



WOMEN CANDIDATE'S TRAINING MANUAL

FOR THE 2016 GENERAL ELECTIONS



Gender Transformation
& Empowerment

WOMEN'S DEMOCRACY NETWORK
Empowering Women to Lead
Uganda Chapter

Acrode
Breaking Through, Building Up and Binding

CEWIGO
MAKING POLICIES
WORK for WOMEN



FORUM FOR WOMEN IN DEMOCRACY

WOMEN MAKE A DIFFERENCE!

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DEDICATION

The Women's Democracy Group (WDG) dedicates this manual to all the brave women who have challenged the status quo by running for Political leadership amidst the difficult terrain.

Special dedication to all the women running for the direct seats.

ACKNOWLEDGEMENTS

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WHO IS THE TRAINING MANUAL FOR

This manual is meant for prospective women candidates intending to run for elective positions and those in office. The manual can also be used by any woman/person in a leadership position that may not necessarily belong to a party or hold elective positions.

It is our sincere hope that you find the information contained in this manual useful in enhancing your knowledge on leadership, decision making position.

ABOUT US

The Women in Democracy Group (WDG) is comprised of five National Women's organizations i.e, Action for Development (ACFODE), Centre for Women in Governance (CEWIGO), Forum for Women in Democracy (FOWODE), Uganda Women's Network (UWONET) and Women Democracy Network–Uganda Chapter (WDN U). WDG brings together women's organizations that are at the fore front in advancing good governance and democracy through the effective women's participation. The group believes in the synergies brought together, coordination, reaching out wide with a common message and avoiding duplication and in effect, effectively utilizing the minimum resources.

UWONET coordinates the WDG and is the host secretariat, an advocacy and lobbying Non Governmental Organization currently comprised of sixteen (16) National Women's Non Governmental Organizations/ institutions and 10 individual members, who collectively work together to amplify the women's voice and enhance women's empowerment. Its mission is to coordinate collective action among members and other stakeholders through networking, capacity building, resource mobilization, research information sharing, policy advocacy for the attainment of gender equality in Uganda.

Action for Development (ACFODE) Action for Development is an ingenious, voluntary, non governmental women's interest and development organization Its mission is to promote women's empowerment, gender equality and equity in Uganda through capacity building for both women and men.

Forum for Women in Democracy (FOWODE) is a women's rights national non-partisan organisation which was established in 1995. FOWODE grew out of the Women's Caucus of the 1994-1995 Constituent Assembly which debated and passed the 1995 Constitution. After the enactment of the Constitution, the Gender Working Group of the Caucus formed FOWODE with the aim of mobilising women to take advantage of the gender sensitive Constitution.

The Centre for Women in Governance (CEWIGO) is a nonpartisan, not for profit and non–governmental organization established in 2006 in Uganda, committed to the promotion of effective and equal participation of women and men in all spheres and at all levels of decision making. Its Mission is to promote gender equality through mobilization, training and advocacy to develop a critical mass of women with the capacity to spearhead development. CEWIGO's office is located in Kampala the capital city of Uganda, while its activities are implemented at national and district levels.

WDN-U is a membership organisation consisting of women in politics, CSOs, business and academia who offer their expertise, voice and financial support to enhance the achievement of the goals and objectives of the organisation. WDN-U is locally registered as an organisation and affiliated to WDN-U. It seeks to empower women to pursue activism and leadership in the public sphere to enhance gender equality. Since its establishment in 2011, WDN-U has sought to ensure gender parity in political office by providing capacity building training for women leaders and leagues of political parties in leadership, advocacy, political campaigning, strategic planning and the use of new technology

MODULE 1

MODULE 1

WOMEN IN POLITICS: CLAIMING OUR SPACE

Objectives of the Session are:

- ✿ To celebrate the participants' decision to stand for office by tracing women's participation in and contribution to politics and decision making in Uganda.
- ✿ To create awareness about the legal and human rights basis for women's participation in politics so that they understand that the participants' have every right to run for office.
- ✿ To prepare the participants for some of the hurdles they will likely face because they are women seeking elective office and to encourage them to begin thinking how they will address these hurdles

1.1 ITS EVERY WOMEN'S RIGHT:

Throughout the world, the power relations that shape social, political, economic and cultural life prevent women from participating fully in all areas of their lives, whether it's in the home, or in the public arena. While women's dedicated efforts to challenge the status quo have allowed more women to reach positions of power in recent years, women:

- ✿ Continue to be under-represented in all areas of decision-making, such as religion, the media, culture and the law
- ✿ Still face significant barriers to their full and equal participation in the structures and institutions which govern their lives.

This challenge notwithstanding, women have a right, on equal footing with men, to participate in the politics and decision making of our country.

Women's civil and political participation refers to women's ability to participate equally with men, at all levels, and in all aspects of public and political life and decision-making. Women's participation in public life and decision-making depends on several factors, including:

- ✿ An awareness of their rights and how to claim them.
- ✿ Access to information about laws, policies and the institutions and structures which govern their lives.
- ✿ Confidence, self-esteem and the skills to challenge and confront existing power structures
- ✿ Support networks and positive role models.
- ✿ An enabling environment, meaning a political, legal, economic and cultural climate that allows women to engage in decision-making processes in a sustainable and effective way.

1.2 THE LEGAL AND HUMAN RIGHTS BASIS FOR WOMEN'S PARTICIPATION IN POLITICS:

In Uganda, this right is derived among others from:

The Constitution:

One of the major land marks in the struggle for women's empowerment in Uganda was the enactment of the 1995 Uganda Constitution. The Constitution was developed after wide consultations with Ugandans, women inclusive, and is the most progressive the country has ever had, particularly with respect to women's rights. The Constitution is important because it spells out women's rights to political participation. Some of the key provisions include:

- ✿ Article 21(1): All persons are equal before and under the law in all spheres of political, economic, social and cultural life and in every other respect and shall enjoy equal protection of the law.
- ✿ Article 32 (1): Notwithstanding anything in this Constitution, the State shall take affirmative action in favour of groups marginalized on the basis of gender...for the purpose of redressing any imbalance which exists against them.
- ✿ Article 33 (4): Women have the same right to equal treatment as men and that right shall include equal opportunities in political activities.
- ✿ Article 59 (1) every citizen of Uganda of eighteen years of age or above has the right to vote
- ✿ Article 72 (1) Subject to the provisions of the Constitution, the right to form a political party is guaranteed.
- ✿ Article 72 (4) Any person is free to stand for an election as a candidate, independent of a political organization or political party

- ✿ Article 78(1)(b): Parliament shall consist of one woman representative for every district
- ✿ Article 180(2)(b): One third of the membership of each local government council shall be reserved for women.

1.3 THE CONVENTION ON THE ELIMINATION OF ALL FORMS OF DISCRIMINATION AGAINST WOMEN (CEDAW):

At international level the United Nations has developed certain human rights standards which are codified in various forms including conventions, treaties, etc. One of the major women's rights instruments at international level is the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). CEDAW spells out the range of political, social and economic rights that women are entitled to and also describes how governments can go about ensuring that women access these rights. Uganda is a State Party to CEDAW which mean that it has an obligation to defend and uphold the rights enshrined in CEDAW. Among the rights available to women is the right to participate in the political life of the country.

Article 7 of CEDAW requires the Government to ensure an equal playing field (equality and non discrimination) for women to enable them to participate in politics both as voters as well as standing for elective office.

At Africa Regional level, Uganda has signed up to the African Protocol on Women's rights which also protects the right of women to participate in political and decision making processes. The Protocol requires States to take specific positive action to promote participative governance and the equal participation of women in the political life of their countries through affirmative action, enabling national legislation and other measures to ensure increased and effective representation and participation of women at all levels of decision-making.

1.4 THE HURDLES WOMEN STILL FACE WHEN RUNNING FOR POLITICAL OFFICE:

Despite the fact that women have the same right as men to participate in politics and decision making, they still face many hurdles including:

- ✿ Women are significantly less likely than men to view themselves as qualified to run for office; and women are less likely than men to receive encouragement to run for office from party leaders, elected officials and political activists.
- ✿ Women don't have the information they need about what is going on of particular concern to them, and thus their ability to participate in democracy on any level is constrained.

- ✿ Women's marital and other social status is still used against them when running for office. The fact of a woman being single, married, separated, divorced or widowed is often a matter of debate and/or concern to the public. The tribal ticket is also played against women especially if she has married outside her tribe or is standing in an area that is not her tribe.
- ✿ Women's gender roles play a significant part in determining whether or not they run for political office. Women still shoulder a lot of the family chores and other related responsibilities and are required to nurture the children alone in most cases. Taking on an additional political role becomes almost impossible given their other gender roles.
- ✿ Lack of support from spouses: Women will often refrain from running for political office if their spouses are not in agreement. At the same time, it is not always easy to get the support of their spouses, and some men actually threaten their wives with separation or divorce in order to stop them from standing. Other husbands limit the space within which their wives can run, e.g. only allowing their wives to run for women council elections and not any other seats at local government or national level.
- ✿ Women face financial constraints in running for office. Very few women have money of their own and in a culture where property is perceived to be the man's, women find it hard to ask for permission to use or borrow family money or assets for their political campaigns.
- ✿ Low levels of educational attainment also impact women's ability to stand for elective office especially at Local Government and national level. Coupled with education is women's public speaking skill which many say they lack.

1.5 IMPROVING WOMEN'S PARTICIPATION IN POLITICS AND DECISION MAKING: SOME CRITICAL QUESTIONS TO ANSWER:

- ✿ What policies and measures for implementation need to be put in place to secure women's effective participation in leadership and decision making?
- ✿ What legal reforms are necessary to improve the status and situation of women in leadership and decision making?
- ✿ How do we mobilize women for leadership (with capacity to influence change) as opposed to being just statistics or a number?
- ✿ How will we ensure that women in critical leadership and decision making positions take on women's issues and concerns as part of their agenda and use their positions to navigate and influence the systems in order to achieve an improved legal, social and economic status for women?

- ✿ How can women use their political platform to influence gender relations and decision making at the household, family and community levels?
- ✿ How do we mobilize more women to take up leadership at different levels both in the public and private sectors in order to influence decisions to support women and girls' access to education and training, equal access to health care and quality services for reproductive health, access to and control over productive resources and the benefits of their labour?
- ✿ How can women leaders engage with cultural and religious leaders to influence change in practices that are discriminatory, deny women their sexual rights and control over their bodies and make women and young girls vulnerable to all forms of abuse and violence?
- ✿ What mechanisms must be in place in order to monitor the progress made?

1.6 THE IMPORTANCE OF HAVING WOMEN IN (POLITICAL) LEADERSHIP:

Despite the hurdles or challenges women face when running for political office, the benefits of having women in politics and decision making cannot be denied. The benefits to having women in policy and decision-making have been identified as follows:

- ✿ Women in politics and decision-making have generally been identified as 'clean' leaders and closer to the grassroots people than their male counterparts.
- ✿ The tremendous increase in the number of women aspiring for parliamentary positions as well as entering the parliament is attributed to having women in politics.
- ✿ By joining politics, women are able to address and resolve some of the problems associated with their oppression in a larger context of nationalism. Women's participation in political struggle and leadership enhances their national identity, equality and dignity.
- ✿ Women's involvement in leadership constitutes an effective strategy for their empowerment. In the process they acquire a sense of competence, self-confidence and opportunity for self-determination. Women's leadership influences the distribution of resources and decision-making affecting their lives, their families and their communities.
- ✿ Women's participation in politics generally improves legitimization of women's rights in legislation and policy, e.g. the 1995 Constitution, the 1997 Local Government Act, with its subsequent Amendment in 2001, the 1998 Land Act with its subsequent Amendment in 2003, the 2009 Domestic Violence Bill, etc

- Women's participation also deconstructs the notion of the public domain as male space. Through the increased number of women in politics, societal attitudes towards women's presence in the political arena are changing.
- The increased number of women in politics has had spill over effects such as creating awareness about women's capabilities
- The increased number of women in politics has greatly increased their skills and self-confidence and built their capacity as legislators and leaders. This increased capacity is reflected in the number of women who are currently chairs or vice chairs of the different parliamentary committees.

MODULE 2

MODULE 2

CRITICAL NOTES ON LEADERSHIP

Leadership is a special responsibility and one must be willing and committed to taking on and discharging this responsibility. As the candidate you must know why you want to lead, what unique qualities you bring to leadership and you must determine what difference you will make as a leader. The following notes are provided to enable you to reflect on the important question of leadership.

2.1 WHAT IS LEADERSHIP?

- ✿ Leadership is a process by which a person influences others to achieve a particular goal, objective or accomplish a particular task.
- ✿ Leaders lead by applying their skills and attributes (beliefs, values, ethics, character, knowledge)
- ✿ The basis of good leadership is integrity and selfless service
- ✿ A leader works towards:
 - ✿ Idealized influence–charisma.
 - ✿ Inspirational motivation–charting the way.
 - ✿ Intellectual stimulation.
 - ✿ Individual consideration.
 - ✿ Building others
 - ✿ Mentoring others
 - ✿ Leading others in the best way possible
 - ✿ Influencing others to follow good examples in working to achieve set goals.

