WOMEN

EMPOWERMENT

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WOMEN IN POLITICAL LEADERSHIP TRAINING MANUAL

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1. MODULE 1: HISTORY OF WOMEN POLITICAL PARTICIPATION IN KENYA SINCE INDEPENDENCE TO DATE

1.1. Introduction

Kenyan woman have since independence sought to participate in governance and decision making in the public sphere. However, factors ranging from socio-cultural patriarchal value, low levels of civic &gender awareness and lack of proper policy & institutional frameworks among many other factors have stood in their way to full political participation.

The period prior to 1992 general elections was particularly a difficult period in the country. Women's political voice were deliberately stiffed unless their activities were geared and aimed at promoting the oppressive political status quo.

This therefore meant that very few national women's organizations could function: Maendeleo ya Wanawake, (MYWO), National council of women of Kenya (NCWK) and the Nairobi Business and Professional Women's organization and they had to be strictly nonpolitical only promoting the role of women in the private sphere and enabling women to support the agenda of the politically correct political elites.

The period after 1992 was referred to as the second liberation. A phase that was marked with the return of political pluralism and opening up of the political space for the exercise of democratic freedoms. This in a big way led to the re-emergence and revitalization of the women's movement that had played a key role as a change agent in the advancement of women's right, gender equality and social justice in previous years.

It is not worthy that in 1992 a National women's convention that brought together over 2000 women representatives from across the country was held. This convention demanded for an overhaul of the country's legal policy framework to remove all discriminatory laws that stood in the way of full participation of women in decision making.

Access to political office became for women a pertinent issue due to the deeply entrenched structural issues. This led to the conviction that the only solution to including women in political processes was through constitutional and non-constitutional affirmative action. There were several attempts to engage the state to enact an affirmative action legislation that were unsuccessful.

Finally, in 2010, following the promulgation of the new constitution affirmative action was entrenched in the bill of rights firmly securing and guaranteeing compliance by the state in respect of the implementation of the no more than two thirds of either gender principle. The bill of rights also entrenched the provisions for equality between men and women and outlawed discrimination on any grounds.

The constitution also provided for a devolved governance structure that opened up new opportunities for gender equitable participation & governance.

The 2010 constitution in essence created an opportunity to unlock the stalled gender agenda and provided mechanisms for women to attain and surpass critical mass female representation in both Senate, National Assembly and County Assembly.

Through this unit, the participants will therefore deeply explore the factors that have led to the under representation of women in political leadership and how the current constitutional and socio-cultural challenges can be addressed to ensure that the 30% women quota is achieved and surpassed.

The unit will also expose the participants to the nature and trends of voting patterns in Kenya and their impacts on women's political representation. The participants will then be able to draw from their experiences ways through which they can be able to tackle the problem of women under representation in politics.

1.2. Participation of women in political leadership in Kenya since independence.

According to Prof. Maria Nzomo (2015) Kenya women's presence and political participation in leadership and governance has a long history dating from pre-colonial through colonial to post-colonial period; e.g. the first woman Chief -Wangu wa Makeri- (1901-1909), who defied patriarchal structures of culture and tradition, and rose to become a formidable leader who is said to have brought development and peace among to her community. Many "unsung heroines" accomplished similar feats; including those who actively participated in the country's liberation struggle of the 1940s and 1950s, thus demonstrating that women can and do make a significant difference even in hostile environments.

Since Kenya attained formal independence in 1963, women have been seeking to effectively participate alongside men, in governance and decision-making in all aspects of public life. But in the first four decades of postcolonial rule, progress towards women's access to formal political leadership positions, has been slow due to a combination of structural obstacles which include:

   i)   deeply embedded patriarchal socio-cultural values;
   ii)   undemocratic institutions and policy frameworks and
   iii)   Low levels of civic and gender awareness. Due to the constricted formal political space, most women's political engagement operated outside the State, with minimal connection or support from the largely patriarchal State.

The Kenya women's movement has played a key role as a change agent in respect to advancement of women's rights, gender equality, social justice and engendering governance in general. However, its impact has varied over time and in different contexts.

The period prior to 1992, was one of total cooptation and silencing of women's political voices by the Kenyan state that was intolerant to civil society organizing, unless such a group condoned and promoted the oppressive

political status quo. Capacity to organize and engage politically was thus lacking Thus the only three national women's organizations allowed to function at the time, namely, Maendeleo ya Wanawake (MYWO), National Council of Women of Kenya (NCWK) and the Nairobi Business and Professional Women's organization-operated strictly on government's terms: they had to be non-political and non- partisan in all their actions and deeds and had to limit their „women's agenda", strictly to social welfare provisioning, promoting the role of women as homemakers & mobilizing & organizing women at grassroots" level into women's groups to support agendas of male political elites.

Between 1963-1992, there was little change in women's status and State support for women's empowerment initiatives was minimal at best. The government co-opted or controlled women's organizations, e.g. 1987 merger of MYWO with the ruling and only political party-KANU. The period since 1992 has been dubbed the "Second Liberation" political phase for Kenya, as it marked the return to political pluralism in Kenya and the beginning of opening up of political space for exercising basic and universally accepted democratic freedoms. The opening up of political space facilitated women's political engagement/activism and created a pathway for revitalization of the women's movement, as manifested in the emergence and mushrooming of new women's NGOs, with radical feminist agendas for transformative change in gender power relations. New and old women Leaderships and perspectives converged to strategically utilize this political moment & to develop a women specific democratic agenda with specific Action Plans and targets. This was done in 1992 at a National Women's Convention under the theme: Women's Agenda for a Democratic Kenya. The Convention that brought over 2,000 Kenya women representatives from across the whole country demanded that the democratization be engendered; an overhaul of legal policy framework, to remove all forms of discrimination against women in access to decision-making positions; in employment, etc. Consequently, women's representatives put aside their differences and united around the motto: "Unity in Diversity for Women's Empowerment", as a strategy for effective collective action towards the lobby the State and to facilitate the engendering process.

1.3. Activities undertaken by the Women's Movement in Setting the Gender Agenda

1. Facilitating the development of feminist research and analysis to guide policy and action (e.g. the Association of African Women for Research and Development (AAWORD)-Kenya, formed in1989, as a chapter of the Continental AAWORD)

2. Facilitating women's access to political power through voter education (e.g.. The League of Kenya Women Voters (LWVK) formed in 1992

3. Facilitating Capacity building training of women candidates and Election Monitoring (National Commission on the Status of Women (NCSW), formed in 1992

4. Civic Education, Lobbying & Advocacy.

5. Legal Rights Education for women and engaging in Public Interest Litigation to challenge discrimination and legal bias against women (The Federation of Women Lawyers, (FIDA- Kenya) established in 1985, in coalition with other women NGOs). e.g. , in July 2011, FIDA-K together with several other women NGOs, went to court to challenge and uphold as unconstitutional the appointment of judges to the Supreme Court, due to the failure by the appointing authority to 6 comply with the "no more than two thirds of either gender principle" of AA, as provided in the Kenyan Constitution.

6. Strengthening Mechanism for Collaboration, mobilization and Collective Action among Women's Organizations (e.g. The Kenya Women's Political Caucus (KWPC) formed in April 1997; Women's Political Alliance of Kenya (WPAK). A significant Agenda setting contribution by the Caucus was the launching of the Women's Political Manifesto for the 2002 General Elections, which defined women's own platform for political participation, and served as a women's Agenda Accountability tool for political aspirants and political parties; & the G10.

7. Engendering Political Parties (Center for Multi-Party Democracy (CMD), Women's Program)

8. Engendering the National Budgets and Parliamentary Governance, and Legislative work (KENYA Women Parliamentary Association(KEWOPA) formed in 2002; The Women's Shadow Parliament – Kenya (WSP-K) & The Collaborative Centre For Gender And Development (CCGD) e.g. engendering parliamentary standing orders and other House Rules; sponsoring women friendly and gender related Bills; establishing a parliamentary gender desk and developing gender materials for engendering parliamentary debates motions tabled in parliament

9. Engendering the Media & giving women leaders Voice & Media Visibility (e.g. The Association of Media Women of Kenya (AMWK)

10. Advocacy against Women and Gender based violence; the right to self-defense and the right to State protection, e.g. (The Coalition on Violence Against Women – Kenya, COVAW (K), formed in 1995).

11. The 2012 National Women's Charter- an Access, Agenda Setting and Accountability tool for realizing Women's Constitutional gains (Coalition of over 30 Kenya women NGOs

1.4. Overview of the 2010 Constitution

The Bill of Rights has introduced several significant changes that were not in the 1963 Independence Constitution (hereinafter referred to as the Independence Constitution/the IC'). The Independence Constitution only recognized one category of fundamental rights which is the category of civil and political rights. It does not mention the Second Generation Rights i.e. Social, Economic and Cultural Rights and the Third Generation of Human Rights i.e. the Group Rights.

Under the 2010 Constitution, there is the Civil and Political Rights. These are the freedoms and rights that citizens enjoy and do not require any resource from the government e.g. the right to life (Art. 26), one just need to live/ to exist. The government does not need to do nothing more.

The Second Generation Rights are the economic, social and cultural rights such as the right to education (Art 43 (1) (f), health (Art 43 (1) (a), and food (Art. 43 (1) (c) These rights require obligation on the part of the government.

There is also the Group Rights commonly referred to as the Third Generation Rights. These are rights that citizens enjoy collectively. For example the right to a clean and healthy environment (Art. 42).When the environment is polluted, none of us is at risk more than another because we enjoy those rights as a whole. One cannot talk about life in the absence of food, water and clean air. It's a question of the quality of life that we live.

Women's rights are human rights. This notion is at once fundamental and revolutionary. In theory, women have never been overtly excluded from the concept of human rights. In 1945, the UN Charter afforded to women and men equal economic, social, cultural, political and civil rights. Nevertheless, because women traditionally have been relegated to the private sphere and to subordinate status in society, they have generally been excluded from recognized definitions and interpretations of human rights. As such, women and girls 'experiences with human rights abuse have been virtually ignored (UNIFEM, 1999). Most of the casualties of war are women and children; most of the world's refugees and misplaced people are women and children; most of the world's poor are women and children. Still, because of persistent discrimination against women and women's virtual invisibility, these human rights violations continue with no clear sign of abatement.

1.4.1. General Constitutional Provisions relating to Women's Rights.

Women's rights are an integral part of Kenya's democratic state and their constitutionally entrenched rights are a framework for social, economic and cultural policies. The purpose of these constitutional gains on the side of women is to preserve their dignity and to promote social justice. Their application, implementation and enforcement are provided for under the Constitution 2010.Generally, the Constitution 2010 under article 14(1) ensures that women are able to pass on citizenship to their children regardless of whether or not they are married toKenyans. Under article 45(3), it provides that parties to a marriage are entitled to equal rights at the time of the marriage, during the marriage and at the dissolution of the marriage. The Constitution under article 53 (1) (e) assures that parental responsibility shall be shared between parents regardless of marital status. Article 60(1) (f) eliminates gender discrimination in relation to land and property and gives everyone including women the right to inheritance and unbiased access to land. Article 68 (c) (iii) provides that parliament shall enact legislation for the protection

of matrimonial property with special interest on the matrimonial home during, and upon the termination of the marriage. On the general principles for the electoral system and process, article 81 (b) provides that a one third requirement for either gender in elective bodies giving women of Kenya at least 1/3 minimum in elective public bodies. The Supreme Court of Kenya recently held that this particular right for women is progressive in nature. Article 91 (f) provides that gender equality is maintained in political parties providing a basic requirement for political parties as amongst other to respect and promote gender equality. Under article 27(3), the constitution ensures that women and men will have the right to equal treatment and opportunities in political, economic, cultural and social spheres without discrimination. The New Constitution accords the right to health including reproductive health to all.

1.4.2.   Women's Civil and Political Rights

Women are human beings and therefore by virtue of their human status, they enjoy the same civil and political rights as others. These *civil rights* include the right to life, equality and freedom from discrimination, human dignity under Art. 28 of the Constitution, freedom and security of the person, slavery, servitude and forced labour, right to privacy, freedom of conscience, religion, belief and opinion, freedom of expression, right of access to information, freedom of association, freedom of movement and residence, right to property and the right to assemble-demonstrate-picket and petition under Art. 37.

The *political rights* includes right of women to make political choices such as participation and forming of political parties, participating in the activities of recruiting members to form a political party, right to form a political party or cause, right to free, fair and regular elections based on universal suffrage and free expression of the electors will and right to be registered as a voter, voting by secret ballot. The above are civil and political rights under the Bill of Rights.

A nation such as Kenya which is a party to relevant international instruments is under an obligation and duty to take all appropriate measures to ensure that women have the opportunity to represent their governments at the international level and to participate in the work of international organizations on equal terms with men and without discrimination.

The New Constitution also affords adequate and equal opportunities for appointment, training and advancement for women and men at all levels within the Public Service Commission.

1.4.3.   Women's Economic, Social and Cultural Rights

Socio-economic rights embodied within the constitution of Kenya 2010 include rights to right to employment, education, health care, family and culture.

1.4.4. Women's Group Rights

In the area of group rights, women just as men have the right to a clean and healthy environment as provided for under article 42 of the Constitution of Kenya.

1.4.5. Factors contributing to underrepresentation of women in politics.

Women continue to experience significant discrimination related to their participation in public and political life in most domains of the public sphere and in all geographical regions. The reasons for the under-representation of women in power and decision-making are multifaceted and complex. There are significant barriers to women's participation in public and political life that stem from economic, social and cultural issues, as well as from negative stereotypes about women and entrenched gender roles.

When conceptualizing gender discrimination within the public sphere, it is important to examine how public and private space are differently gendered. A 2005 IDEA report underlines how the public sphere has traditionally been a domain for men, stating that "[m]en, across virtually all cultures, are socialized to see politics as a legitimate sphere for them to act in." While there is increasing consensus about the obligations to address the barriers to women's full and active participation in the public sphere; at the domestic level, there is still progress to be made in advancing women's equality in this domain.

