

Confidence, Capacity, Connections

A Young Woman's Guide to Leadership

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Introduction

Whether you are part of an established organization or association, an aspiring politician, an individual with a project idea or someone struggling to balance too many roles and responsibilities in your life, this guide is designed to provide you with the basic tools necessary to start taking action in your community on the issues that matter most to you. It's a guide for young women leaders, written by young women leaders.

Focusing on building **confidence**, enhancing **capacity** and making **connections**, this guide will help you assess where you are, identify where you want to be, and help you create your personal roadmap to develop your leadership potential.

Some aspects of civic and political engagement may seem daunting, but that's what this guide is for—to walk you through the basic components of leadership, project planning, networking and other skills you'll need along the way.

The ideas and strategies offered in this guide were developed from the advice and experiences of 25 young women activists from Algeria, Egypt, Libya, Morocco and Tunisia who were a part of the “Youth of Today, Leaders of Tomorrow” initiative, a year-long program focused on community engagement, networking and peer mentoring. Their ideas are combined with best practices and recommendations from NDI's work with women leaders around the world.

As a young woman who wants to make a difference where it matters, you are part of a broader, global community striving to improve your world in both small and big ways. No matter where you are coming from, this guide can offer a blueprint for the change you want to achieve as a young leader – both in yourself and in your community. You've already taken the first step just by reading it!

Part I:
Building the
Confidence to
Participate

Introduction to Confidence

What is confidence? What does confidence mean to you?

If you are going to be an effective leader, you have to believe in yourself. This type of confidence is more than just feeling like you are a good person. You need to develop confidence in your ability to lead. What does this mean? How do you do it? You develop confidence by learning how to create a balance in your life, how to manage your time effectively, how to present yourself and how to prepare yourself to meet the challenges ahead.

You may be wondering why confidence and other personal topics are included in a guide on young women's civic and political leadership. It's because of one simple truth: leadership and advocacy do not exist in isolation. Even if you are doing great community or political work, you are still a person who has needs, wants, distractions, commitments, insecurities and frustrations, just like any other person. In this sense, confidence helps you feel comfortable in your own skin and more in control of your life and your future. Confidence enhances your personal sense of power and helps you focus talents, energy and creativity towards organizing and taking action, in both your personal life and in the larger world.

This chapter focuses on the confidence that comes from knowing yourself and everything you have to offer. You will hear from other young women leaders about their own experiences and complete exercises to help you identify what "being confident" means for you in the context of activism.

Chapter One:

Personal Balance

“Our lives are a mixture of different roles. Most of us are doing the best we can to find whatever the right balance is . . . For me, that balance is family, work and service.” – Hillary Rodham Clinton, Secretary of State, United States of America

A leader – no matter her age – can clearly see the changes she wants to inspire in her community, in her country and in the world. What is not always so clear is the personal path it will take to inspire, inform and involve others to join her cause. Women especially struggle to fulfill so many roles, both chosen and prescribed.

A woman can be at once a sister, a friend, a mother, a daughter, a partner, a professional, an activist, an educator and an athlete—all the while stretched in so many directions, asking herself, *“How can I balance all the things I am supposed to be and still be happy, fulfilled and motivated enough to succeed?”*

To make a difference in your community and be an effective leader, it takes more than a dream, a well-thought plan or even all the money in the world. More than anything, it’s about achieving a balance between taking care of your community and taking care of yourself. By creating balance in your own life, you gain more control and confidence.

It is important to be mindful that the most difficult place to lead is in your own life; however, it is the most meaningful, critical place to start if you want ultimately to lead others. Personal balance is about sketching a blueprint for your daily life, so as not to lose your creativity or authenticity or become overwhelmed. It’s about letting go of idealistic attachments to absolute perfection and chronic dissatisfaction. Above all, it’s about leading

Global Perspectives: Women across the globe face different kinds of demands on their time and energy, based on their cultural, social and community contexts. In many parts of the world, personal time and space are not culturally held values. The time and work that women are obligated to give as mothers, daughters, sisters, cousins, wives and community members can be extraordinary. Obligations surrounding weddings, funerals, childcare and daily housework can vary country to country. It is often difficult for women to say, simply and without apology: *“No, I just can’t do it today.”* What kinds of obligations are unique to you in your country?

with awareness, perspective and gratitude wherever you “land” – at home, at work, in relationships.

■ Exercise: Leading Where you Land – Living a Balanced Life

With input from young women around the world, we’ve identified what we believe are the most common and important life categories for achieving balance as an effective leader. Use this list to reflect on your own life, then “grade” yourself. Feel free to add new categories based on your own situation.

The process of grading yourself in each of these categories is not meant to scare you! Rather, it’s meant to help you take stock of certain areas of your life and understand your context (where you are now) so you can focus on setting goals (where you want to be).

Step One: Assessing Your Current Balance

Directions: Review the following life categories and grade yourself based on how you assess yourself in each area right now.

Grading System:

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Categories:

- **EDUCATION AND TRAINING:** Are you where you want to be in terms of earning degrees and continuing formal, higher education? Are there new life skills (such as a foreign language or new technology) you want to learn? Are you pursuing opportunities to do so? Are you continuing your education in a lifelong way by reading and building awareness of national and global issues?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **COMMUNITY ENGAGEMENT:** How involved are you in your community? Considering the opportunities for political and civic engagement available to you (such as neighborhood associations, volunteer work, community service or political parties), how involved are you? What are you doing to make your community better? To inspire others?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **NETWORKING:** What networks are you a member of? Are you actively contributing to the growth and maintenance of those networks? Are you getting what you want from your networks? Are there networks you have not accessed, but would like to? Is there someone you would like to meet? Have you tried to meet her/him?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **VISIBILITY:** Who knows you? Who knows about or sees and reads about the good work you are doing? What public credit are you giving yourself for your leadership accomplishments – whether through an association, cause or personal visibility? Have you had a story printed or posted online?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **FINANCES:** Do you know the situation of your personal finances? How much money do you want or need compared to what you have? What types of money or support are necessary for you to achieve your goals? Do you know where to look for money?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **HEALTH:** Are you in good health? If not, are you aware of what it would take to be in better health? Is your lifestyle supporting your goals for health? Are you eating in a way that makes you feel healthy and happy? Are you exercising in a way that makes you feel healthy and happy? How is your mental health? Energy?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **PERSONAL:** Are you being good to yourself? What makes you happy? Are you doing things that are personally important to you and that bring you joy and peace – such as reading, watching TV or movies, having time alone, seeing friends, shopping, exercising, writing, volunteering, painting, chatting online, dancing, cooking or meditating?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **FAMILY & RELATIONSHIPS:** Are you devoting time to nurture relationships (with family members, partners, close friends and mentors or others in your life who are important to you) based on what YOU want and not what is expected of you? Are there particular relationships you would like to strengthen?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **FAMILY & RELATIONSHIPS:** Are you devoting time to nurture relationships (with family members, partners, close friends and mentors or others in your life who are important to you) based on what YOU want and not what is expected of you? Are there particular relationships you would like to strengthen?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **SPIRITUAL:** This category is personal in nature and depends on each individual; spirituality is about whatever feeds your spirit and doesn't have to be religion. How do you define spirituality – religious or otherwise – in your life? Are you doing the things that make you feel spiritually satisfied – prayer, going to place of worship, meditating, practicing yoga, experiencing nature or playing music?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

- **LOVE:** This category is not only about romantic love. Are you working on the lifelong process of loving yourself? Others? Are you dating and building relationships in a way that brings you growth and happiness? If married, are you devoting quality time to your marriage? Does this relationship make you feel happy and fulfilled? If a mother, cousin or aunt, are you devoting quality time to your children or nieces or nephews? Are you working on friendships?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Comments: _____

Step Two: Looking at the Big Picture

- How confident are you?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

- How happy are you?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

- How authentic and honest are you with yourself?

1=Bad 2=Could Be Better 3=OK 4=Pretty Good 5=Wow!

Step Three: Total Your Score

Score: _____/65 TOTAL POINTS

Date: _____



STOP: THINK

There is no “perfect” or “failing” score. These are aspects of your life that will grow with you, changing with time and context. Think about how you graded yourself. Where did you score the highest? The lowest? Why? Think about the steps you could take to achieve the scores that would satisfy you the next time you do this exercise. Revisit this self-assessment every six months or anytime you are feeling overwhelmed by everything competing for your attention. Use the blank balance assessment tracker tool (Appendix 2) to help. Date your answers and track your progress with time.

For more information on Personal Balance, check this online source (English):
Building Self-Confidence:
<http://www.mindtools.com/selfconf.html>

Chapter Two:

Time Management

“Until you value yourself, you will not value your time. Until you value your time, you will not do anything with it.” – M. Scott Peck, Psychiatrist and Author, United States of America

Time is a luxury, both challenging to find and seemingly impossible to manage. This is especially true for women who, as a result of having competing priorities and multiple roles, do not always feel that their time is their own. It’s even truer for women leaders who not only are trying to achieve a balanced life, but are also pursuing their goals and projects for community betterment.

How you manage your time is ultimately what will separate you as someone who can allow herself to achieve her ideal future and success as a leader from those who do not. Time management is more than learning tools and techniques for delegating, organizing, scheduling and prioritizing. Time management is ultimately about **increasing your capacity to change the world**. Just as with balance, when it comes to managing your time, you have to lead yourself first to lead others more effectively.

Step One: Time Management Tracking – See How You Really Spend Your Time

Finding time is the first trick to managing it. Look back at your personal balance assessment. What were the areas in which you scored lower than you would have liked? How will you find the time to nurture these areas?

1. Think about your average day—what do you do first, next, in between and last? How about for your week? Include daily activities, such as waking up, getting ready for work and cooking dinner, in addition to periodic activities such as volunteering, spending time with friends, exercising or watching TV. Not all these activities are daily; you may, for example exercise three times a week or watch your favorite TV program on a certain day.
2. Make a list of what you *cumulatively spend your time* doing and for how long each

day and, on average, per week. This exercise will give you an idea of where you might need to adjust your balance.

3. Look at your answers and compare them with those on your personal balance assessment. Where are you spending more time than you would like? Where are you not spending enough time to achieve balance or truly be productive? What can you do to change this? What do you want to change? Write these thoughts down.

Example:

| Category | Average Hours Per Day | Total Hours Per Week |
|--|-----------------------|----------------------|
| Sleep | 4 | 28 |
| Getting ready in the morning | 1.25 | 8.75 |
| Work | 4 | 28 |
| Time in meetings | 2 | 14 |
| Facebook™ and/or online chatting that does not involve professional networking | 2 | 14 |
| Driving | 1 | 7 |
| Cooking | 0.5 | 3.5 |
| Watching TV | 0.5 | 3.5 |
| Getting ready for bed | 0.25 | 1.75 |
| Education and learning | 1 | 7 |
| Community engagement | 2 | 14 |
| Networking | 1 | 7 |
| Finances | 0.25 | 1.75 |
| Health and exercise | 0.25 | 1.75 |
| Personal time | 1 | 7 |
| Family and relationships | 1 | 7 |
| Spirituality | 1 | 7 |
| Love | 1 | 7 |
| Other | 0 | 0 |

Step Two: Make Smart Decisions

Decision-making is a key component of time management skills, particularly for women who are masters at multi-tasking. Making smart decisions in your everyday life in terms of how you choose to allocate and manage your time is an essential practice to making smart decisions as a leader.

If, for example, you find you are spending too much time in meetings and not enough time doing actual work, delegate the task of meetings to a colleague or someone you supervise. If you are spending too much time in front of the television, prioritize what you benefit from watching (even if it is only to watch something light that quiets your mind) and watch only that. If you want to exercise more, decide to do so and make time by reducing the amount of time you spend online or getting ready in the morning.

Tip: Always have up to three things to do while waiting. So much of our time is spent waiting: for a bus, for a meeting to start or for a car or airplane to arrive somewhere. Avoid the feeling of being unproductive in these circumstances by always having these on hand:

- A magazine or book to read if you feel you aren't spending enough time reading for yourself.
- Documents to review if there isn't enough time at the office to devote to longer term projects.
- Phone numbers to make important calls that would otherwise take away time at your desk.
- A laptop to work offline and prepare all the emails you have to send by the end the day.
- A small, portable notebook to jot down all of your brilliant ideas!

Step Three: Avoid Procrastination

Everyone procrastinates, and there are a lot of reasons why:

- We are waiting for the “right” time or mood
- We lack a clear plan or objective, or just don't know where to start
- What we are trying to do seems too daunting
- We need help, but are afraid to ask
- We feel the task was imposed upon us by someone else and we don't feel ownership over the process
- We underestimate how much time a given task will require
- We are perfectionists and think it is better to do nothing than to do something less than perfect.
- We are tired or unmotivated

- We spend too much time dreaming and worrying about the future instead of focusing on what needs to happen in the present

Daydreaming is healthy; it's about creating a story of betterment in your own mind. It's what you need to first visualize, and then realize an objective. But it's also a way to procrastinate and distract you from your actual goals. We often spend so much time thinking about things, avoiding something or imagining situations of "what could be" or "what should be" that we spend more time not doing something than actually *doing* it.

Whatever your goal is – whether making more time for yourself, learning a new language, starting an association or running for office – the key is to take control of your time. If you find yourself procrastinating, the best thing to do is to roll up your sleeves, reassess your plan, ask for help if you need it and get to work!

Step Four: Manage Stress & Time Together

Stress management and time management go hand in hand. Good time management can reduce the stress of having to accomplish so much in so little time. Similarly, good stress management gives you more time to do the things that are most important and achieve your balance.

Ideas for reducing time-related stress:

- Adjust your priorities (from more work to more personal time, or from too much personal time to more focused time for work)
- Exercise regularly (it's a scientific fact that exercising makes you feel good and gives you more energy)
- Make a plan (and a to-do list)
- Ask for help

To-Do Lists – Why We Love Them.

