

# APPENDIX C

## Organizing Ethical Campaigns Tip Sheet

### Tip Sheet

An ethical leader ensures that the means she uses to achieve her objectives are consistent with the objectives themselves.<sup>20</sup> The same can be said for conducting political campaigns. One way to begin laying the framework for an ethical campaign is to think through and articulate the larger principles your campaign addresses.

Whether your campaign goal is to change legislation, support a political candidate, or alert your community about a specific issue, it is likely that behind the immediate goal are more complex and long-term objectives. For instance, the long-term objective of a campaign to elect women to a local legislature was to make the legislature more representative of the community it governed, fairer, more responsive, and more accountable.

Fairness, responsiveness, and accountability are among the most important criteria for any campaign. You and the other campaign organizers have the responsibility to enact policies and practices that meet your own ethics criteria. This responsibility begins with the organization and strategies of the campaign itself, and extends to the personal conduct of every individual campaigner.

When establishing the ground rules of your campaign, it is helpful to think in terms of one's *rights* and *responsibilities*, and to strike a balance. For instance, you have the right to challenge your leaders' choices, but also the responsibility not to unnecessarily delay or disrupt plans. Likewise, members of a campaign coalition have the right to express their views about how the coalition should reach its goals, but must also take responsibility for considering the will of other organizers.

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<sup>20</sup> For an in-depth discussion of principled leadership, see "The Building Blocks of Leadership: Leadership as Communicative Learning," by Mahnaz Afkhami, in *Leading to Choices: A Leadership Training Handbook for Women* (Women's Learning Partnership, 2001).

### **Ethical Campaigns—Where to begin?**

<b>Organizational Policies and Practices</b> .....	<b>Personal Conduct</b>
<b>Egalitarian</b> .....	<b>Sharing</b>
<b>Responsive</b> .....	<b>Listening</b>
<b>Democratic</b> .....	<b>Including</b>
<b>Inclusive</b> .....	<b>Respecting</b>
<b>Tolerant</b> .....	<b>Tolerating</b>
<b>Transparent</b> .....	<b>Communicating</b>
<b>Participatory</b> .....	<b>Empowering</b>
<b>Leading by example</b> .....	<b>Setting an example</b>
<b>Accountable</b> .....	<b>Taking responsibility</b>
<b>Giving appropriate credit</b> .....	<b>Appreciating and thanking</b>

- Ethically managed campaigns have greater credibility and sustainability because they allow constituents to observe and then participate in creating the conditions for change.
- The personal conduct, style, or behavior of campaign participants can have an equal or even greater influence on constituents than the message of a campaign. Therefore, it is very important that every campaign representative behave responsibly by being polite, respectful, honest, and informed. Many potential campaign supporters will judge the merits of the campaign based on the characteristics of the campaigners. Moreover, maintaining the highest ethical standards of behavior will increase the effectiveness and sustainability of the campaign organization itself.
- The cornerstone of an ethical campaign is good communication—among organizers, and back and forth between constituents and organizers. Good communication happens when every possible social interaction is exploited. Phone calls, faxes, emails, direct mail, billboards, flyers, commercials, interviews, symposia, meetings, rallies, door-to-door, and word-of-mouth are all channels of communication that can assist in running an effective and principled campaign. Good communication will keep the campaign organization flexible, responsive, and transparent; it will ensure that the campaign message reaches the broadest audience; and it will allow suggestions and feedback to reach campaign organizers who will benefit from the advice and guidance.

## YOUR TURN

Make two columns on a piece of paper, chalkboard, or poster-board. As a group or individually, brainstorm *rights* you believe that leaders, organizers, and constituents have throughout the course of a campaign, and write them down in the first column. “Rights” can be everything from human rights (such as the right to free speech) to procedures (such as the right to know how one’s own financial contribution will be spent). In the second column, write down *responsibilities* you believe leaders, organizers, and constituents have throughout the course of a campaign—what are the ethical obligations of each participant.

RIGHTS	RESPONSIBILITIES

# APPENDIX D

## Mobilizing / Getting the Word Out Tip Sheet

### TIP SHEET

The key to mobilization is education and empowerment, whether you are trying to change legislation, support a political candidate, or alert your community about a specific issue. Your task is to educate people about the issues that concern them. Education happens when you prepare your arguments, present your strategies, and persuade your audience. You can educate people on the phone, at their door, on the street, on websites, at rallies, in radio and television interviews, in newspaper and magazine articles and editorials, and in letters and emails. Even sign-on petitions, voter registration, and thoughtfully crafted appeals for funding can all be used as opportunities to educate a constituency.

