

# MENA STAFF GUIDE FOR PLANNING REGIONAL EVENTS

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## TABLE OF CONTENTS

<b>Guide Overview</b>	<b>3</b>
<b>Part I: Event Organization</b>	<b>5</b>
1. Choose your event dates	5
2. Select a venue	5
3. Prepare and monitor the budget	7
4. Hire and manage your vendors	8
<b>Part II: Program Content</b>	<b>11</b>
1. Obtain stakeholder buy-in	11
2. Select your participants	12
3. Recruit trainers and experts	14
4. Identify and secure speakers	16
5. Understand the host country	18
6. Craft the program agenda	19
7. Prepare conference materials	21
8. Create a communications strategy	23
9. Plan your evaluation strategy	24
<b>Part III: Relationships</b>	<b>26</b>
1. Build your NDI team	26
2. Partner with your region's DC and field staff	27
3. Interact with the NDI Headquarters	29
4. Work with international partners	30
5. Communicate with funders	31
<b>Part IV: Appendices</b>	<b>32</b>
A. Lessons learned on NDI staffing from the Maghreb Academy	33
B. Staff assignments on the ground	35
C. Job description for part-time consultant	37
D. Maghreb Academy program agenda (public)	38
E. Annotated program agenda (for NDI staff only)	41
F. Political background information collected from field offices	47
G. Party invite letter	48
H. Participant invite letter	50
I. Participant registration form	52
J. Registration instructions and sheet for staff	55
K. Trainer invitation and preparation	57

L. Trainer terms of reference	63
M. Trainer logistics memo	73
N. Workshop materials checklist	76
O. Speaker invitations	77
P. Speaker terms of references	82
Q. Speaker thank you letter	94
R. Names of high-profile speakers for future events	95
S. Media firm request for a proposal	96
T. Media firm decision memo and correspondence with Operations	99
U. Hotel request for a proposal	103
V. Hotel decision memo	105

## **GUIDE OVERVIEW**

Political context and program objectives differ greatly from program to program, but many critical tasks – such as identifying a suitable location and crafting a program agenda – are inherent in event planning at NDI. This guide is intended to help NDI staff prepare for and convene a regional conference, using the fifth Partners in Participation Maghreb Regional Campaign Academy in Morocco as a comprehensive example.

The challenge in planning any event: where do you start? No right or wrong answer exists, but one component of success is absolute: you need a well considered plan. You will have to operate on multiple fronts simultaneously, and most of your tasks will be inter-connected.

The first half of the MENA Staff Guide for Planning Regional Events is broken into three parts, with several sub-sections:

### **Part I: Event Organization**

1. Choose your event dates
2. Select a venue
3. Prepare and monitor the budget
4. Hire and manage your vendors

### **Part II: Program Content**

1. Obtain stakeholder buy-in
2. Select your participants
3. Recruit trainers and experts
4. Identify and secure speakers
5. Understand the host country
6. Craft the program agenda
7. Prepare conference materials
8. Create a communications strategy
9. Plan your evaluation strategy

### **Part III: Relationships**

1. Build your NDI team
2. Partner with your region's DC and field staff
3. Interact with the NDI headquarters
4. Work with international partners
5. Communicate with funding agencies

This guide assumes you already submitted a proposal and received funding for your program, and thus have answers to: What tools or resources will make this an effective program? What is it NDI hopes to achieve with this activity? What are the intended results, both short-term and long-term? The ability to articulate specific and realistic objectives is critical, and will determine many of the needs particular to your event.

Please use the advice and checklists to prepare a “to do” list specific to your own event. A detailed plan will help you decide immediate versus eventual tasks and assign responsibilities accordingly. Such a list will ensure members of the core NDI team have a shared vision of what needs to happen and on what timeline.

You will most likely need to begin the initial planning process by asking:

- ❑ What is the right location? What kind of venue is needed?
- ❑ What are the preferred conference dates? How much time is there to plan?
- ❑ Whose buy-in do we need from NDI, partners, participants and others? What is our team’s strategy for obtaining this buy-in?
- ❑ Who are we primarily targeting as participants? How many, and what is the criteria?
- ❑ What kind of content or curriculum is appropriate?
- ❑ Who will be the most effective trainers or experts for the desired curriculum?
- ❑ Will we want high-level participation in the event? If so, what kind?

You will find many more questions throughout Parts I, II and III to help you prepare.

#### **Part IV: Appendices**

The second half of this guide contains several internal documents from the Maghreb Regional Campaign Academy, including terms of reference, invitation letters, detailed agendas, requests for proposals and decision memos.

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## PART I—EVENT ORGANIZATION

### 1. Choose Your Event Dates

Sometimes we have flexibility and other times we must schedule an event despite known time constraints or other potential conflicts. Your preferred dates will determine important deadlines for the different tasks associated with planning an event.

- ❑ Review the event’s objectives. What knowledge, skills, resources and/or contacts will participants ideally take away from the event? When and how do you hope participants will use this experience?
- ❑ Consider the timing and context. If planning an elections-related event, when are the elections and what are important campaign-related dates? Key dates include party or candidate filing deadlines, the timeframe for party list formation, and official campaign periods.
- ❑ Research other program activities in the country/region. How does your event fit into the larger NDI picture and goals for the region?
- ❑ Identify potential conflicts. Will Ramadan mean spotty attendance? Will Easter make it difficult to recruit trainers? If you’re inviting elected officials, will there be conflicts with legislative sessions?
- ❑ Coordinate with outside organizations. Check if others – an international agency, the political parties, a civil society group – are planning events or activities in the same time period or location.
- ❑ Research other factors, such as weather and tourist seasons. Conducting an event during “high season” may mean less availability and more expensive pricing. Similarly, rainy seasons may create tough travel conditions.
- ❑ Allow enough time to organize the event. Previous campaign school teams recommend four to five months for planning.

### 2. Select a Venue

You will want participants to feel comfortable and relaxed during the event. The hotel and conference venue should be neutral, especially for multi-party gatherings, and reflect sensitivity to cultural preferences. When reviewing your options, carefully examine the guest rooms, plenary room, workshop rooms, restaurants and security arrangements to make sure the space suits your needs.

- ❑ Research hotel and conference venues appropriate to your audience(s) and check availability.
- ❑ Consider convenience to the airport and other transportation hubs, and tourist attractions.
- ❑ Determine additional needs such as equipment, food, transportation, Internet access, special security arrangements, and a staff office, and check if they are available at the hotel/venue. Quick access to all or most amenities will make logistics easier to coordinate.

- ❑ Secure ample hotel rooms for your preferred dates. Make sure you have enough nights reserved *and* rooms for participants, trainers, staff and other guests. You may need extra rooms to handle unexpected increases in the number of attendees.
- ❑ Secure conference space with a plenary room and rooms for workshops or discussions. Check if space exists for translation booths. Place breakout tables in the workshop rooms if possible; this will keep everyone in the same room and save NDI money.
- ❑ Carefully review the contract(s) for the hotel and conference venue, in particular the cancellation policies. If you're not careful, you could get stuck with costly fees.
- ❑ Review the package to see what is included and what is additional – for example, projectors or sound equipment – and make sure the proposed budget addresses all costs. Negotiate worrisome clauses.
- ❑ Follow bidding procedures. Circulate a request for a proposal (RFP) and solicit at least three bids from prospective venues. Prepare a decision memo for Operations and internally route this memo with the RFP, the bids and the contract. Allow time to answer any questions that Operations may have.
- ❑ Make initial payments as agreed once the contract has been signed.
- ❑ Design the setup you would like for the plenary, workshop and other rooms.
- ❑ Identify appropriate locations for coffee breaks, meals and receptions. If possible, reserve a private space for group meals.
- ❑ Review menu options and participants' needs such as food allergies, vegetarian options and halal requests.
- ❑ Prepare a list of confirmed guests for the hotel. This list will include full names, arrival and departure dates and times, and requests such as early check-in or VIP suites. Double check this list.
- ❑ Establish a staff office to use throughout the event. This room should have enough tables and chairs for multiple staff and trainers, supplies and ample Internet connections if possible. Access to a color printer, photocopier and fax machine is recommended. Photocopying and printing can be extremely costly if done through the hotel business center.
- ❑ Have all NDI staff tour the facilities so that everyone is familiar with what is available to participants and other conference guests.
- ❑ Prepare an annotated agenda for the hotel and venue staff that explains timing and set up for room configurations, audio visual equipment, coffee breaks and meals. Meet with the venue staff to explain the agenda and walk through set-up and break-down needs and related timing.
- ❑ Place signs (including banners, roll-ups and directional posters) throughout facilities the day before the event. Make sure they are clear, easy to read, and in the right languages.
- ❑ Arrange a registration desk and make sure it is easy for participants to find.
- ❑ Designate a staff person to work with the reception staff each morning to ensure arrivals and departures are recorded correctly.
- ❑ Obtain a list of room assignments so you can contact trainers or participants quickly, if needed.

- ❑ Designate a staff person to work with the venue staff each day so that room set ups are arranged properly. Allow at least 45 minutes to prepare and check plenary and workshop rooms before each activity.
- ❑ Remove signs from the facilities.
- ❑ Pack up the staff office.
- ❑ Review all charges and make final payments.

### 3. Prepare and Monitor the Budget

Like any program, you will need to watch your budget carefully. Follow the general guidelines with which you are already familiar.

- ❑ Prepare an excel sheet with projected costs. You may have:
  - Hotel rooms (participants, staff, trainers, presenters, VIPs, partners, U.S. or other officials)
  - Conference venue (workshop/plenary rooms, staff room, media space)
  - Staff time (core team, expanded NDI team, trainers, field staff)
  - Project consultants
  - Paid trainers
  - Per diem (international and local staff, trainers and presenters)
  - Food (meals, coffee breaks, outside receptions)
  - Communications (Internet, email, phone, mobile phones, phone cards)
  - International airfares
  - Domestic airfares or travel
  - Travel-related costs (visas, excess baggage, etc.)
  - Local transportation (cabs)
  - Special outings
  - Audio visual equipment or other equipment rental
  - Translation (unless working entirely in one language)
  - Interpretation (unless working entirely in one language)
  - Room decoration (event banners, signs, etc.)
  - Materials (the program, biographies, table tents, badges, etc.)
  - Follow-up activities in the region or in-country
  - Photographer/videographer
  - Security
  - Media relations firm
- ❑ Designate a core team member to maintain the budget and monitor expenses. Ensure that the field representative and other staff log all major expenses with this designated team member.
- ❑ File receipts carefully. Do you want to designate one person to whom all receipts are given or by whom receipts are organized? Either way, each staff member should keep receipts of all expenses incurred. Maintain a log for items like taxis, for which no receipts are available.
- ❑ Plan staff time. Determine how much of the expanded NDI staff time can be billed to your program and circulate this information before the event. Limit comp. time to a reasonable number of hours.



- ❑ Reconcile outstanding advances so that Accounting will process new wire requests when you need. Otherwise you may have problematic delays.
- ❑ Reconcile expenses and payments including the hotel and other vendors. Follow Accounting's guidelines and complete the appropriate forms, available on the Intranet.
- ❑ Reconcile expenses for trainers, speakers and others to process immediately after the event.
- ❑ Submit invoices and check requests for paid trainers or consultants, as well as pro bono trainers who had expenses, and ensure that requests are processed.
- ❑ Determine how much money is left – taking into account follow-up activities and outstanding bills – and whether additional exercises, events or activities should be planned.

#### **4. Hire and Manage Your Vendors**

Making logistics appear seamless is never easy, but is especially difficult in most places in which NDI operates. Over the course of your event, you will likely contract with several vendors, including interpretation and translation services, an audiovisual equipment provider, a transportation company, and venues for special outings. You may also wish to hire a photographer and videographer to cover your event.

##### *Managing interpreters and translators*

While the pricing may seem high, interpretation and translation are not areas on which you should skimp. Selecting qualified translators and interpreters who understand the context of NDI's work is very important. You need interpreters who can keep pace with a diverse group of speakers discussing complex and vague concepts with specialized vocabulary. For example, how do you succinctly translate "door-to-door"?

Also, if it's an all-day, multi-day event with simultaneous workshops and discussions, you need many translators to allow for breaks. To conduct three workshops at a time, for example, you need six interpreters. Don't underestimate – it's better to have too many rather than too few translators.

For written materials in Arabic, use MENA's Arabic Translation Center in Lebanon as much as possible. This will increase the chances participants will understand the terminology and cut down on time lost to proof reading documents after translation. Keep in mind that the Center will need advance notice and sufficient time to translate.

##### *Interpretation:*

- ❑ Determine the interpretation style your event will need. Will you use simultaneous translation or consecutive translation or both? Some trainers or presenters have preferences.
- ❑ Determine how many interpreters are needed for the duration of the event. Do you have breakout sessions, consultations or social events that require additional interpreters to be on hand?
- ❑ Research qualified firms or individuals and issue a request for a proposal.

- ❑ Select a firm after careful reviews and discussion with each bidder. You will need to prepare a decision memo and route the contract with Operations if the amount is \$5,000 or more – which is almost guaranteed.
- ❑ Arrange for equipment, microphones and translation booths. It could be worth paying extra for newer equipment if the majority of the training will have simultaneous translation. You may pay higher prices if your interpreters directly sub-contract the equipment.
- ❑ Prepare hotel and transportation allowances for translator team if this has been agreed.
- ❑ Share the draft agenda with the selected interpreters.
- ❑ Designate a staff liaison for the interpreters during the event.
- ❑ Convene a meeting with the interpreters before the first session and brief them on the event objectives, program content and participant needs.
- ❑ Schedule a time for trainers and interpreters to meet to discuss content and answer questions. These discussions will help the interpreters to become familiar with the presenters' rhythms, speed of speaking, and accent.
- ❑ Share copies of the presentations with the interpreters in advance of the sessions.
- ❑ Distribute translation equipment in a timely manner; for example, have the headphones placed in advance on the training tables or the plenary chairs.

*Translation:*

- ❑ Organize a translation team that can handle multiple items simultaneously.
- ❑ Determine assignments. Who will translate the program materials (including agenda, program description, agenda, participant lists, speaker bios, trainer bios, staff bios, acknowledgements and other materials)? Who will handle the trainers' materials?
- ❑ Create a terminology cheat sheet that ensures consistency if you parcel out the materials to more than one person. Otherwise, you may have slightly different language throughout your program materials.
- ❑ Set realistic deadlines to have all materials ready for translation. For trainers' presentations, you will need to ensure enough time. (Ideally, at least two weeks.)
- ❑ Have fluent staff review the translated materials. You will almost always find mistakes, especially if allotted turn-around time was short. Plus, the formatting may need adjustment.
- ❑ Plan for last-minute translation needs.

