



Women Candidates Training Workshop Honiara, Solomon Islands

8th – 12th March 2010

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Women Candidates Training Workshop

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Monday 8th March

9.00am	Registration	
9:10am	Opening Prayer	
9:15am	Welcome	Jenny Tuhaika , President, National Council of Women
9.30am	Course Overview and Questionnaire	Norm Kelly & Linda Reynolds
10.00am	Introductions	Participants
10.30am - Morning Tea		
11.00am	Knowing the rules of the game - Electoral rules and requirements Solomon Islands Electoral Rules Contestants relationship with the SIEC	Polycarp Haununu , Chief Electoral Officer, and Clera Waokea , Jeremy Miller and Philothea Ruaehu , Awareness Program, Solomon Islands Electoral Commission Miligan Pina , BRIDGE Facilitator
1.00pm – Lunch		
1.45 pm for a 2.00pm start	Book Launch – International Women’s Day <i>Being the First: Storis Blong Oloketa Mere Lo Solomon Aelans</i>	Commonwealth Youth Program at Panatina Lower Campus
3.45pm – Light Refreshments (at book launch)		

Tuesday 9th March

9.00am	Discussion – What is good representation?	Josephine Teakeni BRIDGE Facilitator
10.30am - Morning Tea		
11.00am	The work of WISDM – Women in Shared Decision Making	Emele Duituturaga
11.30am	Discussion – Campaign Strategy Why do you want to be a candidate? What are the issues? Why is it important to elect women? Why should I vote for a woman? This woman?	Linda Reynolds
12.30pm – Lunch		
1.30pm	MESSAGE Developing a candidate’s message Getting the message out – publicity material, media, personal contact Developing campaign materials – flyers, posters	Linda Reynolds
3.00pm - Afternoon Tea		
3.30pm	WORKSHOP Developing a candidate’s message and campaign strategy Presentations – Campaign managers introducing their candidates Candidates give their slogan, sentence and 2-minute speech Election	
5.00pm - Finish		

Wednesday 10th March

9.00am	Introduction to election and campaign strategy <u>Election Strategy</u> Challenges against women getting elected The 2010 Solomon Islands election – how to win under FPTP? Party or Independent? Voting strategies – splitting or consolidating the vote Forming alliances GOTV – Getting Out The Vote	Norm Kelly Linda Reynolds
10.30am - Morning Tea		
11.00am	MONEY Fundraising Developing a campaign budget MACHINERY Building the campaign team Volunteers Developing and implementing a campaign plan	Linda Reynolds Norm Kelly Linda Reynolds
12.30pm – Lunch		
1.30pm	WORKSHOP - CAMPAIGN MANAGERS (Linda Reynolds) Developing a candidate's campaign plan	WORKSHOP – CANDIDATES (Meredith Burgmann) Public speaking
3.00pm – Afternoon Tea		
3.30pm	Preparing your campaign plan	
5.00pm – Finish		

Thursday 11th March

9.00am	<p>Preparing your own campaign plan - Part 1</p> <p><u>Campaign Message</u> and <u>Campaign Plan</u></p> <p>Campaign slogan Team Campaign messages Budget 3-minute speech Message Delivery Longer speeches Schedule</p>	
10.30am - Morning Tea		
11.00am	<p>Preparing your own campaign plan - Part 2</p> <p><u>Campaign Message</u> and <u>Campaign Plan</u></p> <p>Campaign slogan Team Campaign messages Budget 3-minute speech Message Delivery Longer speeches Schedule</p>	
12.30pm – Lunch		
1.30pm	<p>Participant Presentations</p> <p>Slogan Message (in one sentence) 1-minute introduction (campaign manager) 3-minute speech (candidate)</p> <p>Explain your campaign plan</p> <p>Feedback from the CDI team</p>	
3.00pm - Afternoon Tea		
3.30pm	<p>Participant Presentations</p> <p>Slogan Message (in one sentence) 1-minute introduction (campaign manager) 3-minute speech (candidate)</p> <p>Explain your campaign plan</p> <p>Feedback from the CDI team</p>	
5.00pm - Finish		

