

FIJI WOMEN'S FORUM

Women in Politics Campaign Handbook

Leonie Morgan and Lesley Clark



National Council
of Women, Fiji



NA SOQOSOQO
VAKAMARAMA
I TAUKEI



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About this Handbook

This Handbook was initially prepared as a resource for the Candidate Capacity Strengthening Workshop organised by the Fiji Women's Forum in June 2014.

The aim of the Workshop was to assist women candidates to campaign effectively for the September 2014 Fiji election.

Following the election the Handbook was reviewed and case studies added based on the campaigning experience of the various women candidates. The Handbook includes comments from participants at a debriefing session following the 2014 elections and candidates interviewed by a Fiji Women's Rights Movement researcher after the election. It also includes extracts from interviews with Members of Parliament undertaken by FemLINKPACIFIC following the election.

The Handbook provides useful tools and includes practical advice, checklists and questionnaires covering all the key components for a successful election campaign.

It is hoped that women candidates in future Fiji elections and those in other Pacific elections will find this Handbook a useful resource to help them develop and implement their own winning campaign strategies and plans.

Leonie Morgan

Leonie has worked across the Australian private, public and community sectors. She consults in leadership, workforce development, governance and mentoring. Leonie is passionate about getting more women into leadership positions and over the past twenty years has developed information kits and training programs for women standing in Australian municipal, state and federal elections. She is a founding member of EMILY's List Australia and set up a national candidate mentoring program which has assisted over 200 women into Australia's parliaments. Leonie continues to co-ordinate this program, matching women candidates with experienced politicians and political campaigners.

Lesley Clark

Lesley served as an elected Member at the Local and State level in Australia for 20 years. After retiring from Parliament in 2006 she established her own consultancy company. She has provided campaign training for women leaders and candidates across the Asia Pacific region, including most recently working for Australian Labor International and the Centre for Democratic Institutions to provide training for women candidates for the 2012 election in PNG. Lesley is member of the Australian Labor Party and still volunteers her time to help manage State and Federal election campaigns in Australia.

Both Leonie and Lesley have contributed to previous Fiji Women's Forum activities.

Message from Forum Co-Convenors

The Fiji Women's Forum brings together women from rich and diverse backgrounds – our women speak with voices that represent women with disabilities and living with HIV, as well as different faiths, cultures, sexualities, gender identities, ages, demographics and opinions. The Forum builds on a rich tradition of activism of Fijian women throughout our national history. It confirms our combined commitment to define the future of democracy in Fiji.

Despite recent gains, we remain deeply concerned with the disproportionate representation of women in Parliament. Women make up 50% of Fiji's population and are leaders in every aspect of our society and yet, since independence, the percentage of women in Parliament has never reflected this reality. Promoting greater women's participation in decision-making has been at the heart of what the Fiji Women's Forum does, since it was first convened in April 2012. At that first national consultation, women leaders from around the country called for temporary special measures to promote 50% women's representation at national and local government levels. For women leaders, the first Forum was a call for women to reclaim our rightful place in national decision-making and in Fiji's on-going democratisation process.

In early 2013, women leaders began preparing for the national elections at the 4th Fiji Women's Forum where they identified feasible, realistic and strategic approaches to increase women's participation in all electoral processes and develop a collaborative approach amongst women sharing skills, resources and building greater solidarity. These efforts led to the mobilization of women across our networks to promote their active citizenship as voters and as candidates. It also included training for women candidates and following the elections, a debrief with these candidates about their experiences. Their keen insights into the electoral process for women have provided much of the rich material for this publication.

We would like to thank all the women candidates and their campaign workers who have contributed to this manual. We would also like to thank the technical experts and organisations that have assisted us in this work since 2012, most particularly the authors of this publication, Leonie Morgan and Dr Lesley Clark.

Finally, we recognise the contributions of all Fijian women in leadership, who have claimed decision-making space from the community through to the national level. We stand with you and commit to working together in solidarity towards gender equality, participatory democracy and the meaningful participation of women in local and national decision-making.

femLINKpacific

National Council of Women, Fiji

Na Soqosoqo Vakamarama i Taukei

Fiji Women's Rights Movement

Suva, April 2015.

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1: Setting up your Campaign

"Prepare yourself now if you want to contest the 2018 elections - and get at least 10 other women and see if they are willing to contest in 2018 too." Advice from 2014 Election debrief participant

Forming your Campaign Team

Your campaign team is critical for success. You need a team that is loyal and hardworking. It must be made up of a mix of people with the necessary temperament, skills and knowledge and headed up by a respected and effective Campaign Manager.

It is also important that you as the candidate understand your own role. You are the team leader – you need to inspire, motivate, encourage and value your campaign team and volunteers by both your actions and words. Your primary task is face to face voter contact – persuading undecided voters to cast their vote for you and enlisting more volunteers from your support base. Engaging with the media to get your message out is also a key role of the candidate – nobody else can do these jobs as effectively as you. Avoid getting bogged down with a million administrative tasks – that is what your team is for!

Complete the table below providing details of who is taking on particular positions on your campaign team taking account of the role and skills needed.

Position	Name	Role/Skills needed
Campaign Manager		The Campaign Manager is the most important member of your campaign team. They coordinate the campaign and ensure that team members complete their tasks as set out in the plan. They should have political knowledge, good management skills and campaign experience if possible.
Finance Manager		The Finance Manager is responsible for keeping accurate records of campaign income and expenditure. They should ensure that procedures for authorising expenditure are followed and they advise on the state of the campaign finances to ensure the campaign operates within budget. Accountancy or bookkeeping skills are essential.
Fundraising Coordinator		The Fundraising Coordinator works with you and the volunteers to identify donors and undertake events to raise the necessary campaign income. Experience with fundraising for NGO's is useful.
Volunteer Coordinator		The Volunteer Coordinator will recruit volunteers and organise them to undertake voter contact activities. A patient organised person with good communication skills is needed for this role.
Voter Data Base Coordinator		This Coordinator uses the electoral role to track voter intentions based on local knowledge and/or voter contact activities so as to identify the number of votes you could expect on polling day.
Media Officer		The Media Officer works with you to write and then issue media releases and liaise with journalists about campaign events. They should also monitor all media comments about the local campaign. Experience as a media officer is preferable, but good relationships with and knowledge of local media is essential. You might also include in your team a second person with particular skills and experience with social media.
Website Manager		If you have enough voters with access to the internet, and can get a campaign website designed, it is a very useful tool. You will require someone who knows how to input data and keep it current.
Materials Production and Distribution Coordinator		They will coordinate the production and distribution of all your campaign material
Postal Vote/Pre-poll Coordinator		Postal votes and votes cast before polling day can determine the result of a close election. This coordinator ensures that your supporters know how and when to cast a vote for you.
Polling Day Coordinator		The Poling Day Coordinator is responsible for ensuring your supporters turn out to vote and will also organise trained volunteers for each polling centre to observe the voting and counting and report any irregularities. Knowledge of the election rules and organisational skills are required.

Developing your Campaign Plan

"You have to prepare really well. I don't mean (to) judge anybody but you need to be a person of calibre having been experienced with situations. I am someone who believes in planning."
Akisi Ravai, candidate, One Fiji

Developing a comprehensive campaign plan is the most important first task for you and your campaign team. This Plan describes your strategy and how you will implement it to win. A Plan builds consensus and coherence and helps to maintain focus in a crisis. There are six key rules to campaign planning.

Rule 1: Know the election rules, laws and structures that govern all aspects of your campaign

Rule 2: Know your potential voters and community/culture

Rule 3: If it isn't written down (and included in the Plan) it doesn't exist

Rule 4: Time and money are limited resources

Rule 5: It always takes longer and costs more than you expect

Rule 6: Plans need to be flexible to take account of changing circumstances

Your Campaign Plan must answer these questions:

- What needs to be done?
- Who will do the work?
- When will the work take place?
- How much will it cost?
- Is the work necessary for us to win?

Your Campaign Plan will need all of these components to be effective:

- **Campaign organisation** – committee structure, staffing and accountability
- **Research** – information on election rules, past voting patterns, issues of concern to voters, your opposition
- **Money** – budget and fundraising
- **Profile building** – how will you let voters know who you are
- **Targeting** – identifying the voters you need to persuade
- **Message** – what will you say to win over voters, especially undecided voters
- **Delivery of your message** – media and direct voter contact strategies
- **Votes on Election day** – getting out your vote, observing voting and counting and ensuring security of yourself and your votes

If you have started campaigning then the following is a checklist which sets out all the key tasks in the campaign. Going through this checklist will enable you to assess how your own campaign is going.

Answer YES or NO to indicate the tasks you have undertaken so far in your campaign.

Activity	Yes/No
Have you collected all the relevant election information or materials from your Party and the Electoral Commission?	
Have you researched the issues and past voting patterns of your electorate	
Have you developed a written campaign plan?	
Have you established a campaign team? Are they working well?	
Have you talked to voters and found out what the issues are?	
Have you developed a targeting strategy? Do you know who and where to target voters?	
Have you developed your campaign message?	
Have you planned/produced your campaign materials?	
Have you developed a voter contact strategy? Do you know how you are going to target voters?	
Have you prepared a campaign budget? Is the campaign working within budget?	
Have you accessed the media? Have you got any coverage?	
How are you using social media?	
Do you know what your opposition is doing and saying about you? Have you responded?	
Have you worked out your campaign activities leading up to polling day?	

Remember. If you are unsure of how to undertake any of the above tasks, this Manual will help you, so read on.

Developing a Campaign Timetable and Diary

Make a detailed campaign diary – counting down from the time your campaign team is formed to the issuing of writs, through to the opening and closing of polls, and the return of writs. The campaign diary will give you and your campaign team a timeframe to plan for events and travel ahead of the election. It should include key election dates such as close of nominations, voter contact activities, production and distribution of election materials, fundraising events, visits by senior Party leaders, newspaper advertisements, media releases, meetings of your campaign team. Review your diary each week and make changes as necessary.

If you have a campaign office put the campaign diary up on the wall on butcher paper or use a white board so that everyone on the team knows what is happening and what is planned.

For a template for your campaign plan see Appendix 1

Do your Research!

"Know your issues locally, national & internationally." Advice from 2014 Election debrief participant

Know the Election Rules

Every country has its own election rules that can be found in legislation and regulations. Before you stand for election and begin to campaign, seek advice or undertake your own research to learn about the particular rules that underpin this election.

The 2018 Fiji election rules may not be the same as those that were in place for 2014.

After you have completed this research, use the table below to list the key election rules that you and your campaign team must know and never breach.

Section in legislation or regulations	Rule

Know your Electorate

What happened before? The electoral management body should have the results of past elections that you can access to find out how many votes your political party has received. The strength of the Party vote will indicate the size of the challenge that you face. If tribal and clan connections are more important than political parties then assess the strength of your connections.

And remember that if you are running as an independent, the past results and voting patterns can also assist you in planning your own campaign.

What are the key issues? It is vital to know which issues will influence voters. Local knowledge, networks, media stories can all be accessed to identify the issues that may change votes.

Who are the opinion/community leaders? Knowing who has the most influence over voter behaviour is essential. These people must become your allies and supporters.