*Audio visual equipment:*

- ❑ Solicit bids for audio visual equipment providers if you need additional equipment not provided by the conference venue. For amounts over \$5,000, you will have to route the contract and bids with Operations before hiring a firm.
- ❑ Secure necessary equipment such as:
  - Microphones (for example, wireless or lavalier) and speakers
  - Projectors
  - Screens
  - Laptops
  - Video equipment for special sessions (for example, media skills practice)

- DVD or CD players
- Translator booths
- Translator equipment
- ☐ Set up and test equipment prior to the event's opening.

*Other Vendors:*

- ☐ Hire a transportation company to ensure timely arrivals and departures from airport and to/from the hotel. Provide the company with the signs you would like used at the airport as well as a sheet with the passengers' itineraries. If the amount is over \$5,000, you will need to complete the RFP process.
- ☐ Hire a professional photographer for the duration of your event, if desired. Direct the photographer so that the images you want are captured.
- ☐ Hire a videographer for the duration of your event, if desired. Brief the videographer beforehand so the right footage is properly captured.

*Outside Venues:*

- ☐ Identify appropriate venues for dinners and other outings for participants. Consider travel time, noise, level of appropriateness, cost, privacy, menu options and weather conditions.
- ☐ Arrange transportation to/from the outside events for all participants, special guests, trainers, staff and interpreters.
- ☐ Have sound equipment available if speakers will offer remarks at the outside venues.

FOR ALL VENDORS

- ☐ Submit check requests or wire transfers for the agreed upon payments immediately following the event. Review the bills first to make sure they comply with the original contracts.

## PART II—PROGRAM CONTENT

### 1. Obtain Stakeholder Buy-in

It is important to obtain buy-in from your intended program targets – whether political parties or civil society organizations – early in the program design. You should take inventory of who the stakeholders are and look at all possibilities so you don't inadvertently damage relationships. Ideally your partners on the ground helped create the program concept and design, and so already look forward to your event. Regardless, your team should work to obtain program partners' buy-in as soon as possible.

Since your event will take place in the context of ongoing in-country or regional activities, this responsibility will likely go to field staff already partnering with the organizations. You will want to make sure relevant field offices are informed and know the event's timelines and considerations. It is your job to ensure regular and clear communication to the DC and field staff so that partners across the region receive similar, up-to-date information. (Please see Part III's *Partner with Your Region's DC and Field Staff* for more on this subject.)

- ❑ Establish the intended profile of partner organizations on the ground. Which political parties or CSOs meet the criteria? Is your list of proposed partners politically balanced and explainable?
- ❑ Explore how the organizations' leaders will view your intended activities. Do you need their support and if so, when? What are the benefits to their organizations? Will any of your activities seem threatening?
- ❑ Identify whose buy-in and support you need within each organization. Beyond the leaders, whose and what help will you need?
- ❑ Determine the role you wish the organizations to play. For example, will parties or CSOs be allowed to select participants, nominate participants, approve participants, or none of the above? If you leave participant selection to the partners you will need to give guidelines for the type you seek and specifics such as the number and level of women, language availability and more. If NDI selects the participants directly, then think creatively about how to involve the organizations. Put it all in writing.
- ❑ Decide the financial or material support, if any, you wish the program partners to offer. For example, do you want them to sponsor part of the travel or provide a meeting space?
- ❑ Designate in-country field staff (if an office exists) to handle communication with program partners. The contact person should be someone who is already familiar with them.
- ❑ Design a communication strategy for your field colleagues to use when contacting selected partners on the ground. This should include suggested talking points with a description of the event and how you see it fitting into the larger NDI and program partner context.

- ❑ Send regular updates to the program partners through the field staff. Include the translated one-page overview, the agenda, speakers' bios and other information.
- ❑ Involve the program partners' leadership in the event's activities if possible. Would a party or CSO leader wish to participate in a roundtable or offer remarks in the opening or closing ceremony? Avoid seeming partisan and ensure a comfortable atmosphere.
- ❑ Provide a summary to each partner on what took place at your event and how this activity will impact the organization. Thank the program partners for their participation.
- ❑ Explore ways to further share this activity with program partners. Is there a follow-on activity you could offer, such as training-of-trainers for interested participants? Could you help convene a discussion within the party on a particular topic?
- ❑ Support participants as they return to their organizations with new knowledge, skills and contacts. Brainstorm with each field office. Is there a way to help the women share these skills with party member and leaders? Offer a newsletter to update participants on new happenings and resources? Support the creation of a more formal network?

## 2. Select Your Participants

The participant recruitment process is central to your program objectives: who is it you wish to take part in the event, and to what end? A program designed for experienced political candidates will be different than one created for mid-level party activists.

For a regional event, you will aim for multi-party balance as well as multi-country balance. Participants with different nationalities may mean diverse languages, religions, cultures, and political systems. Plus, participants' experience levels, as well as familiarity with NDI, will vary. Creating a profile of the target participant is critical when it comes to designing the program agenda and curriculum. The more specific you can be on the participant criteria, the better your eventual results.

You should recruit field offices to help with contacting participants so that participants feel they have someone close by to call with questions. Also, having permanent field staff handle this communication is part of a relationship-building process that will strengthen NDI's long-term partnerships with the organizations.

- ❑ Choose the criteria you will use to select participants. Potential criteria, particularly for a party-related event, include:
  - Relevant role within the organization (for example, a local campaign manager, a candidate for office, or a press secretary)
  - Experience and level within the organization
  - Leadership experience
  - Profile within their organizations and communities
  - Ability to influence or promote any follow-up work within the organization

- Sex (for an event specifically for women, for example)
  - Age (for a “youth” program, for example)
  - Written and oral language ability
  - Party affiliation and balance
  - Demonstrated interest in leadership/mentoring/training/etc
- q Decide if others will participate, such as activists from periphery countries or outside the region. For example, the Maghreb Academy included women from Iran, Jordan, Lebanon and Qatar.
- q Create a strategy for finding and selecting the participants. How much say will you give the program partners? And how much involvement do you need from the field offices? Should NDI staff use its knowledge of the partners to choose participants? Make sure you are clear when presenting the criteria to both field offices and program partners.
- q Prepare and translate an invitation letter for the participants. This is in addition to preparing a letter aimed at the CSO or political party leadership.
- q Get participants’ buy-in so they are committed and willing to work hard. One way is to have them complete an application, which creates a sense of competition and accomplishment in being selected. Aside from basic information, ask for professional background; role within the organization; perceived strengths and weaknesses; short-term goals; and long-term objectives. Translate the application form into the appropriate languages and distribute them.
- q An additional idea for obtaining buy-in: have each participant sign a brief memo of understanding that explains the program’s objectives and what will be expected from both the participant and NDI in the lead-up, during and after the conference. Decide if there is “homework” you would like participants to do before the event, for example, collecting district or election data.
- q Make sure the proposed participants meet your criteria as you receive names and/or applications. If not, your designated staffer may need to talk with the partner organization again or have the team reach out to different contacts.
- q Prepare a registration form for field offices (or DC staff if none exist) to distribute. This will ask the same information as an application (if one wasn’t required), but also information on the participant’s passport and contact information; food requests or allergies; special housing or travel needs. Make sure to obtain the correct spelling of each participant’s name. Know which name is first and which is last. Request photos too.
- q Translate completed registration forms.
- q Create a database on the participants that records registration information and itineraries.
- q Research and obtain visas. Participant visas should be handled by each field office (for example the Lebanon staff should secure a Lebanese participant’s visa to Morocco). Help from the host country staff or event team may be needed.
- q Book participants’ flights. This should ideally be handled by the in-country office or relevant DC staff if no field office exists.
- q Determine per diem or travel reimbursement money. If possible, have the in-country staff distribute money so participants have it and the core team doesn’t have to carry large amounts of cash.

- ❑ Arrange local transportation to and from the airport or train station. Notify participants and field offices of arrangements so they are all comfortable and secure.
- ❑ Send the translated program agenda and logistics memo, plus any briefing or background information, to participants one week in advance of the conference.
- ❑ Prepare welcome letters, packets, name badges and/or table tents to distribute during the registration process.
- ❑ Identify participants you may wish to track after the activity. Interview these men or women during the event so that you have a baseline from which to track.
- ❑ Prepare a signed conference certificate for each participant.
- ❑ Copy the final program and training materials (in translated form and English) onto a CD-Rom for each participant.
- ❑ Share a group photograph, if one was taken, with the participants.
- ❑ Conduct follow-up activities such as roundtable discussions, one-on-one interviews, or additional trainings.

### 3. Recruit Trainers and Experts

Participants' needs should determine your program curriculum, but you most likely need to approach trainers before you know the specific participants' weaknesses and interests. That means the clearer your original objective – to provide candidates for upcoming elections with enhanced communication skills – the more success you will have at finding appropriate trainers. Trainers and speakers' areas of expertise will ultimately shape what you can and cannot offer to participants.

Working with trainers requires thought, preparation and diplomacy. What is it you want the trainer to do? When, and how often? What else do you need before, during and after the event? Providing comprehensive information to experts will help increase the likelihood that trainings and workshops are relevant and appropriately focused.

*Identify potential trainers:*

- ❑ Identify the types of trainers you seek for the program. For example, a communications consultant who can train on presentation skills or a GOTV expert to help party activists understand grassroots organizing.
- ❑ Create a list of potential trainers' names, drawing from your own knowledge and programs, functional teams, and other NDI staff who have experience with this kind of event. Identify who will require payment versus those who will participate pro bono.
- ❑ Narrow the list into tiers of first and second choice. Important criteria might include:
  - Topical or thematic knowledge and experience
  - Familiarity with the region
  - Language ability
  - Seniority level
  - Sex
  - Relevance of political systems

- Relevance of country context
- Political party affiliation (especially for a joint NDI-IRI event)
- Designate one team member to make contact with the potential trainers. Explain to them what you need; why each person is a good fit; the proposed dates and location, as well as how much time would be spent traveling; a short description of what you will want the person to do while on the ground; what expenses will be covered; and attach the one-page program overview. Mention who recommended the trainer.
- Respond to initial questions or concerns, and, if they agree to participate, follow up with proposed itineraries for their approval.
- Plan within the overall calendar so you have enough time to recruit new trainers or deal with cancellations.

*Prepare the confirmed trainers before the event:*

- Check for existing contracts with NDI. If not, you may need to create one using the online HR form and attaching the resume. You will also need a “job description” of the work required and experience needed.
- Designate a staffer to handle trainer travel and logistics. Ideally, this person should be the same one who made initial contact. Obtain preferred airlines and other timing/seating preferences, and reserve and purchase tickets. Allow time for unwanted delays and cancellations, rest before the training begins, and trainer briefings.
- Arrange for visas and help trainers meet other travel requirements.
- Determine what expenses you will cover, for example, local transportation to and from the airport, Internet access, phone cards or in-country taxis.
- Provide each trainer with a specific assignment – such as “you will be the trainer for public speaking and presentation skills.” Provide breakdowns of how you envision trainers using the time allotted and what deliverables are expected. Share training materials and exercises that might help the trainers prepare, along with a description of the participants’ profiles.
- Introduce the program staff and detail expectations in a group email to or conference call with trainers. Explain important deadlines and guidelines, particularly for translation of presentation material.
- Prepare and distribute a comprehensive terms of reference and briefing books at least two weeks in advance. This will help the trainers develop more relevant presentations and exercises. Also, include a request for brief evaluative memos from each trainer at the close of the event.
- Distribute a logistics memo that includes staff contact information, hotel details, dress code, weather and currency information, and the process for expensing receipts.
- Follow up with each trainer to see if he or she has questions or concerns on the program content or logistics.



*On-the-ground arrangements:*

- ❑ Translate training materials (presentations, exercises and handouts) into appropriate languages. Check for culturally insensitive use of images, language or case studies.
- ❑ Prepare welcome packets and a contact information sheet. Have a list of trainers' phone numbers or arrange local mobile phones to use so communication is easier.
- ❑ Arrange for a team member to greet trainers at the airport or hotel. This will prevent "losing" a trainer and ensure he or she attends any briefings or meals scheduled in advance of the opening day.
- ❑ Schedule country and thematic briefings with ample time for question and answer. For campaign-related events, include overviews of electoral systems, parties' strengths and weaknesses, and participants' backgrounds.
- ❑ Provide a space for trainers to check email. This may or may not be the staff office.
- ❑ Ask trainers to inform staff when they plan to leave the venue for long periods of time.
- ❑ Arrange special opportunities for trainers such as special outings to the souq or carriage rides through the city center. Trainers will most likely request time off to explore.
- ❑ Give small thank you gifts – such as a tourist token – to the trainers.
- ❑ Arrange return transportation to the airport.

*After the event:*

- ❑ Send thank you emails or letters to trainers and mention that you look forward to their candid feedback on the event. Also request that any outstanding receipts be submitted as soon as possible.
- ❑ Provide feedback to the functional teams and others on the trainers' performance. Share new resources such as PowerPoints, handouts and simulation exercises.
- ❑ Share a confidential performance report with each trainer once the data is compiled.
- ❑ Maintain contact with the trainers and let them know of any news on the participants.

#### **4. Identify and Secure Speakers**

Depending on the scale of your event, you may need to secure high-level speakers from the U.S., Canada, Europe, the host country or elsewhere. Doing so takes time and energy. Waiting until the last minute is a bad idea. An invitation issued just two or three weeks before a conference may indicate that the invitee was not at the top of the speakers' list. Plus, if you would like speakers from the region – such as from Morocco or Algeria – the first question they may ask is "who else is speaking?"

Another reason to quickly secure your speakers is that their availability will determine key parts of your agenda, in particular, the opening and closing keynote content. If you plan to contact VIPs through NDI's Executive Office, build in time to accommodate

multiple requests and regrets. (Please also see Part III's *Interact with the NDI Headquarters* for more on this topic.)

*Identify the potential speakers:*

- ❑ Identify a targeted list of potential speakers and obtain approval from your regional team director or other manager.
- ❑ Draft letters to the speakers you wish to invite.
- ❑ Get letters approved and signed by the appropriate NDI representative, such as the president, regional director or country director.
- ❑ Send the invitations by the most secure means possible. For congressional members, make sure to fax the invite.
- ❑ Follow up with the appropriate staff person, such as the congressional member's scheduler, to see if the invite was received and is being considered.
- ❑ Work with the staff of potential speakers to determine available times and acceptable itineraries.

*Prepare for the speakers before the event:*

- ❑ Purchase an airline ticket for the speaker. Make sure you comply with Fly America guidelines or file a qualifying memo for business or non-compliant flights.
- ❑ Arrange appropriate local transportation, such as a sedan and driver, for the duration of the speaker's stay.
- ❑ Obtain any necessary visas. Someone traveling with a diplomatic passport may require a different visa procedure.
- ❑ Complete relevant government forms such as the new U.S. congressional form issued in April 2007. These forms require a minute-by-minute agenda for the speaker and take an extensive amount of NDI staff time to complete. Without the form accepted and approved by Congress, a congressional speaker cannot travel with NDI.
- ❑ Arrange suites/deluxe rooms as needed. Take into account security requirements, room preferences, political sensitivities, and need for a private meeting or interview space.
- ❑ Prepare speaker terms of references and briefing books, and include suggested talking points for the remarks. Share pertinent logistical information.
- ❑ Draft talking points for introducers that include highlights of the speakers' accomplishments.

