



Regional Campaign School

Kuwait City, Kuwait, September 25 – 28, 2005



Report on Activities

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I. Executive Summary

Countries in the Middle East and North Africa (MENA) region are undergoing significant political developments and changes. Algeria, Tunisia, West Bank/Gaza, and Iraq held parliamentary and/or presidential elections during the last two years. Lebanon, the West Bank and Gaza and Saudi Arabia also held municipal elections; in the case of Saudi Arabia, the elections were the first in the history of the Kingdom. Municipal and/or parliamentary elections are scheduled to take place in Yemen, the UAE, Bahrain, Kuwait, Algeria, and Jordan within the next two years. These elections present historic opportunities for women and other traditionally marginalized groups to access political power and take up positions of leadership.

From September 25th to 28th, 2005, the National Democratic Institute (NDI) held a campaign school in Kuwait City, Kuwait for more than 70 women candidates and political activists from 14 countries across the MENA region. Participants included elected members of parliament, cabinet members, journalists, political and civil society leaders from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, West Bank/Gaza and Yemen. This *Partners in Participation* regional campaign school, the fourth in a series of such schools, sought to bolster potential candidates and party members, especially those heading straight into an election season, by providing them with the skills necessary to wage professional and credible campaigns at local and national levels. At the same time, NDI provided women activists with concentrated exposure to models of good governance, coalition building and advocacy strategies to assist them in affecting change in their countries both during and after the campaign season. This format of bringing together women political and civil society leaders allowed Arab women throughout the region to meet and share their political experiences and struggles with one another.

Without question, regional trainings offer women a forum for making contact with other women who face similar challenges. The experience is powerful, inspiring and eye-opening. Still, while women from the region share a great deal in terms of political culture and personal challenges, each country has a very distinct political landscape and presents women with unique challenges. Regional fellowship and the exchange of experiences across borders are invaluable opportunities, but cannot replace sustained, country-specific efforts.

A serious effort to develop and cultivate a group of successful women political leaders across the region will require sustained activity on multiple fronts, the most important of which is ongoing in-country support for women leaders. This support should be coupled with advanced, specialized training sessions to develop candidates' abilities and to create action plans for their campaigns and their political careers. Equally important are political party development

programs that include imparting internal democratic governance methods as well as demonstrating the benefits of including women in decision-making roles, not just in “women’s wings”.

At this juncture of political developments and power shifts throughout the MENA region, women have a unique opportunity to advance their political participation and win a seat at the decision-making table. There is no more critical time than now to reach out to Arab women activists and provide them with the moral and technical support necessary for their success.

II. Introduction

Partners in Participation (PIP) is a collaborative undertaking between civil society communities in the MENA region, NDI and the International Republican Institute (IRI), two independent non-governmental organizations headquartered in Washington, DC. The PIP initiative seeks to increase the practical and technical skills of women in the Arab world, thereby improving their ability to participate in civic and political affairs. Through a series of training conferences conducted throughout the Middle East and North Africa, including Qatar, Tunisia, Jordan and Kuwait, *Partners in Participation* invites women who have demonstrated leadership in their respective fields to complete interactive training on campaigning, communications and leadership skills.

As part of this program, NDI, in collaboration with IRI and with support from the Middle East Partnership Initiative (MEPI), held a regional campaign school in Kuwait City, Kuwait on September 25th – 28th, 2005. In attendance were more than 70 women candidates and political activists from 14 countries across the Middle East and North Africa. Participants included elected members of parliament, cabinet members, journalists, political and civil society leaders from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, West Bank/Gaza and Yemen.

Over the course of four days, candidates and activists covered the fundamentals of how to mount an effective electoral campaign, including sessions on campaign organization, message development and delivery, fundraising, and voter targeting and contact. Participants were divided into three tracks, based upon their levels of political experience, to maximize the interaction and sharing among women across nationalities. Workshops within each track focused on building a common base of knowledge and expanding women's political skills. Built into these sessions were strategies and tactics for participants to conduct training for other women within their countries.

Group trainings were supplemented by one-on-one consultations with elected representatives from the region, Europe and the United States as well as with international experts on political strategy and media relations. Consultations enabled participants to develop individualized strategies for overcoming challenges to their political participation and leadership. Participants, presenters, and trainers also took part in a series of plenary discussions addressing such key issues as making policy and developing relations with journalists.

III. Background

Countries in the Middle East and North Africa are undergoing significant political developments and changes. Since the *Partners in Participation* initiative was launched in Doha in 2004, Algeria, Tunisia, West Bank/Gaza and Iraq held parliamentary and/or presidential elections. Lebanon, West Bank/Gaza and Saudi Arabia also held municipal elections; in the case of Saudi Arabia, the elections were the first in the history of the Kingdom. Municipal and/or parliamentary elections are scheduled to take place in Yemen, the UAE, Bahrain, Kuwait, Algeria, and Jordan within the next two years. These elections present historic opportunities for women and other traditionally marginalized groups to access political power and positions of leadership.

The MENA region has historically been dominated by political and social conservatism. Rulers and ruling regimes consistently draw up legislation and capitalize on traditional social norms to exclude citizens, especially women, from the decision-making process. According to the Interparliamentary Union (IPU), Arab states have the lowest percentage of elected female parliamentarians in the world, a mere 6.5%. Nevertheless, some progress has been made. Jordan and Morocco instated women's parliamentary quotas in recent elections, facilitating the election to parliament of 6 and 35 women respectively. In legislative elections in January 2005, Iraq's quota led to women constituting one-third of the Transitional National Assembly. Moreover in Kuwait, women gained the right to vote and stand as candidates on May 16, 2005, after 40 years of determined struggle. Although they were unable to take part in the municipal elections of June 2005, Kuwaiti women are eager to start preparations for assuming the integral role in political life that will be afforded them as voters and candidates in the 2007 Parliamentary elections. Many women are talking about the need to prepare for parliamentary elections with public outreach activities to raise awareness of voter rights and with candidate training to assist women in standing for election. Both liberal and conservative women are anxious about "lagging" behind in election preparations.

To build skills and meet the needs of women candidates in the region, NDI and IRI collaborated on the development of a series of campaign schools for women candidates and activists across the Middle East and North Africa. The *Partners in Participation* initiative seeks to bolster potential candidates and party members, especially those heading straight into an election season, by providing them with the skills necessary to wage professional and credible campaigns at local and national levels. At the same time, the campaign schools provide women activists with concentrated exposure to models of good governance, coalition building and advocacy strategies to assist them in affecting change in their countries. This format of bringing together political and civil society leaders allows Arab women throughout the region to meet and share their political experiences and struggles with one another.

February 2004: Doha, Qatar

More than 50 women from the Gulf region convened in Doha for a *Partners in Participation* training conference on February 14th – 18th, 2004. Public officials, former and future candidates, civil society leaders, and activists from Bahrain, Kuwait, Oman, Qatar, the United Arab Emirates, and Yemen completed five days of leadership, communications and campaign strategy

training. The Doha Women's Campaign Initiative was the first in a series of leadership and campaign schools offered by *Partners in Participation*.

Recognizing that elections are not on the horizon in some of the Gulf States and that, in others, women have neither the right to vote nor to stand as candidates, the conference aimed at exposing Gulf women to their peers to create a network of like-minded individuals committed to substantive democratic change. Participants took part in workshops and individual consultations to build skills on such topics as:

- Researching constituencies;
- Roles and responsibilities of a candidate;
- Team building and volunteer recruitment;
- Campaign planning and fundraising; and
- Targeting voters through message development.

The program also included a series of panel discussions addressing key issues related to the promotion of women's equal political participation, including the establishment of quotas, influencing the leadership of political parties, and the image of women in the Arab world. Speakers who addressed participants included Ghada Ibrahim, an attorney and former municipal candidate from Lebanon; Honorable Fatna El Khil, a doctor and vice secretary general of the Moroccan Parliament; and Honorable Wejdan El Saket, a successful businesswoman and member of Jordan's Upper House of Parliament. First Lady Laura Bush and Senator Hillary Rodham Clinton addressed participants via video recorded statements.

***“Women’s involvement in politics is a need for society.
Men can call it an occupation; women see it as a need.”***
-- Participant

July 2004: Tunis, Tunisia

More than 60 women from the Maghreb convened in Tunis for a *Partners in Participation* training conference on July 19th-22nd, 2004. Public officials, former and future candidates, civil society leaders, and activists from Algeria, Morocco, and Tunisia completed four days of leadership and communications training. The Tunis Women's Campaign Initiative was the second in a series of leadership and campaign schools offered by *Partners in Participation*.

Participants were selected based on their leadership roles as journalists, political party activists, business leaders and non-governmental activists. Workshop sessions were presented in a manner applicable to various types of campaigns, whether electoral, advocacy or public-awareness raising.

Core campaign skills training was conducted by IRI expert trainers. Local perspectives were also incorporated into the training program through participation by the Center for Arab Women of Training and Research (CAWTAR) and the Arab Institute for Human Rights, two regional organizations based in Tunisia. Training on core campaign skills included:

- Campaign Planning;
- Message Development; and
- Outreach Tactics.