Know Yourself

"Get to know your STRENGTHS well & USE them!" Advice from 2014 Election debrief participant

Knowing your strengths and weaknesses will assist you to campaign more effectively. Consider your personality, public profile, networks, and past history. Think about specific knowledge, relationships or skills that you may or may not have which will help you to win. If you are running as a candidate for a political party, assess the performance and reputation of your Party locally and nationally.

An understanding of your strengths and weaknesses will assist you to identify opportunities and threats. Opportunities include such things as being able to access the networks you have such as churches, business, or women's movement to spread your message. Your Party has an organisational base in your region and Party members can potentially provide assistance. Threats could be an incident in your past that your opponent could exploit or a lack of knowledge of the issues in a particular community. If your Party is not performing well this could also be a problem for you.

Ask the members of your family and campaign team to each complete a SWOT analysis separately and then compare results. Discuss any major differences. What strategies will you adopt to maximise your strengths and opportunities and minimise your weaknesses and threats?

Strengths	Weaknesses
Opportunities	Threats

Know your Opposition

Know your enemy is frequently given advice, and it is very relevant in politics. Assess the known candidates to identify which ones pose the greatest threat to you and which ones you might form an alliance with. Find out all you can about your strongest opponent, their past history, current activities, networks and the strength of their support base. Like you, your opposition will have strengths and weaknesses.

Undertaking a SWOT analysis of your 1-2 strongest opponents may also reveal or confirm useful information. Your campaign must focus on your opponent's weaknesses.

Know the Goal for a Winning Campaign

Knowing how many votes you will need to win provides the goal for your campaign. Differing electoral systems play a role in determining the number and percentage of votes needed to win. In First Past the Post systems candidates can win with a small percentage of the total vote if a large number of candidates contest the election, while in alternate vote preferential systems the winner must achieve 50% +1 votes. In Proportional Representation systems the total party vote is the key to your success as well as your own personal vote or position on your party list.

The number of votes received by winning candidates in past elections is one of the best guides to the number of votes you will need. The section on targeting in Chapter 8 will help you to identify where these votes may come from.

Case Study: **Minister Rosy Akbar – Don't hesitate and don't think about what happens if you don't succeed¹**

"I think Fiji is ready – Fiji actually is ready for more women in politics and more women in business and we would should seize this opportunity and use it to our advantage." says Minister Rosy Akbar, Minister for Women, Children and Poverty Alleviation.

"Politics was never my idea as a career. I've been an educationalist all my life; I've taught in many secondary schools and as a teacher I got a chance not only to interact with children but the community as a whole.

I never chose politics as a career for myself. The decision I made to become involved was an overnight one. When the opportunity for me arose to apply as a candidate for the FijiFirst Party in 2014 elections I did not hesitate because I felt I had something to give back to the community and to the country as a whole.

The support that I got from my family especially my husband and my children when I decided to enter politics at this stage of my career and at this stage in life was overwhelming.

I was optimistic that things would go down well and I was given only two months to campaign. Because I did not come from the political arena and because I had no knowledge about how the political world worked, at first I was hesitant because most of the campaigns that I conducted were just done on my own. I somehow gathered the strength and courage to campaign on my own. I think the support of the spouse, support of the children and the support of close family members is the most important thing that a woman needs to pursue a political career.

Politics is very demanding; it takes up most of your time but if you have an understanding and supportive family then that should not stop any woman from pursuing a career or a goal in her life.

Time, family and money are very important and these three basic ingredients helped me - secure finances, the support of the family and the support of my close friends and of course the willpower.

When I decided that I was going into politics, I did not hesitate and think about what's going to happen if I don't succeed. The willpower was there and I think for women this is very important. Many women are hesitant to sacrifice their career for something new.

It was not easy, being a woman and entering politics - a male-dominated career.

There was a lot of negativity surrounding our campaign – "a women's place is in the home" or "she's not going to make it".

But once you have made up your mind and you step out with renewed energy to achieve something it should not be difficult. We women should not be stopped from achieving our goals just because we are women.

Being a woman is a challenge itself. I'm not going to say that we don't live in a society where there is still stereotyping, where women are still judged, where the society still holds prejudiced views against women.

But I think we just have to overcome those challenges and see what we want to achieve in life.

I think Fiji is ready – Fiji actually is ready for more women in politics and more women in business and we women should seize this opportunity and use it to our advantage."

¹ Source: FemLINKPACIFIC radio documentary interview with Minister Akbar (2015)

2: Campaigning as a Woman

"I have advocated for human rights and women's rights for a long time and it was time to walk the talk." Priscilla Singh, candidate, National Federation Party

Do you have an Advantage?

Research undertaken by the Fiji Women's Forum in partnership with the International Women's Development Agency² and published in 2014 provides a snapshot of attitudes and perspectives about women in politics and leadership. The study found that:

- The majority of people in Fiji feel that women are under-represented in government and that changing this would be beneficial to the nation as a whole
- People recognise that the qualifications and attributes of leadership are not unique to men, but are common to both women and men.
- Conservative viewpoints that favour male leadership are a small but significant minority, the strongest support for female leadership is to be found amongst women and young people.

So you may have an advantage standing as a woman!!

If you want to maximise this advantage with women voters, qualitative research undertaken as part of candidate training for Australian elections³ has found that the issues women voters are most often concerned about are:

- improving the standard of living for their families (including having more time to spend with families)
- the state of the health system
- the quality and cost of education for their children and themselves
- whether young people can find and keep a job
- problems affecting elderly parents

This research also found that women reported that politicians *"don't have the faintest idea"* what their lives are like. Women felt very strongly that things would be much better if there were a lot more women in parliament. Their reasons were:

- women are seen as less likely to be in it for themselves, less ego based, less likely to engage in petty point scoring
- women have more common sense and are able to sit down together and work out a solution
- women have experienced problems more directly. They know more about the issues associated with children, education, the elderly and dealing with the health care system.

Women felt strongly that women parliamentarians must retain these qualities and not become engaged in the men's game of self-interest and petty party political point scoring.

"When it comes to running a country, women know and can do better because they can multi-task." Akisi Ravai, candidate, One Fiji

If you want to maximise your chances of being elected, you need to do all the conventional political activities and campaigning but also you must:

- be 'down to earth', honest, and direct
- use concrete examples to explain complex issues. A woman candidate wishing to focus on an issue must articulate values and aspirations with personal conviction using simple and direct language – perhaps by talking about their own experiences with the health or the education system with their own families
- tie in a local issue where possible
- speak in terms that resonate with people's experience and concerns
- focus any criticism of an opposing politician on important and relevant issues, and include a positive statement of alternative direction
- refrain from any personal criticism of your political opponent's personality as this is counter-productive

² Source: Public Perceptions of Women in Leadership, A Fiji Women's Forum Research Project in Partnership with International Women's Development Agency 2014

³ Source: EMILY's List Australia 2012

Women who had campaigned in the 2014 election or had helped others to campaign offered the following advice to new women candidates:

"Be a strong, capable daughter of Fiji." Advice from 2014 Election debrief participant

"Be HONEST!" Advice from 2014 Election debrief participant

"Stand up for your values & rights." Advice from 2014 Election debrief participant

Now consider your own knowledge and experience of campaigning as a women and complete the section below.

What do women say about the election campaign and politicians?
How will I respond to these views to capture women's votes?
What challenges am I/will I face as a women campaigning against men and trying to win male and female votes?
What challenges am I/will I face as a women campaigning against other women and trying to win male and female votes?

The role of Family in the Campaign

"The whole campaign was very awesome- I was encouraged. My mother was my biggest support. I had the support of people on the ground which was really good." Laisani Qaqanilawa, candidate, SODELPA

Extended family support is essential during the campaign. It will continue to be very important after the election - win or lose. Families provide support in many different ways. Complete the following table after discussion with your family. Consider any implications for your campaign because some family members may not provide the support you need.

"Be a strong, capable daughter of Fiji." Advice from 2014 Election debrief participant
"Be HONEST!" Advice from 2014 Election debrief participant
"Stand up for your values & rights." Advice from 2014 Election debrief participant

Area of support	Family response
Financial	
Emotional	
Practical (both at home and on the campaign trail)	

"Married couples need to be working in partnership, they need to be supporting each other. I'm lucky myself because my husband has been very understanding. He had been a politician and a Minister before and he knows the kind of support that I need. I've always told him that you are one in a million in the way that he provides support for me but not all husbands are like that; there is always this competition." Dr Jiko Luveni, Speaker of the House⁴

Managing your Time

Before you even begin to campaign, you already have a busy life juggling family and community commitments and probably paid work. As a candidate your time management will now also need to include the significant demands of a campaign.

Your one-hundred per cent commitment to being elected will impact on the time you can give to your family, your friends and your community, as well as any time you may have for other activities.

To get a broad picture of your current time commitments, list the five things that are most important to you in your family, your community and your life and the time you currently allot to them.

	Activity	Time commitment per week
1		
2		
3		
4		
5		

⁴ Source: FemLINKPACIFIC radio documentary interview with the Speaker of the House, DR Jiko Luveni, 2015

Next, ask yourself some questions:

How will the campaign impact on these commitments and the time I have to spend on them?

Are there any alternative arrangements I can make during the campaign for one or more of these commitments?

"From my experience standing in the last election I can confidently say that family support is a must when you want to engage in running in elections or in politics because as you progress in terms of your campaigns there's nobody else that will be there to help you but your family. That's the beauty about family in Fiji because you have an extended family⁵". Hon MP Salote Radrodro, SODELPA

Remember, the campaign is not forever – but you will always need your family and friends.

Case Study: **Roshika Deo – Learning from the experience and planning for next time**

"I am not going to say it is easy because it is not. It changes you as a person. But it is so important for women to run for election to progressively work towards a future where having women in politics is not considered special, but is as common as having men in politics." says Roshika Deo, independent candidate in the 2014 Fiji election.

At age 33, Roshika Deo was one of the youngest and the first candidate to express her interest to run for the 2014 Fiji general election. She says she made the decision to stand for election because she was angry and frustrated at the way young people were directly and indirectly denied opportunities to engage in public and political spaces. She also felt strongly about the need to ensure a greater allocation of resources to women's issues and concerns.

Roshika comes from a traditional IndoFijian family and is the oldest of five siblings. She has a legal background and had worked for almost ten years as a volunteer in various community services and in development work. She was employed in human rights, gender and women's rights work prior to the campaign.

After talking with representatives from most of the political parties, Roshika decided to stand as an independent, one of only two independents to stand at the election. As an independent, she did not have the support of a political party system to get her message out. It was all up to Roshika and her volunteers. She focussed on face to face, person-to-person interaction and found this one of the most successful aspects of her campaign. *"This got me votes because people could relate to me personally and I was able to explain the campaign messages, including having thorough discussions."*

Roshika says she found out very quickly that it would be far harder than she had ever thought as a younger woman standing for election. Most of the campaign literature described older women's campaigning experiences and she was therefore unprepared to deal with the misogyny that was directed at her.

Although she was not elected to Parliament, Roshika says she gained lots from the experience. She expanded her networks and made contact with many young people who say they want to be part of any campaign she might run in the future. She also feels she has established her political credibility nationally which will help in her next campaign. And she was able to get many issues on to the national agenda which had not been discussed or addressed prior to the campaign.