*On the ground arrangements:*

- ❑ Designate a staff member to liaise with each VIP. Send his or her contact information to the VIP's staff in advance of the event.
- ❑ Purchase gifts, such as a coffee table book or staple item from the host country. This may require permission to use non-federal funds.
- ❑ Arrange greetings at the airport or upon arrival at the hotel. The designated staff member should be available to do this.
- ❑ Arrange special VIP opportunities such as introductions to other VIPs, special tourist outings, photo opportunities, etc.

- ❑ Ensure an interpreter is available to the VIP during press interviews or at meetings, receptions and before/after the speech.
- ❑ Confirm return flight information and arrange transportation to the airport.
- ❑ Follow up with the speaker's appropriate staff person to let him or her know the speaker is en route.

*After the event:*

- ❑ Promptly send thank you letters to the speakers. Share photos from the event.
- ❑ Send the speaker's staff a thank you email. This will help NDI to maintain contact with the speaker in the long term.

## **5. Understand the Host Country**

Staff organizing an event must be up-to-date on the political context and issues with the host country government or other entities. NDI's ability to operate freely varies from country to country. In some places, NDI is given free reign, while in other countries NDI must obtain permission from the government to conduct certain activities. Will NDI need formal or informal permission to convene the conference? Will certain government officials pose a problem?

High-level host country involvement in the event as speakers, presenters, trainers or observers may be expected. This can be to NDI's advantage. Inviting officials – as long as their presence will not make participants uncomfortable – may work well to obtain buy-in. The presence of recognizable figures ensures that those wishing to derail the event think again. (International speakers can also help.)

Host country staff should build and/or maintain the on-the-ground relationships. The event's team leader may soon depart and you don't want that person to take the contacts with key officials. This approach allows for continuity and means that your program presents a valuable opportunity for field staff to strengthen existing partnerships and relationships.

- ❑ Identify who needs to know about the program such as the foreign ministry, governors or mayors, the embassies, etc. Inform appropriate authorities about the event if necessary.
- ❑ Research and obtain written approvals or permits, if necessary.
- ❑ Identify potential speakers from the country. Who will resonate with the audience? Who will attract positive attention (if press is desired)? Does propriety demand that you offer speaking roles to particular individuals? The regional and country directors should approve this invitation list before contact is made.
- ❑ Initiate a round of meetings to share information about the conference and explain how it will benefit the different speakers, invitees and officials. (This assumes you want to share information with officials. There may be good reasons not to.)
- ❑ Send invitation letters in the appropriate language. Have the appropriate NDI representative (NDI's regional director, country director, program manager or Ken Wollack) sign them.

- ❑ Invite men, and not just women, even if it's a so-called "women's" event. The presence of high-level men is important for demonstrating support for the participants' accomplishments and objectives.
- ❑ Invite women to participate in an event that will be attended mostly by men. Provide women with speaking roles.
- ❑ Confirm times with the speakers who RSVP yes.
- ❑ Arrange appropriate security for high-level visitors.
- ❑ Send a brief memo with background information on the event and attach suggested talking points. Include information about who else will provide remarks, the speaking order, logistics such as the location of a VIP holding room, and staff contact information.
- ❑ Assign staff to liaise with speakers and greet them upon arrival.
- ❑ Have an interpreter available before and after the speaker's session and in media interviews.
- ❑ Arrange special photo opportunities and introductions as appropriate.
- ❑ Promptly send thank you letters in the appropriate language. Include photos from the event and share positive press coverage.

## 6. Craft the Program Agenda

A results-oriented and focused program agenda is central to the success of your event. What initial activities will create a welcoming and comfortable atmosphere? What workshops, lectures or presentations should your curriculum feature? And what is the right sequence to use in planning workshops and other activities?

The answers to these questions will depend on your overall objective, the type of participants you target, their experience levels, familiarity or tension between participants, and the trainers and experts you choose to employ.

*Inform your agenda:*

- ❑ Brainstorm with your team on the conference's content. Your objective should serve as the starting point: what are the participants' needs? What skills, knowledge and experiences do you wish for participants to develop, and how will they use the information in the future? What are the first, second and third priorities? What are the right methods to employ?
- ❑ Consult NDI colleagues with relevant experience and knowledge.
- ❑ Review agendas for past NDI activities and examine program evaluations to know what did and didn't work. You may find more helpful information in internal memos and notes than in reports for external audiences.

*Structure the agenda:*

- ❑ Determine your overall approach. How much of the agenda will be dedicated to presentations or panel discussions versus workshops and group activities?
  - For presentations, think about what information is most useful, who is best positioned to make the presentation, and the right timing.

- For plenary sessions, try to keep them short – one hour at the most. Allow time for participant Q and A.
- For workshops, consider allotting three hours for each session, with a 30-minute break in the middle. Two hours might seem like a lot, but it's often not enough time for theory, practical exercises and translation.
- Allot time for opening and closing ceremonies, if any, and decide how formal these events should be. Remember the potential availability of your intended speakers.
- Determine how participants will be grouped. Will they move together as one group or will they divide into smaller groups for workshops and exercises? If smaller groups, how will you divide them? Language ability, experience level, and party roles (a candidate versus a party worker) are possibilities.
- Determine when breaks are needed. Coffee breaks should be 30 minutes and no shorter. Lunch breaks should be at least 1 ½ to 2 hours.
- Build in time for networking. If participants are assigned to one group, provide other opportunities for them to mix. If language barriers exist, have interpreters or staff available to help promote dialogue.
- Build in time for rest and optional sightseeing. Addressing participants' requests up front is the best approach. You can offer a group tour early in the conference. It might seem unnecessary, but a tour could help create a relaxed team atmosphere – and prevent complaints.
- Avoid too many speeches and presentations during the coffee breaks and meals. Allow ample time for networking and casual conversation, even if networking isn't an "official" program objective. Participants need time off.
- Decide if any sessions or events will be optional. This could include private consultations, practical exercises or special workshops.
- Plan optional dinners or free evenings on at least one or two of the nights. Participants, staff and trainers need breaks from each other, too. Provide transportation to tourist sites on one of the days, and distribute maps of the city and lists of cab companies with phone numbers. You may also suggest restaurants.
- Decide the right sequence of activities. What needs to come first, second, third? Do any workshops depend on familiarity with a key concept? For example, before practicing public speaking, one needs to review and practice message development and presentation.
- Think carefully about the opening day. What presenters will set the right tone? What activities will generate a relaxed learning environment? Strategize on effective approaches to participant introductions. It might not be feasible to have 60 participants present themselves. If so, you could have participants participate in a reverse-survey exercise that encourages them to move around the room and greet each other.
- Designate time to explain the agenda. A staffer very familiar with the program – and for ease of translation, perhaps someone fluent in the language – should explain the program's structure and describe important logistics (such as when and where meals are, where buses will be located, what time breaks will be, etc.). Build in time for reminders throughout the event.

- ❑ Allow time to describe optional sessions or activities, particularly if you are using a sign-up process.
- ❑ Allot time for a discussion on ground rules like “no cell phone calls during trainings” or “respect others’ opinions.” This discussion could be led by a trainer or staff member – perhaps the same person who walks participants through the agenda.
- ❑ Review plans for the closing day. Will activities culminate in some sort of simulation? Will you offer certificates in an awards ceremony?
- ❑ Remember the culture in which you work and allow for prayer time or other factors.
- ❑ Create a framework for the agenda. Then fill in the blanks, always keeping in mind your overall program objectives.

*Obtain feedback and prepare a “final” agenda:*

- ❑ Have team members provide input into draft agendas and review feedback.
- ❑ Circulate an agenda to your manager or regional director as well as other interested parties such as the host country director. Incorporate feedback to produce a final agenda and translate it into the appropriate languages.
- ❑ Distribute the agenda to field offices, participants, partners, funders and other interested parties in advance of the event.
- ❑ Be prepared that your “final” agenda will change to accommodate cancellations, delays, last minute speaker additions and other issues.
- ❑ Prepare an annotated agenda just for the NDI event team. This agenda builds on the formal program agenda and is more detailed than the one shared with the venue staff. It should chronologically list staff/trainer/participant/VIP/other arrivals and departures; timing of tasks with names and responsibilities assigned; meeting times and locations; and logistical arrangements for room set-up, coffee breaks, meals, transportation and special outings.

## **7. Prepare Conference Materials**

Most events require a great deal of paper. You will have program agendas, participant lists, speaker descriptions, trainer and staff biographies, table tents, name badges...and the list continues. Plus, you will probably need to translate the materials into at least one language, if not two.

*Here is a list of materials you will need to create and translate:*

- ❑ Program overview
- ❑ Program agenda
- ❑ Acknowledgements page
- ❑ Participant bios (or names and titles, and include photos if possible)
- ❑ Speaker biographies (include photos, if possible)
- ❑ Trainer biographies (include photos, if possible)
- ❑ Staff biographies (include photos, if possible)
- ❑ Speaker and participant table tents
- ❑ Name badges for participants, staff, trainers, speakers, technicians, and press

- q Conference certificates
- q Participant room list
- q Participant and trainer contact information
- q Signs to direct participants to activities
- q Workshop sign-in sheets
- q Trainers' PowerPoint presentations
- q Handouts and practical exercises
- q Evaluation forms
- q Manuals and guides
- q Maps and entertainment guides/recommendations
- q A staff and vendor contact sheet (for staff)

*Materials you may wish to have specially created:*

- q A logo – make sure you have the .eps file necessary for high quality printing
- q A folder to hold program material
- q A program booklet (but keep in mind last-minute agenda changes, participant cancellations and translation needs before deciding to do so)
- q Outside banner(s)
- q Inside banners and roll-ups
- q Podium signs
- q Conference certificate design
- q A small gift for participants, such as a silver pin with the Partners in Participation logo or a leather bag with a discreet logo
- q Pens with conference logo
- q Notepads with conference logo

*Other supplies and equipment to have on hand:*

- q Color printer
- q Paper
- q Photocopier
- q Flip charts, paper and markers
- q File folders
- q Sticky notes (small and large)
- q Multiple staplers, staples, and staple removers
- q Paper and binder clips
- q Pens and pencils
- q Envelopes
- q Stickers (name or label)
- q Masking or scotch tape
- q Glue
- q Flash drives
- q Blank CDs
- q Internet access

## 8. Create a Communications Strategy

Our programs usually take place quietly. In the case of the Partners in Participation event, though, an extensive media outreach campaign was integral to the event's objectives. The campaign academy for women leaders presents a rare opportunity to highlight accomplishments in the country and region as well as NDI's work. Press coverage provides an opportunity to reach others in the region that may be interested and inspired by women's participation and the leaders taking part in the event. (MENA Director Les Campbell calls this win-win-win: win for NDI, win for the women, and win for the host country.)

You may have unwanted guests intrude or surprise interviews taking place in the halls. Even if no media coverage is desired, it is critical to have a strategy to effectively handle press.

- ❑ Plan what can be shared publicly and with the press. Is it a copy of the agenda? A list of the speakers? Make everyone on the NDI team aware of these guidelines.
- ❑ Decide when the press can access activities. At most, this usually includes the opening and closing ceremonies and perhaps plenary sessions. Avoid giving access to workshop trainings; the media's presence prohibits a comfortable environment for participants.
- ❑ Decide if an outside media firm is needed: this has worked well in some places (Kuwait), not as well in others (Marrakech). Follow Operation's rules for hiring a firm. Make sure to route the RFP, decision memo, bids and contract. Carefully review the bidders' credentials and qualifications of the team with which you will be provided.
- ❑ Designate a senior staff member to manage press contacts – whether wanted or unwanted – or oversee the outside firm. Prepare talking points for this person. A fluent and knowledgeable member of the field office is ideal. Make sure other staff direct press to this person.
- ❑ Prepare a list of targeted media at the local, regional and/or international levels if a media campaign is planned.
- ❑ Establish the overall message of the event. This is especially important if you will have press attend.
- ❑ Draft and translate an initial press advisory and press release one week or more in advance. Circulate these to the targeted list of media outlets and follow up with phone calls or emails.
- ❑ Centralize a list of accredited media guests and prepare press credentials.
- ❑ Prepare press packets to distribute the day of the event. Place signs appropriately that indicate where the press should go.
- ❑ Select in advance the participants you may wish to feature in interviews and prepare them on how to handle the interviews. Focus on the overall message to emphasize and suggest talking points. (This is a great opportunity for participants to practice public speaking skills.)



- ❑ Schedule interviews. Track which ones take place and what was said as well as when to expect them to air.
- ❑ Have a system in place to handle interlopers. If possible, the designated staff member should intercept them and record names and news outlets. Have ready any information that can be shared publicly.
- ❑ Circulate a final press release that summarizes the conference's achievements, if a formal media campaign was conducted.
- ❑ Compile and translate press coverage including news clips, television interviews and radio appearances.
- ❑ Research ways to promote the program through the NDI website, iKNOW Politics, Aswat.com, newsletters and other tools.

## 9. Plan Your Evaluation Strategy

While program evaluation is the last subject in this part of the guide, it's actually the starting point for all of your activities. What is it you hope to achieve with this event? What are the anticipated results, and how will you measure them? What tools will you need or develop? Having a strategy in place from the beginning will help your team meet its goals.

- ❑ Detail the results you expect from the program. Identify key indicators.
- ❑ Determine what methods to use for capturing this information and when to use them. Will you use written evaluation forms? Follow-up interviews with select participants? Roundtable discussions in each country? Track participants through elections or another milestone? Track media coverage?
- ❑ Organize a timeline for the evaluation.
- ❑ Prepare workshop or daily evaluation forms to capture immediate feedback after workshops. This questionnaire should be short and offer mostly close-ended questions, but also have an optional write-in section for those who have comments. Translate the questionnaire into the appropriate languages.
- ❑ Prepare an overall conference evaluation form. This questionnaire is longer than the workshop/daily evaluation form, and should ask questions about the overall program's content, structure and organization. Though they require more time, direct, open-ended questions will give you invaluable feedback and quotes.
- ❑ Prepare an evaluation form for trainers and experts. This can be adapted from the conference evaluation form. Their input will be very helpful for report writing.
- ❑ Identify participants you may wish to track. Interview these men or women during the event so that you have a baseline from which to track them.
- ❑ Have a fluent team member translate the responses. Compile the participants' evaluation forms so you can more easily compare results.
- ❑ Collect and review evaluation memos from trainers, staff and other individuals who participated. Follow up with interviews and/or additional questions.
- ❑ Prepare guidelines for staff conducting in-country or regional follow-up activities and interviews.
- ❑ Draft and finalize a report for external audiences.
- ❑ Draft and finalize a memo for internal audiences.

