

Manual on Political Party Management and Local Party Work



**MANUAL ON
POLITICAL PARTY
MANAGEMENT AND
LOCAL PARTY WORK**

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ACKNOWLEDGMENTS

The completion of this Manual on Political Party Management and Local Party Work could not have been possible without the support of the European Union (EU). The EU activities in support of the Bangsamoro Peace Process and development in the Mindanao region is sincerely appreciated and gratefully acknowledged.

This training manual was developed in the course of the EU-funded Bangsamoro Party Building Project (DEPAdev Bangsamoro) which was implemented by the Konrad-Adenauer-Stiftung (KAS) Philippines Office and the Institute for Autonomy and Governance (IAG).

DEPAdev Bangsamoro

Bangsamoro Political Party Building Project (DEPAdev Bangsamoro)
(Konrad-Adenauer-Stiftung e.V., Institute for Autonomy and Governance
- Funded by the European Union)

After decades of struggle in the southernmost Philippine island group, there is a promising chance for peace in Muslim Mindanao. Many stakeholders contribute to enhancing the humanitarian and socio-economic situation of the conflict-affected population. In this context, Konrad-Adenauer-Stiftung (KAS) Philippines Office together with its partner, the Institute for Autonomy and Governance (IAG), have started a project in September 2015 to advance a genuine political party system in Southern Philippines.

Seeing the need for an empowered civil society as a foundation for peace and participatory democracy, this EU-funded eighteen-month project called Democratic Party Development (DEPAdev) aims at promoting genuine political parties and movements within the future autonomous region “Bangsamoro” in conflict-affected Mindanao. Access to political decision-making for civil society actors representing different social groups is the key component. For this non-partisan approach, training activities were implemented throughout the year 2016 which addressed the various religious and non-religious groups inside the future Bangsamoro entity. Trainers from various countries in Southeast Asia and Europe lectured on both basic and more advanced political issues based on the principle of catering to each group’s specific needs.

This approach in peace-building which focuses on the political empowerment of civil society and membership-based parties lays out a curriculum that enables the people to shape the future of politics through active participation and meaningful self-determination - rather than being subject to clan - and personality-based politics.

Through the inclusion of lessons learnt from other peace processes, DEPAdev can serve as a role model for conflict resolution and sustainable peace in a global context.

FOREWORD

The political entity that will one day be called the Bangsamoro needs democrats to make it work. Regardless of whether the future will bring a new autonomous region or a federal region – the fate and well-being of the people depends on their ability to govern themselves. In order to acquire that ability, it is not enough to merely elect officials or simply run for office. Self-determined, meaningful politics calls for a mature and active civil society. After all, the meaning of the word *democracy* implies that the people rule, the many – not the few.

The EU-funded project “Democratic Party Development Bangsamoro” provides the knowledge and the skills to become an active part of politics. Genuine, democratic, membership-based political parties establish the breeding ground for fair and active civil society participation in public decision-making. Therefore, this publication elaborates on the foundations of political parties itself, on how to build and run organizations that shall have a meaningful impact on politics in Mindanao. Konrad-Adenauer-Stiftung and the Institute for Autonomy and Governance (as the implementing organizations of this project) hope to contribute to lasting peace in Mindanao through our efforts in civic education and political party building. We aim to provide the tools to build vehicles for political pluralism, fair competition and, eventually, a better future for the people of the Bangsamoro.

Benedikt Seemann

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ABOUT THE CONTRIBUTORS

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Lambert Ramirez is a student of politics and political parties since his college days. An anti-dictatorship advocate, he immersed himself in the anti-Marcos movement as a student. His exposure professionally deals with governance, public and private sectors alike. He has full trust in the civil society, for which he devoted 13 years of his professional life to corporate foundations. He is of firm belief in the capacity of citizens to bond together for self-help and mutual benefit economically and politically. His exposure to politics, national and local, afforded him the chance to share his insights in building political parties from nothing to something, or in any stage in the growth of a political party.

1

FOUNDATIONS OF A POLITICAL PARTY

POLITICS AND SOCIETY

“Politics is who gets what, when, how.”

(Lasswell, 1936).

Politics is part of life. Each of us engages in politics in many different ways to get what we want. Any society, therefore, cannot do without politics.

Politics happens when one influences another or is influenced by someone else.

Following the definition by Harold Lasswell, politics is best served when one gets something out of a position one has taken on issues.

This could happen at different levels of relationships:

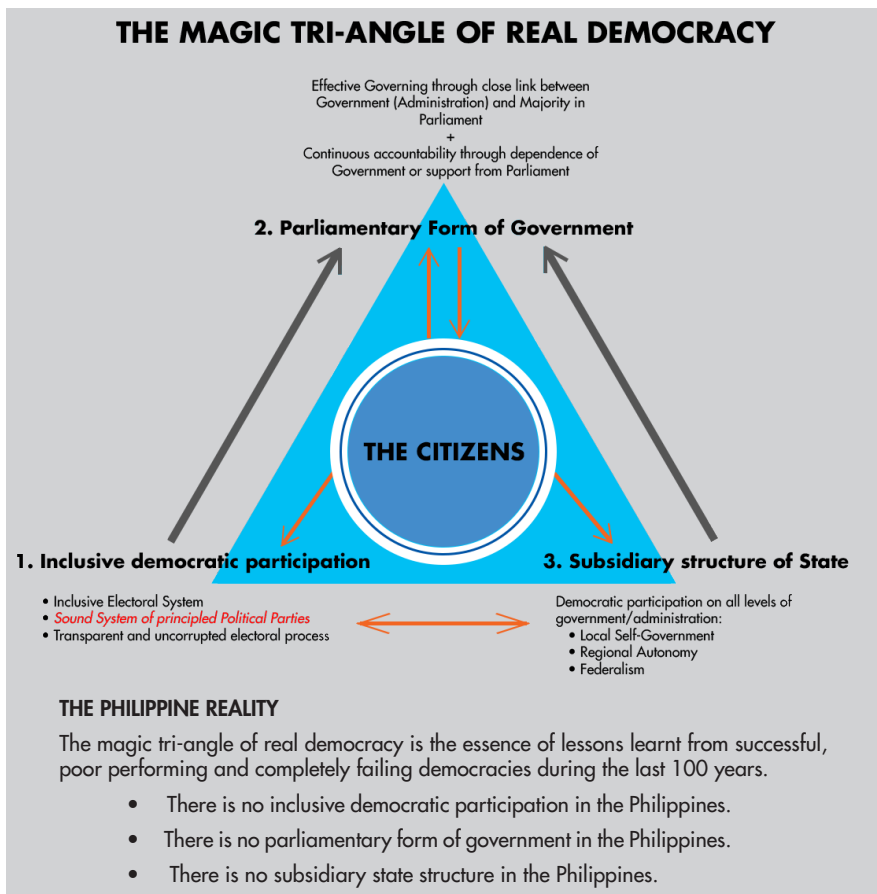
1. **among individuals** – between two or more persons as family members, friends, colleagues at work, or even strangers;
2. **in an organization** – among members, or between organizations;
3. **in a community** – between leaders of different organizations, sectors, or interest groups;
4. **in a society** – between the government and the people through their organizations.

To engage in politics, therefore, is legitimate and necessary. People in a poorly served community without potable water system may realize that

it is important to communicate this need to the government for action. The community leaders could organize a meeting to discuss this particular need, formulate a position paper signed by representatives of the group or by individual households and submit this to the local government. This is politics at work at the community level.

In this example, politics is important and necessary so that a community need is addressed by the local government.

But a government, local or national, cannot simply wait for thousands of communities to file their petition. Besides, in our example, only one priority issue in the community was addressed. In reality, there are many problems facing a community.



Many communities encounter similar problems on a day-to-day basis whether they are located in dense urban areas or in sparsely populated rural areas.

This is not to say that all problems of local communities are the same. There are variations in the problems local communities face depending on their natural environment, the level of education and skills of the population, infrastructure and technologies available, cultural background and practices, accessibility of different services, and more.

Furthermore, in communities there are different interest groups begging to be heard and served: the youth, women, farmers, workers, business people, investors, senior citizens, urban and rural poor, the religious and civic groups, tourists and many others.

If federalism is not based on inclusive democratic participation

- with an electoral system in which through strong proportional elements minorities have a fair chance of being represented,
- with a strictly controlled system of principled political parties owned and operated by citizens with transparent internal democratic structures and financial independence from dynasties and big business,
- with an electoral process in which the existing laws against vote buying and other forms of undemocratic manipulation are strictly implemented and observed,

the regional governments or states will be controlled by powerful dynasties.

It is not enough to replace the dysfunctional presidential system through a parliamentary form of government.

If this parliamentary form of government would not be based on inclusive democratic participation with

- an electoral system, providing minorities with a fair chance of representation,
- principled democratic political parties, organized and controlled by citizens as dues paying members with strict internal democratic structures and procedures and transparent financing, independent from dynasties and patrons,
- a strict control of a transparent and un-corrupted electoral process

the parliamentary form of government would end up in a chaotic situation with high instability of the government and unpredictable, in-transparent power situations.

(Koepfinger, 2016)

“Politics is not bad in itself. From Ram to Krishna to Buddha, they have all been involved in matters of statecraft. At different times different things drew people to politics.

It is not easy at times. Educated youth must come forward and work for nation. I invite youngsters to politics. But do not come to become something, come join to do something.”

(Modi, 2012)

But how can the government effectively address all these issues? When taken on their own, communities will compete for resources against the others; in the same manner, sectors will ensure they get better allocation than other sectors in the budget for their interests and programs.

There are two ways to address issues effectively:

1. **Organize these interests** - whether of the whole community or a sector - into one coherent program of government.
2. **Represent these interests** in the government by vying for positions in government through elections.

These two have one common denominator - political parties. Political parties have juridical personality. They have the ability to aggregate the interests of various sectors, communities and geographical territories into one coherent platform of government. At the same time, they possess the capacity to claim representation of the various interests their parties are upholding in their platform.

Equally important, political parties have the capacity to win elections so that their platform and programs may be implemented.

Most of the countries in the world today practice democracy through regular elections. Political parties therefore have the opportunity to establish control over the government and push for their platforms, policies and programs.

“Politics (from Greek: πολιτικός politikos, definition “of, for, or relating to citizens”) is the process of making uniform decisions applying to all members of a group. It also involves the use of power by one person to affect the behavior of another person. More narrowly, it refers to achieving and

exercising positions of governance – organized control over a human community, particularly a state. Furthermore, politics is the study or practice of the distribution of power and resources within a given community (a usually hierarchically organized population) as well as the interrelationship(s) between communities.

A variety of methods are employed in politics, which include promoting or forcing one's own political views among people, negotiation with other political subjects, making laws, and exercising force, including warfare against adversaries. Politics is exercised on a wide range of social levels, from clans and tribes of traditional societies, through modern local governments, companies and institutions up to sovereign states, to the international level."

(Politics, n.d.)

POLITICAL PARTIES AND SOCIETY

Political parties become the bridge between the government and citizens. Citizens ventilate needs and political parties synthesize them into platforms of government. People elect candidates through their political parties on the basis of how best their interest can be served. When elected to office, political party officials formulate policies and implement programs in accordance with their respective platforms. Citizens actively monitor fulfilment of campaign promises throughout their tenure in office until the next elections.

The more active the citizens are, the more receptive political parties become to them. When this ideal realized, the bridge that draws the line between government and its citizens become shorter.

What then is a political party? A political party is "an organised group of people with at least roughly similar political aims and opinions that seeks to influence public policy by getting its candidates elected to public office." (*Roles and Definition of Political Parties, 2012*)

This definition mostly sums up the reason for being of political parties – who composes them, what binds them together, why they organize themselves as a political party. This distinguishes political parties from other groups, associations or organizations: political parties seek public

office through elections and get control over the government – its bureaucracy, policy direction and programs, while other types of organization do not.

An American political thinker, V.O. Key, appropriately classified the functions of a political party covering the vast gamut of operations in three areas: party in the electorate, party as an organization, and party as an organization.

1. Parties-in-the-Electorate refers to the function of a political party to touch base with communicate to the voting public all year round.

– *Simplifying electoral choices for voters.* Voters are able to distinguish one political party from the other by its platform of government and programs. For example, how do political parties in the country view subsidy for education?

– *Educating citizens.* It is the responsibility of political parties to educate citizens at least on the following:

- a. Their ideology, platform, and how they differ from other political parties;
- b. Their right to vote as sovereign citizens;
- c. The electoral system including the basic processes in voting;
- d. The party's position on issues that concern citizens and matter to the country;
- e. Citizens' participation in political and policy affairs of the government.

– *Mobilizing citizens to participate.* People represent the power of the nation. Their participation in issues that matter to the country and their daily lives is a sign of good citizenship. At the very least, political parties must be able to mobilize their members and supporters for concerns that matter to the political party.

Mobilization or making members and supporters active participants in the party's educational function may come in different forms:

- a. *Conducting discussions and attending meetings that deals with the party's position.* There is nothing better than knowing the basic information, or the ins and outs, of an issue and how the party arrived at a certain position. This way, any supporter would be better equipped to articulate the position of the party with various groups or the general public.
- b. *Joining educational circles* to deepen knowledge on issues to be able to effectively serve as organizers or recruitment agent of the party.
- c. *Participation in mass rallies* to ventilate the party's policy positions in important issues. Projection to the public that the party's position on an issue has a growing following is an important image-building and projection as to the correctness of the party's stance.
- d. *Recruitment of new members who believe in the party's position.* Filtering those the Party operatives have touched base with in the course of the campaign for particular issues is one key task in this. The best ones among them are assets to the party.
- e. For the most advanced party members and supporters, *writing of position papers to newspapers regarding the party's stance on particular issues, or giving interviews to promote the party's position.* They need carry the name of the party, but this creates impact when supporters take the cudgels for the party on their own.

2. Parties-as-organizations.

As organizations, political parties engage in recruitment of new leaders and development of candidates. This is a basic function of a political party. In a strong political party system, a party without good leaders to run for office will not win. An ideal political party must be able to get the best and the brightest among willing political leaders who believe in the same ideology and principles as well as share the same values with the rest of the

officers and members of the party.

- a. *The practice of recruiting political leaders and personalities from other parties must be minimized, if not stopped because this does not help in the development of healthy, strong and genuine political parties.*
- b. *Expansion and consolidation of members.* The Party must have a unit whose function is to continuously recruit for expansion and consolidation. Quantity and quality of membership must be the main goal. Quantity refers to the absolute number of membership of the Party across regions and provinces. Quality refers to the capabilities, commitment to tasks and loyalty to the Party of its members.
- c. *Cadres development.* This is the elite force of the Party. So the Party must invest in cadre development. They constitute the most advanced Party members in terms of propaganda, organizing and mobilization skills. They are recruited to this group by nomination of local party leaders impressed upon by the potentials and commitment of these select members.
- d. *Sustained financing (fund generation and management).* Any Party activity must be translated into pesos, or its monetary value. This means there must be a unit in-charge of the sustainable resource generation function to ensure the target amount of money needed for its day-to-day operations would be met.
- e. *Communications group (media: broadcast, print and social).* A dedicated media group should be formed, provided for with facilities, and funded. The importance of communication in this time and age is demonstrated in the 2016 Philippine elections where the media, especially the social media, helped shape the opinion of voters. A

special training course must be developed for this and a comprehensive media program drawn.

- f. *Policy and program group (think-tank)*. The best way to ensure that the Party will have a supply of well thought-out analysis and position on each issue the Party deems important is the formation of a think tank. Members may be drawn from the academe, business, civil society organizations, and sectoral groups. Those recruited have the capacity to do think tank functions across the range of interests of the Party.
- g. *Backroom tasks*. These refer to the development, installation and operationalization of policies, systems and procedures of the Party to ensure that it is managed in a professional manner. To gain and sustain the trust of the party membership and the Party's partners in the Party's integrity of the operations of the Party, transparency, accountability and proper controls are important.
- h. *Reportorial documents*. Being a duly registered political party, certain reportorial requirements are mandatory for submission on a regular basis to the COMELEC. In addition to the requirements of the COMELEC, it must provide its general membership a state-of-the-party report from time to time and as its by-laws provide for. Lastly, it must always endeavor to win the trust and confidence of its partners and the general public. One way to do this is to furnish them a copy of the report of the operations of the Party.

3. Parties-in-government

- a. *Creating government majorities*. After electoral victory, the immediate task is for the Party to proceed with dispatch in forming a majority to create the government. In a parliamentary system, this could be done through alliances and coalition if the winning party does not have

enough positions in the parliament to form a government. In a presidential system, creating a majority in the legislature would ensure that the priority legislative agenda of the ruling party would be passed.

- b. *Implementing policy objectives.* This would ensure that the winning party's platform of governance would be in place in no time as a matter of commitment to its constituents and those that helped it to win.
- c. *Organizing dissent.* In case the party loses in the elections, it should be prepared from Day One to serve as the opposition. It must be able to ready an alternative program to the ruling party or ruling coalition.
- d. *Ensuring responsibility for government actions.* The opposition party must be able to play the role of the fiscalizer and check and balance to the government. It must continue to communicate with its constituencies and partners about the positions it is taking in the light of the electoral loss.
- e. *Fostering stability.* Both ruling party/coalition

FUNCTIONS OF POLITICAL PARTIES IN MODERN DEMOCRACIES

Five questions:

1. **Who integrates the different interests of citizens**, groups, sectors into political concepts under broadly accepted values and rules?
2. **Who selects competent and committed candidates** for the elections, who will represent the electorate in a committed and professional way?
3. **Who educates interested citizens** and active stakeholders in political opinion building to be able to play their role as democrats?
4. **Who connects the citizens** and their requests, needs, ideas, and problems **with the political decision-makers between elections?**
5. **Who holds accountable the elected representatives** of the citizens in the legislative bodies in their personal performance and in their political actions between the elections?

and the opposition have a common responsibility to foster stability of the existing system. The first must be bound by the rule of law in the implementation of its policies and programs, while the opposition must continue to fiscalize within the bounds of the Constitution no matter how intense policy debates get.

FUNDAMENTAL ELEMENTS OF A POLITICAL PARTY

There are a number of basic elements that would ensure the development of a strong political party. These are:

1. **Clear ideology** that is translated into
 - a. Defined principles;
 - b. Comprehensive platform;
 - c. Concrete policies;
 - d. Coherent programs and services.

The relationship between ideology and concrete programs and services must be clear and easily demonstrated.

INTERNATIONAL STANDARD CRITERIA FOR MODERN, GENUINELY PRINCIPLED POLITICAL PARTIES

1. **Clear ideological orientation**, demonstrated through a detailed and meaningful political platform, based on joint principles – not just a collection of motherhood statements.
2. **Owned by its members, not by a patron** who pays and dictates (preferably therefore: dues-paying members, who are owners of the party).
3. **Internal bottom-up democratic structure and procedures** enshrined in clear Constitution and By-laws which are strictly followed.
4. **Continuous activities between the elections** in order to allow citizen participation in democratic decision making and to hold accountable the elected representatives in the local and national legislative bodies.

(Koeppinger, 2016)

2. Clear strategic vision and concrete plans

- a. Strategic, medium-term and annual plans on the following:
 - i. Encompassing legislative and executive agenda;
 - ii. Membership expansion and consolidation;
 - iii. Public and media relations and communications;
 - iv. Financial and fund generation-related business activities.

After political parties are established, they must undertake regular planning and assessment to determine whether milestones have been met and to identify the challenges faced in the course of building, expansion, and consolidation.