In addition to core campaign skills, participants had an opportunity to choose among a variety of electives for more specialized training. These electives included:

- Media and Image Training: Communications and media experts offered specialized sessions to train participants in methods to convey a stronger media presence and more effective message delivery. Participants were videotaped and photographed and then the group reviewed the results.
- Fundraising: Campaign experts presented strategies on holding successful fundraising events in their communities, and how to budget effectively during a campaign.
- Coalition Building: This session focused on strategies for building a coalition of organizations or alliance to tackle a common cause, even when interests are not identical.
- Issue Advocacy: Advocacy experts presented approaches for developing and executing issue-based advocacy campaigns using examples drawn from participant experiences in political and social advocacy
- Advanced Messaging: Campaign experts trained participants on advanced message development, elaborating on the tactics and strategies presented in the core Message Development session.

March 2005: Amman, Jordan

Over 80 women political activists from Lebanon, Egypt, Jordan, Iraq and West Bank/Gaza took part in the *Partners in Participation* regional campaign school from March 28th to April 1st, 2005 in Amman, Jordan. Inspired by recent democratic movements in the region, women candidates and activists from a broad range of political parties and civil society organizations interacted with political activists from the United States, Europe and the Middle East to develop their campaign skills.

Over the course of a week, participants participated in workshops to build the skills necessary to wage professional and credible campaigns. The workshops focused on such topics as:

- deciding to run for elected office;
- crafting a campaign strategy;
- raising money to be competitive;
- developing a campaign message; and
- working effectively with the media.

The program was divided into three main tracks: Running Winning Campaigns; Political Advocacy; and Advanced Communication Skills. NDI exposed women activists to models of good governance, coalition building and advocacy campaigning to prepare them to affect change in their countries both during and after the campaign season.

Speakers who addressed participants included The Honorable Amina Ouchelh, Member of Parliament from Morocco, Honorable Zainab Fayzey, Member of Parliament from Egypt, H.E. Dr. Munther Al Shara, Minister of Political Development in Jordan and David Hale, Deputy Chief of Mission at the US Embassy in Jordan. Other speakers included a regional roundtable of women journalists and Dr. Rola Dashti, a leading activist in the women's suffrage movement in Kuwait.

“My political experience wasn’t enough. The trainers provided me with a methodological and scientific base to promote my planning.”

--Participant, Iraq

September 2005: Kuwait City, Kuwait

Following the success of the Kuwaiti women’s suffrage movement, this event highlighted gains in women’s political participation in the region and provided strategies for increasing and capitalizing on opportunities for elected women leaders. More than 70 women candidates and political activists from 14 countries across the Middle East and North Africa participated in trainings on campaigning, communications strategies, party relations and political organizing.

Experienced women parliamentarians and government ministers from across the Middle East and North Africa region shared their experiences with other women aspiring to government office. In addition, other prominent women from Europe and North America added their unique perspectives to the conference.

IV. Recruitment and Preparation

“I’m very pleased that I participated in this conference and met with women from other Arab countries and I’m really happy that I’ve been able to share significant information and background with these women.”



NDI and IRI field offices in the MENA region conducted extensive outreach efforts to recruit participants for the final campaign school in Kuwait. Participants were drawn from the pool of women who had participated in the past campaign schools held in Qatar, Tunisia and Jordan. Additional efforts were made to recruit women who were likely candidates, campaign managers, or civil society campaign activists for

upcoming elections. Specifically, NDI aimed to incorporate women who represented the current and rising stars of their respective countries. To ensure that participants came from a broad spectrum of the MENA region and were committed to sharing knowledge gained during the campaign school, NDI selected participants from a balance of countries, political affiliations and levels of experience. Seventy women from 14 countries were represented at the campaign school, including: seven from Algeria, five from Bahrain, three from Egypt, four from Iraq, six from Jordan, twenty from Kuwait, four from Lebanon, one from Mauritania, five from Morocco, one from Oman, one from Qatar, three from Saudi Arabia, five from the West Bank/Gaza and six

from Yemen. Women from the United Arab Emirates and Tunisia were also invited but were unable to attend. While as many as 15 of the women were past participants of the campaign schools in Qatar, Tunisia and Jordan, new participants included five current and former Members of Parliament as well as cabinet members, civil society leaders and journalists.

V. Activities

“Through this experience, participants were able to share political experiences and learn about other political and democratic systems in the Arab world, on the one hand, and learn significant skills and techniques in different modules, on the other.”

The campaign school series was organized to afford women leaders the opportunity to share experiences, learn how to run successful political campaigns and help to build a regional network of women with the skills to succeed in politics over the long term. The campaign school held in Kuwait aimed to:



- Provide training in political development and advocacy to encourage increased participation by women as candidates and political volunteers in the Middle East and North Africa region;
- Provide networking opportunities for women political leaders and activists;
- Highlight the political role of women in the Middle East and North Africa; and
- Identify ways to best institutionalize assistance to women interested in participating in politics throughout the region.

Participants were divided into three tracks. Each sub-group was designed to provide a mix of nationalities, political backgrounds and experience though the most experienced were included primarily in an advanced group. All three groups attended the same workshops, in rotation. Workshops were categorized into the following four categories, which encompassed several specialized topics:

1. Campaigns

- ❑ Forming a campaign team: identifying management needs, personnel qualifications, primary and district campaign offices
- ❑ Mobilizing volunteers: volunteer recruitment, technology tools (email, phone, etc.)
- ❑ Voter/district research: obtaining voter lists, focus groups and surveys

- ❑ Targeting citizens/voters: identifying key constituencies, GOTV
- ❑ Budgeting and financing campaigns: fundraising (direct mail, events, appeals), determining media/publications needs and expenses, salaries

2. Communications

- ❑ Message development: identifying target audience, crafting a message, responding to opponents, message delivery
- ❑ Attracting media coverage: event planning, media advisories, events with local impact
- ❑ Interacting with the media: building relationships with journalists, creating a strategy, press conferences, press releases, follow-up
- ❑ Public speaking: engaging the audience, developing talking points, staying on message

3. Party Relations

- ❑ Working within male-dominated parties/organizations
- ❑ Breaking into the power structure of one's party/organization
- ❑ Cooperation between political and civil society organizations

4. Political Organizing

- ❑ Public policy advocacy: developing a platform, selling your agenda, building coalitions
- ❑ Time management: creating work plans, prioritizing tasks, dealing with time-wasters

Plenary sessions and one-on-one consultations were scheduled between workshop sessions. Plenary sessions focused on high-level issues, while workshops dealt with the nuts and bolts and utilized interactive learning methods including training of trainers (ToT). Participants who had been identified by NDI and IRI as candidates or had personally indicated an interest in ToT received advanced pedagogical training in the topics identified above to enable them to impart skills and lessons from this campaign academy to other women candidates and activists in their countries.

Plenary sessions and one-on-one consultations facilitated experience sharing and broadened contacts beyond the sub-groups. Unlike plenary sessions which were tailored to specific needs and concerns, one-on-one consultations sought to augment the skills and lessons learned in the workshops.

NDI's Arabic Translation and Publications Center translated, designed and produced numerous materials for the workshops including power point presentations, handouts, and the workshop agenda. All written resources were provided in both English and Arabic and training sessions were translated by a team of professional interpreters. In addition, one Arabic speaking trainer was utilized for the media and public speaking workshop sessions.

Workshops

Workshops within each track aimed at building a common base of knowledge and expanding women's political skills. The sessions focused on the tools within the regional/national context, but also challenged some assumptions and ways of thinking to broaden strategies. The sessions offered a range of focus areas to best meet the needs and interests articulated by participants in pre-workshop application forms (Appendix E). Areas of focus included:

- Public Speaking: In order to address concerns identified by the participants, public speaking sessions provided participants with strategies and tools for dealing with their fears of speaking to audiences, particularly male audiences. Trainers emphasized that women candidates should be confident in their level of knowledge when speaking with constituents and other audiences; people have come to hear them speak because of the expertise and ideas they can offer. In addition, participants were provided techniques for engaging the audience, maintaining attention and interest, and handling confrontational attendees.



- Message and Media: A Jordanian media and communications expert conducted the message and media trainings. Message development sessions focused on establishing a clear, concise, and consistent message, as well as the need for candidates to define themselves rather than allow their opponents to do so. Participants had the opportunity to give mock on-camera interviews and review and critique their skills. This interactive method allowed participants to apply and practice techniques gained from the trainings.

- Coalition Building: Coalition building trainings used a two prong approach by first informing participants and then asking them to apply the techniques throughout the course of the session. Using a simulation exercise, participants were divided into three interest groups with a particular stake in a policy issue currently being debated and asked to apply the techniques discussed to form a coalition. Discussion points included: selecting a type of coalition; reasons for building a coalition; participation in the coalition; advantages, disadvantages and challenges facing the coalition; keys to successful coalitions; and maintaining coalitions.



- Voter Research, Targeting and Contact and Get-Out-The-Vote (GOTV): Experts from NDI and EMILY's List offered sessions on voter research and targeting, voter contact, and GOTV. Experts emphasized that candidates must identify their core voting groups before they can effectively develop a GOTV plan.