- q Save all relevant files (final conference materials, planning documents, training material, photos, etc.), onto the shared K drive. Use a logical system for organizing the files so future projects can build off your team's work.

## PART III—RELATIONSHIPS

### 1. Build Your NDI Team

Your team's composition will be determined by country assignments, staff availability, and other activities happening in the region. At a minimum, three core team members are recommended: the team leader (ideally based in-country), a senior member of the DC-based staff, and a junior member of the DC-based staff. In addition, you will need a local staffer on the ground to organize logistics and help manage vendors. If your budget allows, an expert consultant may provide critical assistance in crafting an agenda, designing the curriculum and creating a cohesive training team.

As mentioned in other sections, your team will likely depend a great deal on the host country field office director and staff. For the event itself, you might consider bringing in international and local staff from the region. For example, the Marrakech academy team included several Moroccan national staff and staff from the Egypt and Iraq offices. The presence of fluent staff will result in more fluid communication between participants and NDI.

- Establish the core team, which may include a:
  - *Team leader*: manages program design and oversees conference organization and staff; may or may not have regional expertise but at a minimum should know and understand NDI programming
  - *Senior DC-based staffer*: leads interaction with field offices, DC-based teams such as the Executive Office, and funders; provides regional expertise
  - *Junior DC-based staffer*: backstops all aspects of the program, handles trainers and VIPs, drafts program materials, and manages expenses; should know the region and NDI policies
  - *Local staffer*: provides logistical support on the ground and manages vendors; should have language fluency and ability to negotiate well, and ideally already know NDI
  - *Consultant*: offers expertise in agenda and curriculum design and coordinates trainer preparation; should have a deep knowledge of programming and NDI approaches, and experience as a trainer
  - *Interns*: provide logistical and accounting support
- Assign responsibilities. Make sure everyone understands each other's assignments and the information flow.
- Purchase or rent mobile phones and cards for the core staff based in the field. Find a way to do conference calls, perhaps on a mobile's speaker phone or on Skype.
- Convene regular meetings or phone calls to check in and keep staff informed.
- Identify your main contact in the host country field office – usually the country director or relevant program manager/officer – and support staff.
- Identify primary contacts in relevant field offices.

- ❑ Research additional NDI employees to staff the event. Consider knowledge of the region and language ability as well as experience level. Regional travelers will probably cost less than DC-based staff.
- ❑ Prepare assignments for the expanded team. Responsibilities may include: participant registration; participant liaisons; VIP/speaker handling; transportation coordinators; media; assistant trainers; workshop set-up; reporting; plenary set-up; interpretation liaison; photographer/videographer managing; vendor coordinators and payments.
- ❑ Have at least one senior-level NDI representative participate in the opening and/or closing ceremonies. (This is important for addressing participants and handling VIPs.) Prepare an annotated agenda for this person along with suggested talking points for introducing speakers.
- ❑ Keep non-participating DC-based staff informed of your activities. This will ensure that you have continued support throughout the event, especially when the core team is based entirely in the field.
- ❑ Determine when team members are needed on the ground and have them book flights accordingly.
- ❑ Prepare a logistics memo for staff that includes guidelines on per diem allowances, accommodations, timesheets and local travel.
- ❑ Have participating staff arrange per diem according to your guidelines.
- ❑ Arrange transportation for staff to/from the airport or train station, or let them know to take cabs or other forms of public transportation.
- ❑ Provide charged mobile phones with credit to the NDI team. This will facilitate communication during the event.
- ❑ Produce an annotated agenda for staff to follow during the event. This document will help keep everyone on the same page and identify potential pitfalls or areas of confusion. (See the previous section on crafting an agenda for more information.)
- ❑ Brief the expanded team on the program activities and staff responsibilities.
- ❑ Establish staff meeting times and rules – perhaps one meeting in the morning and one in the evening.
- ❑ Thank staff individually. Consider presenting small thank you gifts.
- ❑ Contact the supervisors of “borrowed” staff to say thank you and that their staff performed well.
- ❑ Thank the host country staff who helped organize the event.
- ❑ Ask staff to prepare evaluation memos that include interesting quotes or stories collected throughout the week along with general suggestions and critiques.

## **2. Partner with Your Region’s DC and Field Staff**

While you may convene participants for just five days, your program is likely part of a much larger NDI operation in the host country and perhaps the region. What happens in the lead-up to, during and after your event can affect – positively or negatively – other program activities NDI conducts in the region. Understanding other programs and how your activity links is critical to organizing a successful event.

A large-scale regional conference requires the cooperation of many teams, and not just the host country staff. You will need to obtain the buy-in of all relevant field offices. In the case of the Maghreb Academy, this meant working with NDI staff and contacts in Jordan, Lebanon, Qatar, Iran, Morocco, Mauritania, Tunisia and Algeria. Your program may even include participants from another region altogether. If so, you will want to communicate clearly with other regional team colleagues in both DC and the field.

Establish positive relationships with the relevant NDI field offices and the host country office. Work with them to understand what you're doing and why, and to gain their expertise and knowledge. Communication should happen early and often, and you should make sure the field staff feels included, as appropriate, on decision making and scheduling. Realize that the field staff may feel little connection to your program. If the staff can see the link between your event and their longer-term activities, greater justification will exist for dedicating limited time and resources to help ensure its success.

- ❑ Designate your main contact for regional team colleagues in DC and the field. Ideally, this will be a senior DC-based regional team member.
- ❑ Determine what the budget can handle early on and share this information with your regional team colleagues. Let staff know what they can charge to your event (staff time, materials, communication costs or other expenditures) and what will have to be covered by their own programs. This is a sensitive issue and should be handled with care.
- ❑ Convene a meeting, if possible, and prepare an email for DC and field staff that explains the program and what you hope to achieve. Send the email to all relevant staff you are aware of and not just the country directors (unless protocol requires otherwise). Consider having a regional director participate in the meeting and/or send the email. This demonstrates support for your program at a senior level and gives the organizing team strength to require work on the part of the field offices.
- ❑ Prepare a second email for the DC/field staff that details what you will need. Be clear: what will they need to do and when? Provide a calendar that informs them of deadlines. The staff may have several other responsibilities that seem more pressing.
- ❑ Share a one- or two-page overview of the program in the appropriate languages.
- ❑ Circulate invitation letter templates in the appropriate languages. Consider the audience: for example, a party leader or a participant.
- ❑ Send program material so staff can speak knowledgeably about the program with partners and participants. Distribute the program agenda and speakers' list to DC/field staff in the appropriate languages. Let them know who the trainers will be and who will present the keynote address.
- ❑ Send pre-conference questionnaires in the appropriate languages that can be forwarded to participants. Include a clear deadline far in advance of the event.
- ❑ Send a logistics memo in the appropriate languages for field offices to share with participants.
- ❑ Obtain all information you need from the DC/field offices, including participants' bios, correct name spelling, special requests or needs, and travel information.

- q Keep the DC/field staff informed if there are any problems that affect their contacts.
- q Let the DC/field staff know what happened during the event and how their participants fared. This will help NDI staff further develop the relationships. Thank them for their time.
- q Provide guidance on how best to follow up on the event: for example, do you want to conduct roundtables or interviews with select participants?

### 3. Interact with the NDI Headquarters

You will likely interact with NDI's DC-based headquarters throughout the planning process. The areas in which DC may be most involved include reporting and accounting; the contract routing process; and securing VIP participation, particularly from prominent figures in the U.S.

- q Understand your grant's terms and what you will need for reporting to and evaluating for the funding agency. Mark the deadlines on your calendar. Make sure you comply with the funder's policies.
- q Establish an accounting system for submitting receipts and reconciliations. Understand the rules and complete the required forms.
- q Follow the rules for hiring vendors: a contract with a firm or hotel for \$5,000 or more means you have to obtain three bids but can proceed without routing the contract through DC. More than \$10,000 means you have to circulate an RFP, decision memo and the bids through Operations and the Executive Office. Not doing so will delay the eventual reconciliation process and create extra hassle.
- q Check potential speakers' names with your regional director to see which require Ken Wollack's or Jean Dunn's personal invitation. Do this early to counteract any delays. Vet the invitation through your regional director and the Executive Office, obtain and send a signed copy, and follow up with the VIP's staff. Update the Executive Office on confirmed attendance.
- q Share with your regional director issues that arise with the U.S. embassy or ambassador, funders or other officials.
- q Keep relevant DC staff informed as you plan the event. Share news and media coverage with the Executive Office and other NDI teams such as Public Affairs and the functional teams.
- q Draft brief summaries of the event for NDI publications and websites. Distribute the final reports (both public and confidential) to interested and appropriate internal audiences.
- q Share new resources – names of recommended trainers, PowerPoint presentations and planning documents – with the appropriate functional teams.
- q Thank all staff and interns who helped make your event a success, even if they didn't travel to the event.

#### 4. Work with International Partners

Other organizations, particularly local or regional ones, may lend credibility and local buy-in that would be otherwise difficult to attain. If you plan to work with IRI, IREX or another development organization or civil society group, you will have to determine the partnership's terms early on, perhaps in a memo of understanding. You must know what role you wish this group to play, what tasks its staff will directly manage, how the budget will be structured, and so on. You must also decide how much publicity you would like the partnership to have.

- ❑ Identify your main contacts within the partner organizations.
- ❑ Identify a member of your own team for them to communicate with, and ask for other partner organizations to do the same.
- ❑ Determine the responsibilities NDI will manage and what the other organization(s) will handle. What role will each partner organization play? What does each organization bring to the table? How can you maximize this?
- ❑ Decide the management structure. Who has final say in the agenda, the list of speakers, the trainers, the curriculum, etc.? What kind of input will the partners provide?
- ❑ Identify the resources – personnel, financial or material – each organization will commit.
- ❑ Detail the agreed upon plan in a memorandum of understanding or other document.
- ❑ Carefully plan sub-grants, if applicable. Work closely with Accounting on arranging the sub-grants properly. (Objectives and results specific to sub-grants are outside the scope of this guide.)
- ❑ Establish reporting and accounting guidelines. Set clearly marked deadlines.
- ❑ Involve the partners and use their expertise, resources and contacts when possible and appropriate. Keep partners informed of your activities and ensure they do the same.
- ❑ Solicit names of speakers, trainers or other experts from the partner organizations.
- ❑ Secure the names of staff and itineraries of those planning to attend on behalf of the partner organization.
- ❑ Reserve hotel rooms for the speakers, trainers, staff and guests of the partner organizations.
- ❑ Determine the acknowledgement each organization should receive in the program materials and proceedings.
- ❑ Circulate the program agenda and other conference materials before the event. If agreed upon, incorporate the partner's feedback.
- ❑ Plan your partners' role in the event itself.
- ❑ Conduct follow-up activities with the partners as agreed.

## 5. Communicate with Funding Agencies

The degree to which your funding agency is interested will vary from program to program, but like any NDI program, it is important to keep funders interested and up-to-date. Determine how much involvement the funder will want: does your contact want to see the invite list for participants or trainers? Or wish to have input on how the program is structured? Also, what kind of acknowledgement does the funder expect during the proceedings and in program materials?

Sometimes, funders not financially supporting your event will claim a stake in your program. When this happens, remember the larger context in which you operate. For example, if USAID is the primary funder of NDI's separate long-term, in-country activities, seeming unresponsiveness could have a damaging effect. On the other hand, NDI is not required to provide everything that a funder might demand, such as the right to edit an agenda or place particular speakers on a plenary panel. You will need to find a careful balance in which you keep the various stakeholders happy while at the same time staying true to NDI's mission and your event's objective. Keep the country director and regional director informed and possibly involved in the conversations.

- ❑ Draft and finalize a one- to two-page program overview. Translate the overview. Share this overview with the appropriate funders.
- ❑ Invite the U.S. ambassador or other U.S./foreign officials to make remarks if desired and appropriate to your audience.
- ❑ Issue invitations to officials with funding agencies that have an interest in NDI's work.
- ❑ Keep the primary funder informed of planned activities in the lead-up to your event. Share the speaker list and final program agenda.
- ❑ Acknowledge the funder's contributions to your event in the program materials. Check the branding and marking plans for the program and make sure to comply.
- ❑ Publicly thank the funders who support NDI's work and your event in particular. Acknowledge the funder in the opening and closing ceremonies.
- ❑ Prepare a short summary of the event's proceedings that can be shared with the funder and used in its promotional materials immediately after the event. Send this document – with interesting quotes or stories as well as photos – to the funder.
- ❑ Prepare quarterly and final program reports using the funder's template provided by Program Coordination. Respond to any additional questions or requests from the funder or other interested parties.



## PART IV—APPENDICES

### *Staffing:*

A. Lessons learned on NDI staffing from the Maghreb Academy	33
B. Staff assignments on the ground	35
C. Job description for part-time consultant	37

### *Agenda:*

D. Maghreb Academy program agenda (public)	38
E. Annotated program agenda (for NDI staff only)	41

### *Participants:*

F. Political background information collected from field offices	47
G. Party invite letter	48
H. Participant invite letter	50
I. Participant registration form	52
J. Registration instructions and sheet for staff	55

### *Trainers:*

K. Trainer invitation and preparation	57
L. Trainer terms of reference	63
M. Trainer logistics memo	73
N. Workshop materials checklist	76

### *Speakers:*

O. Speaker invitations	77
P. Speaker terms of references	82
Q. Speaker thank you letter	94
R. Names of high-profile speakers for future events	95

### *RFPs and Decision Memos:*

S. Media firm request for a proposal	96
T. Media firm decision memo and correspondence with Operations	99
U. Hotel request for a proposal	103
V. Hotel decision memo	105

## APPENDIX A

### LESSONS LEARNED ON NDI STAFFING FROM THE MAGHREB ACADEMY

The assembled team for the Maghreb Regional Campaign Academy had just nine weeks to plan two events, a small campaign school in Rabat for mostly Algerian women and the larger campaign academy in Marrakech. Several factors were critical to the team's ability to move quickly.

First, the three lead staff (Victoria Canavor, Robert Peri and Gabriella Borovsky) had worked at NDI for several years and were very familiar with NDI operations. Second, both Victoria and Gabi had extensive functional team knowledge of political party development and women's participation programs. This meant that the team could more easily recruit skilled trainers and identify relevant resources. Third, Robert's four-plus years working in the Maghreb gave us understanding of the region, the participants' needs, and the larger programmatic context in which we were working. His seniority meant we could directly contact field offices without the regional director having to closely oversee the process.