When asked what advice she would give to other women thinking of running in an election, Roshika says: *"Every time a woman stands for election, she makes it easier for future women to enter the public and political spaces. And women serve as role models to girls. I have a five-year-old niece who accompanied her mother when she was campaigning for me among her networks. And now she goes around saying to friends and family – vote for me. To see her at that age, envisioning standing for election and asking for votes is amazing and fills me with so much hope and inspiration. This is success for me. I will continue to keep going and I cannot give up. It is our responsibility to participate in politics and women need to exercise that responsibility."*

5 Source: FemLINKPACIFIC radio documentary interview with Hon MP Salote Radrodro, 2015

3: Enlisting Volunteers

A good team of volunteers is essential for any campaign

The most precious resources on a campaign are people, time and money. People are the only unlimited resource so make good use of them! Every part of a campaign can use volunteers.

Volunteers need good organisation and sufficient support. Have you provided most of the following for your volunteers?

- ✓ a Volunteer Coordinator who has some organisational and personal skills who can get volunteers organised and show them respect
- ✓ a clear set of tasks for each volunteer which can be achieved
- ✓ some assistance with travel or meal costs
- ✓ office support and a space for the volunteers to leave their personal belongings
- ✓ flexibility to allow for other responsibilities - remember volunteers are not paid staff
- ✓ contact names and numbers for their Volunteer Coordinator
- ✓ access to the necessary equipment when it is required or at a scheduled and agreed time
- ✓ a data base of volunteers, their skills and completed tasks – and their contact details
- ✓ a means to thank and recognise the volunteers – see below for ideas of how you might do this

Always remember that volunteers are not paid staff. They are there because they want to help you win! Whether you win or lose, ensure you regularly and warmly thank them for the assistance they provide.

Sometimes volunteers don't work out. But as you can't sack a volunteer, giving them another task to do is a good way to handle this problem.

All of these may seem obvious, but it's amazing how many campaigns either ignore volunteers or treat volunteers rudely. The campaign staff and candidates should always be friendly to volunteers. If a volunteer is rudely treated by a campaign team member, not only might they decide not to volunteer again, they may reconsider their support for you and let their friends – and other potential voters – know how they were treated.

Working well with your Volunteers

Although you can never thank a volunteer enough for their help, many campaigns still don't do this well. Campaign committee members may be among the worst offenders, treating volunteers like servants, ignoring them or treating them rudely.

It is important that both you and your Campaign Manager set the right example and let it be known that it is everyone's job to be courteous to volunteers.

Here are some ways your Volunteer Coordinator and others in your campaign can recognize your volunteer's efforts and make them feel more involved in your campaign.

- ✓ Put the volunteers on the campaign mailing list so they receive regular updates on the progress of your campaign. You might have set up a daily or weekly email which lets your key contacts know what's happening in the campaign; you may want to put some of your regular volunteers on that list.
- ✓ Invite volunteers to key events. That way they will be able to meet with you and other key campaign members.
- ✓ Consider having a special badge, hat or tee-shirt that signifies someone who is a particularly active volunteer. For example, some campaigns have special permanent name tags for regular volunteers and these name tags are always in the same volunteer sign-in part of the office.
- ✓ Hold regular volunteer meetings which briefly update the group about campaign activities.
- ✓ Create a recognition wall or a Facebook page of pictures of volunteers doing campaign work. As other people come in to volunteer, this may motivate them to help out and get their picture up on the wall. Pictures of volunteers helping in the campaign can also be tweeted to campaign followers.
- ✓ Throw a party to thank volunteers. You or your Campaign Manager might host an event, like a barbecue, at home. This is especially important before big projects.
- ✓ Have a period of time set aside when volunteers can have their pictures taken with you - the candidate. A signed photo is a small price to pay for several months of free work.
- ✓ Provide refreshments at each volunteer project. This need not be expensive but there is no reason why the campaign can't buy coffee and something to eat for volunteers.

- ✓ If you have an office or meeting place, make sure it is volunteer friendly by having a volunteer sign-in area. Use calendars/charts to show progress and write down volunteer names on the calendar to show how many people have signed up and encourage new recruits to join them.
- ✓ Send your volunteers thank-you notes after the election. When a person has worked for weeks or months for free, the least the campaign can do is thank them. A short note or email after the campaign will also make sure you can count on their support for the inevitable next campaign.
- ✓ One final way that you can thank a 'super volunteer' for their efforts is to help pay for the cost of volunteering. Depending on the cost of transport, it could cost a lot of money to volunteer for your campaign.

Is your Volunteer Strategy Working?

What are we doing well in our Volunteer Strategy
What is not going so well
What I can do to better to support my volunteers

Case Study: **Monica Raghwan - Don't be afraid to stand up for what you believe in and be visible**

"Be yourself, focus on one or two causes that you believe in and enjoy the journey", so advises Monica Raghwan, second time Fiji Labour Party candidate and previous Member of Parliament.

The 2014 campaign was Monica's second election campaign. She originally ran in 2006, when she says she had no prior knowledge or experience of campaigning and had only 20 days to prepare for the election. Luckily her father had been part of Fijian politics since the late 1970s and he was a key part of her campaign. As her Campaign Manager he handled all the billboards and advertisements, sheds, agents and volunteers. This left Monica time to meet her voters, attending pocket meetings, debates and public meetings. Monica credits her success in 2006 to standing on the Labour banner and believes others voted based on her candidate potential.

In 2014 Monica again stood as part of the Fiji Labour Party team and campaigned hard once again although it was in an area where she thought it unlikely that she would get lots of votes. Her campaign was targeted at creating awareness of the effect of coups on the country and because she is very interested in agriculture, (she has a Post Graduate diploma in Plant Breeding and worked on the Pacific Regional Agricultural Program as an agronomist) she emphasised the importance of the agricultural estates and re-establishing Fiji's agricultural base.

Even though Monica wasn't elected in 2014 she says she valued the experience of campaigning as it helped to increase her knowledge and her involvement in her political party. She continues actively campaigning for the issues she sees as important and says *"children still want hugs and supporters though disappointed with the results continue to encourage me and pledge support through social media and on the streets and at functions."*

Monica says she will stand again in 2018 as she believes that Fiji doesn't have enough women putting up their hands to run for election. However she also believes it important that women work together with men in political campaigns. *"It is important that you work alongside your male colleagues. It will teach you to hold your own, get them to understand how we operate and share the experiences that women face. It helps raise the bar."*

Monica offers the following advice for women thinking of standing for election. *"Be yourself, focus on one or two causes that you believe in and enjoy the journey. Work hard, be honest, find your space but don't take everything too seriously so that it doesn't bring about too great a disappointment when you don't win. Don't give up if you believe it's your calling."*

4: Finding a Campaign Mentor

Having a supportive campaign mentor will really help you when the pressure is on!

Family, friends, colleagues and your community will encourage you and provide support as you run your campaign. But if you want more targeted and intensive advice, finding an experienced campaign mentor is way of getting great support. Mentoring is when a more experienced person assists a less experienced person in moving forward with their career or other life pursuits. It can include, but is not limited to:

- sharing knowledge
- networking
- problem solving and strategic support
- boosting self-esteem and confidence

If you want to run a successful campaign and get elected, **a mentor could help you to:**

- **understand the political environment** and what you need to do – and who you need to know, to run a great campaign and to get elected
- **raise your profile**– your mentor can suggest how you might get more people to know who you are and support you
- **meet other people** who might be able to help you
- **let off steam** and then regroup
- **boost your confidence** when you're feeling a bit down

How to find yourself a Mentor

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Step 1

Ask yourself why you want a campaign mentor, what sort of things do you want help with and who's the best to provide this?

Do you want some ideas about how better to run your campaign, do you want introductions to others who might be able to provide help and support, do you want someone who will encourage you as you campaign. Make a list of the sort of things you want help with, the questions you want answered. Take these along to your first meeting with your mentor – and ask away!!

Step 2

Make a list of women – or men and why you think each would be good as a campaign mentor

Do you have someone in mind – someone you already know, someone you have heard about, someone others recommend to you? The best campaign mentor will ideally have lots of campaigning experience and might be a past Member of Parliament or an experienced campaign manager. They will also be someone you can feel comfortable with. Make a list and order your list according to who you think would be the best mentor for you – and start with the one who you think will be best.

Step 3

Approach the first person on your list

Start with the first person on your list - if you already know them just give them a call, ask them if they have time to catch up with you for a chat. If you don't know them personally then it might be best to contact them initially by phone or email to see if you can make a time to catch up for some campaign advice. Make sure you mention the person who recommended them.

Step 4

When you approach the potential mentor ask their advice about a particular campaign issue.

You might not say up front that you would like them to be your mentor –but do bring along a list of campaign questions to ask and then see how things go.

If the first person on your list says they can't talk to you, don't take it personally. It's probably because they are busy and don't have the time right now. Don't be disheartened just go to the next person on your possible mentor list.

Identify two people who you would like to be mentored by during your campaign and before you make contact, fill in the following:

<p>Name of the Mentor:</p> <p>Why would this person be a good campaign mentor for me?</p> <p>What could they help me with?</p> <p>How will I contact them?</p> <p>When will I make contact?</p> <p>What will I ask them about?</p>
<p>Name of the Mentor:</p> <p>Why would this person be a good campaign mentor for me?</p> <p>What could they help me with?</p> <p>How will I contact them?</p> <p>When will I make contact?</p> <p>What will I ask them about?</p>



Case Study: **Australia - How to Make Campaign Mentoring Work for You - Joan Kirner AC, co-founder of EMILY's List Australia, former Victorian Premier and experienced political mentor.**⁶

Every EMILY's List Australia endorsed woman candidate is matched with an experienced campaign mentor to assist them in their campaign. Set out below are some hints on how to make a political mentoring relationship work:

Political mentoring works best if:

- the candidate wants a mentor (they usually do when asked)
- the mentor has some background information about the candidate and the candidate's electorate and its particular challenges - the candidate could provide this for the mentor
- there is a personal rapport and respect between the mentor and the candidate. This doesn't mean they have known each other previously, but there needs to be a feeling of connection, for example similar interests or experience in running for a similar position, or a special connection with the area in which the candidate is campaigning.
- the mentor and the candidate connect face to face early in the campaign, if possible, to establish rapport. If this is not possible because of geographic constraints, rapport is established through early, regular and frequent telephone and email contact.
- the mentor is a good listener and does not try to run the campaign or the candidate
- the mentor has good political experience and connections with the Party so that advice is constructive and problems can be sorted out if necessary
- the mentor has good networks which the candidate can use if she needs or the mentor can use on her behalf
- contact is made regularly (say once a week or fortnight) by phone, with the mentor making sure she calls at a time which allows the candidate to talk (I find Sunday night about 8pm good)
- the mentoring relationship allows personal matters to be raised as well as political ones
- the relationship is open and honest enough for the mentor and candidate to say what they think in ways they might not be able to do with the campaign committee
- the advice empowers rather than instructs the candidate
- confidences are kept confidential
- the candidate feels free to change the mentor if it isn't working, without recrimination.

NOTE: Brief encouraging email or phone messages, notes, cards help the relationship; especially if the mentor knows that the candidate has had a 'bad hair' day.