- Fundraising: While election laws in some MENA countries prohibit individual fundraising, trainers emphasized that candidates still required fundraising abilities to ask for money on behalf of the party, request financial support from their party, or ask for in-kind contributions or other support not requiring money. Sessions focused on expanding the concept of fundraising beyond merely asking for money and support for a candidate, to asking voters to support a candidate's shared values; fundraising appeals must be raised beyond the personal

to the level of ideas and policies. Participants were given techniques to overcome their timidity in asking for things or money for themselves: 1) ask for something everyday – a meeting, volunteer help, money, etc; 2) develop the pitch focusing on shared values and aims that benefit both the giver and recipient; and 3) start small and build to larger fundraising goals and requests.

- Developing a Campaign Strategy and Building a Campaign Team: Using the metaphor of a scarf sale, trainers drew upon womens' experience in running businesses and households and translated that knowledge into building and managing a campaign. A campaign is like a business in that the candidate is selling herself and her ideas; the ultimate goal is to receive more votes than the opponents on Election Day. Just as a business requires a business plan, a campaign requires a campaign strategy beginning with research, message development, tactics, budgeting, and ending with a timeline. Topics of discussion included: networking, giving campaign speeches, message development, and research.



- Gaining Party and Organizational Support: Participants were asked to look beyond an individual campaign or election to the ongoing process of gaining and maintaining support within their political organizations. At the outset participants expressed the view that the relationship between candidate and party leader was a unidirectional, top-down one. Participants were challenged to build stronger, more durable relationships by thinking not only how party leaders can help the candidate but how the candidate can help party leaders. Trainers provided the following five steps to gain party/organizational support:



- Know your goal;
- Get to know your party leaders;
- Make a plan;
- Identify allies and ask for help; and
- Find mentors.

- Deciding to Run for Office: Lastly, participants addressed how to decide to run for office. This session was offered to integrate all the topics discussed in previous sessions and encourage women to run as candidates.

Plenary Sessions

Three plenary sessions were conducted during the four-day workshop: a policymakers roundtable, a journalists roundtable, and a candidate roundtable. During the policymakers roundtable, the Honorable Samia Moualfi, Member of Parliament from Algeria, the Honorable

Amina Ouchelh, Member of Parliament from Morocco, and the Honorable Raheela bint Amer Al-Riyami, Shura Council Member from Oman, shared their experiences as office holders. The Honorable Vaira Paegle, Chairperson of the Foreign Relations Committee in the Latvian Parliament, moderated the discussion. To begin the discussion, each of the panelists offered a unique perspective on the day-to-day experience of being a nationally elected representative. In further discussions, most of the panelists brought to light the successes and challenges of working collaboratively with other women officials to move forward policy areas of common interest. The discussion not only stimulated further conversations amongst the participants, it also allowed for some of the less experienced participants to brainstorm ideas that they would like to discuss in one-on-one consultations with the elected officials.



Understanding how to have your message heard by the media is essential to any successful electoral or advocacy campaign. With this in mind, the journalists roundtable featured journalists from the region who spoke about their experiences in covering stories on women candidates and other areas of women's political participation. Panelists included Jamie Etheridge with the Kuwait Times, Osama Abul Kheir from Al Rai Al Am-Kuwait, Suhair Bushnaq from Al Rai-Jordan, Kawkab Abdul Monem from Al

Watan-Qatar and two independent journalists from Saudi Arabia, Rajaa Mohammed and Manal Al-Sharif. The breadth of experiences of the journalists allowed participants to hear from major English and Arabic newspapers, reporters from major daily papers and free-lance writers.

Following several sessions related to campaign skills, a candidate roundtable was held. The aim of the panel was to bring to light direct experiences of women who have run for office. The Honorable Amina Ouchelh from Morocco moderated the panel of three women candidates, one from the Gulf, Levant, and Maghreb regions. Sheikha Yousef Hasan Al-Gefiri spoke of her experience as the first women elected to the Central Municipal Council in Qatar. Amneh Issa Salem Khasawneh, founding Member of the Irbid Province Branch of the Jordanian National Women's Committee, shared her experience of waging a well-organized campaign and the emotions of not winning her a seat in the national assembly. Finally, Fatma Zohra Chabati Mansouri told the difficult story of first winning a seat in the Algerian Parliament and then being asked by her party to run for a seat in the Provincial Council during the next election cycle.

One-on-one Consultations

To augment the training curriculum, NDI invited two Arabic-speaking women parliamentarians to the workshop. The Honorable Amina Ouchelh from Morocco and the Honorable Samia Moualfi from Algeria conducted personal consultations throughout the four-day workshop. Participants were eager to sign-up for these unique one-on-one sessions with the parliamentarians as they provided an opportunity to obtain advice and targeted knowledge from other women in the region who overcame similar obstacles in the political process.



Opening and Closing Ceremonies

Opening Ceremony



The workshop opened with a speech by Massouma Al Mubarak, Kuwait Minister of Planning and Minister of State for Administrative Development. Mrs. Al Mubarak was the first woman in Kuwait to be appointed to such a high ranking government position. As such, her words were viewed as very inspirational by the participants. Her plans to run as a candidate in Kuwait's upcoming elections provided additional motivation, not only to fellow Kuwaiti women, but to women from across the region.

Makram Ouais, Senior Representative for NDI, began his opening remarks by acknowledging the women of the Middle East and North Africa who have worked tirelessly to increase opportunities for women in the region. He noted recent gains in Kuwait and across the region as an indication of the fruits of such efforts. Mr. Ouais highlighted NDI's work with women in the region over the past two decades including women candidates in Jordan and Morocco and efforts to insure women's political representation in Yemen. As a result of such efforts, he explained, women activists and candidates have been able to count on a network of women politicians from across the world ready to assist them every step of the way. This cooperation is a source of inspiration, practical knowledge and support when it is most needed. He ended by



expressing his hope that the participants of this workshop would share their experiences, learn how to run successful campaigns and help build a regional network of women with the skills to succeed in politics over the long term.



Lastly, Richard LeBaron, US Ambassador to Kuwait, acknowledged the importance of women's political participation in the region followed by Kim Campbell who shared her experiences as a Former Prime Minister of Canada. In addition to opening remarks, a video entitled *Increasing Women's Political Participation in Jordan and Morocco* was shown. The video highlighted the obstacles faced by women candidates in Jordan and Morocco and the tools they utilized to wage successful campaigns.

Closing Ceremony

Les Campbell, Senior Associate and Regional Director of the Middle East and North Africa at NDI, initiated the closing ceremony acknowledging the participants as trailblazers and encouraging them to draw strength and inspiration from each other. He recognized that building and sustaining political gains for women has been challenging, most notably Yemen, Qatar, Bahrain, Jordan and Palestine. However, he pointed to the fact that women from other regions, such as Kim Campbell, have faced similar difficulties in trying to gain party support and facing stereotypes. Despite the difficulties, women have the support of others in the region and the international community which can be used to convince party leaders and society at large that women's participation and candidacies are practical and will bring more support. With a hardnosed, realistic and strategic approach, understanding the time frame and absorbing setbacks, women can make it.



candidacies are practical and will bring more support. With a hardnosed, realistic and strategic approach, understanding the time frame and absorbing setbacks, women can make it.

Jane Harman, Member of the U.S. House of Representatives from California and Ranking Member on the House Intelligence Committee, encouraged participants to seek candidacy by describing her personal journey to elected office. She explained that when she first ran in 1992 her friends and family, while supportive, were skeptical about her chances. To strengthen her campaign, Ms. Harman identified a mentor, learned the issues and learned by doing. In essence, she said, her experience was similar to the experience of women in the Middle East and North



Africa region. She concluded by stating that women around the world are more similar than different and, therefore, can help each other.

Dr. Rola Dashti, President of the Kuwait Economic Society, gave congratulatory remarks followed by Shaikha Al- Nisif, President of the Kuwait Women’s Social and Cultural Society, who recognized the difficulties ahead and thanked NDI for the opportunity to learn from fellow women in the region and apply these lessons to future endeavors in the Kuwaiti political process. The workshop concluded with an awards ceremony recognizing the achievements of the participants.

VI. Participant Evaluations

“They [women] need reinforcement at the level of health, education, political involvement and lots of other issues. Anything achieved at any of these levels will help us breathe more. But if we cower in our own world, in our societies, imprisoned in our dreams, we will then face only obstacles. We really thank NDI for its immense help to us, and for its unflinching support.”



Evaluating participants’ experiences of the campaign school had a dual purpose: 1) evaluating the extent to which participants had actually gained new skills from the workshops; and 2) gaining specific suggestions for improving future trainings. Three evaluation methods were used to elicit feedback from participants: written surveys (Appendix G), participant written reports, and roundtables with field offices. The survey focused on four categories: trainer performance, topic relevance, quality of materials distributed and overall quality of the session. Participants were asked to rate the categories as either excellent, very good, good, fair, or poor. With an average ranking of very good in every category, the overwhelming majority of participants deemed the event a success claiming it achieved its goals of enhancing their knowledge and skills and providing a venue for networking.

Participants cited the following trainings as particularly useful:

- Public speaking;
- How to form a campaign team;
- Fundraising;
- Voter outreach and communication;
- Training of trainers; and
- How to use the media as a campaign tool.