Placing someone on the ground in Morocco with a global understanding of NDI was equally important. The team leader was caught between many NDI actors such as: the host country office, other field offices and staff, the regional staff in DC, the relevant functional teams, the Executive Office, Operations, Accounting, the U.S. embassy and the U.S. funders. Victoria found her previous knowledge of NDI and its various teams and programs critical. Without it, she would not have been able to work as effectively with the NDI staff in Rabat and Washington; liaise knowledgably with the funders; design a program agenda and curriculum; manage the trainers and staff; or fulfill NDI's required bidding processes.

In addition, managing the effort from the Morocco field office created a stronger team unit with the Moroccan staff and helped ensure the academy's relevancy to NDI's broader work in Morocco and the region. The country director, Gerard Latulippe, navigated the government's idiosyncrasies and through his efforts ensured high-level Moroccan support for the event. Strong emphasis should also be placed on the importance of communicating regularly with field staff in other offices. Their support and good will were necessary in the lead-up to the event as well as for anticipated in-country follow-up work.

Externally, NDI contracted with several vendors, including a hotel, photographer, videographer, audio-visual equipment firm, and transportation company. The program's proposal called for a high-profile media effort, and based on the success of a previous campaign school's partnership with a media firm, hired a company to handle public relations. Serious negotiation was required. NDI's Fatima Hadji was an irreplaceable addition to the team in the immediate lead-up to the event. Without her excellent

negotiation and people skills, understanding of local culture, and Arabic skills, NDI would not have been as successful in managing the vendors.

One cautionary note should be offered on adding a public relations firm to ensure regional and local press cover the event. This strategy worked well in Kuwait, where the capacity clearly existed to conduct an effective media campaign. In Morocco, much time was spent researching and interviewing press relations firms. Most were actually event planning firms that also did public relations – an important distinction. The hired firm came with strong credentials and a seemingly impressive team. In the end, though, the firm performed inadequately and too much staff time went to managing this relationship. NDI would have better off without the firm. (In this case, the best person to create and implement a media strategy was NDI-Morocco Senior Program Manager Eric Duhaime, but he was out of the office indefinitely during the event planning.)

## APPENDIX B

### STAFF ASSIGNMENTS ON THE GROUND

#### *Registration Staff:*

Nadia Kamil\*

Zineb Chebihi – Hotel liaison for check-ins and departures

Katie Croake

Lila Jaafar

Hanane Khaoua

James Liddell

Herve Thomas

#### *Participant Liaisons:*

Katie Croake—Jordan, Iran, Lebanon, Qatar

Lila Jaafar—Algeria

Hanane Khaoua—Morocco, Mauritania

Nadia Kamil—Morocco, Tunisia

#### *Announcements/Primary Hotel Liaison:*

Fatima Hadji

#### *Workshop Assistant Trainers (flip charts, practical exercises):*

Zineb Chebihi

Nadia Kamil

Hanane Khaoua

Herve Thomas

#### *Workshop Staff (set-up, materials, reporting):*

Gabi Borovsky\*

Katie Croake

Alyson Kozma

James Liddell

#### *VIP Liaisons:*

Alyson Kozma—Molly Raiser, Jane Harman

Eric Duhaime and Hanane Khaoua —Milouda Hazebe, Nouzha Chekrouni, Yasmina

Baddou, Amb. Riley

#### *Program Materials (program materials, certificates, and training materials):*

Gabi Borovsky

#### *Trainer Liaison:*

Alyson Kozma

*Press Team:*

Eric Duhaime  
Lila Jaafar  
Sene Mbacke (PR firm)  
Hanane Khaoua  
Alyson Kozma  
Herve Thomas

*Plenaries (speakers' preparation and set-up):*

Robert Peri  
Lila Jaafar

*Interpreter Liaison:*

Robert Peri

*Videographer/Photographer Liaison:*

Alyson Kozma

*Transportation/Office Staff:*

Zineb Chebihi  
James Liddell  
Aziz Byade

*Signage Staff:*

Zineb Chebihi  
Fatima Hadji

*Vendor Payments:*

Nadia Kamil  
Zineb Chebihi

## APPENDIX C

### **JOB DESCRIPTION FOR PART-TIME CONSULTANT**

#### *Pre-March Training Event (~10-15 hours/week)*

- 1) Share existing training materials with NDI for first training event
- 2) Prepare practical exercises for first training event
- 3) Prepare and review briefing and training materials for trainers and participants for first training event
- 4) Review draft agenda for first training event and give feedback to program staff (Victoria, Robert, Gabriella)

#### *March Training Event (~March 15-22, Full time)*

- 5) Attend first training event in Morocco and participate as a trainer
- 6) Participate as a co-briefer for trainers
- 7) Stay 1-2 days after the trainings to co-facilitate de-briefing of participants and trainers after the conclusion of the event

#### *Post-March Training Event – Pre-April Training Event (~15 hours/week)*

- 8) Consider feedback from March training and past training experience to define Advanced vs. Beginner training tracks
- 9) Based on feedback from trainers, participants and program staff, design agenda for April training event that has a curriculum with both Advanced and Beginner tracks and share with program staff
- 10) Review Terms of Reference (TORs) for trainers
- 11) Advise program staff what necessary information should be included in the TORs to indicate Advanced vs. Beginner training needs
- 12) Prepare briefing materials for trainers and participants that can be combined with those identified by program staff

#### *April Training Event (~April 13-20, Full time)*

- 13) Attend second training event in Morocco and participate both as a full time NDI staff member and as a trainer
- 14) Act as a liaison/advisor to trainers and experts should they have questions about what will be outlined in their TORs
- 15) Be available for consultations with trainers and participants throughout event
- 16) Conduct evaluations with program staff and trainers throughout event, and at the conclusion of the event to collect feedback from participants

## APPENDIX D

### MAGHREB ACADEMY PROGRAM AGENDA (PUBLIC)

#### MONDAY, APRIL 16

09:00 – 10:15

#### **Welcome to the Maghreb Regional Campaign Academy**

§ Mr. Leslie Campbell, Senior Associate and Regional Director, Middle East and North Africa Programs, NDI

#### **Welcome to Morocco**

§ Hon. Milouda Hazeb, Member of Parliament (Marrakech)

#### **Welcome to Morocco**

§ Hon. Nouzha Chekrouni, Minister-Delegate in Charge of Moroccans Living Abroad, Ministry of Foreign Affairs and Cooperation

#### **Welcome and Introduction of Keynote Speaker**

§ Hon. Thomas T. Riley, U.S. Ambassador to the Kingdom of Morocco

#### **Keynote Address**

§ Hon. Jane Harman, Member of the U.S. House of Representatives from California

10:15 – 10:45

#### **Official Group Photograph**

10:45 – 11:30

#### **Conference Overview**

11:30 – 12:30

#### **Participant Introductions**

12:30 – 14:00

#### **Lunch**

14:00 – 16:15

#### **Workshop Session #1**

16:15 – 16:45

#### **Coffee Break**

16:45 – 18:45

#### **Workshop Session #2**

19:30

#### **Depart for Dinner at Kasbah Agafay Restaurant**

**TUESDAY, APRIL 17**

- 08:45 – 10:00      **Regional Spotlight:  
Women’s Achievements in the Middle East and North Africa**
- 10:00 – 10:30      **Coffee Break**
- 10:30 – 12:30      **Workshop Session #3**
- 12:30 – 14:00      **Lunch**
- 14:00 – 16:00      **Workshop Session #4**
- 16:00 – 16:30      **Coffee Break**
- 16:30 – 18:30      **Specialty Session #1**
- 19:30                **Dinner at the Royal Mirage Marrakech**

**WEDNESDAY, APRIL 18**

- 08:45 – 10:00      **Plenary Session:  
Working Within Your Party—Strengthening Your Role**
- 10:00 – 10:30      **Coffee Break**
- 10:30 – 12:30      **Workshop Session #5**
- 12:30 – 14:00      **Lunch**
- 14:00 – 16:00      **Workshop Session #6**
- 16:00 – 16:30      **Coffee Break**
- 16:30 – 18:30      **Specialty Session #2**

**THURSDAY, APRIL 19**

- 09:00 – 11:00      **Specialty Session #3**
- 11:00 – 11:15      **Coffee Break**
- 11:15 – 13:00      **Your Campaign Plan in Action *or* Consultations**



13:00 – 14:00	<b>Lunch</b>
14:00 – 16:00	<b>Consultations</b>
16:00 – 16:30	<b>Evaluation</b>
16:30 – 18:00	<b>Closing Plenary: Women in Politics—The Challenges and Rewards</b>
	<b>Closing Address</b>
	§ Hon. Yasmina Baddou, Secretary of State to the Ministry of Employment, Social Affairs & Solidarity
18:00 – 19:00	<b>Presentation of Conference Certificates</b>
20:00	<b>Depart for Closing Dinner at Chez Ali</b>

## APPENDIX E

### ANNOTATED PROGRAM AGENDA (FOR NDI STAFF ONLY)

#### *Monday, April 16 – Opening day*

##### **7:30 am**

Staff meeting  
Photographer/videographer arrival and conversation

##### **8:00 am – 9:30 am**

Registration Team to staff desk outside conference hall and give badges/registration packets to arrivals (Nadia and James)

##### **8:00 am – 9:00 am**

NDI staff/VIP liaisons to check lobbies for participants and special guests  
NDI staff to direct participants from breakfast/lobby to plenary room @ 8:45 am

##### **8:00 am – 9:00 am**

Sene and Lisa to welcome press and give badges, oversee media equipment set-up

##### **8:30 am – 9:00 am**

VIPs to gather in VIP room/photo opportunity (VIP team to facilitate)  
§ Jane Harman, Ambassador Riley, Mrs. Riley, Milouda Hazeb, Nouzha Chekrouni, Molly Raiser and Margaret Kew, Les Campbell, Stephanie Lynn, Francesca Binda, Joe Gaylord, Eric Duhaime, Hanane Khaoua

##### **8:45 am**

Reserve seating for other VIPs (Molly Raiser, Margaret Kew, Milouda Hazeb, Wali's representative, other Moroccans?)

##### **8:58 am**

Speakers and Les file in and take seats behind correct table tent

##### **9:00 am – opening keynote begins**

Fatima announces call to sit

##### **9:05 am**

Les opens conference and welcome Milouda Hazeb to speak

##### **9:15 am**

Milouda Hazeb speaks for 5 to 7 minutes

##### **9:25 am**

Les thanks Milouda and introduces Minister Chekrouni

**9:30 am**

Minister Chekrouni speaks for 10 minutes

**9:40 am:**

Les thanks Chekrouni and introduces Ambassador Riley

**9:45 am**

Ambassador Riley speaks and introduces Harman

**9:55 am**

Harman gives keynote address

**10:10 am**

Harman to take audience Q and A for 5 to 10 minutes

Hanane and Nadia to have roaming microphones and prompt participant to state name and country

**10:20 am – close of keynote**

Les to thank speakers and tell participants to take group picture outside the hall on the steps

**10:30 am – picture**

Take official group picture (Alyson and Fatima to coordinate)

**10:35 to 10:45 am**

Press interviews with VIPs/Eric (need interpreters)

- § VIP and Press Teams to get speakers in correct places for media interviews
  - Ambassador in VIP room
  - Minister Chekrouni somewhere outside
  - Les in Toubkal
  - Milouda Hazeb in Asni
  - Jane Harman in Imlil

Coffee break

**10:45 am**

Fatima to direct participants back to plenary room

(From this point, the press is not allowed entry to the plenary room)

**10:50 am – 11:30 am – Les, Trainer Intros and Fatima overview**

*Les to open conference overview with:*

- § NDI and IRI's work in the region and in the world
- § Highlight the message of women having made serious strides for democracy

- § Describe the foundation of Partners in Participation and its objectives
- § Explain what we hope participants gain from this event
- § Say we are thrilled to have an amazing group of trainers from all different countries, including Slovenia, Serbia, Canada and the United States
- § Say that each trainer will introduce himself/herself to the group, then staff to hand the roaming mike to trainers in the front row to say their names and workshop topics
- § The trainers will hand the mike to the next trainer until the last one, who should *hand it to Fatima*

Fatima talking points (in Arabic):

- § I'd like to welcome you all and walk through the conference organization with you, so that we can make everything as clear as possible
- § Want you to enjoy yourselves in this conference and have tried to create an intensive program that also allows time to relax and meet each other

*Logistics:*

- § You have been divided into groups (Red is Arabic, Blue and Green are French) and will be with this group for the six core workshops we have designed
- § In addition, we are offering optional specialty sessions at three different times. You can choose which workshop you attend, and at what time. We will have a signup process for this before lunch and it will be first come, first serve.
- § Each workshop will be about two hours and will take place in either this building in a room next door, or just across the patio
- § To see the schedule, look at the document that was on your chair: this explains the schedule your color group will follow
- § Translation in the plenary sessions will be simultaneous Arabic-French-English
- § Translation in the workshop sessions will also be simultaneous, but will be French to English OR Arabic to English

*Agenda:*

- § Now I'd like to briefly walk through the agenda
- § After we finish this session, we will break for lunch in the Ricardo room. This will be where we have lunch each day. Lunch will end by 1:45 pm.
- § This afternoon will be dedicated to two workshop sessions, one from 2 to 4:15 pm and the other from 5:45 to 6:45 pm. We will have a coffee break in between.
- § Tonight we will have dinner at the Kasbah Agafay restaurant outside of the city. Buses will leave outside Kasr reception at 7:15 pm. Please make sure you are in the lobby at 7:15 pm. If you don't plan to attend, please let a staff person know in advance. The buses will leave promptly.
- § Buses will bring you back to the hotel after dinner.
- § Tomorrow morning, breakfast will be offered from 7 am to 8:45 am in the Ricardo room (same as lunch)
- § On the agenda, you will see that we have panel discussions scheduled for Tuesday and Wednesday morning. The description of these discussions is in your packet.