Friday 12th March

9.00am	Media skills The CDI team – Norm Kelly and Meredith Burgmann – will act as journalists conducting interviews	
10.30am - Morning Tea		
11.00pm	<i>You've won – now for the serious stuff!</i> – The Rights and Responsibilities of an MP Roles of an MP – Solomon Islands Context	Meredith Burgmann Norm Kelly Ellen Rii and Pattison Luci , Solomon Islands Parliament
12.30pm – Lunch		
1.30am	Solomon Islands Electoral Commission – Outreach Program and The Rules of the Game – Answers to your questions	Polycarp Haununu , Chief Electoral Officer and Jeremy Miller , Solomon Islands Electoral Commission
3.00pm - Afternoon Tea		
3.30pm	Course Review	Norm Kelly
4.00pm	Evaluation	Luke Hambly
4.30pm	Presentation of certificates and Closing Address	
5.00pm - Finish		

The following manual draws on campaign manuals from the National Democratic Institute for International Affairs (www.ndi.org) and Linda Reynolds, Liberal Party of Australia.

Women Candidates Training Workshop 2010 Honiara, Solomon Islands

Presenters' Details

Dr Norm Kelly

Norm Kelly is an Associate of the Centre for Democratic institutions (CDI), and a member of the Democratic Audit of Australia. Dr Kelly presents CDI's *Political Party Development* course, a two-week course for senior party administrators, held annually in Canberra. His areas of expertise are electoral systems, political parties, and parliament. Dr Kelly's doctoral thesis was on electoral system reforms (*Evaluating Australian Electoral Reforms: 1983-2007*), and in 2009 he travelled to Afghanistan to conduct an assessment of Afghan political parties. Dr Kelly is a regular media commentator on political and electoral issues, and currently lives in Wellington, New Zealand.

Previously, Dr Kelly was a Member of the Legislative Council of Western Australia, representing the Australian Democrats from 1997 to 2001. During this term, Norm and his Democrats colleague held the balance of power in Western Australia's upper house. After leaving Parliament, Norm was elected to the National Executive of the Democrats from 2001 to 2003, including one term as National Deputy President. Norm was also the Democrats' Western Australian Campaign Director for the 2001 Federal election.

Hon Dr Meredith Burgmann

Dr Meredith Burgmann was involved in the early women's movement and worked as an Academic for 20 years researching areas such as equal pay and the situation of Aboriginal women. She was the first woman President of the Academics Union of NSW. She was elected to Parliament in 1991 and was President of the NSW Legislative Council from 1999-2007. She is the longest serving woman Presiding Officer in Australia. During her time in Parliament, she was actively involved in international parliamentary activities and was elected as the Regional Representative on the Executive of the Commonwealth Parliamentary Association. She undertook training programs for the CPA in Kenya and Malawi. She was also founding patron of the NSW Parliament Asia Pacific Friendship Group. She has recently been working in Vietnam as a consultant to a UNDP project on capacity building for National Assembly representatives; in the UAE on a good governance programme with the National Legislature and in Timor L'Este on an anti-corruption programme. She is the

President of the Australian Council for International Development, the peak council for Australia's Aid Agencies.

Linda Reynolds

Linda Reynolds has over 20 years campaign experience and has developed and delivered campaign and communication training for candidates and campaign managers for over 15 years for the Liberal Party of Australia. In the past two years, she has also undertaken candidate training in Indonesia for the International Republican Institute.

Linda is currently a senior officer in the Australian Army after a long career with the Liberal Party, most recently as the Party's Deputy Federal Director and National Campaign Manager. She has also been a Chief of Staff and Senior Policy Adviser for a Government Minister.

Linda has 25 years experience in the Australian Army Reserves, gaining experience and qualifications in logistics, project management, and training. She has had two Command appointments and is currently the Project Director for a large and complex change management project for Army. She has a Graduate Diploma in Management, a Graduate Certificate in Training and Development and a Bachelors Degree in Commerce. She is also a graduate of several Army command and leadership courses.

Luke Hambly BA (Hons, Anthropology, ANU), MA (ANU)

Luke Hambly has been CDI's Executive Officer since 2005. Previous to this, he worked within the discipline of Anthropology at the Australian National University (ANU), including 2 years as research assistant to the Anthropology Department in the Research School of Pacific & Asian Studies. In 2004 Luke completed a post graduate degree at the ANU, being awarded a Masters in Applied Anthropology and Participatory Development.