Based upon feedback from previous campaign schools, the Kuwait campaign school utilized two Arabic speaking parliamentarians and a regional communications expert as trainers, which participants found incredibly helpful as they were able to interact and communicate more effectively. Foreign trainers were also appreciated for their insights with one participant commenting: “We try to benefit from the techniques available in other countries in the sense that

we can adopt them, apply them and make them suitable to our own convictions and to the social realities in which we live.”



It was also suggested from the previous campaign schools that the one-on-one consultations be expanded and more hands-on exercises be incorporated into the trainings. For the Kuwait campaign school, Amina Ouchelh from Morocco and Samia Moualfi from Algeria conducted personal consultations throughout the four-day workshop. Participants were allotted more time and more opportunities to engage in these consultations, and participants were eager to sign-up for these sessions. As a means to provide more hands-on exercises, the media sessions offered participants

the opportunity to give an on-camera interview and review and critique their skills. Participants were enthusiastic to take part in this training, making it one of the most popular sessions of the entire workshop.

In addition to specific trainings, the participants found the opportunity to mix and mingle with other women from the region fruitful. Participants were able to learn valuable lessons from others who have experienced similar obstacles and set backs, as well as gain strategies for achieving campaign success. Many participants also commented that they felt a connection with the other women and were able to realize that many of the issues, which they face in their respective countries are the same as those faced by women in other parts of the region. As one participant described it: “The thing felt by all participants is the feeling of friendliness, love, familiarity, the spirit of cooperation among participants.”



Participants were also pleased with the location of the venue. Many found Kuwait to be a suitable host in light of recent women’s political gains and benefited from the experience of training in a foreign country. This was particularly true for Iraqi women with one participant stating: “NDI has done a great job for Iraqi women. We were isolated, shut in our homes; we didn’t have any possibility to mix up [with the external world].”

Participants made the following recommendations for improving future trainings:

- Schedule more time for the training sessions; and
- Limit the repetitiveness of some topics.



Some participants commented that the duration of the workshop was too short which limited the time for training sessions. It was felt that the training sessions, which are the main focus of the workshop and provide the most meaningful knowledge and skills, require the most time. Some participants felt they were rushed and did not complete the training to the extent they would like to have due to time restraints. They suggested a longer time frame for the workshop so that more time could be allotted for training sessions. Field offices have offered to provide more intensive follow-on training for those participants who wanted additional training in certain key areas. For example, in response to strong desires from the Yemeni participants to conduct additional training of trainers activities, NDI held a two-day workshop in Yemen in December 2005 for women to help establish and strengthen the training units in the Women's Network and political parties.

While participants found most topics to be relevant and serving their needs, they commented that some topics were repetitive. While the sessions were designed to reinforce each other, some participants came to the campaign school with previous training on some topics and felt that time spent covering these topics again was being diverted away from learning new skills. Despite this, participants did acknowledge that the three track system based on experience level helped to tailor training topics and limit excessive repetitiveness.

VII. Follow-on activities

"It was very interesting to meet with other participants from the Middle East, North Africa and Gulf countries. I'm pleased that I have been able to share ideas and thought with women from other Arab countries."

To sustain the network of women developed through the *Partners in Participation* program, NDI in collaboration with the International Republican Institute (IRI) and MEPI launched the *Partners in Participation* website (<http://www.pip-women.org>). This multi-lingual online forum contains valuable resources in English, French and Arabic and allows participants to network and communicate with each other across the region in their efforts to expand women's political participation. The website includes two primary sections: one section is public and provides detailed information about the objectives of *Partners in Participation*, the initiative's sponsors, trainers and training methodologies, and media coverage. The other section is private, with access restricted to members who register, and provides access to a web-based message board, a searchable database of all members, profiles and biographical information about members, and training materials. Members in the Partners in Participation Network will



be able to: access training materials on election campaigning and advocacy skills; connect with other women leaders from the Middle East and North Africa through the member database; communicate with other members by posting and reading messages on the message board; and share and learn about upcoming events and activities in the region. This private section of the website is secure and only e-mail addresses of members will be shared with other members.

Participants from all the campaign schools will also be given an opportunity to join the International Knowledge Network of Women in Politics (iKNOW Politics).¹ The iKNOW Politics network, a product of NDI's *Win with Women Global Initiative* encouraging political parties to take genuine reform steps to increase women's leadership opportunities, supports women in every region of the world. Through this virtual network, women political leaders and aspirants can share information and build relationships that reinforce their efforts to more actively participate in their parties and governments.

In addition to expanding a women's network in the region, NDI has also launched three candidate training programs in Kuwait, Jordan and Lebanon. These programs are designed to strengthen the ability of women to participate in political life as educated voters and to mount viable campaigns for elected office during their respective elections. The programs strive to provide political activists and potential women candidates with exposure to the skills necessary to wage effective and credible campaigns, provide women activists with resource materials and contact information that would assist them in building campaign strategies, and increase their exposure to the role of women in the political arena around the globe. Many of the candidates being trained in these programs are past participants of the *Partners in Participation* Regional Campaign Schools series, particularly the Kuwait Campaign School.

VIII. Conclusion

"First of all, I would like to thank NDI for inviting me to attend this event as a trainer. The conference was well-organized and very important as it gathered Arab women with different political experiences and backgrounds. It was an opportunity for participants to engage in a rich dialogue on mutual concerns and hence share relevant ideas and thoughts. I'm confident that participants will be able to overcome upcoming obstacles in their professional and political careers through the use of techniques and skills they learnt during the conference."

The Kuwait campaign school sought to engage a politically and geographically diverse group of women in a program of workshops designed to build their political skills. In designing the training's objectives and curriculum, the team built on the



¹ The iKNOW Politics network is a collaborative partnership supported by NDI, UNDP, UNIFEM and International IDEA.

lessons learned from the previous training schools held in Doha, Lebanon and Amman. The NDI training team attempted to calibrate the training to participants' experience levels while responding as thoroughly as possible to each country's electoral climate in setting the following goals:

- Ground all participants in the skills necessary to wage professional and credible electoral campaigns, focusing on four basic areas: strategy and research, message and media, fundraising, and voter targeting and contact;
- Incorporate small group or individual working sessions in each workshop to accelerate learning and allow participants to contextualize information;
- Provide participants a variety of learning environments, including large group sessions, intensive workshops, independent small group exercises, one-on-one meetings, and homework or independent study of materials;
- Foster fellowship and relationship-building with informal activities and settings;
- Offer an intensive series of workshops on effective political advocacy to women not intending to enter the electoral arena;
- Give participants the opportunity to consult one-on-one with a trainer;
- Challenge advanced candidates with a special, intimate workshop on media and communication skills;
- Create a forum for support and exchange between women candidates and activists in the region as a means of building support for women's political empowerment in the region;
- Appeal to individual preferences with a diverse menu of elective workshops; and
- Expose participants to trainers with a wide variety of political experience and training styles.

Each of these goals was met through an ambitious agenda that had as many as six sessions operating concurrently at times. While labor-intensive for the staff and trainers, the richness of the curriculum was one of the training's main strengths.

The Kuwait campaign school came at a time when regional trends have been moving in a positive direction, increasing the chances for women in the region to engage in the political process. One of the most important goals of the campaign schools and the Kuwait campaign school in particular was to prepare women to run as candidates and mount viable campaigns. Following the Kuwait campaign school, three of the seven Algerian participants stood as candidates for the November 24, 2005 elections. All three women were put at the top of their party list, with one woman put in first place. Two of the three women were elected. Although one woman lost and her party did not win any seats, the fact that her party put her in first place made a strong political statement in favor of increased women's political participation.

Shortly following the Kuwait campaign school, two women ran as candidates in a by-election for a Municipal Council seat, less than a year after winning full political rights. Although an ex-lieutenant colonel won, a female candidate ran a professional campaign that garnered respect throughout the country and placed her strongly in second place in the election results. Kuwaiti women are focused on the 2007 Parliamentary elections and five women have already stated their intentions to run: Aisha al-Rsheid, Rola Dashti, Badriya al-Awda, Khadija al-Muhamid, and Fatima al-Abdali.

Saudi Arabia has also seen positive changes as women have been permitted to contest seats for the boards of directors of professional societies and chambers of commerce. In 2004, the Saudi Journalist Association (SJA) elected two women, Nahid Bashatah and Nawal Alrashed to its board; with these elections, the SJA became the first organization to allow women to vote and run for office. In early 2005, the Saudi Management Association followed, electing two more women to the board of directors. The November 2005 elections to the board of the Jeddah



Chamber of Commerce and Industry (JCCI) touched off a media frenzy, when women were initially told they could not participate as candidates; the JCCI is one of the oldest and most influential chambers of commerce in the KSA. A directive from the Ministry of Commerce (MoC) was issued, allowing women to participate and postponing the election date to allow for preparations; this intervention by such a high authority indicates an opening of space for discussion of women and politics in the country. Women members of the JCCI took the opportunity to stand as candidates and met with historic success. The JCCI elections were followed by victories for women candidates to the board of directors of the Saudi Engineering Chamber and attempts by six women to be elected to the board of the Eastern Province Chamber of Commerce and Industry (EPCCI).