- § The first plenary on Tuesday will focus on the achievements of women in the region. On Wednesday morning, the discussion will focus on strategies for working within and influencing your party.
- § Please be in this room (Atlas) by 8:45 am both mornings.
- § After the plenaries, we will have coffee breaks followed by a core workshop.
- § On both days, we will break for lunch at 12:30 to 2 pm. After that we have a core workshop session and then coffee break, and then one of the optional specialty sessions. Again, you will need to sign up for these optional sessions.
- § On Tuesday night, we will have dinner here at the hotel
- § On Wednesday night, this is a free evening for you to relax or go out and enjoy Marrakech: buses will be available to take you to and from the medina at set times
- § On Thursday morning, we will start with an optional specialty session.
- § We will then do a fun and concrete exercise for those interested in taking the practice they've done this week and turning it into a real campaign plan they can use
- § You will be given an opportunity to plan your campaign and then present your plan to our international experts, who will provide feedback and advice for your campaign
- § For those of you who prefer, you can sign up for a consultation time with an expert instead
- § Thursday afternoon, we'll have time for evaluation, and then will close with an excellent panel on women in politics, the challenges and rewards.
- § Minister Yasmina Baddou from Morocco will provide the closing address
- § We will then present your certificate of participation in the Campaign Academy
- § That night, we will depart for dinner at Chez Ali and we promise this to be an entertaining evening

**11:30 am to 12:00 pm – introduction exercise**

- § Fatima to announce we'd now like to do something different that will be noisy and require getting up and moving around; will create noise
- § Fatima and Stephanie Lynn to explain introduction exercise
- § Conduct exercise with participants and trainers
- § Close-out exercise with voting

**12:00 pm to 12:20 pm – rules of conference**

- § Fatima then to explain that we need to create guidelines for our conference
- § Fatima will ask audience to create rules for next four days (no cell phones in workshops, respect others' opinions, etc), while Nadia notes it on flipchart paper

**12:20 pm – 12:30 pm**

- § Fatima to announce sign-up process outside of room for specialty sessions – first come, first serve
- § Fatima to announce materials (one manual/document each only) for participants
- § Fatima to again announce lunch in Ricardo at 12:30 pm
- § Fatima closes the session by thanking participants

**12:30 pm – 2:00 pm – lunch**

Direct participants to lunch in Ricardo Restaurant

**1:30 pm**

Signage team to make sure appropriate signs are placed throughout hotel

Workshop staff to make sure rooms are set up according to trainer specifications

Workshop staff to make sure interpreters are in place, correct PowerPoint presentation is ready on the computer/project, and handouts and evaluation forms are ready

**1:55 pm**

Staff to roundup participants and direct to correct workshops

**2:00 to 4:15 pm – workshop #1**

Workshops (THREE) in progress – Trainers to spend 20 minutes doing participant introductions

Workshop staff to distribute and collect workshop evaluation form

**4:15 to 4:45 pm**

Coffee break

Signs to be placed correctly for next workshops

Workshop staff to prepare room, materials, presentation for workshop #2

**4:45 to 6:45 pm – workshop #2**

Workshops (THREE) in progress

Workshop staff to distribute and collect workshop evaluation form

Assistant Trainers to announce location and time of buses (7:15)

**7:00 pm**

Victoria and Alyson to depart for Kasbah Agafay for advance prep

**7:15 pm**

Participant handlers and Transportation Team to facilitate loading with participant room list to check off participants/call rooms if necessary

**7:30 pm**

Buses leave for Kasbah Agafay

Aziz drives Les Campbell, Molly Raiser and Margaret Kew to Kasbah Agafay

**8:00 pm**

Dinner at Kasbah Agafay

**10:00 pm**

Participant handlers and Transportation team to facilitate loading with participant room list to check off participants

Buses return to hotel

Participant handlers remind participants of the plenary starting at 8:45 am

*During the day:*  
Les Campbell to sign certificates

***Tuesday, April 17***

**8:15 am**  
Staff meeting

**8:30 am**  
Final preparation for plenaries  
Plenary Team to round up speakers and moderator  
Sound check

**8:45 am**  
NDI staff to direct participants from breakfast/lobby to plenary room @ 8:45 am

**9:00 am – plenary #1**  
Moderator to announce plenary and introduce panelists  
Panelist to speak for 5 to 10 minutes each  
Question and answer: Hanane and Nadia to roam with microphone

**10:00 am – coffee break**  
Signage team to make sure appropriate signs are placed throughout hotel  
Workshop staff to make sure rooms are set up according to trainer specifications  
Workshop staff to make sure interpreters are in place, correct PowerPoint presentation is ready on the computer/project, and handouts and evaluation forms are ready

**10:30 am – 12:30 pm – workshop #3**  
Workshops (FOUR) in progress  
Workshop staff to distribute and collect workshop evaluation form  
Assistant Trainers to announce location of lunch (Ricardo) at 12:30 p

**12:30 pm**  
Break for lunch in Ricardo...

*[Agenda continues through Friday, April 20th, departures]*

## APPENDIX F

### POLITICAL BACKGROUND INFORMATION COLLECTED FROM FIELD OFFICES

#### *Campaign Environment*

- § Important dates/deadlines
- § Length of campaign
- § Rules and regulations
- § Electoral system: type and advantages/disadvantages for candidates
- § Examples of successful tactics or candidates to model
- § News and media sources for voters
- § Power distribution within parties – leaders, others
- § Women's position within the parties

#### *Party/candidates background*

- § Campaigns: how centralized, and how party versus candidate focused
- § Primary campaign tactics of parties
- § Primary campaign tactics of candidates
- § Primary voter contact methods (if any)
- § Communication methods used by candidates
- § Access to media
- § Party message: what is it, how centralized or decentralized is message
- § Candidate budgets
- § Fundraising activities
- § Volunteers
- § Availability of printed material: budget/success rate/illiteracy

#### *Participants* [general questions only; names of participants not yet available]

- § Strengths/weaknesses of the party's women candidates in general
- § Level of experience
- § Ability to work together
- § Established networks or women's wings
- § Related training activities in the past and planned for the future
- § Cultural considerations for trainers: sensitive issues, word or language choices
- § Strengths/weaknesses and general party background on each participant, when available

#### Core team to collect the following material from field/DC staff:

- § Up to date country briefing memos
- § Up to date party background
- § Previous election results
- § General electoral rules and guidelines pertaining to women
- § Women's background/bios in English
- § Considerations specific to particular participants



## APPENDIX G

### PARTY INVITE LETTER

Monsieur Mohand Laensar  
Secrétaire Général  
Parti du Mouvement Populaire

**Objet : ECOLE DE CAMPAGNE POUR LES FEMMES POLITIQUES DU MAGHREB  
15-20 Avril, Hôtel Royal Mirage, Marrakech, Maroc**

Monsieur le secrétaire général,

J'ai le plaisir de vous annoncer la tenue d'une importante conférence que l'Institut National Démocratique (NDI) organisera prochainement au profit des femmes impliquées en politique à Marrakech en avril 2007. Cette conférence se déroulera du **15 au 20 Avril 2007 à l'hôtel Royal Mirage à Marrakech** et verra la participation de plus de **60 femmes** de l'Afrique du Nord et du Moyen Orient issues de différentes tendances et de différentes régions, et sera encadrée par des experts internationaux.

L'événement bénéficiera d'une importante couverture médiatique au niveau national et international. Il offrira aux femmes du Maghreb l'occasion de faire connaître leurs réalisations et d'encourager les autres femmes à s'engager politiquement. Le NDI a invité plusieurs personnalités de haut niveau, y compris des gouverneurs d'Etats américains et des membres du Sénat et du Congrès des Etats Unis. En plus des hauts cadres et responsables gouvernementaux Marocains, d'importantes personnalités gouvernementales du Moyen-Orient et d'Afrique du Nord seront présents à cet événement.

La série de campagnes régionales de « Partners in Participation » est le couronnement d'un effort de collaboration entre le NDI et l'Institut Républicain International (IRI), avec le soutien du Département d'Etat Américain dans le cadre de l'Initiative de Partenariat avec le Moyen-Orient (MEPI) en vue de promouvoir le rôle de la femme dans le processus politique à travers la région du Moyen-Orient. D'autres conférences académiques ont été tenues précédemment au Koweït, au Qatar, en Tunisie et en Jordanie.

Nous serions ravis de pouvoir compter sur la participation du Parti du Mouvement Populaire (MP) et le voir représenté par **5 femmes membres du MP** qui sont susceptibles d'être candidates en 2007. Nous vous laissons bien entendu le choix d'identifier les personnes les plus appropriées pour prendre part à cette activité, mais nous vous encourageons vivement à désigner des membres du parti qui sont des candidates potentielles à la députation, qui se présenteront sur les listes locales lors des législatives de 2007 ou des militantes ou cadres politiquement engagées que vous souhaiteriez encourager à se présenter en 2007.

D'autre part, étant donné que l'équipe des formateurs comprend des experts qui ne sont pas arabophones, nous avons décidé d'utiliser et la langue arabe et la langue française pour cette activité. Des interprètes professionnels se chargeront de la traduction pour assurer la communication entre les formateurs et les participantes. Nous veillerons à ce que les participantes puissent s'exprimer dans la langue de leur choix. Par conséquent nous vous prions de bien prendre en considération la problématique de la langue lors du choix des participantes, et de sélectionner des personnes capables de communiquer en Français et/ou en Arabe. Une documentation complémentaire, principalement en langue arabe, sera également distribuée à chaque participante.

L'université se déroulera du 15 au 20 Avril 2007 à l'hôtel Royal Mirage à Marrakech, Maroc. Le NDI prendra en charge l'hébergement et la pension complète pour l'ensemble des participantes. Pour les participantes marocaines, le NDI remboursera jusqu'à 1000 Dhs en frais de transport.

Nous vous serions très reconnaissants de nous communiquer les **noms, prénoms, coordonnées et fonctions des participantes de votre parti avant le 1 avril** par fax au 037 77 09 01. Un programme détaillé de cette rencontre vous sera envoyé très prochainement.

Dans le cas où vous auriez des questions au sujet de cette activité, n'hésitez surtout pas à nous contacter au 037 77 01 26.

Veillez agréer, Monsieur le secrétaire général, l'expression de ma très haute considération.

Gérard Latulippe  
Directeur Résident du NDI - Maroc  
Représentant Senior du Maghreb

## APPENDIX H

### PARTICIPANT INVITE LETTER

(Date)

(Address Block)

Dear (Insert Name Here):

The National Democratic Institute (NDI) cordially invites you to attend the *Partners in Participation Women's Regional Campaign Academy*, the fifth in a series of regional women's political participation and campaign training schools. This unique conference will be held at the Hotel Royal Mirage Sheraton in Marrakech, Morocco, from April 15-19, 2007. You have been selected as a participant because of your interest in and dedication to the advancement of women's political participation in your country.

The *Partners in Participation* regional campaign school series is a collaborative effort by NDI and the International Republican Institute, with support from the Middle East Partnership Initiative, to promote the role of women in political processes across the Middle East and North Africa (MENA) region; previous academies have been held in Qatar, Tunisia, Jordan and Kuwait.

The 2007 Marrakech Academy aims to support women's political involvement in North Africa and to share comparative experiences from across the Middle East and beyond. Participants will take part in interactive trainings on campaign skills, including campaign strategy, message development, voter outreach methods and media relations.


The Academy also offers an occasion to meet and develop new networks of colleagues from the MENA region and from around the world who are, like you, dedicated politicians, activists and prospective candidates. The event will be well publicized to provide you and other participants with the opportunity to showcase your achievements. In addition, you will be joined by high-profile guests including members of the U.S. and European legislatures. For more information on the Academy, please reference the attached one-page overview.

Upon your acceptance of this invitation, we will contact you to discuss travel plans and logistical information. NDI will provide transportation, including roundtrip airfare to Marrakech; five nights lodging at the Hotel Royal Mirage; and meals.

Please contact (insert name here) as soon as possible to confirm your participation. We kindly request that responses be received by (insert date).

Please do not hesitate to contact **(insert name here)** should you have any questions regarding this important event. We would very much like for you to join us at the Women's Regional Campaign Academy and look forward to hearing from you soon.

Sincerely,



**(NDI staff person)**  
**(Title)**  
**(Country)**  
NDI

Leslie Campbell  
Senior Associate and Director,  
Middle East and North Africa  
NDI

## APPENDIX I

### **Participant Registration Form (in French)**

*Veillez remplir ce formulaire et le remettre au NDI avant le 6 Avril 2007 :*

Fax: 212 (0) 37 77 09 01

Email: Hanane Khaoua, hkhaoua@ndi.org

*Veillez joindre s'il vous plait à ce formulaire une copie de votre CV ainsi qu'une photo pour nous aider à collecter toutes les informations nécessaires pour ce programme.*

---

### **I. Informations personnelles**

Prénom:

Nom:

Nationalité:

Date de naissance:

Adresse:

Ville :

Wilaya:

Pays:

Code Postal:

Lieu de travail:

Titre:

Langues parlées :

Langues écrites:

Suivez-vous un régime alimentaire spécial? Si oui quel type de régime ? (Végétarien, pas de viande rouge, allergies)?

---

#### **Coordonnées:**

Téléphone du bureau :

Téléphone: du domicile

Mobile:

Fax:

Email:

#### **Méthode de Communication préférée:**

Bureau

Domicile

Mobile

Fax

E-mail

### **II. Expérience Politique**

Parti politique :

Nombre d'années de militantisme au sein du parti :  
Rôle/Titre :  
Décrivez vos responsabilités :

Vous êtes-vous porté candidate ? *Oui*

*Non*

*Si oui, pour quel poste ?*

Quand ?

Avez-vous l'intention de vous porter candidate dans les prochaines élections ?

*Si oui, veuillez décrire le poste pour lequel vous voulez vous porter candidate.*

Quels sont vos points forts en tant que candidate ?

Quels sont vos faiblesses ou vos défis en tant que candidate ?

Avez-vous déjà mené une campagne politique ?

*Si oui, décrivez votre rôle et vos responsabilités*

### **III. Expérience dans la société civile**

Le nom de l'association à laquelle vous appartenez :

Nombre d'années de militantisme :  
Votre rôle/Titre :  
Décrivez vos responsabilités :

### **IV. Les thèmes de la rencontre:**

L'objectif principal de cette conférence sera le développement des techniques et compétences qui vous permettront de mener une campagne réussite.

Ci-dessous sont les thèmes que les animateurs et les participantes traiteront afin d'atteindre cet objectif.

Veillez cocher les six thèmes qui vous intéressent le plus :

- Créer les coalitions
- Plaidoyer de la politique générale
- Gestion du temps
- Former une équipe de campagne
- Mobiliser les volontaires
- La recherche des électeurs/ recherche par commune
- Cibler les citoyens/Les électeurs
- Budget et financement de la campagne
- Développer le message
- Attirer la couverture médiatique
- Relation avec les medias
- Parler en public/ interviews
- Travailler avec des partis ou des organisations dont la majorité sont des hommes
- Accéder à la structure puissante du parti/de l'organisation
- Coopération entre les partis politiques et les organisations de la société civile.

Cette liste, contient-elle des thèmes qui ne vous intéressent pas? Si oui, lesquelles ?

Avez vous d'autres thèmes qui vous intéressent et qui ne sont pas inclus dans la liste ? Si oui lesquelles?

#### **V. Formation des Formateurs:**

En plus de la liste des thèmes si dessus, un nombre limité de participantes pourront suivre une formation des formateurs pour renforcer leurs capacités en tant que future formatrice.

Etes vous intéressée ? *Oui*

*Non*

#### **VI. Consultations Individuelles:**

Les participantes auront lors de cette rencontre l'opportunité d'avoir des consultations individuelles avec les formateurs afin de discuter les thèmes spécifiques à leur réalité.