Luke was employed at AusAID between 1998 and 2000 working in a variety of areas within the agency, including the Papua New Guinea branch, where in 2000 he was given the opportunity to work for 3 months with the Bougainville Peace Monitoring Group as a civilian monitor on the island of Buka. In 1999 he spent 3 months in Alice Springs working with the NT Aboriginal Areas Protection Authority assisting in the registration of sacred sites within the Northern Territory of Australia. Luke co-edited the CDI volume *Political Parties in the Pacific Islands* (Pandanus Books, 2006).

1. Running for Office

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 a candidate decides that she wants to run for office, she must be sure that she is personally ready for the gruelling and exhilarating months ahead.

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?
-

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 scrutinised?
- d) How does your family feel about you running for office?

Are they 100% behind you?

What will happen to your job while you run?

Can you put in the amount of time necessary to win?

e) Can you face the thought of being defeated?

f) Have you thought carefully about the amount of stress, expense, and exhaustion that are part of political campaigns?

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 analyse a situation under pressure?

f) Can you handle frustration?

g) Are you in good health?

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 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 turnouts in the district or area?

Are you known there?

Do you have the 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?

LESSONS OF ONE WOMAN RUNNING FOR OFFICE

The following are a few tips one woman politician shared on lessons she had learnt while running for office:

Lesson #1: Know why you are running. You should be able to state your purpose in one simple sentence.

Lesson #2: What do you want to do? You must have a message and theme that binds the campaign together.

Lesson #3: Your message must be positive, optimistic and stated in simple terms. While you want to accentuate your positives and your opponents' negatives, you cannot win on negativity alone.

Lesson #4: If you have bad news about yourself, keep it quiet. If the news involves personal morals, reconsider running. If you are questioned about some issue in the past, respond truthfully and quickly. Don't let the issue fester.

Lesson #5: Repetition is good. Repeat your message over and over again. Also, stick to your message and remember KISS (Keep It Short and Simple).

Lesson #6: You must have empathy and identify with voters. You may be brilliant but if you cannot mingle with the common folk, you cannot win.

Lesson #7: You as a candidate must create your own image. Do not let your opponent create your image. If people can't describe who you are early in your campaign, your opponent will quickly fill that void.

2. The Machinery - The Campaign Plan

PURPOSE OF THE PLAN:

The purpose of developing a campaign plan is to outline how the candidate plans to get a 50% plus one majority on Election Day. Developing a campaign plan is crucial to a candidate's success. The plan is a candidate's road map to Election Day victory and if viewed as such will help the candidate plan it to the best of their ability because the aim is to win the election.

The campaign plan outlines each step in the candidate's campaign from the time she decides 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 the candidate will do to win, how and when she will implement the strategy, and finally, how much it will cost.

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

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

KEY ELEMENTS OF THE PLAN

On the next page is a cycle with the 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 can not be overemphasised. 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 the candidate design and package the message appropriately.

d) Identifying allies and opponents:

Campaigns are based on convincing the electorate to vote for the candidate. It is important to know how many people are in her constituency and who her opponents and allies are. The candidate's 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."

e) Building the team:

The campaign team carries the candidate's image. It is important that the candidate identifies a strong core team, which is referred to as the task force and equip them with skills and a code of conduct to represent the candidate effectively. The candidate should choose a few trusted people on her team who can tell her the truth about the campaign and she should meet with them regularly. The key to organising a successful election campaign is trust, mutual respect, openness, and integrity in the campaign team.

Developing the strategy and assigning the team's roles:

The candidate's campaign strategy will evolve round the issues developed out of research carried out in her constituency. Her strategy should be to strengthen her candidature and to diffuse or neutralise any negative issues arising from her opponents camp or from within the electorate themselves. The candidate should plan together with her team and develop her objectives around the issues of concern. The candidate should develop strategies and activities that will help her achieve her objectives. It is helpful for the candidate to use the who, what, where, why, when, and how framework to help her plan. This frame work will also help her identify the resources she will need for each activity. The candidate should remember to attach a clear timeframe to each activity and to assign roles to her team members.

It is important to note that the strategies and activities keep changing so the planning process will have to continue throughout the campaign period. Other issues to consider 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 updates and compare notes.