The indivisibility of women's human rights underpins women's participation in public and political life. The issue of gender equality in political and public life cannot be considered in isolation, as women aspiring to participate in political and public life continue to face complex barriers related to the attainment of their full range of human rights, such as social, economic, cultural, family, health and safety rights.

Another important theme is how entrenched gender roles and negative stereotyping can act as a persistent practical hurdle to women's participation in political and public life. Entrenched gender roles and stereotypes serve to reinforce discrimination against women through the persistence of harmful norms, practices and traditions, and patriarchal attitudes regarding the roles, responsibility and identities of women and men in all spheres of life. For example, the disproportionate burden on women of child-rearing and family responsibilities hinders progress in women's participation in political and public life. This may be because typically, institutions in the public domain were established on the assumption that those who worked in them had few or no domestic responsibilities. This phenomenon is identified as the "sexual division of labor", which is reflected in the lack of an equitable division of labor in the family.

In addition to women's caregiver responsibilities, women's participation in political and public life can be significantly limited by patriarchal culture, where women are not considered socially fit to enter politics.

Literature also suggests that there is an important relationship between discrimination against women in public and political life and violence against women. Violence is a form of discrimination that inhibits equality between the sexes and restricts women's empowerment, and can act as a significant impediment to civil, political, and

economic, social and cultural rights. Gender-based violence has become one of the most important areas of new legislation and constitutional provisions. In Africa, while most constitutions mention violence, recently there has been a rise in specific references to violence against women. Harassment and violence against female political candidates can act as a disincentive for women to participate in political life. In addition to violence, the threat of violence can stop women from fully participating in political life. The fear of violence can have the psychological effect on women of restricting their participation.

1.5. Strategies to enhance women representation in electoral politics.

✓ Increase civic leadership and political engagement training for girls and women

✓ Promote political environments that are free from discrimination and violence

✓ Offer training programs for young people, women and men on political systems, women's rights to participation ad roles in decision making , as well as unconscious bias training and inclusion

✓ Secure equal visibility of female politicians and decision makers and promote more inclusive representation of leadership

✓ Fund grass roots organizations that build the capacity of girls and women to participate both individually and collectively in social, economic, political and public life

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Learning Activities

✓ Identify gains for women in the 2010 constitution

✓ Summarize the autobiography of a transformative woman political leader you admire across the globe stating why she is admired

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2. MODULE 2: MOTIVATIONS FOR VYING FOR POLITICAL POSITIONS.

2.1. Introduction.

For many women a political career is looked at more as a call to duty or a service rather than just about power or ambition.

Reasons such as successive exclusive from political office or the sheer lack of political good will to implement constitutional and policy frameworks and the feeling that the government does not particularly seem to respect

and value the role of women are increasingly becoming reasons for women participation. Across countries, women politicians tend to prioritize issues that they as women care about and use those to leverage as their motivation for joining politics. Once women attain office, their motivations become substantive policy areas that they get funding for and give priority to.

This unit therefore allows participants to examine their motivations to vie for political office. It will also enable the participants to exploit available opportunities for accessing political leadership.

2.2.   UNDERSTANDING SELF

Knowing oneself is critical to being an effective leader as well as being successful in life, work, and relationships. It is very important to know yourself before you can decide to lead others. Your personal identity influences everything you do, and it changes and evolves over time. Self-awareness can improve our judgment and help us identify opportunities for professional development and personal growth.

2.2.1.   Key areas for Self Awareness

Human beings are complex and diverse. To become more self-aware, we should develop an understanding of ourselves in many areas. Key areas for self-awareness include our personality traits, personal values, habits, emotions,   and   the   psychological   needs   that   drive   our   behaviors.

Personality. We don't normally change our personalities, values and needs based on what we learn about ourselves. But, an understanding of our personalities can help us find situations in which we will thrive, and help us avoid situations in which we will experience too much stress. For instance, if you are a highly introverted person, you are likely to experience more stress in a position that needs lots of interaction with people. So, if you are highly introverted, you should either learn skills to cope with the demands of a position that requires extravert-type behavior patterns, or you should find a position that is more compatible with your personality.   Awareness   of   your   personality   helps   you   analyze   such   a   decision.

Values. It's important that we each know and focus on our personal values. For instance, if your first priority is "being there for your children" or "your relationship with God," it's very easy to lose sight of those priorities on a day-to-day, moment-by-moment basis. During the workday, so many problems and opportunities arise that our lists of "things to do" can easily exceed the time we have to do them. Since few (if any) of those things pertain to what we value most, it's easy to spend too much time on lower priority activities. When we focus on our values, we are more likely to accomplish what we consider most important.

Habits. Our habits are the behaviors that we repeat routinely and often automatically. Although we would like to possess the habits that help us interact effectively with and manage others, we can probably all identify at least one of our habits that decreases our effectiveness. For example, if you are a manager/leader who never consults your staff before making decisions, that habit may interfere with your ability to build the

people you work with and also might affect their commitment to the decisions and their decision-making skills as well.

Needs. Maslow and other scholars have identified a variety of psychological needs that drive our behaviors such as needs for esteem, affection, belongingness, achievement, self-actualization, power and control. One of the advantages of knowing which needs exert the strongest influence on our own behaviors is the ability to understand how they affect our interpersonal relationships. For instance, most of us have probably known people who have a high need for status. They're attracted to high status occupations, and they seek high status positions within their organizations. Such people also want the things that symbolize their status. They insist that they be shown respect, and they want privileges and perks that people of lower status can't have. Sometimes these people fight for things that others see as inconsequential--like a bigger office. Needs cause motivation; and when needs aren't satisfied, they can cause frustration, conflict and stress.

Emotions. Emotional self-awareness has become a hot topic of discussion recently because it's one of the five facets of emotional intelligence. Understanding your own feelings, what causes them, and how they impact your thoughts and actions is emotional self-awareness. If you were once excited about your job but not excited now, can you get excited again? To answer that question, it helps to understand the internal processes associated with getting excited. That sounds simpler than it is. Here's an analogy: I think I know how my car starts--I put gas in the tank, put the key in the ignition, and turn the key. But, my mechanic knows a lot more about what's involved in getting my car started than I do--he knows what happens under the hood. My mechanic is able to start my car on the occasions when I'm not because he understands the internal processes. Similarly, a person with high emotional self-awareness understands the internal process associated with emotional experiences and, therefore, has greater control over them.

What words best describe you?

What values do you hold dear to you and drive your ambition to hold political office?

2.2.2.   How Self-Awareness Makes You More Effective

Self-awareness helps people identify gaps in their management skills, which promotes skill development. But self-awareness also helps someone find situations in which they will be most effective, assists with intuitive decision making, and aids stress management and motivation of yourself and others.

Skill development. Improvement projects should normally begin with an assessment of the gap between the current situation and the desired future situation. Having an accurate sense of who you are helps you decide

what you should do to improve. Often, self-awareness will reveal a skills gap that needs to be worked on or improved.

Knowing your strengths and weaknesses. Self-awareness helps you exploit your strengths and cope with your weaknesses. For instance, if you are someone who is good at "seeing the big picture" that surrounds decisions, but not as good at focusing on the details, you might want to consult colleagues and subordinates that are more detail-oriented when making major decisions.

Developing intuitive decision-making skills. Leaders with well-developed emotional self-awareness are more effective intuitive decision makers. In complex situations, intuitive decision makers process large amounts of sometimes unstructured and ambiguous data, and they choose a course of action based on a "gut feeling" or a "sense" of what's best. This type of decision making is becoming more important for managers as the rate of change and the levels of uncertainty and complexity in their competitive environments increase. Managers who are highly emotionally self-aware are better able to read their "gut feelings" and use them to guide decisions.

Stress. Jobs that don't suit your personality tend to give you more stress than jobs that are more compatible. This is not to say that you should never take a job that conflicts with your personality. However, be aware that you will need to work extra hard to develop the skills for that job, and there are jobs that would be less stressful for you.

Motivation. It's very difficult to cope with poor results when you don't understand what causes them. When you don't know what behaviors to change to improve your performance, you just feel helpless. Self-awareness is empowering because it can reveal where the performance problems are and indicate what can be done to improve performance. In addition, awareness of your psychological needs can increase your motivation by helping you understand and seek out the rewards that you really desire such as a sense of accomplishment, additional responsibility or even an opportunity to serve and help others.

Leadership. When we understand "what make us tick"--what gets us excited, why we behave the way we do, etc.--we also have insight into what makes others tick. To the extent that other people are like you (and, of course, there are limits to the similarity), knowing how to motivate yourself is tantamount to knowing how to motivate others.

2.3.   Deciding to Run for Political Office

Once you've decided to run for office you will need to answer the question "why are you running?" For some it is an easy question to answer because you're running to solve a particular problem and have a passion for the work that needs to be done in a particular office. For others, the answer may be murkier. Knowing the reason(s) behind your run for office and what your goals is once you're elected is critical to being a successful candidate. Having a generic, canned answer to the question is not good enough and voters will see through it.

Running for office for the right reasons is critical, not only to gaining support but also to winning. If you lack passion or a clear reason for running, that will be evident to voters. Think long and hard before you launch your campaign, because you don't want to commit to a race you don't want to be in or a race you can't win. Or even worse, you don't want to get elected and realize you really don't want to do the job. With that said, here's a breakdown of some good and bad reasons to run.

2.3.1. Good reasons for running for office

- *To help your community.* This is the classic reason of running for office. You see your community needs help and you believe you have the skills to fill that need.

- *Advocating for causes.* There is a specific cause or policy that is affecting your community and you feel that you can have a real impact on the issue by running for office. What current issues are filling up the airwaves and what are your stances on them?

2.3.2. Bad reasons for running for office

- *The party asked me to.* Just because someone asks you to run does not mean they have your best interests in mind. This could be a great start if you have other reasons for running but running for office to please someone else is always a bad idea.

- *Revenge against the incumbent.* The reason that "he/she did something to me so I'm going to beat him/her" is not a good reason to begin running for office. In fact, revenge is a horrible reason to run, no matter how bad the opponent is.

- *Because I can win.* It's important that you have a chance of success but don't run just because you think you will win.

- *This will be my only opportunity.* There's a lot of luck in politics and picking the right opportunity is important, but that is different than thinking you will only have one opportunity. Be thoughtful about why you are running and make sure you pick the right opportunity to win, not just the opportunity that is in front of you.

If your heart is truly not in the race you will know, and so will voters. The bottom line is, **don't run if you don't know why you are running.**

2.4.   SWOT Analysis of Candidate's Suitability for Political Position

S.W.O.T. is an acronym for Strengths, Weaknesses, Opportunities and Threats. Strengths and weaknesses are internal factors; opportunities and threats are external factors. Analysis of these dimensions can be used to identify the Candidate's suitability for the position she wants to vie for.

SWOT analysis is the examination of your situation by looking at Strengths, Weaknesses, Opportunities and Threats. It has been used by businesses for many years as a strategic planning tool, because it helps to give an all-round view of the organization. SWOT analysis are however, equally useful on a personal level as a way to identify areas for development, and as part of career discussions.

Strengths, or those areas where you have an advantage over others, or some unique resources to exploit;

Weaknesses, or areas where you or your organization may be weaker than others, and may find that others can do better than you;

Opportunities, or possibilities that you can take advantage of to help you achieve your goals and ambitions; and

Threats, or things that may prevent you or your organization from making a profit or achieving your goals.

2.4.1.   The SWOT Process:

Identify the goal that you want to achieve

It is important to be as specific as possible. Be clear about timing, that is, when you want to achieve your goal, and also how you will know that you have achieved it (your success criteria).

Identify the personal strengths that will help you to achieve it, and the weaknesses that could prevent you

It is often helpful to consider knowledge, skills, experience, resources and support that you have available. If you list these headings separately, you will remember to consider them all.

These areas are generally **internal**, that is, they relate to you personally, and the resources and skills that are available to you. They are, therefore, things that are generally under your control.

Identify any personal opportunities that could enable you to achieve the goal, and also that you will be able to take advantage of when you have achieved it

Opportunities are generally **external**, relating to the environment and those around you, rather than you yourself. They include things like:

- Promotions and financial incentives; and

- Events that are likely to happen at work or outside, such as someone going on maternity leave or sabbatical, that might mean you have a chance to do something new.

In identifying opportunities that might open up as a result of achieving your goal, consider both short- and long-term benefits.

Identify any threats

These are **external** things and events that are worrying you, or that might happen and prevent you from either achieving your goals, or taking advantage of the benefits.

Review and prioritize

Finally, as always with development activities, and anything that looks like **strategic thinking**, it is a good idea to **review your analysis**. Ask yourself:

- *Is this recognizably me?*

- *Is there anything that I have forgotten?*

    And finally:

- *Which areas are most important in each of the four categories in the analysis?*

Try to highlight one, or at most two, things from each of strengths, weaknesses, opportunities and threats that you think will be most important in achieving (or preventing you from achieving) your goal. **Those areas will be your priorities for action.**

2.5. Qualifications of Candidates for Member of County Assembly

To be eligible for election as a member of the county assembly a person must meet the following criteria:

a) Be a registered voter;

b) Satisfy the educational, moral and ethical requirements prescribed by the Constitution or an Act of Parliament. The ethical requirements under the Constitution are the provisions on leadership and integrity

spelt out in Chapter six of the Constitution. The educational requirements prescribed under the Elections Act, 2011, are that the person must have a post-secondary school qualification recognized in Kenya.

c) The person must either be nominated by a political party or be an independent candidate and in either case must be supported by at least five hundred registered voters in the ward concerned.

d) The person should not be a state officer or other public officer other than a member of the county assembly;

e) The person should not have held office as a member of the Independent Electoral and Boundaries Commission within five years immediately preceding the date of election.

f) The person should have been a citizen of Kenya for at least ten years immediately preceding the date of elections.

g) The person should not be a member of a county assembly.

h) The person should not be of unsound mind.

i) The person should not be an undischarged bankrupt.

j) The person should not be subject to a sentence of imprisonment of at least six months as at the date of registration as a candidate or at the date of election. This disqualification only operates where all possibility of appeal or review of the relevant sentence or decision has been exhausted.

k) The person should not be found, in accordance with any law, to have misused or abused a state office or public office or in any way to have contravened the provisions of the Constitution on leadership and integrity. This disqualification also only operates where all possibility of appeal or review of the decision has been exhausted.