Quel est le thème que vous voulez discuter ?

**Signature:**

**Date:**

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Le NDI vous contactera dès réception de ce formulaire. Nous vous enverrons d'autres informations relatives aux détails logistiques. Merci !

## APPENDIX J

### **REGISTRATION INSTRUCTIONS AND SHEET FOR STAFF**

#### **Sunday:**

10 am to 5 pm: Two Registration Team staff at registration desk at all times

5 pm to 7 pm: Six Registration Team staff at registration desk at all times

7 pm to 9 pm: One Registration Team staff at registration desk at all times

#### **Monday:**

8 am to 9:30 am: Two Registration Team staff (Nadia and James) at desk in front of plenary, one Registration Team staff in hotel lobby (Hervé)

---

Hand participant a hotel card to complete.

Brings card to hotel registration desk and get participant's room key.

*Simultaneously:*

Verify that the assigned group/language is okay.

Verify the correct spelling of the name of the participant.

Hand a gift bag to the participant with the program materials.

Explain how the program is designed (3 groups for core training sessions, elective "specialty sessions," etc) and where to look in the printed materials for more information on the core curriculum and specialty sessions; mentions that participants can sign-up for times and that it will be first come, first serve

\*\*\*For advanced participants only, tell them they have been selected as part of a group to participate in special sessions for advanced skills training, and that Robert Peri will talk more with them about it.

Explain that an informal reception will take place on the terrace by the pool at 7:00 pm, and that participants can have dinner in the hotel after the cocktail.

Explain that the morning session will begin at 9 am promptly, and that breakfast is in the Ricardo room from 7 to 8:45 am

Fill in the room number of each participant and other boxes on the registration form.

Give contact sheet to participant.

Update Nadia with participant arrivals/issues.



Microsoft Excel - LIST OF PARTICIPANTS registration

File Edit View Insert Format Tools Data Window Help

Artal 10

B1 COUNTRY

	A	B	C	D	E	F	G	H	I	J	K	L
1	NAME	COUNTRY	LANGUAGE	GROUP	CHECK IN	ROOM NO.	GROUP & LANGUAGE	SPECIAL GROUP	NAME SPELLING	MATERIALS	PROGRAM EXPLANATION	LOGISTICS EXPLANATION
24	Ghidane Mamouri	Morocco	Arabic/French	Green								
25	Fatma Sbai	Morocco	Arabic/French	Blue								
26	Wafae Toughral	Morocco	Arabic	Red								
27	Abouel Guedes	Morocco	French	Green								
28	Siham Lataoui	Morocco	French	Blue								
29	Najma Thar Thar/Rhozai	Morocco	French	Green				Yes				
30	Sabah Zekhmini	Morocco	Arabic	Red								
31	Badiaa Bitar	Morocco	Arabic	Red								
32	Bouchea Barrial	Morocco	Arabic/French	Blue				Yes				
33	Nadia Legdali	Morocco	French	Green								
34	Loubna Anhalal	Morocco	Arabic/French	Blue								
35	Hakima El Hails	Morocco	French	Green				Yes				
36	Hakima Rai	Morocco	French	Blue								
37	Baloul El Badraoul	Morocco	French	Blue				Yes				
38	Nouzha Amaziane	Morocco	French	Green								
39	Fatma Saldas	Morocco	French	Green								

Ready

start

## APPENDIX K

### TRAINER INVITATION AND PREPARATION (EMAIL CORRESPONDENCE)

**From:** Victoria Canavor [mailto:vcanavor@ndi.org]  
**Sent:** Tuesday, April 10, 2007 12:46 PM  
**To:** mwebster@emersonhc.com; ALVAH HANRAHAN; Samantha Smoot; zoxs@sezampro.yu; sonja.lokar@siol.net; Stephanie Lynn (Jakarta); Francesca Binda; JoeGaylord@email.msn.com; cqburt@att.net; Eric Duhaime  
**Cc:** Robert Peri; Victoria Canavor; Gabriella Borovsky; Janell Rothenberg; Lila Jaafar  
**Subject:** Terms of Reference for Marrakech

Hi all,

I hope this email finds you well. Please find attached your Terms of Reference for the upcoming Maghreb Regional Campaign Academy in Marrakech. If you have any questions or concerns, please don't hesitate to let me know. I have also attached a copy of our most up to date agenda and a copy of the logistics memo.

By now, you should also have received, or should be receiving shortly, your briefing binder and airline ticket (or ticket receipt for those with e-tickets) via DHL. If your DHL package has not arrived, you are unable to track your package, or you have any questions about the contents of the briefing binder, again, do not hesitate to let me know.

Just a reminder for all of you that a driver with an NDI sign will meet you at the Marrakech airport. Once you arrive at the hotel and are checked in please give me, Gabriella, or Robert a call to let us know you have arrived safely. Also, for anyone who may still have a power point presentation that they would like translated into Arabic, please get it to us not later than tomorrow, Wednesday, April 11.

Thanks again for your enthusiasm for this program. I look forward to working with each of you, and I will see you in Marrakech.

Safe travels!

Best,  
Victoria

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**From:** Victoria Canavor [mailto:vcanavor@gmail.com]  
**Sent:** Friday, March 30, 2007 6:20 PM  
**To:** sonja.lokar@siol.net  
**Cc:** 'Robert Peri'; 'Gabriella Borovsky'  
**Subject:** Workshop Information | Women's Campaign Academy in Marrakech  
**Importance:** High

Dear Sonja,

My name is Victoria Canavor, and I am the Morocco-based NDI staff person coordinating the Women's Campaign Academy.

We are so pleased that you will be joining us as a trainer in Marrakech. You will receive in advance of the Academy: a terms of reference with information on the political climate of the

region and the participants; a logistics memo; and a comprehensive agenda. For now, we would like to give you more information regarding your role as a trainer and the topic on which we would like you to train.

Though the Academy is largely targeted at women from the Maghreb (approximately two-thirds of the participants will be from Algeria and Morocco), many women from across the greater Middle East region will also take part. Participants will come from a number of the region's democratic political parties, and will represent all of the countries' major political tendencies, from conservative Islamist to socialist secular.

The capacities of the participants are uneven, since some are beginning their campaign involvement and but many others are experienced politicians. Plus several have taken part in previous NDI or IRI in-country trainings. In the past at previous NDI campaign schools in the region, there have been indications that some participants found the course content too elementary. In order to challenge them this time, we think the level of training should be fairly sophisticated, while allowing for the beginners to understand the concepts as well. *When designing your training, please try to aim your presentation and exercises at the more advanced participants.*

### **Training Details**

*Your training topic:* Developing Alliances

*Description of training topic:* In order to build a basis of support participants need to understand they must develop the skills necessary to mine every avenue of support, not only their own personal networks. They should learn the importance of developing relationships as individuals prior to their campaign and through their campaigns in order to get support from their party, community leaders, the media, potential donors, civil society organizations and others. By the end of the training, we would like for participants to understand various methods for gaining such political endorsements. Though some endorsements can be financial, it is important to note that the topic of fundraising carries with it a number of unique obstacles in the Arab world, particularly for women. It is often seen as "improper" for women to ask for money or in many countries it is seen as the responsibility of the candidate to give money to voters rather than ask for it. Thus, NDI trainers often adapt their presentations to place a stronger emphasis on relying on family ties and large scale public fundraising events to provide greater relevance to the participant audience.

*Number of participants:* We will divide the 60 participants into three groups of about 20 women each. This means you will present the training three times.

*Time:* You will have approximately two hours for each session. This is to allow time for your presentation, practical exercises and breakout sessions.

*Language:* You may deliver your training entirely in English. NDI will provide simultaneous translation from English into Arabic and/or French. Though most women will read and speak Arabic, there will be some who prefer to conduct all communication in French.

*Note taking:* An NDI staff member will be present during the trainings to assist with note taking.

*Format:* We recommend that about a third of the time be devoted to theory, another third to interactive activity, and the last third of the training time to reporting back, group discussion and analysis.

*Deadlines:* We will need to receive your presentation in English by **Wednesday, April 11**, in order to translate it into Arabic for the conference. If you have handouts or exercises that need translation, please send these to us by Wednesday, April 11, as well. Please make sure Gabriella Borovsky (gborovsky@ndi.org) is copied on this email.

We have attached an example of a translated PowerPoint presentation and a template that you can use for your own presentation. It has short bullet points in English on the left, leaving room for Arabic translations on the right.

*Equipment:* Please let us know if you will need special equipment or arrangements for your training session. If you have a preference on room set-up, let us know in advance so we can ensure the room is arranged properly. All rooms will be equipped with a screen and projector.

### **Consultations**

Additionally, the agenda has time for participants to have individual consultations with the trainers. We hope that participants will take advantage of this opportunity to seek out more in-depth guidance from you. We would like for you to be available for these sessions as well.

### **Additional Resources**

We will provide participants with several manuals to take home after the conference. They are listed below and are attached for your review:

1. Political Campaign Planning Manual (Brian J. O'Day)
2. Designing an Effective Campaign Manual (Audrey McLaughlin)
3. An Introduction to Advocacy (Ritu Sharma)
4. A Media Guidebook for Women: Finding Your Public Voice (USAID)
5. How to Do a Gender Sensitive Budget Analysis (AusAID)

These manuals have been published in Arabic by NDI and contain several useful tips and worksheets that you may want to use. This would help provide continuity between the information the women receive in the training and the information they bring home with them. We also recognize that through your experience, you will have additional approaches and anecdotes to share in the trainings and we would also like you to incorporate these into your presentations.

To prepare for your training, you may wish to read the following chapters that correspond to your training topic (they are attached for your review):

1. "Methods for Gaining Endorsements" (Political Campaign Planning Manual)
2. "Building Coalitions with Civic Organizations and Fundraising Concepts" (Political Campaign Planning Manual)
3. "Module 7: Building Alliances" (An Introduction to Advocacy)
4. "The Introduction" (A Media Guidebook for Women)

Here is the full list of training topics we will cover in Marrakech.

- § Campaign Organization I
- § Campaign Organization II
- § Research, Targeting and Strategy
- § Developing Alliances
- § Message Development and Strategy
- § Voter Contact
- § Interview Skills and Practice
- § Public Speaking Skills and Practice
- § Leadership Skills
- § Mentoring

And the great team of trainers:

- § Francesca Binda (Canada)
- § Christine Burt (U.S.)
- § Eric Duhaime (Canada/Morocco)
- § Joe Gaylord (U.S.)

§ Alvah Hanrahan (Canada)  
§ Lila Jaafar (U.S./Egypt)  
§ Stephanie Lynn (Canada)  
§ Zorana Smiljanic (Serbia)  
§ Sam Smoot (U.S.)  
§ Mark Webster (U.S.)

### Next Steps

We hope you find this information useful. You will soon receive a briefing book as well.

In addition to me, Gabriella and Robert Peri, we are lucky to have the help of Alvah Hanrahan (alvah@rogers.com) in designing the agenda and curriculum for Marrakech. You will most likely receive emails from Alvah in the next few weeks.

Please don't hesitate to get in touch if you have any questions or concerns. If you would find it helpful to have a call with NDI staff to discuss anything more in-depth, we would be happy to arrange one for next week. Just let us know.

We look forward to seeing you in Marrakech!

All the best,  
Victoria

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**From:** Gabriella Borovsky [mailto:gborovsky@ndi.org]  
**Sent:** Wednesday, March 21, 2007 12:52 PM  
**To:** sonja.lokar@siol.net  
**Cc:** 'Victoria Canavor'; 'Robert Peri'  
**Subject:** Morocco Confirmation  
**Importance:** High

Dear Sonja,

Thank you so much for agreeing to participate as a trainer in the 2007 Regional Campaign Academy for Women in the Maghreb, to take place in Marrakech, Morocco, from Monday April 15 – Thursday April 19.

As you know, through this event we will provide training in all elements of campaign planning to a group of approximately 60 women candidates and political activists from the Middle East and North Africa. The event will primarily target women from Algeria and Morocco in preparation for their upcoming national legislative elections (Algeria: May 2007, Morocco: September 2007).

In the lead up to this event, you will work closely with the following NDI staff:

- **Victoria Canavor**, Manager of the Regional Campaign Academy, based in Morocco
- **Robert Peri**, Senior Program Officer for MENA programs, based in DC
- **Me, Gabriella Borovsky**, Senior Program Assistant for Women's Political Participation programs, based in DC/Morocco

The Academy will be held at the **Royal Mirage Hotel** (formerly Sheraton) in Marrakech, which is also where staff and participants will stay. You can view hotel details on the Royal Mirage website: <http://www.royalmiragehotels.com/royalmiragemarrakech.htm>.

Participants will arrive throughout the day on Sunday April 15; in the evening, NDI will organize an informal welcoming reception for the trainers, participants and staff. The formal program will begin the morning of Monday April 16 with a keynote address, special guest speakers and other

welcoming activities, and will close on Thursday April 19. Participants will return to their home countries on Friday April 20.

The immediate next steps include arranging your roundtrip travel to Marrakech. NDI will book your flights and send you an itinerary in the next few days for your review. On **Sunday, April 15**, there will be a briefing for all trainers and NDI staff to discuss the program agenda, regional political considerations and event logistics. To ensure your participation in the Sunday briefing, we would like you to arrive in Marrakech on **Saturday April 14** and depart on **Friday April 20**, after the program concludes.

I will be forwarding you a proposed itinerary in the next few days. A program agenda, briefing information, relevant background reading and logistics memo will be provided to you very soon.

Please send me your name written as it appears on your passport, your most up to date CV or bio and your preferred airlines/Frequent Flyer miles.

Please let us know if you have any questions or concerns.

Best,  
Gabriella

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From: Gabriella Borovsky  
Sent: Thu 3/1/2007 9:28 PM  
To: Sonja Lokar  
Cc: Robert Peri; Victoria Canavor (contact)  
Subject: RE: Training opportunity with NDI in Morocco

Dear Sonja,

We are delighted that you are interested and available for the campaign school.

It is a bit early for us to send you a TOR, but we will be sending TORs for all participating trainers in advance of the event. Based on your experience and expertise, we envisioned that you would focus your workshops on advocacy and coalition-building. Are you comfortable with these topics?

We are also in the process of collecting questionnaires from our field offices to determine the interests, needs and expertise of the campaign school participants. The results of these questionnaires will be reflected in the TOR.

For now however, I'd like to share with you a one-paged description of the event (attached). This will hopefully give you a good sense of what the program will be like.

I will continue to keep you posted of all developments related to the event. Please feel free to contact me anytime with questions.

Best,  
Gabriella

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From: Sonja Lokar [<mailto:sonja.lokar@siol.net>]  
Sent: Wed 2/28/2007 8:25 AM  
To: Gabriella Borovsky  
Cc: 'Dasa Silovic'

Subject: RE: Training opportunity with NDI in Morocco

Dear Gabriella,

Yes, I would love to go with you for this training in Marrakech.