"My mentor and my strength is my Mum. She's about sixty plus now. If she can bring up five children on her own and we were very poor. She worked very hard. She was not educated and she made quite sure that we rose up to every challenge in life. She had a dream for us - for all my five siblings and her simple message in life was fight for your rights, be true, be honest and of course education is important. For a woman like my mother bringing up five children single-handedly, without the support of my dad, I mean what better mentor can I have in my life and I owe it to her. The decisions she made, she made sure that we were raised well, we were looked after well and here we are today." Minister Rosy Akbar, Minister for Women, Children and Poverty Alleviation⁷

⁶ Source: EMILY's List Australia Mentoring Handbook, EMILY's List Australia 2014.

⁷ Source: FemLINKPACIFIC radio documentary interview with Minister Akbar, 2015

5: Finances and Fundraising

"Save \$\$\$ & budget now...Make yourself financially stable before stepping into politics!!!"
Advice from 2014 Election debrief participant

The Campaign Budget

You need money coming in (income) to fund your campaign. This income could come from your own personal funds, from donations or from fundraising events and activities.

Before you start to raise this campaign income, make sure you check the electoral rules to confirm who can and cannot contribute funds to your campaign. In most countries candidates can receive donations from individuals (both in-country and living overseas), businesses and NGOs, but there are exceptions like Fiji at the 2014 election, where only individual donations are allowed. Political party candidates might also expect to receive in kind support, rather than money from their Party.

All candidates will also need to contribute some personal finances to the campaign. This is a really important issue that you will need to discuss with your family. It is better to underestimate, rather than overestimate, how much campaign income you expect to receive and you should ensure that you do not have any debts to repay after the campaign.

Fill out the table below to estimate how much income you might raise from all your potential sources:

Campaign Income

Source	Amount
Personal funds	
Friends and relatives	
Donations from other individuals	
Party (income may be in kind e.g. production of posters)	
Party members (your Party should have a list)	
Donations from other organisations (businesses and NGO's)	
Fundraising (events, merchandising, trivia nights, raffles etc)	
Any others?	
Total	

Campaign Expenditure

You will need to spend significant funds (expenditure) in order to run your campaign. Ideally your income and expenditure will be equal.

Some of the items below will be provided by friends and volunteers, such as hosting a morning tea event, so potential voters can meet you, or helping with website design, or campaign transport.

Before you spend any money on your campaign, discuss your campaign budget with your Party officials so that you are very clear about what they will and will not pay for.

Item	Number needed	Cost
Nomination fee	N/A	
Materials		
Posters		
Leaflets (printing and distribution)		
Letters (printing and distribution)		
Business cards		
Other materials for voter contact activities and events (T-shirts, balloons, hats etc)		
Administrative costs	N/A	
Campaign office rental		
Phones/Internet		
Website design		
Allowances for staff, and volunteers		
Advertising		
Facebook		
Local paper		
Radio		
TV		
Other campaign expenses	N/A	
Transport		
Refreshments		
Morning teas/Community events		
Hire of facilities for public meetings		
Fundraising expenses		
Security services (candidate, ballot boxes)		
Total		

Effectively Managing your Finances

To manage your campaign finances effectively think about and carefully consider the questions listed below.

Will my fundraising stay ahead of expenses? If not what will I do?

What if I'm not meeting my fundraising targets? Where will I reduce my expenditure?

What if I get additional donations? How will I spend this additional income – what are my priorities?

If I do have any debts after the campaign, how will I pay them off?

Campaign Fundraising Strategies

"Prepare yourself well financially and physically." Advice from 2014 Election debrief participant

Individual and business donations

Fundraising is a crucial part of any campaign and funds can come from a range of sources. However you will need to ensure that you comply with any rules in regard to donors and donations. This means thoroughly checking you are complying with the electoral rules and also ensuring you record all donations and their source and keeping copies of receipts.

Target the individuals, businesses and other organisations within your networks who are prospective donors. Estimate how much they might donate. Certain people are more likely to donate than others – identify these people and assess their potential contribution.

The most important thing is to ask – a personal phone call from the candidate is worth more than you'd think. However, there are a few important steps:

- 1 Establish a rapport with the donor. Acknowledge who they are and how you know them. Ensure they know how you obtained their contact details.
- 2 Deliver a customised fundraising message. Establish why they might give to your campaign and tailor your message accordingly.
- 3 Demonstrate you have a viable campaign. Donors are often unwillingly to donate to lost causes. Use endorsements, media coverage, and your voter contact plan to show your campaign is well planned and credible.
- 4 Let them know how their contribution will be used. They will want to know their contribution will be helpful.
- 5 Ask for a specific amount and specify when you need it. The more specific you can be the better.
- 6 After you've asked for the donation, you need to listen and wait. If they agree to make the contribution thank them and arrange to collect the contribution. If they say no, ask why. Listen to their objections and be ready with an answer. You may have asked for too much – be prepared to negotiate down. They may have misinformation about the campaign – correct this and ask again. Or they may not be ready to donate – let them know you'll keep them informed of the progress of the campaign and ask again later. More often than not they will say no. This is not a personal condemnation or judgment of you. Learning from their responses will assist your fundraising.
- 7 Once you've received the donation the process of courtship has only just begun. Immediately send a handwritten thank you note. And depending on the level of the contribution you may want to thank them personally.

Many small donations can add up to as much a few large ones and may be easier to get. 'Crowd funding' using social media is based on this principle and is being used very successfully in political fundraising.

Practice 'the ask'

The more you practice the more successful you will be when you ask for donations. Work with a colleague or friend and use the steps outlined below to practice 'the ask'. The information set out below will help you with role playing 'the ask' and following on from the steps you will find two practical situations you can use for your role play:

- **Establish a rapport with the potential donor.** Acknowledge who they are and how you know them. Ensure they know how you obtained their contact details.
- **Deliver a customised fundraising message.** Establish why they might give to your campaign and tailor your message accordingly.
- **Demonstrate you have a viable campaign.** Use endorsements, media coverage, and voter contact plan to show your campaign is well planned and credible.
- **Let them know how their contribution will be used.** They will want to know their contribution will be helpful.
- **Ask** for a specific amount and specify when you need it.
- **Listen and wait.** After you've asked for the donation, listen and wait.
 - If they agree to make the contribution, thank them and arrange to collect the contribution.
 - If they say no, ask why. Listen to their objections and be ready with an answer. You may have asked for too much – be prepared to negotiate down. They may have misinformation about the campaign – correct this and ask again. Or they may not be ready to donate – let them know you'll keep them informed of the progress of the campaign and ask again later.

Things might go wrong if you:

- Try to achieve too many goals from the one event
- Overestimate the number of people who will attend – be realistic
- Overload your volunteers with tasks that are not completed
- Spend too much money on the event

The fundraising ideas below are only that, ideas. You will need to customise these and -**Don't forget to check that they confirm to the provisions within any electoral rules or regulations that apply.**

Small scale fundraising with small time commitment includes:

Film nights

These are usually good social nights, and you could raise more money if you provided a supper afterwards. They generally require a lower commitment of time, are a low financial risk as there are no major outlays. The major task will be to find a cinema reasonably central and accessible that offers group discounts. You'll need to identify a film and pick a date and promote it. You'll also need to set a price (a little more than what the group discount price is) and work out ways you can take bookings.

Dinner or barbeque at a friend's house

You need to ask a friend to host a dinner and to invite her friends and colleagues. Those who attend will get to meet you, hear from you and might donate to you and your campaign on the night.

Medium scale fundraising with medium time commitment includes:

Speaker & Breakfast/Lunch/Dinner

This is a good format for meeting several candidates or other inspirational women. It allows for interaction between you and the participants and could also have a policy focus. As with many events involving sit down catering, it can be financially risky as a certain number of people must attend for the event to be profitable. If seating arrangements have to be organised this increases the organisational time commitment. Depending on the catering costs these events vary from low to medium profit.

Larger scale fundraising ideas with larger time commitment included:

Trivia/Quiz nights,

Get a high profile Quiz master if possible and make it fun. Include an auction with all auction items donated. This could be a silent or a bidding auction.

Arrange a fun run or other sporting event, participants get sponsored and it works best if the candidate takes part.

These events can be high in profit, but they require a large time commitment with an organising committee.

However – no matter how you decide to fundraise you'll need to have a plan. You can use the table below to develop your events plan – listing each function, expected revenue, coordinator and date.

Function/Event	Anticipated Revenue	Function Coordinator	Date

Remember if you don't ask, they won't give!!

Case Study: Dr Jiko Luveni – Identifying doorways where women can get into politics⁸

"If women are to go into politics first they need to know the requirements of a politicians." says Hon Dr Jiko Luveni who is the first female Speaker of the House.

"Well firstly my goal really was that I wanted to be a Parliamentarian, and because of that, I had my feelers out as to how I could get into politics but before I did I was invited by the previous government to serve in the Cabinet. So I didn't have to go through the political process and I was thankful for that because I had a doorway where I could actually get into politics in the service of the last government.

So when I got invited I accepted and I've been serving as a Minister in the past government from 2008 till the elections in September 2014.

If women are to go into politics first they need to know the requirements of a politician - the requirements of a party to accept them as members of that party. Unfortunately with the new Constitution it's going to be very difficult for a woman to stand as an independent and to win an election because if she is to stand as an independent and be successful, then she will need to get five percent of all the votes.

In the last election the total number of votes was about twenty five thousand and an independent needed to get five percent of twenty-five thousand which was very, very difficult. So if women are to be successful and become a parliamentarian they need to join a party.

Before that she needs to prove herself as a future politician by providing service to the voters that would vote for her. This means getting involved in community work – community projects and getting herself acquainted and linked up with voters. With this Constitution there is only one constituency so this has to be a Fiji-wide link between her and the voters.

The media plays a very important part as well. If she has the support of the media it will report on her work and that in itself will be promoting her throughout the country.

She also needs to link up with current politicians and with whichever party that she would like to join so that when it comes to election time she'll put in her application as a candidate and that will easily get her into a party that will accept her as a candidate when she stands for election

If she wins and depending on the number of votes that she will be able to have, then that is a passport to being a parliamentarian."



⁸ Source: FemLINKPACIFIC, radio documentary interview with the Speaker of the House, Hon Dr Jiko Luveni, 2015

6: Developing Your Message

"I was not planning to stand for this election - I was planning to stand but in the next one. I was involved with the women's forum through NCWF and also the UNDEF project - by May I was aware that not a lot of women were standing so I decided to 'walk the talk' - I made a point to stand - basically for me it was the practical of the theory that we were teaching. So we were not only teaching it but we were also doing it." Fay Volatabu, candidate, National Federation Party

Developing your Campaign Message

Your message sets out the reasons why voters should support your campaign and vote for you. Effective messages are:

- Credible
- Clear and concise
- Relevant and values based
- Compelling
- Contrasting
- Repeated, repeated and repeated!

My Personal or Party message to voters

--

Developing your own Local Message

Who are you?

--

Why are you running?

--

How are you and your Party different from other parties and candidates? If you are an independent, how is your message different from those of the political parties?

--

Why should voters support your campaign and vote for you?

--

What national and local issues are of most interest and concern to voters? Are these different for men and for women?

--

Refining your Campaign Message

"Be yourself, focus on one or two causes that you believe in and enjoy the journey." Monica Raghwan, candidate, Fiji Labour Party

Your campaign message could take a number of forms depending on where and how and the time you have to communicate it. When speaking at rallies or with smaller groups incorporate your message into your speech using stories and personal examples, and repeat it in different ways.

