
Value Management in Politics “Project Democracy Needs Women”



Dr. Bahia Bejar-Ghadhab

PIQ | Performance Innovation Qualité

Tel: +216 99 080 388

E-mail : contact@piq.tn

Facebook : [Performance Innovation Qualité](#)



Dr. Helga Lukoschat

EAF | Europäische Akademie für Frauen in Politik und Wirtschaft Berlin

E-mail : lukoschateaf-berlin.de

Introduction:

The new Tunisian constitution dedicates women's rights and their representation in the society became an innovative model for the Arab world in general. Women were actively engaged in the Tunisian revolution “spring of 2011”. However, progress is still possible, especially by considering the gap between the legislation and the reality. Indeed, the men admit the presence of women in politics but they refuse to assign decision-making positions. During 2014’s elections, only 11.2 % of lists have a woman in first position.

Women's participation is decisive for the social and economic development of any country, for its prosperity and social cohesion. Mentalities are also changing at the international level: Women are now recognized as important actresses in societal transformation.

The world statistics (cf NDI) showed that 30% is the threshold of necessary representation of women to influence legislative, political and behavior changes.

So, the next local elections in Tunisia represent an important issue for establishing a modern and progressive democracy.

The European Academy for Women in Politics and Business (EAF Berlin), since 2012 implemented the project «Democracy needs women» in cooperation with the German Ministry of Foreign Affairs and the Ministry of Women's Affairs, Family, Children and Elderly. The project, since 2015 been supported by the German International Cooperation (GIZ), to promote women political participation.

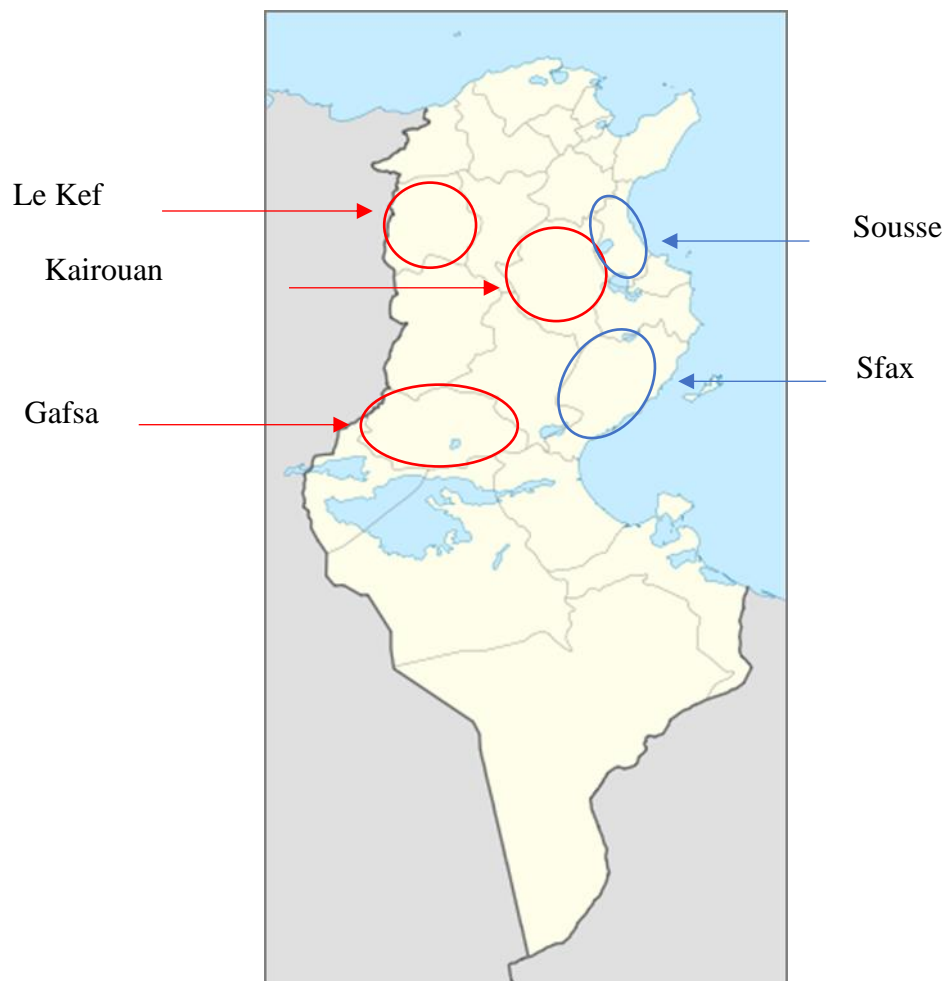
Project: Democracy needs women

The project, targeted women activists in civil society both in Tunisia and Germany, administration and politics, is based on these three areas:

- Exchange: Promoting exchange of knowledge and experiences between Germany and Tunisia in political and social participation of women.
- Empowerment: Qualification and support of potential candidates for regional and municipal elections.
- Networking: Dissemination of good practices and promoting dialogue between the NGOs involved, but also within a region between local actors in civil society, politics and administration.