3. Sustained Party operations

- a. Has functional commissions and other units that have their own clear annual, medium- and long-term plans;
- b. Has clear and operational policies, systems and procedures;
- c. Adheres to internal democracy in its decision-making process;
- d. Promotes horizontal and vertical feedback system;
- e. Encourages policy, i.e. organizational or governance-related, debates within between and among Party members and units.

4. Leadership and membership that have

- a. Ideological discipline;
 - i. Knowledgeable and adhere to the Party's ideology
 - ii. Knowledgeable and constructively critical of other Party's ideology and programs

- b. Party discipline;
 - i. Governed by the Constitution and By-laws of the Party
 - ii. Subsume individual self-interests to that of the Party's
- c. Clear program for party leaders and cadre development.

5. Electoral base

- a. Has the potential to further expand the Party's base and its representation in both parliament and government;
- b. Can mount political campaigns, mobilize supporters, and win elections;
- c. Has comprehensive communications plans about its platform, programs, (policy) positions on issues;
- d. Has the capacity to debate in public with other political parties on issues of national/regional importance to the Party.

2

DEVELOPING AND ORGANIZING A POLITICAL PARTY

Even prior to its registration with the Commission on Elections, the party should organize itself in accordance with its Constitution and By-laws. There are reasons for this:

1. The Commission on Elections will look into the roster of leadership and membership.
2. COMELEC will see if its rules are followed in the areas of recruitment of leaders and members, and their corresponding responsibilities.
3. Overall, COMELEC will look into the Party's viability and feasibility through the documents submitted and possible interviews with its President, Secretary General, or their counterparts, and legal counsel.
4. A political party eyeing participation in the coming elections should organize immediately after the decision to put up the party is reached by the founding leaders and members because time is valuable.

ORGANIZING AND MEMBERSHIP RECRUITMENT

There is a saying that goes "You reap what you plant." The same is true with the organization of a political party. If you organize one in the wrong way, you will see your party encountering problems in the future. But if you organize the party in the right way, you will see it grow to the party you envisioned.

FUNDAMENTAL QUESTIONS TO BE ANSWERED



THE STRUCTURE OF CONSTITUTION AND BY-LAWS



(Koeppinger, 2016 (1))

By strategic planning, you will be able to increase the variables over which you have control and minimize variables over which you have little or no control.

Organizing the party means that all preliminary tasks as tackled in the first chapter of this Manual have already been satisfied. In other words, all rules and regulations, policies, systems and procedures, structure and strategic, medium-term and annual plans of the party are set up and running. Remember, you want to start building a genuine party. All this will put the party on solid ground.

The following are the hardware of the political party as an organization:

1. The **Constitution** that declares the party's reason for being;
2. The **By-laws** that craft the rules and regulations of how the party should be run and managed;
3. The **policies, systems and procedures** that govern the daily operation of the party ensuring both transparency and accountability in every activity; and
4. The **plans** that draw the road map of the party at least for the next five years.

These are the things every member of the Party has control over. They cannot be simply changed and amended because a good majority of the membership will have to approve the changes.

On the other hand, the software of the party organization are those variables that members have no control over. This relates basically to leadership and management style. No member can predict exactly how Party officers would lead and manage the party organization. These variables should be kept to the minimum.

According to the late Secretary Jesse Robredo who used the term hardware and software in describing the fundamental elements of political parties, the best ratio is 80%-20% in favor of the hardware.

This is not to diminish the role of leaders and managers of the party organization. It only suggests that it is the function of the members who will elect their leaders to choose correctly and exercise their right responsibly so that every leader they elect would work for the interest of the party primarily and their personal ambitions, if any, secondarily.

The party leadership

The idea of putting up a political party comes from a core group of visionary leaders who are bound by common beliefs and aspirations, and a shared dissatisfaction with the current political party system.

This core group of leaders usually has a set of names of people they have chosen to lead the party. These leaders could come from the core group, or from a list of people of similar advocacies and aspirations who are not yet in the loop.

Realistically, the formal or informal selection of leaders precedes the recruitment of members and formation of chapters.

Given this, how to ensure that the party leadership would work for the benefit of the party? The following recommendations may be worth considering:

- 1. Select leaders who are not inclined to run for political office**, especially the most crucial positions: President, Secretary General and the Director General.

As a rule, the President ensures the overall direction of the Party in accordance with the basic party agreements: Constitution, By-laws, plans and programs.

For his/her part, the Secretary General oversees the day-to-day operations of the Party including its various units and chapters.

Finally, the Director General manages the party headquarters and sees to it that all policies, systems and procedures are observed.

Selecting leaders for these positions who have plans to run for elective positions may not be good for the Party as the leaders' political ambitions may becloud their judgment in terms of geographic party chapter formation and expansion, alliance building and other related party work.

Professionalization of the party organization begins with de-politicization of the party leadership. This will help ensure that all party decisions and positions, especially on crucial matters, will not depend on the personal

political ambitions of any one or group of party leaders, but rather on the overall interest of the Party.

2. **Provide a reasonably accessible mechanism** whereby any party leader or group of leaders may be replaced or forced to resign for accountability for the wrong decisions taken leading to the loss of the Party (i.e. loss of confidence) and breach of party discipline.

This will provide the membership the ultimate power to decide who their rightful leaders should be without prejudicing the best and the brightest among the party leaders who may be unwittingly subjected to the same process and mechanism because of power dynamics within the party or its leadership.

Organizing party department units

A Party should have the following departments or units: headquarters, finance and personnel, membership and chapters, planning, media and communications, education and leadership development. Other units may be formed, but these should be there right from the start.

It is important to establish a *clear structure; and the core competencies, skills required, and package of compensation for the personnel to be recruited.*

Follow these basic tasks:

1. **Make a clear structure** of the Party that shows the vertical and horizontal relationships between various departments and/or units within the Party.
2. **Set clear functions and accountability** of each department and/or unit.
3. **List core competencies, skills set and package of compensation** per position in each department and/or unit.
4. **Put in writing the formal selection and hiring process** so as to have a template for subsequent personnel requirements.

5. Constitute a selection and hiring unit to be able to get the best and the brightest among the applicants.

From the very start, all units of the Party must have clear delineated functions in relation to one another. All personnel must have clear terms of reference.

All applicants must go through the selection and hiring process even if they are recommended by party leaders and officers. Rules must apply to everyone.

Since you are just starting party operations, financing the party structure would be a big challenge; hence, you may consider doing the following:

- 1. Set an interim structure** for the Party, collapsing functions of two or more units into one.
- 2. Recruit an interim personnel** for each unit comprising of one or two persons, most likely the head and his/her assistant depending on the urgency of the need for personnel in each unit.

The interim structure and staffing is to be done only for financial considerations. What is important to note is that this interim structure and staffing should be time-bound. Units that were collapsed into one unit would in time become independent units with their dedicated personnel. Interim is temporary, not permanent.

Multi-tasking and shared personnel (in the case of two or more units being tentatively collapsed into one) should also be time-bound. Eventually, each party functionary or staff should have his/her own clear tasks and responsibilities for the position s/he was hired for.

Career path

As the Party grows, staff must be able to see a career path for themselves. A career path clearly defined from the onset will give a staff member the option to grow with the Party and be the best at his/her commissioned work.

Putting Policies, Systems, and Procedures in Place

Organizing a party is not limited to electing leaders or hiring staff for the different units; it is also about creating the policies and putting in place systems and procedures to ensure that everyone knows from Day One how to govern the Party based on approved rules and regulations.

MEMBERSHIP RECRUITMENT

Recruiting members is both an easy and a difficult task. It is easy because the enthusiasm generated by the news that a new political party is being formed tends to attract those most politically-oriented in our community and circles. At times, followers join a Party because their leader has chosen it. However, not all those who want to join the Party deserve to become members. They may have no clear commitment to the principles and goals of the Party; are not really interested in political party work; and have no clear appreciation of what a political party is trying to accomplish. They may have good intentions. They may be supportive of the new party you are building, but they are not necessarily qualified to become party members.

Minimum requirements

The By-laws should define who are qualified to become members. Party members should be those who:

1. Believe in political parties;
2. Advocate for the same aspirations as your party;
3. Are willing to volunteer time (specified or not; full time or part time) for party work;
4. Agree to the duties and obligations of a party members.

These are the minimum ‘filters’ of who may become a party member. There is no question of loyalty to the party as that is developed while one member is already sworn in. It becomes eventually the function of the membership, education, and other appropriate committees to develop Party loyalty.

Early on, the rules of the COMELEC must be studied in the area of membership so you will be guided accordingly. There are directives and prohibitions there governing membership.

In recruiting members, the number of would-be members of the party matters, but its importance should not be overstated. What matters most is the quality of the members you recruit.

In other words, recruitment is a function of planning and finance. Some questions –

1. **How many do you plan to recruit?** This must be based on your annual, semi-annual, quarterly, or monthly plans on membership and chapter formation.
2. **Where do you plan to recruit?** This should be based on the priority areas the party intends to establish chapters and units from time to time.
3. **From what group do you plan to recruit?** This relies on the focused group/s your party intends to recruit from based on your claimed constituencies.
4. **How do you plan to recruit?** This should guide you on your work of recruiting members which should not be based on anything, but your discretion and creativity as a political organizer.
5. **What is the process of recruitment and membership?** This must conform with your By-laws and subsequent recruitment and membership policies.

Most of these are a function of planning and finance as mentioned. Being a function of planning is easy to understand. But why finance?

Bear in mind that every move you make has a peso value whether the money spent is your own or that of the Party. All expenses must be recorded, not only for accounting purposes, but also to determine in real-life experience, how much it takes to recruit a member. This will have a bearing on the financial planning the Party has to conduct from time to time.

The habit of recording all expenditures will also help you be a better political organizer because through practice, you will be able to trim your cost and be more efficient. Your out-of-pocket expenses could also be credited as your contribution to the Party, which may be deducted from your monthly dues, or annual membership fee, if any.

Ways to recruit

There is no one best and most effective way to recruit members. This will always depend on your style, creativity, and discretion. But first, where is best to get recruits?

1. **Circle of friends.** The best source of potential recruits is the people you know. Your friends have varied backgrounds and aspirations but, by now, you must know who among them are most likely to join you in the Party.
2. **Your network.** Following your friends is your existing network of colleagues, associates, and acquaintances. They represent a good source of potential members as well.
3. **Referred individuals.** Some party leaders and fellow workers in the party who are not tasked to recruit may suggest and recommend some names to you. Look them up. But before doing that, be sure you get some profile of each one of them from your references.

The principle here is simple: the better you know a group of persons, the easier for you to determine who among them would most likely join you in your Party.

What are the possible ways and venues to recruit members?

1. **Person-to-person.** This is the likeliest first approach you will do among your pre-selected friends, colleagues and acquaintances. There are also those referred to you. But remember that you are recruiting for membership in a political party. You are not recruiting a friend. An air of semi-formality would be appropriate.
2. **By invitation.** You can choose to be more formal even with your friends and colleagues. This happens when you invite them to an 'exclusive' event of the party with a clear program dedicated to recruitment. This may follow the person-to-person meet-up you had with your friends and colleagues, or could also be the starting point for recruitment for those you have not yet approached personally. This is a good event as potential recruits may

be given a glimpse of what the Party is all about and who its leaders are during the event.

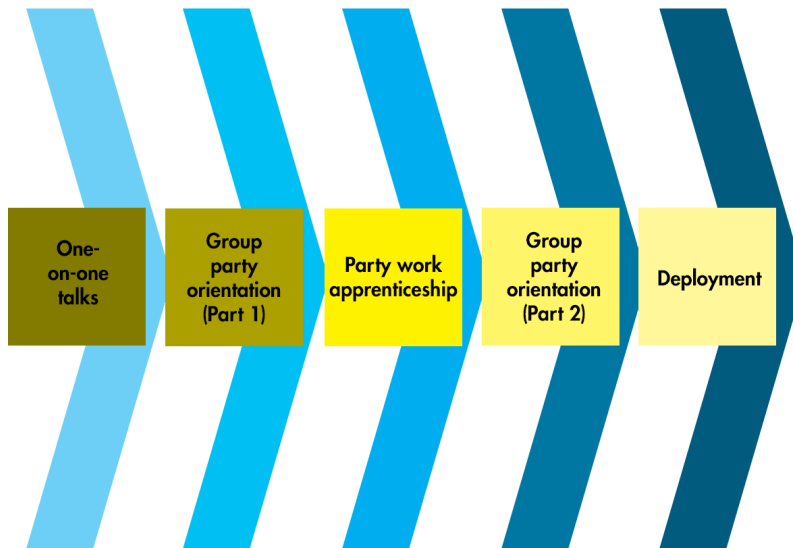
3. **Sponsored events.** Party events such as fora, symposia in schools, business summit and the like are some examples of venues for recruitment.
4. **Invitation-to-join campaign.** Giving out invitation to join the party during events such as fora, rallies, university-hopping, market runs, among others. Be sure to hand out materials with information about where to get in touch with you and other appropriate details. This is not ideal way of recruiting because you may get all sorts of people in this mode.

The next logical question is, “Now that you have gotten their attention, what’s next?”

Be sure you have your guidelines on recruiting members ready. Remember, not everything is contained in your party’s By-laws. There may be a need for subsequent issuances from the membership department to define the process more clearly. At any rate, you may follow these steps:

1. **Information sheet.** Prepare a good information sheet that captures all information about your possible recruit. Contain the information you will ask to the minimum. Potential recruits may be turned off if the info sheet is so long and hard to fill out. Agree on this form and make this a template for everyone in the party. Make a good layout of it and reproduce this in a good number based on your targets. In the end, make sure that everyone you talk with for possible membership fills out the info sheet form.
2. **Prepare the date for an initial orientation seminar for potential recruits.** Needless to say, your team must be able to do the preparatory activities:
 - a. *Reserve the venue on the date and time you have determined.*
 - b. *Create a template program for orientation.* This initial orientation must be brief and interesting to create enthusiasm among potential recruits.

MEMBERSHIP RECRUITMENT



- c. *Make a line-up of good speakers.* Go for the party's personalities who are articulate and can answer all sorts of questions that may be thrown during the event.
 - d. *Follow-up the attendees and speakers.*
3. **Spell out the next steps before swearing them in.** For sure some will fall by the wayside. This is a continuing filtering process. But for those who intend to become members, it's good to show them the rest of the process.

Process to become members

A suggested process goes this way:

1. **One-on-one talks** with the potential recruit.
2. **Group party orientation** (Part One, half day) focused on the party.
3. **Party work apprenticeship** (two weeks to one month

depending on the applicant's availability and schedule).

4. **Group party orientation** (Part Two, half day) **cum oath-taking** (Focused on the role and obligations of a party member plus his/her plans in the next defined period).
5. **Deployment in the party structure.**

WAYS OF EXPANDING MEMBERSHIP AND INFLUENCE

Expanding membership is every political party's basic task. After all, every member counts – either as a vote, or as a multiplier of votes.

For a newly-organized party, expansion should be planned. It happens after the initial plans and targets for membership recruitment has been realized. Going to expansion means you have already reached the right number of initial members your party has: for example, 1,000 members forming five chapters in five provinces & cities reaching three constituency sectors.



Expansion in this sense could mean several things:

1. **No. of members.** For example, from the initial membership of 1,000 after six months of membership recruitment, giving orientation and apprenticeship work to willing applicants up to their taking oath of allegiance to the party, to 2,500 after another six months of effort.
2. **No. of chapters.** From five chapters, for example, your party may plan to double this number after another half year, or, say, by the end of the year.
3. **Geographic reach.** If as mentioned your party is already present in five provinces and cities, or to be exact, for example, three provinces and two cities, now your party may reach other provinces, cities, and, if so planned, even municipalities. Once this is satisfied, your party could plan, if yet feasible and manageable, to establish presence in select barangays.
4. **Constituency reach.** Assuming your party intend to reach out to seven out of the 14 sectors as defined and classified by the National Anti-Poverty Commission, and your party already was able to organize in three, say youth, women and farmers, it may already put in the drawing board the inclusion of two more sectors to form the backbone of its membership. They may include, for example, senior citizens and cooperatives in the next six months.

Planning an expansion

Party expansion is a planned activity. It is not just a matter of what others say, “The more, the better.” Yes, politics means addition, but not necessarily in membership. It should be in voters and supporters. There is no formula that says what percentage of a community should be your party members. The policy on membership expansion should be simple - get as many members as your chapter can manage. This means for as long as your chapter officers are able to maintain contact and mobilize them.

The easiest to do is to expand the number of members in existing chapters. The more difficult are expanding chapters, geographic and constituency reach. Not only will this entail special skills to do, but also more money.

Executing membership expansion

The main question probably you have in mind is who will implement membership expansion plans.

1. **Party chapters.** Basically once the minimum required members your bylaws tells you is reached, you may form your chapter with its own set of officers. From then on, the chapter should expand membership on its own: from the town to barangays and to sitios.
2. **Cadres.** They are members with special skills in organizing members, forming chapters and consolidating party bases. Commonly, they hop from one area to another, building party chapter in each.

Cadres may also be tasked to reach out to sectoral constituencies for the same reason - building contacts, establishing rapport, influencing sector leaders to join the party and form sectoral chapters of the party from there.

Ways to expand membership

There are no hard and fast rules in expanding membership. But you can create your own methods of membership expansion.

1. One is to **develop cadres from your initial members.** Observe who among them possess the skills of an organizer. Developing cadres is a function of membership recruitment, this is why the recruitment process is very important. You are able to determine who among your potential members do have special skills that the party can use.
2. **Advocacy Campaigns.** This may be your own advocacy or support for the cause of other potential

constituencies like particular sectors, CSOs or interest groups that have similar positions with your party. Petition signing is one way to get basic information about potential party recruits.

Campaigns may include bills, resolutions or ordinances your party is passionate about, for which it wants to be known for.

The use of all media for this campaign will gain retention in the minds of your potential followers and supporters.

3. **Electoral Campaigns.** During election season, you expand membership with a very limited time in order to get more votes to eventually win the elections. The first step here is to identify the organizations and sectors who

QUALITIES OF A CADRE

1. Loyalty to the Party
2. Experienced in managing and sustaining at least municipal-wide campaign
3. Maintains a wide network of politically-active groups in the area
4. Commands respect among LGUs - both incumbents and officials as well as CSOs, NGOs and POs
5. Flexible and composed under pressure
6. Resourceful enough to make ends meet to fulfill tasks and corresponding goals

SKILLS REQUIRED OF A CADRE

1. Ability to conceptualize and implement appropriate plan and activities
2. Capability to negotiate and compromise with political players
3. Leadership to inspire and sustain the enthusiasm of members, chapters and support base especially in spite of the odds
4. Management to put in place the correct and acceptable policies, systems and procedures to ensure the delivery of the targets collectively set
5. Familiarity with the terrain
6. Flexibility to deal with fluid situations and unanticipated changes in the locality

will most likely join your party. From your organizations- and sectors-supporters, you must prioritize and focus on the organizations and sectors which you think you can get the most actual members. These then will be your target groups. You then must identify the strategic and important precincts. Meaning, where do most of your target groups live. You then direct all your resources in those precincts. You determine the interests of your target groups and develop a persuasive message. Then, you identify the most efficient method to deliver your message. These could be through house-to-house, posters, banners, flyers and rallies, among others.

4. **Programs.** These may be locality-specific or sector-specific. In any case, this will help boost and reinforce your party's claim to representation of its constituency's interest.
5. **Direct party-building activities.** There are activities that are purely party expansion focused. As direct as house-to-house, neighborhood-to-neighborhood campaign, distributing party materials, discussing issues close to the heart of the local constituencies, on-the-spot recruitment.