Election Day Activities: The task force, including the candidate, should have a meeting with all the agents and polling agents the day before the election. Give out specific assignments such as assigning the polling agents to monitor the elections. Voter's activities should be monitored throughout polling day. Agents should be assigned to getting all the candidate's supporters to the polling station.
EVERY VOTE COUNTS!

It is important for the candidate to ensure that her polling agents are given refreshments and lunch. Communication is vital across the constituency.

f) 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. The candidate should make the message simple and clear. The candidate's campaign slogan and speeches all evolve around the campaign message.

g) Develop the publicity and media strategy:

The media strategy will enable the candidate to reach a wider audience and make her more visible on the political scene. It is important to analyse which media is most effective and which one covers the candidate's electoral area. The candidate should also endeavour to build rapport with the press and media agents from different media houses.

h) Fundraising:

Election campaigns are very expensive to run. It is important that the candidate plans well ahead of time and develops a realistic budget to help her as she fundraises. The candidate should identify potential donors, share her goals with them and ask them for both financial and other resources. The candidate should

be creative and think of different activities that can be used to raise funds. The candidate should remember to ensure strict accountability of all the funds that are mobilised.

i) 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 the candidate 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. The candidate should implement the campaign following the campaign plan. She should ensure that all the members of her team are well aware of their roles and she should encourage them to follow the plan and the timeframe.

j) Monitor and evaluate the campaign:

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

k) Ensure the campaign is documented:

The candidate will need to document her campaign events. Reports provide valuable records of events for future reference.

KEY TEAM MEMBERS

The following is a list of key team members the candidate needs to put in place to help her run her race. Some of the team members may play multiple roles. The most important issue is to have a team in place.

CAMPAIGN MANAGER:

The Campaign Manager should be the first person the candidate hires or brings on board long before she announced her intention to run for office. The Campaign Manager is the candidate's key strategic advisor on the campaign. The Campaign Manager should be someone with whom the candidate 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 coordinating 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, know how to analyse situations and make quick, reasoned decisions. The Campaign Manager should be a good representative of the candidate, able to speak to the media on behalf of the candidate.

FINANCE MANAGER:

In the early days of the campaign, the largest task for a candidate is beginning her fundraising and developing a fundraising plan that will

allow her to meet her 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 the candidate, when the candidate is unable to do so herself.

PRESS/PUBLICITY SECRETARY:

The Press Secretary is in charge of the candidate's Media Campaign. The Press Secretary will help the candidate build her message and find strategic ways to get her message to the voters using various means and various media. The Press Secretary will also sometimes serve as the candidate's spokesperson as well as overseeing the campaign's research. If the Press Secretary is not in charge of research, the candidate needs to ensure that there is someone responsible for research. The Press Secretary also helps the candidate 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 the candidate has an office or operates from her home the Press Secretary should answer all telephone calls and keep a record of all her speeches, press releases, video recordings, newspaper articles (on and by the candidate).

SCHEDULER:

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

VOLUNTEER CO-ORDINATOR:

He or she has the duty to involve others in the candidate's campaign. If the person is cheerful, brings a friendly atmosphere to the office (or team) and provides interesting chores, the campaign will exude the same qualities. Apart from recruiting volunteers for the candidate and making sure that they are being used effectively, the Volunteer Co-ordinator should also remember to give ample appreciation to the volunteers!

VOLUNTEERS

What can they offer you?

What can you offer them?

WHO IS IN YOUR CAMPAIGN TEAM?

Candidate:

Campaign Manager:

Finance Manager:

Press Secretary:

Scheduler:

Volunteer Co-ordinator:

If you don't have definite names yet, write down possible people you could approach.

3. The Money - Fundraising

RAISING THE FUNDS FOR THE CAMPAIGN:

Campaigns need money to operate and in order to get the contributions to fund the campaign activities, real work needs to be done. Rare indeed is the donor who, unsolicited, sends a check to the campaign. Successful fundraising requires that the campaign in general and the candidate in particular, spend quality time planning and executing a fundraising plan. Winning candidates on every level need to realise that in order to win, the candidate herself will have to spend a minimum of 50% of her time fundraising.