2.6.   Overview of the Electoral Code of Conduct

2.6.1.   The Dos and Don'ts Under the Electoral Code of Conduct

Article 84 of the Constitution of Kenya demands that in every election, all candidates and all political parties must comply with the code of conduct prescribed by the Independent Electoral and Boundaries Commission. The intended Code of Conduct has been enacted as part of the Elections Act 2011. The Code as enacted is prescribed not only to apply to elections but also to referenda -Sec 51(6) & 110(1).

The act of subscription to the Electoral Code of Conduct create further obligations to political parties, referendum committees, officials of political parties and referendum committees and candidates. The obligations are to: Adhere to the values and principles of the Constitution;

(a) Give wide publicity to the Code;

(b) Promote voter education campaigns

(c) Condemn, avoid and take steps to prevent violence and intimidation;

(d) Instruct candidates, office bearers, agents, members and persons who support the political parties of their obligations under the Code;

(e) Promote gender equality;

(f) Promote ethnic tolerance;

(g) Promote cultural diversity;

(h) Promote the fair representation of special interest groups;

(i) Generally affirm the rights of all participants in an election to:-

      i. Express divergent political opinions;

      ii. Debate and contest the policies and programmes of other parties;

      iii. Canvass freely for membership and support from voters;

      iv. Subject to the Public Order Act hold public meetings;

      v. Attend public meetings convened by others;

      vi. Distribute non-offensive electoral literature and campaign material;

      vii. Publish and distribute non-offensive notices and advertisements;

      viii. Erect non-offensive banners, placards and posters;

      ix. Remove all banners, placards and posters erected during the election period;

      x. Promote free electoral campaigns by all lawful means; and

xi. Co-operate with the Commission and the relevant Government agencies and other authorities in the investigation of issues and allegations arising during the election period.

In addition to the foregoing obligations incidental to the very act of subscribing to the Code, the Code further requires of those bound by it to do the following:

(a) Publicly and repeatedly condemn violence and intimidation and avoid the use of hate speech, language or any kind of action which may lead to violence or intimidation whether to demonstrate party strength, gain any kind of advantage or for any other reason;

(b) Refrain from any action involving violence or intimidation;

(c) Ensure that no arms or weapons of any kind are carried or displayed at political meetings or any march, demonstration or other event of a political nature;

(d) Refrain from campaigning in places of worship or during burial ceremonies;

(e) Co-operate and liaise in good faith with other parties to avoid organizing public meetings, demonstrations, rallies or marches to take place at the same time and venue as similar political events organized by other parties;

(f) Do nothing to impede the right of any party, through its candidates, canvassers and representatives to have reasonable access to voters for the purpose of conducting voter education, fund raising, canvassing membership and soliciting support;

(g) Avoid plagiarizing the symbols, colours or acronyms of other parties and to discourage and, if possible, prevent the removal disfigurement or destruction of political campaign material of any party;

(h) Refrain from offering any document or reward to any person in consideration of such person either joining or not joining any party; attending or not attending any political event; voting or not voting (either at all, or in a particular manner); or accepting, refusing or withdrawing such person's nomination as a candidate in the election;

(i) Refrain from any attempt to abuse a position of power, privilege or influence, including parental, patriarchal, state or traditional authority for political purposes including any offer of reward or threat of penalty;

(j) Avoid any discrimination based on race, sex, pregnancy, marital status, health status, ethnic or social origin, colour, age, disability, religion, conscience, belief, culture, dress, language or birth in connection with the election and political activity;

(k) In relation to the Commission:-

i. Acknowledge the authority of the Commission in the conduct of the election or referendum;

ii. Ensure the attendance and participation of representatives at meetings of any party liaison committee and other forums convened by or on behalf of the Commission;

iii. Implement the orders and directions of the Commission;

iv. Facilitate the Commission's right of access through official observers and other representatives to all public political meetings or other electoral activities;

v. Co-operate in the investigation of issues and allegations arising during an election period;

vi. Take all reasonable steps to ensure the safety of observers and other representatives of the Commission from exposure to insult, hazard or threat in the course of their official duties;

vii. To establish and maintain effective lines of communication with the Commission; and

viii. To abide by the provisions of this Code.

(l) Reassure voters with regard to the impartiality of the Commission and the secrecy and integrity of the ballot, and to reaffirm that no one how any other person voted;

Learning Activities.

✓ Develop a SWOT analysis matrix.
✓ Develop a personal profile in the context of the requirement for the political position you are vying for.
✓ Candidates' statement of motivation to vie for identified political position.
✓ Read the Elections Act, 2011 and find the Sanctions provided for the breach of the Code of Conduct

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3. MODULE 3: ELECTORAL CYCLE AND POLITICAL PARTIES PROCESSES.

3.1. INTRODUCTION.

The electoral cycle appreciates elections as continuous processes rather than isolated events. The electoral cycle is divided into three main periods: the pre-electoral period, the electoral period and the post -electoral period. These periods weave into each other.

Elections are composed of a number of integrated building blocks, with different stakeholders interacting and influencing each other. Electoral components and stakeholders do not stand alone. They are interdependent, and therefore the breakdown of one aspect can negatively impact on any other.

The fusion and cross cutting of electoral related activities and the interdependence of the stakeholders highlight the cyclic nature of electoral processes and emphasize the need for proper understanding of the process.

Political parties are important stakeholders of the electoral processes. This therefore makes it important for candidates to be fully aware of what happens at the level of the political parties. Women are particularly affected by technicalities in the electoral cycle which disadvantage them and lock them out of party nominations.

This unit therefore aims at enabling the participants to be conversant with the Kenyan electoral cycle and calendar, the requirements set out by the Independent Electoral and Boundaries Commission (IEBC) for candidates vying for various positions as well as the party requirements to be fulfilled for the position she wants to vie for.

3.2.   UNDERSTANDING THE ELECTIONS PROCESSES

Elections are a transformative tool for democratic governance. They are the means through which people voice their preferences and choose their representatives. In some countries, they have become sustainable and sophisticated processes managed by well-developed electoral administrations. Yet, many countries, including mature democracies, continue to face challenges related to the integrity and credibility of elections. Key electoral cycle processes, such as **civic education, voter registration, boundary delimitation, polling and tabulation of results, as well as electoral law reforms, campaign regulations and the inclusion of marginalized groups such women, youth, ethnic minorities and people living with disabilities,** provide major challenges to Electoral Management Bodies(EMBs).

The Electoral cycle is divided into three main periods: the pre-electoral period, the electoral period and the post -electoral period. These periods weave into each other.

The following are the pre- election activities:

i.   Voter registration
ii.   Voter education
iii.   Training of election officials
iv.   Nomination of candidates
v.   Electoral campaign

The following are the election activities undertaken during the election period:

- Polling
- Counting of votes
- Verification of results
- Declaration of winners

The following are the post-election activities, activities conducted after the elections:

- Petitions and appeals
- Audit and evaluation of elections
- Election reforms

A chart of the political cycle and its relevant activities

3.3. POLITICAL PARTIES

A political party is an organized group of people with similar political aspirations and opinions that seek to influence public policy by getting its candidates elected to public offices. Their aim is to get their candidates elected to political power. In Kenya a Political Party must be registered and should have a governance structure. The leadership of a Political Party must accommodate the regional balance, persons with disabilities, marginalized and at least a third of either gender.

3.3.1. Nominations to vie for political office

Nomination refers to the process where political parties nominate candidates and through which the Independent Elections and Boundaries Commission (IEBC) certifies candidates nominated by political parties. It can also be referred to as the process through which the Commission certifies independent candidates.

Political parties play a major role in the nomination exercise as we have seen in the definition of nominations. These are the roles Political Parties play in the nomination exercise:

- Identify potential candidates in their party for various seats
- Conduct preliminaries for the candidates as per the party rules and regulations
- Submit to IEBC the list of nominated candidates at least forty five(60) days before an election
- Issue party certificate of nomination to the elected candidates
- Submit the preliminary election reports and names of elected candidates to IEBC
- Submit party list of members to the IEBC for use in nomination of special members
- Arbitrate in all disagreements arising out of preliminary nominations
- Keep register and records of its members

It is democratic and important for parties to be able to nominate candidates for the various elective positions for the following reasons:

- It gives the citizens an opportunity to contest for elective positions through Political Parties
- It enhances democracy in Political Parties
- It enhances inclusion of special groups
- The party candidate gains party sponsorship and logistical support from the party.
- It is a way of strengthening the party membership.

The Political Parties Act, 2011 recognizes the need for women and other marginalized groups to participate in party politics and lays out the role of the political parties in relation to women and marginalized groups as:

- ✓ They have the right of participation in Political Parties activities
- ✓ Political Parties have the obligation of representation in Parliament and county assemblies by youth, women, persons with disabilities, minorities and marginalized groups
- ✓ Political Parties shall preserve positions for youth, women, persons with disabilities, minorities and marginalized
- ✓ Participation of youth, women, persons with disabilities, minorities and marginalized groups will be no less than that of other persons outside these categories

3.3.2. Overview of the Political Parties Act, 2011

Kenya's constitutional order, as anchored on the Constitution of Kenya, 2010, has placed greater significance to the formation, management and organization of political parties as institutions of governance. The legal regime governing political parties is two-fold, to wit; the Constitution of Kenya 2010 and the Political Parties Act, 2011.

The constitutional expectations of every political party are as spelt out in article 91 of the Constitution. These expectations are the positive and the negative expectations. The positive expectations of political parties in Kenya by the Constitution are as follows:

(a) Every political party must have a national character as prescribed by an Act of Parliament.

(b) Every political party must have a democratically elected governing body.

(c) Every political party must promote and uphold national unity.

(d) Every political party must abide by the democratic principles of good governance, promote and practice democracy through regular, fair and free elections within the party.

(e) Every political party must respect the right of all persons to participate in the political process, including minorities and marginalized groups.

(f) Every political party must respect and promote human rights and fundamental freedoms and gender equality and equity.

(g) Every political party must promote the objects and principles of the Constitution and the rule of law; and

(h) every political party must subscribe to and observe the code of conduct for political parties.

From the negative front the following prohibitions are fashioned by the constitution against political parties, namely;

(a) A political party should not be founded on a religious, linguistic, racial, ethnic, gender or regional basis or seek to engage in advocacy of hatred on any such basis.

(b) A political party should not engage in or encourage violence by, or intimidation of, its members, supporters, opponents or any other person;

(c) A political party should not establish or maintain a paramilitary force, militia or similar organization;

(d) A political party should not engage in bribery or other forms of corruption;

(e) A political party should not accept or use public resources to promote its interests or its candidates in elections except as are provided for under Chapter Seven of the Constitution or by an Act of Parliament.

In line with the foregoing constitutional demand of parliament, the Political Parties Act 2011 has been enacted. The Act makes provision for a number of issues, including the following;

- o Registration and regulation of political parties.
- o Funding and accounts of political parties.
- o The office of the Registrar of Political parties.
- o The political parties' disputes tribunal.
- o The Code of Conduct for political parties.
- o Contents of the constitutions or rules of a political party.
- o Basic requirements for a coalition agreement

The Political Parties Act 2011 on the other hand aims at providing a regulatory framework through which the general constitutional provisions on political parties are to be applied.

The Act sets out detailed provisions on party management and regulation of political parties in the spirit that the constitutional provisions envisage party management and regulation to be pursued. The Act in Sec 7 sets out minimum requirements political parties seeking full registration must achieve before they can be granted full registration.

Amongst the identified requirements are;

i. The party must have at least one thousand members who are registered voters in at least 24 counties;

ii. The membership of the party should reflect regional and ethnic diversity, gender balance and representation of minorities and marginalized groups;

iii. The composition of the party's governing body must reflect the regional, ethnic diversity, gender balance and representation of minorities and marginalized groups;

iv. Not more than two thirds of members of the party's governing body should be of the same gender;

v.   The party has to demonstrate that the members of its governing body meet the requirements of chapter six of the constitution on leadership and integrity and the laws relating to ethics and integrity;

vi.   The party has to submit a list of the names, addresses and identification particulars of all its members, the location and address of its head office, the location and address of its branch offices.

3.3.3.   Coalitions

Section 10 of the Act provides for formation of coalition by two or more political parties. This can be done either before or after elections. The Act requires parties forming a coalition to develop a written coalition instrument to be deposited with the Registrar of Political Parties. The instrument is meant to regulate the conduct of the respective parties in the coalition and assist in resolving disputes that may arise thereafter

3.3.4.   Mergers

The Act in Sec 11 allows for mergers by two or more political parties. When parties desire to merger, they must be guided by the rules, procedures and constitution of the two parties and the decision to merge must be in writing and executed by the duly registered officials of the parties empowered to execute documents.

3.3.5.   Membership in a political party

The Act in Sec 14 prohibits persons from being members of more than one political party at any given time. Parties are expected to keep a register of their members and to also deposit the same with the Registrar of Political Parties at least three months before their nominations are done. The Act provides that a member ceases belonging to a political party by resignation, expulsion or when he is deemed to have resigned from the political party. A member of a party is deemed to have resigned from the political party if while being a member of a political party he;

i.   forms another political party;

ii.   joins in the formation of another political party;

iii.   joins another political party;

iv.   in any way or manner, publicly advocates for the formation of another political party; or

v.   promotes the ideology, interests or policies of another political party

3.4.   Political Parties Fund

The Act in Sec 23 establishes the Political Parties Fund and pegs the amount to constitute the fund to be at least 0.3% of the total national revenue, contributions and donations from any other lawful source. The Fund is to be administered by the Registrar. 95 % of the Fund is to be shared amongst political parties who meet the

minimum requirements set out in the Act while the remaining 5 % is to be used for purposes of administering the Fund.