To-do lists are the key to efficiency. When making your to-do list for the day, the week or the month, follow these steps:

Prioritize – First, what is urgent and important that needs to be done right away? Second, what is not urgent but important and needs your time and attention? Third, what can wait?

Be Realistic – How many tasks can you realistically achieve in one day without sacrificing your personal balance or creating stress?

Delegate – Who can lift the time burden from you by doing or helping with certain tasks?

Act Immediately – Be careful not to spend too much time making a list and not getting to the items on it!

Cross it Off – Nothing feels better about a to-do list than crossing off a completed task. Reward yourself by reviewing your list often and feeling satisfied at seeing all you've already accomplished.

Step Five: Be Kind to Yourself!

You will never have enough hours to do all you want to do or be the woman, friend, partner, daughter, cousin, aunt and mother you want to be –and, by the way, change the world in your spare time. Even with the most efficient schedule and to-do list, you have to be flexible. There are times when, despite having the best intentions to get things done, you might get sick, have to attend a last minute meeting or have to prioritize a personal obligation, which means that inevitably, something on your to-do list will have to go. So be kind to yourself. Whenever you feel you haven't done enough, or should be doing more or feel frozen by the fear of moving forward, take time to acknowledge and appreciate all you already do and all you've accomplished. Never stop striving for that balance. Hold onto your faith in your capacity to achieve – that's true confidence.

For more information on Time Management, check this online source (English):
Work/Life Balance Calculator:
<http://www.cnn.com/2008/LIVING/worklife/06/04/balance.calculator/>

Chapter Three:

Presence, Voice and Image

“My name is Achouak Hannachi. I'm from Tunisia and I'm a journalist in a Maghrebian channel called Nessma TV. I am also involved in community projects to raise awareness of the situation of women in the African and Arab world, and especially women living with HIV. Now, with my position at this channel, I am trying to show the situation of women, to show their strength and give good examples for people by making reports or inviting successful women in different fields to come and talk about their lives and share their stories.

My first experience was very fun; I remember the first time when I went out with a camera to shoot the Tunisian International Film Festival and the title was "Femmes je vous aime" (Women, I love you). All of the sudden, I was surrounded by movie stars from different parts of the world. I was a little bit nervous but my experience in theatre and tips on controlling my voice and presence helped me a lot in building my self confidence, so I made it!

For my voice, considering my theater experience, I know how to play with it and change the tone depending on the purpose and the situation of my speech. Now, I even do dubbing for many American film stars!

*I'm really happy about what I've accomplished and what I'm doing. My friends tell me that I look different when I have my microphone with me; they tell me that I look more confident and powerful and I'm not afraid to ask what I want from the person in front of me. – **Achouak Hannachi, Journalist at Nessma TV, Tunisia, 28 years old***

First impressions matter. It takes a person only a few seconds to evaluate you and form an opinion. As a leader, you will be evaluated by people with each new encounter. Because of perceptions about how women – young women in particular – should behave and look in personal, professional and public settings, these evaluations will inevitably be harsher than you would like.

For better or for worse, your overall presence is defined by both your image and your voice. No, your clothes do not define your self-worth, strength or independence, but they can affect how a person will judge you at first glance. Young women especially may be

stereotyped as wearing too much makeup, dressing too sexy or unprofessionally or for wearing distracting jewelry. Similarly, young women are expected to have soft, high-pitched voices that connote neither confidence nor conviction. Knowing this can make meeting new people, speaking in public, interviewing for a job or with the media terrifying. The trick is taking control of both your image and your voice and letting your confidence grow around them.

Here are 10 tips to help you maintain the confidence that your first impressions will always be strong, professional and memorable.

**Disclaimer: These are tips that will work in any setting, regardless of culture, class or age. Still, these are only tips—remember to always be yourself and authentic with who you are.*

1. Overall Presence

- Imagine what people will see when they see you. Know ahead of time what you want their impression to be.
- Wear your confidence like a garment; even on the days you feel less than confident, remember that which makes you feel best about yourself and let it show through your voice, face and stance.
- Keep your energy even and high. On the days you feel you have lower energy, drink more water, eat healthy foods and concentrate on fewer tasks and people in order to devote more of your energy to each individual person or item.

2. Voice

- Three Powerful Characteristics:
 - Lower (*move the register of your voice from your head to your chest*)
 - Louder (*project your voice to the back of the room*)
 - Slower (*breathe, pause and add emphasis where needed*)
- Sometimes when people are speaking while nervous, their voices tend to rise throughout their sentences, so that it sounds like they are asking a question instead of making a statement: *“I’m really happy to be here today? What I want to talk to you about is really important?”* Take care to keep your voice steady and level.
- Use vocal variety! Different tones of voice, appropriate pauses and changes in pace help hold an audience’s attention.

3. Face

- Communicate and make contact with your eyes – they reveal your sincerity and strength and tell someone how accessible and approachable you are.
- If you are speaking to a group of people and are nervous to look anyone in the eye, try and identify a few pairs of “friendly eyes” to make eye contact with. If you are still too nervous, pick fixed points in the room (above the heads of your audience, so you aren’t looking at the floor) and focus on those.
- Wear tasteful, minimal and classic makeup that accentuates your eyes more than your lips.
- Smile!

4. Movement

- Practice good posture (don’t slouch your shoulders).
- If hand gestures are natural for you when speaking, use them appropriately.
- Avoid making people nervous by “dancing” or shifting the balance of your weight from side to side. In situating yourself, it is good practice to place your legs about shoulder-length apart.
- If you are “walking and talking,” pace yourself so you aren’t moving too quickly.

5. Jewelry

- Remember that “less is more”—meaning that fewer accessories make the most impact.
- Choose simple jewelry that won’t create distractions (i.e., avoid dangly earrings).
- Be appropriate—if you’re asking for money, don’t wear diamond rings!
- Be aware of bracelets or bangles that create noise or tempt nervous gestures when speaking in public.

Exercise: Make a first impression on yourself! Ask a trusted friend or colleague to film you speaking. Watch the tape and evaluate your presence, voice and image. First list what you like about what you see. Then list what you think you can improve. Ask your friend to offer her impressions. Then do the same for your friend. This is an empowering and supportive exercise from which you will both benefit and find greater confidence.

6. Colors

- Solids are preferable to too many patterns.
- If your skin is light, choose darker colors that complement your eyes. If your skin is dark, choose light and contrasting colors.

- When in doubt and it's appropriate, choose black or dark blue suits – they flatter everyone!

7. Shoes

- Make comfort a priority.
- Choose the highest heels in the morning and the lowest in the evening to avoid pain!
- Change your shoes often.

8. Clothes

- Choose clothes that are simple, elegant and professional (with a touch of you).
- Avoid cleavage-revealing tops and short skirts – it is always wise to dress slightly more conservatively than your audience; unfortunately young women who don't are often stereotyped as being less credible.
- A good rule of thumb for deciding "should I wear this?" is: "When in doubt; don't!" If you are feeling nervous about an outfit, just pick something else.

9. Hair/Scarf

- Just like clothing and jewelry, hair should not be too distracting or have too many accessories.
- When in doubt, pull your hair back so people can see your face; this also will make you look older.
- If you wear a scarf, choose a light color or positioning that enables people to read your eyes. Avoid playing with or rearranging your scarf while speaking.

10. Dialogue

- Keep the conversation flowing and be a good listener – pay attention when people are talking to you and show an interest in others.
- If you are unsure of what to say, keep asking questions to show interest and find areas where you can relate.

For more information on Presence, Voice and Image, check this online source (English):
Be A Presence In Any Room:
<http://www.potential2success.com/beapresence.html>

Chapter Four:

Types of Leadership

What kind of leaders are there? What kind of leader do you want to be? Leadership styles come in many shapes and sizes. Here are some different types

1. **“Autocratic”** – These leaders make unilateral decisions, without the consensus or buy-in of those they are leading; they tell their team what they want done and how they want it done. These leaders are convincing, but tend to get their way through intimidation and force.
2. **“Fits & Starts”** – These leaders have sporadic moments of inspiration and action, but often struggle with maintaining their motivation through to getting results. They are inconsistent.
3. **“Inclusive Leadership”** – These leaders want to give every person equal say in the direction of a project; this is much more democratic in nature, but sometimes can add too much time to a project before real results are achieved. The problem is that nothing gets done because this leader is too busy trying to get everyone to agree. Women often fall into the inclusive leadership trap by trying to be “too fair” with little progress actually being made.
4. **“Self-Sacrificer”** – These leaders love the phrase, “I guess I’ll just do it myself; if no one will help, then I will make do with what I can.” This attitude becomes a barrier to others wanting to help and is related to the “Control Freak” leadership style listed below.
5. **“De Facto Leader”** – These are people who have been involved from the start and may not technically be the official leader of a group, but are automatically placed in a leadership role because they are the hardest workers; those in power indirectly expect them to complete otherwise unfinished tasks. Though their authority is not direct, these leaders have a natural ability to hold a team together and get a lot done if they take ownership.

6. **“Control Freak”** – This type of leader is an all too common stereotype of women in leadership roles. These people mistake being in charge of a list of things to do as “leadership” – and have a hard time (even to the point of resentment) when someone comes along and wants to help take things off their list and share the load.
7. **“Popular But Overcommitted”** – These leaders are those who have shown leadership at some point, but become besieged by several groups to serve on their boards, committees, teams, etc. They are well-intended and helpful – when they are actually present. They are not to be counted on for work outside a meeting and often miss several meetings because of over-commitment.
8. **“Never Make a Decision before It’s Time”** – This leadership style is most frequently seen in older generations of women (over 55). These leaders make meetings the point of their existence, and are quick to appoint committees, ask for additional research, avoid making a decision if meeting turnout is low, etc.
9. **“Biting Off More than We Can Chew”** – These leaders are always coming up with lofty ideals and great goals – they are unfortunately too big to accomplish. A frequent style of young leaders, these people start in the right direction, but often do not have the right connections, experience or resources to accomplish much of the goal. Meetings with great discussions lead nowhere and people drift away from the group.
10. **True Leadership** – The best leadership style is one where a leader motivates people to do the work to accomplish a common goal. These leaders see a problem and take steps to fix it. They are comfortable consulting others for input, but can also make decisions when time or circumstances require them to do so. They are not slowed down by ego or obsessed with getting credit; rather, they are clear in helping people understand how to work towards a common goal, and offer tools, ideas, inspiration and persistence to get things accomplished.



STOP: THINK: Did any of these leadership types seem familiar? Have you worked with these types of people before? What kind of leader do you think you are? What kind of leader would you like to be?

Qualities of an Effective Leader

There is no single recipe for true leadership. However, there are some qualities that many great leaders do share:

A strong leader has **integrity**—her actions correspond with her words and she follows through on her promises.

An effective leader can **create a vision** and clearly communicate that vision to the public to encourage and inspire support. An even more effective leader can **maintain the vision** and guide others, even when times get rough.

A good leader should seek to **develop new leaders** by helping people find their own unique talents and capacities and assisting them with their growth. As you foster and promote the leadership capacities of your peers, your respective strengths can complement one another to strengthen the scope and effect of your collective efforts.

Leaders must listen—by **encouraging disagreement** from others, you create a safe space for honest dialogue and enable constructive feedback among your team. Avoid making disagreement a source of personal conflict with partners and colleagues. **Focus on principles instead of personalities** during discussion and debate.

If you hope to be able to lead others, you have to be willing to take responsibilities for the outcomes of collective action. You must be willing to **assume responsibility for the final decision**—to share success with your team and to accept blame in case of non-satisfactory results.

As this guide will demonstrate in later chapters, planning is essential to success. While it is true that a leader should **have a plan**, a good leader should also **be flexible** enough to adapt or change according to needs. When carrying out activities in your plan, remember that we live in “changing times.” Make sure you are familiar with and **take advantage of all resources**, tools and technology.

Assess your own leadership style—take the leadership self survey in the back of this guide, Appendix C.

For more information on Types of Leadership, check this online source (English):
Leadership Crash Course:
http://www.leadershipcrashcourse.com/cc_seventypes.html

Chapter Five:

The Realities of Leadership

*“There are many other things to consider when women decide to run for elective offices. You are looked at as irresponsible, as if you are going to abandon your family once elected. The community does not look at it as natural for you to be in leadership and then be a mother. You have to stand on your own feet and show that you can provide qualitative leadership... You should not be discouraged by failures. It is part of leadership. Nobody succeeds in all they want. There is always a winner and a loser, and when you lose, you should appreciate it because it is part of the game. You just have to stay in the game and maybe you can also win the next time.” – **Honorable Cecilia Ogwal, Parliamentarian, Uganda on convincing her political party that she could run for office.***

Successful women leaders are highly dedicated to their causes and to others. This dedication is the fuel you need to organize and motivate others to inspire change. But what happens when the challenges – personal, professional and political – get in the way of the change you’re trying to inspire and create a sense of powerlessness? We call these challenges and setbacks the “realities of leadership.”

The bad news: Setbacks are inevitable. You will at times become depressed. You will feel overwhelmed. You will face adversity. You will be told “no.” You will lose your confidence. You will make mistakes and be tempted to give up. You will feel paralyzed by the lack of answers, support and resources. And when you look at all the women you admire and who have been successful, you will think that somehow they had it easier.

The good news: Every woman feels this way at times and experiences the realities of leadership in her own context. This means you are never alone in facing the challenges of your reality. By understanding what these leadership realities are, you will increase your capacity to sense accomplishment in the future. Here’s how:

Step One: Be Aware of the Realities that You May Face

- Family issues
- Trying to advance your education
- Fatigue (mental and physical “burnout”)

- Financing
- Relationships (both starting and ending them)
- Dealing with bureaucracy
- Moving
- Changing jobs
- Criticism
- Self-doubt
- Backlash
- Harassment
- _____
- _____
- _____



STOP: THINK

What did you add to the list as your leadership realities—in the past, for the present and what you anticipate in the near and long-term?