A seemingly perfect campaign strategy is useless unless the candidate can develop a realistic budget that pays for it. A budget serves as a road map and provides continuity in times of chaos. In addition, it can serve as an indicator that the candidate's campaign is viable. For example, a campaign could have the largest trained staff, the biggest posters and the most in-depth research data; however, if the campaign does not have the money in the bank for the final paid-media push, victory may be elusive.

A campaign budget keeps a campaign on track. Many first time candidates are amazed at how much time they have to spend raising money. Fundraising is one of the most challenging and important parts of the campaign. As frustrating as this can be, remember that even the most experienced candidate with the best message cannot win unless she has the money to communicate effectively.

The Candidate is her campaign's best fundraiser and she must be an active participant in raising the money. Others can help her, but she must become comfortable and confident asking potential contributors to invest in her campaign.

The Funding Strategy

The candidate should develop a funding strategy. Even though fundraising seems simple, a winning campaign has a fundraising strategy that takes into account the campaign strategy and overall budget. After the campaign plan is in place, the candidate and her team need to figure out how they plan to raise the money to carry out the activities in the campaign strategy. The funding strategy must include a detailed plan for raising funds stating what money is needed, where the money will come from, how it will be obtained and if possible, by when (timeline). The Finance Committee (see below) needs to follow the funding strategy and continuously track fundraising efforts.

Below are just a few of the reasons why a detailed fundraising strategy is critical for each and every campaign:

1. Provides organisation - a detailed fundraising strategy creates organisation and order in the chaotic world of campaign finance.

2. Defines responsibilities - a fundraising strategy determines who does what, and adds accountability to the candidate's fundraising campaign.

3. Sets deadlines - a good fundraising strategy tells the candidate when she needs the money. Deadlines help motivate her team to perform.

4. Provides a credible fundraising tool - when an investor purchases a business, he or she wants to see the financials that prove the company can be a success. Often, it's no different for major political contributors. The candidate's fundraising strategy shows why she needs the money and lets contributors know she is serious about winning the election.

5. Measures progress - a detailed fundraising strategy lets the candidate measure her fundraising progress, thus allowing her to make needed adjustments before it is too late.

The Finance Committee

It is beneficial to have a Finance Committee that supports the Finance Manager on the campaign. The role of the Finance Committee is to provide contacts who can be solicited for the donations which are vital to the campaign's success. Each member of the Finance Committee should be supporters of the candidate who have wide ranges of contacts they can solicit to support the campaign. Each member is generally expected to contribute to the campaign, and then pledge to locate a certain number of others to do the same. The Committee can be composed of business people, professionals, socialites and political contacts among others.