For a political party to qualify for funding under the Act, it must have attained at least 5% of the total national votes cast in the preceding general elections. Further, the Act provides that not more than two thirds of the registered office bearers of the political party should be of the same gender for the party to qualify for funding. The fund is distributed proportionately to parties that attain the minimum funding criteria alluded to above.

3.5.   Political Parties Dispute Tribunal

Section 39 of the Act establishes the Political Parties Act. The composition of the tribunal is pegged at four (4) members and a chairman who must hold the qualifications of a judge of the High Court of Kenya.

Sec 40(1) provides that the jurisdiction of the Tribunal is to hear;

(a) Disputes between the members of a political party;

 (b) Disputes between a member of a political party and a political party;

(c) Disputes between political parties;

(d) Disputes between an independent candidate and a political party;

(e) Disputes between coalition partners; and

(f) Appeals from decisions of the Registrar under this Act.

Sec 40(2) provides that Political parties are expected to utilize their own internal dispute resolution mechanisms before they refer the same to the Tribunal for adjudication

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Learning Activities.

- ✓ Relate personal motivation to politics to party manifesto and its alignment to the individual.
- ✓ Identify women role models within the leadership of political parties.
- ✓ Share experiences of engagement with political parties and its related processes.

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4. MODULE 4: GENDER RESPONSIVE LEADERSHIP.

4.1. INTRODUCTION

Gender response leadership refers to effective leadership without stereotyping women and men. Generally, women remain underrepresented in political leadership and decision -making structures.

Historically, women have been perceived to be less competent and competitive than their male counterparts. Further, the attributes that are often considered to characterize successful managers like assertive and decisive are stereotypically considered to be male qualities, resulting in incompatibility between perceived female attributes and leadership. The gender system I deeply intertwined with social hierarchies and leadership because gender stereotypes refer to perceptions that associate greater status and competencies with men than women.

Status beliefs, ideas and stereotypes about competence are differences that can be created by gender present barriers holding women back from positions of authority and leadership. Women leaders face status based biases that are similar to those faced by other status devalued groups such as ethnic minorities or persons with disabilities.

This unit therefore seeks to empower participants to identify key competencies of an effective gender responsive leader and appreciate the importance of self-worth and personal development in unlocking their innate power and purpose for themselves and their electorate for transformation.

Participants will appreciate the vital role personal development plays in leadership effectiveness and consequently create a gender responsive personal development.

4.2. A leader

A leader influences and guides other people to accomplish/achieve a goal using specific skills and attributes that facilitate to leading others.

Leadership As a process, leadership entails influencing others to achieve a given task or goal in a specific period of time. It involves one's capacity to influence, inspire, rally, direct, encourage, motivate, induce, move, mobilize, and activate others to pursue a common goal or purpose while maintaining commitment, momentum, confidence and courage (Myles Munroe, 1993).

4.3. Leadership Styles

A leadership style is a preferred way of leading whereby a leader displays certain characteristics Leadership styles include the following:

- **Autocratic Leaders**

Leaders who tend to make decisions without consulting others, dictate work methods of members, limit members' knowledge about goals and the next steps to be performed, consider himself/herself as having more knowledge than others and gives punitive feedback.

- **Democratic Leaders**

Leaders who tend to involve the group or team in decision making, let the group determine work methods, make overall goals known, and use feedback as an opportunity for helpful coaching.

- **Laissez Faire Leaders**

Leaders who generally give the group complete freedom, avoid giving feedback, and tell the participants to think of their own answers to their questions when asked.

- **Transformational Leaders**

Leaders who uphold the integration of positive feminist and masculine traits in a leader or team of leaders, which recognizes the value of the representation of both women and men in leadership structures, and with which, gender equality and equity can be achieved and sustained.

4.4. Leadership Competencies/Skills

In order to succeed leaders need to have specific skills/competencies in securing and maintaining their position. Women need to grasp these skills in order to be effective in their work and also become more competent in representing the needs of team members, constituencies and so on. The leadership skills enable the women to compete favourably with men in an environment that is influenced by patriarchal norms and values that reinforce gender biases and stereotypes.

4.5. Skills of an effective woman leader

5. Thinking And Planning Ahead

Develops simple and clear thinking for the short and long term. She is then skilled in developing gender responsive strategic and operational plans.

Believes that planning begins with self, followed by planning with other leaders and members for the organization or group being led. Capacity to develop specific, measurable, attainable, realistic and time-bound plans. Capacity to think of programs/projects and activities that will address the practical and strategic needs of women.

6. Making Things Happen

Has a kind of double vision to spot the talent and the essential person inside and allocates tasks accordingly. Takes part actively in getting things done with the belief that one should set an example for Others.

7. Calculated risk taking

Takes what is perceived to be moderate risks. States a preference for situations that involve moderate risks

8. Decision-making

Assesses the possible options and consequences prior to making decisions. Shows keenness in making timely decisions. Wants to be held accountable for decisions made.

9. Initiative Taking

Makes the first attempt without waiting for others. Believes in doing things that do not conform to past norms or have never been done in the past.

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10. Creative And Experimental

Thinks and acts beyond mind set boundaries Trusts that change is necessary to meet the challenges in the environment. Takes modest risk in experimenting the creative decision taken and will not hesitate to revert back if positive results are not achieved.

11. Conceptualizing

Has the ability to derive conclusions from past and present experiences as learnings for implementation in the future. Focuses on development and progress rather than static status maintenance.

12. Listening And Questioning

Believes that listening is the key to two-way communication. Questions any issues that are not clarified to make sure that there are no doubts. Respects others' views and expects open feedback for questions raised.

13. Team Playing

Respects that she is part of a team. Capable of facilitating meetings and discussions. Has the ability to manage and solve conflicts that arise between or among team members, or between own self and other team members.

14. Monitoring And Evaluating

> Facilitates regular participatory assessment of the level and trend of development of the organization Develops timely suggestions and actions on how to address deficiencies that will be identified in the operations

4.6.   Qualities of a Good (Woman) Leader

A good leader should have the following qualities:

- ➢ **Visionary:** Visualizes what can be done focusing on the bigger picture –looking ahead of others.
- ➢ **An energizer/charismatic:** Enthusiastic about what can be done and engaging the people they lead.
- ➢ **Responsible:** Accountable for their actions and observe high standard in whatever they do
- ➢ **Consults:** Seeks the opinion of others before making a decision.
- ➢ **High sense of integrity:** Leads by example in whatever they do being mindful that their followers are likely to emulate their character
- ➢ **Respects self and others**
- ➢ **Available and dependable:** Accessible and committed to serve those led
- ➢ **Non-discriminating**: treat people equally and is fair
- ➢ **Knowledgeable:** is informed and on top of every new development
- ➢ **Understanding:** appreciates and empathizes with people but not emotional
- ➢ **Self-control:** Reflects on self and is aware of the impact they make on others, manages emotions effectively, amplifies their strengths, and work on their weaknesses.

4.7.   Gender Responsive Leadership

Research studies revealed that women can be as competent as men in organizational management, and can be more competent in some areas, such as conflict handling. The reasons why women should have an equal share leadership and decision Making is so that they:

- ✓ actualize the principles of democracy and fairness
- ✓ effectively and efficiently design appropriate and sustainable products, in the form of goods or services, for all of its members; and
- ✓ Systematically make use of the distinctive competence of women for the benefit of
- ✓ Organizations and the country

Women should enjoy the same right with men in being considered for leadership positions

4.8. Transformational Leadership

Transformative leadership is considered to entail two inter-connected dimensions. The first is the element of gender equality in leadership. This entails increasing the number of women leaders to achieve the goal of equality in number between the sexes in leadership positions and in political representation. The second is the element of transforming the dominant political and other values, processes and institutions themselves to achieve different ways of perceiving and using power.

Also essential is the assessment of the impact of women leaders as indicated by changes cited below:

➢ Perception of the capacity of women and men - that women can be as competent as men in leadership positions, and in politics, in general.

➢ Discourse where those who participate politically are enabled to impact on the way women in general can and should be referred to.

➢ Coverage with respect to how history is written and taught such that textbooks note women begin making contributions to politics and the economy.

➢ policies and legislation where women's issues are on organizational as well as national agendas

➢ specialized institutions which develop, monitor and implement gender equality and equity from within and without are established

➢ change in leadership perspectives and approaches not just numbers

List of Transformative Leadership Characteristics

➢ Use of consensus decision making process

➢ View of power in relational terms and as something to be shared (power with others versus power over others)

➢ Support for productive, non-adversarial approaches to conflict confrontation and Ÿ resolution;

➢ Building of supportive working environments

➢ Promotion of diversity in the workplace

The transformative leadership perspective argues that leadership practiced from a transformative point of view creates work environments typified by warmth, understanding, encouragement, support, nurturance, listening, empathy, and mutual trust. Leadership approaches that reflect this perspective are said to be more facilitative and consultative in nature.

The leadership skills include the ability to empower others, coaching, sharing information, building trust and loyalty, cooperation, consensus building, inspiring, being attuned to employees, needs and aspirations, compassion, and being both task- and people-oriented.

What transformative Leadership emphasizes:

- awareness of the implications of the low representation of women in leadership structures;
- the equal and equitable representation of women in leadership positions; and
- a type of leadership that recognizes and integrates the feminine traits with positive masculine traits in leadership approaches usable by both men and women

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Learning Activities.

    ✓ Identification of transformative leadership skills they have and aspire to possess.

    ✓ Identification of women leaders who possess transformative leadership and gender responsive leadership skills in their localities.

    ✓ Create a personal development based on transformative and gender responsive leadership attributes that you want to achieve

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5. MODULE 5: MAPPING THE POLITICAL TERRAIN
5.1. INTRODUCTION

Understanding the terrain within which a candidate wishes to vie is critical to winning an election. Mapping includes the choices of the political party to vie under, the area and position to vie for ,the voting patterns of the population ,the cultural understanding of the people and the needs of the electorate among others are key in enabling a candidate to draw a winning strategy.

This unit therefore seeks to enable the participants to understand their environment. This understanding also helps in understanding issues of interest to the electorate.

Objectives.

By the end of this unit participants will be able to:

- Understand the cultural context of the place they are vying in
- Identify factors that influence voting patterns in the area of representation

- Address the challenges in voter mobilization
- Design strategies to win the votes

5.2   Assessing the Political Landscape

While certain basic principles can be applied to each campaign, it is important to have a complete understanding of the particular situation and the conditions in which your campaign will be waged. At some point in almost every campaign, someone says, "it is different here" or "you're not taking into account our particular situation." "Step One: Research" is where you start and where you take into account the differences and peculiarities of each campaign. It is here that you have the chance to demonstrate just how different your situation really is.

The first step in developing a winning strategy must begin with a realistic assessment of the political landscape in which you will be running. It is true that you can never know everything about your district, your opponents and the voters. However, by using your time wisely and setting clear priorities, you will be able to compile the kind of information you need to develop a good strategy and be prepared for most events in the coming campaign.

There are a number of factors that should be understood as completely as possible as you prepare to write a campaign plan:

1. What is the type of election and what are the rules?

2. What are the characteristics of the jurisdiction you are vying in?

3. What are the characteristics of the voters?

4. What has happened in past elections?

5. What are the main factors affecting this election?

6. What are the strengths and weaknesses of your candidate?

7. What are the strengths and weaknesses of all the viable opponents?

It is important for the campaign team to take some time to research the answers to as many of these questions as possible. If you have a large, reliable campaign team, you may want to assign different sections to different members of the team. They can then report their findings to the campaign manager who will be responsible for writing the final campaign plan.

Either alone or as a team, it is important that you set and stick to a time limit for doing the research. There will always be more information you can gather, but this will only delay the use of the information you already have in developing your strategy.

5.3   Election Rules

It is important to first determine the type of election in which you will be running and what will be the rules of the election. Much of the basic strategy depends on this information. Is this a legislative office you are seeking or an executive office? Do you need a majority of the votes to win or a plurality? Will there be a runoff election? You should definitely research the laws and, if they are complicated, you may want to ask your political party or a lawyer to draft a memo outlining the most important points. Missing a deadline or violating some part of the law could end your campaign before it has even begun.

5.4   The Jurisdiction

Once you have determined the basic election rules, you should start to gather as much information on the district and the voters as possible. How large is the jurisdiction in which you will be running? What type of terrain will you have to cover as you campaign? What type of transportation will you and the voters need to use? How has the population of the area changed recently?

You need to understand the political landscape in which you will be operating. Who are the important political players in the area? How strong are the various political parties in the area? Who are the civic and business leaders that can influence the campaign? Winning the support of a particularly influential leader in the community can often make the campaign much easier.

You also must understand how voters get their information. What are the local media outlets? Who are the reporters and what are their deadlines? How will the election be covered and how does the press view the various candidates? To develop a comprehensive press strategy, it is important to have as much information on the media as possible.

5.5   The Voters

You will need to break the voters in your area into manageable groups. This is the basis you will later use to develop a strategy for targeting particular voters.

The following are some of the questions you may want to consider. Is there a voter file or accurate list of all possible voters available to the campaign? What support is there for various political parties? What is the demographic composition of the voters? For example, what are the income levels, education levels, professions, ethnic backgrounds, religious backgrounds, age, gender, etc.? Where do people work, shop and play? What is

the geographic break down of the voters? What percentage or how many people live in the city, in the rural areas or in small villages? Do the voters live in single-family homes or apartments? How would you describe your supporters and those voters you hope to persuade?