2.2 WHAT IS TRANSFORMATIONAL LEADERSHIP?

Transformation is qualitative change or mutual change in character or appearance, thus transformational leadership is a management style that motivates whereby the led are encouraged to achieve greater results through the leader's inspiration. It is also a style of leadership where the leader engages others in such a way that both leader and followers are influenced to rise to a higher level of achievement and morality.

Transformational leadership occurs where and when the leader is visionary; where power is not used to dominate others but to provide mutual support for a common purpose or common good and where leadership looks beyond short term goals and focuses on intrinsic higher order of common values.

2.2.1 Transformation leadership involves:

- ✿ Idealized influence—charisma.
- ✿ Inspirational motivation—charting the way.
- ✿ Intellectual stimulation.
- ✿ Individual consideration.

2.2.2 Idealized influence involves:

- ✿ Setting a world view that excites and attracts potential followers.
- ✿ Articulates a vision and makes it a shared vision—Use of 'We' rather than 'I'.
- ✿ The leader believes in the vision.
- ✿ Listening to followers and mentoring them.
- ✿ Creating trust, celebrating individual success and recognizing performance.
- ✿ Exhibiting integrity.
- ✿ Recognizing and respecting diversity.

2.2.3 Charting the way involves:

- ✿ Recognizing that the process is people oriented and depends on them.
- ✿ Carrying out situation analysis.
- ✿ Working with others to identify options and selecting the viable and feasible option.

- ✿ Recognizing hardships and dealing with them.
- ✿ Setting goals and targets with the led.

2.2.4 Critical assumptions in charting the way are that:

- ✿ People follow a person who involves and inspires them
- ✿ A person with a shared vision can achieve great things
- ✿ The way to get things done is by injecting emotions and energy into them
- ✿ If people feel cared for and wanted to succeed they will be fully committed and involved. They will succeed.

2.2.5 Inspirational motivation involves:

- ✿ The leaders articulates the vision
- ✿ Challenges the status quo with high standards
- ✿ Communicates better options for the future
- ✿ Provides meaning to life and the tasks proposed
- ✿ Creates a purpose for followers

2.2.6 Intellectual stimulation involves:

- ✿ Challenges the status quo
- ✿ Takes risks and solicits followers' views on them
- ✿ Stimulates and encourages debate and creativity
- ✿ Builds intellectual capacities and performance skills

2.2.7 Success factors for transformational leadership

- ✿ Transformational leaders seeks to influence the mind of the followers and the culture of the leadership space (Parliament, Local Councils, Political Parties, etc)
- ✿ To have impact transformational leaders must appeal to shared values by satisfying a higher level of needs of the people they lead.
- ✿ Transformational leadership raises the level of human conduct and ethical aspirations of the people led
- ✿ It has a transforming effect on both the leader and the led

- ✿ It should provide a sense of what is important and worth doing and what is worth spending time on
- ✿ Must have goals for the common good
- ✿ It is transactional with exchange of one value for another

2.2.8 Transformational leadership entails:

- ✿ High moral and ethical values on the part of leaders
- ✿ Showing genuine interest in the led
- ✿ Having an inspirational vision
- ✿ Mutual trust between leaders and the led
- ✿ Participatory decision making as a rule
- ✿ Innovative thinking and action
- ✿ Motivation based on right
- ✿ Leaders being mentors

***Critical Question to Reflect On:** As you stand for elected office, what kind of leader do you aim to be? What legacy do you want to leave? Will you conform or transform your people and the leadership space you enter?*

MODULE 3

MODULE 3

MAKING THE DECISION TO STAND

Objectives of the session:

The objective of this session is to get the participants' to think about, understand and name their reasons for running for political office as a way to better prepare them to stay the course in the months ahead.

3.1 KEY QUESTIONS TO ASK BEFORE RUNNING FOR OFFICE:

Making the decision to stand for political office is probably one of the most momentous decisions for women.

Seeking public office can be an exciting and rewarding experience. Running for office is more than just a political decision; it is a deeply personal one. Before you decide that you want to run for office, you must be sure that you are personally ready for the gruelling and exhilarating months ahead.

The following sets of questions will help you further reflect on your decision to run for office.

The big question is: Why do you want to run for office?

- a. Do you have a desire for or interest in public service?
- b. Do you have strong feelings on a number of key issues?
- c. Do you feel there is need for a change in leadership?
- d. Do you think you can do a better job than the incumbent?
- e. Can you answer the question of why you want to run for office in one sentence?

3.2 KEY FACTORS TO CONSIDER BEFORE RUNNING FOR OFFICE:

The following are some key factors to consider:

- a. Do you have a strong sense of your own worth and do you believe in yourself?
- b. Can you ask friends, family and associates for money and other assistance?
- c. Can you withstand criticism and have your personal life closely scrutinized?
- d. How does your family feel about your running for office? Are they 100% behind you?
- e. What will happen to your job while you run? Can you put in the amount of time necessary to win?
- f. Can you face the thought of being defeated?
- g. Have you thought carefully about the amount of stress, expense, and exhaustion that are part of political campaigns?

To be a successful candidate, you must make sure that both your resume and your personal life will stand up to the scrutiny of your opponents and voters. To ensure there are no surprises, you must conduct self-research (the process of uncovering all public information, documents and articles about the candidate) to prepare in case any of this information becomes an issue in the campaign. If you choose to present yourself for election, you must be prepared to answer questions about matters that may have little to do with your ability to serve in elected office.

3.3 SELF EVALUATION QUESTIONS BEFORE RUNNING FOR OFFICE:

Take a moment to evaluate yourself:

- a. Do you like people?
- b. Are you friendly and likeable?
- c. Do you like meeting people?
- d. Do you speak well in public?
- e. Can you respond quickly and analyze a situation under pressure?
- f. Can you handle frustration?
- g. Are you in good health?

3.4 KEY QUESTIONS TO ASK ABOUT THE OFFICE YOU ARE RUNNING FOR:

- a. Is this an open seat or will you be challenging an incumbent? If you are challenging an incumbent, is he or she vulnerable? Why?
- b. Who are the likely opponents for the same seat?
- c. Do you have a natural base of voters or do you have to go out and win them?
- d. Where are the high voter turn outs in the district or area? Are you known there? Do you have potential of being known there?
- e. What is the political environment in the district and in the community? Do current events and political trends benefit you as a candidate?
- f. Where will you get the votes to win the election?

3.5 PREPARING TO RUN:

One mistake most candidate's make during their first run for office is waiting too long to get started. No matter what level of office the candidate is running for or thinking of running for, it is never too soon to get started. Below are eight steps candidates can take to help them prepare to run for office:

i. Prepare One's Self

You, even veterans of the political process, must take a personal inventory before each election to be sure that private and family issues are taken care of before the campaign starts. This includes making sure that you do not have any financial, personal, or legal issues which may come up and hurt you during the campaign. You should also make sure that you can make the time commitment and family commitment that running for and holding office entails.

ii. Tour the District/Area

As a you need to know your district or area you are running in. While the candidate's "tour" of the district need not be a formal or announced effort, you should be sure to spend time in every corner of the district, learning about the businesses that affect the local economy, the issues that are important and the demographics of the area. Possible activities include spending a day in local businesses and factories, visiting schools and hospitals, and stopping by local churches and events.

iii. Start Research

Running a successful campaign requires mounds of research, even in the smallest districts. You should gather all the information you can, including past election data, map of the district and polling places, election regulations, voter lists, research on issues important for your race, and information about her possible opponents.

iv. Go to Meetings

One of the best ways to learn about issues and meet community activists at the same time is to go to as many meetings of every local group that you can. This includes meetings for the party at local level, as well as community organizations, service groups, local council meetings, and anywhere that issues of importance are discussed and local leaders congregate.

v. Meet with Leaders

Organization meetings aren't the only place to speak with local leaders. You should take the time to visit with various leaders or speak with them on the phone. You should try to get together with political, business, community, youth, women and church leaders to not only lay the foundations for support in the future, but also to learn what issues are important to them and the people they represent.

vi. Meet the Press

Equally important to meeting local leaders is meeting the local press. Establishing a good rapport with local editors, producers and reporters will help you get media coverage during your campaign

vii. Keep Abreast of Current Affairs in the News.

It is of utmost importance that you stay up to date on current events, both in the world at large and in the local community. You should set aside some time each day to read through the newspapers, watch local news reports and listen to radio news. If the media outlets are too many, you can have volunteers who are tuned to the various media at various times and they should make note of the important issues the candidate needs to know about.

viii. Practice Speaking.

The months before the campaign gets started are a great time for you to polish your public speaking skills. You may work with family members or friends to perfect your delivery of prepared and impromptu speeches. If possible you should consider videotaping yourself for added analysis and practice.

It's never too early to start preparing a run for office. If you haven't decided whether to run or not, taking these steps will help you make your decision. If you are committed to the campaign, getting a head start will make it easier to implement your campaign strategy and build momentum. In either case, you should start preparing for your political campaign today. Good campaigns start with good organization.

3.6 TOP SEVEN FIRST-TIME CANDIDATE MISTAKES:

Running for office is hard and many first time candidates find it hard to navigate the tricky waters of a political campaign. Below are the top seven mistakes they make and how to overcome them:

i. The Candidate as Campaign Manager.

Many first time candidates make the mistake of trying to be the campaign manager and you at the same time. Don't do it—it is impossible!

Your job is to get the votes and raise money. The campaign manager is responsible for strategy and day to day operations. Sure, you should help formulate the broad strategy of the campaign, but you cannot play your role and try to manage the nitty-gritty of campaign strategy and operations at the same time. You should find someone you trust to manage your campaign and let the person do their job.

ii. It's Too Early to Start.

It's never too early to start! Many first-time candidates are apprehensive about starting their campaigns too early, and try to wait until only a few months before the election to begin campaigning in earnest. However, always remember that it is never too early to start campaigning, especially when challenging an incumbent.

iii. The Party Will Make Sure I Win.

You should not rely on the party to make sure you win. Your success is in your own hands. If the party comes through with money or help, great...it's icing on the cake. However, you can't rely on receiving that help. You should make sure that your campaign takes responsibility for its own success. Remember, if you lose, you will be out of business, but the party will still have it's job. You should count on your own team to make sure you win.

iv. I Don't Need Too Much Money to Run This Race!

Most candidates, first-time or not, underestimate how much money it will take to win their election. You should speak with veteran politicians in your area or a qualified person to see how much it will take to win and always add a little extra to your fundraising goal "just in case."

v. My Opponent Will be an Easy Target.

You should not make the mistake of underestimating your opponent. If you are challenging an incumbent, then you can be sure that the incumbent will have higher name recognition than you have, and will most likely outspend you during the campaign. If you are vying for an open seat, you should not think that your opponent will roll over and let you win. Even if it seems like you are only facing “token” opposition, you should be sure to run the race as if your opponent is ahead in the polls—it’s the only way to guarantee that you won’t spend the day after Election Day saying “I wish we had tried harder.”

vi. I Don’t Need Professional Help.

Candidates often eschew professional political help for the advice of family and friends, even if those folks have no political experience. You should not underestimate the value of political advice from experienced people. Many successful politicians have an experienced strategist, experienced media person etc.

vii. There’s No Way I Can Win.

While not as prevalent as “There is no way I can lose,” there are a good number of candidates who run every year thinking “There’s no way I can win.” If you are going into a race feeling like the campaign is a lost cause, then you are going to lose. One’s mindset becomes a self-fulfilling prophecy. You should not run for office unless you are running to win. Sure, you should be realistic about how tough the campaign is going to be, but you should not run with the idea that you will probably lose—because if you do, you probably will.

3.7 SUGGESTIONS FOR A SUCCESSFUL POLITICAL CAMPAIGN**i. Know why you are running.**

Running for office and campaigning is hard work. It’s very tiring, expensive and emotionally draining and the race doesn’t end until the polls close on election night. With such a long race to run, you must remain confident in your reasons for running. Such confidence and the accompanying clarity of vision produces the steadfastness and resolve (and energy) needed to finish the race.

ii. Differentiate yourself from your opponent(s).

If there is nothing different between you and your opponent then the race comes down to a popularity contest. To avoid that potential disaster means you must find about three strong and compelling issues that you can promote and your opponent cannot. While this divides people along opinion lines, you

need some division to gain supporters. Stay on message with those points and repeat them often—they become your brand that is remembered on voting day.

iii. Be able to clearly articulate your vision in one sentence.

We only have one chance for a first impression with someone and remember, that someone is a potential voter. That first impression is largely formed with the first sentence they hear coming out of our mouth. Therefore you must be able to demonstrate your strength quickly and confidently under a variety of scenarios including door-to-door campaigning, chance encounters, public speaking, and so forth. The first sentence is a good time to articulate one or more of the three points from (ii) above.

iv. Consistently set the agenda of the campaign.

You must early on shift from a defensive position and go on the offense. That doesn't mean name calling, mud slinging, and pointing out the personal weaknesses of your opponent. Instead, it means steering the conversation and the agenda of the campaign to your issues and vision. It means staying on point, articulating your vision clearly, and showing leadership. In time, chances are high you can convince many people that your position is right.

v. Run a clean and organized campaign.

