



International Republican Institute

Campaign Manual

for

Local Council/Municipality Candidates

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Introduction

Welcome to the IRI Training Manual for Local Council Candidates. You are probably reading this manual because you are interested in serving your community as a member of a local council. However, before you can serve on a council, you have to be elected.

You probably know that the person who wins the election is not necessarily the person with the best ideas. It is not necessarily the person with the best experience. It is not necessarily the person who is most deserving. The winner is the person with the best campaign. This manual will teach you the basics of an effective political campaign. Even if you have already run a campaign in the past, this manual will surely provide you with some new ideas to help you run an even better campaign in the future.

As you read this manual there will come a point where you say to yourself: “That may be fine in America or Europe but we can’t do that in West Bank/Gaza.” Your frustration is understandable but you should know three things:

- First, people all over the world have the same reaction. To some degree they are right. Every country is different. You may even find big differences between various regions of the same country. However, the fundamentals of a campaign apply everywhere. This manual is about fundamentals.
- Second, this manual is like a menu. If you see something you like, you should take it and use it in your district. Only you can decide what will and will not work with your constituency. On the other hand, if you use a little creativity, you will discover that you can use a lot more of these techniques than you might think.
- Third, everything in this manual has already been done by someone in West Bank/Gaza in a recent campaign. You can do it, too.

As you read this manual there will come a point where you say to yourself: “This is interesting stuff but we may be running on a party list.” Your objection is reasonable but you should consider two things:

- First, the techniques in this manual are just as effective for candidates on a party list as they are for candidates running as individuals.
- Second, the candidate who starts using these skills and begins a campaign right now will be a very attractive candidate to the parties when they begin making their lists.

As you read this manual there will come a point where you say to yourself: “This manual doesn’t consider the reality of Palestinian politics. It’s difficult. It’s not fair. It’s dangerous.” Your concern is justified but you should know two things:

- First, don't do anything that will get you hurt. You must evaluate each strategy within the context of your own situation. However, if no one ever did anything, nothing would ever change.
- Second, campaigns are never easy and they are rarely fair. There will always be one party or one candidate that has more money or more access to the media or more of something that gives them an advantage. That just means you have to work a little harder and work a little smarter.

Introduction of Adel and Mona

Throughout this manual there will be a number of Practical Exercises to help you practice the skills and techniques you learn. As you work through the exercises you will be assisting two imaginary candidates for local council: Adel and Mona.

Adel

Adel is a candidate for the Municipality Council (A) in the governorate of ZZ. Adel's electoral constituency is primarily industrial and urban. There is a highway that runs north-south through the middle of the constituency. The area to the west of the highway is primarily industrial and the area to the east of the highway is primarily residential. At the northern end of the industrial area there is a stone factory. In the middle of the industrial area there is a Plastic Pipes factory and at the southern end of the industrial area there is a factory that used to make furniture. The factory had to close a couple years ago and all the employees lost their jobs. There are also some small businesses and stores. The area to the east of the highway is primarily residential. At the northern end of the residential area there is a university and a hospital. This is also the neighborhood where most of the wealthy residents live. Most of the middle class residents live in the central section of the residential area and the poor people live in the far south. There are three large families that live in the constituency.

Since the furniture factory closed there has been an increase in unemployment. The people who lost their jobs want to find new jobs and the people who work in the other factories are worried that they could lose their jobs someday. Not everyone has access to healthcare and there is a shortage of housing and schools – especially for the poor. The water, air and ground are all polluted in this constituency. The highway is in poor condition and some delivery truck drivers don't like to drive on it because it can damage their vehicles. The constituency has a young population: 20% of the residents are under 18 years old; 40% are between 18 and 35; 25% are between 36 and 60; and 15% are over 60. In this constituency there are labor unions, a student association, a small business loans association and a development NGO.

Adel is 50 years old and he lives in the middle-class section of the residential area. He is a graduate of faculty of commerce. He is married and has three children: two boys and one girl. Adel was not born and raised in ZZ but he has lived there for the past 20 years. When he was a younger man he was a member in one of the political parties and he was recognized for his leadership and organizational skills. Today Adel owns a workshop for sewing shirts. Many

years ago he had a small shirt shop that went bankrupt because of poor government policies but he has repaid all his debts. In order to start again, he took loans from his wife, his family, and his friends. Adel is a member of the small business loans association and has spoken out about the need to promote economic development. He has only recently become involved in politics again.

Although Adel is a good speaker, his speeches are very long and he often uses language that the average people don't understand. Sometimes Adel is too stern and some people think he is arrogant. In business he is very impatient and aggressive. He is passionate about his country and his community. He really wants to see improvements but his relationship with city leaders is not good right now. He is well known in the upper and middle classes but the poor people don't know much about him. He has a strong relationship with his family and they support his decision to run for office. He had some success getting people to invest in his business but he is concerned about asking people to contribute to his campaign.

Mona

Mona is a candidate for the municipality Council of a group of small villages. Her constituency is in a rural area. There is a road that runs north-south through the middle of the constituency. The area to the west of the road is primarily farmland and the area to the east of the road is primarily residential. There are three small villages on the western side of the constituency. The northern village is called **YY**. The central village is **XX** and the southern village is called **WW**. There is an irrigation canal that runs parallel to the road on the western side. There are some unpaved roads that connect the villages to each other. These unpaved roads also run to the main road but automobiles cannot cross. The villagers have made simple bridges by placing boards across the canal. The town of **VV** covers most of the area on the eastern side of the road but there are a few farms on this side, too. There is a school, a small clinic and a few stores that provide seeds and other items farmers might need. There is also a small NGO office.

The roads are in poor condition which makes it difficult to get products to the market. There is insufficient health care. The clinic is small and has a small supply of medicine and equipment. There is one school in the entire constituency. The canals are in poor condition. The farmers have difficulty getting water to their fields and the people don't have clean water to drink. Since there is a shortage of jobs, many young people have gone to the cities to try to find work. The economy is completely dependent on agriculture. The constituency has a very young population: 35% of the residents are under 18 years old; 20% are between 18 and 35; 25% are between 36 and 60; and 20% are over 60. The town of **VV** has 40% of the population and the villages of **YY**, **XX**, and **WW** each have 20%. The **DD** clan is dominant in village **YY**, the **EE** clan is dominant in village **XX**, and the **FF** clan is dominant in village **WW**. In the town of **VV**, the **GG** clan lives in the north, the **HH** clan lives in the center and the **JJ** clan lives in the south. In this constituency there is a farming association and a development NGO.