Voters with similar characteristics may have similar interests and may tend to vote the same way. Seniors will be less interested in schools and more interested in pensions while young mothers will be more interested in schools and less interested in pensions. By determining how many senior citizens there are and how many young mothers there are, you will be better able to target your message to groups that matter to your success.

5.6   Past Elections

Often you can gain valuable information about this election by looking at information from past elections. Who ran for this position in your constituency in past elections and what were the results? How many voters turned out for similar elections in the past? How many votes were needed to win? You may be able to use this type of information to predict the turnout and baseline levels of support in this election.

How did candidates with similar backgrounds and messages fair in past elections? Did your parties' candidate(s) run effective campaigns or make mistakes that influenced the level of support received? Similarly, did your opponents run effective or ineffective campaigns in the past? These questions will help you measure the potential for growth over the last election. You will want this type of information later when you determine what worked for them and what you will have to do differently to do better than they did.

5.7   This Election

Next you should look at the factors that will affect this election, namely the various issues that concern voters and other political campaigns, which are being waged in the area. What local, regional or national issues are important to voters? What will motivate voters to go to the polls? How would you describe the voter mood? What other races will be on the same ballot? Will candidates in other races help or hurt your campaign? Is there the opportunity to work with other campaigns in a coordinated manner? What effect will other campaigns have on the election? Your relationship with your party and other candidates on the same ticket will affect your strategy. Your campaign's message should complement, or at least not contradict, the other messages.

5.2.   The Candidate

The most important factor in your election will be the candidate. During your strategic planning session, you should honestly and candidly judge the strengths and weaknesses of the candidate (your candidacy). As you do this exercise, you should also look at the candidate from the point of view of the opponent. What you may view as a fresh new face with new ideas, the opponent may view as a lack of experience.

You may want to organize your assessment into various sections, such as the candidate's childhood, education, work history, immediate family, and past political positions.

It is important to look for both strengths and weaknesses in all of these areas. By finding weaknesses early, the campaign will be better prepared to deal with them and respond to charges that may come up later in the campaign. Too many candidates have lost because they refused to deal with past mistakes and were caught off guard when their opponents painted the picture of their mistakes in a very unflattering light.

5.8   Viable Opponents

Once you have determined your own candidate's strengths and weaknesses, the next logical step is to repeat the process for your opponents'. If you are facing several opponents, you should determine which ones are your strongest competitors for the loyalty of voters you hope to attract. Again, you can organize your assessment into various sections and look for both strengths and weaknesses.

Your opponents will not be forthcoming with information about themselves. You will probably need to do some digging to find reasons for voters to vote against them and for your candidate.

Too often candidates and campaigns view opposition research as looking for the one scandal that will finish off their opponent's campaign. This may happen, but more often what you find is patterns of behavior that you can use to persuade voters to either vote against your opponent or for you. You will use this to create a contrast between your candidate and campaign and your opponents' campaign when you develop your message, but this process is the basis for finding that contrast.

Learning Activities

- ✓ Map out the area f representation including target population
- ✓ Identification of community gatekeepers in the area of representation
- ✓ Strategy for winning elections

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6. MODULE 6: CAMPAIGN PLANNING AND MANAGEMENT

6.1. Introduction

Political campaigns can be an exciting experience. A great deal happens between the time one decides to vie for political office and the voting day.

While understanding political landscape/terrain is important in a campaign, the most important factor- that which makes the difference between winning and losing is the planning that goes into the campaign.

A winning political campaign is most often the one that takes time to target votes, develops a persuasive message and follows through on a reasonable plan. A written campaign, like the plan for building a house, defines the overall political landscape, the strategy and resources required to get to voting day. The campaign plan should serve as a guide to be referred to when questions arise. Progress can be measured against the plan.

While it is true that every campaign is unique, there are some principles that can be applied to any election campaign. The most basic of these principles is that campaigns must repeatedly communicate a persuasive message to people who will vote. A political campaign is a communication process- find the right message, target the message to the right group of voters and repeat that message again and again.

This unit therefore, aims at empowering the candidate to not only market herself but ensure they have an elaborate written campaign plan. It will equip the candidate with skills and strategies to manage an election campaign and keep her voters engaged throughout the electoral period.

6.2. Setting Goals for the Campaign

The ultimate goal of almost every political campaign is to win elected office. What you need to do here is determine what must be done to achieve that victory. Too often campaigns forget to calculate how many votes will be needed to guarantee victory and determining where these votes will come from. They then spend their precious resources of time, money and people trying to talk to the whole population instead of the much fewer voters they will actually need to win. Here you will reduce the number of voters with whom you need to communicate to a much more manageable size. As part of your research, you should determine the total population of the area you are vying in, the total number of voters, the expected votes cast, the number of votes needed to win and the number of households in which these voters live.

The ultimate Goal of the campaign is to determine the number of votes the candidates should garner in order to win the election

Once you decide how many votes you need to win and, therefore how many voters you need to persuade to support your candidate, you need to determine what makes these voters different from other voters who will not support your candidate. This process is called "targeting the voters" or simply "targeting." The point of targeting is to determine which subsets of the voting population are most likely to be responsive to your candidate and focusing your campaign efforts on these groups of voters.

6.3. Targeting voters

Targeting is important for two reasons. First, you want to conserve those precious campaign resources of time, money and people, and second, you want to develop a message that will best persuade those voters you still need to convince to vote for you.

The goal of targeting, should be to focus your campaign effort on a range of voters that can deliver approximately the same number of votes that you set as your campaign goal in Step Two. If your target audience is too narrow, you will not attract enough votes to win. If your target audience is too broad, your message will become diffused, and candidates with better focus will steal parts of the message - and the electorate - from you.

Generally, there are three types of voters: your supporters, your opponents' supporters and those voters in the middle who have yet to make up their minds. Your supporters are those who have already decided to vote for you. Your opponents' supporters are those who have already decided to vote for your opponents. Those voters in the middle who have not yet decided and still need to be persuaded to vote for one or the other candidates are called "persuadable voters". It is some portion of these persuadable voters who you want to target and with whom you want to communicate your message. Remember that a political campaign is a communication process.

6.3.1. Problems with targeting

Demographic targeting is not a precise science; even in the best of circumstances, definitions of demographic subsets are fuzzy and overlap with one another.

They can be made more difficult by three factors:

> 1. A large number of candidates in each race, which forces candidates to consider groups from which they will receive much less than half the vote.

2. The lack of available, accurate demographic data.

3. The undeveloped self-identification of individuals as having specific interests based on their demographic characteristics.

Nevertheless, it is important to do this exercise and look at these issues. Many candidates in the past have lost largely due to a failure to define a target audience. Candidates, when asked to identify their audience tended to respond either 1) by naming every demographic subset imaginable, or 2) by saying, for example, "I represent the intelligentsia." In the first instance, they had no target audience because their target audience was everybody. In the second, their target audience was simply too small to bring them victory (the intelligentsia is a relatively minor part of the voting population and is, moreover, claimed by virtually every democratically-oriented party).

6.4.   Developing the campaign message

Once you have decided who your target audience is, you need to decide what you will say to persuade them to vote for you. This is your campaign message. It tells the voters why you are running for this particular office and why they should choose you over your opponents for the same office.

A campaign message is not the candidate's program of what they will do if elected, it is not a list of the issues the candidate will address, and it is not a simple, catchy phrase or slogan. All of these things can be part of a campaign message, depending on whether or not they will persuade voters, but they should not be confused with the message, a simple statement that will be repeated over and over throughout the campaign to persuade your target voters.

6.5.   Issues and the campaign message

Your campaign should address the issues that are important to your target voters. You may think of your campaign's message as the trunk of a large oak tree, strong, stable and well rooted in your candidate's values and personal experience. Following this analogy, the campaign issues that you will discuss are the tree branches, covering a wide area but all firmly connected to your message tree trunk. Similarly, your campaign must cover a broad range of issues that concern your target audience. However, in order to address these issues effectively, in order to avoid confusing your target voters with a jumble of incoherent program ideas, you must tie all of your issues to your campaign message.

6.6.   Developing a Voter Contact Plan

Once you have decided whom you will be talking to and what you will be saying, the next step is to decide how you will be saying it. In other words, how will you get your campaign's message out to voters?

Before you look at the various methods for reaching voters, there are some important points that apply to all of the methods. First is the rule of finite resources, which means that you must determine how much each method will cost in terms of time, money and people. Second is the interchangeability of the resources and the methods, meaning that you can often accomplish the same task using different resources. Finally, there is the effectiveness of each method at persuading voters, identifying supporters and turning out your vote. It is important to plan well in advance for each phase of the campaign, including turning voters out on Election Day.

6.6.1. Effectiveness of your Voter Contact

Each type of voter contact can accomplish three things to varying degrees - persuade target voters, identify supporters and turnout your vote. These varying degrees determine the effectiveness of your voter contact effort. It is important that a campaign choose methods that, when combined, accomplish all three of these tasks.

It is important to use that message to persuade your target group of voters that your candidate is the best choice. Voters need to know what your message is and they need to hear it many times for it to register with them. You must repeatedly communicate a persuasive message to people who will vote.

Finally, as the election period draws to a close, there comes a time when you can no longer persuade voters and your efforts should be spent on making sure that those people who support your candidate turnout to vote for your candidate.

In order to do this, you must have some way of identifying who supports you and who has been persuaded through your voter contact effort to support you. Well before Election Day you must have spent time identifying your supporters. It is also important to know how you will reach them in a very short period of time.

6.7. Get Out The Vote

It does no good to have spent weeks persuading your target audience that you are the best candidate if they do not go to the polls on Election Day and vote for you. Individual voters often feel that their one single vote does not matter.

They need to know that they are part of something bigger and that their support for your candidate is important. Often a simple reminder - either a phone call or piece of literature - can be enough to ensure that they vote. The "get out the vote" (GOTV) effort is often viewed as a separate phase of the campaign. In fact, it should be viewed as the final phase toward which everything else in the campaign builds.

If you compare a political campaign to a business selling a product, in this case selling the candidate to the voters, then the eve of Election Day is the only day in which you can make the sale. It is important that the voters be motivated enough to "buy your product" on that one day. The deadline for all the campaigning and particularly the GOTV part of the campaign is the eve of the Election Day polls. Either you are prepared to make that final push or you are not. There are no second chances.

6.8.   MAKING IT HAPPEN

You have done the research, set the goal, targeted the audience, developed the message and figured out how you are going to deliver the message. You have also started to figure out how much time, money and people all of this will cost. Where will these resources come from? In this final step you will look at the roles of the candidate, campaign manager and other professionals you may have involved in your campaign. You will look at ways to recruit and keep volunteers. You will develop a campaign calendar and discuss scheduling. Finally, you will develop a campaign budget and figure out how the money will be raised.

6.8.1.   The Role of the Candidate

The most important person in any political campaign is the candidate and the candidate's time is the most precious resource that the campaign has. If the candidate or the campaign wastes that time, it can never be replaced. It is therefore important to understand the role of the candidate and the best use of their time. That role is very simple: meeting and persuading people. The most effective campaigner and fundraiser is the candidate. Voters and likely donors who personally meet the candidate and hear the message are much more likely to vote for that candidate and contribute to the campaign. All too often, candidates enjoy sitting around their campaign headquarters plotting strategy with their teams or meeting with favorite supporters. Such candidates are wasting their time and are doomed to failure.

It is important that at the very beginning the campaign team hold a formal strategic planning session. Clearly, the candidate needs to be a part of this session and will have a great deal of impact on the basic strategy that is developed. Once the strategy has been decided, the candidate needs to leave the running of the campaign to the campaign manager and others and concentrate entirely on meeting and persuading as many voters as possible.

6.8.2.   The Role of The Campaign Manager

Therefore the role of the campaign manager is to run the campaign. This must be someone in whom the candidate has complete confidence. After all, this should be the most important thing in both of their lives for the relatively short period of time that the campaign will last. In a sense, the candidate is the heart of the campaign and the campaign manager is the brain.

A good campaign needs both to be effective but they have very distinct roles to play. Too often candidates want to run their own campaign. They either do not choose a campaign manager or choose someone they think they can manipulate. In either case they end up spending too much time making decisions that should be left to someone else, which takes time from their main job, meeting voters and donors.

A campaign manager must make sure the candidate is scheduled to meet voters, they must deal with or otherwise supervise those who will deal with the press, the money, the other methods of voter contact and everything else planned (and unplanned) during the campaign.

6.8.3. Campaign Structure

By this time you should have the beginning of a campaign plan drafted. Now you need to think about the structure and staff needed to implement the plan. You have the candidate and the campaign manager. Who else do you need to complete the campaign staffing? To determine this you should begin by looking at the voter contact plan. There are two concepts you may want to consider.

The first concept is that the structure is determined by tasks in the plan and accountability for those tasks. The only positions that need to be assigned are Campaign Manager for oversight of all the operations, and someone to answer the phones and deal with general office functions. Other than that there are no rules.

The second concept is that each job is defined by tasks assigned, not its title. You should not think about titles, but hire and define jobs by the tasks that need to be completed. Then the staff members know their responsibilities and are held accountable for the tasks they are assigned. It also allows you to realistically assign tasks so that one person is not doing too much and another person is doing too little. There are too many campaigns where someone is an "assistant" or "deputy" in the office, and they are unable to give you a clear answer on what tasks they must accomplish on a daily basis.

In designing your structure, do not forget people who will volunteer to work on your campaign. Many family members and friends will volunteer full time in a staff position out of loyalty to the candidate. Additionally, many people will volunteer their time if the task were interesting or fun. Traveling with the candidate, doing research on the opposition, helping with a rally, are all tasks that are easy to get unpaid help to do. Make sure you assign someone to be responsible for each task.

