any election, in any way infringes any provision of this Code, the Commission may—

- (a) in the case of a political party and, subject to sub-paragraph (b), and in the case of the leader, any office-bearer or member of a political party or person who supports the political party referendum committee or candidate, impose upon that political party one or more of the following penalties or sanctions which any or all may be suspended on specific conditions—
 - i) a formal warning;

- ii) a fine determined by the Commission;
 - iii) notwithstanding the provisions of any other written law, an order prohibiting the political party, whether permanently or for a specified period, from utilizing any public media time, through the television or radio broadcasting service of such media as have been or may be allocated to the political party for electoral purposes;
 - iv) an order prohibiting the political party, referendum committee or candidate from—
 - (aa) holding particular public meetings, demonstrations or marches, or any kind of meeting, demonstration or march;
 - (bb) entering any specified electoral area for purposes of canvassing for membership, or for any other electoral purpose;
 - (cc) erecting placards or banners, or from publishing and distributing campaign literature;
 - (dd) publishing or distributing campaign literature and electoral advertising or limiting the rights of the political party to do so, and such prohibition or limitation shall be notified to the relevant regulating officers under the Public Order Act in the affected places or electoral areas for purposes of the Act;
 - (ee) in the case of the leader, candidate, an office-bearer or member of a political party or person who supports the political party or referendum committees impose any one or more of the penalties or sanctions referred to in subparagraph (a) (i) or (ii) of this paragraph;
- (b) Where a political party, referendum committee, leader or any office bearer, member or person who supports the political party, referendum committee or any candidate at an election fails, neglects or refuses to comply with the orders of the Commission issued under paragraph 7 (a), the Commission shall impose upon the defaulting party any of the following sanctions which may be suspended on specific conditions—
- i) in case of fine imposed, prohibit the defaulting party from participating in ongoing and future elections as candidates in case of a defaulting candidate or prohibit the political party or the referendum committee official from participating in ongoing elections and referendum, and future elections or referendum or any activity facilitated by the Commission until such fine has been paid;
 - ii) in case of failure to comply with any other sanctions imposed, cancel the right of such political party or candidate to participate in the next election; and
 - iii) file execution proceedings in the High Court to enforce the recovery of the fine.
8. A fine imposed by the Commission under this Code shall be registered in the High Court.
9. Without prejudice to the provisions of paragraph 7, the Commission may either of its own motion or in consequence of any report made to it, institute proceedings in the High Court as may be appropriate in the case of any alleged infringement of this Code by a political party or by the leader, any office-bearer or member of a political party or person who supports a political party or any candidate and where the Court finds the infringement of the provisions of this Code-
- (a) in the case of a political party, any act or omission involving violence, intimidation or a gross or systematic violation of the rights of any political party, candidate or voter, the

Court may, in addition to or in substitution for any other penalty or sanction specified in paragraph 7(a), make an order cancelling the right of such party to participate in the election concerned; or

(b) in the case of the leader, any office-bearer or member of a political party or person who supports the political party or of any candidate, that any act or omission involving violence or intimidation or gross or systematic violation of the rights of any political party candidate or voter, the Court may in addition to or in substitution of any other penalty or sanction specified in paragraph 7(a) (i) and (ii), make an order disqualifying, in the case of a person who is a candidate, that person from being a candidate or deleting the name of that candidate from the list or lists of candidates concerned.

10. In making its decision regarding appropriate penalties or sanctions, the Commission or, as the case may be, the High Court shall have regard to any other legal consequences that may result from civil or criminal proceedings instituted by reason of the same occurrence.

11. The High Court shall ensure that any proceedings initiated under paragraph 9 are dealt with in priority to all other matters brought before it, and that the decision of that Court is given before the date of the election concerned.

12. The procedure of the High Court in cases falling within the provisions of this Code shall, without prejudice to paragraph 9, be in accordance with such Rules of Procedure as shall from time to time be promulgated by the Chief Justice.