Mona is 35 years old. She is married and has four children: two boys and two girls. She graduated from a teaching institute and she is a teacher in the primary school. She was a good student and she was appointed as a teacher directly after her graduation. Mona has lived in **VV**

her entire life. The family has a pretty good farm and is considered middle class. Mona's husband is well respected among the farmers in this area. Some farmers look up to him because he earned a middle degree in agriculture. In addition to her work at the school, Mona volunteers at a development NGO that is helping rural women in organizing training workshops in preserving food and raising the awareness of the importance of raising the minimum age of marriage. Moreover, in the evening she teaches literacy classes for women. Mona is from the GG clan. She is a passionate speaker in small groups but she is shy and becomes nervous when she needs to address a crowd. Mona ran before but she was defeated by a candidate from the JJ clan which has more money. Mona has the support of her husband. She has the personal support of other family members, but they don't think she should run again. They would feel bad for her if she did a lot of work and lost again.

Chapter 1: Getting Started

Every campaign needs a campaign plan. Your campaign plan is like a set of blueprints used to build a house. The blueprints are drawn within the limits of the time and budget for the project. They tell you what materials you will need and the different types of people you will need to complete the project. They may even tell you the strategy you will use to put it all together. A campaign plan does the same thing.

However, in order to write your campaign plan you will need information – lots of information. If you go to an architect and say, “design a house for me,” you will get a design for a house. However, it may be completely unsuitable for your needs. Do you need a place to live next month or can you wait six months? Do you need a big house or is a small house sufficient? Can you afford a house with expensive materials and furnishings or do you need something more modest?

This chapter will help you think about the information you will need to get started.

Analyze Yourself and Your Opponent

Before you even begin drafting a plan, you need to ask yourself a few questions. You need to determine your own strengths and weaknesses.

Why are you running for office? Are you running to solve the problems of your community? Are you running to call attention to a group that has no voice of its own? Are you running for power or money? If you don't know why you are running, or if you are running for the wrong reasons, you won't be able to convince people to vote for you. Do you have the necessary qualifications for this position? You will need to convince the voters that your experience will help you do a good job. Do you have the right leadership characteristics? You will also want to consider the same questions about your opponent.

One helpful tool for this type of analysis is called the Plus and Minus Test. The goal of the Plus and Minus Test is to outline the strengths and weaknesses of your candidacy as well as the strengths and weaknesses of your opponent. This test gives you an instant picture of your advantages and disadvantages. It shows you what good points you should promote and what negative points you should minimize before the opposition takes advantage of them.

You can begin by inviting a very small group of friends and top political supporters to participate. This is a confidential gathering. Next, take a piece of paper and list all the positive attributes of your candidate. Be fair, honest and open about all your positive attributes. Next, list all the negative aspects. Be fair, honest and open about all your negative characteristics. If you understand your weaknesses, you'll know how to correct problems or minimize attacks by your opponent. You should list personality traits as well as political or economic traits. Now do the same process to list the positive and negative aspects of your opponent.

Here are just a few of the many factors you may want to consider:

- residency in the district
- family status
- education level
- community involvement
- public speaking ability
- personal temperament/personality
- reputation in the community
- political experience

Practical Exercise: Use the Plus and Minus Test to analyze Adel and Mona.

Analyze Your District

What are the good points and bad points of the district? You can probably make a long list of the problems in your area but don't forget to list the benefits of your district as well. This information will also be important to your campaign.

Do you know the demographics of the district? You should collect data based on as many different criteria as you can. For example: gender, age, education and wealth. What are the factors that are most important to the local economy? This may vary considerably between urban and rural districts. What are the major businesses or employers? Have businesses been opening or closing in the past few years? Are there enough public services? How many schools, health care clinics and public facilities are in the district and are they in good repair and operating with good results?

Practical Exercise: Take a few minutes to list the important characteristics of Adel's constituency and Mona's constituency. List the positive as well as the negative characteristics.

Analyze the Voters

Who are the voters?

You should begin to collect as much information as possible about your potential voters. One of the first things you will want to do is determine the number of voters in your district. You can start by getting a copy of the voter list from the Central Elections Committee (CEC). That list will give you an estimate of the number of registered voters. Next, you will want to check the accuracy of the list. (How many dead people are on it?) If there are problems with the list you need to start fixing it now! Your campaign needs to do this work! And don't forget to keep your list and save it for the next election.

As you study the list, you will probably discover that many of your neighbors are not on it. For example, in many areas there may be very few women registered to vote. There will be more on this in a later chapter but for now it is important to understand that voter registration will be another important task for your campaign. You might discover that you do not have access to the official list. This makes your job harder but it is not impossible. You just need to build your own voter list! As a matter of fact, even if you do get the official list you will still need to create a list that is designed specifically for your campaign.

Now that you know something about the number of voters, you need to determine your electoral base. Every campaign needs to have a base. These are the people who are your strongest supporters. In general, the base is composed of those people who agree with you on the important issues of the campaign. However, the base may come from other areas as well. Sometimes your base may come from family or tribe. Sometimes your base will come from your profession (lawyer, teacher, etc). Maybe your base will be a result of your gender.

Your base is a good starting point. These are people you expect will vote for you. However, you cannot take them for granted. You will still have to do a lot of work to make sure they actually cast a ballot.

Before you can motivate your base, you have to determine who these people are. You also need to determine which voters are part of your opponent's base. Finally, you need to determine which voters are undecided. How are you going to do this? There will be more on this in a later chapter. For now you just need to understand that your campaign plan needs to lay out the steps you will follow to categorize the voters in your district. There are a number of techniques to help you motivate your supporters and persuade the undecided citizens but you can't do either of these things until you know who they are.

What do the voters think?

You may think a certain issue is important but the voters may not care about it. If the voters don't care, you don't want to waste time in a campaign discussing that topic. If it is really important to you then you can do something about it after you are elected. However, you can't get elected if you spend all your time talking about issues that people don't care about. You need to find the three problems that are most important to the people in your district. There are two basic techniques to use to learn what's important to the voters: community assessments and focus groups.

Pretend you are getting ready to buy a car. Before you buy the car you will probably try to get some information about it. How big is the engine? What type of transmission does it have? Does it have power windows and other options? Does it look nice? How much does it cost? This stage is like a community assessment because you are collecting data. Some people will make their decision based on the facts alone. However, many people have an emotional element to their decision. You may say to yourself, "OK. All the aspects of the car are satisfactory but I really like the way it looks. I will look so cool in this car. I'll buy it!" This comment is the type of response you might get in a focus group.

A community assessment can be used to identify the problems that confront the voters. One way to conduct the assessment is to make a questionnaire in which you ask citizens to list all the problems they face in the district. Then you should ask them to rank the problems from most important to least important. When you distribute the questionnaires, you need to make sure to have a representative sample of the community. You won't get good results if you just give it to friends and family.

One way to get a representative sample is to visit every tenth home. This method should give you a good sample of the whole. If your constituency is really small, you might be able to assess each home. However, that won't be possible in many areas. This type of assessment strategy gives you an honest sample because anyone in the town could be selected by chance (just by being the tenth home). You can also use this strategy if you are visiting businesses. If a town has 1,000 shops, you can visit 100 of them. If you have a voter list, you can also do an assessment with the list. There may be 15,000 names on the list but you can assess every tenth name. If that is still too many names, you can assess one out of 20.