Learning Activities

- ✓ Draw a draft campaign plan to be implemented in their campaigns
- ✓ List Challenges likely to be encountered during the Campaign

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7. MODULE 7: RESOURCE MOBILIZATION AND FUND RAISING

7.1. INTRODUCTION

Lack of economic resources is one of the major obstacles to women's participation in political and electoral processes. An analysis of the relationship between economic resources and electoral processes reveals important differences between men and women candidates. Women's unequal access to economic resources restricts their engagement in political activities. These restrictions range from women's exclusion from certain circles and moneyed networks, to their actual economic status, which is documented to be inferior to that of men.

The costs of nomination campaigns have proven to be crucial to women's participation in electoral processes. Women's performances in the early stages of campaigns to a great extent define the number of women running and being elected. Building reputation and recognition among constituencies as well as among party members requires continuous work with significant amounts of time and money spent by potential candidates.

These realities make it imperative for women's aspirants to have skills in fundraising and resource mobilization. Women should be able to attract both direct and indirect resources. Direct resources can be characterized as cash money that comes from private donors, political parties or a candidate's own personal resources. This money is more freely designated to pay for the candidate's campaign needs, allowing more autonomy in structuring political strategies. Indirect resources on the other hand, can be defined as economic contributions that are non-monetary but that benefit political activities or campaigns. These indirect resources are usually made by individuals, political parties, associations, constituencies that donate unpaid work on behalf of the candidate. They can also be material

resources, such as communication equipment or physical spaces that are needed to help carry out campaign activities. Women, in particular, are forced to rely heavily on a variety of indirect resources. Access to both direct and indirect is critical during three distinct phases of women's political career; deciding to vie, winning a nomination and conducting an electoral campaign.

This unit will expose the candidates /aspirants to concepts of human and financial resources, campaign budgeting and fundraising. It will underscore the importance of preparedness in regard to budgeting and fundraising ahead of campaigns.

7.2. Spectrum of Support in Fundraising and Resource Mobilization

In democratic systems, the candidates and political parties that win elections are those with the most support from voters in the form of their votes. Building support can start with something that seems very small – often it's simply attending an event for the party or the candidate and then grows into something bigger.

People give support in any form to political parties, campaigns and candidates for two main reasons:

- ✓ People give support because they want to
- ✓ People give support because someone asked them to

The job of the campaign team is to identify people who support, or will vote for, the candidate—and then to move those people up the ladder of engagement, increasing their level of support and commitment so that the campaign has the volunteer, material and financial resources it needs.

7.3. Rules for Political Fundraising

There are several common misunderstandings about how political fundraising works. It is important to dispel these misunderstandings – or "myths of political fundraising" – before we explore how fundraising is actually done.

Myths	Truths
Only people with a lot of money donate to political parties.	✓ It is not just the wealthy who are willing to be political donors. ✓ In many countries, the people who earn the least amount of money give the largest percentage of their income away.

	✓ It is possible to raise large sums of money in small amounts.
If I ask someone for money, I will make them angry.	✓ Sometimes, we are concerned that we will insult someone if we ask them to contribute to our political party or campaign, or we think we will have to offer them something in return for their contribution.
	✓ The truth is that when you are asking someone to contribute to your party, you are asking them to take leadership and to support your party's or campaign's vision for the country and the future. People are often honored to be asked to play such a role.
Fundraising is only about money	✓ Money is important, but it's not everything.
	✓ If a supporter is not able to give money, they might be able to provide office space, office supplies, computers, printing, air conditioning, internet access, transportation, bathroom supplies, food and refreshments, etc., or to host an event for the party or candidates.
It doesn't matter what the law says; no one will ever find out.	✓ Voters are skeptical about the relationship between money and politics and, frankly, they should be.
	✓ Everything that you do as a political fundraiser must be legal, moral and ethical.
	✓ Know the law: who can give, how much, when and what has to be publicly declared. If the law does not exist or is unclear, set your own standards, make them honorable and stick by them.
Fundraising is begging or shameful.	✓ Political fundraising is not begging and should not be considered shameful or embarrassing.
	✓ Political fundraising is a form of specialized marketing, connecting the vision of the party to individuals who want to see that vision become a reality.

✓ Raising money for politics is about getting people involved in political events that affect all of society. Asking people to become more invested in their country's political future should be perceived as an honorable request rather than an embarrassing or awkward one.

We don't need to go out and find donors; they will find us!

✓ Money rarely finds its way to your campaign all by itself.

✓ This type of specialized marketing requires research and outreach to identify and communicate directly with prospective donors.

✓ The only way to raise money is to ask for it!

7.4.   Identifying Potential Donors

Political fundraising is communicating to potential donors in a clear and precise way how they can participate in your campaigns or party's vision and how they can support what you are trying to achieve. When donors share the same vision and want to see the same achievements realized for the country or their community, it is easier for them to connect their own needs to the financial health of the campaign or party. So where do you find such people?

7.4.1.   Step One: Brainstorm

Finding potential donors starts with identifying individuals and organizations with whom the party or its candidates have shared values, ideals, visions or attitudes. It is surprisingly easy to do this, and it all starts with brainstorming – amassing information by thinking through some of the same questions and clues as to who donors might be.

Ask candidates and party officials the questions listed below.

- Who knows you?
- Who likes you?
- What issues have you championed?
- Who else thinks these issues are important?
- What are your professional achievements that interest or impact others?
- What are your personal achievements that interest or impact others?

- Who are your political allies?
- What organizations do you belong to?
- What community leaders support your work?
- What family ties will help fundraising?

There are six major categories of donors:

Candidates and Party Leaders	• Candidates and party leaders should make a personal financial contribution to their campaign or party, respectively. • It is difficult to make the case that other people should give if they are not doing so themselves.
Personal	• Candidates and party leaders should look at their personal connections, including family members, friends, and close professional colleagues, to identify potential donors. • Because of their personal relationship with the party leader or candidate, these people want to see the candidate succeed. • **Fundraising Message: "This is important to me."**
Ideology and Ideas	• Donors in this category are those who share the same causes or who advocate for the same ideas as your party or candidates. • People who share the same heritage, background or community group may also fall into this category. • **Fundraising Message: "We share the same values and vision."**
Leadership	• Local community leaders, even those who are largely non-political, will often take a stand for you if they feel you will do a good job representing the needs of the community. • Think about local leaders in the civic, academic, religious or business communities who may want to support good political leadership for the area as well.

	• **Fundraising Message: "We want the same things for this community."**
Grudge	• Some donors may not like your party or your candidate very much. But, they dislike the party or the candidate that you are challenging even more and they want to ensure that you are in a position of strength to defeat your opponent.
	• **Fundraising Message: "We are strong; we can challenge them."**
Power	• There are many donors who like to have a relationship with whoever is going to be in power, largely to protect their own interests.
	• Connect their interests with the public commitments you are making as a campaign or party.
	• People or organizations in this circle generally give late in an electoral campaign, because they want to see who is likely to win.
	• **Fundraising Message: "We are going to win and we understand your issues."**

7.4.2. Step Two: Make Lists

As you are conducting your brainstorming exercises to identify potential donors, begin to create lists by writing down the names and contact information of individuals or organizations that come up as you discuss and answer these questions. It can be extremely helpful to ask party leaders and candidates to come to brainstorming or planning sessions with relevant data files and contact lists, including:

- Current and past schedules, diaries or day planners
- Mobile phone contact lists
- Membership lists from professional organizations
- Employee or staff lists from work
- Club memberships Email lists
- Names of family members

Compile all of this information as clearly and comprehensively as possible. Get the spelling of names correct; identify the right way to address people and the best way to contact each person on the list.

7.4.3.   Step Three: Identify the Right Amount to Ask

Once you have a central list of potential donors, the next question is what (or how much) should you ask each person to contribute and how is the best way to ask them. Donors typically fall into three general categories, based on the general amount you feel you can ask from them

Low Donors: These are donors you can ask for a small amount of money or material resources.

Medium Donors: These are donors you can ask for a moderate amount of money or material resources.

High Donors: These are donors you can ask for a large amount of money or material resources.

The amount of money you can ask for from each category of donors will depend on the local economic situation, what earnings are like and whether or not there is already a culture of political giving, which can take time to develop. Consider each of these factors and assign a specific figure to each category of donors, or a specific amount that you are going to ask each individual on your list to contribute.

Don't overlook the power of small donations. People who give even a very small amount to your campaign have invested in your success; they will vote for you and are likely to bring others with them. Small donations add up, and they also demonstrate grassroots support in a way that big donations do not.

7.5.   Fundraising Tools and Techniques

Fundraising tools and techniques are the activities, methods and means that political parties and candidates use to raise money. Examples include membership dues, raffles and auctions, awards dinners, conferences, sponsored walks, etc.

There is an endless number of fundraising tools. Some parties and candidates get very creative with their approach to raising money. However, the methods you use should be selected according to efficiency (how much work you are going to have to do versus how much money you are going to raise) and what will work best with your potential donors.

7.6.   Fundraising Techniques

Common fundraising techniques include:

Auctions: At auctions, organizers get a number of nice items donated, such as pieces of art, clothing, and dinner at a nice restaurant, hotel stays, etc., and invite potential donors to bid on these items at a reception or dinner.

Raffles: For a raffle get items of any value donated to the party or campaign and sell tickets to as many people as possible. Draw tickets to determine who wins the prizes. This can be done as part of another event or as a stand-alone fundraiser.

Membership fees: Collect fees from party members at regular intervals (e.g., monthly, quarterly, annually). Offer different levels of membership depending on income and ability to pay. If your party is going to charge membership fees, it must collect these on a regular basis.

Tea & House Parties: Tea or house parties are informal events in which party members or supporters host small gatherings of their friends, family, neighbors and/or colleagues either at their home or another comfortable venue. The host uses the event to introduce a candidate or party to their guests.

Potluck& Picnics: At a potluck event, the campaign or candidate sells tickets to raise money and everyone attending brings a dish or something to eat so that the costs of the food are covered.

Concerts or dances: Concerts, dances or any form of social event can be fun ways to raise moderate amounts of money and reach out to new or young donors.

Personal Solicitation: Personal solicitation is simply asking someone for money in a face-to-face meeting.

Solicitation: Re-solicitation is asking someone who has given money to the party or to a candidate in the past to give again.

Letters: In places with reliable postal and banking systems, candidates or parties can send out letters either requesting donations or inviting prospective donors to attend a fundraising event.

Email& the Internet: Email and the internet are being used more and more as a successful form of grassroots fundraising in countries where the necessary infrastructure exists to support online donations.

Learning Activities

- ✓ Identify and explain the different resources needed for a successful campaign and to win elections
- ✓ Identify potential donors and their likelihood of giving to your campaign
- ✓ Identify practices to avoid in managing campaign funds

8. MODULE 8: EFFECTIVE MEDIA ENGAGEMENT, STRATEGIC COMMUNICATION PUBLIC SPEAKING AND CYBER SECURITY

8.1. INTRODUCTION

Media sources play a key role in covering electoral processes and in communicating information about competing parties and candidates to the public. In fulfilling this role, media sources usually filter and interpret the information they receive, especially when stations or newspapers are known to be aligned with a party or a group of parties. Consciously or unconsciously, the media also plays a key role in reinforcing or challenging gender based stereotypes.

It is therefore, crucial for candidates, more so, female candidates to effectively engage with media reminding them of their role as 'mirrors' of society and impressing on them the need to be social agents of change , presenting positive images of women in politics.

In a world in which financing in politics is crucial but limited, good media coverage of candidates, can partially compensate for a lack of access to financial resources. Women, therefore, have to be more assertive in presenting their ideas and achievements. This calls for investment in training on how to get their messages to their target audiences through media interviews and press conferences, making presentations and preparation of effective media kits and communiqués.

This unit will deepen the participants understanding and appreciation of the significance of strategic communication, media engagement and proper public speaking skills. It will also impart skills on listening and empathy.

8.2. Principles of Effective Communication

Although communication applies to all phases of managing, it is particularly important in the function of leading. Basically communication is defined as the transfer of information from the sender to the receiver with the information being understood by the receiver.

Two aspects of communication are very important to leadership. These are:

1. The ability to effectively express and assert oneself, such as one's own needs, viewpoints, proposals, and others; and

2. The ability to understand the viewpoints or perspectives of other people.

To develop one's ability in self-expression, assertiveness skill must be learned and practiced. And to effectively understand the viewpoints of other people, active listening and probing skills are necessary. 3. Another important communication skill is the ability to give effective confirmatory and corrective feedback. This skill cuts across the two above mentioned aspects of communication. Giving feedback involves skill in assertion as well as skill in actively listening to and probing the thoughts and feelings of another person. "Strengthening Women's Leadership

8.3. Types of Communication

Written and oral communication media have favourable and unfavourable characteristics; consequently, they are often used together so that the favourable qualities of each can complement the other. In addition, visual aids may be used to supplement both oral and written communications.

8.3.1. Written Communication

Written communication has the advantage of providing records, references, and legal defenses. It can also promote uniformity in policy and procedure and can reduce costs, in some cases. The disadvantages are that written messages may create mountains of paper, may be poorly expressed by ineffective writers, and may provide no immediate feedback. Consequently, it may take a long time to know whether a message has been received and properly understood. It is always better to use simple words and phrases in business communication so that the recipient easily understands it.

8.3.2. Oral Communication

A great deal of information is communicated orally. Oral communication can be a face-to-face meeting of two people, or a manager addressing a large audience; it can be formal or informal, and it can be planned or accidental.

The advantages of oral communication are that it can provide for speedy interchange with immediate feedback. People can ask questions and clarify points. In a face-to face interaction, the effect can be noted. Furthermore, a meeting with the superior may give the subordinate a feeling of importance. Clearly, informal or planned meetings can greatly contribute to the understanding of the issues.

However, oral communication also has disadvantages. It does not always save time, as any one knows who has attended meetings in which no results or agreements were achieved. These meetings can be costly in terms of time and money.