One of the participants, Samar Fatany, a Saudi radio journalist based in Jeddah, took her experiences from the Kuwait campaign school and addressed the lack of women's political participation in Saudi Arabia in an article she published (Appendix E). She was surprised how little other Arab women knew and understood Saudi women and their role in the political process. She asserts that Saudi women are educated, intelligent and capable. However, they need exposure, experience and training in order to catch up with other Arab and Muslim women who have successfully acquired the knowledge and skills that enabled them to gain advances in the political process. She stated that experiences such as the Kuwait campaign school give women in Saudi Arabia and throughout the region the opportunity to learn and create change. As she explained, "Participating in this historic event renewed my hope for the future, it also left me with the conviction that Saudi women could add much more for their country's progress if only they would be given the chance."

Appendix A

PARTNERS IN PARTICIPATION
REGIONAL WOMEN'S CAMPAIGN SCHOOL
KUWAIT • SEPTEMBER 25 – 28, 2005
AGENDA

SUNDAY, SEPTEMBER 25

9:00- 10:45 a.m. Opening Al Jahra Ballroom

Welcome to Kuwait: **Dr. Massouma Al-Mubarak**
Minister of Planning and
Minister of State for Administrative Development

Welcome to Kuwait: **Richard LeBaron**
US Ambassador to Kuwait

Welcome to training: **Makram Ouais**
Senior Representative, National Democratic Institute

Video: *Increasing Women's Political Participation in Jordan and Morocco*

Keynote address: **The Right Honorable Kim Campbell**
Former Prime Minister of Canada

10:45- 11:00 a.m. Coffee Break

11:00- 11:30 a.m. Group Photograph

11:30- 12:00 p.m.. Introduction to Campaign School Al Jahra Ballroom

Conference Overview/ Logistics Briefing:
Kelley Jones
Program Director, Women's Regional Campaign School -
Kuwait

12:00- 2:00 p.m. Group Blue Group Green Group Yellow

Building a Campaign Strategy and Team (I)	Gaining Support from Your Party/ Organization	Public Policy Advocacy
<i>Henri Karen Stone</i>	<i>Kristin Haffert</i>	<i>De Ann Friedholm</i>

2:15- 3:45 p.m. Lunch Al-Jahra Ballroom

Policy Makers Roundtable:

Minister Massouma Al-Mubarak	Kuwait
The Honorable Samia Moualfi	Algeria
HE Raheela bint Amer Al-Riyami	Oman
The Honorable Amina Ouchelh	Morocco

4:00- 6:00 p.m. Group Blue Group Green Group Yellow

Gaining Support from your Party/Organization	How to Decide to Run for Office	Coalition Building
<i>Kristin Haffert</i>	<i>Vaira Paegle</i>	<i>De Ann Friedholm</i>

Alternate Session: Personal Consultations

7:00 p.m. Evening Excursion

Kuwait Scientific Center Aquarium

8:30 p.m. Dinner
Al-Berdawny Restaurant

MONDAY, SEPTEMBER 26

9:30- 11:30 a.m. Group Blue Group Green Group Yellow

**Building a Campaign
Strategy and Team (II)** **Message & Media** **How to Decide to Run for
Office**

Henri Karen Stone *Zein Ghanma* *Vaira Paegle*

Alternate Session: Personal Consultations

11:30- 12:00 p.m. Coffee Break

12:00- 2:00 p.m. Group Blue Group Green Group Yellow

Message & Media **Voter
Research/Targeting** **Fundraising**

Zein Ghanma *Samantha Smoot* *Staci Haag*

2:15- 3:45 p.m. Lunch Al-Jahra Ballroom

Journalists Roundtable:
Kawkab Mohammed Qatar
Suhair Boshnaq Jordan
Kuwait Times
Al Rai Al Am.
And others

4:00- 6:00 p.m. Group Blue Group Green Group Yellow

Fundraising **Building a Campaign
Strategy and Team** **Message & Media**

Staci Haag *Henri Karen Stone* *Zein Ghanma*

Alternate Session: Personal Consultations

7:00- 9:00 p.m. Evening Excursion

US Embassy Reception
Casual Dinner

TUESDAY, SEPTEMBER 27

9:30- 11:30 a.m.	Group Blue	Group Green	Group Yellow
	Voter Research/ Targeting <i>Samantha Smoot</i>	Public Policy Advocacy <i>De Ann Friedholm</i>	Public Speaking <i>Zein Ghanma</i>

Alternate Session: Personal Consultations

11:30- 12:00 p.m. Coffee Break

12:00- 2:00 p.m.	Group Blue	Group Green	Group Yellow
	Voter Contact/Get Out The Vote (GOTV) <i>Samantha Smoot</i>	Public Speaking <i>Zein Ghanma</i>	Building a Campaign Strategy and Team <i>Henri Karen Stone</i>

2:15- 3:45 p.m. Lunch Al-Jahra Ballroom

Candidate Roundtable: The pros and cons of being a political candidate

4:00- 6:00 p.m.	Group Blue	Group Green	Group Yellow
	Message & Media- Application <i>Zein Ghanma</i>	Voter Contact/ Get Out The Vote (GOTV) <i>Samantha Smoot</i>	Gaining Support from your Party/Organization <i>Kristin Haffert</i>

Alternate Session: Personal Consultations

7:00 p.m. Evening Excursion
Dinner- Kuwait Towers

WEDNESDAY, SEPTEMBER 28

<u>9:30- 11:30 p.m.</u>	<u>Group Blue</u>	<u>Group Green</u>	<u>Group Yellow</u>
	Public Speaking	Fundraising	Voter Research/Targeting
	<i>Zein Ghanma</i>	<i>Staci Haag</i>	<i>Samantha Smoot</i>
	Alternate Session: Personal Consultations		
11:30- 12:00 p.m.	Coffee Break		
<u>12:00- 2:00 p.m.</u>	<u>Group Blue</u>	<u>Group Green</u>	<u>Group Yellow</u>
	Coalition Building	Message & Media-Application	Voter Contact/ Get Out The Vote (GOTV)
	<i>De Ann Friedholm</i>	<i>Zein Ghanma</i>	<i>Samantha Smoot</i>
<u>2:30- 4:00 p.m.</u>	<u>Lunch and Closing Ceremony</u>		<u>Al-Jahra Ballroom</u>

Closing Keynote:

Les Campbell

Senior Associate, Regional Director, Middle East and North Africa
National Democratic Institute

The Honorable Jane Harman

Member of the U.S. House of Representatives from California (Democrat)
Ranking Member on the House Intelligence Committee

Dr. Rola Dashti

President, Kuwait Economic Society

Shaikha Al- Nisif

President, Kuwait Women's Social and Cultural Society

Awards Ceremony

7:00 p.m. Evening Excursion (For participants not leaving on Wednesday)
Dinner/ Touring excursion (subject to change)

Appendix B

PARTNERS IN PARTICIPATION

BIOGRAPHIES OF SPECIAL GUESTS, TRAINERS AND STAFF

Special Guests:

Dr. Massouma Al-Mubarak

Minister of Planning and State Minister of Administrative Development Affairs

Dr. Massouma Al-Mubarak is a prominent Kuwaiti academic specialized in international relations, international law, international organizations, diplomacy, third world foreign policy, third world political development, human rights and women issues.

As a student, she obtained several academic credentials: BS, political sciences, University of Kuwait, 1971, diploma of planning, Arab planning Institute, Kuwait, 1973, MS, Political Science, Northern Texas University, Texas, 1976, MS, international relations, University of Denver, Colorado, 1980, Ph.D, international relations, University of Denver, Colorado, 1982.

Dr. Massouma's outstanding achievements as a student were followed with more achievements as a professor contributing to the academia in several international and regional universities. She served at Kuwait University as a political science professor since 1983. During this period, she also served as a visiting professor at University of Denver from 1986 to 1988 and in Bahrain University from 1990 until 1992, during the Iraqi invasion.

She was assigned twice as the head for the Political Science Department at Kuwaiti University from 1985 to 1987 and from 2000 to 2001. Although her contributions to the academia were very valuable and plentiful, she was also a dedicated journalist and activist. Beside writing columns in several local and regional newspaper (Al-Qabas, Al-Watan, Al-Anbaa, Akhbar Al-Khalij, Saudi Al-Watan) she was an active member in the following grass root organizations: The Graduates Society, the Economists Society, the Journalists Society, Kuwaiti Women Cultural Society, Kuwaiti Human Rights Committee, Kuwaiti Women Issues Committee, Human Rights Society of Kuwait.

The Right Honorable Kim Campbell

Ms. Campbell served as Member and Chair of the Vancouver School Board from 1980 to 1984 and as Member of the Legislative Assembly of British Columbia from 1986 to 1988. In 1988, she was elected to the Canadian House of Commons.

From 1989 until 1990 she was Minister of State for Indian Affairs and Northern Development and from 1990 to 1993 she was Minister of Justice and Attorney General of Canada. Later in 1993, Ms. Campbell served as Minister of Defense and Minister of Veterans' Affairs. She was the first woman to hold the Justice and Defense portfolios and the first woman to be Defense Minister of a NATO country. In June of 1993, she was elected Leader of the Canadian

Progressive Conservative Party and became Canada's first female Prime Minister, serving until later that same year.

After her tenure as Prime Minister, Ms. Campbell was the Canadian Consul-General in Los Angeles from 1996–2000 and President of the Council of Women World Leaders (CWWL) from 1999–2003. She has been President of the International Women's Forum since 2003.