Step Two: Maintain Perspective

So often, the realities of leadership can create a paralyzing effect and a need to “hold on” to something – maybe your original plan or a memory of when things were easier, of past relationships, or of shaken professional or political goals. All of these attachments make it difficult to believe in your work and in your capacity to move forward. But if you can maintain confidence in your ability, you will know what you produce is good enough and workable. You will know that your plan might need adjusting, or that a deeper lesson has yet to reveal itself from the realities of your struggle. Maintain that perspective even when it’s tough to find; when you can’t find it, remember your first role as a leader: to involve and inspire others.

Some tips on maintaining leadership momentum when dealing with challenges:

- Establish trust among peers.
- Be enthusiastic about what you do—if you’re not enthusiastic, you won’t be able to inspire or motivate others.
- Always, always, always share credit; always say that whatever you accomplished is thanks to the whole team.
- It is important for the people working with you to feel appreciated and to feel that they are doing a good job, so always tell them.
- Be fun! People will approach you when you’re fun—you don’t have to be serious or tough to make people appreciate or respect you.
- Don’t get discouraged; times might be rough, but remember to take the time to communicate and listen, to be strong and not to quit.
- Always set goals; it keeps you focused.
- Keep your head up while walking because looking down infers inferiority. You are a woman, so what? You don’t have to apologize for that. Celebrate it!

Step Three: Nurture Your Network of Personal and Professional Support

You cannot do everything by yourself—you need people. When faced with the realities of leadership, seek out the people who will give you good advice and who are not judgmental. Try and steer clear of people who thrive on drama—you don't want those people bringing you down. When you are feeling low is the time to be picky about who you talk to. Sometimes, that will include your partner and sometimes not. Think, "who are the people who will be there for me when I need them the most?"

Here are some thoughts and tips from women of many generations around the world on the realities they face, as well as how they deal with them.

On nurturing your confidence:

"Societies don't easily accept people who stand out. Those who do stand out have extra expectations placed upon them; this is especially true for women. Beware that so many women are conditioned to give up. It's a lifelong commitment to fight against that instinct. Women are counting on us to do so." Student, Morocco, 22 years old

On being a woman and facing stereotypes:

"In many societies, there is a stereotyped label on women; the idea of a woman leader is that she has to act like a man to get ahead. We have to take advantage of the world's spotlight on advancing women's human rights. Being a woman is something to celebrate and make the most of." Youth counselor, Libya, 30 years old

On avoiding "burnout":

"It's easy to become over-involved to the extent that you cannot act on anything. It's important to reframe your thinking; you have to put yourself first and remember that if you are not concentrating your energy on people and activities that bring joy, fulfillment and a sense of community, you won't be creative and you won't get anything done." Business and technology professional, Tunisia, 29 years old

On saying "no" and delegating instead:

"You need to learn how to say 'no' in order to respect your own time; it's very important to learn how to delegate. Some of the best leaders are the ones able to delegate tasks and get the job done by gathering others and giving themselves a break to lead better!" Political party activist, Egypt, 30 years old

On being told “no” or being asked to compromise:

“Will people tell you ‘no’? Yes. It is how you deal with it that will make all the difference. Still, never compromise yourself or your values. You have to know who you are and what battles to pick, but you must also know what you won’t compromise on. Knowing who you are and what you want to do are essential. Know in advance what lines you won’t cross.”
Women’s rights activist, Slovenia, 62 years old

On bureaucracy and political realities:

“Being blocked by an administration or a lack of political space or freedom can produce the most crushing depression and feelings of giving up. The battle you have to face is simply too far beyond your control. Leadership in some societies is difficult. The first step is not to lose hope. There are alternatives and many things we can do. In dominating cultures we have to use what we already have. Positive discrimination and attention to reform and discourse on the empowerment of women – exploit this. If we have an obstacle, we have to change our methods.” Author, Libya, 35 years old



Never lose your positive attitude or direction; without them you will be frozen in place. If you can alter your perception to view challenges as opportunities, while simultaneously being kind to yourself and maintaining your confidence, you will succeed. Why? Because that’s what good leaders do.

For more information on The Realities of Leadership, check this online source (Arabic):
Advancing Women’s Leadership:
http://www.ndi.org/files/2248_guide_womenleadership_arabic_123107.pdf

Part II:
Enhancing
Capacities
to Lead

Introduction to Capacity

It is one thing to have a great idea, but it is quite another to make your idea a reality. Leadership takes work! Once you have developed the confidence to participate, what comes next? While having confidence in yourself is instrumental to your long-term success, your confidence needs to be supported by capacity—skills that will help you manage the more practical aspects of planning and organizing a project to improve your community.

This chapter introduces you to the core skills you can use to begin putting your ideas into action. You will complete exercises and learn the fundamental building blocks to create a message, organize a project, benefit from new technology and raise funds to support your efforts. You will also hear from other young women leaders about their experiences acquiring and practicing these important skills.

Chapter One:

Recognizing Your Passions

“My name is Wiam, I am from Morocco. My passion is centered around social work. I feel it is my mission in life to serve others. It’s an exciting journey to discover and feel your passion, especially if you get encouragement and support. I was always concerned about advocacy for good causes, justice and getting people to move beyond focusing on themselves and to think about the common good, and what we are to leave to the next generations.

I can’t help but think about our role, as youth, in policy and decision-making, since the outcomes will lead our lives to either prosperity or distress in the next years to come. Young women who feel strongly about a cause can, with positive thoughts and attitudes, influence the whole policy and decision-making process to claim our rights, practice our duties freely and with no pressure, and implement positive change around us.

I try to raise awareness among youth about all of the possible contributions they can make to increase their visibility and show that young people are an important part of the decision-making process; that they also can have mature great ideas and that they have the ability to turn them into serious hard work to serve their communities and speak out and advocate for the betterment of the situations of people in society that live under difficult circumstances.

I think it’s high time for Moroccan youth to speak their hearts out! They’ve been almost invisible for a long time, as if they have no interest whatsoever. Their involvement in social and political issues is crucial now, because over the last few years, we’ve all witnessed how most developing countries are making giant steps and progressing at the speed of light. I feel it is my responsibility, as a citizen of this country, to be as active on the ground as I am in my thoughts and to articulate what other citizens are thinking in so we can all be actors, driven by patriotism and the desire to live a better life.

*As a young woman, my role is to also enlighten women on how effective they can be if they believe they have demands that need to be answered. We have heard a lot from policy-makers—now it’s time for us to have a say on what is of concern to us, to communicate confidently our needs and wishes. This passion for politics is contagious, and it can only bring people joy and eventual welfare, the joy of selflessly working together towards the betterment of everyone’s lives. – **Wiam Khalifa, Morocco, 25 years old**”*

What drives you to lead? If you are reading this guide, you already feel passionate enough about your community to know that you want to do something to make it better. You also have the confidence to believe in your leadership potential to do it. If you are part of an established organization, you might have a specific mission, such as improving education or recruiting more members for your local political party branch. Even if you are not operating within such formal structures, you can still make an effort to recognize the community issues that matter most to you and turn your passion for those issues into meaningful action.

Step One: Assess Your Current Involvement

Refer back to your response to the question on Community Engagement in your Balance Assessment Sheet. Think about how you answered the questions about community involvement and reflected on the opportunities for political and civic engagement available to you (such as neighborhood associations, volunteer work, community service or political parties). Think about the issues you know a lot about, the issues you know a little about and the issues you know hardly anything about, but about which you might want to learn more and in which you might want to become involved. These issues could include:

- Persons living with disabilities
- Environmental policy
- Race and identity
- Women’s legal rights
- Political participation and awareness
- Reproductive health
- Violence against women
- Economic development
- Arts and culture
- Animal rights
- _____
- _____
- _____

Step Two: Perform a Community Needs Assessment

Once you identify the issues on which you want to focus, it’s important to assess exactly how your community – or specific communities – is affected by those issues. Whether you are doing this on behalf of your organization or party, or informally as an individual or with

friends, a community assessment will not only help you assess what resources you already have to offer, but more importantly find out your strengths and what is or isn't available to you as resources. This is the critical information-gathering step in developing a project plan.

For an effective community needs assessment, follow these steps:

- 1. Identify your team:** Choose the right people to help you conduct an assessment. This might be a committee at your organization or a group of friends interested in helping your cause. You should also invite people who are knowledgeable about the issue(s) and who have good contacts in the community.
- 2. Develop your assessment questions:** Think about the questions you need answered. Write them down and discuss them with your team. Questions should include those such as:
 - What problem is the particular community facing?
 - What services would address that problem?
 - What policies?
 - What is the decision-making body that can impact it?
 - What steps or actions can provide immediate solutions to the problem?
 - What steps or actions can change the policy contributing to the problem?
- 3. Determine your assessment plan:** With your team, decide how you will collect information—through door-to-door questionnaires, e-mailed or online surveys, one-on-one meetings, community forums or, if resources and context permits, focus groups. Remember that a needs assessment can be conducted informally through conversations and observations. However, using formal channels, such as meetings or forums, is more useful for building a base of support for future activities.
- 4. Be flexible:** Be prepared that some questions and elements of your approach may need to change or adapt during the process. After meeting and talking with community members, key issues will become known and this may require altering some questions and eliminating others.
- 5. Collect your information and share:** Write down your findings and share them with your team to discuss next steps.

Step Three: Conduct a “SWOT” Analysis

A “SWOT” analysis is a useful tool that will help you effectively plan your project and take a deeper look at what you’ve assessed as a community’s needs so that you can decide on appropriate activities. SWOT stands for “Strengths, Weaknesses, Opportunities and Threats.”

| | | |
|----------------------|---|---|
| Strengths | Look at your <i>internal strengths</i> | Ex: I/my organization or association has the trust of the community; or, you took a class on the issue around which you want to center an advocacy project, so you have expertise. |
| Weaknesses | Evaluate your <i>internal weaknesses</i> | Ex: I don’t belong to an official organization; or, I don’t have any existing volunteers to help me distribute flyers. |
| Opportunities | Identify <i>external opportunities</i> that will work in your favor | Ex: Your professor is married to an independent radio DJ who might be open to program suggestions or allow you to spread your message on air; or, the government has just announced a new initiative on an issue relevant to your project so there is public awareness on which you can capitalize. |
| Threats | Identify <i>external threats</i> that will work against your cause | Ex: Society or the government views your cause as taboo; or, it is an election period and therefore difficult to obtain support from decision-makers focused on campaigning; or, there is a financial crisis preventing individuals from donating money. |

Step Four: Use Your SWOT Analysis to Develop a Plan of Action

Decide how your strengths can outweigh your weaknesses, and examine how your opportunities can outweigh your threats. For example, if your weakness is a lack of staff but your organization has good relationships with a number of community members, then utilize those relationships to recruit volunteers for your project. But let’s not get too far ahead; before you can even begin recruiting others, you need to prepare a convincing message that will communicate the passions you’ve identified throughout your community.

For more information on Recognizing Your Passions, check this online source (English and Arabic): Taking IT Global Guide to Action: http://www.tigweb.org/action/guide/Guide_to_Action.pdf

Chapter Two:

Message Development and Delivery

“You need the right message, delivered to the right people, at the right time, many times, in a variety of ways.” – Cathy Allen, Political Consultant, United States of America

What do you want to communicate to the world? Think about your audience. Who are you planning to convince? This chapter will help you better know what you want to say and how you can say it to be your most convincing self – the good news is, you’ve already mastered your confidence and learned how to best present yourself, so you’re halfway there!

Your message is the anchor for all you are trying to achieve. It will be what forms the structure of proposals to potential funders. It will be what you say to audiences big and small. It will be what you communicate to the media, volunteers and those you are trying to recruit to your cause. It must therefore be concise, convincing and comprehensive. Your message will not be compromised, but it must be adaptable to meet the interests (and attention-spans) of different audiences.

Step One: Develop Your Message

Answer the following questions:

1. What is the problem I am trying to solve?
2. Why should you care? (Define “you” by the different audiences you will have to target – donors, family, potential volunteers, political leaders, media – and feel free to add supporting facts or statistics here that will appeal to your specific target).
3. What am I going to do about it? (List no more

Sample Message:

“Everyone deserves a second chance.”

“Single mothers in Algeria have no support or rights. But everyone has the right to a second chance and a new beginning. That is why I am seeking to establish a new NGO, “Second Chance.” I want to improve the situation of single mothers in Algeria and help them to get jobs and start again.” – Amel, Algeria, 26 years old

than 3 approaches to addressing the problem).

4. What do I need from you? (Be brief, but specific)

Look at your answers. Start to think of words you attribute to the problem you want to solve and the hope you can feel for a solution. Find one word around which you can build that message. Examples: justice, equality, women, peace and change.

Step Two: Structure Your Delivery

As a leader, you will often be in situations where you will have to speak in front of an audience to inform, raise awareness or ask for funding. You will also have to present the same arguments in written communications. You will inevitably need to adjust your presentation style, or even your message, depending on your audience or requirements. Even so, there are critical components to any written or oral communication when it comes to developing an effective messaging strategy:

Introduction:

Always remember to present yourself – say “my name is..... and my organization is.....” Don’t forget to tell people where you come from. Sharing who you are and where you come from adds authenticity and credibility to your passion and all you’re trying to achieve. Make the first thing out of your mouth as powerful as possible in order to convey this passion.

What’s the problem?

Pick powerful words and expressions—such as “community,” “hope” and “civic pride”—that appeal to emotions and evoke a response from your audience.

What are you going to do about it?

Explain your project in few words; be specific and to the point. What is the problem and what will you do about it?

Examples to support your plan:

Be sensitive to your audience, use words to help your audience relate, such as: “you’re a father, you’re a mother, you know what it’s like,” “you have probably been in this situation before,” or “you know how it feels to go through this.” Use statistics, anecdotes and real life examples.

Bring it home to the message and thank your audience:

To wrap up, say the final line “in conclusion” and then go back to your message – what the problem is and what you will do about it. Moreover, note what you will be able to do about it with others’ help. State your name again and thank your audience.