Expanding party influence

While all members are party supporters, not all supporters are necessarily party members. This is where alliances are an important and integral part of the party's work.

Alliances in your locality must be forged for one single goal, that is, to contribute to and help ensure the victory of your party in electoral exercises.

This means particularly –

1. Sustaining awareness about your candidate with allied organizations serving as his propagandists.
2. Advancing vote conversion in favor of your party with various sectors' organizations serving as source of volunteers for the campaign.

3. Neutralizing the impact of counter propaganda of party opponents.
4. Neutralizing the otherwise opponents' propagandists.

It must be clear from the start that alliances are governed by certain principles that you should be aware of:

1. **Alliance partners are seldom similar in ideology, principles and programs.** In other words, they are different entities brought together by a common cause, i.e. in our case, the electoral victory of your party. Each one's institutional independence and dynamism therefore will remain and should be observed.
2. **Alliance partners are co-equals.** Both deal with each other on equal footing. No one is superior over the other. Therefore a partner could not treat the other as a subordinate unit or an appendage. This is why mutual respect and mutual benefit are corollary principles of alliances. Concretely co-equality is manifested in the following:
 - a. *Common decision.* All plans pertaining to the campaign of your party are discussed collegially and each role in it is decided through consultation and by common agreement. Both are clear about their respective accountabilities.
 - b. *Stakes in common initiatives.* Each one brings in something to the campaign and is not dependent on the other.
 - c. *Equal credit* for the success of the campaign in your area. No one entity will monopolize credit for the successes of the campaign – big or small.

There are many as you can imagine with whom we could partner from hereon. A list is given here –

1. Sectoral organizations (senior citizens, women, youth, teachers co-ops/organizations, transport, farmers and others);
2. Interest groups (BHW/MHO, business associations and the like);

3. Church-based organizations of whatever denomination;
4. Civic organizations (Rotary, Lions Club, Jaycees, of architects, of engineers, of doctors and other professionals);
5. Party-list groups operating in the province;
6. Local political parties.

Emphasis must be given to two sectors: the youth, which comprise 56% of the total voting population last May 2016; and, Classes D & E, which comprise 85% of the total voting population.

Strategic importance must be given to organizations with widespread presence all over the electoral territory such as the barangay health workers, or with members who command respect in the community (therefore the multiplier effect) e.g. senior citizens.

There is a recommended set of general process to undergo in forging alliances down on the ground.

1. In-depth background study of the particular group;
2. Formulation of recommendation with complete staff work;
3. Negotiation/s with particular group/s and forging ties for the appropriate terms of reference;
4. Nurturing and sustaining ties with alliance partner/s;
5. Commitment delivery monitoring.

Aside from what was enumerated above pertaining to sustaining relationships, try to observe the following:

1. **Keep a keen sense of the partnership.** This will mean trying to understand better your allied organization in the course of the partnership to the point you are able to anticipate its reaction on issues and developments. Understand its subculture, what it holds sacred, its idiosyncrasies and even weaknesses.
2. **Maintain openness, transparent transactions and dealings with the allied group.** This way, they will understand you mean business and you are, in the true sense, a partner and ally.
3. **Keep them in the loop.** There is nothing worse than the feeling of being left out, isolated, alienated, or dropped

from the partnership without being outright about it. Keeping them in the group, regularly calling them for meetings and conferences will allow allies to keep their enthusiasm in the partnership.

Yours is a political party. You enter into alliances not for the sake of it, but to win them over and draw them to participate in getting your party votes come election.

3

INTERNAL PARTY DEMOCRACY AND DISCIPLINE

A real political party must take public positions on countless issues and concerns affecting the lives of the citizenry and the continued existence of the party itself. Ideally these are to be discussed and debated within the party and, in most cases, an official party stand or party line is taken and promulgated through the ranks and disseminated to the public and, if necessary, defended. Mechanisms within the party structure are put in place ensuring those are aired properly in a timely and relevant manner.

The bond that ties the members to each other and to the party is the singular adherence to its principles and values. The rules, practices, and imperatives are so designed as to be congruent to the party's democratic ideological orientation. Central to these is one of the party's guiding principles – the internal democratic structures and procedures.

A genuine political party acts with a certain unity in order to achieve its political aims. Decisions on thematic issues, on the elections and placements of internal officers to party positions, and selection of candidates for public offices are arrived at through strictly observed democratic processes. These are embedded in the party Constitution and By-laws and other documents that have been approved through the internal and democratic process of the Party. Conflicts and disagreements are resolved by consensus and if necessary by “dividing the house” in a transparent voting manner where the majority prevails. In this internal democratic practice, the members are involved through their elected representatives sitting in the councils on the different levels. The decisions and agreements derived from this transparent process become the official stand of the party and obligate the members to support the same – irrespective of their personal opinions.

This does not imply that a party member will always agree with the official thematic position of the party on certain issues or with its decisions on selecting leaders or candidates for public office. He is allowed to plead his case internally and work for a reversal by working for a new majority at a future instance.

DISAGREEMENTS, PUBLIC STANDS, DISLOYALTY

In case a party member does not agree with such positions arrived at democratically and with finality, s/he has the right not to support this decision – but without opposing it in public. Consistent opposition to many or even the majority of party official stand presupposes an individual orientation detached from that of Party's. The member is free to leave the Party.

On the other hand, if a party member opposes in public a party official's thematic pronouncements, orientations, and decisions vital to a Party's achieving its objectives and aims, this will be considered as disloyalty to the Party. A Party has the prerogative to drop the member from its roster.

Campaign and election times are of special importance to the Party as they are crucial to getting its representatives elected, achieving political power and eventually implementing its political objectives. During these times violations of the general obligations of party members and their loyalty to the Party are highly serious and should lead to the exclusion of the erring member from the party roll.

CONSCIENCE VOTE

If political or legislative decisions have to be taken which are obviously related to issues of personal conscience, the Party shall not to decide on an official party position by internal majority voting but leave it to the conscience of each member to define his or her personal stand. But if the Party so decides to take a public stand, the member is allowed to oppose it publicly based solely on the dictates of personal conscience.

A member's claims for opposing a party stand or party line based on personal conscience has to be an issue connected solely to one's religious faith or to a fundamental ethical or moral question. The Party, through its

highest operating organ, the National Executive Board, has the prerogative likewise to declare whether an issue or party stand involves question of religious faith or a fundamental ethical or moral question that merits claims to personal conscience.

AUTONOMY AND PARTY LOYALTY OF SECTOR ASSOCIATIONS LINKED WITH THE POLITICAL PARTY

Sector associations linked with a political party have no reason to exist independent from the party. Their mission is to work for the success of the Party and by that for the improvement of the life of the citizens belonging to their specific sector. They enjoy certain autonomy with regard to the selection of their leadership and formulation of their advocacies, political positions and priorities within the framework of the general party positions in order to optimize the constructive relations between their sectors and the political party.

By definition personal conscience issues and voting apply only to persons and not to sector associations or juridical persons.

Similar to single party members, a sector association that does not agree with an official party stand is allowed to plead its case internally through its representatives in the Party and argue for a reversal by working for a new majority at a future instance.

The unity of the Party and its public stand on supporting certain candidates during campaign periods are crucial for its success in achieving power and getting its representatives elected towards the effective implementation of its political objectives. During these times signs of disunity and disloyalty by sector associations of the Party are very serious and cannot be accepted.

In these instances, the party leadership shall initiate a dialogue with the leaders of the concerned sector association to thresh out the reasons for the decisions and position of the party. If the sector association after this dialogue continues to oppose the party positions in public, the party can resort to three options:

- 1. The responsible sector association leaders can be excluded from the Party.** Subsequently, following the respective Constitution and By-laws of the sector

association, the leaders lose the privilege to be elected into leadership positions of their sector associations, and their current seats become null and void and are declared vacant;

2. **The Party shall cease any cooperation with and support for the said sector association**, cut all links and expel party members who continue to be members of this sector association from the party membership; and
3. **The party reorganizes the sector association.**

Five questions:

1. **What is the role of political parties in a genuine democratic system?**
2. **How are political parties connected to citizens and society?**
3. **What type of organization is a political party?**
4. **What are the five functions of political parties in a modern democracy?**
5. **What are the international standard criteria for democratic political parties?**

4

INCORPORATING AND REGISTERING POLITICAL PARTIES

As noted in the previous section, your political party must be able to seek legitimacy both in the eyes of our institutions and of the voting public. This section will focus on how to legitimize the political party in the eyes of institutions.

The institution with the sole responsibility and power when it comes to matters of elections is the Commission on Elections or COMELEC. Your party needs to seek legitimacy from the COMELEC by registering with it. Legitimacy in this context is having a “juridical personality.”

A political party, according to our Omnibus Election Code, is “an organized group of persons pursuing the same ideology, political ideas or platforms of government and includes its branches and divisions.”

If your party intends to join and participate in the elections, it needs to fit the above-mentioned definition and needs to file 10 copies of a Petition for Registration with the Law Department of the COMELEC. You have to ensure that your Petition is duly verified by your President and Secretary-General or any official duly authorized to do so under your party’s Constitution and By-Laws.

As required by the COMELEC, your Petition for Registration’s content shall state the following:

1. **Full name of your political party**, organization or coalition of political parties. If your Party has an acronym, please make sure to state what it means.
2. **Your principal headquarters and post office address** for election purposes, including your branches and divisions, if any.

- The principal headquarters and post office address may not necessarily be different from each other but in cases where the two are separate, your Party has to disclose both addresses.
- Your Party needs to provide the COMELEC all your chapters and their corresponding offices as the COMELEC is required by law to verify whether these chapters truly exist.

3. When and where the Party was organized.

- Your Party needs to prove to the COMELEC that you are an organized group by stating when and where you founded your organization. You could provide attachments like SEC registration, LGU accreditation, and DSWD accreditation, among others.

4. The date and manner of election or selection of your officers.

- Your Petition must state when you elected your party officers and how you selected them. Examples of attachment for this may be your General Assembly Minutes, Constitution and By-laws, among others

5. The names and addresses of your organizers and officers, Executive Committee members, Directorate, or Party Convention delegates, if any.

6. The extent of your constituency.

- This is a determinant of whether you will be a national political party or regional political party. Thus you have to show and prove the extent of your constituency.
- You are a national party when your constituency is spread over the geographical territory of at least a majority of the regions. This means that if we have 18 regions, your party has to have chapters in at least 10 regions. Your chapters in one region must also be at least a majority of its provinces, cities and municipalities. This means that if a region has four provinces, you have to be present in at least three provinces. And if one province has eight cities and

municipalities, you have to have chapters in at least five cities and municipalities.

- You are a regional party when your constituency is spread over the geographical territory of at least a majority of the cities and provinces comprising the region. This means that if a region has five provinces, you have to have chapters in at least three provinces. If a province has six cities and municipalities, you have to be present in at least four of them.

7. Your program of government.

- Your program of government will be comprised of your platform, legislative agenda, programs and services that your Party plans to legislate or implement.

8. That your Party is not a religious sect or denomination.

9. That your Party shall not pursue its goals through violence or other unlawful means.

10. That your Party shall uphold and adhere to the Constitution and shall obey all laws and legal orders promulgated by duly constituted authorities.

11. That your Party is neither supported, nor given financial contribution by any foreign government or their agencies.

12. Other information that may be material and relevant to your petition.

Remember, your petition shall either be in Filipino or English and shall be printed in legal size bond paper.

Together with your petition, you shall attach 10 copies of your Party's Constitution and By-laws, party platform, organizational papers, declarations of political creed or code of political ethics and other such documents of similar character. These attachments will increase your chances of being accredited and registered with the COMELEC.

Your Party must follow all the essential and necessary requirements set by the COMELEC to the dot. If you miss one of the requirements, or falsify information in your petition, it could be a ground for the cancellation of your registration as a political party.

Upon receipt of your petition, the COMELEC main office will then instruct all its field offices concerned to verify the truthfulness of everything that you have stated in your petition. The field offices will then submit a report on your petition to the COMELEC main office.

The COMELEC main office, upon the receipt of the reports, will then set a hearing with your Party and will send Notice of Hearing to your party offices and other parties concerned.

Your Party, on the following day upon the receipt of the notice of hearing from the COMELEC, shall publish your petition and the Notice of Hearing received in three (3) daily newspapers of general circulation. Upon publishing, you shall inform the COMELEC of such action.

Once your party gets the approval of the COMELEC after the hearing, a Certificate of Registration will be issued. Remember that this Certificate shall always be displayed in your principal headquarters, post office address, and all your chapter offices.

If you did not obtain accreditation the first time, you may file a motion for reconsideration with the COMELEC.

As a final note, most political parties that are granted accreditation by the COMELEC are those that plan and execute well. Planning entails a careful study of the relevant laws and resolutions and coming up with a detailed list of activities and a corresponding timeline in order to complete all the requirements set by the COMELEC. Execution of the activities on the set timeline must be precise.

5

DEMOCRATIC POLITICAL PARTY ADMINISTRATION MANAGING THE DAILY WORK OF A POLITICAL PARTY*

INTRODUCTION

How and to what degree can party members be engaged in decision-making? How do parties manage internal conflicts? How do parties cope with the fast pace of technology and communicate rapidly to their members and widen their networks? How will it be able to make ways and means to become financially stable and accountable? And how will it be able to empower its members without compromising their capacity for innovation, relevance, and creativity? These and many other concerns happen in relation to political party management, the general organizational aspect of political parties.

Democratic political parties in the Philippines, whether old or new, face the same centuries-old problems: mismanagement. This is due to the lack of implementation of guidelines (if there are in the Party) in matters relating to internal decision-making, handling conflicts, managing the resources and personnel, coping with the fast changing technology, and building and maintaining the interests of leaders and members.

Mismanagement within the political party impacts on the legitimacy of the political party itself. Consequently, it is a serious task for all parties to continuously improve their party management, to adapt it to the latest changes and challenges within the societies they represent and to search for institutionalized forms of party management that guarantee good governance.

*Revised from the original article by Dr. Peter Koepfingger

This module hopes to address the needs, concerns, and issues of the elected officers of the party. It concentrates primarily on providing guidelines and mechanisms on the following:

1. Decision-making structures, mechanisms, and processes;
2. Internal and external political communications;
3. Ways to make the party financially stable and accountable;
4. Building the party's capacity for innovation, relevance, and creativity.

The module's suggested guidelines are based from the learning experiences of the Centrist Democratic Party of the Philippines (CDP) – *Ang Partido ng Tunay na Demokrasya*. CDP was established in January 2012 and has since then been organized countrywide in more than 100 cities and provinces by thousands of young, idealistic professionals coming from different walks of life. Party members come from all sectors and classes of society – from labor, farming, fishing, and small services, civil society, and government service, academe and business.

CDP is not a party-list of a marginalized group or a single sector. Its diverse members are unified in their longing for a better Philippines, following the principles of personal freedom and responsibility, justice and solidarity, equal opportunities and subsidiarity.

CDP was accredited by the Commission on Elections (COMELEC) as a National Political Party on 12 September 2012. It has a clear political ideology, built on the core value of human dignity, guided by principles of Christian and Muslim social teachings – spelled out concrete and credible political concepts and programs. Its mission is to serve the people of this country and not some organizers, oligarchs or dynasties looking for power and profits. It is a party with a plan to effectively address the systemic problems of our country, reduce poverty, increase competitiveness, create jobs, protect the environment, improve the judicial system, and make democracy work as the rule of the people respecting the rule of law.

As a democratic party, it holds accountable through its members the elected representatives not only during elections but continuously in-between campaign periods and even off-election seasons. It is a party that is owned, funded, and controlled by its dues-paying members who are ordinary, committed citizens. Lastly, CDP abhors the politics of patronage which has perverted our political lives for more than centuries.

This module is created to support democratic movements, parties, institutions, and groups in the Bangsamoro. It will serve as a guide to the development of political parties including sectors, civil society organizations, and movements in the region.

Hence, this module seeks to achieve the following outcome: the elected political party officers (including the secretariat and other concerned committees) will have a sounder and developed mechanisms in working closely with one another guided by the processes, rules, and regulations that govern the political party.

Moreover, the political party will have an improved branding (corporate/political identity) which will be used as its official trademark in all its internal and external engagements. It will also be considered as one of the most professional and sought-after political institutions due to its high level and standard operating procedures in terms of dealing with its members, the media, and the public.

Lastly, the Party is expected to generate a list of strategies in developing its financial resources that will allow the Party to move forward with its daily activities including its operations come campaign and election season. This will prevent the Party from seeking help from illegal sources and engage in patronage.

DECISION-MAKING STRUCTURES, MECHANISMS, AND PROCESSES

Democratic systems rely on political parties as one of the most fundamental ways of guiding diverse views and safeguarding a variety of interests in the political policymaking process. Political parties play a vital role in establishing public authorities, formulating policies and implementing them.

The effectiveness and credibility of parties have a fundamental impact on the nature and success of democracy. They are of the utmost importance for the legitimacy of the whole political system and constitute a necessary precondition for the effectiveness of the democratic process.

“Nowadays, political parties in many countries are facing a serious crisis in public confidence. They are being increasingly criticized and sometimes regarded as corrupt and serving narrow interests. In general, from the public’s

perception, they often lack internal democracy, accountability and equality,” Van Den Bande, Rapporteur from Belgium Group of the European People’s Party highlighted.

Political parties carry out various responsibilities both during election campaigns and even in-between elections. The large amount of the work of policy-making, ideological changes, and candidate selection happen within the parties rather than in the public sphere of influence, hence it is significant to examine the internal decision-making structures and processes of political parties.

The ACE (Administration and Cost of Elections) Electoral Knowledge Network (<http://aceproject.org/ace-en/topics/pc/onePage>) noted that it is common to demand a certain degree of internal democracy in political parties, and even though the concept is not very well defined, some features can be identified. Therefore, transparent candidate selection and accountability of party leadership, procedures for consultation with party members (and the electorate as a whole) in terms of party loyalty, autonomy and conscience vote; local and national relevance of political platforms are some building blocks for internal democracy in which a democratic party must consider.

The following are the factors that a party must consider in decision-making process. Internal functioning and operations of political parties may depend to some extent on the following:

- 1. Legal regulations** (such as the constitution or a political party law)
 - a. may include standards for intra-party democracy, such as regulations for internal elections for leadership positions or women’s representation in the party leadership.
- 2. Internal party regulations**
 - a. may impact on how different needs, interests, and social demands in the society get represented in parliament;
 - b. may regulate and stipulate candidate selection processes, such as primary elections that are held in some countries, or voluntary party candidate quotas, e.g. for women or ethnic minorities;

- c. may provide selection and nomination process of candidates for elections; how to support them in the elections campaign, and how to furnish them with all necessary equipment to stand as candidates.

3. Party structure

- a. determines who has influence on the decision making process and how much influence they have.

4. Party media

- a. serves as the key link between society and democratic governance;
- b. legitimacy and credibility are of utmost importance for the legitimacy of the democratic process as a whole;
- c. dysfunctions may affect the entire democratic system and institutions and the party itself.

Where does a party decision-making take place?

Decision-making must take place in an Assembly where it constitutes a permanent feature of modern democracies, a key element of electoral competition, and a crucial linking mechanism between citizens and the state.

What are the roles of an Assembly?

1. To integrate groups and individuals into the political process;
2. To serve as a tool for formulating and representing their interests;
3. To establish public authorities at different levels; and
4. To elaborate policies and alternative political programs.