- ✿ Get an ethical campaign manager you trust and who has good judgment.
- ✿ Develop a campaign strategy but adapt it as conditions change.
- ✿ Don't run your campaign all by yourself—let your supporters help you.
- ✿ Meet with voters—door-to-door, community events, public forums, etc.
- ✿ All materials and the image presented should be high-quality and appropriate for your community.
- ✿ Present a positive vision and limit personal attacks.
- ✿ Create a strategy to ensure your supporters get out to vote for you on election day

vi. Never forget who you serve.

People don't like arrogance, flattery, and lies. People know when they are being played and can smell a politician a mile away so don't be a politician—be a statesman. You work for the voters so ask them for their vote. Look them in the eye when you talk. Don't rush away or treat them as unimportant. Don't ever lie or just tell them what they want to hear. Admit mistakes and learn from them. Don't become a "politician"!

MODULE 4

MODULE 4

WHAT ELECTIVE POSTS ARE AVAILABLE TO WOMEN?

There are several levels of representation in Uganda from the local to the national. It is critical that women candidates are clear as to what level of governance they would like to compete for and participate in as well as the composition and attendant qualifications and other rules for being elected into the post.

It is important to note that since Uganda has adopted the multiparty system of governance some of the rules for election and nomination may change as they may be determined by the parties. The women candidates are encouraged to find out how they can get nominated to stand for any level from their respective political parties. However, the basic criteria for qualification to the various posts are standardized:

4.1 REPRESENTATION AT LOCAL GOVERNMENT LEVEL:

The Local Government Act of 1997 gives full effect to Chapter 11 of the 1995 Constitution, in particular the provisions of Article 206(1). The objectives of the Local Government Act are:

- a. To give full effect to the decentralization functions, powers, responsibilities and services at all levels of Local Government.
- b. To ensure democratic participation in and control of decision making by the people concerned.
- c. To establish democratic, political and gender sensitive set up in the Local Governments and
- d. To establish sources of revenue and financial accountability.

The Local Government Act makes a distinction between Local Government and Administrative Councils. The Local Governments are District Councils and Sub-County Councils in the rural areas; and city, City Divisions, Municipalities, wards and Town Council in Urban areas. These have a government character.

Administrative Units are the country, parish and village councils in rural areas and the parish/ward and village councils in rural areas.

The District Chairperson is the political head of the district. The Chairperson, Vice Chairperson and General Secretary are full time employees of the district. The Chairperson and Vice Chairperson of Municipal Councils and those of Sub-County, Town Council and City Division are also full time employees of their respective councils. The Chairpersons of City and Municipal Councils carry the title Mayor.

Chairpersons of Sub-County Councils and District Council as well as Municipal Council are elected by universal adult suffrage through secret ballot. Councillors for the Municipal Council and District Council (except those of Sub-County Council) are also elected by universal adult suffrage through secret ballot. Councillors for Sub-County Council and Executive members of village council and Parish Council are elected by voters lining up behind candidates of their choice.

In terms of qualifications, a District Chairperson shall be a person qualified to be a Member of Parliament. You must be at least 30 years and not more than 75 years of age and must be a person ordinarily resident in the district or has written intention that you will become a resident of that area within the next six months.

A person is qualified to be a member of a District, City, Division or Municipal Council other than the Chairperson if that person is a citizen of Uganda and is a registered voter.

i. A District Council is composed of:

- a. The District Chairperson
- b. One Councillor elected to represent an election area of the District
- c. Two Councillors one of whom shall be a female youth representing the youths in the District
- d. Two Councillors with disabilities one of whom shall be female representing persons with disabilities and
- e. Women Councillors forming a third of every Council and at least one of the offices of Secretaries shall be held by a female.

ii. Lower Local Government Council Executive Committee:

The Council shall have an Executive Committee nominated by the Chairperson from among the members of the Council and shall be approved by simple majority of all members of the Council voting. It shall consist of:

- a. The Chairperson

- b. The Vice Chairperson
- c. Such number of Secretaries not exceeding five as the Council may determine. At least one of such Secretaries shall be female and the Chairperson shall assign one of the Secretaries to be responsible for health and children's welfare.

iii. Composition of Lower Government Council:

A Sub-County Council shall consist of:

- a. A Chairperson elected by universal adult suffrage through secret ballot
- b. One Councillor representing each Parish in the Sub-County
- c. Two Youth Councillors representing the Youth in the Sub-County, one of whom shall be a female youth
- d. Two Councillors with disabilities, one of whom shall be a female, representing persons with disabilities in the Sub-County and
- e. Women Councillors forming one third of the Council

The above Council composition is similar to the City Division Council and that of the Municipal Council.

4.2 NOMINATION OF CANDIDATES AND CANDIDATES' CAMPAIGNS AT LOCAL GOVERNMENT LEVEL:

To be nominated a District or City Chairperson the law requires that one:

- a. Must be qualified to be elected a Member of Parliament (see below)
- b. Is at least 35 years and not more than 75 years of age
- c. Is ordinarily a resident of that district or has written intention to become resident in that district or city within the coming six months
- d. Attaches to your nomination paper a list of names of 50 registered voters from at least two thirds of the electoral areas and each of the 50 shall have appended to that list your name, signature, physical address and voters registration number and
- e. A nomination fee of two hundred thousand (200,000/=) shillings payable in cash or bank draft

For a person to qualify for election as Chairperson of a Municipality Town Division or Sub-County you should have the same qualifications as in (a) to (c) above and must attach to your nomination paper a list of names of twenty registered voters from each electoral area and each of these should have appended

to that list of your name, signature, physical address and voters registration number. A nomination fee of one hundred thousand (100,000/=) for a Municipality and fifty thousand (50,000/=) shillings for a City Division, a Town or Sub-County is payable in cash or bank draft.

A person is qualified to be a member of a District, City, Division or Municipal Council if that person is a citizen of Uganda and is a registered voter.

A Village Council consists of all persons of eighteen years or above residing in the village. Nomination for candidates at village level takes place on the same day of the election. Names of candidates are proposed orally by an eligible voter and seconded by another voter who is present. There is no limit to the number of nominations for each office at this level as long as the nominations are done properly (i.e. nomination with secondment). No voter may second more than one candidate for the same office. Candidates meetings are held on Election Day.

The candidates nominated for each office introduce themselves individually for five minutes, and then leave the gathering beyond a hearing distance. The person nominating each candidate then introduces the candidate to the electorate. The electorate is then allowed a brief time to discuss the candidates after which elections begin.

i. Special Interest Group Councilors:

The election of women councilors is by adult suffrage with the electorate lining up behind you, an agent or a portrait of the candidate of their choice.

The Youth Councillors are elected by an electoral collage consisting of:

- In case of a District Council, all Sub-County Youth Councils and the District Youth Executive
- In case of a City Council, all Division Youth Councils and the City Youth Executive
- In case of a Municipal Council, all Parish or Ward Youth Councils and the Municipal executive and
- In case of a Sub-County, town or Division Council, all Parish or ward Council Youth Councils and the Sub-County, Town or Division Youth executives.

A Councilor representing persons with disabilities is elected by the National Union of Disabled Persons of Uganda forming an electoral collage as follows:

- In case of a District, all members of the District Executive Committee and Sub-County executive Committees
- In case of a City, all members of the City Executive Committee and Division executive Committees

- ✿ In case of other urban councils and Sub–County councils, all members of the Division or Parish Executive Committee.

A Person shall not be elected a Local Government Councilor if that person:

- ✿ Is of unsound mind;
- ✿ Is acting or holding an office whose functions involve or are connected with conducting elections;
- ✿ Is a traditional or cultural leader;
- ✿ Is under sentence of death or imprisonment exceeding six months without option of a fine; or
- ✿ Is employed by the Local Government Council

4.3 CANDIDATE'S CAMPAIGNS:

You are not allowed to organize or address your own individual meeting. The Returning Officer, in consultation with all the candidates prepares and conducts candidates meetings in each parish or aggregated parishes in a given electoral area. At such candidates' meeting the candidates may use the local language of the area.

4.4 REPRESENTATION AT NATIONAL LEVEL:

4.4.1 *Parliament's role, composition and qualifications:*

The Constitution established the Parliament which is the highest law making body of government.

The functions of the Parliament of Uganda are:

1. To pass laws for the good governance of Uganda.
2. To provide, by giving legislative sanctions taxation and acquisition of loans, the means of carrying out the work of Government.
3. To scrutinize Government policy and administration through the following:
 - ✿ Pre–legislative scrutiny of bills referred to the Parliamentary committees by Parliament;
 - ✿ Scrutinizing of the various objects of expenditure and the sums to be spent on each;
 - ✿ Assuring transparency and accountability in the application of public funds;
 - ✿ Addressing to a member of Government questions for reply on the floor of the House; and
 - ✿ Monitoring the implementation of Government programs and projects.

4. To debate matters of topical interest usually highlighted in the President's State of The Nation address.
5. To vet the appointment of persons nominated by the President under the Constitution or any other enactment.

Parliament is composed of:

- a. Directly elected members elected through universal adult suffrage and by secret ballot each representing a constituency
- b. Special Interest Groups including:

Women: One from each District of Uganda.

- i. **The Army:** Ten (10) representatives are elected by the Uganda People's Defence Forces
- ii. **The Youth:** Five (5) youth are elected by the National Youth Council forming an electoral collage
- iii. **The Workers:** Five (5) representatives elected by the National Organization of Trade Unions (NOTU) delegates conference
- iv. **The Disabled:** Five (5) representatives elected by the National Union of Disabled persons of Uganda forming an electoral collage

Who Stand as a Member of Parliament

Any person who:

- a. Is a citizen of Uganda
- b. Is a registered voter
- c. Has completed a minimum formal education of Advanced level standard or its equivalent
- d. Is qualified to stand for election to Parliament.

You not qualified to stand as a member of Parliament if you:

- a. Are of unsound mind
- b. Are involved in any way in the conduct of elections
- c. Are a traditional or cultural leader

- d. Have been declared bankrupt by a competent court
- e. Have been sentenced to death, or under sentence of imprisonment for nine months or more without the option of a fine

i. To be nominated as a Parliamentary Candidate a person:

- a. Should be qualified to stand for Parliament
- b. Should fill a prescribed nomination form
- c. Pay a fee of two hundred thousand (200,000/=) shillings
- d. Be nominated by two (2) registered voters and
- e. Supported by ten (10) other registered voters of her constituency

ii. Parliamentary Candidates Campaigns:

Parliamentary candidates shall be able to go round the constituency and speak to voters directly. The candidates are also able to meet the public at Candidates' meetings which are held in each Parish of their constituency. The returning Officer will announce and post a program of meetings where the candidates will present themselves and their political programs to the electorate, in equal allotments of time. The candidates will also be required to answer questions from the public at these meetings. Candidates are required to refrain from attacking other candidates.

In each Parish the candidates' meetings are chaired by the Presiding Officer for that parish or by a person appointed by the Returning Officer for this purpose. The Presiding Officer and the candidates are allowed to address the meetings in the local language of the area.

4.4.2 Guidelines on campaigns by candidates for election as Members of Parliament:

1. While conducting your campaign, you shall comply with these guidelines.
2. The Commission may determine the manner and the period during which campaigns shall take place and shall publish that information in the Gazette and forward a copy to the District Returning Officer.
3. You shall give your campaign program to the Returning Officer who shall ensure that campaign meetings by different candidates do not coincide in any parish.

4. In a constituency/District where only two candidates are validly nominated after close of nominations, before the closing of polls one of them dies or ceases to be a candidate by reason of you ceasing to be qualified for election, the Commission shall postpone the polling in the constituency and fix fresh nomination days for the nomination of candidates.
5. Where fresh nomination days are fixed under the foregoing paragraph, any candidate previously validly nominated shall not be required to be re-nominated and only candidates who did not go through nomination process during the first nomination days shall tender their nomination papers to the returning officer.

NOTE: Campaign meetings shall not commence until the expiry of nomination days and shall not be held within twenty four hours before polling day

4.5 RULES FOR THE CAMPAIGN PROCESS:

1. During the campaign period, every Public Officer and public authority shall, as far as possible give equal treatment to the candidates.
2. Except as authorized by law, no candidate shall use Government or public resources for the purpose of campaigning for election.
3. If you are a Minister or hold any other political office, you shall during the campaign period restrict the use of official facilities ordinarily attached to your office for the execution of your official duties.
4. The foregoing paragraphs applies with the necessary modifications to an employee of a Statutory Corporation or Company in which Government owns a controlling authority and a member of a Commission or Committee established by the Constitution as it applies to a Public Office.
5. At campaign meetings you may use the local language of the area.
6. You shall not, however, while campaigning use any language which is defamatory or insulting or which constitutes incitement, hatred or violence or which threatens war.
7. You shall enjoy complete and unhindered freedom of expression and access to information and the right to carry out your campaign.

8. You shall not be denied reasonable access to and use of state owned communication media in an election.
9. You may use private electronic media for your campaign but not to de–campaign any other candidate.
10. The Commission shall ensure that adequate security for candidates at campaign meetings.