8.3.3.   Non-verbal Communication

We communicate in many different ways. What we say can be reinforced (or contradicted) by nonverbal communication, such as facial expressions and body gestures. Nonverbal communication is expected to support the verbal. But it does not always do so. For example, an autocratic manager who pounds a fist on the table while announcing that from now on participative management will be practiced, certainly creates a credibility gap. Similarly, managers who state that they have an open-door policy, but then have a secretary carefully screen people who want to see the boss, create an in-congruency between what they say and the way they behave. Clearly, non-verbal communication may support or contradict verbal communication, giving rise to the saying that actions often speak louder than words.

8.4.   Barriers and Breakdowns in Communication

Communication problems are often symptoms of more deeply rooted problems. These problems can exist in the sender, in the transmission of the message, or in the receiver. Some of them are as follows:

Lack of Planning to Communicate

 Good communication seldom happens by chance. Too often people start talking and writing without first thinking, planning, and stating the purpose of the message. Yet, giving the reasons for a directive, selecting the most appropriate channel, and choosing proper timing can greatly improve understanding and reduce resistance to change.

Poorly Expressed Messages

No matter how clear the idea in the mind of the sender of communication, it may still be marked by poorly chosen words, omissions, lack of coherence, poor organization of ideas, awkward sentence structure, platitudes, unnecessary jargon, and a failure to clarify the implications of the message. This lack of clarity and precision, which can be costly, can be avoided through greater care in encoding the message.

Loss by Transmission and Poor

Retention In a series of transmissions from one person to the next, the message becomes less and less accurate. Poor retention of information is another serious problem. Repetition of the message and the use of several channels are necessary to avoid this problem.

Poor Listening and Premature Evaluation

There are many talkers but few listeners. Listening demands full attention and self-discipline. It also means avoiding premature evaluation of what the other person has to say. A common tendency is to judge, to approve or disapprove what is being said, rather than trying to understand the speaker's frame of reference. Yet listening without making hasty judgment can make the whole enterprise more effective and more efficient.

Impersonal Communication

Effective communication is more than simply transmitting information to employees. It requires face-to-face communication in an environment of openness and trust.

Distrust, Threat and Fear

Distrust, threat, and fear undermine communication. In a climate containing these forces, any message will be viewed with skepticism. Distrust can be the result of inconsistent behaviour by the superior, or it can be due to past experiences in which the subordinate was punished for honestly reporting unfavourable, but true, information to the boss. Similarly, in the light of threats – whether real or imagined – people tend to tighten up, become defensive, and distort information. What is needed is a climate of trust, which facilitates open and honest communication.

Insufficient Period for Adjustment to Change

The purpose of communication is to effect change, which may seriously concern employees: shifts in the time, place, type, and order of work or shifts in group arrangements or skills to be used. Some communication points to the need for further training, career adjustment, or status arrangements. Changes affect people in different ways, and it may take time to think through the full meaning of a message.

Preoccupation

An individual who is focusing on internal stimuli may listen in such a way that some of the message comes through or so little of it that s/he cannot grasp the message appropriately and may respond in such a way that his/her blocking of the message is apparent.

Emotional block

Words may have become emotion-charged for an individual; possibly due to his/her conditioning in childhood or to current circumstances in the individual's life at the time the communication attempt is made.

Hostility

This can occur when communicating with an individual with whom you are angry or it may be a carryover from a recent experience. It may also be the subject matter which arouses hostility. When individuals are engaged in a hostile confrontation, then often distort messages from the other in such a way that provides fuel for further venting of hostility.

Charisma of the speaker

A charismatic person can often make old, trivial messages seen new and important to the receiver of the message; however, this too can become detrimental to communication since the receiver of the message is less likely to question or ask for clarification of the message.

Hidden agenda

A person with special interest, i.e. hidden agenda, may hear all messages only in reference to his/her own needs or may not be able to hear messages which do not relate to his/her own interest.

Culturally-determined verbal patterns

May lead to another type of communication distortion-stereotyping. A conventional individual may "hear" all attempts at communication as radical if the speaker had a non-conventional physical appearance.

Physical environment

Alone, this may create conditions under which communication cannot take place effectively. An individual's physical state may also be detrimental to communication.

Defensiveness

The insecurity of the individual tends to distort questions into accusations and his/her replies into justifications.

Status

An individual in a position of high status may find communication difficult with most of the people with whom s/he must interact since his/her perceived power differently affects various individuals. One person may be preoccupied with impressing the source of power, while another may be defensive, feeling that his/her job or perhaps his/her own status is threatened by the powerful individual.

8.5.   Soft Skills in Communication/Communication Skills

8.5.1.   Assertiveness

Assertiveness is defined as the ability to clearly communicate one's opinions, needs, wants, interests, feelings, and others to another person(s) in a non-defensive and non-threatening way. To be assertive, particularly in a conflict situation, the following steps can be used as a guide (Condiffe, 2007).

8.5.2.   Assertiveness Training

Think of a situation in which you are in the midst of a conflict, between a mother and her child, wife versus husband, sister versus sister, or any conflict within your organization. If you are in the said situation, what will be your response?

✓ How are you going to handle the situation? Are you going to fight, to flight or to find other ways of addressing the situation?

✓ Can you be honest with yourself? Can you silently recall the conflict situation, and to recollect your actual or possible responses to the situation.

8.5.3.   Active Listening, probing and feedback giving

✓ Use of appropriate body posture and eye contact;

✓ Asking of clarifying questions, if necessary.

✓ Paraphrasing key points of the speaker, from time to time.

✓ Asking if your paraphrases and summary are correct.

✓ Reflecting the core feelings of the speaker.

✓ Summarizing the whole story at the end.

8.5.4.   Understanding Other People's Viewpoints

After effectively and constructively expressing your thoughts and/or feelings on a situation, then the next step is to try to understand what the other person or group is trying to express, both thoughts and feelings. The key skills needed in understanding other people are active listening and probing.

8.5.5. Active Listening Definition

Active listening is the capability of one person to demonstrate and prove his/her understanding of the substantive and emotional messages of the speaker. Purposes: This skill is important for the following reasons:

➢ Helps build and maintain rapport;

➢ Helps gather data or information

➢ Helps check perceptions and filters to communication;

➢ Helps the speaker clarify and develop his/her ideas;

➢ Builds respect and consideration.

Procedures:

➢ To prove to the speaker that you are actively listening to his/her message, the following actions are suggested to be done while listening:

➢ Use of conducive listening posture; e.g. prompts/minimal encouragers

➢ Use of appropriate eye contact;

➢ Paraphrase or repeat in own words the message of the speaker to check understanding of parts of the message;

➢ Reflect the core feelings expressed verbally and non-verbally by the speaker;

➢ Ask clarifying questions if necessary;

➢ Give statements of understanding (e.g. I understand; I see…)

➢ Ask or welcome clarifications and corrections of your understanding of her/his message;

➢ Summarize the speaker's core message. Etc.

8.6. Role of the Media in Political Campaign Processes

In today's politics and society at large, media is essential to the safeguarding transparency of democratic processes. This is often called its 'watchdog' role. Transparency is required on many levels including for access to information; accountability and legitimacy of individuals, institutions and processes themselves; and for rightful participation and public debate.

Transparency as required for access to information means that an electorate is provided necessary and comprehensive information so as to make informed choices as well as be able to hold officials and institutions accountable. This includes access to legal and operational proceedings as well as information about officials and institutions. Specific to elections, an EMB for example, is obligated to inform the public on their actions, decisions, and plans. Individuals appointed or elected to an EMB body are public figures who should be

working in the interests of the public. As such, information regarding their affiliations, histories, and performance while in office, is to be freely accessed by the public.

Media acts as a mechanism for the prevention and investigation of allegations of violations or malpractice. This watchdog role extends from accountability of officials and their actions while 'in office' to entire processes. For example, media presence at voting and counting centres is critical to preventing electoral fraud, given that full measures protecting freedom of speech are guaranteed, and that media are free to act independently and with impartiality.

An election cannot be deemed democratic unless the public is fully able to participate and is unhindered in exercising choice. As such, media are vital in ensuring that there is a public, i.e. *transparent*, platform for debate and participation in the discussion. Candidates are to represent the public. Transparency of an election helps ensures that this indeed is so. Furthermore, transparency of individual processes (such as voting, counting, registering, candidate nomination, campaigning and so forth) further protects and enables public participation in these processes.

Candidates and Parties have an explicit right to provide the electorate information regarding their attributes, political agendas, and proposed plans. Besides meeting directly with members of the electorate, candidates and parties accomplish this task through campaigns via media. It is paramount to democratic electoral processes therefore, that all candidates and parties are provided equal access to media for this endeavour.

Candidates and parties use the mass media for campaigning through sponsored direct access spots, paid political advertising, televised debates, use of social media, and other mechanisms. They also hope the media will voluntarily cover them because of the newsworthiness of their campaign activities. Political parties expend vast human and financial resources on planning and executing mass media campaigns.

The media have several roles in realizing contestants' right to campaign:

1) To create a level playing field is the first role. This entails equal access to state broadcasters and other state resources:

2) Among the most effective, but least analyzed, means of autocratic survival is an uneven playing field.

An uneven playing field is less evident to outside observers than is electoral fraud or repression, but it can have a devastating impact on democratic competition.

3) Levelling the campaign playing field is one of the main justifications for regulation of media during elections. For more information, see the section on National-level Law and Regulations on Media and Elections.

4) Another key role of media in campaigning is balanced reporting, ensuring that candidates receive fair coverage. This is one reason why robust media monitoring is so important toward ensuring fair and free elections. Media professionalism and media literacy are also fundamental to this achievement

8.7. Social Media as a Campaign Tool

Social media consists of the Internet, mobile phones, and social media networks such as blogs and micro-blogs, social networking websites, video-sharing sites, and others. In other words, new media is a broad term that describes a range of media that are utilized for many different purposes. Some of the things that make new media different from traditional media (radio, television, newspapers and magazines) include:

- They are usually interactive;

- They use digital, online and mobile technology;

- They are often audience-created and user-driven;

- They function in real-time;

- They are usually borderless;

- The information is often short-lived;

- They are more difficult to regulate – and to censor;

- The infrastructure for publishing or broadcasting is usually cheaper for individuals to access;

- They do not always adhere to journalistic standards and ethics

However, the line between traditional media and social media is often blurred, with most 'traditional' journalists using the internet as a key source of information for stories; and many traditional media creating online editions or transforming into fully multi-media outlets. Traditional media also utilize 'citizen journalism' pieces – for example CNN's *iReport* which invites any viewer to contribute stories. Traditional media sometimes rely on personal mobile phone images and video to cover hard-to-access stories such as military violence against democracy protesters. Large media organizations like the BBC require most of their

correspondents to have skills in a range of traditional as well as online and interactive media. Almost all major news organizations now have significant online versions, many of which are interactive.

There are many views on the overall impact of new media, but few contest the fact that it has spurred further globalization, allowed for communities of interest (political and otherwise) to better organize and communicate despite geographical distances, changed the face of traditional journalism, and blurred the lines between published and personal communication. In addition, new media has allowed individuals, groups, and smaller companies to challenge traditional media monopolies – which have become a growing concern of democracy advocates worldwide - by using the borderless and relatively inexpensive infrastructure of the Internet to voice alternative perspectives.

New media offers new opportunities for elections stakeholders. Like any technology, it also has limitations and challenges however.

8.8.   New Media as Watchdog

New media has begun to play a key part in reinforcing transparency in democratic processes, including elections. Short Message Service (SMS), i.e. text messaging, is now being used around the world by many election monitoring groups for quick gathering and disseminating of information on election irregularities, quick-count processes, as well as other purposes.

Citizens use new media to monitor electoral fraud. In the 2012 elections in Mexico, social media networks were used to expose vote-buying, including video posted across social media networks of a warehouse stuffed with grocery giveaways, allegedly intended to bribe voters.

Traditional media's watchdog role is significantly enhanced by its utilization of new media as both a source of information and a mouthpiece for elections reporting. By monitoring social media discourse, observing citizen journalism postings, and by creating new media of their own through blogs and micro-blogs on official media websites, traditional media's elections investigations have become faster, more diverse, and more interactive.

Social media has also been utilized extensively to monitor hate speech, as well as social media 'buzz' that might lead to or signify elections violence. It has also been used to monitor and map on-going elections-related conflict. Tools have been created especially for this purpose. For example, the Ushahidi crowd-sourcing software gathers data from SMS, Twitter and email and combines it on a map using Google maps to show the geographical spread and scale of violence.

8.9. The Art of Public Speaking

Public speaking is **simply talking to more than one person** at a time. It doesn't really matter the number of people present because as long as you are speaking to more than one person at a time the way you talk and the words you use are fundamentally the same.

Benefits of proper Public Speaking skills include:

- A significant career booster (interviews, presentations, etc.)

- An improvement in your interpersonal skills and relationships

- A boost to your self-confidence

Chances are that you'll sometimes have to speak in public as part of your role. While this can seem intimidating, the benefits of being able to speak well outweigh any perceived fears. To become a better speaker, use the following strategies:

- Plan appropriately.

- Practice.

- Engage with your audience.

- Pay attention to body language.

- Think positively.

- Cope with your nerves.

- Watch recordings of your speeches.

Learning Activities

- ✓ Develop a personal branding strategy
- ✓ Establish a Social Media/Online campaign presence: Open and create Content for Facebook, Tweeter, Instagram

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9. MODULE 9: ALTERNATIVE DISPUTE RESOLUTION MECHANISMS IN THE ELECTORAL PROCESS

9.1. INTRODUCTION

Elections have emerged as one of the most contentious features of political life not just in Kenya but in the African continent. This therefore, makes it important for women to acquire skills and have capacity to effectively manage electoral related conflicts as and when they occur and not from a position f victim but from a position of knowledge.