It must be noted that the Assembly, in order to restore public confidence, political parties should step up efforts aimed at developing intra-party democracy as well as the accountability and transparency of their decision-making bodies. They should take urgent steps to:

1. Reconnect with individual citizens and focus on their aspirations and concerns;
2. Improve their accountability to their electorates;
3. Enhance the role of the individual elected representatives;

4. Develop their openness and that of the decision-making bodies on which they serve; and
5. Resist the temptation to make unrealistic promises to voters.

The Assembly must consider the elaboration of a code of good practice for which would set out the most important elements for the conduct of the party decision-making process.

Formulation of a Code as a Guide for Political Party Decision-Making

A code should be based on the experience of political parties and drawn from existing good practices. It should promote concepts and strategies which enhance and strengthen the role, status and relevance of political parties in a democratic system.

The elaboration of such a code would benefit the party in terms of:

1. reinforcing parties' internal democracy;
2. increasing more credibility in the eyes of citizens;
3. contributing to greater participation in political life;
4. contributing good practices that promote democratic principles such as equality, dialogue, co-operation, transparency and the fight against corruption; and
5. assist parties in improving their impact on the democratic process and their ability to comply with the legislative framework within which they operate.

Internal Elections for Leadership Positions

Political parties in democratic societies must involve their members by giving them a role in the process of selecting local and national party leaders as well as candidates for a range of elected offices.

There are three concepts that are central to the issue of party selection of leaders. One is *centralization*, which depends on the level in the party – local, regional, or national – controls the candidate selection. The second is *participation*, meaning who – ordinary members or top leadership

– controls the process at the level where the decision is taken. A third is mediation, the mechanism through which organized interests within the party can gain influence.

1. Centralization

In an extremely centralized system, a national party agency would decide on the leadership selection without any involvement by the local branches of the party. At the other end of the scale would be a system where the most local branches of the party would decide on their leaders and possibly also representatives on national leadership bodies without any approval or participation from the national level. As in so many other fields, the actual practice is usually somewhere between the two extremes.

In most political parties, local selection processes deal mostly with local candidates to general elections, while the national leadership is selected on a national basis. In both cases, the party has to strike a difficult balance between national level strategies and local sensitivities while considering the party's overall role in the political process at all levels.

2. Participation

A situation with extremely low participation would be if the party leader alone would decide on his or her leadership body. The other extreme would be if the ordinary members of the party would decide with limited or nonexistent participation by current party leaders.

Parties in different countries have chosen varying degrees of member participation in the selection process, from party-run primary elections to indirect elections where party branches send delegates to a national congress.

3. Mediation

Mediation describes the problem of recognizing, and the process of mediating, the distinct interests in a political party and its organizations. Most political parties consist

Common mechanisms of leadership selection include the following:

- **Party's Parliamentary Caucus**
 - It is the small trusted group that makes the decision about who is going to be the next party leader therefore consists of a small number of people voted by the local party units as representatives of their districts/provinces. This shows a high level of centralization and low levels of participation and mediation.
- **Electoral College**
 - It consists of a limited group of, for example, the parliamentary caucus, representatives of constituency associations, and representatives of any affiliated trade unions or trade associations. Each of the groups usually holds an equal share of the votes necessary to elect the party leader. This mechanism reflects a compromise and the aim to mediate between different interests.
- **Party Conventions**
 - It is also called direct party vote which decide rather than the parliamentary party. This method emphasizes high participation but is costly.
- **Indirect Party Vote**
 - A combination of restricted participation in the election with a wide mediation of interests especially those linked to de-centralization. Voting can be restricted to party membership or parliamentary membership and can be set up with fees to pay. A fair mediation of the votes is achieved through weighing the votes with results of the constituency associations or voting results in the regions in order to ensure representation of regional interests in the political party's decision on leadership.
- **Structured selection**
 - Voting is on the one hand universal to everybody who wants to participate, while the results are strongly structured through mediation, i.e. different interests

are recognized more than others. This means that the result of the leadership election will be modified ex post in a way that the votes of for instances regional party branches, women's wings and subunits will gain more influence than others. This method is culled from "The selection of party leaders: Origins, methods and consequences," a workshop directed by Jean-Benoit Pilet and William Cross during the European Consortium for Political Research Joint Sessions at the University of St. Gallen on 12-17 April 2011 (<http://ecpr.eu/Events/PanelDetails.aspx?PanelID=1494&EventID=2>).

Consequences of different selection methods

The leadership selection mechanism a political party applies has implications on what types of leaders are selected. The following are the pros and cons that will serve as your guide as to which mechanism your party will adopt.

1. Leadership selection through only parliamentary party members by caucus tends to lead to the election of a leader from within the parliamentary circle, usually with long experience in the parliamentary arena.
2. When the concept of mediation dominates the process, organized party branches and/or auxiliary organizations get a bigger role, and the negotiation between them can be clearer than in internal struggles between member interests. In the best-case scenario, leaders selected through this process enjoy legitimacy within the party, but mediation processes can also leave the general membership with no or little influence over the decision.
3. Mechanisms with emphasis on decentralization clearly shift the balance towards candidates from states or regions and open opportunities for persons outside traditional areas of office to be selected.
4. Open selection processes with a high level of

participation from ordinary party members tend to lead to the election of the most popular and well-known candidate, often irrespective of the candidates' level of experience in legislative and party work. Since the party leadership has no influence on the selection process (such as through mediation of certain interests), even party leaders with rather short parliamentary careers or with no experience in an elective office may be elected.

5. The opening of internal leadership selection mechanisms to more general participation or democratization has also led to unintended consequences such as to the rise of internal battles between party groups and factions or even to the phenomenon of candidates taking part in leadership elections without any dedication to the party itself but rather to a single issue that in their view needs to be addressed publicly.

Therefore, political parties all over the world tend to want to have a wide involvement in their leadership selection, but decisions vary on how to balance different regional, issue-based, and participatory interests (*Swart, 2008*).

Party Loyalty

A real political party must take public positions on countless issues and concerns affecting the lives of the citizenry and the continued existence of the party itself. Ideally these are to be discussed and debated within the party and in most cases, an official party stand or party line is taken and promulgated through the ranks and disseminated to the public and if necessary, defended.

Mechanisms within the party structure are put in place ensuring those are aired properly, timely and relevantly.

The bond that ties the membership to each other and to the party is the singular adherence to its principles and values. The rules, practices, and imperatives are so designed as to be congruent to the party's democratic ideological orientation. Central to these is one of the party's guiding principles – the internal democratic structures and procedures.

Thematic Issues

As a genuine political party, it has to act with a certain unity in order to achieve its political aims. Decisions on thematic issues, on the elections and placements of internal officers to party positions and selection of candidates for public offices are arrived at through strictly observed democratic process. These procedures are embedded in the party Constitutions and Bylaws and other documents that have been approved through the internal and democratic process of the party.

Conflicts and disagreements are resolved by consensus and if necessary by “dividing the house” in a transparent voting manner where the majority prevails. In this internal democratic practice, the members are involved through their elected representatives sitting in the councils on the different levels.

The decisions and agreements derived from this transparent process become the official stand of the party and obligate the members to support the same – irrespective of their personal opinions.

This does not imply that a party member will always agree with the official thematic position of the party on certain issues or with its decisions on selecting leaders or candidates for public offices. He is allowed to plead his case internally and work for a reversal by working for a new majority at a future instance.

Disagreements, Public Stands, Disloyalty

In many democracies conflicts of interest, lobbying, political finance, and the political influence on administration and justice, seem to carry the greatest risk of corrupting principles and processes of democracy. Political parties and parliaments – the very institutions entrusted to represent the public interest in political decision making take in first place as the most corrupt institutions in the Transparency International Global Corruption Barometer. Democracies have generally been obliged to control political competition and combat political corruption, creating a framework within which political parties, candidates, and incumbent politicians can operate.

In case a party member does not agree with such positions arrived

at democratically and with finality, he has the right not to support this decision – but without opposing it in public.

Consistent opposition to many or even the majority of party official stand presupposes an individual orientation detached from that of the party's. The member is free to leave the party.

On the other hand, if a party member opposes in public party official thematic pronouncements, orientations, and decisions, vital to a party's achieving its objectives and aims; this will be considered as disloyalty to the party. A party has the prerogative to drop the member from its roster.

Campaign and election times are of special importance to the party as they are crucial to getting its representatives elected, achieving political power and eventually implementing its political objectives. During these times violations of the general obligations of party members and their loyalty to the party are highly serious and should lead to the exclusion of the respective member from the party roll.

Conscience Vote

A conscience vote or free vote is a type of vote in a legislative body where legislators are allowed to vote according to their own personal conscience rather than according to an official line set down by their political party.

In many liberal democracies, particularly those that follow the parliamentary system of government, the elected members of a legislature who belong to a political party are usually required by that party to vote in accordance with the party line on significant legislation, on pain of censure or expulsion from the party.

Sometimes a particular party member known as the whip is responsible for maintaining this party discipline. However, in the case of a conscience vote, a party declines to dictate an official party line to follow and members may vote as they please. In countries where party discipline is less important and voting against one's party is more common, conscience votes are generally less important.

Conscience votes are usually quite rare (except in certain countries) and are often about issues which are very contentious, or a matter on which the members of any single party differ in their opinions, thus making it

difficult for parties to formulate official policies.

Usually, a conscience vote will be about religious, moral or ethical issues rather than about administrative or financial ones. Matters such as the prohibition of alcohol, homosexual law reform and the legality of prostitution are often subject to conscience votes.

If political or legislative decisions have to be taken which are obviously related to issues of personal conscience, the party shall not to decide on an official party position by internal majority voting but leave it to the conscience of each member to define their personal stand. But if the party so decides to take a public stand, the member is allowed to oppose it publicly based solely on the dictates of personal conscience.

A member's claims for opposing a party stand or party line based on personal conscience has to be an issue connected solely to one's religious faith or to a fundamental ethical or moral question.

The party, through its highest operating organ, the National Executive Board, has the prerogative likewise to declare whether an issue or party stand involves question of religious faith or a fundamental ethical or moral question that merits claims to personal conscience.

Autonomy and party loyalty of sector associations linked with the political party

Sector associations linked with a political party have no reason to exist independent from the party. Their mission is to work for the success of the party and by that for the improvement of the life of the citizens belonging to their specific sector. They enjoy certain autonomy with regard to the selection of their leadership and formulation of their advocacies, political positions and priorities within the framework of the general party positions in order to optimize the constructive relations between their sectors and the political party.

By definition personal conscience issues and voting apply only for persons and not for sector associations or juridical persons.

Similar to single party members, a sector association that does not agree with an official party stand is allowed to plead its case internally through its representatives in the party and argue for a reversal by working for a new majority at a future instance.

The unity of the party and its public stand on supporting certain candidates during campaign periods are crucial for its success in achieving power and getting its representatives elected towards the effective implementation of its political objectives. During these times signs of disunity and disloyalty by sector associations of the party are highly serious and cannot be accepted.

In these instances, the party leadership shall initiate a dialogue with the leaders of the concerned sector association to thresh out the reasons for the decisions and position of the party.

If the sector association after this dialogue continues to oppose the party positions in public, the party can resort to three (3) options:

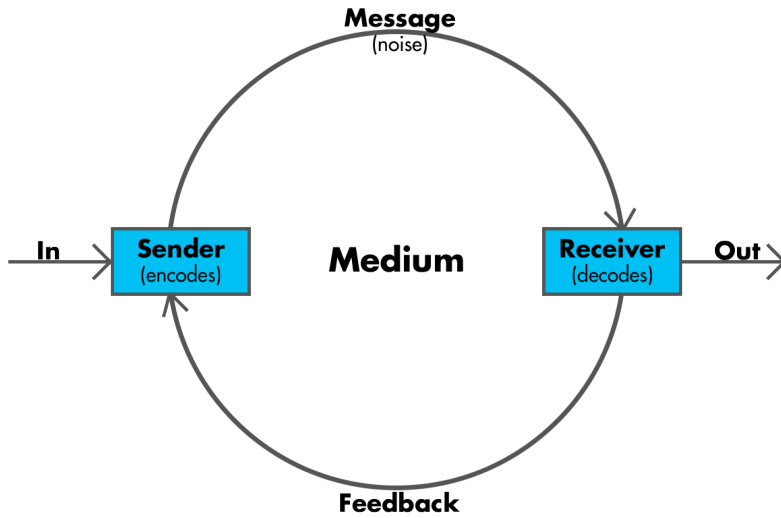
1. The responsible sector association leaders can be excluded from the party. Subsequently, following the respective Constitution and Bylaws of the sector association, the leaders lose the privilege to be elected in leadership positions of their sector associations, their current seats become null and void and are declared vacant;
2. The party shall cease any cooperation with and support for the said sector association, cut all links and expel party members, who continue to be members of this sector association, from the party membership; and/or
3. The party reorganizes the sector association.

POLITICAL COMMUNICATIONS: INTERNAL AND EXTERNAL

Internal coordination

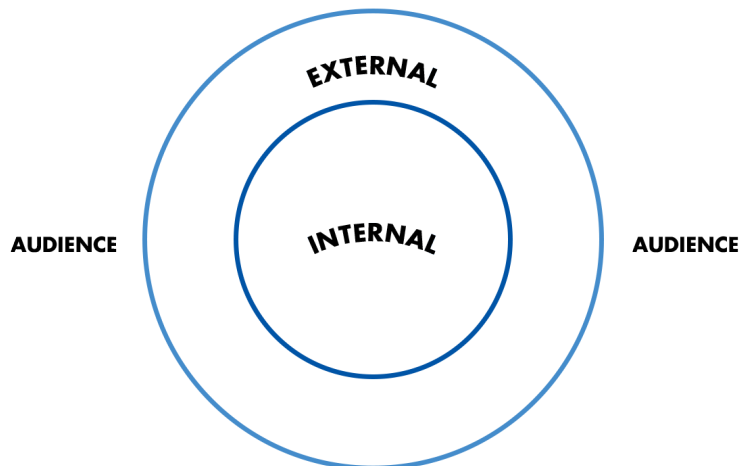
Most experts on organizations, management, and leadership assert that effective communications is the foundation for effectiveness in any type of organization. They assert that there can't be too much communication. Some leaders misinterpret communications to be the same as paperwork or bureaucracy and so they're averse to a high degree of communications. As leaders and managers mature, they realize the need to effectively convey and receive information, and efforts at communications (internal and external) increase substantially. The same is true in political communications.

COMMUNICATION



COMMUNICATION CIRCLE

The Difference



(Rodriguez, n.d.)

Internal communication and coordination is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization. Consequently, the parties in the Philippines face major challenges in communicating with the public on their policies, agenda or ideologies. Hence, democratic parties in the Philippines must be able to adopt a practical and instructive set of guidelines in providing an overview of a step by step process on how to prepare and implement a communication strategy.

A quick guide to formulate a communication strategy

This module can only provide the concepts; the strategy must be formulated and approved by the party itself. A concrete and well-planned communications strategy will go a long way in helping political parties to have sustainable communication and information framework that engages the public and keeps them informed about the parties' overall agenda.

Below is the suggested set of steps on how the party will be able to draft its communications strategy.

STEP	ACTION	ACTIVITIES
1	Getting Started	<ul style="list-style-type: none"> Who is to involve How to ensure ownership
2	Background Analysis	<ul style="list-style-type: none"> Conducting a SWOT analysis
3	Linking the Manifesto and a Communication Strategy	<ul style="list-style-type: none"> Identify central elements of the manifesto for a communication strategy Branding and visibility
4	Target Audience	<ul style="list-style-type: none"> Identifying audiences and their characteristics
5	Message Development	<ul style="list-style-type: none"> Preparing SMART messages
6	Vehicles	<ul style="list-style-type: none"> Matching communication methods with audiences and messages
7	Planning Implementation	<ul style="list-style-type: none"> Budgeting for implementation Planning the timing Organizing implementation
8	Feedback Mechanism	<ul style="list-style-type: none"> Assessing impact Identifying new action to support
9	Evaluation	<ul style="list-style-type: none"> Collecting data Assessing impact

1. **Getting started.** Vital to the formulation of your party's communication plan is to identify the people who will be involved. In most cases, local party must have its own political communications officer or a committee who will comprise the group. In order to ensure ownership of the plan and in order to gain a greater impact, the select leaders from the sectors attached to the party must be involved.
2. **Background analysis.** Pertinent to any organization's work before conducting a planning session is to evaluate what has been done before and what led to its success and/or failure. The most common tool in planning and assessment activities is the S-W-O-T analysis. The party must be able to get a copy of its previous communications plan (if there is) and must be able to examine the strengths, weaknesses, opportunities, and threats. Crucial to this activity is the honest-to-goodness assessment of the persons involved.
3. **Linking the manifesto and a communication strategy.** Essential to this is the party's set of platform of governance (which is approved by the national council/assembly). It is the document that holds the party stand based on specific issues. This is the same document where the party will be able to develop its argument and manifesto on emerging and pressing issues. The party's platform reflects its core values, principles, and ideology. These are the most important factors that must be considered in setting up the party's brand and trademark. The party must be able to translate strategically the ideals of its manifesto in a clear, concise, and direct message to a particular set of audience.
4. **Target audience.** Central to all of the party's plan is to know its target audience. It can use a variety of tools in identifying the predicaments, interests, scope and limitations, and how the party will be able to deal with them. The party must be able to relate to its members (and its organized sectors), media, government, civil society organizations, and its opponents (other parties,

especially during election season).

5. **Message development.** Message is king. The party must be able to identify the frequently asked questions:
 - a. what we know about our party;
 - b. what do they know about our party;
 - c. what we think we know about our party;
 - d. what we think about them.

These guide questions will be able to guide you in determining how you will be able to craft your message to your specific type of audience. It is also important to design the messages according to the age bracket of your audience. Nowadays, millennials (ages 18-35) prefer infographics (fine print) and audio-visual presentations. These are the people who are highly visual learners and are inclined to web 2.0 media or online messaging and surfing. They appreciate information in gif format – something that is moving, colorful, informative, and at the same time thought-provoking. You must also consider the attention span of these audience as most of them have less attention and retention level for learning. Therefore, your messages must be brief, concise, direct to the point and interesting.

Meanwhile, whereas ages 40 and above may prefer the typical traditional media such as television, radio, newspaper and magazines, and some are inclined to the internet. These are the type of audience who would opt to receive brochures, pamphlets, and books. However, your message to this target group must be highly validated and well-researched. Most of them will appreciate correlational messages in graphs (statistics). Take note that they also the type of people who appreciate humor and excitement in the messages that they come across.

6. **Vehicles.** As Marshall McLuhan said, ‘the medium is the message’. Your party must be able to match communications methods with the type of target audience. For millennials, internet, and social media,

and online apps are more applicable for them. They spend most of their time within these portals. Especially in highly urbanized cities, the use of the internet is very crucial to the success of your party's communication strategy. A lot of movements, rallies, and social events are conducted successfully because of social media.

However, in some provincial areas, access to internet remains an issue. Hence, millennials in the area can still be reached through SMS, television, radio, and other home collateral materials (brochures, tarpaulins, billboards, and pamphlets). They will also appreciate to receive limited edition merchandise from your party such as t-shirts, caps, ballers, ball pens – or something they can use at home, in the office, or in school. The same medium will be appreciated by your older audience.

Additional merchandise from your party such as mugs, jackets, laptop bags, calendars, vehicle stickers, and umbrellas are some of the suggested stuff where your party's message can be printed. Most of them will utilize your merchandise or giveaways if they are in good quality. Thus, the more they use them, the more exposure for your party (for free) and the more your messages will be put across.