4.5.1 Rules Regarding Campaign Materials:

1. Subject to any other law, during the campaign period you may, either alone or with other candidates use campaign materials in the form of books, booklets, pamphlets, leaflets, magazines, newspapers or posters intended to solicit votes from voters but shall in any such publication specify particulars to identify you or candidates concerned.
2. You shall not, during the campaign period, print, publish or distribute newspaper, circular or pamphlet containing an article, report, letter or other matter commenting on any issue relating to the election unless the author's name and address are set out at the end of the article, report, letter or other matter or where part only of the articles, report, letter or matter appears in any issue of a newspaper, circular, pamphlet or letter at the end of that part.
3. You who contravenes the foregoing paragraph commits an offence and you are liable on conviction to a fine not exceeding 600,000/= or imprisonment not exceeding one year or both.

4.5.2 Offences and penalties:

1. You shall not use private electronic media to de–campaign any other candidate on the following grounds:
 - a. Making statements which are known to the maker to be false or in respect of which you are reckless whether they are true or false
 - b. Making malicious statements
 - c. Making statements containing sectarian words or allusions
 - d. Making abusive or insulting or derogatory statements
 - e. Making exaggerations or using caricatures of the candidate(s) or using words of ridicule
 - f. Using derisive or mudslinging words against a candidate
- g. Juxtaposition of words or statements with any of the effects described in the foregoing paragraphs

- h. Using songs, poems and images with any of the effects described in the foregoing paragraphs.
- 2. You who contravenes any of the foregoing paragraphs commits an offence and you are liable upon conviction to a fine not exceeding shs. 3,000,000/= or imprisonment not exceeding five years or both.
- 3. You who uses the private electronic media to de-campaign any other candidate commits an offence and you are liable on conviction to a fine not exceeding shs. 3,000,000/= or imprisonment not exceeding five years or both.
- 4. The proprietor or operator of a private electronic media shall not use the media to allow it to do any of the acts mentioned in the two foregoing paragraphs.
- 5. You who, before or during election, for the purpose of effecting or preventing the election of a candidate either directly or indirectly.
- b. By words whether spoken or written, song, sign or any other representation or in any manner seeks to excite or promote disharmony, enmity or hatred against another person on grounds of sex, race, colour, ethnic origin, tribe, birth, creed or religion;
- c. Organises a group of persons with the intention of training the group in the use of force or abusive songs or language to malign or insult another person or candidate with view to causing disharmony to the public so as to gain unfair advantage in the election over that other person or candidate.
- d. Obstructs or interferes or attempts to obstruct or interfere with the free exercise of the franchise of a voter or compels or attempts to compel a voter to vote or refrain from voting;
- e. Compels or attempts to compel you to withdraw your candidature; or
- f. In any manner threatens any candidate or voter with injury or harm of any kind; or
- g. Induces or attempts to induce any candidate or voter to fear or believe that you will suffer illness or will become an object of divine, spiritual or fetish displeasure or censure; commits an offence and is liable upon conviction to a fine not exceeding shs. 600,000/= or imprisonment not exceeding one year or both.

4.5.3 Highlights from the Parliamentary Elections [Amendment] Act 2010

- The Electoral Commission is obliged to declare a candidate elected unopposed where one of only two candidates withdraws from an election

- ✿ The Electoral Commission is required to transmit to each returning officer, as soon as practicable after nomination day, a sufficient number of ballot papers for each constituency within the electoral district, but in any case, not later than 24 hours before polling day
- ✿ The number of days in which the Returning Officer is required to display the list of presiding officers and polling assistants has increased from 7 to 10
- ✿ A Political Party is required to endorse and seal the nomination paper of a candidate
- ✿ The Secretary General of a Political Party is required to sign a notification of withdrawal before a candidate sponsored by a party can withdraw from an election
- ✿ The law forbids a person to use Government resources for purposes of campaigning for any candidate or Party in an election
- ✿ A candidate or an agent of a candidate shall not carry on fundraising or receiving donations during the period of campaigning.
- ✿ Political Party and Independent candidates may, through their appointed representatives, be present during the packaging and dispatch of election materials
- ✿ The Electoral Commission is obliged to provide to candidates agents serial numbers of ballot papers supplied to each polling station as well as serial numbers of seals affixed and enclosed in the ballot boxes supplied to all polling stations
- ✿ Polling agents, who have properly identified themselves, shall sit at the table with the presiding officer or position themselves in such a way as to be able to check the names of voters on the voters register against the voters card or any identification given by a person wishing to vote
- ✿ Polling agents or representatives shall not be paid allowances by the Electoral Commission. Paying agents is the duty of the candidate
- ✿ A person who does not have a voter's card can be issued with a ballot paper provided s/he can prove to the Presiding Officer or Polling Assistant that his/her name and photograph appear on the register
- ✿ The Electoral Commission shall not create special or separate polling stations exclusively for the army or any security personnel.
- ✿ The presiding officer shall ensure that polling takes place in a free and secure environment. In instances where there is no police officer at a polling station, the presiding officer is allowed to appoint some one to act as an Election Constable. The presiding officer is then required to announce who s/he has appointed as Election Constable and record the name in the polling report book.

- ✿ If need arises for a presiding officer to request police assistance, s/he must record the reason for calling for such assistance
- ✿ Military personnel, internal and external security members are not eligible for appointment as Election Constables.
- ✿ The Court of Appeal is required to hear and determine all election related appeals within six months of the parties filing an appeal and is required to suspend all matters before it in order to meet this obligation.

4.5.4 Representation at The Executive Level:

Under the Constitution, the President is leader of the Nation, Head of State, Head of Government and Commander-in-Chief of the Uganda People's Defence Forces and Fountain of Honour. The executive authority of Uganda is vested in the President and shall be exercised in accordance with the Constitution of Uganda.

i. Functions:

- a. The President shall have the full authority to act on behalf of the people of Uganda in accordance with the Constitution and the laws of the country
- b. You shall make sure that the Constitution and all laws made under or adopted by the Constitution are maintained and enforced.
- c. It is the duty of the President to abide by the Constitution and laws of Uganda and protect them. It is also your duty to promote the welfare of the citizens and ensure protection of the territorial integrity of Uganda.

The President may carry out these functions directly or through officers and institutions in accordance with the Constitution. You are assisted by the Vice President, Ministers and other appointed officers to run the day-to-day affairs of the country.

Any person is qualified to be elected President as long as:

- a. You are a citizen of Uganda
- b. You are not less than 35 years old and not more than 75 years old
- c. You are qualified to be a Member of Parliament.

4.5.5 *To be nominated a Presidential candidate, a qualified person should:*

- a. Sign a prescribed nomination form
- b. Be proposed by any two (2) registered voters and
- c. Be supported by one hundred voters from each of at least two thirds of all districts of Uganda
- d. Deposit eight million (8,000,000/=) shillings

4.5.6 *Presidential candidates campaigns:*

- a. Individual Campaign Meetings: Presidential candidates may hold individual campaign meetings in any part of Uganda in accordance with any existing law on public campaigns. You can only hold individual campaign meetings in accordance with a program of meetings you submit to the Electoral Commission in advance.
- b. Candidates' Meetings: The Electoral Commission may, after consultation with all candidates or their agents, organize one or more joint candidates' meetings for candidates who agree to participate.
- c. Campaign through the media: All candidates shall be given equal time and space in the state-owned media to present their programs to the public.

4.5.7 *Highlights from the presidential elections [Amendment] Act 2010*

- ✿ The law requires the Electoral Commission to declare a candidate elected unopposed where one of only two candidates withdraws or is disqualified from an election
- ✿ The law also requires the returning officer to compile and submit a detailed report of an election in an election district to the Electoral Commission within seven days
- ✿ The law prohibits fundraising and donations during the period of campaigning.
- ✿ All the other amendments in the Presidential Elections [Amendment] Act are similar to the ones detailed above in the Parliamentary Elections [Amendment] Act 2010.

MODULE 5

MODULE 5

WOMEN AND POLITICAL PARTIES: WHAT YOU SHOULD KNOW ABOUT YOUR PARTY

OBJECTIVES:

- ✿ To understand the roles that political parties play in a healthy democracy
- ✿ To consider how political parties can be reformed to be more representative through increasing leadership opportunities for women
- ✿ To consider various strategies through which women can advance in their political parties

5.1 WHAT IS A POLITICAL PARTY?

- ✿ An organization whose members have similar aims and beliefs. A political party tries to get its members elected to the government of a country in order to influence the country's policies. To achieve this goal, it participates in elections.
- ✿ Parties are the legal institutions for the accumulation and redistribution of power, resources and opportunities. They promote and prioritize values. They advocate and implement their party interests. They formulate development strategies, goals and policies. They must set priorities.
- ✿ Parties are the primary avenue through which large numbers of citizens can engage in the political process between elections. Within a party, members can run for office, select candidates and determine policy.
- ✿ A political party generally refers to an organization that mobilizes voters on behalf of a common set of interests or ideologies. Parties play an important role in political life by setting policy agendas, nominating candidates for public office, monitoring the work of elected representatives and organizing and directing human and material resources toward a common goal. While political parties must

compete during legislative elections, once represented in parliament, political parties must adopt ways to work together.

5.2 HOW WELL DO YOU KNOW YOUR POLITICAL PARTY?

One way to help the women assess their knowledge of their political party is to have them answer the following questions. The aim is to challenge them to find out what information they know and do not know about their parties to enable them be better party members.

- ✿ Why are you a member of your party?
- ✿ What party values attracted you to become a member of the party?
- ✿ When was your party formed?
- ✿ Who are the key officials in your party?
- ✿ What is your party symbol and what does it represent?

5.2.1 *How was the party symbol developed?*



5.2.2 *How well do you know your party's systems and structures?*

- ✿ Role and functions of the National Delegates Conference
- ✿ Party committees: composition and functions
- ✿ Role and Mandate of the Women's Wing/Women's League
- ✿ Party membership rules and regulations
- ✿ Party membership rights and responsibilities
- ✿ Party nomination procedures

Key Question: why its important for women to know their party well and what practical steps can they take to increase their knowledge of their party.

5.3 HOW CAN I TELL IF MY PARTY IS GENDER FRIENDLY

5.3.1 *Checklist of the main criteria for the truly women/gender equality friendly party*

- ✿ Gender equality is defined as one of the basic party values.
- ✿ Specific gender equality policies are defined in the party program and mentioned between elections.
- ✿ Party has an autonomous, active mechanism (for example – women's wing) promoting gender equality.
- ✿ The Party has women in its main leadership ranks
- ✿ The party uses gender sensitive language in its documents, such as the party constitution, party manifesto, etc
- ✿ Party holds internal and public discussions on gender equality issues.
- ✿ Special provisions (targets, quotas, special recruitment actions and training for women) are in place and respected in order to ensure equal political representation of men and women in all elected and appointed bodies at all levels.
- ✿ The party serves as a link between NGO initiatives on women' issues, parliament and the government.
- ✿ The party has fair provisions for the financing of the needs of the party gender equality mechanism (such as a women's wing).

5.4 WOMEN'S CONTRIBUTION TO POLITICAL PARTIES

1. Including women in party leadership will increase access to women voters. To succeed, parties must have a strategy to recruit women as party members and candidates.
2. A party platform that addresses issues of particular interest to women will be able to convert women as supporters and more easily deliver their vote.
3. Women as candidates or party spokespersons often receive more media interest than men because they are considered a novelty.
4. A party that ignores 50% of its potential voters (women) will suffer.
5. Women can contribute significantly as organizers for all aspects of a campaign.
6. Women party members will accept and enthusiastically support a party's platform if they contribute to its development.
7. If a woman is highly enthusiastic about a party's platform, she may influence the men and voting age children within her home.
8. Because 30% of the seats and national levels of government are reserved for women, it will be imperative for the parties to recruit and train women candidates.
9. Women in high profile party positions will attract other women.
10. Men and women can achieve exceptionally more for their party by working together.

5.5 SECURE PARTY SUPPORT AND DEVELOP ROOTS WITHIN YOUR PARTY

- ✿ Choose a party you think stands for your values and ideals (Are you convinced and satisfied that their manifesto reflects your interests and concerns?)
- ✿ Join the party immediately and develop your roots within the party long before the elections.
- ✿ Show keen interest and participate actively in the party activities.
- ✿ Determine the steps required to secure party support for your candidacy and comply with the rules. Communicate your intention to stand, do not wait till the last minute. The party must already know what you stand for.
- ✿ Mobilize people early for your nomination.
- ✿ Do not forge qualification papers.

Merits of running with a political party	De-merits of running with a political party
- Support from the party for campaigning. - Party support for fundraising. - Ready made supporters who will work and vote for the party regardless of who the candidate is. - Professional media support and advertising.	- Selection process can take too long or may not happen. - Disagreements about party policies can lead to conflict and resignations. - Male dominated party politics may undermine your candidacy. - You may have to compromise your own views/policies to fit into the party platform.