This unit seeks to deepen the participants' knowledge and understanding of the dynamics of political and electoral conflicts in Kenya as well as expose them to Alternative Dispute Resolution Mechanisms (ADRM). It will equip the participants with knowledge, skills, principles and tools of conflict management in politics.

Outline

- ➢ Gendered perspectives of political conflicts in Kenya
- ➢ Nature and types of conflicts and their impact on women in the electoral cycle
- ➢ Conflict Mapping
- ➢ Alternative Dispute Resolution Mechanisms available and skills needed to engage

9.2. What is Conflict?

Conflicts are situations of disagreements and clashes. Generally, a conflict exists when there is an interaction between two or more individuals, groups or organizations where at least one side sees their thinking, ideas, perceptions, feelings, values and interests, needs contradicting with that of the other side and feels that they cannot get what they want because of the other side. The term conflict includes disagreement, conflicts of interest and fights. Conflict is based on actual or perceived opposition. The existence of a conflict shows that something in a relationship or the whole relationship between involved parties cannot continue as it was. It is an opportunity to adjust and for constructive change. Leaders need to be equipped with appropriate knowledge and skills on how to manage conflicts.

9.3. Types of Conflicts

Conflicts are classified as follows:

Intra-personal conflicts: Conflicts within a person, psychological conflict, decision making Conflict in one person. Such conflicts are more of a concern of therapy or counselling. S/he can changes his/her actions or pattern of behaviour, or s/he transforms his/her beliefs, values and principles

Inter-personal conflict: conflicts between two and a small number of people without groups building up around one side.

Intra-group conflicts: conflicts within smaller groups (team, organization, family) or larger groups (e.g. religious community in a country). In this case group dynamics add to the normal dynamics of inter-personal conflicts.

Inter-group conflicts: conflicts between groups, like organizations, ethnic groups, political Parties

Inter-national, inter-state conflicts: Conflicts between two or more countries, states.

9.4.   Causes of Conflict
Conflict Analysis There are various ways of analyzing the types and causes of conflict. One way is the Sphere of Conflict (Moore, 1986). The Sphere of Conflict identifies five possible types of conflicts. These are conflicts in data, relationships, values, structures, and interests.

Data conflicts occur when people lack information necessary to make wise decisions; are misinformed; disagree over what data is relevant; interpret information differently; or try to manipulate the data to support their favoured outcome.

Value conflicts are caused by parties (sides) trying to impose their differing values on each other. Values are beliefs that people use to define for themselves what is right or wrong, good or bad, worthy or unworthy, just or unjust. Differing values do not themselves cause conflict. People can live in harmony with other people who hold quite different value systems. Values dispute arise when people try to force their own set of values on others, lay claims exclusive value systems which do not allow for different (diverse) beliefs or judge others harshly because of differing values.

Relationship problems occur because of the presence of strong negative emotions, which cloud rational thinking, misperceptions or stereotypes resulting in misunderstanding; prior negative history with the person or similar situation producing antagonistic attitudes, lack of communication or destructive communication in tone, word or form, or negative repetitive behaviours.

Structural conflicts relate to limiting factors, external to the parties, which create difficulties that are unresolvable by the parties involved. This type of conflict may include lack of resources, such as money,

personnel and other physical goods, lack of time, lack of decision making authority, geographical distance between the conflicting parties, and constraining rules or laws. These structural limits present obstacles and limit options available to the parties in resolving their issues, and hence, often creates considerable frustration.

Interest conflicts occur when one or more parties believe that in order to satisfy their own interests or needs, those of an opponent must be sacrificed. Interest-based conflicts occur in three kinds of interests: 1) substantive interests which are tangible and measurable needs, such as resources, money, land, and others; 2) procedural interest which refers to the way a dispute is resolved including the need for participation, a clear and orderly process of decision-making, and sufficient information and time to understand and apply the information; and 3) psychological interests, which include the need to be trusted, respected, and recognized, and the need for self-esteem

9.5. Managing Conflict and Responses to Conflicts

9.5.1. Conflict Management Approaches

a. **Lose-Lose Model** Under this model nobody really gets what they want. The underlying reasons for the conflict remain unaffected. Future conflicts of same or similar nature are likely to occur.

• **Avoidance:** People pretend the conflict does not really exist and hope that it will gradually disappear.

• **Accommodation/Smoothing:** People play down the differences among the conflicting parties, on one hand, and highlight similarities

• **Compromise:** Each party (side) involved in the conflict gives up something of value to the other. No party gains in full what it desires. Although a conflict may appear to be settled for a while it may still occur later in future.

b. **Win-Lose Model** This is when one party archives its desires at the expense and to the exclusion of other party's desires.

• **Competition:** Victory is through force, superior skills or domination.

• **Authoritative command:** a formal authority dictates a solution and specifies what is gained and what is lost and by whom.

c. **Win-Win Model** This is a result of Collaboration between the interested parties to address real issues. It uses techniques of problem solving to reconcile differences.

• **Collaboration:** This is a direct and positive approach to conflict management. It involves recognition by all conflicting parties that something is wrong and needs attention.

• **Problem-Solving:** This involves gathering and evaluating information in solving problems and making decisions

9.5.2. Responses to conflicts

The most appropriate response to the conflict usually depends on the nature of the conflict, and the disposition of the disputants.

Source Of Conflict	Response
Data Conflict	Help each other decide on: • the information needed • the credible way of gathering the information; • how the information should be interpreted
Differing Or Conflicting Interests	Negotiate effectively
Values Differences	• Help educate each other about your differing values and values • Agree to disagree • Find common values, and focus on them (e.g. harmony in the Organization, smooth interpersonal relations, etc.)
Relationship Problems	• Recognize and understand emotions and personality, compulsions, theirs and yours • Make emotions explicit and acknowledge them as legitimate • Allow the other side to cool down Manage your own emotions, don't react to emotional outbursts • Actively listen
Structural Problems	• Identify structural problems, which are problems beyond the capacity of both parties, and opt for negotiation or mediation process, to resolve.

- If both parties still agree to talk about their problems, the structural problems must be considered as a given situation or as a basis for decisions.
- Or they may agree to confront the source of their conflict e.g. unclear or unfair policies, poor communication system and others.

9.6. Alternative Dispute Resolution Mechanisms

Informal discussion

This is where the parties involved in a conflict discuss issues and concerns informally. This could in itself resolve the disputes

Ignoring the conflict

This is a response where a person physically and psychologically move away from the source of the conflict and from thinking about the conflict. This response may be appropriate when a conflict is minor or when it is not about fundamental principles or dignity of the person and also if passing of time will heal the conflict.

Finding someone to talk to or to seek counselling

This can be used after an emotional release of frustrations, bad feelings, and others. A person is helped to become more objective or to see that the conflict is not that serious, or to reframe the situation such that s/he is able to understand and see the other party in a better or positive light.

Negotiation

Two or more individuals or groups voluntarily discuss their differences and attempt to reach a joint decision on their common concerns.

Mediation

This is negotiation facilitated or assisted by an acceptable, impartial and neutral third party.

Arbitration

This is a decision making process where a third party hears a dispute, then gives a decision that is binding or non-binding.

Seeking administrative decision

This involves interpretations or implementation of policies and regulations of an organization. In such cases, the Board and assigned decision making body may simply make administrative decisions to resolve the problem.

Litigation

A conflict is taken to court.

Metalegal tactics

This is the use of pressure by a big group of people to force an authority to consider and make decisions favourable to their needs and interests. Examples are rallies, strike and others.

Use of dialogue is recommended in resolving the conflict. For dialogue to work there needs to be:

- ✓ Mutual positive motivation to resolve or manage the conflict (drive)
- ✓ Balance in situational power otherwise power imbalances inhibits people from
- ✓ stating their respective views in a clear and forceful manner
- ✓ An optimum level of tension, moderate though such that the parties
- ✓ are open to consider alternatives
- ✓ Synchronization of confrontation efforts such that both parties are ready to confront the conflict.

Learning Activities

- ✓ Map out Potential Sources of conflicts in your area of Political Representation
- ✓ Identify best alternative dispute resolution mechanisms to resolve the conflicts

10. MODULE 10: MANAGING ELECTION OUTCOMES

10.1. INTRODUCTION

Every candidate participates in elections with the ultimate expectation of winning. The reality, however, is that for each elective position there will be only one winner. It is for this reason therefore, that candidates have to prepare for a win or a loss.

This unit will enable the participants to have relevant and appropriate information, knowledge, skills, principles and tools to handle either a success or a defeat as an election outcome

Objectives

At the end of this unit, the participants will be able to:

- Anticipate possible elections outcome
- Develop a speech to accept or concede
- Audit what caused failure and plan for the next elections
- Develop a post-election plan depending on the outcome

Outline

10.2. Post-election Management and plan

Every election brings with it election winners and election losers. This therefore means that for both sides a level of planning has to be in place for both sides. First, to acknowledge the win or the loss and second to strategize on the next steps after the election.

It is important that the winning side acknowledges the win with magnamity and acknowledge the work that lies ahead in delivering the election promises. It is also important that the loser accepts that like in every race they put their best foot forward and that despite that they did not win the election

It is important that election teams and especially the candidate's managers help their candidates come up with speeches to either accept a win or concede a defeat.

10.2.1. Speech Writing

Remarks of President-Elect Barack Obama: Election Night Chicago, IL | November 04, 2008

If there is anyone out there who still doubts that America is a place where all things are possible; who still wonders if the dream of our founders is alive in our time; who still questions the power of our democracy, tonight is your answer. It's the answer told by lines that stretched around schools and churches in numbers this nation has never seen; by people who waited three hours and four hours, many for the very first time in their lives, because they believed that this time must be different; that their voice could be that difference.

It's the answer spoken by young and old, rich and poor, Democrat and Republican, black, white, Latino, Asian, Native American, gay, straight, disabled and not disabled - Americans who sent a message to the world that we have never been a collection of Red States and Blue States: we are, and always will be, the United States of America. It's the answer that led those who have been told for so long by so many to be cynical, and fearful, and doubtful of what we can achieve to put their hands on the arc of history and bend it once more toward the hope of a better day. It's been a long time coming, but tonight, because of what we did on this day, in this election, at this defining moment, change has come to America. I just received a very gracious call from Senator McCain. He fought long and hard in this campaign, and he's fought even longer and harder for the country he loves. He has endured sacrifices for America that most of us cannot begin to imagine, and we are better off for the service rendered by this brave and selfless leader. I congratulate him and Governor Palin for all they have achieved, and I look forward to working with them to renew this nation's promise in the months ahead. I want to thank my partner in this journey, a man who campaigned from his heart and spoke for the men and women he grew up with on the streets of Scranton and rode with on that train home to Delaware, the Vice President-elect of the United States, Joe Biden. I would not be standing here tonight without the unyielding support of my best friend for the last sixteen years, the rock of our family and the love of my life, our nation's next First Lady, Michelle Obama. Sasha and Malia, I love you both so much, and you have earned the new puppy that's coming with us to the White House. And while she's no longer with us, I know my grandmother is watching, along with the family that made me who I am. I miss them tonight, and know that my debt to them is beyond measure. To my campaign manager David Plouffe, my chief strategist David Axelrod, and the best campaign team ever assembled in the history of politics - you made this happen, and I am forever grateful for what you've sacrificed to get it done. But above all, I will never forget who this victory truly belongs to - it belongs to you. I was never the likeliest candidate for this office. We didn't start with much money or many endorsements. Our campaign was not hatched in the halls of Washington - it began in the backyards of Des Moines and the living rooms of Concord and the front porches of Charleston. It was built by working men and women who dug into what little savings they had to give five dollars and ten dollars and twenty dollars to this cause. It grew strength from the young people who rejected the myth of their generation's apathy; who left their homes and their families for jobs that offered little pay and less sleep; from the not-so-young people who braved the bitter cold and scorching heat to knock on the doors of perfect strangers; from the millions of Americans who volunteered, and organized, and proved that more than two centuries later, a government of the people, by the people and for the people has not perished from this Earth. This is your victory. I know you didn't do this just to win an election and I know you didn't do it for me. You did it because you understand the enormity of the task that lies ahead. For even as we celebrate tonight, we know the challenges that tomorrow will bring are the greatest of our lifetime - two wars, a planet in peril, the worst financial crisis in a century. Even as we stand here tonight, we know there are brave Americans waking up in the deserts of Iraq and the mountains of Afghanistan to risk their lives for us. There are mothers and fathers who will lie awake after their children fall asleep and wonder how they'll make the mortgage, or pay their doctor's bills, or save enough for college. There is new energy to harness and new jobs to be created; new schools to build and threats to meet and alliances to repair. The road ahead will be long. Our climb will be steep. We may not get there in one year or even one term, but America - I have never been more hopeful than I am tonight that we will get there. I promise you - we as a people will get

there. There will be setbacks and false starts. There are many who won't agree with every decision or policy I make as President, and we know that government can't solve every problem. But I will always be honest with you about the challenges we face. I will listen to you, especially when we disagree. And above all, I will ask you join in the work of remaking this nation the only way it's been done in America for two-hundred and twenty-one years - block by block, brick by brick, calloused hand by calloused hand.

10.2.2. Management of emotions

Shock, sadness, anger, confusion, anxiety, and fear are all responses to loss, something that we experience not just when a loved one dies, but also in matters personal, professional, and political. And with loss comes grief.

Recovering from any loss is not necessarily easy and straightforward, and while some may feel ready to get back to work the next day, others may need more time (something that applies to any sort of grief, not just a political version).

First, it's important to accept that the mental and physical effects that people feel after political or emotional social moments are certainly real.

People who have built up the psychological trait of resilience are quicker to bounce back from challenge or loss. They're able to cope with stress or tough situations that others succumb to

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Learning activities

- ✓ From the Acceptance Speech of President Barack Obama, what learning points have you derived from it
- ✓ Prepare both a conceding and acceptance speech