7. **Planning and implementation.** No matter how brilliant your party's communication plan and strategy will be, if you do not have the budget and the means to reproduce them, the plan will only die a natural death. It is important to come up an inventory of your members or organizations sympathetic to your party's advocacy who are willing to co-sponsor your plans.

While it is good to hit more birds in one stone, i.e. promotion of your advocacy and generate income for the party while using your message collaterals, always remember that the more sponsors you have, the cheaper you will be able to sell your party merchandise. You need to sell your merchandise at reasonable prices for your members to be able to afford it. You may opt to distribute your products for free but it would be more helpful to

disseminate an awareness that if people would buy or donate a little money on the advocacy that they hold dear, the sincerer they get to feel towards the advocacy.

Timing is important in implementing the projecting your party's image towards pressing issues such as Federalism in the Philippines, environmental issues, women and children's rights, etc. The more they feel the affinity towards the issue that your party is advocating, the more they will support your initiatives.

8-9. Feedback mechanism and evaluation. Your party must incorporate a mechanism on how you will be able to collect the feedback of your target audience in line with the effectiveness and efficiency of your plan. Key indicators must be included in the plan, i.e.:

- relative increase of number of new members to the party;
- relative increase of new party chapters;
- number of organizations/institutions forging alliance and/or support to the party;
- relative increase of resources donated to the party;
- media mileage or coverage;
- relative increase of members who will run in the elections;
- relative increase of party members who are in elective government positions; and
- party's advocacy's journey from an advocacy, to a bill, and to a law – and its successful implementation.

The success of any political party can be highly enhanced through a clear communication structure that is well known and understood. On their own, brilliant policies and visions cannot guarantee success for a party. They must be supported by purposeful, structured and targeted communication.

A party needs effective communication to successfully build party membership and convince voters. Through effective communication, political party stakeholders have a way to interact, seek useful answers to

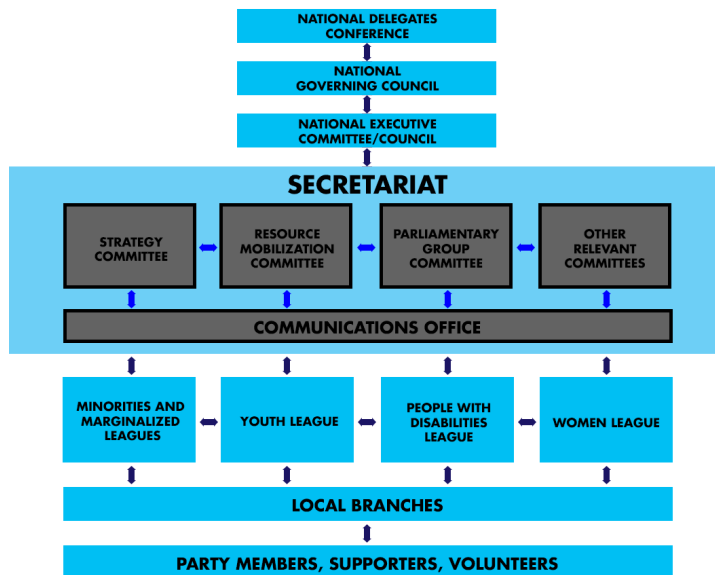
their questions, and voice opinions on the party's position on major issues.

Members should be able to communicate with party leaders, local branches should be able to share information, groups and committees should be able to reach out to the National Executive Committee/Council and vice versa.

On the following page is a diagram explaining the strategic placement of communications functions in the party structure from a multi-party system.

Most of the democratic parties practice a bottom-up approach in terms of decision-making including in its information dissemination. Usually they are allowed to develop their own communications structure as long as it is parallel to the national party. The sectors attached to the party are also permitted to establish their own mechanisms. It must be clear among the members of the political party as to whom they must communicate and who will communicate to them on a regular basis. Below is a sample internal party communications flow.

The role of the party secretariat is important in information dissemination. It is in this office that written communications will be drafted, approved, and delivered to the party members.



Written communications include:

1. memorandum;
2. notices / circulars;
3. staff newsletters;
4. business reports;
5. minutes of meetings and agreements;
6. important announcements.

These messages may be sent through e-mails, posted on the website and/or official social media accounts of the party, or may be delivered through snail mail. But today's modern world suggests that communications shall be sent electronically for faster and quicker reach and response.

Other types of internal communications are the following:

1. meetings/conferences/discussions;
2. call/teleconference;
3. SMS/text.

It is important that the party must be aware of the possible communication barriers that will affect the communication lines between the party secretariat and the members which will result to ineffectiveness such as:

- a. Access to electricity in some rural areas;
- b. Poor or no Internet/cellular signal;
- c. Access to load (possible in the Philippines since most Filipinos are prepaid subscribers);
- d. Members have not updated their contact information (change of location, e-mail address, mobile or landline number).

Hence, the party secretariat must be able to reinforce its communication scheme by doing the **E.T.C.** plan of action:

- a. **E** stands for *e-mail* (send the information via e-mail especially if it includes lengthy attachments).
- b. **T** stands for *text* (after sending the e-mail, remind the party members by texting them that you have sent them an important mail. Include the dates of deadlines should there be a need for them to comply to certain

requirements).

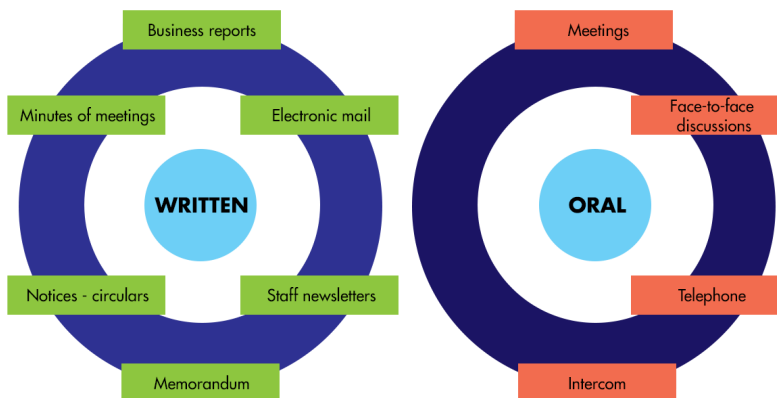
- c. **C** stands for *call* (if you have not received any form of acknowledgment days after you have communicated your party members, it is best that you call them one by one and validate if they have received the message. Ask them to read and acknowledge the information either via e-mail or text).

Lastly, if there had been no replies from the members, it is recommended that the local party must call for a meeting and decide on the status of these members. The local party may also visit the party members who have not been joining the activities. Sometimes, the party must go out of its way and do a personal communications approach – after all, it's one of the best and the most effective ways to activate some inactive members.

External Coordination and Media Work

The success of a party largely depends on successful advertising. The party should display a consistent overall appearance in order to enhance the recognition effect as far as possible. Use labels and slogans by which people can identify the party and its core competencies.

INTERNAL COMMUNICATIONS

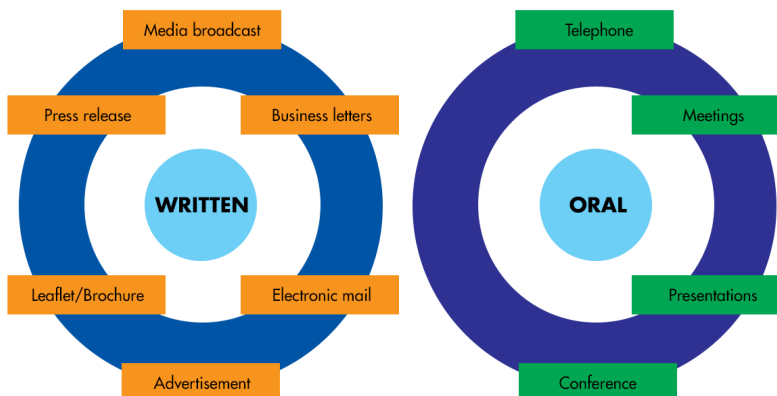


The party must have a website, posters, brochures, and advertising materials promoting not only its core values and programs, but also the party's candidates. These materials should display a clearly recognizable message. Hence, the party must have a common corporate identity especially at election time. A consistent local and national image will strengthen the presence of the party. It impressively documents the party's spirit of togetherness and unity. A party's corporate identity might be formed from the following concrete and solid elements namely, the logo, font, and colors.

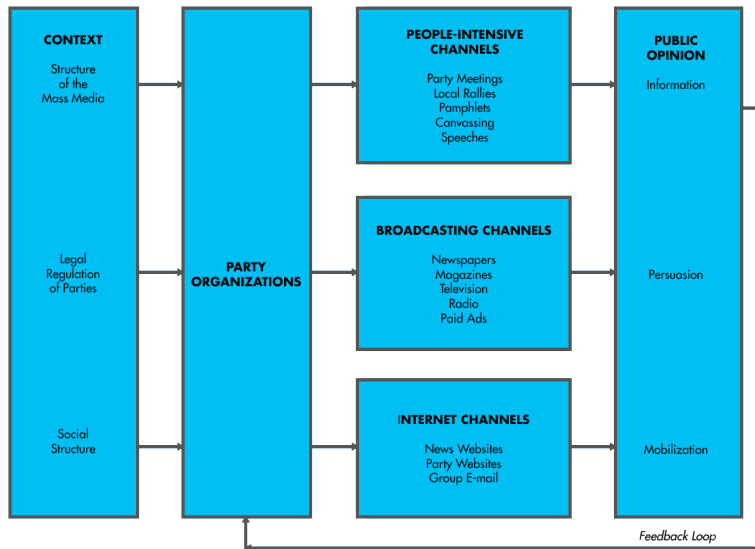
Presenting a consistent face to the world, a logo is flexible enough to absorb additional design elements and local characteristics. If the party's corporate identity has been successfully introduced in national elections, local campaigners should use it too, adding regional/local features.

By all means explain on your current corporate identity on the website of your party and make it accessible to your members. A complete set of documents preferably downloadable from the website contacting all requisite print materials and technical details such as color IDs, fonts, and logos should be made available to your party's sub-organizations in good time.

EXTERNAL COMMUNICATIONS



CHANNELS OF PARTY COMMUNICATION



(Norris, 2005)

The logo

The logo is the mark that distinguishes your party immediately from the others. It should be easy to grasp, and it should motivate people to identify with your party.

You might use the letters of your party's name and shape them so that they stand out and are clearly perceivable. The letters should radiate strength and dynamism. They must be unique in the entire party landscape.

You might leave some space in the logo for regional organizations to express their identity by placing their own symbols, coats of arms, etc. in it. This ensures that your logo remains unique even if additional signets are used.

The colors

Like the logo, the font should be designed to promote recognition and consistent image. Make sure that one and the same font is used for

all materials and print work.

Your font, too, must be accessible to party members at all times, which is why it should be put on your party's website.

By and large, what has been said about the corporate identity colors as well. They, too, assist recognition and identification. Your main color must be ubiquitous enough for you to be associated with it at all times. Remember to give consideration to the meanings and effects that are ascribed to certain colors. Avoid using colors which already have a political meaning.

Implementation options

In a campaign, it is imperative to implement your corporate identity. Try to make this clear to all your regional/local party and candidates. Your corporate identity should be consistently applied in those media that are most important in election campaign, e.g. posters, brochures and leaflets, and flyers.

Moreover, it is recommended using it in your own 'everyday' communication in the following, i.e. correspondence, press relations, and on the internet, if you have done so before.

You should have a fixed internet address under which you offer blueprints for corporate identity conformable internet pages.

Show coherence

It is of the utmost importance for all regional/local party areas and candidates to conform to the party's corporate image especially during a campaign. This is the only way to ensure that any citizen can identify a poster, a brochure, or a flyer as belonging to your party by merely glancing at it.

There is no other way to make sure that people will recognize local advertisements as reflecting the image of your party as it appears on television or in newspapers and journals. Only thus can you succeed in making people recognize certain symbols and colors as belonging to your party.

Promotion material for your party

To ensure that your party's advertising policy is implemented as consistently and cost-efficiently as possible, ask your members to make use of the range of attractive promotion materials designed to reflect your party's image, which your headquarters should provide at a fair price, or if possible, for free. Developing a private logo would be complicated and expensive, to say nothing of a private range of posters and brochures. The money which candidates and regional/local party would have to raise for such a purpose can be use more effectively in other campaign activities.

Sympathy advertising and gifts

The promotion used by your party in any campaign should be up to date. All major giveaways must be available with the current corporate image. The party may consider these as basic giveaways, e.g. toy balloons, ball pens, and lighters.

Print products

In an election campaign, print products are important because they highlight specific themes and assist in argumentation.

On the one hand, you need to ensure that your members and campaigners are up to date on crucial issues. This purpose is served by argumentation aids that present the most important issues in concise and understandable terms: the problem – the solution offered by your key political opponent – your own solution. Such aids provide an excellent opportunity to sum up the statements made in your election platform on certain focal issues in a manageable format, on small graphs, for instance, so that they are always on hand.

At the same time, you need to get your messages across to the voters. In this task, small flyers or brochures containing slogans on your campaign issues may be a great help. Such flyers may either present birds-eye views or address specific issues.

In your website (or group page) you should have a comprehensive list

of the campaign promotion materials you are offering, together with their price, to enable your members and country branches to plan their campaign.

Political party headquarters and services

The duties and services of your party's headquarters

For your party and campaign to be successful, the party as such should offer a comprehensive range of services to your members and campaigners on the spot. For one thing, this greatly helps to safeguard the consistency of your image as a party. For another, good service is instrumental in saving considerable amounts of money and time. You should present the range of the party services you are offering to all the members especially to the candidates. Below are some few suggestions as to how such services might be designed and what they might consist of.

The party should publish any and all campaign information on the website/group page for your candidates and members. These platforms should be your forum for information and services. A truly diverse range of services should include posters, brochures, guest speakers, gifts, political documentations, flyers and online service.

The candidate hotline

In addition to your website/group page, you might set up a telephone hotline for providing information and assistance quickly and without reference to a computer.

Candidate services

Although they are veteran tools, posters have no equal in signaling presence and conveying information about issues, contents, and persons. Especially when a campaign is in its final phase, posters are indispensable to mobilize not only your electoral base but also swing and undecided voters.

Candidate posters

All your party's candidates must be present in the midst of all citizens through the medium of individualized posters.

Even in a purely proportional system without constituencies or direct candidates you should consider how to give a face to your party. Policies are made by people for people. A party will be identified with any person who advocates a certain policy. The more concrete people's experiences with politicians are the easier it will be for them to decide about their vote.

On the other hand, this ensures party's presence all over the country. Meanwhile this makes it easier for people to identify with your party because they can associate it with individual faces.

As candidates feel responsible for concrete cities and municipalities, their contact with citizens will become much more intense, ensuring that a genuine exchange takes place between the population and the political sphere.

By the same token, the candidates on your list should make themselves known in the region for which they feel responsible through personalized candidate posters.

We urgently recommend designing such posters on the basis of your party's corporate identity. To set a signal for the citizens, they should convey an image which, as far as possible should be consistent across the country.

Past experiences suggest that home-made designs variants look better only in very rare instances, and that most of them do not conform to all the criteria that apply to posters.

Your party's headquarters should support your candidates with concrete offers.

- Your headquarters should offer your candidates to take over the production of personalized posters in the recommended formats by the campaign team.
- Your service would handle all production activities.
- Candidates would merely hand in a photograph selected by them and describe personal campaign impressions. All other steps would be controlled by your candidate service until the quantity ordered is dispatched.

Besides relieving the burden on the candidates, this approach safeguards consistency in terms of quality and the image of the party, and it saves money besides. You should make absolutely sure, however, that candidates receive their posters in good time.

Generally speaking, you may begin putting up posters as early as six weeks before the election date. In big cities, it is recommend putting up candidate's posters no later than four weeks before the election so that enough time remains for party members and helpers to paste them on billboards. The same holds true for the party's general campaign posters.

Other posters

Next to posters showing candidates, others should be made available that convey content-related messages. Here are a few sample poster types:

- large posters for large commercial hoardings;
- theme posters (A4 size) and teasers;
- posters announcing speakers (A4 size);
- wall newspapers (A2 size landscape) for use in local display cases.

Theme posters serve to convey your key messages to the voters in the form of brief and catchy slogans. Remember that the content of such a poster should be understandable to a person driving by in a car. This means selecting impressive pictures and using brief messages. People should be able to identify your party with the message. Try to generate a positive effect. Nobody will sympathize with a party that promotes itself by knocking others on its posters.

Announcement posters announce the appearance of prominent speakers at your campaign rallies. Generating variety, they help to re-awaken the public's attention. Moreover, they increase the density of information about eminent events during the campaign. They should be spread over a wide area, for the more prominent the speaker, the larger the catchment area of his audience.

Wall newspapers do very nicely in the showcases which parties may put up outside their offices.

Please make sure that all posters can be ordered by an uncomplicated process, such as by email or fax.

Posting equipment on the spot

You should now check whether your equipment is complete, ready, and suitable for campaign use. Run through the following checklists for displaying posters on the spot:

- Is there an adequate number of poster hangers and billboards?
- Are they in good repair?
- Is there a need for ordering more equipment? (Remember that re-orders may be delayed by delivery bottlenecks.)
- What is the format of the billboards and hangers?
- How many posters do you wish/need to order?
- Have you obtained the requisite approvals from the city/municipality?
- Is your posting crew ready?

Candidate prospectuses and personal promotion material

Any election victory is based on local campaigning in which candidates play a key role. This is why your party's headquarters should support your candidates to the best of its ability in their personal campaigns and offer them an extensive range of services.

Photo appointments

Candidate portraits made by professionals are crucial for personal posters and prospectuses. As not every candidate will have a good photographer on call, collective appointments will not only help candidates greatly, they will also be the most cost efficient alternative because you will be able to negotiate a good discount with your

professional photographer.

This service offers candidates an opportunity to have their portraits taken for posters, prospectuses, and other advertising purposes.

To enable candidates to prepare for these appointments they should be given advance instructions as to what to wear for the photographs.

Those who are unable to take advantage of the collective photo appointments will have to make their own arrangements for having their photograph taken.

Candidate posters

Each candidate will receive an offer on the production of personal posters from party headquarters.

Candidate prospectuses

All candidates should be provided with a blueprint for designing prospectuses. Once again, it would be a great help if you were to offer your services in the production of individualized prospectuses.

While candidates submit their requisite number of photos together with the copy, the candidate service handles the entire layout and design process. A sample prospectus should then be mailed to the candidate together with a written quotation specifying quantities ordered and prices.

Personal promotion material

In addition to team promotion material such as caps, jackets, and t-shirts which assist candidates in enhancing the consistency of their appearance and their recognition factor in a campaign, you should offer personalized giveaways bearing the name of the candidate. These tools should be on order from the online shop of the party's website.

Moreover, you should offer your candidates support in designing their online appearance.

Leaflets, flyers, brochures

Leaflets, flyers and brochures are classical theme-related advertising materials in local campaigning. As a general rule, they are not personalized for individual candidates; for these have their own candidate prospectuses.

All these promotion materials should be easily obtainable either from party headquarters or on the internet.

Contacts at your party headquarters

There are always questions. This is why you should name the persons responsible for each subject matter at this point, together with their telephone numbers and e-mail addresses, so that your members can access information quickly.