Focus groups help you identify the emotional level voters feel about a particular issue. A focus group helps you discuss key issues with a small group of voters for the purpose of sharpening your communications message. Focus groups can give you "real world" information on how to persuade and motivate voters. You can bring a small group of people together and try some of your message ideas and have them tell you which they think are the best.

Remember, the assessment helps you gather data. It helps you identify the problems in the constituency. The focus group helps you tests emotions. It helps you identify the problems that will motivate people to go out and vote for you.

Practical Exercise: Read the results of the community assessment and focus groups organized by Adel and Mona. Use the information from the Introduction section and the data provided below to help them select the three most important issues for their campaign.

Here are some of the results of the Community Assessment for Adel:

- 20% of young residents said their biggest concern is employment. Some of them graduated five years ago and still haven't found work.
- 35% of the population said their biggest concern is the lack of adequate transportation. It is difficult for them to get to their jobs or stores.
- 60% of the business owners said their biggest concern was late deliveries and lost opportunities as a result of the damaged roads.
- 58% of mothers said their biggest concern is shortage of schools.

Here are some quotes from Adel's Focus Group:

- "I'm worried about my future. The prices keep rising but my salary is the same. How will I afford food and housing for my family?"
- "I want to get married but I can't take a wife if I can't find a job."
- "I don't have a car and there are very few buses so I have to walk a long way in the streets to go shopping. Some days the air smells very bad. My eyes become itchy and watery and my throat is sore."
- "To be successful these days you need to have a good education, but there are so many children at the school the teachers don't have any time to spend with my kids."

Here are some of the results of the Community Assessment for Mona:

- 65% of mothers said their biggest concern is the poor health of their family and the difficulty getting treatment when they are ill
- 55% of residents in **VV** said their biggest concern was friction between the large clans
- 80% of the farmers said the outdated irrigation system and poor road network was their biggest concern
- 40 % of the all residents said the lack of clean drinking water was their biggest concern

Here are some quotes from Mona's Focus Group:

- "My mother died last year. It was just a fever but we couldn't get medicine for her."
- "The fighting between those clans is ruining things for everyone."
- "I can't grow crops if I can't give them water. Then if I do grow crops I can't get them to the market!"
- "The water tastes terrible. My children have diarrhea and stomach problems all the time."

When Do I Start My Research?

Right now! The local council elections are only a few months away. There is no time to waste!

Chapter 2: Creating an Effective Campaign Message

Campaigns are about persuasion. You have to persuade people that you are the one candidate who is worthy of their vote. If you can't persuade people to vote for you then you can't win. One way to persuade people to vote for you is by developing an effective campaign message. This chapter will talk about the elements of an effective message.

Campaign Logo

One element of an effective campaign message is a campaign logo or symbol. It should be something simple that is easy to recognize. You should also pick one or two contrasting colors for your symbol and you should use the same colors on all your campaign materials.

Your symbol should also be unique. When people see the logo you want them to immediately think of you. You don't want them to think about someone else. This symbol should appear on everything the campaign prints.

There are many different possibilities for colors and logos. Some campaigns use colors to connect themselves to popular movements. Others use logos that evoke positive emotions like children, a family, or a historical figure. Perhaps the logo will be symbolic of your main issues such as a school, a farmer or a laborer.

Practical Exercise: Design a logo for Adel and Mona.

Campaign Slogan

Every campaign should have a slogan. It should be short, simple, repetitive, consistent and inspirational.

- **Short:** The slogan should only be a few words. You want a slogan that is easy to put on a banner or an SMS. It should also be something that people can read in a couple seconds.
- **Simple:** The slogan needs to be easy to understand. You don't want people to have to think about what it means. Besides, many voters do not have much education so the slogan needs to make sense to the average person.
- **Repetitive:** Scientists tell us that most people need to hear something seven times in order to remember it. That means you need to repeat your slogan over and over and over. You should put it on your campaign materials. Your volunteers should say it to all the people they meet. The candidate should mention it in an interview. You can probably think of many other ways to use it.

- **Consistent:** Once you choose your slogan, you should use it for the entire campaign. You need to have the same slogan on all your materials. You want people to remember your slogan but it will be hard to remember if you change it every week.
- **Inspirational:** Your slogan should be inspiring. You want your slogan to motivate people to take action. Maybe you just want to motivate them to vote for you. Maybe you want to motivate them to volunteer.

Practical Exercise: Design a slogan for Adel and Mona.

Campaign Themes

In Chapter 1 you learned that before you begin your campaign you need to analyze your district to determine the biggest problems and you have to analyze the voters to determine which problems they care about most. If there are a lot of problems in your district you may decide that you have many things to do. However, if you try to talk about every issue in a campaign you will lose focus. You should select the three most important issues in your district and concentrate on those three issues for the whole campaign.

Now that you know what you are going to talk about, you have to decide how you are going to talk about it. In order to develop a persuasive message for your campaign, you have to select a few themes that will resonate with the voters. You should have no more than three themes that match your three most important issues.

The way you talk about your themes may vary depending on the audience. For example, you may want to talk to men differently than you talk to women. You might want to talk to older people differently than you talk to younger people. You might want to talk to educated people differently than you talk to people with little education. You may want to use logic. You may want to use emotion. You may want to use both. You can do whatever you think is best to appeal to each individual voter but the overall themes need to be the same. Try to follow these helpful suggestions:

- **Be realistic.** Don't promise something you can't deliver. Everyone will know you can't do it so you will lose credibility. A modest message that you can really accomplish is better than a big promise that you can't keep.
- **Be accurate.** In the first chapter we learned about the importance of research. You should rely on that research to make sure your message is true. If the voters hear you saying things that are wrong, they will probably not vote for you. Try to think of some real examples that prove your point.
- **Keep it simple.** Even well educated people don't want to listen to a long, technical explanation of your issue. Use plain, everyday language.

- Keep it local. It's a local council. Talk about local issues. Reference local places, people, history and hopes for the future. If you bring the issue close to home, you are more likely to get a positive response.
- Make it personal. People are more likely to care and act if they already have an emotional and vested stake in the issue, such as their concern for public safety and their children's future. Make sure they understand how the campaign will actually affect their lives.

Practical Exercise: Using the three issues that are most important to the voters, develop some campaign themes for Adel and Mona.

Message Discipline

Your campaign message tells the public why they should vote for you. The message needs to support and explain each of your campaign issues and what you plan to do about them. It should also highlight your strengths as a candidate. Everything you do in the campaign should reinforce the message you are trying to deliver. You are trying to shape the public perception of you as a candidate. If you can define the election contest with your own message, you will probably win. From time to time you may have to talk about a new issue but don't let yourself get distracted for very long. As soon as you can, return to talking about your three favorite issues.