You should also be able to give your message in 90seconds to individuals when undertaking face to face voter contact activities. Your goal is always to give voters compelling reasons to vote for you, rather than for your opponents, and you also want to motivate the voters to act.

Your message to committed supporters and undecided voters will differ. Your existing supporters need to be assured that you will continue to represent their interests and they also need to be urged to become active in your campaign. Undecided voters need to be persuaded to vote for you based on what is important to them.

Your message will also vary for women and men, young people and the elderly and will demonstrate that you understand their concerns and values and will fight to provide what they need.

My message to committed supporters
My message to undecided voters
My message to women
My message to men
My message to young people
My message to the elderly

Using Message Boxes

There are other important messages in an election campaign. It is essential that you know the messages that your opponents are sending to voters about themselves, and about you, so that you can respond to them.

Identify your strongest opponents or those most likely to attack you or your Party and complete a message box like the one below for each of them. Begin by completing the message box for your strongest opponent.

Your Message	Opponents Message
What WE say about US:	What THEY say about THEM:
What WE say about THEM:	What THEY say about US:

Developing the Campaign Slogan

A campaign slogan sums up your message in 4 or 5 easy to remember words. If you are an endorsed political party candidate then you should use your Party slogan, but localise it as necessary. Independents will need a slogan that distinguishes them from those of political parties. Slogans are used on posters, banners, flyers and all other advertising materials.

Effective slogans used in past campaigns. Why do you think these worked?
Your personal or main Party slogan. Why does it work?
Slogans that you will/have been using in your campaign

Case Study: Salote Radrodro – On getting involved in politics⁹

"I was always interested in politics and I was a career civil servant who had worked in government for thirty-six years. However, politics was not really part of my plan in life." says Hon MP Salote Radrodro.

"We worked to support the government of the day and towards the end of my career and being in senior management I was always working with ministers. But it was after the coups happened things drastically changed in Fiji in terms of our democracy and you know we saw the abuse of our democracy, the human rights abuse, the militarisation of the civil service, you know all these things and I'm sure a lot of women suffered along the way.

When I joined the Ministry of Women, Social Welfare and Poverty Alleviation, I found myself right at the grass-roots level, at the community level. That's when my perspective on life changed because I saw and I witnessed the suffering of women, particularly the marginalised women - those that suffer violence.

One particular area of passion was women in politics because I wanted more women in politics and that was also part of my work: I wanted more women to participate in politics particularly in the upcoming election but there were a lot of restrictions because of intimidation and fear.

Women were afraid to come forward and friends and colleagues started asking me when I retired, "What are you going to be doing?"

I said, "Oh I'm going to be doing voluntary work with my women's group and youth group". I continued with women in politics – The Bridge programme – and the Women in Leadership programme and other economic empowerment programmes on a voluntary basis.

And then soon after I retired the opportunity to join SODELPA came my way and I said, "No, I'm not going into politics". And then opportunities came again along the way which I said I'd consider.

After one year I wanted to do something more challenging, more challenging in the sense that it would influence women's development. So I started to consider the idea of getting more involved in politics because I believe that in Parliament we can influence legislation. We can influence policies and that's where the thinking really intensified and I discussed my decision to join politics with my family.

When I first raised it with my husband he said, "Why not?" I was glad because I was not even sure myself, but when I heard that kind of response from my husband I said, "Oh, that's encouraging". And then I raised it with my children – I have three boys; I don't have any daughters. They said, "Yes if you think that's the way you want to continue with your service to the public then we'll support you". So with that as a backdrop I decided to enter politics."



9 Source: FemLINKPACIFIC radio documentary interview with Hon MP Salote Radrodro, 2015.

7: Producing Campaign Materials

"Prepare your campaign material such as flyers and posters as early as possible and know them in detail." Vane Seruvakula, candidate, SODELPA

Campaign materials help you to raise your profile and deliver the message

Before you can deliver your campaign message, you will need some campaign materials. If you are running as a political party candidate, your Party will produce materials and may provide some of them to you at no cost, while others you will have to purchase.

Timing is everything in politics and in campaigning so make sure you leave enough time to get all the materials produced before you need them. The cost should be included in your budget. The materials should always include your name, Party, candidate election number (if you have a number) and slogan.

Don't forget to check the electoral rules as you may have to include the following on all your printed material - name and address of the person and organization who authorized and paid for printing of the material; name of the company that printed the material and their business address; and date of issue.

Complete the table below providing details of how materials will be produced, how many will be needed and where they will be used.

Item	Production company	Number Required	Date needed	Where to be used
Business cards				
Posters				
Banners				
Leaflets				
Letters				
T-shirts				
Badges				
Caps				
Car bumper stickers				
Balloons				
Other items				

Preparing an Introductory Flyer

Your first flyer must create a positive impression, be interesting and grab voter's attention. More photos than text is always good – don't assume people will read everything. The flyer should include your message and slogan and cover the following:

- Who you are (personal background and experience)
- Why you are running for election
- The hopes and concerns of voters
- What you and/or your Party intend to do if elected
- Your contact numbers – and encouragement for voters to contact you.

Your flyer should provide good reasons why people should vote for you or want to find out more about you. Think about the photographs you use. If possible invest in a professional photo shoot that reinforces your message. The photos should tell a story about you, the issues that are important to voters and that are central to your campaign. You will need a range of people to join you in the photos depending on the issue and the story it is telling.

The person who should have overall responsibility for the production of your campaign materials is your Campaign Manager, but think about the design of your introductory flyer; who will participate in the photos, where they will be taken and how you can make the text simple but compelling, and then share your ideas.

Case Study: **Vane Seruvakula - Don't be shy and don't be afraid to voice your opinion**

"From an indigenous Fijian women's point of view, I really encourage women not to be shy or be afraid to voice your opinion. You learn to educate yourself along the way, you build your confidence and standing for election definitely guarantees your prominence", so says Vane Seruvakula, first time SODELPA candidate in the 2014 election.

Vane never expected to run in an election but after giving it a lot of thought and talking with her family, (Vane has two young boys aged 11 and 7) she decided she wanted to stand for election. Vane says *"Being a politician was not part of my career path but I will not regret my decision to try it out for the first time. It was worth the experience. Meeting new people in the local communities and getting to know their issues was a very encouraging experience."*

Vane's campaign involved meeting with as many people as possible, going to lots of village meetings and always staying behind after the meetings for a couple of hours to have one on one discussions with indigenous Fijian women who might be too shy to talk publicly. Her campaign messages were simple and explained things in the language they understood. When her flyers were distributed two weeks before Election Day, she was part of the distribution team, walking around the local community and town centres. Vane says *"It was important to be part of the activities happening in the local community such as rugby matches, church gatherings or meetings, just handing out the flyers and taking the questions as they come. I simply told the truth about myself. I did not pretend I was from outer space or from another planet, I fitted very easily into their environment"*.

As well as balancing her time campaigning, with her young family, finance and transportation were major challenges for Vane. She was particularly concerned about her personal safety when campaigning at night. Her car went into the garage during the campaign period but Vane was determined. She says *"I had to take the bus, taxi, carrier, walked and nearly rode a horse in order to reach my campaign destinations."*

Vane plans to campaign again in 2018 and offers the following advice to other women candidates:

- Organise your campaign team well before hand, make sure they are well trained, self- sufficient and strong
- Make sure you are financially ready
- Know your boundaries/areas in which you will campaign and make a calendar of events
- Prepare your campaign material such as flyers and posters as early as possible and know them in detail
- Be familiar with the current government machinery
- Try to get a lot of media attention and use Facebook and family networks both locally and abroad to campaign for you.



8: Communicating your Message

"Build your support base now - you have four years. Once people get to know you they will vote for you." Fay Volatabu, candidate, National Federation Party

Targeting your Voters

Time is a precious and there are limited resource in your campaign. You can maximise your vote by strategic targeting of voters. Voters usually fall into three broad categories:

- 1 **Base voters:** People who will vote for you based on personal, cultural or political reasons. These are the people you can count on to vote for you.
- 2 **Undecided voters:** People who have no loyalty to any candidate or party and who have not decided how they will vote. These people are the voters that could be persuaded to vote for you.
- 3 **Opponents and their supporters:** People who will never vote for you based on personal, cultural or political reasons.

Your task is to target **base voters** and the **undecided voters** and lock in their support. Base voters should also be asked to become active volunteers in your campaign.

Who are your Base Voters?

The most important are members of your extended family and those who have cultural and/or community obligations to support you. Next come your personal supporters and people in your networks (e.g. church, women's groups, business, and professional, as well as community organisations).

Your political party may have an effective organisation and members in the electorate or area where you are campaigning. If so, Party members will be called on to support you as the Party's endorsed candidate. Independent candidates will need to develop a very strong personal and cultural/community following.

Who are your base voters? Identify the various categories of voters who should provide strongest support for you. List them in the table below, including names and contact details if you have them.

Extended family and friends
Party members (names can be obtained from the Party register)
Members of personal and professional networks
Community leaders and their supporters
Which age groups are likely to provide most support? Young single people, families, or the elderly?

Are there particular ethnic groups who you think might provide greatest support for you?

Which occupational groups are likely to provide most support?

Women or men?

Others?

Who are the undecided voters?

This target group may be hard to identify but their support is critical to your success. If you have a campaign structure down to the local community level then your supporters there should know who you should target to persuade to vote for you.

Identify the various categories of undecided voters that you could persuade to support you.

People not aligned to any political party.

People in particular age groups

People in particular occupations

Community leaders not aligned with any candidate

Members of community organisations

Others?

Where to find your target voters

You should spend your time undertaking personal voter contact activities **only** in those areas where your base voters and undecided voters live.

List the areas where you will spend the majority of your time campaigning. Why?
Priority Area 1
Priority Area 2
Priority Area 3
Priority Area 4

Delivering your Message

The importance of Personal Voter Contact

"This (personal voter contact) got me votes because people could relate to me personally and I was able to explain the campaign messages, including having thorough discussions."
Roshika Deo, Independent candidate

Making personal contact with potential voters is the most powerful way of communicating with your target voters and locking in their support for you. Complete the table below to show how you will have quality individual and small group conversations with voters to persuade them to vote for you. Provide details of where the activity will happen, when it will happen and who will be involved and responsible for making it happen.

Activity	Where	When	Who
House-to-house – door knocking			
House meetings			
Neighbourhood meetings			
Party rallies			
Meetings with community organisations			
Street/Market stalls			
Phone canvassing			
Other tactics			

Public Speaking

One of the most important ways to convey your message and to encourage people to vote for you is through speeches to small or large groups. The following twelve steps can be used for preparing an effective political speech.