The project focused in regions outside the capital Tunis. In the picture below you can see the map of Tunisia. Three regions located inside the country (in red color) Le Kef, Kairouan, and Gafsa and two on the coast (in blue color) Sfax and Sousse have been selected for the project. In this regard the project team traveled more than 1000 km each time.

Partners in the 5 chosen cities were NGO's and they manage to establish a connection with women in general, and rural women in particular.



Methodology

During the project, the methodology was combine value management tools, Creative symbolization, Neuro Linguistic Programming and Dynamic group approaches. And included three phases: VEC

- Vision by value, dream and symbols.
- Election campaign design by functional analysis
- Communication in politics by focusing on functions

Functional analysis was used to construct the FAST diagram (fig.-1) that allowed establishing the different trainings and workshops.

As the aim of the project was to promote the political participation of Tunisian women, three functions have been defined: develop the empowerment, qualify candidates and promote citizen participation.

To achieve those functions, several solutions have been chosen (see fast diagram).

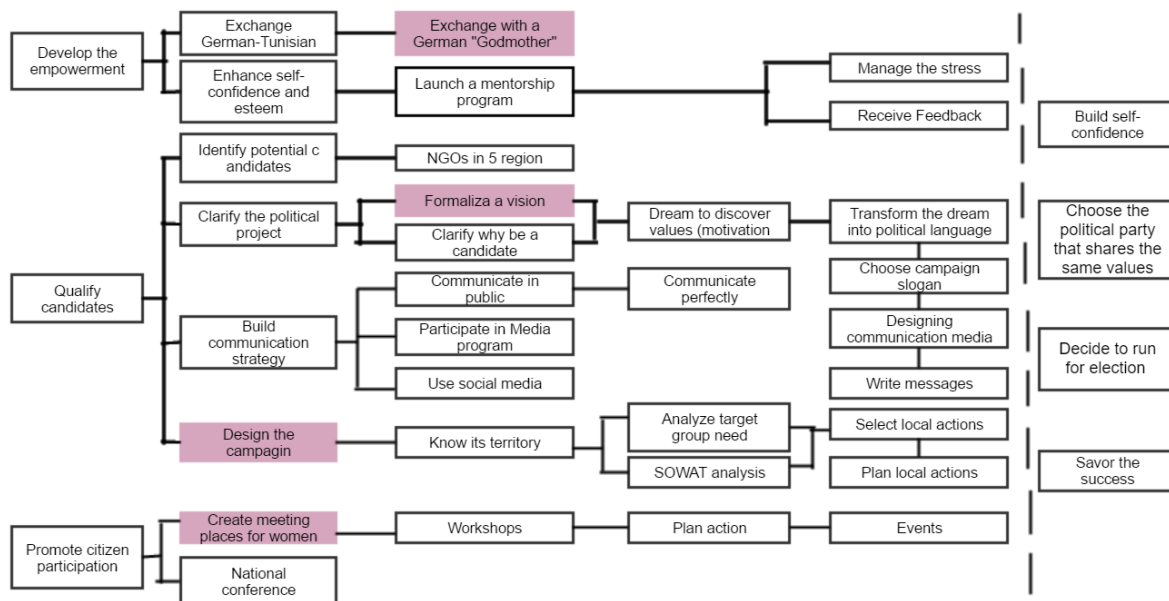


Figure.1- Fast Diagram

Function: Develop the empowerment

To develop the empowerment of women, two solutions were chosen:

Mentoring program Exchange with German godmothers.

➤ *Mentoring program*

Mentoring is a personal relationship and a promotion between an experienced partner and the candidate. The mentoring program supports the mentee (the candidate) in her professional and personal development.

The benefit of mentoring for the mentee was to have:

- New contacts and expand her network.
- Exchange knowledge and gain professional advice from an experienced person
- Improved self-perception through her mentor feedback

➤ *Godmother: German Women's Politics*

To develop women empowerment, through the German-Tunisian exchanges of knowledge, three women politicians elected as municipal councilors came to Tunisia as "godmother". These politicians became a member of the network of active women in Tunisia thanks to their participation in the (trainings, workshops and conferences) and the social networks Media.



Dr. Pierrette
Herzberger-Fofana



Cécile Bonnet-Weidhofer



Dr. Sylvie Nantcha

Function: Qualify candidates

To qualify candidate's vision, communication and campaign design constitute the pillars of the candidates training program. We used:

➤ *Vision by value, dream and symbols*

A workshop, using dream and symbols, has been organized in each region and allowed the participants to:

- identify the needs in terms of functionality of the target population,
- Evaluate interests, skills and experiences,
- Discover important values and criteria,
- Formalize a vision that gather all these values and criteria and represent their motivation,
- Choose a campaign slogan,
- Create pamphlets, banners, bumper stickers, and signs.

➤ Value Management Campaign design

To design the election campaign, we simultaneously used hypnosis and value management approaches.

A hypnosis session gave the candidates opportunity to concentrate intensely on the project and its benefits for them, for the population and for the environment. After the hypnosis session, the candidates are invited to represent their political campaign by colored drawing as election campaign project representation (see fig-2).