Ms. Campbell continues to serve as the Faculty Chair of the CWWL and the Project on Justice for Societies in Transition and also chairs the International Advisory Board to the Ash Institute for Democratic Governance and Innovation. She is a Senior Fellow at the Gorbachev Foundation of North America in Boston; a Member of the International Council of the Asia Society in New York; and a member of the Pacific Council on International Policy in Los Angeles.

In addition, she is Director of the International Leadership Association and serves on the Corporation of Northeastern University, Boston. She is also on the Advisory Board of The Global Security Institute in San Francisco and the International Advisory Committee for the New Tactics Project of The Center for Victims of Torture in Minneapolis. She serves on the international steering committee of the Middle Powers Initiative. She has been Secretary General of the Club of Madrid since January 2004.

Honorable Jane Harman

Member of Congress, United States

Jane Harman was elected to her fifth term in the House of Representatives in 2002. As a leading Congressional expert on terrorism and homeland security issues, an advocate of fiscal responsibility and of opportunity for working families, Harman was appointed ranking member on the Intelligence Committee for the 108th Congress and was also appointed to the new House Select Committee on Homeland Security. In 1999, Harman was named regents' professor at the University of California, Los Angeles, where she taught public policy and international relations. Earlier in her career, she served as special counsel to the Defense Department, deputy cabinet secretary for President Jimmy Carter, and chief counsel and staff director of the U.S. Senate Judiciary Subcommittee on Constitutional Rights. Harman is a graduate of Los Angeles public schools, Smith College and Harvard Law School.

HE Raheela bint Amer Al-Riyami

Ms. Al-Riyami is currently an elected Member of the Shura Council in Oman.

The Honorable Samia Moualfi

Ms. Moualfi is currently a Member of Parliament in Algeria, and served from 2002-04 as a vice-president of the National Liberation Front (FLN) caucus in parliament, with responsibility for international affairs. In June 2004, she introduced draft amendments to the electoral law that would require both independent and party lists to include at least one woman in the top three

places in candidate lists for both national and local level elections, or else face disqualification of these lists.

Samia is also a member of the FLN's National Council, and as such has worked actively with the leadership of her party to promote women's participation. In her home province of Bejaia, she worked with local officials to create local women's sections in several towns that previously had no women party members.

She has been active in NDI activities since 2003, including as a participant in the December 2003 Win with Women event in Washington, DC, and as a member of the Algerian women's working group created in April 2004.

The Honorable Amina Ouchelh

Mrs. Amina Ouchelh is a Member of Parliament in Morocco. She is one of the women elected on the national women's list. A professor of Arabic and Education Studies, she is also First Secretary General of the women of the USFP (main, center-left political grouping) and Vice-President of the Council for the commune of Agdal Ryad (Rabat).

Dr. Rola Dashti

Dr. Rola Dashti is a leading activist fighting for gender equity and the right to vote in Kuwait. Dr. Dashti, who holds a PhD in Population Economics from Johns Hopkins University, heads an international consulting firm in Kuwait which focuses on issues of privatization. Her research in the fields of demography, human resources development, and economic reform continues to assist the State of Kuwait's recent quest for modernizing its economic, financial, and social processes. Dr. Dashti serves as the first female Chair of Kuwait Economic Society and is a member of the executive committee of Young Arab Leaders (Kuwait chapter). With other women activists, Dr. Dashti pursued the first case in the history of Kuwait to reach the constitutional courts where she contested the constitutionality of the election law.

Shaikha Al- Nisif

President, Kuwait Women's Social and Cultural Society

International Trainers:

Zein Ghanma

Zein Ghanma is a Jordanian communication consultant who has been training professionals in communication skills since 1991. She has extensive experience in helping development experts, businesspeople, diplomats, politicians, media personnel and others to enhance and perfect their communication skills. Her courses have been attended by a large number of Arab and foreign top executives, middle managers and frontline staff. She previously taught in the Fine Arts Department at Yarmouk University (1984-1991).

Staci Haag

Ms. Haag is the Financial Services Director of the Democratic Congressional Campaign Committee. Previously she has served as finance director or tracker for several other organizations, including EMILY's List. Ms. Haag has worked as a trainer for both EMILY's List and Democratic GAIN.

Vaira Paegle

Ms. Paegle is a political commentator and foreign policy consultant. She served a Member of Parliament in Latvia from 1998 – 2004. She is presently a Member of the Board of the People's Party of Latvia, Latvia's Occupation Museum Foundation, the Association for Gender Equality, and the Family Support Coordination Center. She is also a Co-founder of the Nordic Women's Academy in Sweden.

Samantha Smoot

Ms. Smoot is the Executive Director of the Texas Freedom Network and the TFN Education Fund. She has previously served as a political staff member with EMILY's List and as a Field Manager for the Democratic Congressional Campaign Committee.

Henri-Karen Stone

Ms. Stone is the President of the High Country Republican Women and the Chief Officer of the Federation of Republican Women. She has previously served as a Republican Precinct Committeewoman at country and state assemblies, and worked as the Eagle Country Campaign Manager for both Governor Bill Owens and President George Bush.

Staff:**Les Campbell**

Les Campbell is a senior associate at the National Democratic Institute for International Affairs (NDI) where he has directed the Institute's democratic development programs in the Middle East and North Africa (MENA) since 1996. Mr. Campbell has played a key role promoting democratic practices in the MENA region conceptualizing and organizing events such as the Congress of Democrats from the Islamic World, conducted in Istanbul, Turkey, in 2004; and the Emerging Democracies Forum, held in Sana'a, Yemen in 1999. He has overseen the expansion of NDI's programs in the Middle East with the establishment of nine permanent offices, which furnish assistance with political, civic and governance development throughout the Arab world. In addition, Mr. Campbell has organized election observation missions around the region, and provided training in the skills necessary for political candidates, government officials and voters to participate in democratic life.

Mr. Campbell is a frequent guest and commentator on Middle East issues for many major news outlets, and has written a number of articles and papers on the subject of democracy in the Middle East and Canadian political party reform.

Mr. Campbell is a fellow at the Queen's University Center for the Study of Democracy and sits on the board of directors of IMPACS, the Institute for Media, Policy and Civil Society, based in Vancouver, BC, Canada. He has been a speaker/presenter and/or member on numerous task

forces and study groups, including four at the Council on Foreign Relations; Harvard University's John F. Kennedy School of Government; the Paul H. Nitze School of Advanced International Studies; and the Carnegie Endowment for International Peace.

Before joining NDI in 1994, Mr. Campbell was chief of staff to the leader of the New Democratic Party in the Canadian House of Commons.

Mr. Campbell holds a Master's degree in Public Administration from Harvard University.

Makram Ouais

Makram Ouais is a Senior Representative at the National Democratic Institute for International Affairs (NDI). Associated with the Institute for over 10 years, Ouais represents NDI's activities across the Middle East and North Africa region. Prior to that, Ouais oversaw the Institute's activities in South Asia, where he helped establish NDI's presence in a number of countries. Ouais has also conducted political party, election and parliamentary programs in numerous countries that include Bangladesh, Guyana, Lebanon, Nepal, Northern Ireland, Pakistan, Philippines, Sri-Lanka, Thailand and Yemen. Before joining the Institute, Ouais worked at Amnesty International's Government Office in Washington, D.C. and the United Nations Education Scientific and Cultural Organization in Paris. Ouais has published a number of articles and reports on democratization in the Middle East and North Africa, South Asia and around the world. Ouais holds a Master's degree in International Relations and Economics from the School of Advanced International Studies of the Johns Hopkins University. He is pursuing a Ph.D. in Conflict Analysis and Resolution at George Mason University.

Kelley Jones

Kelley Jones currently serves as NDI's Program Director for the *Partners in Participation* program in Kuwait. She previously served as Senior Resident Representative in Kuwait implementing the Institute's Women's Political Participation activities. Ms. Jones has also represented NDI in Nigeria, Nepal and Namibia as well as participated in sort term assignments in numerous other countries in Southeast Asia and West Africa. Prior to joining NDI, Ms. Jones held several prominent positions with elected officials in the State of Texas and graduated with a Masters degree from the University of Texas at Austin in 1987.

Jean Freedberg

Jean Freedberg is the director of Public Affairs at NDI. She joined the Institute in 1998 to direct NDI's legislative, local government, civil society and constitutional reform program in Guyana, returning to Washington DC in 2000. In her more than more than 20 years in human rights, political development and public interest advocacy, she has focused on providing strategic communication services to a range of public interest and corporate institutions, including serving as communications director for Amnesty International in New York and for the Sierra Club in San Francisco. Just before joining NDI, Dr. Freedberg managed her own strategic communications consultancy in San Francisco, which included two years as the marketing coordinator for a major international law firm. Her varied experience has also included a stint as the road manager for singer Joan Baez and work with Amnesty International's rock music tours. She has recently concluded a three-year term on the board of directors of Amnesty International

USA. Her primary areas of interest and expertise include political development, the international human rights agenda, the role of the media in influencing and shaping public opinion, the rights of women and the state of the environment, both in the U.S. and globally. Born and raised in Cape Town, South Africa, Dr. Freedberg holds a BA (Hons) from the University of Cape Town and a PhD in Political Science from the University of California at Berkeley.