1. Define the purpose of your speech or presentation. **Do you want to persuade the audience to vote for you or to take a specific action? Do you want to inspire them or convince them about something?**
2. Know your audience. **What are their concerns? Do they know you? Are they likely to support or oppose you?**
3. Know where you will be making the speech **and how the meeting space will be set up.**
4. Become familiar and comfortable with the subject **or issues about which you will be speaking. If your speech is about you and what you stand for and why they should vote for you, you should have this down pat by now!**
5. Determine what you want your audience to know, **to remember, to learn. In approximately 25 words or less, write out the objective of your speech. There must be a 'take home' message.**
6. List the three main points you want to make **in your speech. Illustrate each point with at least one example (a story or anecdote) that will create a picture in the minds of your listeners. Tie in a local issue and a personal story where possible and speak in terms that resonate with people's experience and concerns.**
7. Outline the substance of your presentation **using quotes, statistics, examples and other interesting information.**
8. Write the opening and attention-getting statement **of your speech.**
9. Write the closing part of your speech. **Aim for a strong finish – and a call to action.**
10. Know the program for the event **at which you will speak. Are you the only speaker? What is the order of appearance? Will you be first or last if there are several speakers?**
11. **If you intend to use a power point or audio visual presentation check that all equipment is working before you start your speech.**
12. Be aware of the time allowed **afterwards for questions and answers.**
13. **If you have been speaking at a function someone else has organised, make sure you include thanks to the organisers.**

14. And don't forget to acknowledge any important people present either on the platform with you or in the audience, for example any past or present Members of Parliament or local community leaders.

Practice your speech on friends and supporters until you feel confident. You might also get them to sit in when you give a speech and ask them to provide you with feedback. Remember, everyone feels a little bit nervous prior to making a public speech, but it does get easier with practice!

Campaign Materials

While campaign materials like posters, banners, T shirts, caps, and balloons do not persuade voters they are important ways of raising profile and reinforcing your message. Make sure your campaign slogan is always prominently displayed.

Case Study: Papua New Guinea – Communicating your Message and Mobilising Support

“Never try to stand without family support. Melanesian society is based on relationships and if this is expanded on and utilized and treasured, it can beat bribe money,” says Minister Carol Kidu, three times elections winner and Moresby South candidate.

For Minister Kidu, her decision to stand was borne not only out of anger over the sudden death of her husband, former Chief Justice Sir Buri, but also for her life-long concern for issues of social injustice. Nor was her decision to enter politics a flippant one. On the contrary, Dame Carol (as she is affectionately known) got a job as a Research Officer for a then Minister to 'survey the scene' and learn more about the intricacies of being in government before deciding to run for the first time in 1997.

According to Dame Carol, there is no one style when it comes to campaigning. *“Campaigning and being a politician is about leading. As a leader, there is a need to develop various strategies, whether it is leading from the front, the back or in circles. As a woman it is important to try not to campaign like men. We need to develop our own style and stick to it in principle but adapting where necessary.”* For Dame Carol, the message was clear – in outlining what her platforms were, she promised nothing but honesty, hard work and consistency.

No stranger now to campaigning and elections, Dame Carol says that campaigning in PNG is not cheap. Whilst money is good to have, your people support is very important. *“During the 2007 campaign, I faced a very tough battle against two candidates with lots and lots of money. I had to get smart. I used five different styles of campaign strategies. Open rallies, general community campaigns, coffee and cordial campaigns with special target groups, power point presentation nights, house to house campaigning with ‘bags of knowledge’. We literally took around bags filled with leaflets and awareness materials to give to people. I even involved people in my electorate and support team to make the bags. When you have a good support team, you CAN win, even if other candidates have so much more money.”*

During every election, Dame Carol moved into the village house a month before voting to manage the campaign from there. She eats, sleeps and moves with her team as much as possible. Her message to other women, *“work hard, stay as focused as possible under the pressure. Use every opportunity for public exposure and media but be careful and manage this well and above all, be genuine.”*¹⁰

¹⁰ Source: *Guide to Campaigning for Pacific Women*, Pacific Island Forum Secretariat, 2009

9: Engaging with the Media

"There is a very limited platform for women - because the field in terms of mainstream media is only open to the big boys and girls. One needs to strategize well and use all the available resources." Laisani Qaqanilawa, candidate, SODELPA

Whilst personal contact with individual and small groups is the most powerful way of persuading voters to support you, there is not enough time to meet every voter. Media enables you to contact those you cannot meet personally.

There are two kinds of media:

Free or earned media

- **Radio** – interviews, news story, talk back call in
- **Newspapers & Magazines** – Interviews news story, letters to the editor
- **Television** – Interviews, news story
- **Social media** – Facebook, Twitter etc

Paid media is advertising in the newspapers, through radio, TV or social media. Radio and social media are the least expensive forms of advertising.

Having a good relationship with the media and a compelling story are the keys to getting your message out using 'free' media. But always remember that since the media is on the lookout for a good story – if you make a mistake they will use it, despite your good relationship.

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Gaining media attention

"Make good friends with the media." Advice from 2014 Election debrief participant

Gaining media attention, or 'earned' media is key to getting your campaign message through. Earned media is free, it costs you time and creativity - not cash!

It includes:

- Radio (interviews/news/talk back call in)
- Newspapers & Magazines (Interviews/news/letters to the editor)
- Television (interviews/press conferences)
- Social Media

To work out which media will be interested in your message read, watch and listen.

Take notes of which journalists and media outlets cover stories that are in keeping with your message and issues and create a contact database. This is simply names, phone/email/fax/postal address and their rounds (areas of interest).

If they are locally based try and arrange to meet them one on one to introduce yourself as a candidate and potential contact. Also, keep an eye out for a new journalist starting who may be looking to develop contacts. They are often the most open to such approaches.

Media Releases

One of the best tried and tested methods of alerting the media to your message is by using a media release. Get into the habit of issuing a release whenever you do an event or want to comment on an issue or on your opposition's activities or policies. Have a fax or email or a postal contact list (or a combination of all three – dependent on what the media outlet prefers) and distribute in good time for media deadlines. If you want media to come to your functions give them plenty of notice and call them the day before to remind them.

Media releases will raise your profile in newsrooms and could eventually lead to media proactively contacting you for stories rather than you always pursuing them!

Letters to The Editor

This is the simplest form of earned media - a well-timed and worded letter to the editor can really enhance your message. Make sure someone else proofreads it before sending! Encourage your supporters to also write letters, they can endorse you and/or your stand on an issue or criticize your opponent in a way that could be difficult for you to do.

Talk back/call in Radio

Radio reaches far more people than television and talk back radio can influence public opinion. You and/or your supporters should monitor the issues being discussed so that you can call in and put your point of view. You can also introduce a new topic that is important to you and this may generate debate and discussion. If you become a regular caller this will help to build your profile before the election campaign. You can also educate and influence the community on the issues that you will campaign on later. During the campaign make sure you contribute regularly and provide your supporters with information about you and your policies so that they can back you up.

Tips to gaining Media Attention

- **Be the story or bring the story to them** - keep an eye out for emerging trends or issues that you can take on as your own and champion. It is often up to you to convince the media that a story is worthwhile or newsworthy. Remember a good story for TV must have interesting pictures.
- **Be good 'talent'** - be clear, concise and truthful - think about what you are planning to say, practice and perfect your lines before the interview - a journalist will use you again if they know you are able to provide them with a good useable quote in a short amount of time.
- **Be a good 'contact' for others** - journalists will also often ask you for other 'talent' - it usually pays off to be helpful as they will then also come to you for another story. Also, if you can, try and think of other women to refer to the journalist - it all assists in the process of getting that balance right!
- **Be timely** - media is a fairly quick industry. Journalists - especially those who produce stories daily often have very short deadlines. It's no use putting it off and returning a call three days after their deadline; they may hesitate to call you the next time. If you were genuinely unable to meet their deadline (or perhaps are wisely staying away from that particular story and did not want to comment) give them a courtesy call to apologise for your lack of response.
- **All media is not necessarily good media** - on this point be careful of being set up. A journalist may prompt you to make a statement that is more controversial than you would have said without their encouragement. If you are phoned for a comment, you don't have to respond immediately. Ring back in 10 minutes after you have thought about the response you want to make.

The media may encourage you to pose for photos where you feel silly or staged. If it doesn't feel right don't do it and say so early rather than regretting it after the fact. It can help to take someone along with you to keep an eye out for such a situation escalating.

The Tricks of the Trade for Women

Take control of the interview and setting

Realise that you have rights - the right to be informed about the reason for the interview, the right to choose your own time and place. Think about the end product of your interview or photo opportunity. Is the background cluttered or clear? Does it reinforce or does it distract from your message? If your story is about a local school then stand in front of the local school not your local store! This goes for television, but also for print, where a photo may feature as part of the story. The best setting is one that repeats your message and presents you well without distractions.

Control your voice and your emotions

Practice deep breathing before an interview. Don't lift your voice tone – women's voices are generally higher already. Lower voice tone is more authoritative. Be conscious of that and perhaps lower your voice just a little or perhaps speak a little more slowly than you otherwise would – but also stay true to yourself! Never laugh or cry – and never lose your temper or walk out of an interview or that will be the story.

Speak with a smile

On the phone to radio or print journalists or in the studio for radio use a technique tried and tested by sales professionals and 'speak with a smile' whenever relevant. It comes across in your voice and can also force you to relax into the interview process. Obviously if the interview is about something solemn such as violence then this tip is not appropriate.

What to wear

Think seriously about what you are wearing for media, obviously this is most relevant to TV and newspaper photos but you should always be dressed neatly and look professional. What you are wearing should not be the story. However, a 'signature' piece of clothing or color that helps people remember you and your message is not necessarily a bad thing! On radio sound is all – so you don't want the noise of jewelry (earrings and bangles for example) distracting people from hearing your message. In normal conversation these noises may not be an issue but remember that they will be amplified by the recording equipment. Take some time to pay attention to women on television and judge for yourself what works and what distracts.

Stick to the Message

The most essential thing with all media is to stick to your message. This is easiest in a press release, harder when being interviewed. The journalist often has their own idea of the story they want and will try to get you to say things that suit their story. Watch, listen and learn from experienced politicians as to how they handle such tricky questions. If in doubt remember the rule: Keep it simple – and repeat, repeat, repeat!

Assessing your Media Skills

Strengths	Weaknesses

How are you going to address any weaknesses?

Writing media releases

There are seven values that help journalists determine whether a story is newsworthy or not. They are: conflict, impact, location, prominence, timeliness, currency and oddity.