5.6 TIPS FOR ADVANCING IN YOUR POLITICAL PARTY

- Meet and get to know your local political party leaders. Make sure that they know you and your name. Tell them what your political ambitions are. Make sure they know that you support the party, and that you encourage others to support the party too.
- Identify men in your political party who are supportive of your goals. Seek these men out and develop good working relationships with them.
- You have to be—and be seen to be—more active, more honest, more sincere and more hardworking than any male elected representative or party activist. Other men and women find it easy to criticize women in politics. Therefore, you have to work hard to prove yourself capable and win the trust of others.
- Never engage in any activities that might be seen as dishonest.
- Never misuse any public or party funds for your own or your relatives' personal gain.
- Never accept gifts, money or special favors that you will be expected to return someday through your influence as a party leader or elected official.
- Make an extra effort to show that you are a service-oriented politician, not interested in serving yourself, but others.
- Get involved in your political party's local women's association, if there is one. The members of your party's women's wing can provide you with organized support when you need to pressure the party. You can also gain leadership experience by working within a Women's Wing. Keep in mind that the party realizes the value of women who are organized at election time.

- ✿ Be involved in one of your political party's committees whether at the national, provincial, or local level. Often these committee meetings do not take a great deal of time. You can work your way up within the party to higher-level committees in the future. Be an active member of the committee. Make friends. Volunteer to take on responsibilities and demonstrate your hard work. Gain support and experience.
- ✿ Encourage more women to become involved in your political party and help them gain seats on various committees. Be a mentor. Work to build a movement—involve lots of women!
- ✿ Let your party and your voters know what you are doing and what work you have accomplished in your community. This is important in order to demonstrate your accountability. It is also important in order to promote yourself and get credit for your efforts. Don't rely on someone else to promote your achievements; but if they do, it's an added advantage.
- ✿ If there is not a women's organization in your political party, start one. Begin by networking and meeting with women in your party.
- ✿ Don't limit yourself to the activities of the women's organization of your political party: get involved in the main body of the party. (Keep in mind that the real power lies within the party structure where men occupy important party positions).

MODULE 6

MODULE 6

RUNNING A SUCCESSFUL CAMPAIGN

6.1 CAMPAIGNING

6.1.1 *Defining an election campaign*

An election campaign is an organised series of events and publicity designed to achieve political office. Election campaigns aim at raising the profile of the candidate, neutralising opposition candidates and educating the voters about the candidate's personal strengths that will.

6.1.2 *The right to campaign*

All women who want to stand for elective office have the right to campaign. The right to campaign includes:

- ✿ The right to campaign on an equal basis with their male counterparts;
- ✿ The right of women to campaign around issues that are of particular concern to women
- ✿ The right to security with respect to their lives and property during campaigns (and throughout the electoral process);
- ✿ The right of access to the media in order to put forward political views on an equal basis with their male counterparts;
- ✿ The right to seek, receive and impart information and to make an informed choice;
- ✿ The right to move freely within the country in order to campaign for election;
- ✿ The right to campaign on an equal basis with other political parties, including the party representing the existing government;
- ✿ The right to protection of the law and to a remedy for violation of political rights, including those pertinent to participating in an election as a voter or candidate.

6.1.3 *The purpose of campaigns:*

- ⚙️ Educate a broad audience
- ⚙️ Change people's views
- ⚙️ Neutralize opposing views
- ⚙️ Win over the undecided public

6.1.4 *The campaign environment*

The four environments that you operate in during an election campaign are.

- ⚙️ The situational environment: what is happening on the ground that you need to build on or change?
- ⚙️ The political environment: the political issues of the day that may positively or negatively influence your candidature.
- ⚙️ Political Party environment: What are the issues concerning your party that you need to enhance, diffuse or develop to support your candidature?
- ⚙️ Personal environment: Are there any aspects of your life, background, education, track record, personality and achievements you can use or diffuse to support your candidature?

Knowing the above helps you know and plan how to reach out to the electorate in order to get the votes you need to win.

i. The campaign plan:

Fail to Plan—Plan to Fail

6.1.5 *Purpose of the plan:*

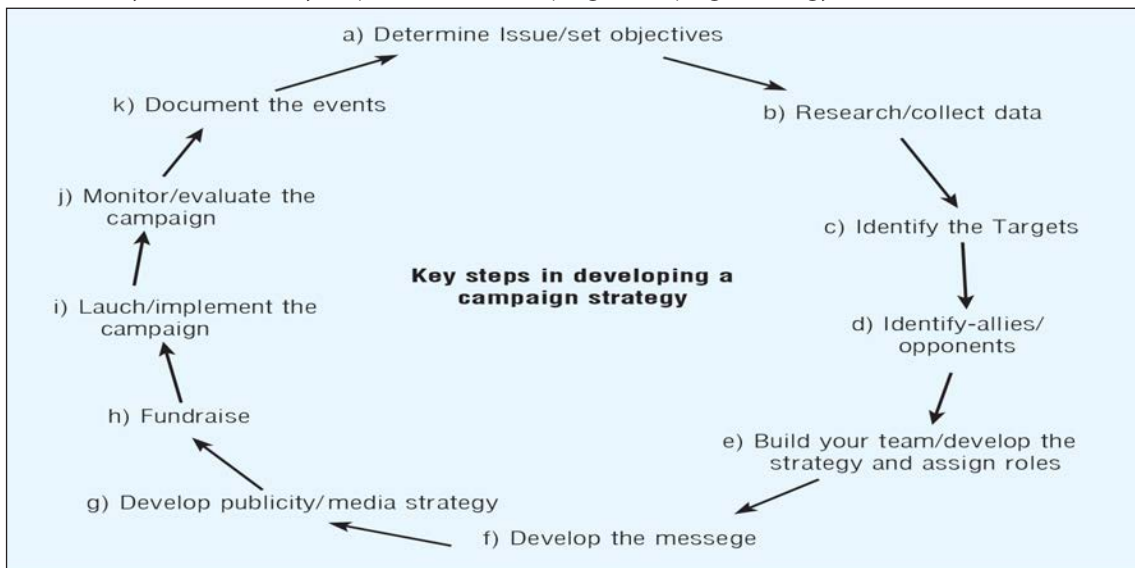
The purpose of developing a campaign plan is to outline how you plan to get a 50% plus one majority on Election Day. Developing a campaign plan is crucial to your success. The plan is your road map to Election Day victory and if viewed as such will help you plan it to the best of their ability because the aim is to win the election. The campaign plan outlines each step in your campaign from the time you decide to run until the polls close on Election Day. Challenges always arise and campaign plans can be altered. What is important is to have a plan outlining what you will do to win, how and when you will implement the strategy, and finally, how much it will cost.

The campaign plan says to potential large donors and important supporters that you are serious enough to spend possibly dozens or more hours on a written plan. They see not only that you want to win, but how you plan on winning. This could give them the faith in you they might not have had otherwise and cast a vote or give you money or preferably both.

Once you have decided to run, the tasks associated with the campaign can seem overwhelming. Having a campaign plan can provide perspective and help you to make sure that yours is following a strategic path to victory.

6.1.6 Key elements of the plan:

Below is a cycle with the key steps used in developing a campaign strategy:



6.1.7 Key steps used in developing a campaign strategy:

a) Determining the issues and setting the objectives

The importance of determining the campaign issues and setting the objectives cannot be overemphasized. The campaign strategy is to a large extent based on the key issues that are identified during the stage of developing the objectives of the campaign.

b) Carrying out the research and data.

The research and data collected helps to provide further information about the campaign issues. This is information that is used in developing the campaign messages.

c) Identifying the target groups/opponents/ swing voters and allies:

It is important to identify the target group for each issue. This will help you design and package the message appropriately.

Campaigns are based on convincing the electorate to vote for you. It is important to know how many people are in your constituency and who your opponents and allies are. Your messages should be designed to address their different concerns. The campaign team should aim at strengthening their ties with their allies and winning over their opponents. However the most energy should go to convincing the undecided electorate who are referred to as swing voters.

Building the team: The campaign team carries your image. It is important that you identify a strong core team which is referred to as the task force equip them with skills and a code of conduct to represent you effectively. You should choose a few trusted people on your team who can tell you the truth about the campaign and you should meet with them regularly. The key to organising a successful election campaign is trust, mutual respect, openness, and integrity in the campaign team. Building the Team is addressed in more detail in the next segment.

Party Structures: Political parties will have structures set up from the village to national levels. It is important that you work with these bodies to help you organise your campaign. You should take advantage of the human and other resources available to you as a party candidate. You should ensure that your team is in harmony and cooperates with the party structures.

d) Developing the strategy and assigning team's roles.

Your campaign strategy will evolve round the issues developed out of research carried out in your constituency. Your strategy should be to strengthen your candidature and to diffuse or neutralise any negative issues arising from your opponents camp or from within the electorate themselves.

You should plan together with your team and develop your objectives around the issues of concern. You should develop strategies and activities that will help you achieve your objectives. It is helpful for you to use the Who, What, Where, Why, When and How framework to help your plan. This frame work will also help you identify the resources you will need for each activity. You should remember to attach a clear time frame to each activity and to assign roles to your team members. Below is a sample table that can help you plan effectively:

6.1.8 Planning the campaign strategy

Issue	Objective	Activities	Target group	Person responsible	Date/ Time	Resources required	Location of activity
You have no agenda for the youth and only concerned about the older generation	To mobilise support from the youth	Mass rallies with youth Organise bicycle races Visit schools	Youth in and outside schools	Youth Secretary and Campaign agents	2nd week of June '05 4th week of July	PAS system ICT materials Bicycle Trophy	Boma Square School compounds

It is important to note that the strategies and activities keep changing so the planning process will have to continue through out the campaign period. Other issues to consider as you plan are:

- ✿ Mapping of the key geographic areas needed to win.
- ✿ Identification of key personalities to be visited. Do not forget traditional leaders and opinion leaders who have a lot of influence in communities. Consult them regularly.
- ✿ Coordination of campaign agents to maximise numbers of people to make visits to voters.
- ✿ Coordination of the media component to maximise coverage.
- ✿ Maintenance of direction and control of travel within the constituency (this is an expensive component and therefore needs to be managed properly).
- ✿ Maintenance of communication with all aspects of the campaign. Lack of communication retards progress and frustrates campaign agents. The candidate should have weekly de-briefing meetings where the team can get up-dates and compare notes.

e) Develop the message:

The message is a key aspect of the campaign. It should be developed considering the research findings on the issues of concern. You should make the message simple and clear. Your campaign slogan and speeches all evolve around the campaign message (See Chapter on Message Development for more details).

f) Develop the publicity and media strategy:

The media strategy will enable you reach a wider audience and make you more visible on the political scene. It is important to analyse which media is most effective and which one covers your electoral area. You should also endeavour to build rapport with the press and media agents from different media houses. (See Chapter on Message Development for more details).

g) Fundraising:

Election campaigns are very expensive to run. It is important that you plan well ahead of time and develop a realistic budget to help you fundraise. You should identify potential donors, share your goals with them and ask them for both financial and other resources. You should be creative and think of different activities that can be used to raise funds.

h) Launch campaign:

The launching of the election campaign is very important. The launch should be well organised and exciting. This will help to attract as much attention as possible to you and the campaign message. The

launch should be publicised so that the electorate turn up in large numbers. The launch should be followed by the implementation of the activities. You should implement the campaign following the campaign plan. You should ensure that all the members of your team are well aware of their roles and you should encourage them to follow the plan and the time frame.

6.1.9 *Announcing your candidacy*

The following are tips for announcing your candidacy:

- ✿ You should try to choose a date when news may be low. Announcing your candidacy when there are other or even bigger news stories means the announcement goes unnoticed.
- ✿ You must only announce your candidacy when you have your campaign plan and budget in place. This will mark you out as a serious candidate who knows what they are doing and who intends to give their best to win.
- ✿ You should test your theme and your message before you make your announcement. You should be clear why you are running for office and what issues are important for your campaign.
- ✿ You should select a strategic location to make your announcement, preferably one that relates to your issues and message.
- ✿ You should call a press conference to make your announcement. The coverage could well boost your campaign and lets voters know you are out there and willing to make a difference in the community.
- ✿ You should be on time for the launch. You should ensure that you start on the right note. Arriving late sends out a negative signal to supporters and potential supporters.
- ✿ You should prepare a press kit, i.e. a brief on who you are (profile), your message. This will ensure that all the press is getting the same information and reduces any distortions that may arise just from hearing. The easier you make it for journalists, the better your chances for coverage.
- ✿ You should make sure you have many supporters present when you make your announcement. You need to create excitement and enthusiasm about your campaign.
- ✿ You should ensure that you inform the power bases of your announcement. The power bases include your party, major local leaders, major local organizations, associations, etc. Even if they don't come, the power bases want to be informed of the event prior to its occurrence.

j) Monitor and evaluate the campaign:

Monitoring and evaluating your campaign will help you follow up on how effective it is. The evaluation should take place throughout the election process. Monitoring enables your team to decide whether to modify the strategy or to strengthen particular aspects of it.

What to monitor

- Have you developed a clear campaign message?
- Does your campaign team understand your message?
- Are your activities behind or ahead of schedule? How closely have you followed your campaign plan?
- Do you know which voters you need to reach, how and by when?
- Are you keeping track of voters you have already contacted?
- How many strategic meetings have you attended/participated in that will put you in touch with voters and get your message out?
- Have you been working closely with your political parties/key political party officials when campaigning?
- What work remains to be completed before Election Day?

k) Ensure the campaign is documented

You will need to document your campaign events. Reports provide valuable records of events for future reference.