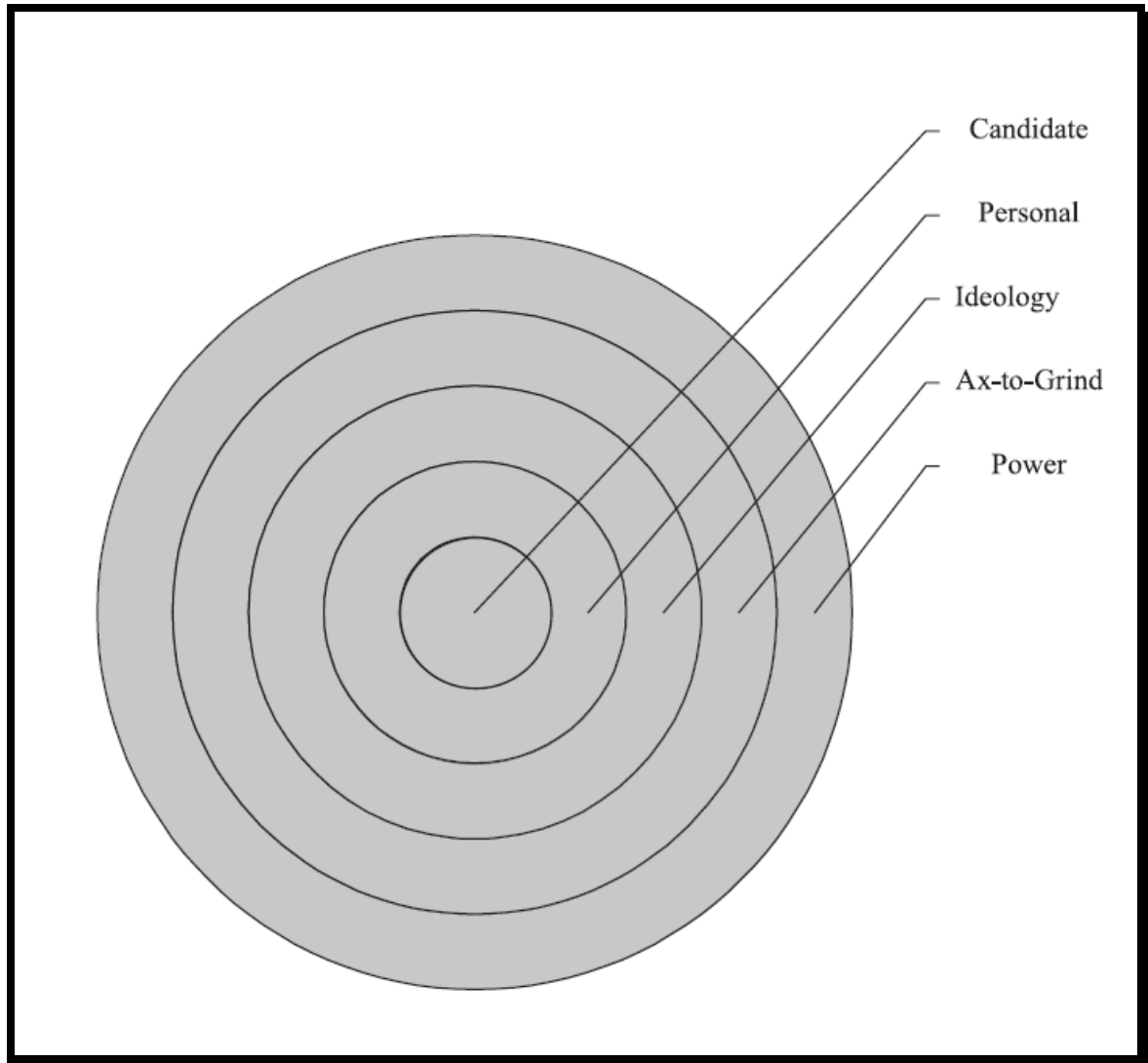
Identifying Donors and Developing a Target List

Many people believe fundraising is another word for begging. This notion is perhaps the single greatest obstacle to success, and leads candidates to avoid the most critical and essential activity in a campaign: asking for money. A donor's contribution is not an act of kindness, nor is it a personal favour. People donate to campaigns because they want to. Their contribution serves their needs. Donors contribute when the candidate has identified their needs and demonstrated how they will benefit if the candidate is elected. This section helps the candidate identify donors and their motivation for giving to campaigns.

CIRCLES OF BENEFIT

The following diagram portrays how donors benefit when they contribute. It is intended to help the candidate organise donors, understand a donor's motivation to give, set priorities, and show how donors benefit when they contribute.

Knowing this enables the candidate to select the appropriate message to use with potential donors.



Personal Circle

Why: Donors in the Personal Circle give because they have a close relationship with the candidate. Loyalty moves Personal Circle donors to look past differences in ideology and party affiliation, and sustains their support regardless of a candidate's standing in the polls.

Who: Personal Circle donors are family members, friends and close professional colleagues of the candidate.

When: Start with this circle of donors to raise the first operating costs of the campaign. Early support from this circle demonstrates viability to other donors, the media, community leaders, and opinion makers.

Ideological Circle

Why: Ideological Circle donors share the candidate's advocacy of a particular cause. This circle may include donors who belong to the candidate's religious, cultural, ethnic or gender group.

Who: Ideological Circle donors include civil rights activist, women, environmentalists, etc.

When: Ideological donors take political risks and participate early to ensure the candidates they support have the strongest possible voice.

Where to find them: The candidate should look at membership lists of ideological organisations they belong to. Think of the issues they care about and the groups that reflect those views. Call individuals associated with those groups.

Axe-to-Grind Circle

Why: Axe-to-Grind donors give because the opponent's victory would adversely hurt their interests, or has already done so. They have a tremendous incentive to weaken the candidate's opponent by strengthening her own candidacy.

Who: Anyone who strongly dislikes or fears the candidate's opponent.