The drawing (symbols and colors) associated resources leading to success (courage, self-confidence, pleasure...etc.) or hinder it (fear, stress, anxiety...etc.). This helped the candidate to understand her emotional state and make her decision to start (or not) the election campaign.



Fig-2: Election campaign project representation

After the creative symbolization session, value management approach enabled the candidates to put a framework for their campaign project. The systematic method allowed them to:

- Understand the district priorities in their city or region's (Schools education, Transportation, Agriculture, Fishery, Children, youth, Women, Elderly)
- Express needs to satisfy target groups
- Gather information to make decision
- Evaluate all the expected economic effects from the project, (improvement of: quality of life, Creation of jobs, Income...)
- Define the scope and constraints of the project.
- Define the expected innovation level
- Know the objectives and resources of the Project

After putting the framework, the functional analysis allowed to define the functions requested by the stakeholders of the campaign.



Fig.3- function analysis

At the same time the participants discovered and experimented the basic tools of communication and particularly of neuro-linguistics programming ones.

So, the candidates were able to simulate communication scenes in front of a targeted audience or radio and TV hammers. During these simulations sessions, the candidates took advantage of the functional analysis to adapt their message and speech considering the needs of the target population.

Function: Promote citizen participation

To achieve this function of promoting the participation of women as a future candidates or future electors, we adopted a design to cost approach to build an action plan (Fig 4) with a modest budget to seek low-resource and innovative activities. We assisted our partners in organizing a workshop with a multidisciplinary group of 35 people (women activists in civil society and politics, representative from political parties, representative from the municipalities, administration and media).



Fig 4 – Plan action

The group focused on realizing the functionality “Create meeting places for women” with a goal of reaching the largest number of women and especially in rural areas.

As the budget was modest, participants worked to attract partners from the administration or the municipalities to reduce costs by accessing public spaces. They also promoted events that draw more participants and ensure visibility through media and social networks.

Therefore, these events were a good opportunity to discuss and educate women about local democracy, and their role as future candidates or electorate.

Our partners succeeded in establishing an action plan with creative and sustainable ideas. They also succeeded to establish networks with multiple stakeholders.

The most representative events for the five regions were around sport for women, activities for children, visits to the medina and its souks.

In the following some examples in Kef, Kairouan, Gafsa, Sfax and Sousse

➤ ***Le Kef : “24-hour sport”***

This event introduced a big change in women’s habits. Normally, women stay at home and prepare the famous couscous for the whole family while men go to the market on Sunday. For this event women had the opportunity to practice sport in the street with their daughters and also during the lunch, they had the chance to discuss politics and women role in future communal elections.

It was a big success and they agreed to organize it annually.



➤ ***Kairouan: A weekly walk***

Women were in public spaces and discussed politics news and established a network. This activity inspired more women in Kairouan and is doing noise in other cities as Djebeniana a small area near Sfax.



A breakfast for kindergarten brought together more than 100 mothers with their children and became a real exchange space for women to discuss about the political, municipal elections and needs of the target population. This event will be organized every year as all partners decided.



➤ **Gafsa: Rural women**

The challenge in this region was to reach women in rural areas. Media connection and commitment of the President allow Sana association to contact women in three rural localities of the El Guettar (Bouomrane - Nichiw – Lortes) and also Moularès mining area (all these localities are 30 to 50 km far from Gafsa).

Meetings were held in women's houses. This experience showed a difference of opinion. The rural women were convinced of the effectiveness of their contributions. The discussions increased their motivation to start establishing NGOs in their communities to be more active.

But in the mining area Moularès women were not interested in participation in politics or elections. This result helped us in the second workshop to invite more women from this region.



➤ **Sousse: Artisan women**

A visit to the medina of Mahdia and the traditional market has been organized, where women artisans come to sell their products. The members of the association came from Sousse and discussed with artisans using several questions and arguments to explain that the vote is secret and that women are capable to innovate in solving community's problems. These arguments convinced women about their role in the upcoming elections. They became motivated and committed to educate other women in their villages.



➤ *Sfax: Jasmine festival*

Members of the association took advantage of the fifth session of 'Jasmine festival' to establish a stand for "democracy need women" project, to attract visitors and discuss about politics and women participation. For this purpose, we asked people to answer three questions.

- Democracy needs women because?
- It is important to participate in community life because?
- I want to be a candidate in the upcoming municipal elections because...

People found the idea very friendly and expressed their opinions. Visitors were favorable for Democracy needs women and agreed with the idea that it is important or all citizen to participate in their community but they do not want to be candidates for the next elections.



Results

All partners are:

- Well connected with the municipality, administration and other associations,
- More professional in managing team, activity and events,
- In each region, more than 15 candidates, with high motivation for the next municipal elections, have been identified.

More than 1000 people (98% women) took part of the different events. In each region, more than 15 women have expressed their commitment to present themselves to the next municipal elections thanks to the different trainings, workshop and event.

The others have developed their skills and have improved their business, some of them have obtained promotions in their duties and some have become more involved in civil society and have even created associations like "Joussour" in Kef (Fig 5), which was created by three women. The association groups

around 120 people and deal with women and youth for local governance, resilience, fight against extremism and corruption using training, workshops and theater.



Fig.5- Jousour association in the Kef