Campaign Biography

In addition to talking about the issues, you will need to talk about yourself as a candidate. You need to highlight the important parts of your biography, but you will have to balance time between discussing the issues and discussing yourself. In most cases, you should spend more time talking about the issues. However, if there is something special about your personal story and background, then you may want to emphasize that a little more.

A candidate biography is different from a professional CV. In your CV, you will probably make a long list of all your professional accomplishments but in your campaign biography, you should write in narrative form and tell your personal story. Professional CVs are often stiff and boring. Your campaign biography should be casual and interesting. You just need to mention the basics so the voters know what kind of person you are. You can describe where you grew up. You can explain your family values. You can talk about your education, your work history and your civic involvement. You can mention personal things like your love of sports, art, music, or poetry.

Here are some biography items to consider. You may think of many others:

- Where are you from?
- Have you lived in this district for a long time?
- Do you have a family?
- What type of education do you have?

- What type of job do you have?
- Have you served in and elective office before?
- Do you volunteer in the community?
- Did you start your own business or become successful through hard work?
- Did you triumph over a personal tragedy?

Practical Exercise: Prepare a campaign biography for Adel and Mona.

Chapter 3: Communicating with the Voters

During the course of a campaign you will have many different opportunities to spread your message. This chapter will talk about some of the most common ways to share your message with the voters. Sometimes you will be able to use paid advertisements. Sometimes you will be able to earn coverage in the media. Sometimes you will use a different strategy altogether. The technique you use will depend on your district and your budget.

Paid Advertisements

Buying advertisements is one of the easiest ways to transmit the campaign's message. However, some advertisements, like TV and radio, are very expensive. Other examples are relatively inexpensive like banners or brochures.

Whatever method you choose, the goals are basically the same. You want to increase your name identification with voters. Voters need to know who you are and what you want to do before they'll vote for you. Paid advertisements put your name in front of the voter repeatedly so they remember your name on Election Day. Promoting your platform or agenda helps drive your key issues into the minds of voters. Paid advertisements can help you improve your image and counter any negative attacks against you. If you are attacked by opponents or the press, you can use paid advertisements to "set the record straight" and get your message out. There are many different types of paid advertisements. Here is a list of some common examples:

Television

Television is very expensive. However, the positive thing here is that we have many of the local stations in West Bank/Gaza, where reaching target people in each area will not be a difficult mission. Television may be an efficient way for parties to gain national attention and speak on behalf of their local candidates all across the country.

Radio

Although not as glamorous as television, radio has advantages. Since it is cheaper than television, a campaign can buy more advertisements. Since radio stations have shorter range than television, radio is easier to target at the local level. You may be able to buy advertisements on stations that broadcast exclusively in your district.

Newspaper

There are three official newspapers in West Bank/Gaza that a mass of people have access to and read. If the elections that you are talking about are happening on the local level, most of the readers will not be able to vote for the candidates that they read about.

Mail

You can send mail directly to voters with a specific campaign message.

Brochures

These are useful to hand out at rallies, at special events, in neighborhoods, in schools and on street corners. They are relatively cheap and you can produce different brochures to target different types of voters.

Signs and Banners

It's important to display your logo and colors on the banner so people instantly know the banner is for you. Make sure you put the signs in places with high exposure, but don't put too many words on them. You should have the candidate's name, the logo and the slogan in big print so it is easy to read. In smaller print you should add your phone number or website.

Phone Centers

If you want to contact a lot of voters in a short period of time, a phone center can be very helpful. A phone center is a room at your campaign office with 10 or 20 or even more phones. You can have a volunteer at each phone calling all the voters on the database you have put together. If you can't get that many phone lines, you can use mobile phones.

Practical Exercise: Adel and Mona have a modest campaign budget, but they still want to use some advertising. Design an advertising strategy using some of the examples above.

Free Media Coverage

Another way to communicate your message is by earning media coverage for your campaign. In other words, there are various ways you can get press coverage or editorial support from the media without having to pay for it.

If you want the press to cover your campaign, you have to have a good relationship with reporters. The more you know them the more likely they are to cover your campaign and give you fair coverage. Here are some tips for working with reporters:

- Be professional. If you want reporters to respect your campaign, you should run a professional operation. Make sure your press releases are written properly and follow the standard format.
- Be honest and accurate. Don't stretch the truth or make up stories that aren't true. If you don't know the answer to a reporter's question, just say "I'm not sure. I'll call you back with the answer." Reporters rely on facts, so give them the facts.

- Be responsive. If a reporter calls for information or wants to set up an interview, be sure to respond to that request. Reporters have deadlines to meet. Help them do their job and respect their time.
- Don't fight with the press. It's hard to win a battle against a newspaper that publishes seven days a week. If you attack the press, they may attack you and hurt your campaign. Everyone makes mistakes so if they have the facts wrong, you should call them and correct the error but be diplomatic.
- Reporters are busy. They can't cover everything your campaign does. The easier you make it for the reporter, the more likely it is that they'll cover your campaign.
- Reporters are ambitious. The news media is very competitive. Reporters want to stand out and make a name for themselves. If you have a good story or issue for them, they may cover it because it will be big news. Become a news source and give them leads or stories that can help both of you.
- Reporters are human. Everyone makes mistakes, so when a reporter makes a mistake, be civil and don't be harsh.

Now that you know how to develop a good relationship with the reporters in your area, it's time to talk about some of the tools you can use to get them to write about you. Here are a few examples:

Press Releases

Whenever your campaign has an event or wants to take a position on an issue, you should issue a press release. You can write a press release to give your position on a big event in your district and when you get an endorsement from a respected figure. You can use press releases to "localize" a national story. For example, if the national government announces more funds for farmers, issue a release talking about farmers in your community. Sometimes an opponent may attack you in the media. If this happens, you can issue a press release to respond. First, rebut the charge with facts and back up your counter argument. Next, shame the opponent for engaging in negative campaigning. Finally, repeat your own campaign message to remind voters why you're running.

Now let's look at the standard press release format.

Step 1

In the top right corner of the press release you should write the following:

For Immediate Release

Date

Contact Name

Phone Number

Step 2

Skip a couple lines and write a headline. It can be centered in the page. This is just like a headline in the newspaper. Sometimes the reporters will actually use your headline when they write their story.

Step 3

Skip a couple lines and then write the city or village where the release is written

Step 4

Write your conclusion sentence and put it first. Reporters are busy, and they often don't have time to read everything so the most important information needs to come first.

Step 5

Write two or three paragraphs that explain your position on an issue or explain what happened at the event. Make sure all releases are newsworthy, timely and appeal to the general public. Be sure to stick to the facts and avoid too much hype. When you write your paragraphs, you should always answer these basic questions: who, what, when, where, why. For example:

Who?

"Adel"

"Mona"

What?

"Announced his jobs plan"

"Announced her health care plan"

When?

"Today"

"Tomorrow"

"Next Tuesday"

Where?

"In front of the closed auto factory."

"In front of the small clinic."

Why?

“Adel announced his jobs plan because our community is losing too many jobs.” Then you should explain the plan.