Planning campaigns in a systematic manner helps you think through your strategy and plan an effective campaign. The steps in the cycle sometimes overlap and there is often need to revisit the various stages. The campaign requires dedication and commitment. It is therefore important that your team keeps focused and that the work is divided among the team members to avoid situations of stress and burn out.

6.2 Building the Campaign Team

Even the most talented candidate cannot win without building a team to help shape the campaign and guide you to victory. It is important to have volunteers or staff to help you navigate each step of your race. Depending upon the size of the race, the budget and your pool of volunteers you will need to decide whether your team will be comprised of volunteers or paid staff or a combination of both. When

considering the members of your campaign team, you should look beyond your usual circle of supporters. While it is important to involve people close to you whom you trust, most campaigns can benefit from fresh ideas and input.

6.2.1. Building a winning [Campaign] team

The campaign team is an important part of your election campaign. It is important that you invest time in building a team that is organised and portrays you and your values. You should identify the core members of your team. You should work with them and encourage them to keep the other members informed about key aspects of the campaign and how you operate.

i. Understanding the campaign

The team should understand and be able to articulate the party vision and policy. They should also have a clear understanding of the campaign message. You should plan and set goals together with your team and discuss issues of concern with them. The team should own this process. Your team should be able to explain your message and your goals.

ii. Equipping your team

You should establish core values and a code of conduct with your team. You should train your team in issues of diplomacy and public relation or have someone competent train the whole team. You should equip the team to portray the right image to the electorate. The other core skills the team should have are persuasion, time management and how to manage conflict.

iii. Building trust and unity

You should build trust in the team by encouraging them to be people of integrity. You should encourage accountability and transparency in all their work. All the members of the team should value and respect each other. It is important to develop a policy of open communication in the campaign team.

iv. Your role as the leader should be to:

- ✿ Inspire a shared vision
- ✿ Focus on achieving the task, building the team and show concern about the individual in the team.
- ✿ Model the way
- ✿ Challenge the process

- ⚙ Enable others to act
- 💖 Encourage the heart

6.2.2 Key team members:

The following is a list of key team members you need to put in place to help you run your race. Some of the team members may play multiple roles; the key issue is to have a team in place.

6.2.3 Campaign Manager:

The Campaign Manager should be the first person you hire or bring on board long before you announce your intention to run for office. The Campaign Manager is your key strategic advisor on the campaign. The Campaign Manager should be someone with whom you can confide in and at the same time has the confidence of the rest of the team. The Campaign Manager is involved with the development of the campaign plan and ultimately has the responsibility of co-ordinating and executing the plan. The Campaign Manager also has the responsibility of steering the campaign in the right direction and resolving disputes along the way. The Campaign Manager should be a good listener, knows how to analyze situations and make quick, reasoned decisions. The Campaign Manager should be a good representative of you, able to speak to the media on behalf of you.

6.2.4 Finance Manager:

In the early days of the campaign, the largest task for you is beginning your fundraising and developing a fundraising plan that will allow you to meet your budget projections for the campaign. The Finance Manager should help put together a Finance Plan detailing how funds are to be raised and from whom. It is always helpful if the Finance Manager is financially secure, with financial connections in the community. The Finance Manager should also be someone with time to devote to the campaign, plan fundraising events and follow up on pledges made to you, when you are unable to do so yourself.

6.2.5 Press/Publicity Secretary:

The Press Secretary is in charge of your Media Campaign. The Press Secretary will help you build your message and find strategic ways to get your message to the voters using various means and various media. The Press Secretary will also sometimes serve as your spokesperson as well as overseeing the campaign's research. If the Press Secretary is not in charge of research, you need to ensure that there is someone responsible for research. The Press Secretary also helps you prepare for debates and other public

appearances. The Press Secretary is also responsible for the production of the campaign materials and their distribution and for compiling a list of all the media personnel and their mobile telephone numbers. If you have an office or operate from your home, the Press Secretary should answer all telephone calls and keep a record of all your speeches, press releases, video recordings, newspaper articles (on and by you).

6.2.6 Scheduler:

The Scheduler keeps the campaign ticking. The Scheduler should be an organized person who is good at following up. The Scheduler makes sure that you are going to events and meetings that make strategic sense. While the Scheduler will help organize logistics, you should also have a clear sense of which voters you are targeting so as to proactively build a winning schedule.

6.2.7 Fund-Raising

Fund-raising is one of the most challenging and important campaign activities. It must be an integral part of the entire campaign. People don't donate to you simply because they want to. Their contribution serves their needs. They donate because you have identified their needs and have demonstrated that contributing to you serves them.

The techniques and requirements of raising money tend to be very much the same. You must have something to offer the prospective donor and you must feel there is something in it certain myths about fundraising must be de-mystified by the fund-raiser for successful results.

These myths include:-

- ✿ Most people do not want to contribute financially to political candidates
- ✿ Asking people for political contributions is begging
- ✿ People who have already given will be annoyed if you ask them again

Having made the decision to run for office and having approached key individuals in the community for pledges of support, the candidates and campaign staff should begin the fund-raising process with the following steps:-

- i. **Determine how much money you need to win:** The first step is the development of a campaign budget. The budget is the result of putting price tags on your campaign activity; don't forget that fundraising itself is a campaign activity and the costs of fundraising must be a part of the campaign budget.

- ii. **Design a plan to raise what you need:** Knowing how much money will be needed is as important as knowing how much will be needed to implement your plan. By combining the budget with a time–line, assigning cost figures to the activities as they are to take place, you can develop a cash flow chart which will provide fund–raising deadlines and spending guidelines. Outline what percentage of the money will be raised by each type of fund–raising activity. Include a description of your Finance Committee and how it will operate.
- iii. **Recruit a Finance Chairperson:** The Finance Chairman/Chair–lady should be well–known and respected in the community. It is helpful if you have had experience in raising funds either in politics or other community activities. You want a person with numerous contacts, who can recruit others to raise money for the campaign.
- iv. **Form a Finance Committee:** Committee members also should be individuals known and respected in the community. Try to find people from different parts of your district, as well as representatives of various constituency groups, occupations and affiliations. Peer pressure is the key to successful fund raising. Committee members should be those who can themselves commit significant amounts of money to the campaign. It should be easier for them to solicit contributions from others if they can say they have given substantially themselves.
- v. **Do your research:** The strength which makes you electable also makes you appealing to potential contributors. In developing a fundraising plan, you will target your audience just as you target the audience for your campaign messages.

Ask yourself:–

- ⚙ What are the candidates and the opponents' assets and liabilities?
- ⚙ How firm a base have you established in the district?
- ⚙ Can the campaign expect help from the party?
- ⚙ Does the campaign require a large number of small individual contributors, or will you rely on fewer larger contributions or both?
- ⚙ How many and what type of fund–raising events will the campaign undertake?
- ⚙ Will you spend your own money?
- ⚙ How much can the campaign expect in contributions from members of the Finance Committee?
- ⚙ Which groups are likely because of shared values or mutual interests, to support you?
- ⚙ Which groups are likely to contribute to you because of dislike of the opponent?

The following are some of the possible contribution that candidates should approach:— Yourself;

- ✿ The family;
- ✿ Immediate community;
- ✿ Friends;
- ✿ Business community;
- ✿ Churches—women form more than 50% of church congregations,
- ✿ Social club members;
- ✿ Schoolmates through alumni associations.

You/ campaign should also take note of the following:—

- ✿ You should have a rudimentary knowledge of banking as you will deal with accounts, cheques, transfers etc.
- ✿ You should have a reliable and competent assistant to act as your point person and negotiate with contributors on your behalf.
- ✿ You should know which post you are contesting, profiles of your opponent and your chances of winning and you should give this information to your contributors.
- ✿ Tell the contributors convincingly why you should be assisted.
- ✿ Women candidates should approach members of the business community.

Points to remember:

1. People will not give if they are not asked, so be sure to ask continuously.
2. Design a detailed plan for raising the money you need—share this information with your confidants.
3. Remember that money is raised best through peer pressure—get friends to ask on your behalf.
4. The more personal the request, the better the return—don't be afraid to ask.
5. Fund-raising requires proper sales tools—practice a small speech that will be your pitch.
6. Remember you are asking people to make an investment—be able to tell givers what they will receive in exchange for their contribution or what the money will be used for.

7. Ask for specific amounts – target who will give and ask them to give a certain amount based on their ability to give.
8. Your best donors are those who have already given–once you have received a contribution be sure to ask again.
9. Spend smart–All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. You should always ask yourself, “Was this item budgeted?” It means to spend smart is to stay on track. As much as possible, you should stick to your funding strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.
10. Always say thank you. An unappreciated donor is one that won’t give you any money. Make it your practice to always send a [handwritten] thank you note within 24 hours of a contribution. Always. No exceptions. Lack of appreciation is one of the primary reasons donors do not give.

The Best fundraising advice: Raise Money Early. Raise Money Often. Ask and Ask Again

6.3 BUDGETING

A campaign budget is a financial blueprint of a campaign strategy. It documents all the items and services the campaign plans to buy, it reveals the amounts each will cost, when purchased, and shows when the bills must be paid.

Given that resources are limited the task of the campaign manager is to allocate resources efficiently and effectively. The campaign budget is a written plan that allocates one of the most scarce resources–money.

6.3.1 *Why do you need a budget?*

- ✿ A budget is a formal request to your fundraising committee
- ✿ A budget helps the campaign manager to spend smart–ie. Always to ask, “was this item budgeted?”
- ✿ It helps the campaign team to stay on track
- ✿ It helps to establish your credibility to contributors and to prove your sophistication
- ✿ A completed budget process and corresponding documents can assist the campaign team manage a crisis.

6.3.2 Budgeting Do's and Don'ts

Dos	Don'ts
Consider every expense in your campaign plan	Don't assume that the budget from another campaign will suffice for your current campaign. Every election is different. Think for yourself.
Save copies of your calculations	
Estimate	Don't lump expenses together on the same budget line.
Set aside money for your media buy	Don't assume that when you budget a particular expense that it is also when need to pay for that expense.
Budget for contingencies	Don't plan to end with a deficit.
	Don't rush. The budget is crucial, so take your time and do it right.

6.3.3 Knowing The Votes One Needs To Win

How many votes to win and how she will reach those voters are critical. A voter contact program is the key to ensuring that you get the support of the voters you need and make sure that they vote on Election Day. Even before you are a candidate they can begin reaching out to the voters they need to win. You should look beyond the groups of voters you already know and begin attending events where you are likely to meet a new group of voters.

6.3.4 Identifying and Targeting Voters

The first step in preparing a voter contact plan is calculating the number of votes you need to win. In a tight race, this number equals to 50 percent plus one. You need to select similar elections from your area from the recent past and consider what factors influenced people to turn out to vote. By using recent elections, you can gain a broad overview of past voter behaviour and help you determine general voter turnout as well as the number of votes you need to win.

Unless the area you are running in is very small, it is often impossible for you to reach every voter and thus you must prioritize whom you will reach and by what means. You should give voters who, based

on previous elections are the most likely to vote and whom you determine are the most likely to vote for you, the highest priority.

You should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age, ideology, profession, education and gender.

6.3.5 Make Contact Over and Over Again

Once you have determined which voters it will target, you need to focus your voter contact activities on those targeted groups of voters. You should endeavor to go door-to-door in areas where large numbers of targeted voters live. You should not waste precious resources trying to contact everyone in your area. If you have extra volunteers or money, then you can try and contact voters that are not in your targeted groups. But first and foremost, you should establish what number of votes you will need to win, target various groups of voters that equal (or exceed) that number, and contact them over and over again with your message.

6.3.6 Maintain Control

By targeting your voters before you begin your campaign and incorporating this targeting into every facet of your campaign plan, you will be able to stretch your resources much further than if you simply “go out and campaign.” You will be able to maintain control by making sure that the only voters you are spending time and money on are those voters that not only live in the area and are registered to vote, but that are likely to vote for you after hearing your message. The formula is straightforward: research, target, plan, contact, win.

6.3.7 Establishing Relationships With the Voters

Voters can be reached in a number of ways. You and your volunteers can go door to door, you can call voters, reach them through the media, through attending certain events, or through campaign rallies. You should also think of other creative ways to reach your voters by knowing where they congregate: is it at church, at the hair saloon, at the local primary or secondary school, the well, at the market? Where ever the voter is to be found, the best method is face to face contact – and preferably in people’s homes. This will mean that you need to have an adequate pool of volunteers to help you with this method of canvassing for votes.

You should target the voters both geographically and demographically, i.e. based on where they stay and based on demographic factors such as income, age, ideology, profession, education and gender.

All effective methods of voter contact cost money, time and people. The methods you use and when you use them depend largely on your resources and strategy.

You are to make sure to track of your progress. You should create a data base of your voters and follow up on undecided voters with persuasive communication.

When speaking to voters the candidate should follow the guidelines below:

- ✿ Address the voters politely, start by greeting them, show that you are genuinely interested in them and their well being
- ✿ Talk about your accomplishments and experience
- ✿ Tell them how you will improve the community
- ✿ Speak in the local language
- ✿ Be polite and speak clearly

Be engaging: ask them about their issues and concerns.