13. Every registered political party, referendum committee, candidate and agent—

(a) shall respect the role of the media before, during and after an election or referendum conducted under this Act;

(b) may not prevent access by members of the media to public political meetings, marches, demonstrations and rallies; and

(c) shall take all reasonable steps to ensure that journalists are not subjected to harassment, intimidation, hazard, threat or physical assault by any of their representatives or persons who supports the candidate or political party.

14. Every media house and its representative shall—

(a) adhere to the media professional ethics in its coverage of public meetings, campaign rallies and demonstrations;

(b) during the prescribed hours of polling, not publish or distribute the result of an exit poll taken in that election or referendum;

(c) adhere to any media regulations issued by the Commission; and

(d) abide by the provisions of this Act.

15. (1) The Commission shall set up the Electoral Code of Conduct Enforcement Committee which shall comprise of not less than five members of the Commission and shall be chaired by a member appointed by the Chairperson; the Commission may nominate a member of its staff to be the secretary to the Committee.

(2) The Chairperson of the committee shall be a person who is qualified to hold the office of Judge of the High Court.

(3) Every candidate, official and agent shall–

- (a) acknowledge the authority of the Committee to enforce the provisions of this Code on behalf of the Commission;
 - (b) ensure compliance with summons issued to the party, its candidates or representatives by the Committee;
 - (c) cooperate in the official investigation of issues and allegations arising at election period; and
 - (d) respect and comply with the orders issued by the Committee.
- (4) The Committee shall issue summons to the person, political party or referendum committee against whom a complaint has been received as having infringed the provisions of this Code and any other person who the Commission has reason to believe to have infringed the provisions of this Code to attend its meetings. The meetings will be convened at any place which the Committee may deem fit.
- (5) In its proceedings, the Committee may examine the person summoned and may allow a person to have legal representation.
- (6) The committee shall not be bound by the provisions of the Criminal Procedure Code or the Evidence Act in its proceedings.
- (7) Every person who is summoned by the Committee and who attends the meetings of the Committee shall be accorded the right to be heard.
- (8) The Committee shall exercise the powers provided under this Code to punish any person found to have infringed this Code.
- (9) The Committee shall deliver its verdict expeditiously and inform the parties of the decision.
- (10) Notwithstanding the provisions of this Code, any complaint submitted in writing alleging any irregularity with any establishment of the electoral process at any stage if not satisfactorily resolved by the peace committee shall be examined and determined by the Committee.

16. Every registered political party referendum committee, candidate and agent shall–

- (a) ensure security and full participation of women and persons with disabilities as candidates and voters;
- (b) respect the right of women to communicate freely with political parties, committees and candidates;
- (c) facilitate the full and equal participation of women in political activities;
- (d) ensure free access of women and persons with disabilities to all public political meetings, marches, demonstrations, rallies and other public political events; and
- (e) take reasonable steps to ensure that women are free to engage in any political activity.

17. (1) The Commission may establish peace committees in every constituency during an election and referendum period.

(2) Every political party, referendum committee, candidate, official and agent shall–

- (a) acknowledge the activity of peace committee established at the constituency level by the Commission;
- (b) ensure attendance of the peace committee meetings convened at the constituency

- level on behalf of the Commission; and
 - (c) cooperate in the official investigation initiated by the peace committee on issues and allegation arising at the election period.
- (3) The peace committee shall have power to–
- (a) reconcile warring parties;
 - (b) mediate political disputes in the constituencies;
 - (c) liaise with government security agencies in the constituency and report suspected election malpractices; and
 - (d) report any violation of this Code to the Committee for appropriate action.