“Mona announced her health care plan because there are many sick children.” Then you should explain the plan.

Step 6

The final paragraph should be a couple sentences that explain why you are running. You should repeat these sentences on every press release.

Step 7

Skip a couple lines and then add this symbol “# #” in the middle of the page. This symbol lets the reporter know that the press release is over.

Please have a look at this sample press release format:

For Immediate Release Date Contact Name Phone Number
[Add a good headline here]
City/Village: The first sentence of your press release should be your conclusion. Reporters are busy and they often don't have time to read everything so the most important information needs to come first.
After the conclusion paragraph you can write two or three paragraphs that explain your position on an issue or explain what happened at the event.
When you write your paragraphs, you should always answer these basic questions: who, what, when, where, why.
Add a couple sentences that explain why you are running. You should repeat these sentences on every press release.
##

Practical Exercise: Read the following paragraphs about Adel and Mona. When you finish, write a press release based on the information you have read.

Adel's district has many factories and many small businesses and shops. Many depend on each other. Trucking firms count on the factories because they ship their products. Small businesses supply the factories and workers shop at the shops. However, some factories have closed in recent years and others may close in the near future. Adel has done an assessment of the district and discovered that employment and job security is a big issue. Adel decides to rent a bus and invite the media to tour the district. He makes

two stops: The first is a closed factory. Adel will speak about getting the factory re-opened by inviting investors to purchase the plant with government assistance. He will also talk about building new businesses by reducing regulations and taxes. The second stop will be at an open factory. Adel will talk about ways to keep the factory open with more roads, less corruption and more job training.

The farmers in Mona's district grow their crops and then transport them to the city for sale but the roads are terrible. Products are damaged and trucks break down on a regular basis. This hurts both the farmer in the village and the businessman in the city who buy the produce. The delays and repairs increase costs and the distributor has to increase prices. Mona has done an assessment of the key issues, conducted a focus group and has determined that poor roads are a very big issue. Mona has met with government leaders, NGO's, and road building experts to come up with a plan to improve the roads. Mona will fight to get more funding to repair the existing roads and push the planners to design new ones. Mona will hold her news conference in front of a damaged road. A broken down truck is behind her with some spilled vegetables nearby. She has farmers and business leaders at the news conference.

News Advisory

If you just want to tell the media about an upcoming event, you can issue a news advisory. The news advisory simply notes the time, place and purpose of a campaign event.

Campaign Fact Sheet

A fact sheet can be an outline of your jobs plan or your health care plan. Fact sheets often accompany press releases. This method is very powerful because you can frame the message with your press release and then provide the facts about your plan with the fact sheet. A fact sheet can also quote an NGO study or UN report that impacts your community. Quoting authoritative sources gives your fact sheet more credibility.

Speeches

During a campaign you will have many opportunities to make speeches. Sometimes you will have an opportunity to give a long speech where you discuss everything in detail. However, most of your speeches will be very short. Some people will listen for a few minutes but most people will only listen for a few seconds. People are busy and have many things to do. They don't want to listen to a candidate talk on and on. You need to be able to discuss all the important information about yourself and your campaign in a very short period of time. This does not mean you speak 100 km per hour. It means you have to carefully select the most important pieces of information. You should write a 30-second speech and a 3 minute speech. Most of the speeches you give will be one of these two types and you will deliver them many, many times.

Practical Exercise: Write and deliver a 30 second speech for Adel and Mona.

When you do have a chance to give a major speech, you should pick a location that also advances your message. For example, if you are speaking about health care, give the speech in front of a hospital. If you are talking about unemployment, give the speech in front of a deserted factory. Make your speech relevant, passionate and timely.

Practical Exercise: Over the next few weeks, Adel and Mona are going to give speeches on each of their three issues. Where do you recommend they deliver the speeches?

Press Conferences

Just like your speeches, you should make sure that your press conferences have a key message to convey and occur in a location that promotes your message. It's a good idea to limit the time of the press conference so you don't make mistakes. You can use press conferences to jump on breaking news or major events that require your comment or input.

Letters to the Editor

Letters from regular citizens can be very compelling and they can give your campaign more credibility and legitimacy. You should provide your supporters with an outline of your key message points and ask them to write the letters in their own words. Don't send "form letters" to the editor because they will not be printed. You should keep copies of all letters and post them on your web site or put them in your brochures.

Media Tours

Some campaigns organize "media tours" to highlight an issue. The campaign can get a bus and invite the press on board to tour parts of the district. The "tour" can go to areas where reporters can see first-hand the problems you want to talk about in your campaign. Taking reporters to the story and then offering your position is a smart way to work with the press.

Alternatives to Media

In some parts of West Bank/Gaza it may be difficult for campaigns to get access to the types of paid or unpaid media described above. However, if you use some creativity, you can still have effective communication with voters.

Build a Coalition

A coalition is a group of people or organizations working together in a coordinated manner towards a common goal. By pulling together a coalition you can significantly increase the capacity of your campaign. The coalition will help you motivate voters who share a similar view of the issues in your campaign. It will give you extra credibility by demonstrating to the press and the public that you have support beyond your core followers. Your allies can assist you with research and targeting efforts by donating a membership list and sharing knowledge about

particular neighborhoods or demographic groups. You can also expand the number of available volunteers.

Endorsements

It is often helpful to get an endorsement from a well-known person in your area. If a popular person endorses you, then you may gain additional legitimacy and it may energize your base. The voters may think to themselves, “If so-and-so supports the candidate, then I guess I should support the candidate, too.”

Campaign Website

Every campaign in West Bank/Gaza should have a website. There are thousands of internet cafes throughout the country. You can even find them in very small communities. The website is a great way to communicate your message to voters so you need to have an exciting site that people will want to visit. You also want to make sure the address is easy to remember. At a minimum, the website should contain the campaign message, the candidate’s biography and the schedule of upcoming events. In order to get maximize advantage from your site, it should be interactive. It can include places for visitors to sign-up to receive e-mail newsletters or to volunteer for the campaign.

E-mail Communication

E-mail allows you to communicate with many people for little cost. It is very important that you collect e-mail addresses every time you meet a supporter. This is a very easy way to send information to your supporters. Over the course of the campaign you can also send e-mails that can help persuade the undecided voters. However you should avoid sending too many campaign e-mails or you may annoy the voters. When sending out emails, make sure they come from the candidate. Keep the e-mail friendly, accurate and short. E-mail will also be a good way to communicate with many of your volunteers.

Blogs and Message Boards

You can encourage your supporters to paste favorable messages about you on your campaign or blog sites and on electronic message boards.

SMS Campaigns

Most Palestinians have a mobile phone so every campaign should make some use of SMS. You can use SMS to communicate directly with voters and notify people of rallies, special events, or volunteer activities. You can also have special campaign promotions such as posting campaign songs, ring tones and offering tickets to campaign events.