Kristin Haffert

Kristin Haffert manages women's programs at the National Democratic Institute for International Affairs (NDI). Her previous campaign and public outreach experience focused on encouraging women's participation in politics. Before joining NDI, Kristin worked as an associate at The Lew Edwards Group, a political consulting firm specializing in grassroots organizing based in Oakland, California where, among other responsibilities, she managed field campaigns throughout the state for several successful women candidates. In 1998, Kristin was a fundraiser for the successful statewide re-election campaign of State Superintendent of Public Instruction Delaine Eastin. Kristin has also conducted research on women's voter outreach in the U.S., founded a local chapter of the National Women's Political Caucus, and won an award from the Center for American Women and Politics for her work to increase women's political participation.

Kristin earned her B.A. in Political Science and a minor in Women's Studies from Douglass College, Rutgers University; where she was also an undergraduate associate at the Eagleton Institute of Politics. Kristin also spent a semester at the University of Natal in South Africa, during which time she contributed to a publication that educated women about their constitutional rights. She has lived and traveled extensively in South America.

Camille Edmond

Camille Edmond is a Senior Program Officer for the National Democratic Institute's (NDI) Middle East and North Africa (MENA) team, focusing on gulf programs – Bahrain, Kuwait, Saudi Arabia and Yemen. Prior to joining NDI, Ms. Edmond oversaw women's political and civic participation programs in Southern Africa, primarily Malawi, Namibia and Tanzania. Ms. Edmond spent several years working with the refugee resettlement program of the U.S. Conference of Catholic Bishops and served as a U.S. Peace Corps volunteer in Morocco. Ms. Edmond holds a Master of Social Work (MSW) degree, with an emphasis on multi-ethnic practice, and a graduate certificate in International Development, Policy and Management from the University of Washington.

Scott Mastic

Scott Mastic is the Deputy Director for the Middle East and North Africa at the International Republican Institute.

Lynsey Kryzwick

Lynsey Kryzwick is a program officer with NDI's Women's Political Participation team, a post she has held since the team's inception. Lynsey provides support to the [Win With Women Global Initiative](#) as well as Institute programs to promote women's political leadership. Before joining

NDI, Lynsey worked with several Warsaw-based NGOs, including the Women's Rights Center and the Stefan Batory Foundation. Lynsey is an active volunteer with the DC Rape Crisis Center and Amnesty International's Women's Human Rights team. Lynsey earned a BSFS in Culture and Politics from Georgetown University's School of Foreign Service, and she has a working knowledge of Russian.

Leigh Catherine Miles

Leigh Catherine Miles is a Senior Program Assistant with the Middle East and North Africa division of NDI, focusing on the Institute's programs in Bahrain, Kuwait, Saudi Arabia, and Yemen. Prior to joining NDI, Leigh Catherine worked at the Center for Public Policy Education at The Brookings Institution where she was responsible for corporate education and business development, in addition to directing the Brookings Congressional Fellows Program and International Visiting Fellows program. Leigh Catherine also brings to NDI experience in managing international public diplomacy and political education programs. While Director of Programs at the American Council of Young Political Leaders (ACYPL), she oversaw ACYPL's programs worldwide; designed political skills training, civil society, and conflict resolution initiatives; and helped develop international partner organizations. As a graduate student, she also interned with the Middle East Partnership Initiative at the Department of State and the Coalition for American Leadership Abroad. Leigh Catherine holds a B.A. in International Studies and Economics from the University of North Carolina at Chapel Hill and an M.A. in International Affairs, with a Middle East specialization, from the Elliott School of International Affairs of the George Washington University. She is proficient in Spanish and speaks Arabic at the intermediate level.

Sarah Ahmed

Sarah Ahmed is a program assistant with NDI's Middle East and North Africa team, focusing on programs in Iraq. Before joining NDI in 2005, Sarah worked as a research associate for Raasta Development Consultants in Karachi, Pakistan where she researched human trafficking trends. Earlier, Sarah worked in the communications department of the Campaign for Tobacco-free Kids, coordinating media for national advocacy events, as well as directing the silent auction held concurrently with the Campaign's annual fundraising gala. During this time, Sarah also volunteered several years with the Muslim Students Association of North America, helping in organizing, outreach and fundraising capacities. She enjoys traveling and has spent time in Pakistan, Sudan and India. Sarah graduated from American University's School of International Service with a Master's degree in International Peace and Conflict Resolution, specializing in human rights. Her Master's thesis is being published in the upcoming issues of *Human Rights Review* as well as Research Papers of the Bosnia-based Human Rights and Conflict Prevention Centre. She has also been published in *Islamic Horizons*. Sarah earned a Bachelor's degree in History, specializing in Asian and Islamic Studies, from the State University of New York at Albany. In addition, she has attended training programs on human rights facilitation at Amnesty International's Human Rights Education Service Corp. Sarah has spoken at interfaith programs, rallies and panel discussions on civil liberties in the U.S. post-9/11, women in Islam, human rights and Islam, and human trafficking in South Asia.

Appendix C

PRESS RELEASE

FOR IMMEDIATE RELEASE
September xxx, 2005

Contact: In Kuwait: Emiranda Coetzer + (965) 2453212 / e.coetzer@asdaa.com
In Washington DC: Jean Freedberg (202) 728-5527 / jfreedberg@ndi.org

WOMEN POLITICAL LEADERS FROM MIDDLE EAST & NORTH AFRICA GATHER TO HONE CAMPAIGN SKILLS, PREPARE FOR ELECTIONS

More than 50 women from across the Middle East and North Africa will gather in Kuwait from September 25-28 for the fourth *Partners in Participation Regional Campaign School*. Participants will include elected members of parliament, cabinet members, civil society leaders and journalists from **Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, West Bank/Gaza and Yemen.**

These women leaders will, over the course of this four-day historic event, share experiences, learn how to run successful political campaigns and help build a regional network of women with the skills to succeed in politics over the long term.

Keynote speakers include Kuwait's first female cabinet minister, **Maasouma Al Mubarak**; Algerian Member of Parliament **Samia Moualfi**; and **Amina Ouchelh**, a Member of Parliament from Morocco, as well as **Kim Campbell**, former Prime Minister of Canada and U.S. Congresswoman **Jane Harman**, senior Democrat on the House Select Intelligence Committee.

"We are proud that the *Partners in Participation* campaign school for women is going to be held here in Kuwait. The practical trainings on running for office and voting rights will be helpful for Kuwaiti women and women joining us from throughout the region. We will share our ideas and experiences and learn from each other. We thank NDI & Partners In Participation for organizing this conference.", said Al Mubarak, Kuwait's Minister of Planning and Development.

The campaign school is being organized by the National Democratic Institute for International Affairs (NDI), in cooperation with the Kuwait Economic Society's Women's Committee, the Women's Social and Cultural Society in Kuwait, and the International Republican Institute (IRI).

Workshops at the event are designed to build women's political skills. Topics include:

- Building a Campaign Team
- Message Development
- Communications/Media Relations
- Public Speaking
- Voter Research and Tracking
- Fundraising

This intensive educational program will be led by established practitioners from around the world, and will incorporate interactive training techniques. It offers women the opportunity for one-on-one time with experts and colleagues who have had similar difficulties or experiences to overcome. The participants will be divided into groups of mixed nationalities, interests, and experiences in order to maximize interaction and sharing.

Participants, presenters, and trainers will also take part in a series of panel discussions addressing key issues relating to the promotion of women's participation in political life.

While there are more women than ever before running for office and being elected in the region, obstacles remain. This event will help women strengthen their political skills and position them to support democratic development in the Middle East and North Africa.

The campaign school takes place against the backdrop of upcoming elections throughout the region, including Iraq, Jordan, Algeria, the West Bank and Gaza, and Kuwait, where women won the right to vote earlier this year. Many of the participants coming to Kuwait are themselves candidates in election campaigns.

The *Partners in Participation Regional Campaign School* is the fourth in a series of events sponsored by the Middle East Partnership Initiative (MEPI). The first three – in Qatar, Tunisia and Jordan – trained more than 150 women from the Gulf, North Africa and the Middle East to take active roles in political life.

Media are invited to attend Campaign School plenary sessions.

WHERE: JW Marriott Hotel, Kuwait City, Kuwait

WHEN: 25-28 September, 2005

All media personnel must apply for credentials from the Regional Campaign School.

Please complete and return the attached Media Accreditation Form by September 21, 2005. Further details will follow.

Media Accreditation Form

Name: _____

Organization: _____

Position: _____

Mailing Address: _____

Telephone: _____

Fax: _____

Email: _____

Passport Number: _____

Issuing Country: _____

Notes: [Please note any special technical requirements or space needs]

Please attach a copy of your media identification card.

Please fax or email the completed form by **September 15th, 2005** to:

Name

Partners in Participation Regional Campaign School

Email:

Tel:

Fax:

Appendix D

[If Only They Were Given a Chance](#)

Samar Fatany, Arab News —

THE folly of denying women their political rights was brought home to me during a recent conference in Kuwait where an impressive array of Arab women political and civic leaders gathered to focus on women's political empowerment.

“We have been brainwashed under the banner of tradition and religion, and we have been convinced over the years that as women we are incapable, weak and emotional — that we are not qualified for political participation,” said Dr. Rola Dushti, president of the Kuwaiti Economic Society. “The environment has changed, and we will not allow any group to belittle our capabilities and prevent us from exercising our deserved political rights.”