MODULE 7

MODULE 7

PUBLIC SPEAKING AND PRESENTATION SKILLS

Public speaking is mainly about communication. Even though communication is a two-way traffic between the speaker and the listener, in this particular instance, our focus and definition of communication is getting people to think, feel and act the same way you want them to think, feel and act. Action is the climax of communication.

7.1 THE 3 FUNDAMENTAL KEYS TO PUBLIC SPEAKING

- Credibility
- Likeability
- Purpose

7.2 HOW TO BE CREDIBLE

Eye contact:	Look at the audience, you can look at one person at a time. It still creates the magic. People feel it when you connect to one person.
Dress:	The key is to put on clothes that are neat and those that do not overwhelm you. That means, colors that are very bright will attract more attention than you. Modest and authoritative colors like blue and grey are preferred.
Body & posture:	Your gestures have to support your message. That's congruence. You posture upright with squared shoulders and walk tall. It exemplifies confidence and leadership.
Grooming:	Cleanliness, appropriateness and neatness.
Control of voice:	Speak from the diaphragm rather than your throat.
Preparation:	Write your speech in advance.
Fluidity:	Rehearse for maximum impact and fluidity will follow.

7.3 HOW TO BE LIKEABLE

Warmth:	This comes from a genuine love of people and a smile is always magical.
Emotional match:	Matching the mood creates rapport. A fundamental key to being liked.
Energy and vitality:	People always love someone with a great energy.
Politeness:	This is a mark of courtesy and humility.
Connection:	This is a matter of heart to heart connection. This will come automatically once you have developed an emotional match
Improving Your Voice:	Breathing from your diaphragm while speaking
Smile:	It makes your voice sound interesting. Even over the phone, you will 'hear' the smile.
Vocal variety :	Like music, the ear desires to hear some kind of variety i.e. vary the pace, the tempo

7.4 TIPS FOR MAKING AN EFFECTIVE SPEECH OR PRESENTATION

Speaking or giving a talk publicly can be very nerve-wracking. If you find it hard to speak in front of a crowd then doing so may make you panicky, break out in a sweat or just extremely nervous. Everyone who has spoken in front of a group has experienced stage fright at one time or another. The good news is that once you begin your talk and warm to your subject, the stage fright usually goes away. To avoid nervousness and to speak confidently, you must be prepared.

i. Know Your Topic

- ⚙️ If you can, choose a topic that you enjoy and know well. Your passion for the subject will come through in your delivery.
- ⚙️ The most important rule of public speaking is to become familiar and comfortable with what you are talking about—the subject of your presentation

ii. Know Your Audience

Knowing who you will talk to can help you adjust what you will say. Consider their level of education, their interests and their knowledge of your topic.

iii. Know the Program

- ⚙️ Are you the only speaker? What is the order of appearance? Will you be the first or last speaker? Will there be a panel of speakers?

- ✿ Verify how long you will speak. It's always a good idea to time a speech so that you know you will fill your allotted time slot.
- ✿ Be aware of how much time will be allotted for questions and answers, if any.

iv. Prepare Your Speech

- ✿ Know what you want to achieve as a result of your presentation. Define the core purpose of the speech. Do you want to...Persuade the audience? Educate them? Encourage them to take a specific action?
- ✿ You need to know exactly what you want your audience to remember from your speech.
- ✿ In 25 words or less write down what you want the audience to know. Once you know what that is, reduce it to three or four points and elaborate on just those points.
- ✿ Illustrate each point with at least one example that will create a picture in the minds of your audience. Too much information can be just as deadly as not enough while giving a speech.
- ✿ Outline the substance of your presentation using quotes, examples, facts and other interesting information.
- ✿ Be precise; use simple words and short sentences. Avoid acronyms.
- ✿ Avoid the overuse of statistics. While important, statistics can be confusing. If there are important statistics, hand them out at the end of your presentation. Stories about real people are always more compelling than numbers.
- ✿ Write the opening or "attention getting" statement of your speech.
- ✿ Write the closing part of your speech. Aim for a strong finish. It should be a stirring statement in which you issue your call to action, make a declaration, refer to your opening comments and or summarize your main goal.
- ✿ Don't write out the rest of your speech in full. Instead, write out the main points. If you write it out in full sentences, you will worry about using exactly the same words that you have on the paper when you are giving your speech. You want to sound confident, not rehearsed.
- ✿ In any good presentation, you will tell the audience what you are going to tell them (the opening), tell them (the body of the speech), and tell them what you told them (the closing).

v. Practice, but Not Too Much

- ✿ Practice your entire speech before the presentation. Be thoroughly familiar with it, but do not memorize it. If you practice too much, it may show. In other words, it may appear to your audience as if you're

doing this speech for the hundredth time, especially if you are! Practice with another person who can give you helpful comments. Practice in front of a mirror.

vi. Other Preparations

- ✿ Try to visit the venue before the event. Check the room and equipment.
- ✿ Decide what you will wear ahead of time. Make sure it's something you feel comfortable in and something that makes you feel confident. Deciding what you will wear ahead of time will make you less nervous the day of the speech.

vii. Relax

- ✿ If you are feeling nervous, use some relaxation techniques before you start. If you can find a place to be alone, jump up and down or stomp each foot really hard. This exercise will ground you and release tension. Shake your hands and clench and unclench your fists. This action will keep your hands from shaking too much. If trembling is really a problem, hold onto the podium while you speak. Stick out your tongue, open your eyes and mouth as wide as you can, then scrunch your face into a tight ball. This will relax the muscles of your entire face. Breathe deeply and make a small humming sound to warm up your voice.
- ✿ Drink water (not coffee, tea, milk, or fizzy drinks) and have more close by, dry the palms of your hands with tissue paper if they are sweaty, and you're ready.

viii. Deliver the Speech

- ✿ Observe proper protocol: recognize dignitaries at the beginning of your remarks.
- ✿ Do not read the speech – you want to be natural, enthusiastic and excited. Talk to your audience. Write an outline with key words or phrases on index cards that you can hold in the palm of your hand, and then practice giving the speech. Only look down at your notes every now and then when absolutely needed.
- ✿ Maintain eye contact with the audience. This technique will help to hold their attention and emphasize main points. Make eye contact with one person at a time and hold it for about five seconds.
- ✿ Use hand gestures to explain yourself and your points. Gesturing too much distracts the audience. Not gesturing at all makes you seem stiff and unnatural.
- ✿ Stand up straight and stand still. Don't play with your hair or adjust your clothes.
- ✿ Use your nervousness to your advantage. Being nervous is normal. It gives us the adrenalin we need to focus on the immediate task. Try to channel this nervous energy into enthusiasm and excitement.

Don't forget that the audience is there, usually, because they care about what you are saying and want to hear you say it. Find those individuals in the audience who are smiling and giving you positive feedback – they will help keep you confident.

- ✿ Don't worry too much about it. Just relax and try to enjoy it. The more relaxed you are, the easier you will find it and the better you will appear to your audience.

ix. Manage questions

- ✿ Take questions from the entire audience rather than a select few. Listen carefully and treat each question equally. Repeat all positive questions so that the audience can hear them. Do not become drawn into a "one on one" with any one questioner, or allow one questioner to dominate the audience. Respond as simply and directly as possible.
- ✿ Do not be afraid to say "I don't know", and either promise to get back to them with or invite them to contact you at a later date.

7.5 IMAGE AND PRESENTATION

Women politicians are subjected to a lot of scrutiny about their appearance (for mostly irrelevant reasons) by both their friends and strangers. Accept this as a reality and prepare yourself, even if it bothers you.

i. You will not get a second chance to make a first impression

First impressions are made quickly and a negative impression is difficult to overcome. In a split second, people will form opinions about you in terms of your economic and educational background, your social position, your experience, your trustworthiness, your moral character and your success at your current or previous work. Accept that your audience will form an impression of you based on their assumptions. Ensure that their assumptions give you an advantage.

The key is to develop sensitivity and awareness of the image you present. Wear what you must to have your audience accept you. The way to do this is to find the balance between comfort and creating an image that reflects your style of leadership. People can tell if someone feels uncomfortable or their appearance is unnatural.

ii. Plan your wardrobe ahead of time

Your clothes reflect you. Because of this, plan your wardrobe with the same diligence you give to your other political activities.

iii. How and Why

The colors you wear are very important. You want to wear colors that make you seem healthy and alive. Avoid colors that make you appear pale, show dark circles under your eyes or otherwise unhealthy. Colors are traditionally associated with different qualities. Black, dark gray, dark blue, dark green and deep red often mean “strong and dependable.” Think about the message you want to send. Use color to show yourself at your best.

iv. Color for the media

The color of your clothes is very important if you go on television. For example, if they use a dark backdrop and you are wearing dark clothing, you will not be very visible. Color comes out differently on television and video. Too many dark colors, black in particular, will affect visibility. Black, white and red will appear very stark to the camera. Pale colors, like pink clothing, will appear faded. Patterns such as checks or lines will also appear stark. But sometimes larger patterns can be effective although solid colors are usually better.

v. Accessories

Accessories that are interesting and stylish can add to your appearance. Use them but sparingly. Dangling earrings and bangles can distract audience attention from what you want to say. You want the audience to pay attention to you, not your accessories.

Preparing An Effective Political Speech

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

- ✿ Establish a connection with the audience by demonstrating a shared concern
“Hello. My name is Mary and I am standing as Woman MP of.... I would like to talk to you about problems that we all share in this community—that of low levels of incomes for households of single mothers. Everyday, I see these women toiling under unbearable circumstances to try and raise their families – the next generation of leaders....”
- ✿ State the problem, how it affects the audience, and support it with evidence.
“I have observed a great number of women who are having many difficulties raising enough money to send their children to school. The single mothers in my constituency and in many of yours do not have enough opportunities for raising money. Many single mothers have shared with me their frustrations about this important issue...”

- ✿ State your position on the issue.
“I believe that we must make small scale income generation our top priority. As the ruling Government we have promised people a wealth creation programme which would help alleviate the plight of these women – women who voted this government into power....”
- ✿ Give your solution and show how it benefits the voters.
“I propose that as the House, we should request Government to present a time table for the implementation of the wealth creation programme and demand that the activity start with immediate effect. This will ensure that single mothers are able to feed their children and provide other basic necessities for their children.
- ✿ Show the House or Council how the District or Country would be if this problem were solved.
“In closing, I want you to imagine what our country could be like if the wealth creation program were implemented. There will be effectively monitored income generation projects providing single mothers and other poor Ugandan the extra money they need to supplement their income. People will not be struggling just to meet their basic needs....”
- ✿ Ask for their support and their vote.
“Lastly, I would like to say that your valuable vote on this matter would.....”

7.6 PREPARING FOR AN INTERVIEW

i. Prepare your material for the interview.

- ✿ Gather all the necessary information and review it before the interview.
- ✿ Practice making your point in interesting ways using vivid language, unusual examples, illustrations or statistics.

ii. Be clear about your goals.

- ✿ Have a clear understanding of:
 - ✿ What you want to achieve through the interview
 - ✿ Who the audience is
- ✿ There are two main types of interviews:
- ✿ A personality interview: the purpose is to ask questions about you.
- ✿ An issue interview: the purpose is to ask questions about an issue or an event.

iii. Be confident.

- Do not let nervousness prevent you from participating in an interview. You will be talking about something that you are familiar with, so do not be shy or hesitant.

iv. Stay calm.

- Overcome nervousness by thinking of the interview as a conversation.
- Beware not to fall into traps laid by journalists. For example some will deliberately try to make you lose your temper to make you look bad.
- Tell the truth. Saying "I don't know" is better than telling one small lie.

v. Confirm details.

- Prior to the interview, confirm the date, time and place for the interview
- Prepare yourself for the interview based on your knowledge of the interviewer's style and the format of the show:
 - Will the interview be live or taped?
 - Will you be interviewed alone or as part of a panel?
 - How long will the interview be?
 - Will the interview be:
 - On the record? (Whatever is said may be published and attributed by name)
 - On background? (Whatever is said may be published with an agreed upon identification—"an official spokesperson" or "well-informed source")
 - There is no such thing as "off the record".

vi. Clarify your message.

- An interview may be a few seconds or five minutes. Limit yourself to the three most important points that you want to make.

vii. Have examples ready.

- Prepare a brief example to illustrate each point.
- State the facts about your issue. However, avoid giving detailed statistics in an interview because they tend to be confusing to listeners.

viii. Practice.

- Practice with a colleague, friend or family member who will act as interviewer.
- Try to be as natural as possible.

ix. Maintain eye contact with the interviewer.

- Always look directly at the interviewer. Do not worry about the camera.

x. Focus on all aspects of the interview.

- Pay attention to the body language of your interviewer, and look for non-verbal cues.

xi. Be relaxed and professional.

- Consider clothing that allows you to be comfortable and relaxed and will also give you confidence and a professional look.

MODULE 8

MODULE 8

WHAT TO DO ON POLLING DAY

Voting is a fundamental right for all

No person shall hinder any person from voting. Any person who hinders another from voting commits an offence and is liable on conviction to a fine not exceeding 600,000/= or to imprisonment not exceeding one year or to both. (Electoral Commission Act, Section 49).