#### Preparation, Presentation, Persuasion

Speeches, Articles, Editorials,  
Letters to the Editor,  
Direct Mail Letters, Emails

**NEED**

Interesting, easy-to-follow arguments that are well supported by factual examples, data, and anecdotes

Telephone or Door-to-Door Campaigns, Interviews, Panel Discussions

**NEED**

Talking points and selected data to make the issues relevant to the particular audience

Rallying Cheers, Posters, Bumper Stickers, T-shirts

**NEED**

Quotable slogans, memorable facts, and recognizable logo and/or color scheme

- The most active and committed participants in a campaign are those who really understand the issues, and what steps need to be taken.
- Your education message must have two parts: (1) a straight-forward description of the problem, and (2) a clear and concise plan for how it can be fixed.

## **YOUR TURN**

### **Talking Points**

Talking points are an excellent tool for identifying and explaining your campaign's chief concerns and what you want done about them. Talking points can serve as an outline for a speech; they can help you stay on message during an interview; and they can prepare you for common questions that will arise when you speak with people about your campaign.

Talking points, which often look like a list of bulleted sentences or paragraphs, should be in a format that is easy to skim for ideas or can jog your memory while you are talking to someone. There really are only two rules when drafting talking points:

- Talking points should provide helpful and persuasive information that goes beyond your preliminary statements. For example, if you are campaigning for Helen Patois running for political office, you do not need to have a talking point that says, "Vote for Helen Patois." More helpful would be reminders of the legislation she supports, her economic expertise, and the important people who have already endorsed her candidacy.
- There is no length limit to talking points, but your list should be well organized so that the information is accessible. For instance, if your talking points fit on a single page, bolding or highlighting certain words may be enough to remind you of the points you intend to make in your presentation. Talking points can be much longer however. In fact, press spokespersons sometimes have binders with dozens of pages of talking points. In order to keep all the information they need at their finger tips, the talking points are divided into sections, and each section is carefully tabbed, labeled, and organized so that certain types of information are given priority on the page.

### **Preparing Your Lesson**

Whether you are giving a speech, being interviewed, or are knocking on doors to talk to people individually, effective mobilization relies on effective education. And being effective means being prepared. Sometimes, you may have less than a minute to explain your issue, as well as what you want someone to do about it and why.

### **Slogans and Catch-phrases**

There are dozens of places to advertise your campaign, and each one is an opportunity to educate more people about why they should take action. Radio and television spots can reach a large audience, but they can be prohibitively expensive. If you are creative about where you post flyers, bumper stickers, signs, and flags, your message will get out. Remember that flyers can be mailed, faxed, emailed, and posted or linked on Web sites, as well as posted on walls and windows in public spaces. If you can find willing local merchants, shop windows are a great place to post your signs.

To make your flyers and other campaign materials compelling, it is helpful to have a slogan or catch-phrase that you can reuse over and over again. It is

important that your slogan be easy to understand and easily recognizable. It should be short, memorable, consistent with your talking points, and supported by your data. For instance, a group that supports increasing the number of women in the judiciary might choose a set of scales as their symbol—signifying equality and justice. Their slogan might be “Women Judges Now! It’s Only Fair.”



**Women Judges Now!**

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**It’s Only Fair.**

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# APPENDIX E

## Networking and Coalition-Building Tip Sheet

### Tip Sheet

A coalition is a group of organizations that are working in partnership toward a common goal. Organizations that unite behind a shared endeavor increase the resources, personnel, funding, visibility, and credibility directed toward their effort. Even organizations that might normally compete for funds or media attention, or organizations that have divergent ideological aims sometimes form strategic alliances to work together on certain objectives. There are times when establishing a coalition can be more work than it is worth, or for a variety of reasons, formal partnerships may simply not be feasible. In those instances, informal networks can still help secure endorsements and material support for specific campaigns.

Partnering with organizations with similar goals is the first step to building your campaign's network and resources. These organizations are usually already familiar with your organization, or with your work. In the best of circumstances, you will routinely find that you support the efforts of your partner organizations, and they in turn will often support your endeavors.