- **Conflict** – studies show that people find conflict most interesting. There are two (or more) sides to every story and people love to take sides.
- **Impact** – is the effect that a certain issue will have on the readers, viewers or listeners of a particular media outlet. For example, in the lead up to an election the government might announce billions of dollars in tax cuts, but journalists want to know how much extra money their audience will have in their pocket.
- **Location** – the whereabouts of a story is very important to a news organisation. Often an event is news just because it happened in the local area and effected local residents. Even stories that are just outside this invisible border do not usually get a look in. Local details are a must. For example in the lead-up to the election, reporters don't want to know how much money is in the health budget, they want to know what equipment is promised to the local hospital.
- **Prominence** – celebrity is huge at the moment. If there is the tiniest whiff of celebrity about a story, it goes to the top of the news list. If there happens to be an A-list or even B-list celebrity in town, it will beat all other news to the front page or start of a bulletin. Celebrities aside, if John Citizen is convicted of driving while under the influence of alcohol, it is rarely news, if a local politician is charged with drink driving, its front page news.
- **Timeliness** – Sometimes a story is news because it coincides with other events that are happening at the time. For example if the results of a new study show that binge drinking causes brain damage, it might not make the news, but

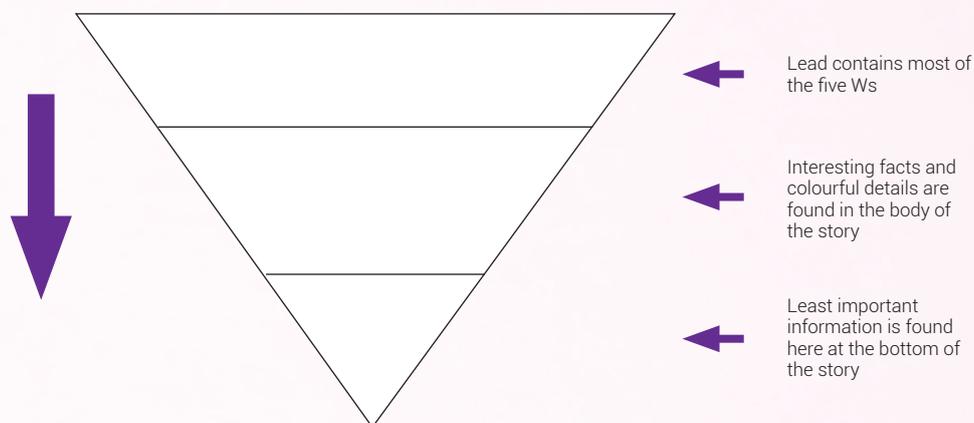
if the results come out just before New Year's Eve, reporters have something new to add to the inevitable New Year's Eve prelude story.

- **Currency** – news has a certain lifespan before it becomes old or goes cold. If a particular issue creates several stories, updates will continue for a couple of days, but then people get bored with hearing about it and public interest wanes. For example, an intriguing court case might be reported at the top of the news bulletin for three days, and then it might go cold for a couple of weeks until the verdict is announced.
- **Oddity** – is a news value simply because it is a rarity. It might be a minor detail nevertheless it is news because chances are that most readers, listeners or viewers will not have heard anything like it before. For example freak accidents, no matter where or when they happen will often make the news.

How to write your media release:

News stories are written or produced so that they can be edited or cut from the bottom, with the least interesting information at the end. This is known as the news funnel or inverted pyramid.

The most important and interesting details are at the start of a news story. The who, what, when, where and why, (known as the five W's) and they go first.



- Who is making the statement and who else is involved
- What happened or will happen
- When did it happen or will be happening
- Where did it happen or will happen, where will you be available to talk about it
- Why it happened, why you got involved and why it is a news story

Elements of the media release

The release begins with a short sentence summarising what the story is about. The 'intro' sentence is followed by about 6-8 short well-ordered paragraphs of one or two sentences each including first person quotes which clearly explain the story. Back up your story with a few facts and figures if possible - but always double check for accuracy. Keep your release to one page.

- Include an eye catching head line
- Always include a contact name and telephone number in case the journalist wants more information
- If there's a photo opportunity – make it clear when and where or provide your own picture
- Include date prepared

Distributing your media release

- Pick up rate improves if the release is targeted to the relevant journalist specializing in the area of your release e.g. education, health, environment, business. If there is a politics journo you should deal with them most of the time
- Email or fax your release or if possible deliver personally to the targeted journalist
- Provide the story to the daily media in the morning, the earlier the better for TV. Keep a record of the deadline for weekly papers or magazines

- Phone the radio station after you have sent the release and offer to provide a comment they can use for the news bulletin
- If article doesn't appear in the paper in a few days, call through to ensure story has been received; ask whether it is likely to be run
- Don't bombard a newsroom with loads of media releases – send only newsworthy items

Practice makes perfect. Identify two possible stories that would interest the media about your campaign. Then write a press release for one of those stories.

Story 1

Story 2

Paid Advertising

Most candidates will not have the funds to pay for media advertising. However radio is much cheaper than television advertisements and may get to a wider audience. Political parties may produce advertisements for all candidates. If this is the case then make sure they include you in pictures or mention your name. If you can afford to produce your own advertisements, either through radio or TV, then link your content/ message to the central message of your Party. If Facebook or Twitter can connect you to a significant voter base, it may be more affordable.

Developing a Media Contact List

In order to get your story out there so the voters know you, you need to know how to contact your local journalists working for newspapers, radio and television. Complete the table to create your own media contact list. Make a start now and finish with names, phone numbers and email addresses when you can find them. All media lists need regular updating.

Media Source	Names of key journalists	Address/Phone/fax/email
Newspapers (commercial and community)		
Radio stations (commercial and community)		
TV Stations		

Using Electronic Media

Modern campaigns use websites, email and social media to recruit volunteers, raise funds and get their message out.

Design Your Website Right

When designing your campaign website, steer clear of flashy graphics, animations, bright color schemes and large pages. People who visit your site are probably using slow browsers, and will not wait around while your pages load. Similarly, the people who visit your site are not there for the latest web-techniques, they are there for information about you the candidate. Give it to them in a simple, quick loading format.

Remember that consistency counts, even on the web. Design your website using the same color scheme as your campaign's other media: direct mail, signs, bumper stickers, etc. If your mail and signs are blue and white, your website should be as well.

What to Post

Post everything your campaign releases on your website, including press releases, speeches, and policy papers.

The purpose of your Site

The real purpose of your campaign website is to gather e-mail addresses. The site should ask visitors for their e-mail, so that the campaign has a way of contacting them in the future. By asking for e-mail addresses and permission to re-contact your readers, you can e-mail them again and again, delivering your message, rallying volunteers, and yes, even raising money from individuals. Offer your visitors something in return for their e-mail addresses so that they will give them to you more readily: special insider reports, a bumper sticker, etc.

Contact

Once you have an e-mail list, use it! Be sure to contact the supporters who gave you permission. When the campaign needs help with voter contact activities let your e-mail list know. When Election Day comes, use the e-mail lists to get out the vote and get them to vote for you!!

Questions to Consider

- Will I have a personal website or just rely on the Party website?
- If I want to have a website who will design and manage it for me? What will this cost?

Using Social Media

"Try to get a lot of media attention and use Facebook and family networks both locally and abroad to campaign for you." Vane Seruvakula, candidate, SODELPHA

To successfully utilize social networking sites in your campaign, your social media strategy needs to be part of an overall campaign plan, and must fit within that plan as part of the 'complete picture' of your campaign. The following five tips will help you effectively use social networking in your political campaign:

1. Pick Your Battles

There are an increasing number of social networking sites out there. Sites like Twitter, Facebook and LinkedIn are a good start, and will be enough of a social media presence for you.

2. Consistency Counts

Your social networking presence should be integrated with your overall campaign communications – that means your color schemes should match as much as possible, your voice and tone should be consistent, and your campaign message must remain constant across all mediums.

3. Message Matters

Speaking of message – remember that your campaign message is the focal point of all of your campaign's activities... including online. Be sure your message is front and center on your website, in your e-mails, and as part of your social networking presence.

4. Engagement is Key

You can't design a page on Facebook and then 'set it and forget it'. The only way social media sites will work for a political campaign is through engagement. You'll need to post new stories, connect with new people, answer questions and be engaged. For most medium-sized campaigns, a member of the staff should be doing this work, not the candidate. Your Media Officer or someone from your communications staff may be the right person, depending on the size of your campaign.

5. Balance

Balance is important in your communications efforts. Don't spend too much time on Twitter or Facebook, and neglect grassroots personal voter contact activities. Include social media interaction as part, but not all, of your overall communications strategy.

Questions to Consider

How will you use social media in your campaign?

Who will be responsible for managing the social media in your campaign? How will they undertake this task?

10: Election Day and the Next Steps

"Although I do not intend to stand in the next elections - I will certainly encourage other women to stand. I will encourage them to start advocating for Human Rights and the Rule of Law from the basics. Always encourage women to stand because of their deeper commitment." Priscilla Singh, candidate, National Federation Party

Polling Day

Voting is not usually compulsory so you will need to ensure that your supporters get to the right polling station and know how to cast a valid vote for you. You also need a strategy if your team observes any behaviours that they believe to be illegal.

Your campaign team should include volunteers who are at the polling station on Election Day to observe the voting process and the counting of votes, to ensure it conforms to the electoral rules. And is free and fair. These volunteers are usually referred to as your agents, observers or scrutineers.

Review the election rules and check your strategy against the questions below.

Which polling booths will you staff with your polling agents or observers?
Have you ensured that your agents, observers and scrutineers have been trained? Do they understand the correct procedure that should be followed at the polling station for casting and counting of votes? How many scrutineers will be at each polling station? Is it enough?
Have you a strategy in place to remind your voters when and where to vote?
How will you get your voters to the polling station if they need assistance with transport?
Do your supporters know how to cast a valid vote for you? If not what do you need to do?
How might your agents assist voters who are non-literate, have a disability or who are elderly to cast their vote?
Do your agents, observers and scrutineers know how to respond if they see illegal activity at the polling station? What should they do?

Pre-poll and Postal Voting

In most countries voters can vote prior to polling day or cast a postal vote if they cannot get to a polling station on Election Day. There will be rules about the conditions under which such voting is allowed, such as work, illness, and absence from home. You will need to ensure that your supporters know when and how they can cast a vote for you by these means as it can determine the election if the results is close.

What comes next?

"Don't give up if you believe it's your calling." Monica Raghwan, candidate, Fiji Labour Party

What if you're not successful?

Although you will not doubt be very disappointed if you are not elected, the most important thing is to know that you have given it your best shot. You've developed many new skills, made lots of new friends and learnt lots more about your community. And you might even go on to run again at the next election.

Whatever the result, make sure you personally thank all the people in your campaign team, including all your volunteers.

Review your campaign strategy and see what you could improve upon for the next time if you choose to run again. And if you decide you don't want to run again, you can always encourage others to stand.

What if you win and are elected?

After the celebrations and recognition of your campaign team and volunteers, take stock for the next stage of your life as a Member of Parliament. If you have been elected for the first time you will face new challenges and your family life will never be the same again.

Whilst life as an MP is very rewarding it is also very demanding and you will have to develop new skills and become thick skinned to cope with all the criticisms that you will have to endure. A mentor in the form of a past MP or more experienced MP (male or female) could be invaluable.

But at the end of the day your personal integrity should be your most treasured possession so that you can look back at your time as an MP with pride.

"Every time a woman stands for election, she makes it easier for future women to enter the public and political spaces." Roshika Deo, Independent candidate



Appendix 1: A 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.

Candidate.....

Campaign Manager

Seat

Step 1: Do your research

Briefly describe the Election Laws that will affect this election.

Briefly describe the factors that will influence this election.

Briefly describe yourself as the Candidate.

Briefly describe your strongest opponents.

Other relevant information:

How many votes are you aiming to get?

Step 2: Put together your campaign team

Name	Role	Phone Number/email address

Step 3: Identify the key Issues that are of concern to voters

The following are the most important issues to my supporters and undecided voters:
1.
2.
3.
4.

Step 4: Target the Voters

Where do my strongest supporters live?

Who are the voters that I will target?

Step 5: Develop the Campaign Message

In one sentence, my message to voters (25 words or less) is:

.....

.....

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

.....

.....

.....

.....

.....

.....

.....

.....

The Campaign Slogan (8 words or less) is:

.....

.....