For example:

Productions

Juan dela Cruz

Phone: +63917 123 1234

E-mail: juandelacruz@xxxx.com

Candidate Services

Juana delos Santos

Phone: +63917 123 1234

E-mail: juanadelosantos@xxxx.com

The Internet

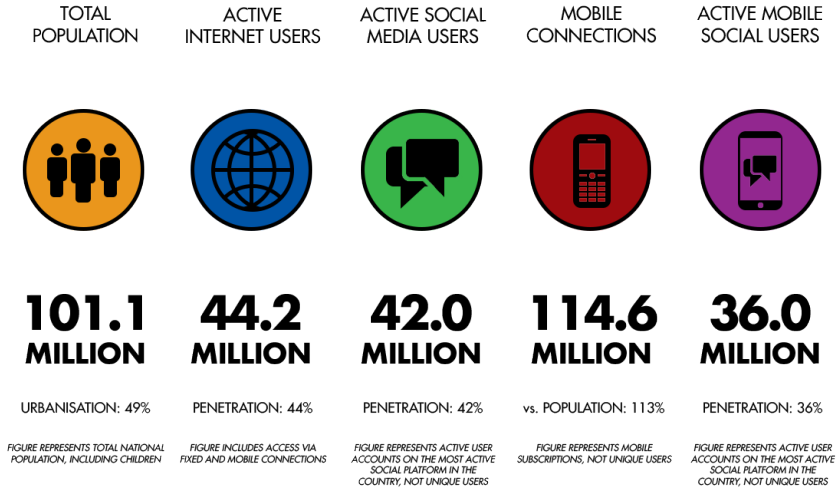
Today's internet has enormous advantages to offer in political work: announcements, activity proposals, and flyers reach their public without loss of time.

Unlike brochures and documentations, internet publications do

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DIGITAL IN THE PHILIPPINES

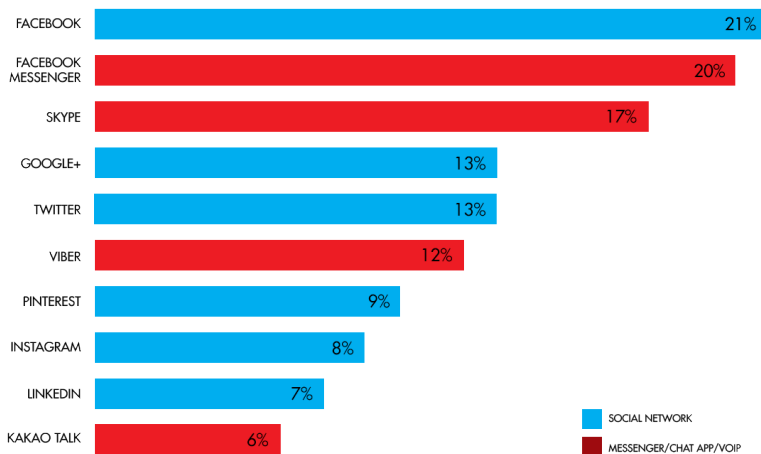
A SNAPSHOT OF THE COUNTRY'S KEY DIGITAL STATISTICAL INDICATORS



Source: National Telehealth Center

TOP ACTIVE SOCIAL PLATFORMS

SURVEY-BASED DATA FIGURES REPRESENT USERS' OWN CLAIMED/REPORTED ACTIVITY



Source: National Telehealth Center

not entail any printing or distribution expenditures. Contents may be communicated in a variety of ways – texts, images, sound, video clips. What is more, the opportunities for interaction offered by the internet – chat rooms, forums, e-mails – promote the direct exchange of information between citizens and your party. The importance of the internet is increasing in parallel with the number of its users, which has been booming in recent years.

The internet appearance of your party should be modelled on the offerings of large enterprises to specific target groups.

Its core should be the email groups or group pages which addresses party members. The easiest way of regulating access to it would be to use individual member's account and by adding them in the group. It should offer campaigners all the most important campaign-related information.

In campaign times, the group pages/e-mail groups should offer everything your party and its candidates need to contest an election. It forms the most important and most up-to-date information medium. Next to political contents, it offers special services to candidates. Among other things, this should include speech blueprints, letters to specific target groups, sample advertisements with their templates, sample press releases, advertising line elements (logos, candidate prospectuses), the campaign handbook, service offers and order forms (posters, prospectuses, etc.) and a photo service (with tips regarding the outfit).

Another element is your party's website. It provides citizens with comprehensive information about all matters relating to your party. For important political events – party conventions, elections, action weeks – this offering may be subdivided into a number of platforms that are accessible to the general public. Thus, the internet may contain a publicly accessible election platform in addition to the service platforms.

Group pages

During election campaigns, the group page fulfils a strategic function in internal communication. People should be able to find on it all kinds of background information, arguments supporting policies of their party, things worth knowing about political competitors, and public relations assistance.

The major items of offer should be:

- Background reports and, where applicable, interviews on topical issues;
- Information and arguments relating to the political opponent;
- Flyers on topical issues;
- Information and ideas for local campaigners
- Suggestions for activities, events, and recruitment of members; up-to-date material on nationwide campaigns;
- Proposals on public-relations activities and promotion materials;
- Notices about dates and events;
- Guides on diverse subjects;
- Internet commissioners and/or regional/local branch officials responsible for the internet should receive a wide range of support for setting up and maintaining an internet presence;
- In addition, there should be items that are of great importance in party work: statutes, instruction sheets on donations, account statements, and many things.

Campaign offerings for candidates on the internet

For a candidate, the internet forms the most important and up-to-date source of information. Next to political services, it should offer the following campaign aids:

- Model speeches;
- Sample letters to target groups;
- Sample advertisements with templates;
- Sample press releases;
- Elements of the advertising line (logos, candidates' prospectuses);

- Campaign manual;
- Service offers with order forms (posters, prospectuses, etc.);
- Photo service (with tips regarding the outfit).

Public internet appearance – www.party.xx

Reports on current affairs should form the hub of your internet page. At its center, it should prominently display the topical affairs of the day (in chronological sequence). The latest item should be at the top. For more in-depth information, you should integrate links. Then, essential messages can be formulated briefly and concisely and a great deal of information can be seen at a glance without causing confusion. References to important events and other information may be shown in columns to the right and left, so that the user, by simply clicking on a button, can retrieve extensive information on events, conferences, and TV appearances. Buttons may also serve as links to important background information.

On your page, you should also offer access to a comprehensive political database containing detailed information about your party's policy on, for example, education, taxation, or the reform of social systems. Users should be able to obtain the most important facts about each political field in a concise format, together with speeches, background analyses, press statements, and committee papers.

“Resolutions” and *“party conventions”* are key words which are of outstanding importance for your political work. Under these headings, your internet should have:

- Party convention documents
- Discussion papers; and
- Resolution adopted by working groups of your party.

Needless to say, members should be able to use the services provided by your head officer for journalists.

It would be helpful, for instance, to have a button called **Press Center** under which you can access current press release, a continuously updated overview of major political dates, and an image database containing photos of your top politicians and your party's events. You may also add a comprehensive archive and a **newsletter mailing list**. People who enter their name will receive current press releases by e-mail free of charge.

Do not forget to add an unambiguous heading such as party corporate identity under which users can find the logo of your party in a wide range of file formats which can be downloaded at any time for integration in individual internet appearances or party publications.

Next to political contents, it makes sense to include a portrait of your party. The **Party Chapter** should introduce members of your party's executive committee and its elected party officials in the current legislative period.

Moreover, your internet page should include links to regional and other branches.

As a party, you should consider establishing a forum as an interactive element. It will offer numerous users an opportunity to take part in discussion about various political fields: domestic policy, foreign and Asian policy, economic and social policy. Such a publicly accessible forum would enable you to keep track of current debates.

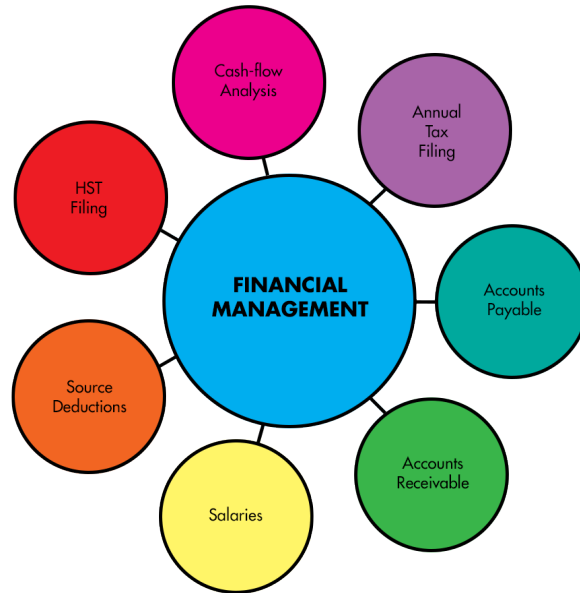
Take advantage of the opportunity – see what it's like!

Another item that is particular interest for your campaign effort is a link button called **Contact**.

WAYS TO MAKE THE PARTY FINANCIALLY STABLE AND ACCOUNTABLE

Membership dues

Political parties must be ideology and program oriented this means that people adhere to certain rules in order to free the party from any form of political patronage. It means to say that ideological and democratic parties must be membership based and members must adhere to pay dues. It must therefore thrive within the community that it serves and nurtures and from whence it also draws its strength. However, the regular collection of membership dues without the conduct of regular party activities will discourage the members to participate in the discussion and local party work.



Regular party activities

The party's survival and sustainability is fueled by year-round activities participated in by its members including the community. Initiated from the local level, activities make a vibrant political life. Given the diverse profile of each community, activities therefore vary from each district, each municipality and even regions. However, there are standards and familiarities.

For a political party these include pursuits distinct from nonpolitical associations, professional civic clubs, self-help groups, development projects or civil society organizations. They have to include primarily events and projects related to political decision making on local and national levels that are relevant to the greater parts of the citizenry or disadvantaged groups of people of each respective area.

The following are some suggested out-of-the-box meeting activities for the party:

1. Basic orientation seminars for prospective members through parties, fairs, etc.;
2. Enhancement and deepening sessions with members on thematic issues and party characteristics;

3. Contribution to programmatic discussions within the party on certain issues or on the political platform in general;
4. Drafting of local political platforms and setting up of internal thematic working groups;
5. Internal strategizing efforts;
6. Internal social events.

Always remember that just like other organizations, a political party must learn to unbox its intimidating appearance especially to members who are basically non-politicians. It must learn to be inclusive in its activities and must be able to entice the various learning interests of its members. Therefore, activities must be 80% fun and 20% politics!

State subsidy

Vital to its sustainability political parties, like all other organizations, need financial resources. As significant as the proposed Freedom of Information Act (FOI) and anti-political dynasty bills is the proposed Political Party Development Act of 2014 (PPDA), which pursues to institutionalize party politics in the Philippines. Despite its goal of ridding Philippine elections of the “3 Gs”—guns, goons and gold—PPDA is gathering dust in Senate.

Lawmakers do not appear keen to pass the PPDA bill. They busily deal with other important bills at the moment—those concerning the proposed national budget, among others. PPDA among other bills establishes the three reform measures that pursue to empower ordinary citizens, democratize political power, and amend the socioeconomic and political developments in the country.

House Bill 6551 or the Political Party Development Act of 2012 aimed to institutionalize reforms in the financing of electoral campaigns, so as to promote accountability and transparency; provide financial subsidies to political parties to augment their expenditures for campaign purposes and for party development; promote party loyalty and discipline; and, encourage and support continuing voter’s education and civic literacy programs through the political parties.

The fund would be distributed as follows:

- **5% to the Commission on Elections (COMELEC)** for monitoring purposes and information dissemination and voters' education campaign;
- **30% to be proportionately and ratably distributed to accredited political parties represented in the Senate** based on the number of seats obtained in the most recent general elections;
- **65% to be proportionately and ratably distributed to accredited political parties represented in the House of Representatives** based on the number of seats obtained in the most recent general elections.

The share of each of the accredited political parties in the state subsidy fund shall be released only upon proof that the concerned party has raised an amount equal to its share in the fund from membership dues and voluntary contributions.

Political parties may use the fund for party administration, recruitment, and civic education; research and policy development; education and training of members; institution-building and constituent outreach program; and, other reasonable logistical and operational expenses essential in strengthening the party.

As for campaign expenditures, the political parties are allowed to utilize the state subsidy fund for operating expenses of the party, traveling expenses of candidates, information dissemination and advocacy campaigns; and election paraphernalia. Voluntary contributions to any political party, under the bill, was limited to up to P1 million from one person, and up to P10 million from a group.

Under the bill, elected officials of a political party may only leave the party six months prior to elections to avoid the penalty of political turncoatism. Penalties for political turncoatism include disqualification from running for a post in the next succeeding election, forfeiture of the current post, and prohibition from being appointed to any executive or administrative position.

The authors of the bill include Cagayan de Oro Rep. Rufus Rodriguez and President of Centrist Democratic Party (CDP), Abante Mindanao partylist Rep. Maximo Rodriguez, Bohol Rep. Arthur Yap, Aurora

Rep. Juan Edgardo Angara, TUCP partylist Rep. Raymond Democrito Mendoza, Bohol Rep. Erico Aumentado, Bulacan Rep. Linabelle Villarica, Eastern Samar Rep. Ben Evardone, Cebu Rep. Eduardo Gullas, and Iloilo Rep. Augusto Syjuco.

The following discussions are based on the strategy that is prepared for the Centrist Democratic Party of the Philippines – *Ang Partido ng Tunay na Demokrasya*.

CDP SHORT-TERM STRATEGY (2016-2019) FOR FUND RAISING

Proposed Courses of Action

A functioning CDP National Secretariat office must be established by June 2016. The office must be comprised with the National Secretary General, Deputy Secretary General, Treasurer, Deputy Treasurer, Communications Personnel, and at least two office clerks. The following are the suggested specific job specifications:

NATIONAL SECRETARY GENERAL.

1. Revival of the dormant CDP chapters nationwide;
2. Establishment of new chapters (but must start from the nearest strong CDP chapters);
3. Establishment of membership, ID, and financial database system;
4. Establishment of media and press relations in the national level;
5. Establishment of thematic/policy committee;
6. The National Secretary General must be the chairman of the committees mentioned above primarily on items a, b, d, and e. He must be able to monitor and manage the development of these committees and make it a point that all initiatives and efforts will contribute to the party's national and local targets.

DEPUTY SECRETARY GENERAL. Maintaining and monitoring the daily activities, visibility, and branding of the CDP chapters:

1. membership records;

2. ID system;
3. local officers' database and records;
4. issuance/circulation of memo and communications to the local chapters;

Creation of services available to the CDP local candidates (especially during elections):

1. Preparation of campaign materials and paraphernalia among others;
2. Layout CDP leaflets/handbills for local candidates;
3. Layout tarpaulins/posters for local candidates.

**Note: the services from the national secretariat will have to be paid for by the requesting local candidates for a minimum amount. The secretariat must be able to produce a set of quality materials for the local candidates; this means they need to provide samples at least a month prior to the official start of campaign period. The local candidates may or may not avail of these services but they are encouraged to access these services to maintain party branding and uniformity.*

TREASURER. Maintaining and monitoring the daily activities of the CDP chapters:

1. Establishment of benefactors' committee;
2. Dinner for a cause convening high caliber original and potential CDP members;
3. Collection of contributions from the CDP elective officials.

The treasurer must be able to collect regularly the contributions from the following CDP elective officials; as stipulated in the CDP Constitution and Bylaws all CDP elective officials are required to contribute at least 10% of their monthly remuneration to help the political party.

The following are the suggested events for local parties in highly urbanized cities:

1. Fun Run;
2. Concerts;
3. House Parties;
4. Rummage Sale;
5. Food booths.

The following are the suggested events for local parties in municipalities and provinces:

1. Dance/Singing Contests;
2. Rummage Sale;
3. Food booths.

DEPUTY TREASURER. Collection of remittances from all CDP chapters through the treasurers. Establishment of CDP national merchandise or CDP ONLINE SHOP that will be sold exclusively to CDP local chapters

1. Official CDP T-shirts and polo-shirts;
2. Vehicle stickers;
3. USB Ballers;
4. Laptop bags/tablet sleeves;
5. Baseball caps/hat;
6. Mugs.

COMMUNICATIONS PERSONNEL.

- a. Reconstruction, maintenance and monitoring of CDP website and content;
- b. Training of CDP political communications officer who will contribute to the content of the CDP website (articles and opinion editorial articles);
- a. Writing and publishing press releases;
- b. Maintaining of party social network visibility and branding.

These are one of the most ideal activities that will help the party generate more alternative sources of income. CDP must learn not to rely on the membership dues of its members. As long as the House Bill or Political Party Development Act, will never be approved and implemented democratic and genuine parties in the Philippines just like CDP will never be relevant given the circumstances of access to funds, etc.

BUILDING THE CAPACITY FOR INNOVATION, RELEVANCE, AND CREATIVITY

With the decline of party membership and the professionalization of politics (rise of the role of experts and consultants), the very nature of electoral campaigning has also changed. Parties have to rely more and more on expertise and capital-intensive campaigns, and less and less on labor intensive campaigns.

There are various ways to be innovative, to be relevant, and to be creative in a political party. Aside from thinking of coming up with a very catchy name of the party, it is imperative that a party must be able to stand by its name, program, and policies. Being creative and innovative must not compromise the party's relevance both short term and long term.

Political parties too have adopted democratic innovation methods and they have been increasingly engaged in policies aiming at reshaping political participation in their respective countries in recent years. Also within political parties decision-making procedures have been 'democratized' by for instance introducing direct democratic principles within political parties. These democratic innovations are often a reaction to the decline in electoral participation and party membership and are aimed to restore membership and legitimacy levels.

One way to address the democratic deficit and restore legitimacy for political parties has been to grant party members more rights and voice in the intra-party decision-making process. By doing so parties attempt to make traditional participation such as party activism seem attractive again.

The main domain in which more power has been granted to the grassroots is the selection of political personnel. It has been done by adopting democratic innovations such as direct decision-making (use of membership ballot to select candidates, party officials and party leaders) to the detriment of delegation. For some, it is indeed a response to changes in citizens' demands.

Others have argued that they are disguised attempts to disempower activists and leads to plebiscitarian forms of decision-making. There is a growing literature on some aspects of the selection of political personnel such as leadership selection or candidate selection. However, the recent phenomenon of parties adopting primaries for the selection of their head figure has not been systematically researched so far in the European context.

The following are the suggested areas/sector/strategies that the local party must learn to explore in order to sustain the interests of its diverse membership:

1. Social media campaign (in between elections)

- Democratic parties must be alive even in between elections. This means that whether they make it or not in the recent general elections, they continue to deliver political and civic education and activities to their members. As discussed in Chapter 2, the party must be able to utilize this portal and take advantage of its cheap and real-time features in order to put your messages across to the members.

2. Internal communications with the party members

- The best way to keep in touch with your members even in between election season is through social events. There are times that members will appreciate if they receive direct messages from the party. While you are trying to involve them in your recent campaigns and activities, it is more important to consider the fact that members become more involved if they are exposed socially. Unlike the stiff atmosphere inside the conference rooms during meetings and seminars, social events such as dinner parties, bar hopping nights, coffee/café excursion activities, or even birthday parties are the best opportunities for socialization. Just like how the Junge Union of Germany defines it, politics for young people must be 70% fun and 30% politics.

3. Relations with the media (organizing a media circle)

- The best way to project an impact at-large is to tap and involve the media in all of your public activities. It is suggested that the local party must be able to keep a database of the existing media personnel who will be invited during key party activities. The party may also invite different media personnel as lecturers and speakers through a training of trainers with party political communications officers. The key here is to

establish a good relationship with them by coming up with news or feature-worthy activities.