18. This Code shall take effect from the date of dissolution of parliament until polling day.

19. Any person may complain about the breach of this Code.

Appendix Two: Political Party Code of Conduct

1. Political parties shall, pursuant to Articles 91 and 92 of the Constitution and section 8 of this Act, subscribe and observe this code of conduct.
2. This code of conduct shall regulate the behavior of members and office holders of political parties, aspiring candidates, candidates and their supporters, promote good governance and eradicate political malpractices.
3. Political competition and co-operation shall be regulated under this code of conduct on the basis of rule of law and universally accepted best practices.
4. Political Parties shall-
 - (a) promote policy alternatives responding to the interests, the concerns and the needs of the citizens of Kenya;
 - (b) respect and uphold the democratic process as they compete for political power so as to implement their policies;
 - (c) promote consensus building in policy decision making on issues of national importance.
5. Every political party shall -
 - (a) respect the right of all persons to participate in the political process including youth, minorities and marginalized groups;
 - (b) respect and promote gender equity and equality, human rights and fundamental freedoms; and
 - (c) be tolerant and inclusive in all their political activities.
6. Every political party shall-
 - (a) respect, uphold and defend the Constitution of Kenya;
 - (b) respect and uphold this Act and any other written law relating to elections and political parties;
 - (c) respect, uphold and defend their respective political party constitutions, political party election rules, political party nomination rules and any other political party rules and regulations developed and agreed upon in accordance with this code of conduct;
 - (d) respect, uphold and promote human dignity, equity, social justice, inclusiveness and non-discrimination and protection of the marginalized;
 - (e) respect, uphold and promote human rights and the rule of law;
 - (f) promote national patriotism and national unity;
 - (g) respect, uphold and promote democratic values and principles, performing inclusive participation of party members and accountable representation in governance for the development of the country;
 - (h) respect, uphold and promote good governance, integrity, respect, tolerance, transparency and accountability;

- (i) promote cooperation in the political competition;
- (j) promote sharing and devolution of power and resources;
- (k) respect, uphold and promote democratic practices through regular free, fair and credible elections within the party and among others have a democratically elected governing body and political party organs;
- (l) respect, uphold and promote democratic practices through free, fair and credible political party nominations;
- (m) respect, uphold and promote leadership and integrity as prescribed in the constitution of Kenya; and
- (n) perform transparency and accountability in all its legislation and regulations, structures, procedures and performance.

7. A political party shall not-

- (a) engage in or encourage violence by its members or supporters;
- (b) engage in or encourage any kind of intimidation of opponents, any other person or any other party;
- (c) engage in influence peddling, bribery or any other form of corruption;
- (d) accept or use illicit or illegal money;
- (e) accept or use public resources other than those allocated to the political party through the political party fund;
- (f) advocate hatred that constitutes ethnic incitement, vilification of others or incitement to cause harm;
- (g) obstruct, disrupt, break-up or in any other way whatsoever interfere with a meeting, rally or demonstration of another political party or its leadership;
- (h) establish or maintain a para-military force, militia or similar organization or having any links with such organizations; and
- (i) use state resources for partisan campaigns.

8. A political party shall promote inter-party relations by-

- (a) ensuring free competition among political parties in respect of different political views and principles;
- (b) fostering trust and confidence through mechanisms for co-operation;
- (c) managing and mitigating political differences through constructive dialogue enhancing harmony among the parties; and
- (d) promoting national reconciliation and building national unity.

Appendix Three:

List of LCA Trainers

	Names
1	Prof. Okoth Okombo
2	Prof. Catherine Ndungo
3	Kwamchetsi Makhokha
4	Hon. Violet Mavisi
5	Peter Aling'o
6	Okumba Miruka
7	Wanjiku Mbugua
8	Jane Amiri
9	Kamau Mubuu
10	Louis Otieno
11	Onesmus Kipchumba
12	Barasa Nyukuri
13	Paul Ilado
14	Dr. Adams Oloo
15	Milly Odongo
16	Dr. Collins Odote
17	Rose Jackson
18	Jean-Noé Landry
19	Susan Kariuki
20	Ken Njiru
21	Mutegi Njau
22	Edwin Nyutho