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 information support our message?

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

Step 6: Deliver the message: Voter Contact

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

Demographic or Geographic Group	Method to Reach Them

Step7: Set out the budget needed to implement the campaign plan

Campaign Budget – Spending	
I will spend the following amounts on my campaign:	
Administrative costs headquarters, staff, etc.	
Radio and Newspaper Advertising	
Election materials	
Transport	
Mobile Phone Usage	
Nomination Fee	
Food	
Accommodation	
Fundraising expenses	
Hire of facilities for meetings	
Security	
TOTAL COSTS	

Campaign Budget – Income

I can raise the following amounts for my campaign budget from:	
Personal Funds	
Friends and Relatives	
Party	
Business and Community Organisations	
Fundraising	
TOTAL RAISED	

Appendix 2: Useful Resources

Fiji Women's Forum Co-Conveners' contacts

Tara Chetty
Executive Director
Fiji Women's Rights
Movement (FWRM)
Phone: (679)
3312711/3313156
Fax: (679) 3313466
Mobile: (679) 9268342
Email: tara@fwrn.org.fj

Fay Volatabu
General Secretary
National Council of Women
Fiji
9 LeHunte Street
Phone: (679) 3562725
Box 840 Suva
email: secretary@ncwfiji.org
or ncwfgs1@gmail.com

Sharon Bhagwan-Rolls
Executive Director
FemLINK PACIFIC
54 Rt. Sukuna Rd, Suva.
Phone: (679) 3318160/3310307
Fax: (679) 3307207
Mobile: (679) 9244871
Email: sharon@femlinkpacific.
org.fj

Adi Finau Tabakaucoro
General Secretary
Soqosoqo Vakamarama i
Taukei (SSVM)
Nabua, Suva
Phone: (679) 338 1408
Mobile: (679) 9952893
Email: ftabakaucoro@gmail.
com

Useful Websites related to Women in Politics

Australian Agency for International Development (AusAID) Pacific Women Shaping Pacific Development

program includes a focus on Women's Leadership and Decision Making <http://www.pacificwomen.org/focus-areas/leadership-and-decision-making/> and has projects in a number of Pacific countries designed to increase the number of women in Parliament. The 10-year initiative recognises that, along with economic empowerment and freedom from violence, women's access to leadership positions is vital if Pacific women are to participate as equals in the democratic development of their countries.

The Pacific Parliamentary Partnership Program <http://www.pacificparliaments.net/pwpp/index.html>

is one of the programs funded by the Australian Agency for International Development (AusAID) under the **Pacific Women Shaping Pacific Development Initiative**. The project was designed to tackle the continuing under-representation of women in parliament. It aims to improve understanding of the factors that constrain women's political participation, and to build the capacity of women MPs in the Pacific, the institutions in which they work, and the staff who support them in these endeavors. This project considers that, among the many strategies adopted to enhance the capacity of women elected in the Pacific, change is also required in the workplace culture and infrastructure of Pacific parliaments. Increasing the gender sensitivity of men and women in the parliament will improve the environment for all. Projects include mentoring between women parliamentarians, both within the Pacific and with Australian and New Zealand parliamentarians.- See more at: <http://www.pacificparliaments.net/pwpp/index.html#sthash.BiYIgiKZ.dpuf>

Centre for Democratic Institutions (CDI): <http://www.cdi.anu.edu.au/>

The CDI mandate is to support democratic processes and institutions in Southeast Asia and the Pacific through knowledge sharing and interchange between Australia and its close neighbours. CDI's focus is on parliamentary governance and political parties, with special attention to the quality of electoral processes and the promotion of women's representation. The main partner countries are East Timor, Indonesia, Fiji, Papua New Guinea, Solomon Islands and Vanuatu.

CDI conducts intensive training courses for political practitioners and officials, acts as a networking and information hub and promotes interchanges amongst regional parliaments and parties. CDI sponsors applied research on issues related to parliaments, political parties, electoral systems and women's representation. See http://www.cdi.anu.edu.au/_GENDER_Home.htm for campaign training for Women candidates in PNG. CDI has produced a campaign manual for women candidates contesting Local level Government elections. See "A Guide for Women Candidates in the 2013 LLG elections in PNG a Campaign Handbook".

http://www.cdi.anu.edu.au/.png/2012-13/2013_05_PRO_PNG_LLG_WCT_HNDBK.html

Commonwealth Local Government Forum (CLGF) Pacific Project: <http://www.clgfpacific.org>

The CLGF Pacific Project works with national and local government and other stakeholders in eight Pacific island countries (Cook Islands, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) to strengthen local democracy and improve service delivery. CLGF is supporting a range of regional and country specific projects to increase the number of women at the sub-national level (elected, nominated and appointed) and enhance their effectiveness.

Campaign training has been provided to women in a number of countries. The regional 'Women in Local Government' (WiLG) website "Space on the Mat" facilitates networking and discussion amongst women in, or aspiring to local government throughout the region. See <http://wilgpacific.org/wilg2014/home/>.

EMILY's List Australia: <http://www.emilyslist.org.au/>

EMILY's List Australia (ELA) is a financial, political and personal support program for progressive Labor women candidates and Members of Parliament in Australia. ELA is a non-profit organisation with a nation-wide network of members, supporters and volunteers – both men and women. It provides support to women candidates in a variety of ways including:

- Campaign Donations – Early Money and Directed Donations
- Training on essential skills necessary to win and hold office
- Mentoring women by linking new candidates to former women MPs, candidates and campaign experts for advice and counsel
- Enabling candidates to tap into a new volunteer base for their campaigns
- Gender Gap Research to ensure candidates and MPs have the cutting edge of polling and research to win the women's vote.
- Political skill training to the next generation of candidates and MPs, including a campaign manual for women candidates "Our Time to Campaign Training Manual."

International Knowledge Network of Women in Politics (iKNOW Politics) <http://iknowpolitics.org/>

The International Knowledge Network of Women in Politics (iKNOW Politics) is an online workspace to help elected officials, candidates, political party leaders and members, researchers, students and other practitioners interested in advancing women in politics. It is a joint project of the United Nations Development Programme (UNDP), the United Nations Entity for Gender Equality and Women's Empowerment (UN Women), the National Democratic Institute for International Affairs (NDI), the Inter-Parliamentary Union (IPU) and the International Institute for Democracy and Electoral Assistance (International IDEA).

The goal of iKNOW Politics is to increase the participation and effectiveness of women in political life by allowing users to:

- Access resources, including the online library and the information and expertise of other users, experts and practitioners;
- Create knowledge in discussion forums and expert responses to member queries; and
- Share experiences by facilitating the exchange of lessons learned and best practices among members of a global community committed to the advancement of women in politics.

Inter-Parliamentary Union (IPU) <http://www.ipu.org/english/home.htm>

The IPU is the international organization of Parliaments (**Article 1 of the Statutes of the Inter-Parliamentary Union**). The IPU is the focal point for world-wide parliamentary dialogue and works for peace and co-operation among peoples and for the firm establishment of representative democracy. IPU provides a Women in Parliament data base that provides information on the number of women in the world's Parliaments. <http://www.ipu.org/wmn-e/world.htm>

National Democratic Institute for International Affairs (NDI) <https://www.ndi.org/>

NDI is a US based non-profit, nonpartisan, nongovernmental organization that has supported democratic institutions and practices in every region of the world for more than three decades. Since its founding in 1983, NDI and its local partners have worked to establish and strengthen political and civic organizations, safeguard elections, and promote citizen participation, openness and accountability in government. It has a specific program to increase participation of women in politics <https://www.ndi.org/womens-political-participation>. NDI helps women acquire the tools necessary to participate successfully in all aspects of the political process. Its programs aim to create an environment where women can advocate on matters of policy, run for political office, be elected, govern effectively, and participate meaningfully in every facet of civic and political life. NDI has produced a publication aimed at political parties entitled "A Good Practices Guide to Promote Women's Political Participation: Empowering Women for Stronger Political Parties" https://www.ndi.org/files/Empowering-Women-PolitParties-ENG_0.pdf. NDI has also produced a number of election campaign manuals such as their "Political Campaign Planning Manual; A Step by Step Guide to Winning Elections" <https://www.ndi.org/files/Afgh-campaign-planning-manual-ENG.pdf>

Pacific Island Forum Secretariat (PIFS) <http://www.forumsec.org/>

PIFS integrates gender into all its programs and works with other agencies on women in politics projects. See "Guide to Campaigning for Pacific Women" http://www.forumsec.org/resources/uploads/attachments/documents/A_Guide_to_Campaigning_for_Pacific_Women_-_FINAL1.pdf. For further information on PIFS gender programs see <http://www.forumsec.org/pages.cfm/strategic-partnerships-coordination/gender/>

Pacific Women In Politics: <http://www.pacwip.org/>

The website was initially been designed as a knowledge-sharing portal to collect together information on activities, news, research and stakeholders working to promote women in politics in the Pacific region. It is a pilot website, initiated by UNDP, in support of the work of all organisations throughout the Pacific. However, over time, UNDP hopes to pilot options through the website for providing more support to women candidates at national and sub-national level, both in terms of campaigning training, as well as campaign fund-raising. In respect of the latter, UNDP and partners are currently exploring options for develop the website into an online fund-raising resource, along the lines of successful sites in other countries, such as EMILY's List US and EMILY's List Australia. This work is currently in its initial scoping stage.

Quota project: <http://www.quotaproject.org/>

In 2003 International IDEA and Stockholm University initiated a research project leading to the collation of comparative knowledge and resources on the implementation and impact of quotas to increase the election of women to parliament. The website provides comprehensive data from every country using a gender quota of some kind to increase the number of women in Parliament.

State, Society & Governance in Melanesia Program (SSGM): <http://ips.cap.anu.edu.au/ssgm>

The *State, Society & Governance in Melanesia Program* (SSGM) is Australia's foremost centre for multi-disciplinary research on contemporary Melanesia, Timor Leste and the wider Pacific. SSGM conducts policy-relevant research and advanced analysis of social change, governance, development, politics and state-society relations in this region. It has published a number of discussion papers on women in politics and is conducting research in to the factors contributing to the success of Pacific women at elections

United Nations Development Program (UNDP). The UNDP Pacific Centre has delivered a number of Practice Parliaments across the Pacific to help prepare women candidates for Parliament. http://asiapacific.undp.org/content/rbap/en/home/ourwork/democraticgovernance/successstories/Practice_Parliaments_Put_More_Women_In_the_House/ . UNDP and the Pacific Island Forum Secretariat have also produced a guide to the use of temporary special measures in Pacific legislatures which includes a summary of the electoral systems in the region. See "Utilising Temporary Special Measures to promote Gender Balance in Pacific Legislatures: A Guide to Options" http://win.amarc.org/documents/TSM_BOOKLET_pgs_01-52_p1.pdf

UN Women Pacific Office (UNW) <http://asiapacific.unwomen.org/countries/fiji>

UN Women's Advancing Gender Justice in the Pacific (AGJP) programme includes the Gender-Responsive Political Governance Initiative to promote women's political participation and representation and gender responsiveness of state structures, systems and processes. Transformational leadership and campaign training has been provided in a number of Pacific countries. See more at: <http://asiapacific.unwomen.org/en/countries/fiji/advance-gender-justice>