Step Three: Practice, Practice, Practice

Your message will only be successful if you have it memorized and you have tested it on a variety of audiences. Practice with friends, family, colleagues or strangers on the street or in a store. Get used to the words leaving your mouth. Enjoy the process of your passion growing into these words. This is the best preparation for future opportunities when you will be put on the spot to communicate to an audience or to someone influential.

For more information on Message Development and Delivery, check this online source:
Message Strategy, Development and Delivery:
<http://www.wdn.org/sites/default/files/WinstonMessageEnglish.pdf>

Chapter Three:

Project Planning

“Never wing it; you must always have a plan.” – Kelli Arena, former Justice Reporter, Cable News Network (CNN), United States of America

Careful, strategic planning is a vital step to your project; whether you want to fight illiteracy in your community, reduce poverty or advocate to change a law, the quality of your project relies on how well it is planned from the early stages. A solid plan is also necessary for you to be able to start developing written concept papers and proposals for potential funders. One way to effectively plan your project is to follow the “SMART” approach— a simple tool you can use to make sure your project plans are:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Specific: your plan should be straight to the point, precise and concise.

Ask yourself: What exact steps will I need to take to achieve my goal? What specific resources will I need? What tangible outcomes do I want to see?

Measurable: frame your plan in a way that allows you to measure and evaluate your progress and the broader effects of your project.

Ask yourself: What concrete criteria will allow me to tell if my project is being successful?

Achievable: you want your project plan to have objectives that are practical and realistic.

Ask yourself: Am I aiming too low? Too high? Are my project goals realistic and truly obtainable? Do I have or know how to access the kind of resources I will need to implement my project plan?

Relevant: your project should have steps related to your overall goals.

Ask yourself: Do the steps in my plan directly contribute to my project goals?

Time-bound: your project plan needs to include a timeframe showing every phase of your project and detailing the actions you envision at each step.

Ask yourself: What is the timeframe in which I want to develop and implement this project? What is achievable in that timeframe? What else is happening in this timeframe that could bring meaningful visibility or otherwise impact my cause?

Your action plan is the blueprint of your project. Think about it—whenever you ask for funds, you will need to show your plan (people rarely give money to support a project unless they know what you’ll do with the funds—your plan shows them!). Everything you do for your project—asking for money, increasing visibility or explaining your progress—will require a “SMART” action plan prepared ahead of time.

Remember that “SMART” planning does not always need to be related to your cause; this approach can also be applied to planning the next two years of your life, strengthening your leadership skills or developing a healthier lifestyle—all these initiatives also benefit from an action plan. Simply put, in advocacy or in your personal life, results are better achieved when you create a plan.

Structure of a Sample Project Plan

A typical project plan should include the following:

- **Conceptualization**
- **Implementation**
- **Evaluation**

Step One: Conceptualization

Describe your project, answer key questions and address important points, such as the following:

- **Description:** what is the problem your project seeks to address? Why should someone care about or remember your message?
- **Planning:** what are your concrete objectives? What resources do you need (human and monetary)? What is your budget estimate? What is your timeframe? What sorts of approaches might achieve your goal? Make your objectives “SMART”; for example, achieving gender equality is not a realistic or time-bound objective, but implementing a six-month advocacy campaign to increase awareness about the need for gender equality is.

Step Two: Implementation

Describe your activities, as well as your methodology (how you plan on doing things). Answer these questions:

- What is your general strategy for implementing this project?
- What sorts of activities might contribute to achieving your goals?
- How do you plan to implement those activities? What individual steps will be necessary?

Step Three: Evaluation*

Describe your methods for monitoring and evaluating your project. This step is important for helping you identify and track your progress. Answer these questions:

- How will you monitor your project activities?
- How will you evaluate progress?
- What kind of reporting will you use? How will you collect data and use it to help you evaluate?

*See more about monitoring and evaluation in Part II, Chapter Six.

Tips for a Successful Action Plan

- **Be realistic about timing:** As you plan out the necessary steps for implementing your activities, pay attention to sequencing and timing. Are there things that need to be done by a certain deadline? Actions that need to happen before something else can take place? In planning, make sure that one step logically follows the other. For example, don't print invitations for an event before you have secured and confirmed the location.

Project Planning v. Strategic Planning

What is strategic planning? It is the process of defining your priorities for a mid- to long period of time.

A strategic plan is a long-term plan of an established organization prepared in a participative way where different people (staff and leadership) get involved. It is characterized by taking into consideration the mission and long-term vision of the organization.

When to use it? Strategic planning is important, but it is not something you need to do until you are part of an organization. However, it is always good to be thinking of your broader goals and making sure that the activities you plan fit into your long-term strategy.

For example, avoid holding an event, such as a benefit concert, without linking it to your broader strategy to accomplish your overarching goal. Instead, think of how the concert could be a springboard for future events or how you could be recruiting volunteers from the crowd of people who attend the concert.

- **Write it Down!** A plan that's not written down is not a plan; it's just an idea. Here is a typical structure for a project outline that you might be able to submit to funders to demonstrate your approach*:

Project Description

- Basic information about the place, beneficiaries and problem you want to address.
- Information about your cause and why people (specifically this particular funder) should care. Draw from your work on messaging in Part II, Chapter One.
- Description of what already has been done to solve the issue to demonstrate that there is still a need for continued efforts.
- Explanation of why your project is needed and how it is different from previous efforts.

Project's Objectives

- Cite your overall goal, then specific – and "SMART" objectives you want to achieve, accompanied by the expected results.

Activities

- Describe every activity you will organize to achieve your goals and your methods for implementing these activities.

Timeline:

- Be specific and explain the time you need to accomplish your tasks. Think about any external factors or events that might coincide with your timeline and the activities and tasks you want to accomplish.

Resources

- Human: explain how many people will collaborate on this project and what you expect from each one in terms of responsibility and requirements.
- Material: list any other resources needed in the project (office space, Internet access, IT equipment, etc...).

Budget

- Provide a detailed project budget that describes your costs and long-term monetary needs.
- Create a plan of how you intend to fund your project, including a list of potential funders you have identified.

*Note that funders have different requirements for how they would like your proposal to look (for example: a specific number of pages or particular sections, such as institutional capacity or monitoring and evaluation). This template is not designed to suit any particular funder, but rather to provide you with a simple outline to help develop your ideas and later adapt it to the relevant audience.

For more information on Project Planning, check this online source (English):
Overview of Planning: <http://www.civicus.org/new/media/Overview%20of%20Planning.pdf>

Chapter Four:

Money Matters

“Many people take no care of their money till they come nearly to the end of it, and others do just the same with their time.” – Johann Wolfgang von Goethe, Playwright, Poet, Novelist and Dramatist, Germany

There are several reasons you need to know how to develop a budget. If you want to appeal to funders, you need to know how much money to ask for. If you are planning activities, you need to know how much they will cost. You don't need to be an accountant or have much experience with budgets – this is a skill that everyone can learn.

A good budget is one that clearly states what work you plan to do and exactly how much each step along the way will cost.

Unsure of where to start? Look at your project plan. Make a list of the anticipated expenses for each activity. For example, if you were planning a workshop, you might include costs for a professional venue, travel reimbursement for a guest speaker, renting a projector and screen to show a presentation, the cost of calling and inviting all the participants and other such things.

Remember to include money in your budget for:

Communications

- Phone calls
- Internet service fees
- Postage/courier services

Equipment Rental or Purchase

- Audio/Visual equipment rental
- Translation equipment or translator services
- Vehicle rental

Supplies

- Printing and photocopying

- Office supplies (pens, notepads, etc.)

Activity Costs

- Refreshments or food for meetings and activities

Transportation

- Bus or train fares, if you or someone in your project has to travel
- Hotel stay

Other:

- _____
- _____

If you are responsible for an organization, you would also include broader costs, such as staff salaries or office rental fees.

Once you make a list of anticipated expenses, the next step is to figure out how much each item costs. For example, you might create a spreadsheet that looks like this:

| Project Timeline: January 1 - September 30 (9 months) | | | | |
|---|----------------------|---------------|-------------|------------|
| Item | Unit | Cost per Unit | Total Units | Total Cost |
| <u>Communications</u> | | | | |
| Phone calls | Phone card | \$15 | 18 | \$270 |
| Internet service fees | Monthly fee | \$35 | 9 | \$315 |
| Postage/courier services | Average monthly cost | \$10 | 9 | \$90 |
| <u>Equipment</u> | | | | |
| Audio/Visual equipment rental | 1 projector | \$50 | 1 | \$50 |
| <u>Supplies</u> | | | | |
| Printing and photocopying | Average monthly cost | \$20 | 9 | \$180 |
| Office supplies (pens, notepads, etc.) | Average monthly cost | \$20 | 9 | \$180 |
| <u>Activity Costs</u> | | | | |
| Refreshments or food for meetings and activities | Per event cost | \$45 | 5 | \$225 |
| <u>Transportation</u> | | | | |
| Bus or train fares | Ticket/trip | \$35 | 3 | \$105 |
| Hotel stay | Night | \$80 | 4 | \$320 |

You will be doing some guesswork in assessing costs, but you want to try and fill in as many costs as possible. How do you do this? Do research! Look at previous expenses on these types of items, call stores and ask how much they charge for these items, look online to see what the average prices are. One of the most important aspects of budgeting is being realistic—you don’t want to ask for too much or too little money.

As you implement your project, make sure to exercise sound financial judgment and to keep clear records. The key to being trustworthy, both as a recipient of funding and community leader, is *accountability and transparency*. Building a realistic budget and adhering to transparent management and decision-making for spending money will build credibility with the people you are helping and gives you leverage against anyone or any group opposed to your efforts. In simple terms, financial responsibility is one of the clearest ways to exemplify commitment to your cause.

So be accountable at the most basic level when it comes to tracking your expenses. Take a notebook and make it your “bank log.” Add a spreadsheet at the front that you can use as an “expense log.” It could look like this:

| Expense | Date | Recipient | Amount |
|---|--------|----------------------|--------|
| Taxi to government building for meeting | 5 Jan. | National Cab Company | \$15 |
| 2 New notebooks | 7 Jan. | Star office products | \$10 |
| Phone card | 8 Jan. | Star office products | \$20 |

Every time you spend money on something, ask for a receipt. Then, paste the receipt inside your book. In cases where a vendor does not issue receipts, just write down on a piece of paper that you have paid someone a certain amount. Have them sign the paper to acknowledge that they received the money from you. This practice will help you stay organized, focused and confident knowing exactly how much money you have spent and how much you need.

For more information on Money Matters, check these **online** sources (English):
 Budgeting, part 1: <http://www.civicus.org/new/media/Budgeting.pdf>
 Budgeting, part 2: <http://www.civicus.org/new/media/Budgeting%20BEST%20PRACTICE.pdf>
 Developing a Financial Strategy: <http://www.civicus.org/new/media/Developing%20a%20Financing%20Strategy.pdf>

Chapter Five:

Fundraising and Managing Donor Relations

“My name is Naglaa and I am from Egypt. I am the executive director of the Human Rights Association for Community Development in Assuit. With the support of my organization, I submitted a fundraising proposal in 2008 to an organization that was willing to support projects working on freedom of expression, access to information, women's rights, rule of law, local governance and educational reforms in the Middle East. My project aimed to improve the performance of local councils regarding transparency, accountability and citizen participation in the decision-making process in the Assuit governorate. I submitted my detailed proposal that I crafted with the help of mentors and consultations with experts. After the review time, we received an email notifying us that we did not get the proposal.

I did not get discouraged. While I continued working on different projects, I did not set aside my Local Governance Support in Assuit Governorate project. When I traveled abroad to attend a conference, I got the opportunity to meet and network with the person responsible for the funding. I requested a meeting and simply asked him why my organization did not get the funding. He explained what he thought was missing in the proposal and gave me a second chance to explain every detail of my project and my budget.

What I learned and would like you to learn from this experience is that you should not be discouraged when you face a rejection and you should always look for other tools to succeed. As I said, the proposal was very good, but networking and establishing a face-to-face connection with the donor made the project reach a whole new level. We successfully received the grant and are confident in our ability to convince future donors.” – Naglaa El Dawy, Executive Director of the Human Rights Association for Community Development in Assuit, Egypt, 33 years old

Raising money requires effort and preparation; it can also be a fun and challenging experience! Raising money to support your cause may seem hard to do, but there is really no magic formula. It is all about preparation and how much work you put into it. Try not to let the term “fundraising” cause panic; it is not as difficult as it seems.

The most important element to bear in mind is that you can do it. You need to be enthusiastic and committed in order to succeed. Believe in yourself and your capacities and prepare your project plan effectively so you know what steps it will take to realize it.

Fundraising 101: Where do I start?

Step One: Know Your Project

You need to show your potential donor how your project is important and why they should be concerned about. How are they implicated in the issue? Here is where you can apply some of what you learned in the chapter on message development (remember what you learned about messaging in Chapter One).

Think of tangible examples to share with your prospective funder in order to trigger interest. For example, if your project is about providing education to young rural girls, provide data on the proportion of the population affected by this issue. If your project is about pushing young people to participate in politics, show low youth voter turnout statistics from the most recent election. Link the data to your argument that involving youth in politics will advance public policy aspects, such as employment or quality of education—issues of concern not only to youth but to the whole country.

To gain the interest of your potential donor, explain as clearly as possible how the money will be spent. Have a plan with descriptions of different tasks and needs to make your donor aware of where her/his money will go. This will also show the funder that you have put serious thought into being cost-effective with your planning.