4. Cooperation with civil society

- The way to get more active leaders join the party is for the party to be engaged in some of the well-established civil society organizations in the area such as Junior Chamber International (JCI), Toastmasters Club, Chamber of Commerce and Industry, Red Cross International, Rotary Club International, among others. These organizations offer a wide array of programs and activities where your party can partner with. You can also forge an alliance (based on ideology and advocacy) with these organizations.

5. Forum and exchange of learning experiences among local party units

- This may sound old school under this chapter that talks about innovation and out-of-the box solutions for democratic parties. However, if these activities will be conducted with a twist (or something new and interesting), party members will be more excited and will be more enticed to attend the regular meetings. They will attend not only because they are interested to learn about the successful organizing activities of other party chapters but they will join because of the following motivations:
 - a. to compete and to show off;
 - b. to gain friends and connections;
 - c. to exchange good practices applicable to other chapters.

6. Creation of committees that will explore alternative mechanisms for internal party cohesion

- Just like ordinary clubs, a party must be able to be more creative in creating its committees. The more interesting the committees will be, the more cohesive the activities will be. The party can entice young members to organize the following committees:

- a. entertainment committee
- b. visual arts committee
- c. merchandise committee
- d. events committee
- e. public relations committee
- f. speakers' committee
- g. trainers' committee
- h. speech writers' committee
- i. personality development committee

7. Explore the fundamentals of networking

- The existing strategies used by networking companies may be considered as tools to entice the party members to be active in recruiting more members. The party must be able to study on how it will be able to incentivize party members who are loyal, committed, and do a lot of hard work in helping the party in various ways. Aside from the political education that the party delivers to its members, it is suggested that the party has to come up with ideas on how it will engage its trainers to recruit more members. The following are some of the suggested ideas:
 - a. Give them a specific target per party chapter, i.e. 100 dues-paying members per month will be awarded with LCD projector; 200 dues-paying members per month will be awarded with complete desktop computer package. The equipment will be useful in the local party secretariat and at the same time, by hitting the target number of members, more income will be generated to the local party, more members will be recruited, and there will be more local activities that will be facilitated.

8. Awards night for outstanding party chapters and outstanding officers

- The party officers are the busiest people in town, well that is debatable. But local party activities will not be made possible without their commitment, time,

and some of the time their own resources. Hence, the party must be able to identify these key party officers who have made a significant impact in their chapters. It will be a good opportunity to honor their hard work by acknowledging them in a ceremony that will be conducted by the party during its national congress or convention.

While there are plenty of creative ideas that the party will be able to discover and implement in their respective areas, the following are the best characteristics of party members that will never fade away:

1. Committed;
2. Resilient;
3. Ingenuity;
4. Proactive.

The party, just like a ship in a raging sea, will experience a lot of turbulence especially during election season. While it can allow its members to sip tea and charge its strengths and resources in between elections, it will have to toil again and win in the next election cycle. It must keep on working until it will achieve its purpose.

6

BUILDING AND DEVELOPING PARTY PLATFORM

DEFINITION: PLATFORM OF GOVERNANCE

Political parties play a very important and crucial role in the painstaking process of building democratic nations. They represent the public in the different levels of decision-making processes in the government. They also contribute to the empowerment of the public by providing them an avenue to push and advance their agenda. Political parties, if in position, also help elected officials govern. They provide a framework for analyzing the current socio-economic and political systems vis-à-vis their ideal society, and identify better policy options that could lead to realizing their envisioned society. If they are not in position, they provide a critique of the way the administration governs. This critique is important as it serves as a check mechanism and inspires vigilance among the public, necessary elements in a democracy.

For political parties to participate in nation-building, they need to have a legitimate status both in the eyes of our institutions and the voting population. One step towards getting legitimacy is for a party to gain the recognition and confirmation of the populace. Recognition and confirmation do not necessarily mean electing the party; it is merely an acknowledgement from the voting public that a party is legitimate and not a nuisance in the political arena. Surely, there are many ways to get the nod of the voting public but one of the best ways is for a party to have a platform of governance that is attractive to many, if not all. If the voting public believes that a party has a real and concrete platform of governance, they recognize and confirm its legitimacy.

What is a platform of governance?

A platform of governance is “the main compilation of policy proposals that political parties develop and adopt every few years. It typically reflects a party’s efforts to identify salient issues, prioritize among them, and proactively research and formulate solutions to societal problems.”

What is the difference between an Election Manifesto and Party Platforms? “Election manifesto refers to the combination of policies around which political parties focus their election campaigns. Not all political parties make a distinction between their platforms and manifestos. However, where both exist, the manifesto often draws from the party platform but focuses on a narrower set of policies that are believed to be strategic priorities for the campaign.”

Why political parties formulate a platform of governance?

Political parties craft party platforms mainly for these objectives:

1. To serve the national interest

- To contribute to democratic governance by reflecting citizens’ concerns;
- To take into account the needs and views of different sectors, such as, geographic, ethnic, religious, socio-economic and marginalized populations;
- To reflect efficient use of public resources.

2. To advance their ideologies

- To help ensure that party principles remain relevant to societal needs;
- To reflect and update party identity.

3. To promote their political or tactical goals

- To enable the party to increase public confidence;
- To reflect input from sector experts and those with experience serving in government;
- To keep the party’s policy positions current and relevant to members and other voters.

What are the main elements and composition of a desirable platform?

A Platform of Governance must be able to clearly communicate the following:

1. Ideology and core principles

For the voting populace to understand the context of your proposed policies, plans and programs. Election is about winning. Voters will not vote for any party they do not like. Surely, it is easier for the voters to like parties if they know, understand and appreciate where they are coming from.

2. Clear and defined policy, plan and program proposals anchored on party ideology and principles

For the voting public to know what you will do once elected. More often than not, voters think of candidates as someone who will solve their day-to-day problems, thus they tend to elect candidates who they think offer the best, if not the only, answer to their issues.

3. Party positions and stands

For the voting public to know how a political party looks at different issues that face them and society. Voters usually go for the party or candidate whom they have the closest, if not the same, stance with.

VALENCE ISSUES VS. POSITION ISSUES

Valence issues are “those that merely involve the linking of the parties with some condition that is positively or negatively valued by the electorate.” Position issues are those on which a set of alternatives exist “over which a distribution of voter preferences is defined.”

In short, **valence issues** are issues where voters usually share the same point of view. Examples of valence issues are peace, prosperity and education, among others. **Position issues** are issues where voters hold different point of views. Examples of position issues are taxes, divorce, and death penalty, among others.

Characteristics of a desirable platform of governance

A platform must be:

1. Visionary

- A platform must show the party's vision of an ideal society. It must be able to illustrate to the voting public what they want, or how they want, the society to be.

2. Clear and understandable

- A platform must be easily understood by the voters; voters must be able to easily relate to and appreciate it.

3. Accessible

- A platform must be readily available in various formats (i.e. soft copy, hard copy). It must be widely circulated to the open public.

IDEOLOGY AND PLATFORM OF GOVERNANCE

Party ideology and party platform are related and connected to each other.

Ideology, being one of the bedrocks of a party, matters a great deal. It usually sets the general framework of party positions and policies. Political parties use ideology as their framework in analyzing the underlying causes of the different socio-economic and political problems and in identifying fitting and apposite policies to solve them. Party position and policies are derived from the party ideology.

How ideology influences a Party's platform of governance

Political parties may examine society and find the same societal problems but propose different policy solutions based on their party ideology and principles.

For example, as evident in Europe and USA, left-leaning parties are more likely to propose redistribution of government wealth through subsidies and services as an answer to inequality while right-wing parties

are more likely to propose policies that strengthen traditional values. Liberals however would tend to propose policies which will give people equal opportunities regardless of social class.

Political parties also take different positions on concepts which, at first glance, seem to be universal in nature. See the tables on the next spread.

CRAFTING THE PARTY'S PLATFORM OF GOVERNANCE

All political parties have different ways and processes of crafting their platforms of governance. The process of making such is painstakingly long and tedious. Successful political parties have clearly defined political principles and processes outlined in their party Constitution and By-laws to guide them in their policy and position development. These typically state “the broad political principles upon which policy content is to be based; the party organ or structure responsible for overseeing policy development; general values that should be reflected in the process; the main steps in the process; who should be involved in the process and at what stage; responsibilities for approving platforms, election manifestos or interim policies; and mechanisms for reporting back on efforts to implement party policies.”

How political parties formulate platform of governance?

Political parties usually undergo four key phases—**drafting, adopting, implementing and evaluating**—when making their party platform.

In the **drafting and adopting phase**, as shown in the diagram on p. 56, the first step is for parties to *identify the societal issues and problems*. Issue identification may be done through consultations with member-sectors, governance and policy experts, and voters. Since parties join electoral exercises, it is important to know the priority issues and problems of the voting public.

The second step is *policy research and development*. The party looks deeper into the issues and problems. What is the impact of problem, the root causes, the current government policies to address these, and the good and bad effects of existing policies? Next is to study the possible solutions the party could offer the public. These alternative solutions must be well-

	Democracy	Freedom	Equality	Economy
Liberal Ideologies	See it as consent expressed by voting in recurring, competitive elections, within a legal framework that prevents oppression by the majority.	Hold it as the ultimate individualist value; classical liberals see it as absence of constraints, but modern liberals see it as allowing development of individual human potential.	Believe in free market competition, individual property rights and freedom to form contracts, but accept limited economic management due to market imperfections.	Believe in free market competition, individual property rights and freedom to form contracts, but accept limited economic management due to market imperfections.
Right-leaning Ideologies	Fully accept rule of democracy and see Constitutions as a way to protect traditional institutions and economic prosperity from the changing will of the majority.	Consider it a conscientious recognition of one's responsibilities in a community, allowing more freedom in the economic sphere and less in the social sphere.	View it as abstract and disruptive of natural societal hierarchies; they emphasize benefits of economic inequality, but believe in equality of opportunity.	Fully support capitalism and private, small and medium enterprise; increasingly advocate for an unregulated market economy.
Left-leaning ideologies	Also accept democratic rule but based on wide popular participation and desire to bring some or all of economic life under public control.	View it as reaching one's own full potential through labor, social interaction, and developing personal human capacity.	Hold social equality as their fundamental value; it is crucial to ensuring cohesion, justice, equity, and expanding individual and social freedoms.	Endorse accessibility to welfare and a highly regulated market; also emphasize the importance of standard wages.
Green ideologies	Demand the highest level of direct, decentralized democracy, and emphasize individual participation and personal responsibility within a democratic system.	Also see freedom as self-actualization but through disowning of individual imperatives, and achieving oneness with the surrounding world.	See it as the right to life for all life forms; consider other views that focus on equality for humans to the detriment of other life forms as harmful for humanity.	View obsession with growth (both from the left and the right) as unsustainable; harmony with nature must be prioritized over the drive for profits.

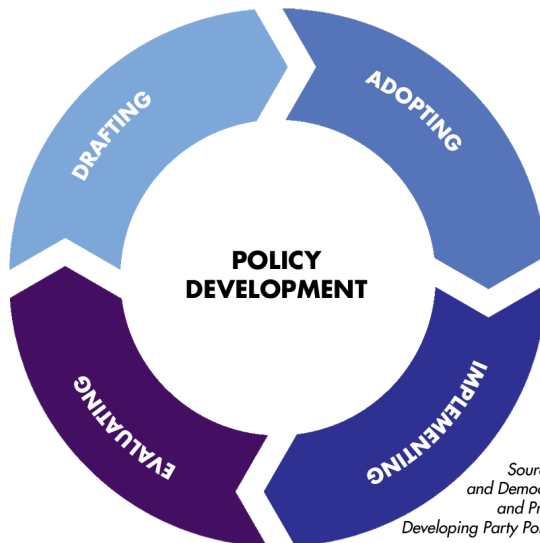
	Human Nature	Religion	State
Liberal Ideologies	See it as a set of distinct qualities of every individual; social and historic circumstances are of no importance; humans are governed by reason and capable of personal development.	View it as a private matter linked to individual choice; this makes religion connected to civil liberties; liberals require strict division of religion and politics.	See it as a mediator among opposing interests of individuals and groups, a guardian of social order; should promote equal opportunities.
Right-leaning Ideologies	Hold humans as limited creatures, always seeking security, who are drawn to the known and tried; rationality is unreliable and moral corruption is implicit in human nature.	See it as a source of stability and social cohesion, that provides values and a common culture; this makes separation of religion and politics difficult.	Fully endorse law enforcement as the main function of a state; modern conservatives call for a smaller state since institutions promote their own interests and threaten free economic activity.
Left-leaning ideologies	Consider humans to be essentially social creatures, shaped more by their conditions than by nature; sociability implies there is possibility for individual growth and collective development.	Think that religion is a diversion from political struggle and social inequalities; compassion in religion can sometimes be considered the ethical basis for socialism.	View it as embodiment of the common good; fully support state intervention in all spheres of life and believe in a progressive integration of state and society.
Green ideologies	View humans only as a part of a broader system, nature; egoism, materialism and greed symbolize human alienation, and signal the need for a return to nature.	Reject religious worldviews that promoted damaging the environment in the past, but acknowledge that this is changing; radical greens believe there is a global ecoreligion emerging.	Believe in a weak state that promotes civil liberties and decentralization of power towards both local and international structures; see transnational democracy as inevitable.

DRAFTING AND ADOPTING PHASES OF BASIC POLICY DEVELOPMENT CYCLE



Source: Political Parties and Democracy in Theoretical and Practical Perspective: Developing Party Policies, p. 13 (2013)

BASIC POLICY DEVELOPMENT CYCLE OF POLITICAL PARTIES



Source: Political Parties and Democracy in Theoretical and Practical Perspective: Developing Party Policies, p. 13 (2013)

studied. The Party then evaluates their feasibility. Are party candidates capable of implementing them? Will government resources be enough? Are government institutions capable of implementing them? What are the positive and negative effects of these alternative solutions?

The party then conducts another round of *consultation* to get feedback on their initial policy proposals. Consultations are important as it makes the policy development process more inclusive and democratic. Subjecting it to critique improves the initial draft. It is also a first step in rallying support for these proposals. Lastly, polls are conducted to determine the voting public find them relevant and desirable.

From this feedback, parties polish, refine and *finalize their draft policy proposals* and get the *approval* of their members for these to be formally adopted by the party.

In the implementing phase, party officials in the executive branch may promote the party platform through:

- Executive orders
- Department guidelines
- Priorities for enforcing legislation
- Referendum

The following are the different options parties, depending on their culture, could use as their process in adopting party policies:

1. Through the Party Executive

This option is not inclusive and democratic as only a handful of individual decides whether the policies proposed will be adopted or not. The advantage of this system, however, is that the Party could easily respond to unanticipated issues and concerns of the voting public.

2. Through Party Congress

This option is probably the most common and the best option. This option is more inclusive and more democratic than the former as this is where representatives of chapters, locals or sectors discuss and approve party policies

3. Through Full Membership Votes

This is the most inclusive and most democratic option. Getting the full votes of the party membership, however, is challenging especially from a logistics point of view.

Party officials in the legislative may promote party platform through:

- Legislation
- Committee work
- Conducting investigations in aid of legislation

Parties may also use the public stage promote their party platform through:

- Media outreach
- Referendum
- Public forums
- Social appearances
- Petitions

In the last phase, the evaluating phase, the party assesses its performance as well as the other parties' performance, and then report back to their constituencies on their accomplishments. They then try to evaluate and study what needs to be changed in their platform. If changes are needed, they return to the drafting phase.

7 WAYS TO MAKE THE PARTY RESPONSIVE TO ISSUES OF MEMBERS AND COMMUNITY

The Party should always be responsive to the different issues and concerns of its members and communities for these various reasons:

1. It is the Party's role **to address the problems faced by its constituencies** whether they are in the government or opposition;
2. **To gain credibility and legitimacy** as a genuine political party which serves the people and the people alone;
3. To enable the Party **to get public confidence** thereby making it easier for them to win.

Responsive means the programs, projects, services and activities of your Party must:

1. Take into account various needs and views of all sectors of society;
2. Reflect the legitimate concerns and problems of the citizens; and
3. Be apt and appropriate to address the issues of citizens.

One way to make your Party responsive to issues and concerns of your members and communities is to have a structure which is inclusive of all the sectors of the society, or at the very least the basic sectors in the areas of operation of your Party.

Another way is for your Party to have a participatory policy and platform development. Meaning, you include your members in crafting and developing your party policies and platform. To do this, the Party should be consultative both in nature and in structure.

There are of course several other ways to be responsive but these two should be first on your list.

ORGANIZATIONAL DIVISIONS

The Party must have organizational divisions, mainly geographical units and sectoral units, so that members would know where to position themselves once they have joined your Party. These two units are considered as functional units where good policy ideas could be drawn from for incorporation into programs, projects, services and activities.

Geographical Units

Geographical units are units based on the geographical and/or political division of the country. These are the barangay, district, municipality, city, provincial, regional chapters of your Party.

For example, if I am living in Cotabato City and I joined your party, I would be placed in Cotabato City Chapter and not in General Santos City Chapter. The reason for this is that problems faced by citizens in Cotabato City may not necessarily be a problem in General Santos City.

Meaning, there is a need to establish geographical units because one area's concern may not be an issue in other areas. Geographical units or chapters of your Party thus bear the responsibility to be responsive to the needs and issues of your constituencies residing in their areas of operation.

It is necessary for all political parties to have geographic units or chapters so as to serve and function as the party's frontliners in addressing the issues and needs of their members and constituencies. This is one way of being responsive to their issues and concerns.

Sectoral and Other Units

Sectoral units are units based on ethnicity, profession, etc. These could be farmers, indigenous peoples, labor, people with disabilities and other groups within your party.

Women and youth are not sectors because they are found in the various sectors of society. However, they are a significant category of the population with their own specific contributions and issues that deserve to be taken seriously by any political party.

The rationale behind sectoral and other units is that the different sectors and groups in society have different issues and concerns which need different solutions as well.

These units thus function as the party mechanism to easily and appropriately respond to the needs and issues of the different sectors and groups of the society thereby making the Party receptive and responsive to its members and constituencies.

Structure

There are two possible ways for your party to have both geographical and sectoral/group units.

One is to have a structure whereby all geographical units will have sectoral/group units as its sub-unit. Meaning, in every party chapter, there will be sectoral and group units representing the sectors and group existing in the chapter area.

For example, if I am a student living in Cotabato City and I joined your party, I will be placed in the youth sector of Cotabato City chapter.

Another way is to have a structure whereby your members are grouped into sectoral units with geographical units as its sub-unit. Meaning, in every sectoral unit, there will be geographical units representing the area where your members reside. These sectoral units are usually called the sectoral arm of the Party.

For example, the youth arm of your party will have several area chapters within the country. If I am a student living in Cotabato City and I joined your party, I will be placed in the Youth sector and the youth leadership will place me in their Cotabato City youth chapter of the party.

Other parties have both geographical and sectoral units but operate separately. For example, a Party could have geographical units wherein there is no sub-sectoral unit under it. At the same time, a party could also have sectoral arms within it. Both are present but operate and work separately.

Whatever way your Party chooses, what is important is for the Party to have a structure providing for both units to co-exist as they function as mechanisms to identify the issues and needs of all sectors, to reflect on the concerns and problems of the local community members and to appropriately address these issues.

PARTICIPATORY POLICY AND PLATFORM DEVELOPMENT

A party is more responsive when it enjoys widespread participation of party members in various consultation mechanisms—public forum, network study groups, round table and focus group discussions, or seminars, among others—in the development of party policies and platforms.