Depending on the issue or candidate you are supporting, there may be groups (unions, student bodies, civic organizations, etc.) with which you can establish a strategic alliance, even though usually you would have little to do with one another. Often the strongest and most politically powerful coalitions are those that have formed alliances across cultural, racial, gender, and political lines.

In addition, there may be businesses, community groups, religious affiliates, and individuals who are not able to join a coalition in any official capacity, but are able to provide “silent support” to your campaign. Silent supporters can help by contributing material resources—such as microphones and recording equipment, meeting space, and supplies for signs and flyers—or by offering funding.

Another potentially important campaign tool is securing endorsements from prominent politicians and celebrities, and influential editorial boards of newspapers and magazines. These endorsements, while not providing any immediate profit, may influence others to lend you their support.

Your network may be your single most important asset for getting your word out. When a coalition works well, it extends the campaign's credibility, productivity,

and responsiveness to the community's needs. Following some basic guidelines will help your coalition operate smoothly and effectively.

- Use democratic and transparent processes for making decisions and carrying out financial transactions among coalition members. Demonstrate respectful, tolerant, generous, and compassionate leadership. Engage in frequent dialogue with your coalition partners and remain flexible about their needs and expectations.
- Conduct regular meetings with representatives of all the coalition partners. The benefit of frequent meetings cuts two ways. Your coalition members stay involved and informed, and the campaign benefits from updated information and new resources that the members provide.
- Respect coalition members' efforts to balance the needs of their organization with the needs of the coalition. Understand and, as much as possible, accommodate the different organizations' internal decision-making processes.
- Delegate tasks to your coalition partners whenever possible. Delegating relieves some of the organizing or fundraising burden from the campaign's central coordinating body, and it empowers coalition partners by giving them a greater stake in the outcome.
- Be explicit about the responsibilities of each coalition member to avoid misunderstanding and mistakes later on.
- In building a coalition, you can never thank people enough for their support. Be alert to the many contributions, both material and in time and expertise, that your coalition members are making. Take every possible opportunity to acknowledge and thank contributors, and encourage others to do so as well. Being appreciated keeps participants' morale high, and can inspire them to become more involved.

## YOUR TURN

Partnerships, collaborations, networks, alliances, and coalitions are all relationships in which organizations or individuals share information and resources to reach their goals. You can increase your effectiveness when you capitalize on the resources and services of other organizations, and you can increase your output when you lend your own organization's services or expertise. In addition to developing relationships with individuals in your own field, networking with policy makers, reporters, funders, academics, graphic artists, computer technicians, even travel agents, may provide you and your organization with a ready list of advisers, planners, and contributors for a variety of initiatives.

There are, however, some disadvantages to working collaboratively. The most common is slowness of group decision-making. Every organization has its own decision-making process. Thus, the greater the number of organizations involved in a decision, the more steps there will be to reaching a course of action that all can agree upon. The second big drawback is the amount of time, energy, and

resources that must be dedicated to communication between and among the coalition partners to keep each abreast of the coalition's needs and its next steps.

Before embarking on coalition-building, consider the following questions:

- What is the common issue that all of the coalition members want addressed?
- Will the organizations' efforts together be more effective in reaching their goal than if they pursued it independently?
- What are the likely obstacles that the organizations will face in working together? Can these obstacles be overcome?
- Is each partner organization interested in contributing to the coalition's work, not just garnering publicity or other individual rewards from the coalition's efforts?
- Is each partner organization welcome in the coalition by the other partners?

### **Steps to Coalition-Building**

- **Choose a lead agency or lead agencies. The lead's task will be to facilitate the work of the coalition by organizing meetings, ensuring that the delegated tasks are being completed, and evaluating and communicating to coalition members their progress in reaching their goal.**
- **Consider the shared vision of the coalition members. Write a mission statement and the coalition's long-term and short-term goals. How will the coalition know it has met its objectives?**
- **Decide on the funding contributions of coalition members and/or the coalition's fundraising strategies.**
- **Delegate tasks to each coalition member and the timeframe in which the tasks need to be completed.**
- **Decide on when and how often the coalition members will meet.**
- **Discuss processes for evaluating the productivity of the coalition. Seek an understanding from all the coalition members that they will be flexible and responsive to changing needs of the coalition.**
- **Determine the coalition's criteria for inviting in new coalition members.**
- **Remember to thank everyone, often, for all their hard work!**