Trucks with Speakers

You can reach out to many areas of your district with truck speakers using a pre-recorded message. It’s important to make the message entertaining so you gather people to listen. Using

the voice of a popular local person to introduce you can be very beneficial. Make sure to repeatedly state the candidate's name and platform. Provide the campaign web site address or phone number so voters can contact you. Be sure volunteers are handing out your brochures when the truck goes through the neighborhood. Consider sending a caravan of cars with the speaker-truck in the middle of the line of cars. This creates the feeling of massive support and momentum.

Sporting and Special Events

Wherever big crowds gather, you should have volunteers distributing brochures. You should design the brochure so the theme is consistent with the event. For example, if there is a concert for young people consider designing a brochure in the shape of a CD with your message on the back where the various songs would normally be listed. Fun brochures get the more attention.

Surrogates

A surrogate is anyone who can speak well on behalf of a candidate. Since you can't be in more than one place at the same time, using surrogates is a good way to help you deliver your message. Be sure to properly train and inform the surrogate of your campaign theme, message and slogan. You can give them prepared remarks but you should encourage them to personalize their message to the audience. You can find surrogates in all of your target groups. For example, you can have young people speak to young people; farmers to farmers; women to women, etc.

Home Meetings

Setting up home gatherings for tea and politics can be fun. These events allow you to speak in an intimate setting and those in attendance will clearly hear your message and come to understand your deep conviction on the issues. These neighbors will then be able to tell other neighbors about your visit. Be sure to have a respected neighborhood leader host you and be sure to have refreshments, brochures and a sign-in sheet so you can communicate with them again.

Door to Door

If you can't reach people by e-mail or phone you can just knock on their door. This is also a good job for volunteers. Make sure they are polite and have a clean, professional appearance. Make sure they understand your message so they can explain it to the people they meet and of course, they should have a questionnaire so they can get valuable information about the people who live there. (There will be more on this in a later chapter.)

Phone Tree

If your budget is too small for a phone center you can try using a phone tree. Ask five of your supporters to call five of their friends. Your five friends should ask those 25 people to each call five more. Then those 125 people can call five more. Now your campaign has just called 625 people in a short period of time and no one had to call more than five people.

Other Ideas

Here are some other creative ideas. You can probably think of many more.

- Take a popular song and change the lyrics to match your issue. Consider doing a community contest to write a song.
- Put a big sign or banner on the main road intersection.
- Put candidate information on school supplies (rules, pencils, calendars) and distribute them to students.
- Distribute campaign shirts that are designed to look like football shirts.
- Conduct street theater about issues and candidates.
- Give awards to people who perform good service to the community.

Practical Exercise: Help Adel and Mona develop a plan using some of the alternatives listed above. Feel free to think of some other creative ways to communicate your message to the voters.

Chapter 4: Volunteers

Over the course of your campaign you will have many things to do, and there is no way you will be able to do them all by yourself. Perhaps you have enough money to pay people to do things for you. However, that is rare. Most candidates need help from unpaid volunteers.

Recruiting Volunteers

Different people volunteer for different reasons. For example, some people will volunteer out of a sense of purpose. They strongly believe in the candidate or the movement and they want it to succeed. Other people volunteer because they are attracted to the social aspect of a campaign. They want to meet new people and have a good time. Since different things motivate different people, you need to use a variety of different techniques to recruit the volunteers you need. A few examples are listed here but you can probably think of many more.

- Ask your friends to volunteer and then encourage your friends to recruit their friends.
- Recruit your professional colleagues (doctors, lawyers, teachers, engineers).
- Get each one of your coalition groups to assign several volunteers to your campaign. The volunteer is already committed to the coalition so they are more likely to work on a similar project for your campaign.
- Invite potential volunteers to a party or sporting event. You can recruit them to help with the campaign if they see how much fun they can have.
- Have volunteer sign-up cards at all your events.
- On your website, have a place for volunteers to sign up.
- Every single time you contact a supporter, ask them if they will volunteer.

Practical Exercise: Take a few minutes to list some creative things that Adel and Mona can do to recruit volunteers.

Using Volunteers

Once you get your volunteers, you need to use them effectively. Volunteers do not receive pay, but there are ways to make their time worthwhile and enjoyable. For example, you should assign each worker a specific job. Explain all the details of the job and show the volunteers how they fit into the overall campaign. If you explain how the volunteers' efforts contribute to the final victory, they will be more likely to volunteer again in the future.

You can use volunteers in many different ways. Here are a few examples:

- Handing out brochures
- Making signs and banners
- Going door-to-door
- Sending e-mail
- Office jobs as clerical workers
- Assisting at public events
- Serve as messengers between villages

Practical Exercise: Take a few minutes to list some creative things that Adel and Mona can do to effectively use their volunteers.

Rewarding Volunteers

Finally, you should reward volunteers with something other than money. One way to take care of volunteers is to feed them. Providing a meal to a hungry group of campaign workers always makes you popular. You can give them prizes or tickets to special events. Some campaigns give out special awards or medals to the volunteers who work the most number of hours. Volunteers enjoy getting these rewards and are honored by them. Many campaigns produce nice certificates of service that the volunteer can frame.

Practical Exercise: Take a few minutes to list some creative ways to reward volunteers.

Chapter 5: Mobilizing Your Voters

The winner of an election is the one who gets the most votes. Having a lot of supporters is nice, but it doesn't do you any good if they don't go to the polling site on election day. Therefore, it is vitally important for you to do everything you can to get your supporters to actually cast a ballot.

Is your base big enough to give you a victory? In most cases the answer is no. This means you will need to reach out to people who are not a part of your base. In fact, the primary focus of your campaign will be identifying and motivating enough new voters to give you victory on Election Day.

Let's imagine that a city with a population of only 100 people was about to have an election for the municipality council and you are a candidate. How are you going to win? You know there are one hundred citizens but not every citizen can vote. In this case, twenty citizens are not qualified to vote because they are under age eighteen. That leaves eighty voters to target. Let's say you conduct a community assessment and discover that twenty residents refuse to vote at all. That leaves sixty voters to target.

Let's say the community assessment also tells you which issues matter most to these sixty voters. Now you can divide the voters into different categories based on age, gender, religion, profession, and so on. The assessment also tells you that twenty of the voters support you, twenty of the voters support your opponent, and twenty voters are undecided. At this point the campaign is a tie. In order to win, you have to do two things. First, you have to make sure that all twenty of your supporters actually vote for you. Second, need to try to convince at least 11 of the undecided voters to support you instead of your opponent.

Of course, most villages in West Bank/Gaza have many more than one hundred citizens. However, the key to victory is breaking the city into smaller parts and focusing on the voters who can make the difference.

Building a Voter List

In Chapter 1 we discussed the importance of having a good voter list. It might be possible to get the list from the local police station. However, the list might not be available or it might be very inaccurate. Even if you do get the official voter list, you will not have nearly enough information to run an effective campaign. In other words, you will have to build your own voter list and create a database for all the data you collect.