Partners in Participation: Women's Regional Campaign School, held Sept. 25-28, brought Arab women together to hone their political acumen through speeches, experience sharing and workshops. Elected officials, Cabinet members, civic leaders and journalists from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, the West Bank/Gaza and Yemen took part in the event.

It was kind to receive an invitation to the event, even though Saudi women are still sidelined in the political process — at least for now. During the course of our discussions I realized how little we knew of other Arab women and how misinformed many of them are about their Saudi sisters.

Saudi women today are educated, intelligent and capable. However, we do need exposure, experience and training in order to catch up with other Arab and Muslim women who have successfully acquired some skills and more rights that enabled them to proceed ahead of us in the political process.

What some of the obstructionists in our own country fail to understand is that this is not just an issue about women's rights but an important keystone for Saudi Arabia to progress and compete with its neighbors — neighbors who already are making use of this competitive edge while some here attempt to ignore the unstoppable forces of change — and the incredible benefits that accompany change.

“Political rights are not just a banner to be held but rather a burden and a responsibility that must be fulfilled and taken with utmost seriousness,” Kuwait's first woman Cabinet minister, Maasouma Al-Mubarak, said in her keynote address. She also stressed the importance of the training and skill sharing between women who wish to participate in the electoral process. Moreover, she emphasized the need to build a regional network between Arab women to guarantee their success in politics over the long term.

Kim Campbell, former prime minister of Canada, urged women not to be deterred by perceived gender notions that stand in the way of women's participation in politics. She spoke about her own experience as the first woman to hold the post of prime minister in Canada and how she too

faced challenges to break the stereotypes that restrict the roles of women in society.

Algerian MP Samia Moualfi and Moroccan MP Amina Ouchelh spoke about their political roles and the challenges that confront women in their countries. The members of parliaments shared their political experience and revealed how Algerian and Moroccan women are much more advanced in political participation. Their speeches were enriching and inspiring. Each member of the two delegations represented different parties in their government. The respect they had for each other and the sophisticated dialogue between them truly was impressive.

Participants, presenters and workshop trainers also took part in a series of panel discussions addressing key issues relating to the promotion of the participation of Arab women in political life. Many of the candidates, who participated in election campaigns in their own countries, appreciated the training that could strengthen their political skills. Others hoped to improve their ability to participate in civil and political affairs.

Woman after woman from across the Arab world told the participants of her challenges and her successes. They all shared a common conviction that they could — and should — play a key role in solving the problems of today and helping to shape the future of their societies.

I met young Lebanese women who shared their experience of fighting — and failing — to lower the voting age to 18. However, they are still determined to try again and work on changing the legislation.

I met Palestinian women who intend to gain the power to make a difference in a new Palestinian state and to be part of the decision-making process — women who have suffered a great deal under Israeli brutality and occupation but are still hopeful and eager to rebuild their destroyed communities.

There were Iraqi women who spoke about their determination to fight for a united Iraq under a democratic rule that respects all Iraqis as equal citizens.

Women from Yemen talked about their fight to regain their right to participate in Shariah courts — a right that was taken away from them at one point by extremists who cast doubt on their abilities.

I also met women from Oman who are participants in the Shoura and are heads of many other governmental posts.

Listening to these inspiring speeches and attending the workshops on building political skills as well as interacting with politically active Arab women leaders with similar societies was an eye-opener.

The voices of women in Saudi Arabia should be heard and respected as capable citizens and legal participants in the decision-making process. To gain legal and political rights is not un-Islamic, and there are many examples in history of Arab and Muslim women leaders who were politically active and have left their mark in their societies and have their names engraved

forever in history books.

Participating in this historic event renewed my hope for the future, it also left me with the conviction that Saudi women could add much more for their country's progress if only they would be given the chance.

— *Samar Fatany is a Saudi radio journalist. She is based in Jeddah.*

Appendix E

PARTNERS IN PARTICIPATION
WIN WITH WOMEN CAMPAIGN ACADEMY
KUWAIT • SEPTEMBER 24 – 29, 2005

Participant Application Form

**Please complete and return this form
to NDI/_____ by August 26, 2005**

I. Participant Information

Surname(s): First Name:

Full Name in English:

Nationality: Date of Birth:

Address:

City: Province/State:

Country: Zip/Postal Code:

Place of Employment: Title:

Language(s) spoken:

Language(s) written:

Do you have any special dietary needs? If so, what type (vegetarian, **no red meat**, allergies)?

Contact Information:

Office Telephone:

Home Telephone:

Mobile:

Fax:

Preferred Method of Communication:

Office

Home

Mobile

Fax

E-mail

II. Political Experience

Political Party/ Organizational Affiliation (*if any*)

Years of involvement:

Role/Title:

Description of your responsibilities

Have you ever run for an elected office?

If Yes, which office? When?

Are you considering running for a political office in future elections? If yes, please provide a brief description of:

Your greatest strengths as a candidate:

Your greatest weaknesses or challenges as a candidate:

Have you ever worked on a political campaign? If so, please provide a description of your role and responsibilities:

III. Civil Society Experience

Civil Society Organization Affiliation:

Years of involvement:

Role/Title:

Description of your responsibilities:

IV. Agenda Topics: The principle goal of this conference will be to introduce the tools for developing and managing a successful political or advocacy campaign. Below is a description of some of the topics that will be addressed by participants and facilitators to assist in meeting this goal. Please check the six in which you are most interested.

- Coalition building
- Public policy advocacy
- Time management
- Forming a campaign team
- Mobilizing volunteers
- Voter/ district research
- Targeting citizens/voters

- Budgeting and financing campaigns
- Message development
- Attracting media coverage
- Interacting with the media
- Public speaking
- Working within male-dominated parties/organizations
- Breaking into the power structure of one's party/organizations
- Cooperation between political and civil society organizations.

Are there any topics listed above in which you are definitely not interested? If so, please list:

Are there additional topics in which you are interested that are not listed above? If so, please explain:

-

V. Training of Trainers: In addition to the above topics, a select number of individuals will have an opportunity to receive training specifically designed to strengthen their skills to serve as trainers- in many of the topics detailed above.

VI. Individual Consultations: During the initiative, participants will have the opportunity to consult one-on-one with trainers to discuss topics specific to their situation. What topics would you most like to discuss?

In addition to this questionnaire, please send an updated copy of your resume and a passport size photo of yourself. These items will help complete our program materials.

NDI will be in contact with you once your information form has been received. Further information regarding logistical details will be sent to you directly. Thank you!

Signature:

Date:

Appendix F

PARTNERS IN PARTICIPATION
REGIONAL WOMEN'S CAMPAIGN SCHOOL
KUWAIT • SEPTEMBER 25 – 28, 2005

PARTICIPANTS EVALUATION FORM

Name: (optional) _____

Country: _____

Thank you for taking the time to complete this evaluation form. Your comments and feedback will help us immeasurably in improving the quality of future Campaign Schools as well as identifying ways NDI and the Partners in Participation can support women's programs in your country and the region. **(Kindly submit your completed evaluation at the end of the program to an NDI staff.)**

Kindly circle one rating below each heading and add any additional remarks you may have.

PROGRAM EVALUATION

SEPTEMBER 25:

12:00-2:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

2:15-3:45 p.m. Policy Makers Roundtable

Excellent Very Good Good Fair Poor

Comments: _____

4:00-6:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

SEPTEMBER 26:

9:30-11:30 a.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

12:00-2:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

2:15-3:45 p.m. Journalists Roundtable

Excellent Very Good Good Fair Poor

Comments: _____

4:00-6:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

SEPTEMBER 27:

9:30-11:30 a.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

12:00-2:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

2:15-3:45 p.m. Candidate Roundtable

Excellent Very Good Good Fair Poor

Comments: _____

4:00-6:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

SEPTEMBER 28:

9:30-11:30 a.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

12:00-2:00 p.m. (kindly insert session topic): _____

Trainer Performance

Excellent Very Good Good Fair Poor

Topic Relevance

Excellent Very Good Good Fair Poor

Quality of Materials Distributed

Excellent Very Good Good Fair Poor

Overall Quality of the Session

Excellent Very Good Good Fair Poor

Comments: _____

Individual Consultations:

Helpfulness of feedback

Excellent Very Good Good Fair Poor

Comments: _____

Future Programming:

What recommendations do you have for the Campaign School organizers for future schools? _____

Would you participate in any similar or follow-on program, why or why not?

What topics should future programs address?

How could NDI and its partners be of assistance to you personally in the future as you prepare to run for office or work on a campaign?

Please describe the three most important things that you gained from this training school that will assist you in your future political work:

1- _____

2- _____

3- _____

GENERAL EVALUATION QUESTIONS

Please rate the quality of:

The venue

Excellent Very Good Good Fair Poor

Comments: _____

The interpretation

Excellent Very Good Good Fair Poor

The evening events

Excellent Very Good Good Fair Poor

Comments: _____

The Campaign School's staff:

Excellent Very Good Good Fair Poor

Comments: _____

Other comments (Positive or Negative)

Thank you again for taking the time to fill this evaluation form and we look forward to our continued collaboration.