Consultation mechanisms ensure that:

1. The voice of all party members are heard and taken into serious consideration;
2. The issues and concerns identified are real and legitimate because they come directly from party members who are actually experiencing the problems;
3. The solutions identified have the nod of the party members.

Structure

As noted in the previous chapter, policy and platform development has four key phases—drafting, adopting, implementing and evaluating. It is in the drafting and adopting phases where consultation is most needed.

In the drafting phase, parties start with identifying the societal issues and problems. There are parties which do not include their members in this step but to be responsive, a party must consult its party members on the problems they are currently experiencing. This way, the party can ensure that the identified issues and concerns are legitimate.

The next step is the policy research and drafting. Here the party looks deeper into the issues identified and study their actual effects and impact on community members. Here, the party may again consult with its members as they are the ones at the receiving end of these problems.

In this phase, the party must also consult its members to come up with possible solutions to address the concerns identified.

To lessen the cost of this activity, consultation in this phase need not convene all your members. A team could visit party chapters to consult with party members.

When it comes to the adopting phase, the party must yet again consult with its party members whether the solutions are appropriate in addressing the issues, concerns and problems identified. Consultation in this phase is through party congresses or full membership vote.

The party congress must be designed in such a way that a healthy debate within and among your party delegates occurs. Party delegates may come from the different sectors or from the different areas of operation of your party. Here is a sample program of activities for a party congress:

- I. Preliminaries
- II. Report from the Party President, Secretary and Treasurer
- III. Development of Party Policies and Platform
 - a. Proposal
 - Any of the delegates may introduce a policy proposal
 - b. Debate
 - Delegates may give their take on the proposed policy or motion
 - Delegates offer amendments, if any
 - c. Vote
 - Delegates vote whether or not proposed policy will be adopted by the party
- IV. Other Matters
- V. Closing Remarks

Full membership vote means you invite all your members to decide on the matters of party. To adopt a policy of platform, you must get the vote of all your members. This is more expensive and tedious.

In the implementation phase, your party, whether it wins or loses the election, must continue to engage and consult with your party members. Your members must be able to reach or communicate with your party representatives in the government to push for the party platform and programs.

Communication between and among members and party officials must be fluid and accessible. The party elected officials must report back to the party members on the status of the adoption of policies. From time to time, members must reach out to their party elected officials to get updates on the adoption of the party platform.

Through this communication mechanism, party members and elected officials could collaborate to facilitate the adoption and eventual implementation of the party platform, policies and specific programs.

Ultimately, the key point is: in crafting and implementing policies and platforms, it is necessary for your party to be inclusive. The outlined mechanisms and processes that guarantee consultation and communication with members are, therefore, a must.

EXERCISES & WORKSHOPS

2 | DEVELOPING AND ORGANIZING A POLITICAL PARTY

EXERCISE 2.1

1. Do a location-based, three-month indicative plan for membership recruitment using the suggested matrix below.

Key Activities	Activity Objectives	Specific Targets	Person/s In-charge	Timeline	Budgetary Requirement	Remarks

Key Activities represent those agreed-upon particular steps to be made in pursuit of membership recruitment in a specific location.

Activity Objectives are those specific outcomes that are expected to be realized per activity. Why does one embark on a particular activity? What particular outcomes does one expect if s/he engages in the identified activities? For example, in handling group orientation. Three teams are given training to handle group orientations in 12 barangays; each of these teams will take on four barangays.

Specific Targets are written in numbers per activity, per activity objective. For example: group orientation – 10 participants. Out of the 10 participants, five new members will be recruited.

Person/s In-charge represents those people who will do and be responsible in delivering the specific objectives expected of each activity.

Timeline represents the specific agreed-upon schedules to be followed by every person in-charge.

Budgetary Requirements are the peso equivalent or translation of every activity. The question is: how much will be required in order for one team to do group orientation, for example.

Remarks may provide the important condition/s, requirements or pre-requisites for a particular activity to be conducted or specific objectives/targets to be realized.

2. Do a mapping of various organizations in your location; classify them vis-à-vis your alliance-building plans. (See table on next page.)

Name of Organization is how the organization is called and known for.

Type of organizations could be classified as sectoral or multi-sectoral.

Sector represented could be one or two depending on the type of organization.

No. of members refers to the figure in records.

Classification as Allied refers to the organization already aligned and committed to the party.

Classification as Potential Ally refers to the reading of the organization as leaning towards the party.

Classification as Non-ally refers to the consensus of the group that the particular organization is already committed and aligned to the party's opponent.

Classification as Undefined refers to those organizations that are politically non-aligned that are yet to be reached.

3 | INTERNAL PARTY DEMOCRACY AND DISCIPLINE

WORKSHOP 3.1

Decision-making structure, mechanisms and processes

Workshop objectives:

At the end of this workshop, the participants will be able to

- a. identify the specific roles of each level in the organizational structure; and
- b. respond properly in terms of protocols and chain of command inside the organization.

Time requirement:

1 hour : Workshop proper

30 minutes : Plenary/Caucus

Materials needed:

- drawing board or Manila paper
- markers
- adhesive tape
- meta-cards
- Constitution and by-laws of the organization

Participants:

Key members and officers of the organization (approximately 20 pax as maximum)

Method:

Small Group Discussion – particularly if the group is very big, it can make sense to break into smaller groups for discussion. This gives each participant better chances and more time to contribute. Discussions in smaller groups can be more intense, focused, and results-oriented. It is important to ensure that the group discussions are well organized and structured,

for example by advising the group to pick a chairperson or moderator, a time-keeper, a secretary, and a reporter.

Plenary – in a plenary discussion all training participants come together to discuss a certain topic and share their ideas and opinions. The method enables participants to openly interact and to not only express their views but also respond and react to each other's contributions. It helps the facilitator to better understand the participants and to get their opinions and perceptions. The challenge is that such a discussion in a large group can be very time consuming and may easily lose its focus.

Certain participants may dominate the discussion while others remain passive and get bored. It is therefore important for the facilitator to establish clear ground rules (e.g. regarding time management and mutual respect during the discussions) and to provide direction and re-direct the discussion if it goes off-topic.

Workshop Process:

- 1. Divide the group** – With a maximum of 20 participants, the overall facilitator may ask the participants to do a count-off from one to two. This will divide the participants into two groups (or 10 members in a group). Before the participants will go to their designated groups, the overall facilitator has to instruct them of their proper places (work station) where they will conduct the small group discussion. He/She must remind them that the workshop is good for one hour.
- 2. Assign responsibilities** – Upon settling into their work areas, each group must be able to assign a chairperson or moderator, a time-keeper, a secretary, and a reporter.
- 3. Post a set of questions for each group** – In order to facilitate the workshop, guide questions must be posted for the groups to answer. This will help the groups focus their small group discussion based on the given time. The following questions have to be discussed/answered:

Group 1: Membership and Organizational Structure

- a. How to become an official member of the organization?
- b. What are the rights, privileges, responsibilities of a

member?

- c. What are the sanctions if a member disobeys the organization's mandate?
- d. What are the rewards if a member performs and stays loyal to the organization's mandate?
- e. Who composes the decision-making body on the ratification of organizational policies?
 - i. For the local organization:
 1. Who composes the electoral body in times of change of leadership or elections?
 2. What is the method of electing the local new officials?
 3. What are the specific responsibilities of each local elected official?
 4. When, where and how often is the regular meeting of a local unit of the organization?
 5. When does a meeting can be called?
 6. What is the quorum for a meeting to push through?
 7. How does a local budget being approved? And who approves the budget?
 8. Who drafts the local plans, activities, programs, projects and who approves?
 - ii. For the national organization:
 1. How does a local organization being represented in the national level?
 2. Who composes the electoral body in times of change of leadership or elections?
 3. What is the method of electing the local new officials?
 4. What are the specific responsibilities of each local elected official?
 5. When, where and how often is the regular meeting of a local unit of the organization?
 6. When does a meeting can be called?
 7. What is the quorum for a meeting to push

through?

8. How does a local budget being approved?
And who approves the budget?
9. Who drafts the local plans, activities, programs, projects and who approves?

Group 2: Formulation of Thematic Position/Agenda/Platform

- a. Why there is a need for a party/organization to come up with thematic position/agenda/advocacy/platform?
- b. Who nominates/appoints the chairperson of this committee? Who compose the committee/body that will formulate the organization's thematic position/agenda/platform?
- c. What are the specific functions of the members of the committee?
- d. When, where and how frequent do they meet?
- e. What is the duration of their tenure as a committee? What is the quorum?
- f. What are the core values and basic tenets of the organization where the committee must focus the formulation of the thematic position/agenda/platform?
- g. Up to what extent that the organization can tolerate when it comes to compromising the party/organization's position against or towards an issue? (if the organization allows to tolerate such)
- h. What are the top five advocacies that the party/organization would like to champion or be known about?
- i. How does the committee decide on the direction of the party's decision for a thematic position?
- j. Who serves as the spokesperson of the party/organization when it comes to the position of the party towards an issue?
- k. How does the party/organization communicate its thematic position/agenda/advocacy/platform to its members?

4. **Reporting** – After an hour of small group discussions, the two groups have to go back to the session hall where they will now listen to the reports per group. Each reporter will be given a maximum of 15 minutes to discuss the salient points that the group members have deliberated.
5. **Plenary** – After all the reports have been presented, the overall facilitator must take over the session. He/She must be able to facilitate the open forum where all of the participants' questions will be entertained.

The role of the overall facilitator is crucial. He/She must be able to facilitate an enabling environment where all questions will have to be answered and all concerns will be addressed. As much as possible, he/she must be able to reiterate the answers and summarize the important points of the proceedings. Lastly, he/she must be able to connect the results from the workshop objectives before he/she finally closes the session.

5 | DEMOCRATIC POLITICAL PARTY ADMINISTRATION

WORKSHOP 5.1

Political Communications - Internal and External

Workshop objectives:

At the end of this workshop, the participants will be able to

- a. identify the specific communication channels and the roles of each channel in the organizational structure; and
- b. respond properly in terms of protocols and chain of command inside the organization through proper communications structure.

Time requirement:

30 minutes : Lecture proper

30 minutes : Workshop proper

30 minutes : Workshop processing and plenary

Materials needed:

- A spacious place

Participants:

Key members and officers of the organization (approximately 20 pax as maximum)

Method:

Lecture – The lecture method is the most commonly used teaching approach for working with groups of learners. The facilitator presents and explains the relevant information that shall be passed on the participants. It is an efficient tool to present a bulk of facts, information, and concepts in a relatively short time. It can be applied regardless of the size of the group of learners and works well even with a very large group. It also allows for external experts to come in without taking over a facilitator's role. However, the lecture method should not dominate the training since it is much less participatory than other methods

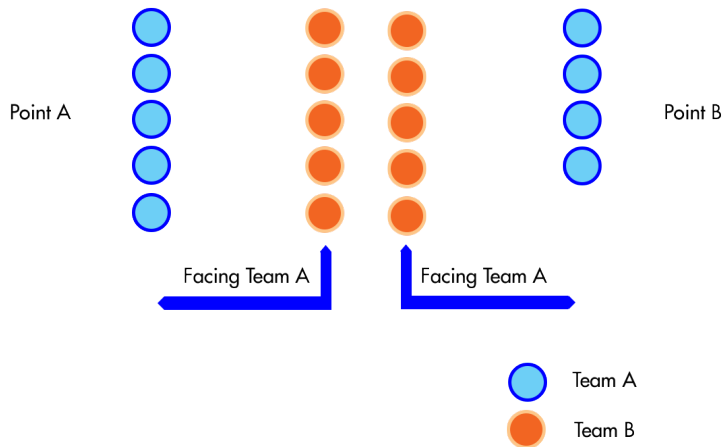
and does not promote interaction in most cases. The facilitator/lecturer dominates the training session and there is a risk that he/she imposes a certain world view or perspective on the topic of the participants. The pace of the learning is determined by the facilitator/lecturer instead of the learners themselves and individual learning needs are not usually catered for.

Games – This can fulfil multiple purposes in a training program and can therefore take various forms. They can be entertaining in order to make the learning more enjoyable and can sometimes simply be used to break the monotony of a learning process or to energize the participants through the physical activity. They can also help participants to get to know and trust each other and develop a better team spirit. A competitive element in games can also stimulate interest and alertness among the participants. If the games can be linked to the training content they can help to recall information and skills and to enhance the learning effect through practical elements.

Workshop Process:

1. **Provide the lecture** – In order for the participants to better understand the importance of internal and external communications in an organization, a lecture must be provided prior to the next set of workshops. This will give the participants the complete context on how they will be able to connect to the organization both internally and externally. It is also important that the lecturer comes from the organization who understands clearly the entire organizational structure, protocols, and who knows the communications policies. The lecture must not be given as a general communications guide but must be accompanied with concrete examples on how the organization/party runs its affairs. The ideal time for lecture does not exceed 30 minutes.
2. **Start the workshop proper through games** – Communications can make or break an organization. Hence, the participants must be able to appreciate the collegial efforts inside the organization to make things work and run smoothly.

- a. **Play the game called 'Shoutout'** - This is a group game that must be composed of two teams (Team A and Team B). This game is ideal for an outdoor activity, but this can also be done indoors provided that the place is spacious enough. Each team will be composed of 10 members. The first group to play is Team A wherein they will be divided into two; five of their members must form a horizontal line and the other five members will have to do the same while all the members of Team B will stay in the middle and will have to form the same horizontal lines (with five members facing Team A and five other members facing the other members from Team A). Please refer to the diagram below:



Members of Team A from Point A will be handed over with a complete phrase, say a complete sentence/ message, that each of the members will have to memorize. Their goal is to say the message across to their co-members of Team A who are in Point B. While the goal of Team B is to provide distractions to Team A. Members of Team B may jump, shout, make funny noise and actions that will hamper Team A from Point A in sending the message to their team members in Point B. Team A is given three minutes to deliver the message to their team members. The same instructions will be given to Team B if it's their turn to play. The team that will be able to deliver the

complete message to the facilitator wins the game.

3. **Activity processing** - The facilitator must be able to process the game properly. He/She must be able to reiterate the following salient points:
 - a. That communication barriers are always present in an organization such as language barriers, noise, stereotypes, the channel itself, and even the medium being used;
 - b. That the members must focus on the message properly and not towards the noise;
 - c. That members must be able to formulate the right kind of strategy/tactics to put the message across to the proper audience and not to lose sight of the message;
 - d. That time can be an ally or an enemy when formulating a communications strategy; and
 - e. That barriers can sometimes be transformed as good sources of channels or can be a good medium – but depending on the strategy made by the organization.
4. **Facilitate feedback from the participants** – While the facilitator shares his/her insights to the participants after the game, he/she must also facilitate a venue for feedback. He/She must ask the participants of their realizations and reflections from the game and how they would like to apply these insights into their organization in the context of improving the internal and external communication processes.

WORKSHOP 5.2

Ways to make the party financially stable and accountable

Workshop objectives:

At the end of this workshop, the participants will be able to

- a. identify creative ways and means on how they will finance their local activities; and
- b. appreciate the resourcefulness of members and officers in conducting the local activities despite the financial limitations.

Time requirement:

1 hour : Workshop proper

30 minutes : Plenary/Caucus

Materials needed:

- drawing board or Manila paper
- markers
- adhesive tape
- meta-cards

Participants:

Key members and officers of the organization (approximately 20 pax as maximum)

Method:

Small Group Discussion – particularly if the group is very big, it can make sense to break into smaller groups for discussion. This gives each participant better chances and more time to contribute. Discussions in smaller groups can be more intense, focused, and results-oriented. It is important to ensure that the group discussions are well organized and structured, for example by advising the group to pick a chairperson or moderator, a time-keeper, a secretary, and a reporter.

Plenary – in a plenary discussion all training participants come together to discuss a certain topic and share their ideas and opinions. The method enables participants to openly interact and to not only express their views but also respond and react to each other's contributions. It helps the facilitator to better understand the participants and to get their opinions and perceptions. The challenge is that such a discussion in a large group can be very time consuming and may easily lose its focus.

Certain participants may dominate the discussion while others remain passive and get bored. It is therefore important for the facilitator to establish clear ground rules (e.g. regarding time management and mutual respect during the discussions) and to provide direction and re-direct the discussion if it goes off-topic.

Workshop Process:

1. **Divide the group** – With a maximum of 20 participants, the overall facilitator may ask the participants to do a count-off from one to two. This will divide the participants into two groups (or 10 members in a group). Before the participants will go to their designated groups, the overall facilitator has to instruct them of their proper places (work station) where they will conduct the small group discussion. He/She must remind them that the workshop is good for one hour.
2. **Assign responsibilities** – Upon settling into their work areas, each group must be able to assign a chairperson or moderator, a time-keeper, a secretary, and a reporter.
3. **Provide a workshop template for each group to discuss and fill-up** – In order to facilitate the workshop, a template must be posted for the groups to answer. This will help the groups focus their small group discussion based on the given time. The following template has to be distributed to each of the groups:

Title of Activity	Date and Venue	Topics to be discussed (with speakers)	Materials needed	Equipment needed	Budget	Remarks

The groups are given an hour to discuss among their members on how they will conduct their next set of activities in the local party/organization. They must be aware that they have to conduct the activities based on the resources that they have internally. They may sight partnerships with other existing organizations having related advocacies with their party/organization; but they have to ensure that the activities will still be conducted even if there is no financial support from these external organizations.

4. **Reporting** – After the small group discussion, each group will be given a maximum of 10 minutes to report the results of the workshop. Questions from other groups will have to be entertained after all the reports have been presented.
5. **Plenary** - After all the reports have been presented, the overall facilitator must take over the session. He/She must be able to facilitate the open forum where all of the participants' questions will be entertained. He/She must facilitate questions such as:
 - a. If funds are not available, how will you conduct your activities?
 - b. Are you willing to share some of your personal resources in order to start-up your local party's activities?
 - c. What are your other strategies in attracting benefactors/donors that will fund your activities?
 - d. As a party/organization, how much are you willing to accept as donation from organizations/individuals without making them as patrons in the long run?

6 | BUILDING AND DEVELOPING PARTY PLATFORM

EXERCISE 6.1

The objective of this exercise is to give the participants a short grasp on how political parties formulate their platforms on specific issues/problems of society.

Instructions:

1. Group the participants into at least 3 groups
2. Give each group specific issue or theme they should work on (e.g. women, education, employment, health, etc.)
3. Give them time for group discussion (at most 30 minutes)
4. Give them the following guide questions:
 - a. What are the existing problems on the subject assigned?
 - b. What are the current policy measures of the government that address the problems?
 - i. Assess the negative effects.
 - ii. Assess the positive effects.
 - c. Identify alternative policies.
 - i. What are the party's principles and values in relation to the subject?
 - ii. What are the policy solutions to address the problems?
5. Give them time for group reporting
6. Provide constructive commentaries on the group outputs

7 | WAYS TO MAKE THE PARTY RESPONSIVE TO ISSUES OF MEMBERS AND COMMUNITY

EXERCISE 7.1

The objective of this exercise is to enable the participants to formulate a local chapter platform which must be in consonance with their national party's platforms of governance. Further, this exercise aims to provide participants with a tool to help them understand better the issues of their party's constituents.

Instructions:

1. Work on this question: "What would your party/ organization do in your specific localities to address the issue of weak political parties?"
2. Work through the following:
 - a. Nature and extent of the problem;
 - b. Causes of the problem;
 - c. Effects/consequences of the problem;
 - d. Appropriate solution/s to the problem in your locality/constituency; and
 - e. Plan of adoption of this particular position.

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