When: These donors like those in the Personal and Ideological Circles can provide early support.

Where to find them: The candidate should look at her opponent's background and find out who she or he has alienated over the years. What has the opponent done?

Power Circle

Why: Donors in the Power Circle give to protect and advance their economic interests.

Who: These include business interests, labour unions and professional associations. Incumbents receive the majority of Power Circle support while challengers are unlikely to receive their support until the candidate's competitiveness is firmly established.

When: Power Circle Donors should not be counted upon to provide early support to non-incumbents. Power Circle donors tend to give once a candidate has demonstrated viability. The difficulty facing challengers or candidates for open seats is that the Power Circle, which is the largest source of money for politics, is generally unavailable until the final quarter of the campaign

Where to find them: The Power Circle includes groups and individuals who are opinion leaders and who generally want to make sure they support a winning candidate. Almost every area has a core of Power Circle donors.

The candidate's donor base will continue to grow as the campaign progresses. Cultivating prospective donors is an on-going process. The candidate should ask donors in all the circles for the names of additional prospects for her to call or

contact. The candidate should ask if the donors are willing to commit to raising money from their contacts for her campaign.

GENERAL FUNDRAISING TIPS

First the candidate must examine their own reserves. If the candidate is not willing to make a contribution to their own campaign, they cannot realistically ask others to contribute.

How to ask for the money:

If the candidate has a direct relationship with the donor or potential donor, it's best if she does the asking. If the candidate doesn't like asking for money, she needs to learn very quickly how to like it. If she don't know the person directly, but knows someone who knows that person, then she should pursue the person she knows. She should have that person ask for funds. Personal relationships go a long way. The candidate should use that to her advantage to raise money. When asking for money, the candidate should stress what the problems are in the community and how she is the solution. People give money to solve problems.

Spend Smart:

All campaigns have limited resources. There is no money to waste. Money should not be spent on impulse. The candidate should always ask herself, "Was this item budgeted?" One means to spending smart is to stay on track. As much as possible, the candidate should stick to her funding strategy. That in itself shows good financial management skills, one of the requisite skills for a leader.

Always say thank you:

An unappreciated donor is one that won't give the candidate any money. The candidate should 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.

4. The Message

ELEMENTS OF A GOOD MESSAGE

Clear: a solid message must be clearly written in easily understood words.

Concise: A message should not be more than a few sentences if at all.

Contrast: A message that does not contrast is incomplete. Every time a candidate's campaign talks about itself, it is also talking about the opposition. By saying who the candidate is and what she believes in she is defining the difference between herself and her opponent.

Memorable: A message must be easy to remember and must become part of the body of the candidate's campaign. Everyone who works on her campaign must know it well and say it often.

Persuasive: A message must be convincing and should engage the targeted voters.

DEVELOPING THE MESSAGE

Identify the Problems: the candidate should talk to voters throughout the community and identify their concerns.

Develop the solutions: The candidate should think of ways to solve the voters' problems and can even ask them for suggestions on possible solutions.

Identify the Actions of Local Leaders: What have local leaders done to respond to or improve the situation? How can local leaders do a better job in addressing this problem?

Create the Message: The candidate should then think of a message that addresses the voters' concerns and highlights her solutions and strengths.

DEVELOPING A GOOD SLOGAN

1. Keep it true to one's message - Don't try to be too cute, clever, or funny. The slogan doesn't have to rhyme or make people smile. All it has to do is get the message across. Make sure that an average voter, hearing the slogan for the first time, knows what the message is just from hearing the slogan.

2. Keep it short - Slogans need not be whole sentences, and should never be more than one sentence. Most good slogans are only a phrase or two linked together. Keep the slogan short.

3. Use emotions - During campaign season, the voters are bombarded with dozens of slogans from dozens of different candidates. In order to make one's slogan memorable, use emotional words that make an impact on the voters and cause them to remember the slogan and the message.

SPEAKING IN PUBLIC

Speaking well in public is an important part of campaigning. The best way to improve public speaking skills is through practice, practice, practice. The following are tips for speaking in public. The candidate should:

- Speak slowly and clearly
- Stay focused on the topic
- Keep her speeches short
- Share personal stories and examples
- Speak loudly
- Make eye contact with her voters
- Be relaxed and confident
- Stand straight
- Use some humour
- Know her topic
- Repeat her campaign message
- Read her audience to check for their 'temperature'

What I say about myself	What my opponents say about me
What I say about my opponents	What my opponents say about themselves

5. Campaign Timetable

Governor-General to appoint date for election

Section 24.