Step Two: Identify Potential Donors

Start with a simple and easy exercise—on your computer or on a piece of paper, list the names of people who you believe may be potential donors. You will learn more about networking in Part III, but remember that fundraising is directly related to networking: When you solicit suggestions or support from people you know, you are using your network to support your cause. To make listing potential donors easier, think about whom you already know and have in your network while keeping in mind the four types of donors: individuals, foundations, large corporations, small businesses and grants offered by organizations or governments.

| Donor | Advantages | Disadvantages |
|---|---|---|
| <p>Individuals: people who have money and who have given money to projects in the past (friends, businesses, family, philanthropists, etc)</p> | <ul style="list-style-type: none"> · Largest source of giving · Ongoing source one can build through personal relationships and connections · Once a giver, this person can also be an advocate for your cause · Individuals may also donate their time as volunteers, helping you increase your human resources | <ul style="list-style-type: none"> · You won't get all the money you need from one person · Hard to generate unless you can participate in events that give you opportunities to meet a lot of people at once · Risky for the inexperienced, because it takes a lot of charisma and putting into practice everything you learned about image, voice and presence |
| <p>Foundations: family foundations, religious foundations, etc.</p> | <ul style="list-style-type: none"> · Can be sources of large sums of money · Usually have accessible, professional staff who want to give money, because their mission is philanthropy · Many foundations have clear guidelines, established processes for proposals and asking for funds · Most likely to research your request and decide whether they are making a good investment in you/your organization/project · May fund ongoing operating expenses | <ul style="list-style-type: none"> · Sometimes only provide start-up funds · Lengthy process for applying for and receiving funds · More difficult to access through personal influence · Might require a very specific connection to the foundation (i.e., religion, nationality, focus on specific issues) · May not be interested in funding you if they are not local or already part of the community |
| <p>Large Corporations</p> | <ul style="list-style-type: none"> · Can be sources of large sums of money · Smaller amounts of money may be ongoing, or they might be able to fund one specific aspect of your project or provide in-kind contributions (i.e., new computers, phones, etc) · Often accessible, professional staff · Source of cause-related marketing (for example, a car company might be interested in funding environmental projects) | <ul style="list-style-type: none"> · Large sums of money aren't necessarily ongoing or continuous · Hard to get around staff and bureaucracy of application processes · You must meet certain eligibility criteria · Not likely to contribute if not headquartered locally or have a public consumer base in the community |

| | | |
|--|---|--|
| Small Businesses | <ul style="list-style-type: none"> · Very informal approach · Money may be ongoing, collected in small but continuous amounts or may provide in-kind contributions · Personal connections can be used · Neighborhood focus will help you increase visibility and possibly attract individual donors | <ul style="list-style-type: none"> · May only be small amounts of money · The interest of these donors is narrow · Personal contacts are key, or the business may not see the value of supporting you |
| Grants: offered by organizations or governments | <ul style="list-style-type: none"> · Different types of grants and large sums of money are very possible · The process of applying for funds is clear and determined · You can always find the grant that matches your project/cause · May be the source of ongoing funding | <ul style="list-style-type: none"> · If targeting government ministries or agencies, political clout may be necessary · Tedious application and record keeping processes · You might have to wait a long time for a response to your proposal · Not all grants support administrative costs and salaries · You might have to return unspent money |

Step Three: Target Your Message

Think about where you are targeting your efforts. Go back to your message – what is the problem, what are you going to do about it and why should others care? The “why should others care” question is key for creating a “strategic appeal” and customizing your message based on which donor is being targeted (see more under Step Five).

Step Four: Develop Your Approach Strategy

There are various ways to proceed in fundraising depending on the preferences of the potential donor. Some favor email inquiries, others have a set application that all fund-seekers should use and others may require a detailed proposal and budget. Regardless of the process, at some point, you will need to be face to face (or at least paper to face) with your donor and will have the opportunity to tell your story.

If you need to write a letter or email first, make sure that your letter is:

- *Concise*—don’t take ten pages when two paragraphs will do!
- *Engaging*—what will captivate your reader’s attention?

- *Communicative*—relay your own enthusiasm and excitement.
- *Customized as much as possible*—your donor needs to remember your cause and remember something about you/your organization that is unique.
- *Appropriate*—the tone should not be too formal or familiar; be friendly, but professional and address your message with respect and empathy.
- *Informative*—what is your project, why does it matter and why should they support it? What will their help enable you to do?

Once you secure a meeting, make sure your oral presentation includes the following:

- *Effective introduction*—who are you? Tell your personal story and why you decided to take action on your cause.
- *Message*—why should your potential donor care, be concerned and support you?
- *Need*—why you need the money and how will you use it; your donor needs to know where every cent will go (human resources, equipment, workshops, materials, etc.)
- *Specificity*—ask for the exact amount of money you need, be specific! Don't under-budget to make your proposal more attractive—be cost-conscious, but realistic!
- *Closure*—conclude and close the deal with: “Might I pick up the check this week?” or “When can I come to pick up the check?”
- *Flexibility*—be smart! If your target donor expresses reluctance in giving money, ask for other types of gifts such as materials, equipment or products that will help you in your cause.
- *Preparation*—remember, sometimes your potential donor may require a full length proposal before offering an interview.

Step Five: Engage with Donors and Manage Relations

It's wonderful to have funding! It's also very important to make sure you maintain a strong, professional relationship with whatever organization or foundation is supporting your project. A good relationship with your funder can benefit you in many ways:

- The funder may continue supporting your work after the initial project dates.
- The funder may connect you to other possible sources of future funding.
- Through your relationship with the funder, you will continue to develop your organizational capacity to pursue, acquire and manage funds.

We've talked a lot about what you want from potential donors. But ask yourself: what is a donor going to want from you? It is important at the start of the project to have an honest dialogue with your funder to make sure you each understand and can provide what the other is looking for. Some donors require official reports on activities and spending,

while others may want to visit your events and see your project in action. Other examples include:

- *Proof that their funding is creating an impact* – you can show this through formal reporting or by sending email updates and photos after key events.
- *Responsiveness* – if your donor is trying to get in touch with you, make sure to return their call or email as soon as possible. You want to avoid having them think you are disorganized, lazy or, worse, ignoring them while spending their money!
- *Accountability* – provide regular and accurate financial reports and updates to coincide with programmatic and activity or results-based reporting.
- *Sustainability* – show your donor that the work you are doing (and more importantly, the investment of their money) is contributing to long-term effects in the community or target group.
- *Acknowledgement* – your donor is helping you create positive change. Thank them! Send them copies of any “deliverables,” such as flyers, news coverage of an activity or videos. Look for ways to involve them (if they are interested), such as inviting them to activities, giving them a tour of your office or offering them a speaking role at an event. Take advantage of holidays and the New Year to send personal greetings, updates or thank you notes. You’ll learn more about online ways of communicating and staying in touch with your donor in the next chapter.

For more information on Fundraising and Managing Donor Relations, check this online source (English):
Fundraising for Change: A Practical Guide for Women’s Rights Organizations
<http://www.globalfundforwomen.org/storage/images/stories/downloads/Handbook2007.pdf>

Chapter Six:

Using Online Tools and Innovative Technology to Support Offline Efforts

“My name is Nidhal Chemengui and I am the Tunisia Focal Point for the international network Y-PEER (youth peer education network). I am an activist and I train inside the Tunisian Association for the Fight against Sexually Transmitted Infections (STIs) and HIV. I am also a member of the executive bureau of the NGO. I also support the fight against breast cancer. I am a student in psychology and a journalist at a local radio station.

In the Y-PEER network, the way the members communicate between each other both nationally and internationally is the “Mailing List.” It allows us to stay informed about issues related to HIV at the international level and also stay informed about recent training and activities of Y-PEERiens.

There are also national and international newsletters where selected activities from some countries that have more impact on society are published. In my network, we also use a website that has two international versions in English and Arabic as a communication tool and an interface. The network has groups in almost all social networks such as Facebook™ and Twitter™. Sometimes, depending on the need, the members do video conferences to meet and talk.

*We recently partnered with MTV to educate young people in new technologies and their use in our national networks.”— **Nidhal Chemengui, Tunisia Focal Point for Y-PEER, Tunisia, 24 years old***

In today’s world of fast-pace communication where everything functions through technology, you need to rely on more than one strategy to promote your cause. Visibility—as you’ll learn in Part III, Chapter Three—is important for you, your cause and your organization, and it depends on the different media relations you build and the methods you use to be better known. To this end, your use of technology, particularly new media, is imperative.

Using technology effectively helps your organization and cause become more visible, but it also helps you build credibility. With social media constantly changing, it's important to always be watching for new developments to stay relevant and maintain that credibility. Remember, your goal is to reach people and explain what you do and why, and of course get as many people to believe in your cause and join you!

Step One: Identify Your Targets

You want your message to be strong, persuasive, timely and targeted to the right people. The first step in this process is identifying your target population. In planning your outreach and identifying the specific technological tools to use, you must ask:

- Who am I targeting? Who is my audience? Do I have more than one audience?
- What is my purpose in contacting people or increasing my visibility? Do I want to inform people about an issue? Solicit funding? Recruit volunteers?
- What information do I want to share about myself with the world?
- What tools fit the needs/interests/usage patterns of each particular audience?
- What media tools do they use to share and spread information?
- How will I protect myself while campaigning online for my cause?

- **Exercise:** Keeping these questions in mind, make a list of the types of people you want to use technology to target.

Step Two: Examine Your Options

Once you have figured out “who” you are talking to, you can start strategizing on how to reach out to them. For example, if you are targeting elderly populations in low-income communities, you may not want to put your energy into Internet advertisements on social networking websites, since the people in your target group might not have access to the Internet or might not participate in social networking that is more popular among younger people. Instead, you might try visiting a community on a weekend or market day and picking up a microphone and speaking to the crowd or distributing CD-ROMs or flyers.

- **Exercise:** Brainstorm and make a list of possible ways to reach out to different types of groups of people. Don't dismiss any of your ideas just yet—you're only in the planning stages! Be as creative as possible.

Step Three: Share the Message

Now that you have identified the “who” and the “how,” you are ready to start crafting the message you want to send and the tools you will use. Use the message development techniques from previous chapters to help you explain and “sell” your idea quickly and persuasively. Once you are equipped with the perfect message for a particular target, you can examine possible tools for spreading the message.

- **Exercise:** Take your lists from Step One and Step Two and see if you can match the target groups you identified with one or two different types of outreach. Think about what you know about the people in the target groups and their lifestyles. What strategies and tactics might make sense for you when reaching out to each of them?

Internet

The Internet provides a tremendous number of advantages for spreading a message and reaching out to people:

- Few or no costs
- Instant distribution
- Worldwide access and visibility
- Can be used for more targeted communications through groups, forums and private messages, as you choose who to engage

Facebook™

Facebook™ is one of the most popular tools for online networking and information-sharing. Websites such as Facebook™ can be of great help; however, be extremely careful while using it. Understand the difference between a personal and a professional account and remember this set of guidelines:

Social Media Q&A:

Q: *In my country we cannot use Facebook™ or Twitter™. How can we still share our messages in an easy way?*

A: For political messages, the best and most effective way to convey your messages is by creating Facebook™ notes, with more details in your page or through a Twitter™ account where you can tweet about your cause. However, if access to Facebook™ or Twitter™ is blocked, use a proxy server or another service, such as Ping.fm™ to cross post to many social networks.

Q: *How do I create a Facebook™ or Twitter™ page that attracts more visitors?*

A: Increase its visibility and exposure. Try to increase its Google ranking by incorporating pictures, as people tend to look more for pictures or conduct image searches. Personal stories can also be effective.

Q: *I am trying to get members of parliament to change a law. How can I advocate for my cause via Facebook™?*

A: Members of Parliament (MPs) and other officials you may ultimately want to influence might not be on Facebook™, Twitter™ or other similar websites. So, don't waste time trying to contact them using those. You can conduct an email campaign. Or you can create a Facebook™ page and you can post a letter for people to copy and send to their representatives. You may not be able to directly access MPs on Facebook™, but you can access the people they listen to and draw attention to your cause.

- Draw lines between social and professional networking.
- Do not share your personal cell phone number.
- Do not share your personal email address—create a new account for yourself for online interactions at one of the free email websites.
- Never assume anything you do online is private.
- Maintain a “barebones” social presence online – avoid posting or having friends post pictures that may be perceived as unprofessional or potentially compromising.

Protecting Yourself Online

Women especially need to be smart while using online tools. The most crucial thing you have to think about when you do anything online is about your personal safety. When thinking about online security, the inevitable question many activists face is, *“How am I supposed to be visible online if I am constantly worried about my safety or sharing too much information?”* The answer is to create boundaries—using a professional email address instead of a personal one, for example. If someone contacts you based on your Internet visibility and you don’t know who that person is or anything about their organization, be proactive! Do your own research—ask around, search online and pick up the phone to get the information you need to make you feel comfortable. The key here is to never ignore your instinct.

Here is a list of information you absolutely DO NOT want to share online:

- Parent’s or children’s names (often asked for security reasons)
- Full home address
- Information on where you plan to be at a particular time (beware of status updates like *“I’m so excited to leave on vacation tomorrow for two weeks!”* because they tell the world where you are and where you are not)

E-mail

E-mail is a fast, efficient and practical way to communicate and share information. You need to

E-mail Q&A:

Q: How do I clean and maintain e-mail lists?

A: Use a simple word document or excel spreadsheet to keep track of names and contact information. To “clean” your list, print it and then call each person or search online to verify e-mail addresses.

Q: How do I build a list from scratch?

A: Use any and every opportunity to collect e-mail addresses and business cards (social events, conferences and trainings are valuable networking opportunities) and pass around a sign-up sheet; be sure to include all categories you need or want (i.e. first name, last name, e-mail address, mobile phone).

Q: I have an NGO that has several audiences (different languages, professions, countries) – what is the strategy to organize my lists?

A: Keep separate e-mail lists for each group and avoid overlap so you don’t overwhelm recipients.

use it properly to gain as much benefit as you can. Remember to choose a professional-sounding e-mail address. Think about it—if you put your email address as “flower_baby@mail.com” people might not take you very seriously, or your message might go directly to someone’s “junk” mail. On the other hand, if you choose a professional email address with your first and last name or your organization’s name, you can expect that most recipients will read your message and take you seriously.