Every time you or your volunteers meet a voter you should try to collect some information about that person. Obviously, you want to get as much information as possible but at a minimum you should try to get the following:

- Name and how many people reside in the household
- Full contact information on all residents, including phone number and e-mail

- Are they registered to vote? If not, do they need a help to register?
- Are they affiliated with a political party? If yes, which one?
- Are they affiliated with a union, syndicate or other association?
- Do they plan to vote? If yes, for whom?
- What are their main problems or concerns? Try to determine the intensity of the voters' feelings on the problems they mention. Is one problem more important to them than the others?
- If they support you, are they willing to volunteer?

In addition to the vital information above, you might consider asking about the following:

- Age
- Gender
- Education Level
- Profession

Practical Exercise: Design a questionnaire for Adel and Mona.

Collecting Information

Creating a questionnaire is pretty easy. Collecting the information can be a little harder. Some people may not want to give you personal information. Some people may be suspicious of you. Some people may be too busy to talk to you at that moment. Some people are just plain grumpy and want you to go away. Sometimes you will get the opposite reaction. Some people are really nice and want to have a long conversation with you. Conversation is a national pastime in West Bank/Gaza but in a busy campaign this can actually become a problem. For example, if you need to knock on 100 doors today, you can only spend a few minutes with each person. You and your volunteers need to find a way to politely obtain as much information as possible in the shortest amount of time. Sometimes you will not be able to get answers to all the questions on your form. That's OK. Just get as much information as you can and move on to the next voter.

Practical Exercise: You need to help Adel and Mona collect voter information. Practice your technique with your colleagues. Your colleagues will play the role of a

suspicious person, a very friendly person, or a very busy person. Try to get as much information as you can.

Organizing Information

Regardless of the questions you ask, you need an efficient way to store and recall the information. All this information won't do you any good if you aren't able to use it in an effective manner. One of the best tools is a computer database. If you don't have a computer you can develop a good filing system. At a minimum, you should sort the forms into three stacks: 1) voters who support you; 2) voters who don't support you; 3) voters who are undecided.

Registering Voters

Once you have built your database you will know which citizens are not registered and you can develop a plan to register the people who support you. Every Palestinian who reaches age 18 has the right to vote. However, if you want to exercise that right, you have to register for the elections. The Central Elections Committee and its centers and agents are the only place that you can go and register yourself to vote.

This process is not very complicated but many people just don't do it. The odds are pretty good that many of your supporters can't vote for you because they never took the time to register. What will your campaign do to get them registered? You or your volunteers can visit all your voters at home to make sure they are registered. If they are not registered, ask them why. Perhaps they don't know how to do it. Perhaps they need help. Perhaps they just need to be reminded. One way to encourage young people to get registered is to have a party or concert. If they want to come to the party, they have to show you their registration paper. No paper – no entry!

Remember, you do not need to register the people who plan to vote for someone else. Let the other candidates worry about registering their supporters. You just have to register your supporters.

Getting Your Voters to the Polls

The only supporters that matter are the ones that cast a ballot. All your hard work could be wasted if you don't ensure that your supporters make it to the polling site. For some voters, you just need to give them a reminder. Other voters (such as the ill or elderly) may need transportation. You will need to develop a strategy for your particular district, but a sample strategy might look something like this:

Five weeks before the election: Call a meeting with all your volunteers. Give them your best motivational speech. For the next five weeks they are going to be really busy and

they need to know why it is so important that they work really hard. (If you have not been actively recruiting volunteers over the past few months you might find yourself in a difficult position right now.)

Four weeks before the election: Your volunteers should begin contacting your supporters to remind them of the upcoming election. (Now, aren't you glad you created that nice voter list and database?) You can use phone centers or phone trees to make calls. You can send SMS or e-mails. You can go door-to-door. Whatever method you choose, you should provide a very short message about your campaign and why it is so important that your supporters go vote. Make sure to ask the voters if they need any help getting to the polling site and add their name to the list of people who need assistance on election day.

Three weeks before the election: Your volunteers should begin contacting the voters that you have identified as undecided. (See, your voter list is really helpful, isn't it?) This is your last chance to convince them. Tell them again why you are the person who will do the best job solving their problems.

One week before the election: Contact all your supporters and give them one more reminder to go vote. (Gee, that database and all those volunteers are really coming in handy, aren't they?)

One day before the election. The current rules say you have to stop campaigning 24 hours before the election starts but it is possible the rules could change for the next election. Make sure to follow the rules.

Election Day: Have your volunteer drivers use private cars to help people get to the election site.

Election Night: Celebrate your victory!

Chapter 6: Managing Your Campaign

Managing your campaign is critical if you are to stay on schedule, on budget and on track to win. You can have the best message, the most money and the most volunteers and still lose the election if you do not properly manage all these assets.

Campaign Management Team

A campaign organization must be well run so you don't waste time, money or talent. This means you need to have the proper campaign personnel and volunteers. Make certain you match a person's talent with the job you need done. For example, if someone likes to write and is a good communicator, make that person the press secretary. If someone likes to organize, then organization director might be a good job. If someone is a good businessperson and knows finances, consider them for treasurer. Every campaign is different but there are a few key positions in every campaign.

Campaign Manager

The campaign manager leads the campaign staff. As a candidate, you are the top boss of the entire campaign, but you need to spend most of your time meeting with the voters. Let the campaign manager be the boss of the staff and manage the daily affairs of the campaign. The campaign manager must be an organized person and must see that the staff completes all their duties. The campaign manager should also be intimately familiar with you in order to make sure the campaign is a reflection of your core beliefs. The campaign manager ensures that the campaign and the staff work according to the campaign plan. Every action must be linked to a specific step in the plan.

Press Secretary

The media can help you reach a wide audience. For many voters, their impression of you will be based on the view they get through the media. The press secretary must ensure that all communications with the media (even from you) are consistent with the campaign message. The press secretary will coordinate all campaign communications with the media, conduct interviews and help prepare you for your own interviews. The press secretary will write press releases and manage the content of the campaign website.

Treasurer

The treasurer is responsible for the campaign's budget. In a small campaign the treasurer may be responsible for fundraising, too. (A big campaign might have a separate position called Finance Director.) Your campaign will need to spend money to do things like rent an office and print brochures but you need to follow the budget that you establish in the campaign plan. The treasurer must manage the campaign budget and ensure that the campaign receives sufficient cash to fund its operations. The treasurer must ensure that sufficient funds are available for

immediate needs but also must ensure that the campaign saves enough money for future requirements.

Scheduler

The scheduler is the person responsible for managing a candidate's time. The scheduler should receive all requests for your time and compile a daily schedule. The scheduler must also help you stick to that schedule and help you coordinate any last minute changes. The scheduler should have the candidate going to the top vote-rich target areas first...and often. Schedule visits to get the most results. On one trip try to meet with major city leaders, raise money, meet the news media or have a press event, or have a house coffee to meet voters.