The day you have been working towards has finally come and that is polling day. In order to secure your victory, you need to have a solid plan for this day. The objective of this session therefore is to advise on what you should plan for on Polling Day.

8.1 POINTS TO REMEMBER FOR POLLING DAY:

- You and your campaign team should have a meeting with all your agents the day before the election. The purpose of the meeting is to devise and go through the detailed plan for polling day and to assign responsibilities especially for election monitoring. The meeting can also be used to go through the election rules and polling process provided below to ensure that all the agents know what is supposed to happen on polling day.
- Voters' activities should be monitored throughout polling day. Agents should be assigned to getting all the candidates supporters to the polling station even if it means providing transportation for some of them, such as the elderly or persons with disability.
- Communication is critical for that day for providing updates on the election process, so you should ensure that the agents have enough air time.
- As much as possible, your agents should get to the polling stations as early as possible so that they witness the arrival and display of the voting material

- ✿ Your agents should stay throughout the voting process and be equipped with pen and paper to note any concerns they may have as to the authenticity of the election process.

The agent's should also watch out for and report any election related offences which include:

Rules Governing Polling Day

No person is allowed to arm him or herself during any part of polling day with any deadly weapon or approach within one kilometre of a polling station with deadly weapons unless called to do so by lawful authority or where he or she you are ordinarily entitled, by virtue of his or her office, to carry arms. Any person who breaks this rule is liable, upon conviction, to a fine not exceeding 480,000/ or imprisonment not exceeding one year or both

No person is allowed to use any loud speaker or similar communication device within hearing distance of any polling station on polling day for purposes of promoting or opposing any candidate. Any person who breaks this rule faces a fine of 480,00/= or imprisonment not exceeding one year or both

Bribery – the act of directly or indirectly influencing another person to vote or refrain from voting for any candidate by providing money, gift or consideration – is prohibited during election and one who commits this offence is liable to a fine of 1,440,000 or imprisonment not exceeding 3 years or both.

It is illegal for you or your agent to buy or promise to buy alcohol for any voter on polling day before the close of polls

It is illegal to induce or buy people to vote at an election, very well knowing that such people are not allowed to vote – such as those below 18 years or non Ugandans or voters from another area.

On polling day, it is against the law to obstruct a voter or aspiring candidate at the polling station or when coming to or leaving the polling centre

Any person who publishes a false statement as to the character of a candidate with the intention of preventing or promoting the chances of you being elected commits an offence and the penalty for this is either a fine not exceeding 960,000/= or imprisonment not exceeding two years or both. Such false statement may be written, or in song or spoken.

It is unlawful to obstruct an election official from carrying out his or her duties and any person who commits such an offence can be punished with a fine of 1,440,000/= or imprisonment not exceeding 3 years or both.

Voter intimidation of any kind –whether direct or indirect, is prohibited by the law. Such intimidation includes threats to inflict physical or spiritual harm, use of force or violence intended to prevent or force a person to vote a certain way.

8.2 THE POLLING PROCESS:

- ✿ Presidential, Parliamentary and Local Council Elections all take place between 7:00 a.m. to 5:00 p.m. Voting times may differ for other elections such as village, youth and special interest groups. Polling officials are expected to have set up their polling station before opening time.
- ✿ Every polling station shall, as far as possible, be located in an open ground, or where there is no open ground, in large premises of convenient access, having an outside door for the admittance of voters, and, if possible, another door through which voters may leave after voting and the polling station shall, as far as possible be such to facilitate access by persons with disabilities and the aged.
- ✿ You may be present in person or through her representative or polling agent at each polling station for the purposes of safeguarding the interests of you with regard to the polling process. You can appoint not more than two representatives or polling agents and such appointment must be in writing and the letter presented to the Presiding Officer of the Polling Station
- ✿ Before voting begins, the Presiding Officer is expected to (i) open the ballot box (ii) show it the public and your agents present, (iii) turn the ballot box upside down to establish that it is empty (iv) seal the ballot box (v) hold the bundles of wrapped, sealed ballot papers, indicating to all present that they have not been tampered with (v) place an asterisk (*) against the names of the first five voters who witnessed the opening of the ballot box (vi) fill in accountability forms
- ✿ After the closing of polls the Presiding Officer is expected to arrange the station for counting and then (i) open the ballot box (ii) empty the contents carefully onto a polling table, a plastic bag or sheet of paper (iii) arrange and unfold the ballot papers into piles (iv) sort the ballot papers per candidate in full view of the voters present (v) put aside invalid ballots (vi) count all votes immediately, including invalid and spoilt ballots in full view of those present (vii) fill in the forms for transmission of election results to the returning officer
- ✿ You are entitled to be present in person or through your representative or polling agent at each polling station throughout the voting and counting of the votes and at the place of the tallying of the votes and ascertaining of the results of the poll for the purposes of safeguarding your interests with regard to all stages of the counting or tallying processes.
- ✿ The Returning Officer is in charge of tallying all the results for each candidate for Parliamentary and Local Council Elections and for declaring you with the highest number of votes the winner

- ✿ The Presiding Officer enters the number of valid votes received by each candidate at the polling station against their name on a Declaration of Results Form. Votes cast for each candidate shall be recorded in both figures and words and countersigned by polling agents before the declaration of the results.
- ✿ Each Presiding Officer shall fill in and sign the necessary number of declaration of Results Forms as follows One copy put in the envelope supplied by the electoral Commission, together with the official report book and accountability of ballot papers form sealed by the Presiding Officer and delivered to the nearest collection center for results
 - i. One copy to be sealed into the ballot box
 - ii. One copy per candidate handed over to them or their agent
 - iii. One copy to be displayed at the polling station
- ✿ Your agents should endorse declaration forms or give reasons in case of refusal

8.3 ELECTION COMPLAINTS PROCEDURE

Some times, on polling day, things do go wrong and you may not be satisfied with the process or outcome of the elections. If this happens, the law lays out a procedure to file complaints at certain periods during the polls as follows:

8.4 COMPLAINTS AT POLLING:

Your agents and any voter present at a polling station may raise and present in writing complaints relating to the voting at the polling station and they have the right to obtain information from the Presiding Officer concerning the counting process.

A presiding officer shall not refuse to receive a complaint presented to him or her and is required to initial every such presentation and annex it as part of the official record of the polling station.

Upon receiving a written complain, the Presiding Officer is required to deliberate upon and resolve the matter with the help of Polling Assistants.

8.5 COMPLAINTS DURING THE COUNTING OF VOTES:

You or your agent or any voter present may raise any objection during the Counting of the votes, and the Presiding officer shall keep a record, in the report book, of every objection made by any candidate or a candidate's agent or any voter present to any ballot paper found in the ballot box; and decide every question arising out of the objection.

An objection recorded during the counting of votes shall be numbered and a corresponding number placed on the back of the ballot paper to which it relates, and the ballot paper shall be initialed by the Presiding Officer and it shall be witnessed by the Polling assistants and your agents.

The decision of a Presiding officer in respect of an objection raised under subsection is final, subject to reversal only on recount ordered by the court upon an election petition.

8.6 CASES OF MANDATORY RECOUNT

Where, after the official addition of the votes—

- a. There is an equality of votes between two or more candidates obtaining the highest number of votes; or
- b. The number of votes separating you receiving the highest number of votes and any other candidate is less than fifty, The Returning Officer shall, if requested in writing by you, your agent or a voter registered to vote in the constituency, in the presence of a senior police officer recount the votes after giving a written notice of the intention to recount to all interested parties.

Where a recount results in equality of votes among two or more candidates obtaining the highest number of votes, a run off election shall be held involving only the candidates with equal votes; and the election shall take place not later than thirty days from the date of the recount.

8.7 ELECTION PETITIONS IN COURT

Once the results have been declared, the Electoral Commission's mandate to hear aggrieved parties expires and any complaints are handled by the courts of law. The grounds for setting aside an election include:

- a. Non-compliance with election laws and the failure to conduct the election in accordance with the principles laid down in the law. You must show that the non compliance or failure affected the result of the election in a substantial manner;
- b. That a person other than the one elected won the election; or
- c. That an illegal practice or any other offence was committed in connection with the election by you personally or with your knowledge and consent or approval; or
- d. That you were on time of your election not qualified or was disqualified for election as a member of Parliament.

Where an election is set aside then a fresh election is carried out.

MODULE 9

MODULE 9

WHAT TO DO AFTER POLLING DAY

After polling day, some women will celebrate victory while others will have lost. Winning and losing are part of life. The issue is how we handle both.

9.1 CELEBRATING SUCCESS

- ✿ While accepting the win, acknowledge your opponent. They too worked hard and long on the campaign trail.
- ✿ Thank your voters, campaign team and those that gave you money.
- ✿ Keep connected to your electorate. Voters often feel used and discarded by politicians. So be different by keeping in touch.
- ✿ Develop a plan of how you will fulfill your election promises. Remember you are a woman of your word.

9.2 WHAT TO DO IF YOU LOSE

- ✿ Evaluate why you have lost and learn from it. As the old adage goes “when you lose, don’t lose the lesson”.
- ✿ Remember to thank those who voted for you. Its their loss too and they feel just as bad, so remember them, encourage them.
- ✿ Develop avenues to keep connected to your supporters.
- ✿ Develop strategies to win over those that did not support you. Endeavour to enlarge your support base.
- ✿ Remain active in politics, whether in your political party or in your independent capacity.
- ✿ Monitor how women’s issues are being addressed both nationally and in your locality. You can still use your voice to champion women’s rights and to demand greater accountability for women.
- ✿ Keep connected to the press. Do things that will get you coverage and that will boost your visibility.

- ✿ Graciously accept defeat and congratulate your opponent.
- ✿ Evaluate any skills you lacked and get training/better yourself for the next round.
- ✿ Thank your campaign team and your donors.
- ✿ Mentor another woman into politics.
- ✿ Document your journey. Others need to learn from your story
- ✿ Never give up!
- ✿ Establish a presence in your electorate through having a physical office or using your party office.
- ✿ Keep voters informed about key issues that affect them.
- ✿ Continue to consult with and listen to your supporters.
- ✿ Maintain a network of focal persons who can keep you up to date on any developments in your constituency.
- ✿ Mentor another woman into politics.
- ✿ Document your journey: others need to learn from your story.

9.3 LAST BUT NOT LEAST: TREASURE BAG OF TIPS FOR CANDIDATES

During the development of this manual, we asked several women politicians across all party lines to give us some tips for women intending to stand for elective politics. These tips are from seasoned women politicians who have tested the campaign waters several times and this is the advice they are passing on to their sisters:

Before you run for office, you must have a clear and specific vision to which you are totally committed and from which you cannot be swayed.

- ✿ Be a person of your word, be known for your honesty, do not be double sided, be consistent, be known as a woman of integrity.
- ✿ Before you ask for peoples votes you must win their hearts and the way to win their hearts is to win them with your cause.
- ✿ Put people at the center of your campaign. Show them that you care about them. People do not care how much you know until they know how much you care.
- ✿ Let go of your shadows. Shake off all the things that hold you back as a woman. Shake off any one who wants to bring you down. Shake off the control of other people and all the strings that tie you down. If you must, be a rebel.

- ✿ In politics there is a lot of isolation and negativity. You must therefore surround yourself with people who give you positive energy and those who support your effort to stand.
- ✿ Have a political mentor, a woman who has tried the waters before. They are your best guide and will enable you avoid the pitfalls of the campaign trail.
- ✿ In politics knowledge is very critical. When you are knowledgeable, people cannot just shut you up or discard you, so endeavor to be knowledgeable.
- ✿ As much as you can support community causes/projects. Be seen as a person of the people and keep in constant touch with your potential voters.
- ✿ Avoid abusive language and do not ridicule other women. Instead, focus on your message and on the issues that make you distinct as a candidate.
- ✿ Be prepared for resistance. Politics is about competition; that is why the campaign trail is called a race, not an evening walk. Do not expect any one to make it easy for you. You must work hard at it on your own.
- ✿ Be prepared. Be prepared. Be prepared.
- ✿ There is a lot of gender stereotyping on the campaign trail. Many times the electorate asks questions related to our marital status and number of children. Be prepared for such questions and be tactful in the way you respond to them. At the same time, as a candidate, you should never raise these same stereotypes about your fellow candidates. It is demeaning.
- ✿ Prepare to spend twice in the campaign especially if you stand on a party ticket. You will need to spend money for the primaries and when you go through as your party's candidate of choice. Make sure you have enough resources for both processes.
- ✿ Be aware of the sensitivities of your constituency such as tribe and religion. Do not sink to the level of the electorate but at the same time know how to manage tribal and religious differences to your benefit. Make and keep the campaign about the issues you are running for. In brief, be wise.
- ✿ Be prudent and very strategic in choosing your party or non party affiliation. Ask yourself which space gives you greater visibility and opportunity to use your talents and skills.
- ✿ You must be confident in who you are and in what you stand for. Your confidence will show in the way that you speak, the issues you articulate, and in your body language. Confidence is the wing that propels women to great heights.

- ✿ Make sure that your potential voters know your name and what you look like. If you do not have name recognition it will be very hard for people to vote for you. As you start on the campaign trail ask yourself how many people actually know your name or know what you look like.

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