To use email effectively follow these steps:

- Do not send long or overly wordy messages.
- Do not send an e-mail that is too large of a file (for example with too many pictures or attachments). For newsletters and other e-mailings, make sure to use hyperlinks instead of sending bulky files.
- If sending an email to multiple people who do not know each other, put recipient email addresses in the Blind Carbon Copy (BCC) field instead of the “To” or “CC” fields to protect recipient identity.
- For newsletters or mailing lists, always offer your recipients an easy option to unsubscribe. For example, include a line at the end of your message that says, “If you no longer wish to receive this newsletter, please reply to the sender with the subject line ‘unsubscribe.’”
- Do not send too many emails too often or people will stop paying attention to them. Be selective with your e-mails—gather all the information you want to share and send your message once a month, for example.

To craft efficient emails, always remind yourself of these tips:

- Keep your e-mail lists and addresses up-to-date (see E-mail Q&A box).
- The more time you put into configuring your e-mail lists, the more benefits you will receive, such as saving time and being able to target the people you need.
- Use options such as “Delivery Receipt” and “Read Receipt” to know how many people successfully receive and read your e-mail.

Connecting the Online with the Offline

Your ultimate goal is not online—remember that whatever you do online (fundraising, communicating, creating visibility or mobilizing people) through different tools (Facebook™, Twitter™, e-mails, websites and blogs) is just another way of using the same strategies you would use to spread a message about a cause you believe in without these online tools. To help you be organized in this process, follow these guidelines:

- **Step One:** Create a priority list with a set of primary objectives, such as fundraising, recruiting volunteers or advertising.
- **Step Two:** Remember to use social media and social networks to generate interest and accomplish your objectives and priorities (from Step One). Don't be afraid to use technological tools and social media because you think only young people use them or because the Internet is unsafe—be smart, but do not be afraid.
- **Step Three:** Remember, social media is a tool and a means to an end—it is not your goal. A well-written, perfectly-designed email campaign means nothing unless it is part of your broader strategy.

Remember to be optimistically realistic about what innovative technologies can do for you!

For more information on Using Online Tools and Innovative Technology to Support Offline Efforts, check this online source (English, French, Arabic and Spanish):
Using Communication Technologies: <http://www.iknowpolitics.org/node/21155>

Chapter Seven:

Monitoring and Evaluation

*“Monitoring & evaluation can help you improve your project’s quality, mitigate unintended harm or problems, capture your innovation and sustain your ideas as a leader.” – Adapted from NDI’s **Monitoring & Evaluation Resource Guide***

You have already identified your cause and designed a project you believe will support positive change—so how do you know if you were right in your approach? Although evaluations are often done at the end of the project, they need to be planned ahead of time—even in the earliest stages of project planning. Before we take a look at best practices, let’s look a little closer at the processes and strategies involved in monitoring and evaluation. Like fundraising, this part of your work as a leader can seem intimidating, but it can be the most rewarding. Just imagine: after all the time you spend raising funds, implementing activities and spreading our message both on and offline, you can have a chance to meaningfully examine all you’ve accomplished and evaluate the impact you’ve had.

So, what is monitoring? What is evaluation? How do they fit into a project and what do they accomplish?

Monitoring and Evaluation (or “M&E” as it is often called) is a two-part process in your project that is important for:

- Better planning your tasks and measuring your progress.
- Getting frequent feedback about how your

Monitoring and Evaluation Glossary

Input: The human and monetary resources that you need in order to reach the outputs of your project.

Output: The measurable, straight to the point expected results to be reached by implementing the project.

Outcome: The result attained after implementing the project, that constituted the objectives at the beginning.

Impact: The changes made to a population or a cause.

Indicator: Quantitative or qualitative measurement to assess achievement. A goal or objective of a project can have several indicators.

Objective: A detailed statement explaining the expected outcome of a project. An ideal objective is characterized by being “SMART”: specific, measurable, specific, achievable, relevant and time-bound.

project and activities are progressing.

- Improving and changing your project as necessary in response to challenges or unanticipated events.
- Demonstrating the success of your project to potential future funders.

Monitoring and evaluation are first and foremost related to your project's goals and objectives.

- **Monitoring** is a process of observing your own work and keeping track of every step you and others take in implementing your project. For example, monitoring is used to record how many people are attending your awareness campaign sessions or how many people are directly benefiting from your actions. Why do you monitor? To collect data to help you figure out if you are meeting your objectives. Monitoring allows you to be informed (and to inform your stakeholders) on the extent to which you and your stakeholders' resources have been used, processes have been implemented and achievements have been made in your project.
- **Evaluation** is a process that should be undertaken throughout the life cycle of your project. When you evaluate your project, you assess how well your project is doing in terms of fulfilling its objectives and having the desired impact. Although there are different types of evaluations that can be done at different stages of the project, a final evaluation is usually completed at the end of the project to measure the impact and sustainability and help you identify lessons learned from your experience.

How to monitor:

- Examine your project plan and timeline and add in steps to plan to monitor every activity. For example, if you are planning to circulate a petition, make a note in your plan to record the number of signatures you receive.
- If you are coordinating activities that other people will be carrying out (for example, if you are in one city and have a colleague organizing an event for your project in another city), make sure that they plan to record the data you want to monitor (for example, number of attendees).

What to evaluate?

- Implementation of activities: are they going as you planned? On time? With the same budget?
- Quality of activities: are your activities running in the quality you had hoped for?
- Budget: how are expenditures according to your plan? Are you spending more? Less?
People: how do the different people involved (staff, volunteers, beneficiaries) feel

about the project and what are they observing in terms of impact?

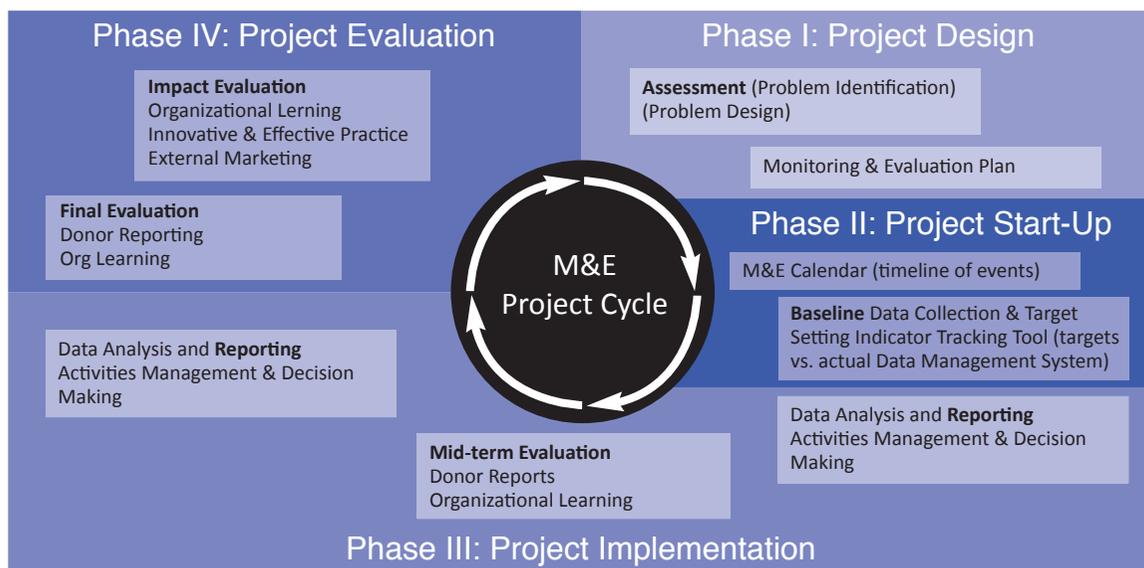
- Examples of evaluation indicators:
 - Number of volunteers recruited in your network and that want to contribute.
 - The type of work each volunteer is doing/has done.
 - If you are using printed documents as a support to your cause, how many have been distributed? If using online resources, how many have been viewed?
 - How wide is the geographical distribution (ie. how many districts?) of your support documents?
 - To whom (ie. what types of people) have you given the documents to?
 - How many people interested in the issue contacted your NGO based on the information listed in your documents?

Outputs of monitoring and evaluation:

- Reports: write a report about each activity you monitor and make it open to other members of the team to consult and contribute.
- Meetings: organize evaluative meetings to open discussion and solicit suggestions about what needs to be adjusted to make your project even more effective.

Make a timeline

A good way to plan your different monitoring and evaluation phases is to place them in a schedule. Create a table or a timeline with the different important steps of your project and then place a plan for monitoring by each activity or step in your project. Here is an example:



Steps to follow to evaluate a project

- Take your goals and objectives and put them in an M&E plan. In a document, write a clear statement that states your project's goals and objectives and explains fully how your project is planning to achieve them.
- Write down your evaluation questions and indicators.
- Think about methods you will use to collect information.
- Develop an M&E plan with a timeline that includes plans to monitor every activity you will organize. You can make a table to organize your information about an activity. For example, look at the example of an aspiring NGO that works to help single mothers and raise awareness about the issue. An initial M&E plan could look like this:

| Input | Output | Outcome | Impact |
|---|--|--|---|
| Create and distribute brochures with information about the project and the potential work of the NGO. | Brochures created and distributed in strategic places (hospitals, NGOs). | People take brochures and, based on their interest, use the information on the brochure. | Single mothers or people interested in the issue call and ask for more information. |

- After identifying all of these elements you will be able to observe your progress toward your goals.

How to know that your project is succeeding

- Observe how well you are reaching your initial objectives—either by completely fulfilling them or by making progress on the smaller steps that will lead you toward achieving your goal.
- Assess feedback you receive from the stakeholders or participants on your project's activities.
- Determine how many people you have reached that you wanted to reach; who have you reached beyond that goal?
- Find the nuanced and anecdotal results (the personal stories and incremental successes) that you can collect and share as part of the evaluation.

For more information on Monitoring and Evaluation, check this online source (English):
Monitoring and Evaluation:
<http://www.civicus.org/new/media/Monitoring%20and%20Evaluation.pdf>

Part III:
Making
Connections
to Succeed

Introduction to Connections

Progress is impossible in a vacuum. In your leadership endeavors, you will tackle a number of obstacles. The good news is that you are never alone—you are part of a vibrant movement of young women who are building partnerships with each other, connecting themselves and others with potential funding sources and cultivating relationships with possible volunteers and supporters.

Don't believe us? You're already connected to the women whose ideas created this guide.

Building on your confidence and the capacity you have developed in core skills, you are now equipped and ready to reach out and take your projects and leadership to the next and critical level of leadership: connections.

This chapter will help you develop strategies for linking your personal power and key capacities in support of broader movements and important relationships.

Chapter One:

Increasing Your Visibility

“Everything you do—being a part of a political party, having an organization, building a network—these are tools for increasing the visibility of your leadership and your cause. You must try to use all of the tools available to you in order to make change, to make a difference.” –Sonja Lokar, Chair of the Southeast Europe Stability Pact Gender Task Force and Former Parliamentarian, Slovenia

There are many leaders who, while dedicated to advancing their cause and working as hard as possible to do so, are terrified of being in the spotlight. Conversely, there are many people who long for the spotlight, but who are not truly leaders. You may have created a vision, but without *visibility*, how can you clearly communicate that vision to the public to encourage and inspire support?

Your visibility ensures that others are thinking about the issues that you care about. Visibility lets you establish and build your credibility, above all in the particular community where you are trying to have an impact. Visibility informs the public about your accomplishments and shows them how active you are. Visibility makes it easier for you to fundraise, to recruit volunteers or supporters and to get things done; if you are a “known” presence – if people have already heard of or seen you – they are more likely to trust your leadership and help.

Visibility is not just about connecting only with the people you need (your target audience); it’s connecting with a larger and broader audience that can get you to your specific target audience (donors, beneficiaries of your cause, media etc) through their connections. To this end, visibility is about being recognized by a community and its other leaders.

Here are some practical tips to increase your visibility:

“Know the rules”: not all countries, cities or establishments have the same laws or regulations concerning visibility. You may or may not be permitted to distribute fliers, for example, in public spaces. Or, you may not be able to publish an article without permission from authorities. Find out what the rules are in your community and do your best to adjust your visibility approaches to remain safe and maintain your support.

- Determine who you want to reach and why – are you trying to raise awareness or raise money? Strategies should vary based on those answers.
- Keep a “success” log – a document that tracks your activities, news coverage or positive emails from people you have helped, so you always have successes to share.
- Write down the names of 5 to 10 leaders that are close to your cause (people who are directly involved or people who show deep interest). Make a plan to meet them and deliver your message.
- Once you meet them, use your networking skills (more on this in Chapter Two) to get in touch with them either via public events or individuals you know in common.
- Make a media/publicity plan; even if you are not an expert at media relations, you can use the online strategies from Part II, Chapter Five to reach more people and make sure they know who you are. Update the public regularly by blogging. Alternatively, have one of the influential contacts you make write an article or opinion-editorial for you to promote your cause.
- Always prepare an activity calendar and share it with your networks and make a list of activities organized by other people inside your network.

For more information on Increasing Your Visibility, check these online sources:
Tips on Getting Involved:
http://www.apathyisboring.com/en/the_facts/articles/tips_on_getting_involved

Chapter Two: Networking and Collaboration as a Source of Value

“Start with 50 women activists. Find a way to get them to meet each other and get them to know about each other’s projects. Then the network will build from 50 to 100 to 200 women just because each woman will learn something and want to share it. This is how I got people to know about my project. This basic woman’s skill of talking, networking and chatting has caused my project to be sustainable.” – Kawtar Chriyaa, Social entrepreneur and project leader for the Moroccan Women’s Leadership Initiative, Morocco, 23 years old

Networking is the key to your success as a leader and to any project or cause you want to advance. A strong network will enable you to launch and promote your initiative, implement your activities and achieve your goals. Nothing can happen in isolation! Working alone, it would be extremely difficult to get your project done. Networking provides you with access to new resources, potential funders, possible partners and information, as well as opportunities for sharing experiences and connecting with other activists.