Subject to section 74 of the Constitution whenever an election for a member of the National Parliament or a general election becomes necessary the Governor-General shall, by notice or in the case of a general election by proclamation, published in the Gazette, appoint a date for the holding of the election not being earlier than forty-two days after the publication of such notice or proclamation.

Publication date of election, etc., in constituency

Section 25.

(1) The Returning Officer shall, within seven days of the publication of a notice under section 24, publish in an appropriate manner in each ward of the electoral constituency a notice stating—

(a) the date and time of the election;

(b) the date, place and time at which nomination papers are to be delivered to him, which time shall not be later than twenty-eight days before the date appointed for the election;

(c) the place at and the time within which a candidate may withdraw his candidature by delivering notice to an Assistant Returning Officer under section 30.

(2) More than one place may be appointed for the delivery of nomination papers and any place may be so appointed whether within or without the electoral constituency.

Election date proclaimed by Governor-General –

Close of Nominations –

Election Day –

6. Getting Out the Vote

Voting is voluntary !!!

1. **Know the rules.**

2. **IDENTIFY** your supporters in the community and keep a list with contact details.

3. **INFORM** them about how/when to vote.

4. **MOTIVATE** them by expressing what is at stake.

5. **ASSIST** them to get to the polls.

STRATEGIC CAMPAIGN PLAN

The following template is designed to help you pull all the information you have gathered together in one place and develop a comprehensive campaign plan.

Step One: Research

Briefly describe the Election Laws that will affect this election.

Briefly describe the District in which you will be running.

Briefly describe the Voters in the district.

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

Briefly describe the factors that will influence this election.

Briefly describe yourself as the Candidate.

Briefly describe all your Viable Opponents.

Step Two: Setting a Goal

The total population of the electorate is: _____

The total number of voters is: _____

Expected turnout in this election is: _____

We will be guaranteed victory if we receive this many votes: _____

We will have to communicate our message to this many homes in order to achieve this number of votes: _____

Step Three: Targeting the Voters

Geographic Targeting

Based on past elections, I can expect to do well in these parts of the electorate (my base area):

Based in past elections, the opposition can expect to do well in these parts of the electorate (their base area):

Based on past elections, the following areas of the electorate will be the swing areas where I will have to persuade the balance of the voters I need to win:

Demographic Targeting

I can be considered to belong to the following demographic groups, which will be my base of support:

These other demographic groups can be expected to support me for the following reasons:

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

In real numbers, this is the following number of votes: _____

We can expect to receive the following percentage of these votes: _____

In real numbers, this is the following number of votes: _____

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

Our opponents can expect to attract their votes primarily from the following demographic groups:

Voter Analysis

Members of our target audience share the following Values:

Members of our target audience share the following Attitudes:

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

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

Step Four: The Campaign Message

The following is a one-minute statement that answers the question "why are you running for this office?"

The Message Check

Does this message meet all of the following criteria:

- Short?
- Truthful and credible?
- Persuasive and important?
- Contrasts with our opponents?

- Clear and speaks to the heart?
- Directed at our target audience?

Does the following support our message?

- The candidate's biography
- Stories about the candidate
- The campaign slogan
- The campaign logo
- Endorsements
- The party message

Key Issues of the Electorate

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

1.)

2.)

3.)

4.)

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

1.)

2.)

3.)

Step Five: Voter Contact

In general, I intend to communicate my message to the voters using the following methods:

Demographic Group	Method to Reach Them

Campaign Structure

These people will have the following roles in the campaign:

Name	Role	Phone Number

Step Five: Budget

Campaign Budget – Spending

I will spend the following amounts on my campaign:

Voter contact activities	-
Administrative costs (headquarters, staff, etc.)	-
Advertising	-
TOTAL COSTS	-

Campaign Budget – Income

I can raise the following amounts for my campaign budget:

Personal Funds	-
Friends and Relatives	-
Community and Church Organisations	-
Axe-to-Grind Donors	-
Power Circle	-
TOTAL	-