Volunteer Coordinator

A campaign needs a volunteer coordinator to recruit, organize, task, and supervise its volunteers. This person is one of the most important leaders. Choose a volunteer coordinator who works well with others, can spot their talent and integrate them into every campaign division.

Organization Coordinator

The organization coordinator's primary responsibility is to work with coalitions and other organizations to expand the volunteer, fund-raising, and voting base. The coordinator is responsible for building coalitions between interest groups which share a position on a single issue.

Administrative Manager

The administrative manager runs the headquarters, which is the physical and organizational center of the campaign. The administrative manager must ensure that the office operates efficiently so that staff may focus on their campaign tasks, free from distractions or inconveniences.

IT Manager

Palestinians use a lot of technology in their daily lives and campaigns are no different. It is good to have someone on staff that can assist you quickly if anything goes wrong.

Sign and Banner Coordinator

This person is responsible for making signs and ensuring they are placed at strategic places around the district.

Lawyer

The campaign lawyer makes sure the campaign follows all the rules and may be able to take legal action if one of the other candidates breaks them.

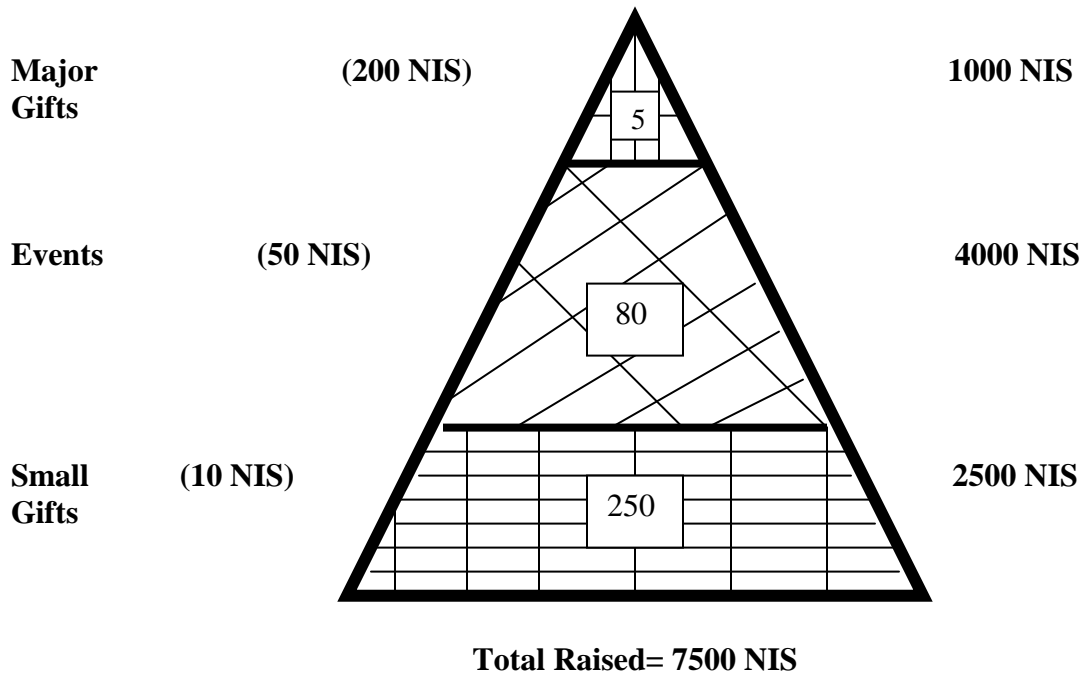
Campaign Plan

In Chapter 1 we talked about some of the information your campaign would need to collect in order to start planning a campaign. Now that you have some basic data, you need to start drafting the campaign plan. Remember, the campaign plan is like a blueprint for a building. The blueprint tells the builder how to build your house and the campaign plan tells the staff how to build your campaign.

Campaign Fundraising

Now that you know all the things you have to do and when you have to do them, you need to decide how you are going to pay for them. If you are rich you may not need to raise any money for your campaign. However, most candidates need financial assistance to fund their campaigns. This means you will have to raise some money. Fundraising can be very difficult – especially in a place like West Bank/Gaza where political contributions are a relatively new concept. The challenge may be even more difficult if you are running in a low income district. Nevertheless, if you have the right approach, you can raise money in any environment.

One way to approach this challenge is a fundraising pyramid. Have a look at this chart:



Start by dividing the pyramid into three sections to reflect the various levels of giving. Like a pyramid, you want to have a really wide base. The base represents a large number of people who can give a small amount. The middle level represents people who can give a little more but this is a smaller group. The top of the pyramid represents people who can make a large contribution,

but there are very few of these people. As you see, if focus your efforts on just one type of donor, you will have a lot less money than if you approach people at all levels.

Another way to fund your campaign is to find some businesses that will donate their goods or services instead of cash. For example, a restaurant could have a special dinner. Customers would still have to pay for their meal but all the money would go to the campaign instead of the restaurant owner. Here's another idea: instead of paying money for brochures, you might find a business that is willing to print them for free. You can probably think of many creative ways to get the things you need for little or now money.

Practical Exercise: Design a fundraising plan for Adel and Mona. Think of how you will ask for contributions and think of some creative ideas for people to give non-cash contributions.

Campaign Budget

Once you estimate the amount of money you can collect in your fundraising plan, you need to design a campaign budget. The budget should be based on the activities in the timeline and the estimates from your fundraising plan. Having a campaign budget will keep you focused on your plan. Without a budget, money is poorly spent and could be wasted. The campaign budget can be flexible but it must be realistic. Think back to the architect and the blueprints. The builder knows the cost of the materials, labor required, and time needed to complete the job. If the money isn't available when it's needed, the project can be delayed. However, in a campaign you can't wait until later to complete the key tasks. The election is going to be held whether you are ready or not. A budget gives you control over your campaign and provides you with a road map to achieve your goals.

When you plan your budget it is important to remember that everything will cost more than you expect so it is wise to add a margin for all your estimates. You should also plan to spend approximately 70% of your budget on things that help you communicate with the voters (like signs and brochures.) This means you need to keep your other costs low. Money spent on rent and utilities doesn't do anything to help you win votes so make sure to spend your money where it really matters.

Practical Exercise: Design a campaign budget for Adel and Mona.

Campaign Timeline

One of the most important parts of a campaign is the Campaign Timeline. This serves as your calendar for all campaign deadlines, projects, travel, voter contact, fund-raising events, etc. You can start by making a list of all the things you have to do before election day. By now you should have a pretty good understanding of all the things you need to do. Then designate a date when those activities will occur. If you don't set some deadlines, you may accidentally find yourself waiting until the last minute. One good approach is to start with the day of the election

and then work backwards, filling in the calendar with all the things you need to do. Here is an example:

Practical Exercise: Election day is 90 days away. Put together a campaign timeline for Adel and Mona.