Everyone needs networks—without a network, it is very hard to achieve positive outcomes. Think about it: Whenever you want to take an action, whether it is to gather a group of people to lobby for a cause or to raise money to support a project on breast cancer awareness, what is the first thing you do? You contact people. That’s networking!

What is Networking?

Networking comes in all shapes and sizes—from very formal to informal groupings of people interested in a common issue. Networking is a valuable, multi-faceted tool that has different uses and forms depending on what you need it for. A network is a space, either

virtual or real, where people are connected to each other. In simple terms, a network can be a friend you have who has a friend you want to meet because that friend has a connection or a skill that could accomplish a task necessary for your project. It can be an alumnus from your university with whom you get in touch to promote a cause you are working on and who shares your ideas and message with the larger alumni network. It can be an international association of activists working toward a common goal, with the ability to share information both locally and globally.

Strategies for Networking

Step One: Define the people you “need”

Who are they? What organizations do they volunteer/work for? What kind of positions do they hold? Do they have any decision-making authority? Can they help you or provide support and resources?

Step Two: Define your networking objectives

Ask yourself: What are your objectives for particular networking opportunities? Are you looking for volunteers? Resources? Relationships with other people in your field? What do you expect to reach as a result of your networking?

Step Three: Prepare

Prepare your introductions, be ready to answer questions about your project, have your business cards ready and share your information during events that provide networking opportunities, such as conferences, dinners, informal gatherings and student groups. Remember your tips from Part I, Chapter Three about your presence, voice and image!

Step Four: Follow-up

Follow up with your favorites—after you get a chance to meet with new people, follow up with the ones that are most interesting or relevant to you, your organization and your project. Call or email them shortly after the event is over and ask for a meeting. Make notes on the back of their business cards to remember something personal about them (i.e., *Joe Smith, father of two, likes opera*); those personal connections can help open up future conversations.

Step Five: Be available

Be available for people in your networks. Remember, as much as you need them, they might need you; and as much as you do for them, they will do for you, with the same enthusiasm.

Myths about Networking

You should target only people who have similar interests/experience/activities. **Wrong**

- Why not? Because you need a diversified network that has people with different backgrounds and skills—people who can do things you might be unable to do. For example, if your project and interests are about defending women’s rights and your educational skills relate to those, it would not harm you to network with graphic designers or documentary specialists with whom you can collaborate to produce awareness brochures or short movies about the cause.

You should network only with people you see/interact with regularly. **Wrong**

- Why not? Because having a stable network is good, but you want to expand it and invite more people in and join other networks yourself. Broadening your network opens you up to new sources of information, resources and potential partners.

You can network randomly and improve. Preparation isn’t necessary. **Wrong**

- Why not? Because you need to plan your networking efforts in order for them to be successful. Without a plan, your network will not be one that you can mobilize, but rather just a list of people you met in various venues. So, when planning your networking efforts, make a plan of people you need to access, depending on each task in your project.

It’s better to network with all people regardless of what organizations they are affiliated with; just network, it is the most important. **Wrong**

- Why not? Because you need to know what people are affiliated with and their ideologies. Make a list of organizations that can be useful to you.

Time does not matter, opportunities always come. **Wrong**

- Why not? Because knowing how much time you have is key to success. You need to be proactive in forming and using connections. They won’t always come to you!

Connecting with the Online: Social Networking vs. Professional Networking

The first rule of social and professional networking online is to keep them separate! Mixing

social and professional networking is a common mistake, especially considering that nowadays most networking opportunities are available or facilitated using new media technology and social networking platforms. For instance, online communities are often the tool used to build relationships with people who do the same activities and share similar interests.

Social networking has opened new opportunities and invented new ways to communicate and share information through tools such as Facebook™, Twitter™ and LinkedIn™. While these are great tools for increasing visibility and reaching high numbers of people, there is potential danger in this way of sharing, because it is very difficult to separate your social life from your professional one—if you aren't careful, you risk losing opportunities.

How can you remain professional while networking?

- Create a professional image of yourself online. Avoid posting personal documents and pictures online. Act properly while commenting and talking in public forums.
- Avoid sharing pictures of yourself that you do not want a potential funder to see, or posting an unfriendly comment that you do not want a potential partner organization finding out about.
- People who might be interested in collaborating or networking with you might want to find out about the following information:
 - Notes you write or articles you publish.
 - Your interests and hobbies.
 - Groups you belong to online and offline, and organizations and causes you support or you do not support.
 - Pictures/videos of you or posted by you.
 - Comments other people have posted on your public pages.
- Online, always double check your privacy settings to be safe.
- To be professional, highlight your points of strength. If you are fighting for victims of HIV and AIDS, for example, highlight your relevant volunteer opportunities and related experiences online. Make sure to also emphasize your education and professional/volunteer experience.
- Constantly check your profile and use it to publicize the issues to which you want people to pay attention, associate and that are relevant to your work.

For more information on Networking and Collaboration as a Source of Value, check this online source (English):

Tracing Power and Influence in Networks: Net-Map as a Tool for Research and Strategic Network Planning: <http://www.ifpri.org/sites/default/files/publications/ifpridp00772.pdf>

Chapter Three:

Convincing Others to Join Your Cause

“The impetus for getting involved is to make change and correct injustice. If you have a vision, don’t give up or stray from the goal you want to achieve. But when we are alone, we can do nothing. We must be in a group to work toward the same goals to which we aspire.” – Nouzha Skalli, Minister for Social Development, Family and Solidarity, Morocco

When you are just starting out, it is unlikely that you will have a paid staff on call to help you organize and implement your project. However, you’ll still need people to help you. This is where volunteers come in handy. There are several reasons you need volunteers:

- You don’t want to burn out!
- You don’t want to spread yourself too thin by trying to do everything yourself. If you don’t have anyone to whom you can delegate, things might start falling through the cracks or you might miss valuable opportunities.
- You want to get other people interested and active in your cause.
- Recruiting and working with volunteers is a good opportunity for you to develop your “people management” skills.

Why do people volunteer?

The first step in successfully recruiting people is figuring out what their interests are. You can build and maintain a strong volunteer program by appealing to people based on their own internal motivations.

Some possible motivations include:

Policy: People who volunteer because they support the cause or the issue that relates to your project.

Social: People who volunteer to make new friends and extend their social network.

Opportunity: People who volunteer because they are looking for future jobs, money or connections.

Recognition: People who volunteer because they are looking to be acknowledged for their contributions.

Personal: People who volunteer to build their self-esteem or provide a change from the routine of their lives.

Remember that you can motivate people to take action on the issues they care about by showing them how they will make a difference and create positive change by volunteering with you.

Managing Volunteers:

So once you've got them, what do you do with them? Here are some best practices for managing the people who are interested in volunteering on your project.

- Keep track of all volunteer efforts and contributions, no matter how small or short-term.
- Make sure to use your volunteers. Nothing is worse than getting someone excited to help out and then having nothing for them to do.
- Take caution: Since volunteers aren't paid, they can't ALWAYS be relied upon. Try and balance between recruiting more people than you'll need (to account for the drop off) and recruiting too many people that your operation will become crowded.
- Follow-up! If someone says they will volunteer for a certain task, call them the day before and confirm with them.
- Always be recruiting. At conferences, classes and other events, keep an eye out for people who might be interested in volunteering for your project, or who might bring a needed skill or talent to the table.
- Thank everyone, always. It's free to say "thank you" —but it will cost you people and enthusiasm if you don't.

For more information on Convincing Others to Join Your Cause, check this online source (English):
Seven Steps to Achieve Effective Volunteer Support:
<http://www.charityvillage.com/cv/research/rvol16.html>

Chapter Four:

Mentoring and Nurturing Your Network of Support

“My name is Imene and I am from Algeria. Every woman should encourage other women to jump into politics and participate. It is difficult for a woman to do that in Arab states, but I encourage youth to turn their ideas into real projects. Networking is the key to mentoring—women need other women to be their mentors, boost their energy and give them advice when they need it. As a mentee I learned from all the advice that I got from different experts that played the roles of mentors for me. From them I learned how to develop an idea into a successful project. Now I have become a mentor to others in the NADA Network, the organization I volunteer at. Whenever I learn something, I share it with other employees and volunteers that work there. I share the guides and tools I learn from my own mentors. – Imene Gahar, Volunteer at NADA Network, Algeria, 25 years old”

The most important roles you play as a leader are being a voice, advocate and constant source of support for others, particularly other women who may not have the support they need to find their own confidence, capacities and connections. Mentorship—a supportive relationship established between two people to share knowledge, skills and experience—is a powerful tool for learning and realizing your potential in each of these areas.

Mentorship is critical at every stage of your life, and there isn’t one successful woman leader who doesn’t have a mentor, or a trusted counselor or guide. Having a personal guide, with whom you can build a lifelong relationship characterized by support and from whom you can constantly seek professional advice is invaluable to your success as a leader. Think of a mentor as a person who can always answer your questions and help you clear your mind when you have doubts.

Mentorship isn’t, however, a one-way street. To experience the maximum benefits of having this invaluable relationship that will walk you through personal, professional and political challenges and opportunities, you must experience mentorship from all levels.

Different types of mentoring:

Traditional – find someone who is older, more knowledgeable than you and with experience relevant to your interests and goals. Sometimes, women become your mentor naturally over time. But don't be shy to ask someone to be your mentor. It is a wonderful compliment and honor for someone to be put in that role.

Intergenerational mentoring – mentor others who are younger, less knowledgeable than you with goals and interests relevant to your achievements and goals. But beyond this, allow yourself the opportunity to be mentored by someone younger than you who might teach you something new about yourself, the goals you want to pursue and methods for achieving them.

Peer-mentoring – mentor and be mentored by someone your own age, with a similar level of experience. Support each other through the realities of leadership, through the challenges of managing your time and personal balance. Share strategies and promote each other in your respective networks.

If You Are a Mentor:

- Be informed about the cause of your mentee, and be sure to understand the challenges faced by and opportunities presented to her.
- Use your own experience in your mentee's field, and take time to think about what you can provide in terms of knowledge and support.
- Use your interpersonal skills and adapt your communication tools to your mentee's needs.
- Show enthusiasm and excitement about helping your mentee, it will motivate her.
- Think about your mentee as an authentic, unique individual, and respect her thoughts and values even if they are different from yours or reflect a different generation's mindset.
- Be committed! If you are willing to provide your help as a mentor, you need to commit to it on a long term basis.

If You Are a Mentee:

- Contact your mentor, build the relationship through your own initiative, send emails, make phone calls, stay in touch and always, always say thank you.
- Make sure to attend the sessions or meetings you agree on; be prepared and have questions ready.
- If you are asked to do an exercise or reflection on a specific topic, do it and always be prepared.

- Reflect on the ideas you receive and feel free to discuss and reply; it is not a one way communication, but rather collaborative action.
- As a mentee you have the opportunity to be advised and to network, so take advantage of it.
- Be sure to know what you want to accomplish through your relationship with a mentor.
- Be sensitive and aware of the difference between seeking personal advice and a shoulder to cry on, versus professional advice and direction. Be communicative.

■ Exercise: Who Do You Admire and Why?

Think about the woman you admire most in your life. Why? List out the characteristics and read them aloud to yourself or a friend. Think about the reasons you chose this person. Make a goal for the next 6 months:

1. **Appreciate the wisdom of women who came before us** – find a book by a woman world leader and read it.
2. **Appreciate the role models who are paving the way for your opportunities and equality** – seek to meet a woman who is a visible leader in your country.
3. **Appreciate the leaders in your own life** – Take the woman in your own life to lunch and thank her.

Never forget that we admire most in others what we admire or hope to see in ourselves.

For more information on Mentoring and Nurturing Your Network of Support, check these online sources (English):

Touchstones: Ideas that Increase the Likelihood of Our Working Together Productively:

http://www.cpcwnc.org/sites/default/files/toolbox/Touchstones-_Working_together_productively.pdf

Tips for Mentors: http://www.mentoringgroup.com/html/articles/mentor_22.htm

Moving Forward

Every woman has the potential to be a leader in her own life, community, country and in the world; you are now equipped with the leadership tools to help other women find their own confidence, capacities and connections. Consider this guide as a living document. Send us your comments, critiques, additional reading, testimonials of what you've tried and decided worked or didn't work; write to us about what you would like to see in future versions of this guide and stories of how you've shared it with others: Guide_Feedback@ndi.org.

Your challenge from this point forward is to put all the pieces of this guide together to achieve your goals. All of the chapters in this guide are inextricably linked; you cannot think of networking, for example, as something that you do that is separate from fundraising, or putting your business plan together, or effectively managing your time. Rather, apply a new approach to your leadership path by combining all of these tools and strategies together so you can be as powerful as you can be.

Appendix I:

Recommended Resources

Advocacy

An Introduction to Advocacy, Agency for Education Development,
<http://www.aed.org/Publications/upload/PNABZ919.pdf> (advocacy, message development, networking, fundraising)

Top 10: Tips on Getting Politicians to Listen to You, Apathy is Boring,
http://www.apathyisboring.com/en/the_facts/articles/9

Guide to Action, Taking IT Global,
http://www.tigweb.org/action/guide/Guide_to_Action.pdf (advocacy, technology, media, strategic planning)

10 Tactics for Turning Information into Action, Tactical Technology Collective,
<http://www.tacticaltech.org/10tactics> (advocacy, technology, strategic planning)

A New Weave of Power, People, and Politics: The Action Guide for Advocacy and Citizen Participation, Just Associates, <http://www.justassociates.org/ActionGuide.htm> (advocacy, message and media strategies, strategic planning)

Tips on Getting Involved, Apathy is Boring,
http://www.apathyisboring.com/en/the_facts/articles/tips_on_getting_involved

Fundraising

Fundraising for Change: A Practical Guide for Women's Rights Organizations, Global Forum for Women,
<http://www.globalfundforwomen.org/storage/images/stories/downloads/Handbook2007.pdf>

Basic Accounting for Small Groups, Oxfam,
http://www.oxfam.org.uk/what_we_do/resources/downloads/basg_19.pdf

Ideas and Methods for Raising Funds within Your Community, NDI,
http://www.ndi.org/files/1720_citpart_funds_100197_1_21.pdf

Writing a Grant Proposal, Center for Participatory Change,
<http://www.cpcwnc.org/resources/toolbox/writing-a-grant-proposal>

The Components of a Grant Proposal, Center for Participatory Change,
<http://www.cpcwnc.org/resources/toolbox/the-components-of-a-grant-proposal>

Choosing Your Fundraisers, Center for Participatory Change,
http://www.cpcwnc.org/sites/default/files/toolbox/Choosing_Your_Fundraisers.pdf

A Guide to Fundraising, Networklearning.org,
http://www.networklearning.org/index.php?option=com_docman&task=cat_view&gid=39&Itemid=52 (available in English and Arabic)

Funding Community Organizing: Social Change through Civic Participation, Grantcraft,
<http://www.grantcraft.org/index.cfm?fuseaction=page.viewPage&pageID=1247>

Fundraising Guide for NGOs, VSO, <http://www.allindiary.org/pool/resources/vso-fundraising-guide-ngo.pdf>

Leadership

Advancing Women's Leadership: A Training of Trainers Guide, NDI and CEDPA,
http://www.ndi.org/files/2248_guide_womenleadership_arabic_123107.pdf *this is in Arabic

Touchstones: Ideas that Increase the Likelihood of Our Working Together Productively, Center for Participatory Change,
http://www.cpcwnc.org/sites/default/files/toolbox/Touchstones-Working_together_productively.pdf (leadership, communication)

Media

'Mission Possible': A Gender and Media Advocacy Toolkit,
http://www.whomakesthenews.org/images/stories/website/Advocacy_toolkit/missionpossibleeng.pdf

A Media Guidebook for Women: Finding Your Public Voice, NDI and US Information Agency, http://www.ndi.org/files/2049_wp_mediaguide_090505_ara.pdf (image) (Arabic)

Message Development/Communication

Your Organization's Mission, Vision, and Programs; Center for Participatory Change, http://www.cpcwnc.org/sites/default/files/toolbox/Creating_your_mission_vision_and_goals.pdf

Message Strategy, Development, and Delivery

<http://www.wdn.org/sites/default/files/WinstonMessageEnglish.pdf>

Effective Public Speaking, Center for Participatory Change,

<http://www.cpcwnc.org/resources/toolbox/effective-public-speaking>

How to Run a Good Meeting, Center for Participatory Change,

http://www.cpcwnc.org/sites/default/files/toolbox/Running_a_good_meeting.pdf (communication, leadership)

Opening and Closing a Gathering: Tips for Effective Facilitation, Center for Participatory Change,

http://www.cpcwnc.org/sites/default/files/toolbox/Opening_and_Closing_Gatherings-En.pdf (communication, leadership)

Tips to Facilitate Workshops Effectively, Center for Participatory Change,

http://www.cpcwnc.org/sites/default/files/toolbox/Tips_for_Effective_Workshop_Facilitation.pdf (communication, leadership)

Networking

International Knowledge Network of Women in Politics, www.iknowpolitics.org

Advancing Governance through Peer Learning and Networking, UNDP,

http://www.huairou.org/assets/download/Advancing_governance.pdf

Networking for Policy Change: An Advocacy Training Manual, The Policy Project,

<http://www.policyproject.com/pubs/AdvocacyManual.pdf> (networking, advocacy, message development, communication, fundraising)

Tracing Power and Influence in Networks: Net-Map as a Tool for Research and Strategic Network Planning, International Food Policy Research Institute,
<http://www.ifpri.org/sites/default/files/publications/ifpridp00772.pdf>

7 Tips for Successful Social Network Campaigns, Christine.net,
http://www.christine.net/2007/04/7_tips_for_succ.html (networking, media, technology)

Strategic Planning

Organizational Planning, Center for Participatory Change,
<http://www.cpcwnc.org/resources/toolbox/organizational-planning>

Building Capacity through Financial Management, Oxfam,
http://www.oxfam.org.uk/resources/downloads/buildfincap_book.pdf (strategic planning, fundraising)

Setting Goals and Evaluating Projects, Center for Participatory Change,
http://www.cpcwnc.org/sites/default/files/toolbox/Setting_Goals_and_Evaluating_Projects.pdf

Community Development Toolkit, ICMM, <http://www.icmm.com/page/629/community-development-toolkit->

Campus Organizing Guide, University Coalitions for Global Health Resource Group,
http://www.ucgh.org/wp-content/uploads/2007/11/organizing_guide.pdf (strategic planning, leadership)

Why Strategy and Tactics?, New Tactics,
http://www.newtactics.org/sites/newtactics.org/files/resources/Understanding_Strategy_Tactics.pdf

New Tactics in Human Rights: A Resource for Practitioners, New Tactics,
http://www.newtactics.org/sites/newtactics.org/files/entire_workbook-_english.pdf (English)
<http://www.newtactics.org/sites/newtactics.org/files/ArabicWorkbook.pdf> (Arabic)

Seven Steps to Achieve Effective Volunteer Support, Canadian FundRaiser,
<http://www.charityvillage.com/cv/research/rvol16.html> (strategic planning, networking)

10 Tips for Effective Organizing, Apathy is Boring,
http://www.apathyisboring.com/en/the_facts/articles/10_tips_for_effective_organizing

Technology

Women's Political Participation in 21st Century: Using Communication Technologies, iKNOW Politics, <http://www.iknowpolitics.org/node/21155> (technology, communication)

Information and Communications Technology: The Gender Dimension, iKNOW Politics, <http://www.iknowpolitics.org/files/ICTfor%20Development%20%28Gender%20Perspective%29.pdf> (technology, communication)

IT and Youth Engagement in 5 Steps, Canadian Coalition to End Global Poverty, http://www.ccic.ca/_files/en/what_we_do/002_pe_strategy_guide.pdf

Web 2.0: Ten Ways Non-Profits Can Start Leveraging Social Media, Robin Good (Master New Media), http://www.masternewmedia.org/news/2006/10/12/web_20_ten_ways_nonprofits.htm (technology, media)

A Digiactive Introduction to Facebook Activism, Digiactive, http://www.digiactive.org/wp-content/uploads/digiactive_facebook_activism.pdf

Blog for a Cause, Global Voices Advocacy, http://advocacy.globalvoicesonline.org/wp-content/downloads/gv_blog_advocacy2.pdf

A Campaigner's Guide to Facebook, Oxfam, <http://www.oxfam.org.uk/generationwhy/yoursay/articles/yoursay254.htm> (technology, media, advocacy)

General

Consolidated Response on the Involvement of Young Women in Politics, iKNOW Politics, http://www.iknowpolitics.org/files/consolidated_response_young_women_Eng.pdf (networking, young women, communication)

Effectiveness of Women in Politics, iKNOW Politics, <http://www.iknowpolitics.org/node/20863>

Civicus Communications and Planning Toolkits*

<http://www.civicus.org/toolkits/civicus-planning-toolkits>

**Many of the resources in the Civicus Toolkit are available in Arabic, English, French, Portuguese, Russian and Spanish.*

Appendix II: Tools and Templates

- A. Balance Assessment Sheet
- B. Time Tracking Sheet
- C. Leadership Self-Survey

A. Balance Assessment Sheet

STEP ONE: Assessing Your Current Balance

| Category | Check the appropriate box for each category | | | | |
|--|---|-------------------|------|---------------|--------|
| | 1=Bad | 2=Could be better | 3=OK | 4=Pretty Good | 5=Wow! |
| <p>EDUCATION: Are you where you want to be in terms of earning degrees and continuing formal, higher education? Are there new life skills you want to learn (such as a foreign language or new technology) you want to learn? Are you pursuing opportunities to do so? Are you continuing your education in a lifelong way by reading and building awareness of national and global issues?</p> <p><i>Comments:</i></p> | | | | | |
| <p>COMMUNITY ENGAGEMENT: How involved are you in your community? Considering the opportunities for political and civic engagement available to you (such as neighborhood associations, volunteer work, community service or political parties), how involved are you? What are you doing to make your community better? To inspire others?</p> <p><i>Comments:</i></p> | | | | | |

| Category | Check the appropriate box for each category | | | | |
|---|---|-------------------|------|---------------|--------|
| | 1=Bad | 2=Could be better | 3=OK | 4=Pretty Good | 5=Wow! |
| <p>NETWORKING: What networks are you a member of? Are you actively contributing to the growth and maintenance of those networks? Are you getting what you want from your networks? Are there networks you have not accessed, but would like to? Is there someone you would like to meet? Have you tried to meet her/him?</p> <p><i>Comments:</i></p> | | | | | |
| <p>VISIBILITY: Who knows you? Who knows about or sees and reads about the good work you are doing? What public credit are you giving yourself for your leadership history – whether through an association, cause or personal visibility? Have you had a story printed or something posted online?</p> <p><i>Comments:</i></p> | | | | | |
| <p>FINANCES: Do you know the situation of your personal finances? How much money do you want or need compared to what you have? What types of money or support are necessary for you to achieve your goals? Do you know where to look for money?</p> <p><i>Comments:</i></p> | | | | | |

| Category | Check the appropriate box for each category | | | | |
|--|---|-------------------|------|---------------|--------|
| | 1=Bad | 2=Could be better | 3=OK | 4=Pretty Good | 5=Wow! |
| <p>HEALTH: Are you in good health? If not, are you aware of what it would take to be in better health? Is your lifestyle supporting your goals for health? Are you eating in a way that makes you feel healthy and happy? Are you exercising in a way that makes you feel healthy and happy? How is your mental health? Energy?</p> <p><i>Comments:</i></p> | | | | | |
| <p>PERSONAL: Are you being good to yourself? What makes you happy? Are you doing things that are personally important to you and that bring you joy and peace – such as reading, watching TV/movies, having time alone, seeing friends, shopping, exercising, writing, volunteering, painting, chatting online, dancing, cooking or meditating?</p> <p><i>Comments:</i></p> | | | | | |
| <p>FAMILY & RELATIONSHIPS: Are you devoting time to nurture relationships (with family, partners, close friends and mentors or others in your life who are important to you) based on what YOU want and not what is expected of you? Are there particular relationships you would like to strengthen?</p> <p><i>Comments:</i></p> | | | | | |

| Category | Check the appropriate box for each category | | | | |
|---|---|-------------------|------|---------------|--------|
| | 1=Bad | 2=Could be better | 3=OK | 4=Pretty Good | 5=Wow! |
| <p>SPIRITUAL: This category is personal in nature and depends on each individual; spirituality is about whatever feeds your spirit and this doesn't have to be religion. Can you define spirituality – religious or otherwise – for your life? Are you doing the things that make you feel spiritually satisfied – prayer, going to church/mosque/temple, meditating, practicing yoga, experiencing nature or playing music?</p> <p><i>Comments:</i></p> | | | | | |
| <p>LOVE: This category is not only about romantic love. Are you working on the lifelong process of loving yourself? Others? Are you dating and building relationships in a way that brings you growth and happiness? If married, are you devoting quality time to your marriage? Does this relationship make you feel happy and fulfilled? If a mother, cousin or aunt, are you devoting quality time to your children or nieces or nephews? Are you working on friendships?</p> <p><i>Comments:</i></p> | | | | | |

STEP TWO: Looking at the Big Picture

| | | | | | |
|---|--|--|--|--|--|
| How confident are you? | | | | | |
| How happy are you? | | | | | |
| How authentic and honest are you with yourself? | | | | | |

STEP THREE: Total Your Score

My Total Score = _____/65 TOTAL POINTS

Date of Assessment = _____



STOP: THINK

There is no “perfect” or “failing” score. These are aspects of your life that will grow with you, changing with time and context. Think about how you graded yourself. Where did you score the highest? The lowest? Why? Think about the steps you could take to achieve the scores that would satisfy you the next time you do this exercise – at least twice a year and anytime you are feeling overwhelmed by everything competing for your attention. Revisit this self-assessment every six months. Date your answers and track your progress with time.

B. Time Tracking Sheet

| Category | Average Hours Per Day | Total Hours Per Week |
|----------------------------------|-----------------------|----------------------|
| Sleep | | |
| Getting ready in the morning | | |
| Time in office | | |
| Time in meetings | | |
| Facebook™ and/or online chatting | | |
| Driving | | |
| Cooking | | |
| Watching TV | | |
| Getting ready for bed | | |
| Education/Learning | | |
| Public engagement | | |
| Networking | | |
| Finances | | |
| Health and exercise | | |
| Personal time | | |
| Relationships and family | | |
| Spirituality | | |
| Love | | |
| <i>Other:</i> | | |

C. Leadership Self-Survey

Complete the following inventory of your leadership skills. There are 10 questions. Some are open-ended and others require that you circle the number that best represents how you behave on a scale of 1 to 10 (1=Not True and 10=True).

***There are no right or wrong answers.**

Please be candid in your assessment. When you have finished the inventory, review your answers. Think: Where are my leadership skills strong? What areas could I improve?

Section I: The Basics

1. How do you want to change the world?
2. What have you done to make life better for your fellow citizens?
3. What issues have you tackled in which you have some expertise?
4. What is the accomplishment of which you are most proud?
5. What is the greatest goal you would like to accomplish in your lifetime?

Section II: Baseline Resources

6. Money – do I have personal savings?

7. Money – have I ever asked for others for money? Do I know how?

8. People – have I ever gathered people or volunteers to work around a project or cause?

9. People – who are the key people/associations I know who could help me?

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Section III: Mission and Values

10. I have identified the character traits and personal values that are most important to me.

Not True *True*

1 2 3 4 5 6 7 8 9 10

11. I work to embody those character traits and demonstrate those personal values in my everyday life.

Not True *True*

1 2 3 4 5 6 7 8 9 10

12. I have written down my goals, set a timeframe for each goal, and outlined the necessary steps to achieve them.

Not True *True*

1 2 3 4 5 6 7 8 9 10

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