Please, send me the terms of reference ASAP, so I know soon enough what to prepare.

Kind regards, yours Sonja Lokar

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-----Original Message-----

From: Gabriella Borovsky [<mailto:Gborovsky@ndi.org>]

Sent: Tuesday, February 27, 2007 10:54 PM

To: Sonja.lokar@siol.net

Cc: Victoria Canavor (contact); Robert Peri

Subject: Training opportunity with NDI in Morocco

Importance: High

Dear Sonja,

I hope you are well. My name is Gabriella Borovsky, and I work with Kristin Haffert on NDI's Women's Political Participation Team in Washington, DC. I am writing to find out if you would be interested in and available for a training opportunity in Morocco from the 16th - 19th April.

This will be a regional campaign academy for 60+ women candidates and political activists in the Maghreb (Algeria, Libya, Morocco and Tunisia). Given your impressive background as a political activist and trainer, as well as your familiarity with NDI, we think you would be a strong asset to the program. The event will be held in Marrakech and will include high-level keynote speakers and press, and will be organized around a two-track training curriculum to satisfy the needs of both experienced female politicians and those just entering the political scene.

The dates would break down as follows:

*Friday April 13 - Saturday April 14 (approx)*

Trainers and additional NDI staff arrive in Marrakech

*Sunday April 15*

Participants arrive

*Monday April 16 - Thursday April 19*

Trainings, workshops, consultations, and all other program events

*Friday April 20*

Trainers and participants depart

We would love to have you participate depending on your availability. Please let me know as soon as you can whether or not you are interested and available.

I am in New York this week for the UN Commission on the Status of Women meetings. I will be on email every day, but please feel free to call my mobile phone should you have any questions: +202 374 2910.

Best regards,  
Gabriella

## APPENDIX L

### TRAINER TERMS OF REFERENCE

Fr: Victoria Canavor; Robert Peri

Cc: Gabriella Borovsky, Les Campbell

Date: April 9, 2007

Re: *Partners in Participation* Maghreb Regional Campaign Academy – Marrakech, Morocco

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### I. INTRODUCTION

Thank you for agreeing to participate in NDI's *Partners in Participation* **Maghreb Regional Campaign Academy** from April 16-19, 2007 in Marrakech, Morocco. The objectives of this event are to:

- Provide potential women candidates and campaign activists from the Maghreb region and beyond with training in advanced skills necessary to wage professional and credible campaigns at the national, regional and local level;
- Provide networking opportunities for women political leaders and activists;
- Highlight the political role of women in the Middle East and North Africa region; and
- Identify ways to best institutionalize assistance to women interested in participating in politics throughout the region.

The following NDI staff will be the primary staff on hand to assist you during your stay; other staff will be present during the conference as well:

- Gabriella Borovsky, Senior Program Assistant, Women's Political Participation
- Victoria Canavor, Senior Program Officer, MENA-Morocco
- Zineb Chebihi, Program Assistant, MENA-Morocco
- Robert Peri, Senior Program Officer, MENA-DC

A final agenda and campaign school information packet will be provided to you upon your arrival in Marrakech. This Terms of Reference contains an explanation of the *Partners in Participation* program and logistical information. NDI staff will be happy to review the agenda and speaking plans with you when you arrive in Marrakech. Please feel free to contact us before then if you have questions.

### II. *PARTNERS IN PARTICIPATION* PROGRAM AND OBJECTIVES



*Partners in Participation* is a collaborative undertaking between civil society communities in the Middle East and North Africa, the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI), two independent non-governmental organizations headquartered in Washington, DC.

The *Partners in Participation* 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.

The fifth *Partners in Participation* conference will be held in Marrakech, Morocco, April 16-19, 2007. The Academy aims to support women's political involvement in North Africa and to share comparative experiences from across the Middle East and beyond. Approximately 60 women candidates and campaign managers from across the region will participate in interactive trainings on campaign skills, including campaign strategy, message development, voter outreach methods and presentation skills.

The Academy offers an occasion to meet and develop new networks of colleagues from the MENA region and from around the world who are dedicated politicians, activists and prospective candidates. The event will be well publicized to provide participants with the opportunity to showcase achievements.

Financial support for the *Partners in Participation* effort is provided by the U.S. Middle East Partnership Initiative (MEPI). Announced on December 12, 2002, MEPI supports economic, political, and educational reform efforts in the Middle East and champions opportunity for all people of the region, especially women and youth.

### III. PROGRAM RATIONALE

While women make up just over 50 percent of the population of North Africa, and even outnumber men at most universities and in certain professions, they remain underrepresented in politics. In Morocco, one of the countries that leads the region in terms of women's participation, 35 of the 325 members elected to parliament in 2002 (just over 10 percent) were women. In Algeria, the 2002 legislative elections saw just 27 women, out of a total of 389 deputies, elected to parliament (approximately 7 percent). Tunisian women have long enjoyed a high level of civil rights and professional opportunities, and yet the rate of their participation in politics lags behind that of other fields. Mauritania may yet become one of the bright spots in the region. After years of authoritarian rule, followed by a *coup d'état* in 2005, recent elections saw women elected at all levels of government including 17 of 95 total seats in the parliament – one of the highest proportions in the Arab world.

In the interest of promoting more representative legislatures and political parties, a key component of NDI's work in the region has been to encourage women to engage in politics as voters, activists, members of political parties, and elected officials. The program will build on NDI's work through the Middle East and the world to promote women's participation by raising the profile of women candidates and giving these candidates the technical skills and tools necessary to run effective campaigns and become effective leaders.

The majority of the participants in the Regional Campaign Academy will come from Morocco and Algeria, with about 20 participants hailing from each. There are several reasons for focusing the program on these two countries: 1) Both have national legislative elections upcoming (Algeria in May 2007 and Morocco in September 2007); 2) Morocco and Algeria are the most populous and influential countries in North Africa, and they are frequently looked to as regional models; 3) Algeria and Morocco have the longest history of regular elections in the region; and 4) NDI has had a longstanding presence in each of these countries.

In addition to the Moroccans and Algerians, the Campaign Academy will include the participation of five Tunisians and two Mauritians, two Lebanese, two Jordanians, two Iranians, and one woman from Qatar. NDI invited several Libyans to participate in the Regional Campaign Academy but they are unable to attend.

#### IV. POLITICAL CLIMATE

While there has been a backlash against democracy assistance in the Middle East over the past year or so – NDI's representatives were barred from both Bahrain and Algeria, and Egyptian officials have requested that we put our programs on "hold" – the overall status of women in the region has improved and women's political participation is at a high point. Women's participation programs are an unequivocal, albeit incremental, success story in the Middle East although much remains to be done and the region's women still lag the rest of the world in most indicators.

Some of the high points of women's involvement in Middle East politics in the past year include:

- The Qatar election where Sheikha Al Jafari, appointed four years ago to a municipal council seat, won her seat in a fair competition in April beating her male opponent and gathering 90% of the vote (Sheikha Al Jafari was a participant in the 2005 Partners in Participation Regional Campaign School in Kuwait).
- Elections in Kuwait saw women running and voting and, although none won a seat, the candidates ran very professional and credible campaigns.
- The Lebanese Women's Network was established which supported women in politics but also took stands against violence and sectarianism.
- The Iraq Multi-Party Women's Caucus took courageous stands on a number of human rights and constitutional issues in Iraq.

- 28 women were elected in Yemen local elections, a drop from the previous election but nonetheless important in such a poor, conservative country.
- The NDI-supported Moroccan Women's MP Forum advocated strongly for continued legislative election quotas and the quota system was ultimately continued unchanged. There are currently 35 women in Morocco's parliament – five elected and 30 as a result of a voluntary quota.

### *Algeria*

NDI has had an office in Algeria since 2002, and has conducted a variety of successful programs for political parties, civic organizations, and journalists. NDI Algeria's women's programming has been very important; the Institute has conducted three large-scale summer universities to provide leadership training for women in politics (many of the women participating in this Regional Campaign Academy will likely have attended at least one of these summer universities).

However, since the fall of 2006, the Algerian government systematically blocked NDI's visa requests. As a result, NDI has been unable to maintain an expatriate presence or conduct activities involving international experts in Algeria. In general, the political space in Algeria has been severely restricted over the past year. President Abdelaziz Bouteflika recently referred to Algerian NGOs that received financing from foreign sources as "traitors," and called for foreign NGOs critical of the Algerian political system to leave the country.

For opposition political parties the situation is not much better. The Algerian *pouvoir* has, in the past, employed a variety of semi-legal and illegal tactics to weaken political parties that are seen as a threat to the status quo. The upcoming legislative elections in May appear to be no exception. The opposition Islamist party El Islah was recently barred from participating in the legislative elections on the pretense that that party had not held a congress in the past year. In fact, Islah's leader Abdullah Djaballah had requested authorization from the Ministry of Interior to hold the party congress on numerous occasions, but authorization was repeatedly denied. A minority faction within the party that opposes Djaballah's leadership applied for and was granted authorization to hold a party congress. This congress enjoyed the "protection" of the Algerian police, meaning that Djaballah and his supporters were forcibly kept out of the congress while the minority faction elected its own leaders to head the party. Djaballah and his supporters have filed complaints of irregularities, which the same Ministry of Interior has now agreed to investigate.

Regardless of the outcome of these investigations, however, the *pouvoir's* desired result has been achieved. El Islah has been thrown into turmoil a mere two months before the elections. It will be interesting to see how the battle for the leadership of Islah plays out, and we may be witnesses to a small part of that struggle during our workshop. In an effort to remain neutral, NDI has invited members of both El Islah factions to participate in this event.

## *Morocco*

In Morocco, the climate is not quite so tumultuous. Nonetheless, parties are already very focused on preparations for the September legislative elections. For the first time, many of the major Moroccan political parties have formed national campaign teams with the goal of centralizing party messages and campaign strategy. Islamist participation in the Moroccan elections is also a contentious issue, with the main Islamist party, the Party of Justice and Development (PJD), poised to perform quite well in the upcoming legislative elections.

In the past, the Moroccan crown has negotiated with the PJD to restrict their presence on the political scene, as was the case after 2003 Casablanca terrorist bombings. Several weeks ago, however, the Ministry of Interior, redrew district lines in what is viewed as a clear case of gerrymandering in order to weaken the power PJD. It remains to be seen if the refigured districts will hold up to legal challenges, but if they do they would significantly change the political landscape in Morocco. Among other important issues facing Moroccan political parties in the lead-up to the elections is the question of the prime minister. The king retains the power to appoint the ministers, including the prime minister, and in the past he has tended to appoint a technocrat or someone close to the royal court to this position, rather than appoint a member of the strongest political party – this is the case with the current Prime Minister, Driss Jettou. However, the king has indicated that the next prime minister will be chosen from a leading political party, thus raising the stakes of the 2007 elections.

It is also important to say a word about Algero-Moroccan relations. Algeria and Morocco are embroiled in a long-standing disagreement over the disputed territory of the Western Sahara. Morocco controls the area, claims the land as a legitimate part of its territory, and is offering a limited form of autonomy to its residents. Algeria claims that the Western Sahara deserves independence from Morocco, and has supported the armed rebel faction known as the *Polisario Front* in its struggle to break free of Moroccan rule. This dispute has led to periods of high-tension, if not outright animosity, between the two countries. As a result of this animosity, Algeria's ruling party the National Liberation Front (FLN), a party with a strong nationalist tradition, recently informed NDI that it will not participate in this training event in Marrakech. With the Algerians who are attending, the Western Sahara issue is less likely to come up, but could be a source of potential friction between Moroccan and Algerian participants should it arise.

## *Tunisia*

Tunisia is a country that has enjoyed relative economic stability, while remaining almost totally closed politically. Although the country holds regular elections, the authoritarian regime of Zine El Abidine Ben Ali is firmly ensconced in power. There is little freedom of speech in the country, freedom of assembly is severely restricted, and dissenters are regularly harassed or jailed without trial. Constitutional amendments have removed executive term limits, and President Ben Ali has been heavily criticized at home

and abroad for winning the last three elections with over 99 percent of the vote on each occasion.

The Tunisian participants in this event each represent a different political party, one from each of four opposition parties and one from the ruling Constitutional Democratic Rally (RCD). The RCD dominates legislative politics to nearly the same extent that Ben Ali dominates the presidential scene. In recent elections the party has won all the seats in the legislature that are not specifically reserved for members of the opposition, and overwhelming majority. Even within the Tunisian opposition parties that will attend the Campaign Academy, those that are represented in the legislature are considered by many outside observers to be administrative opposition parties, created with the consent of the ruling party and unwilling to present a true challenge to the status quo. True opposition parties will also be present at the Academy, though they have been almost completely marginalized from the political scene.

### *Mauritania*

The second round of Mauritania's presidential election was held on March 25, 2007, between Sidi Ould Cheikh Abdallahi and Ahmed Ould Daddah. Abdallahi won the second round with about 53 percent of the vote and will take office on April 19, 2007 (our Mauritanian participants will be leaving early to attend his inauguration). The 2007 election followed a military coup in August 2005 that ousted long-time president Maaouya Ould Sid'Ahmed Taya. The head of the military junta, Ely Ould Mohamed Vall, kept his promise that he and the other members of the junta would not run in the presidential election, which marks the last stage of the transition to civilian rule.

Nonetheless, Abdallahi, who ran as an independent, was viewed by some as the candidate representing the ruling junta, and in January he received the backing of an important coalition of 18 parties composed of former supporters of Taya. Abdallahi denied being the junta's candidate. The Coalition of Forces for Democratic Change sent a letter to various international organizations, including NDI, accusing the junta of "running an open campaign in favor of one candidate" through various methods, including asking influential people in the country to back their favored candidate, although the letter did not directly name Abdallahi as this candidate.

Despite these allegations and other allegations of wrongdoings in recent elections, the general political climate in Mauritania seems to be one of optimism. The country has experienced the most open political process in its history, and women have been elected to political office in record numbers. Unfortunately, because of the numerous important political events that will be taking place in Mauritania during and around the time of the Regional Campaign Academy, NDI was unable to secure the participation of a large number of Mauritanian participants.

## V. TOPICAL AGENDA

The following topics will be covered during the campaign school:

## CORE CURRICULUM

### ✓ **TARGETING / RESEARCH / STRATEGY: Knowing What You Need to Win**

Elections are planned scientifically, with the crucial first step of demographic and geographic research, as well as other sources of information. Based on this knowledge, the candidate and her campaign team can accurately target persuadable voters. This workshop will provide the tools and the procedures to do this. Participants will be shown how to determine the number of votes necessary to win their elections and plan the strategic use of critical resources (time, money, information and people).

*Trainer: Stephanie Lynn*

### ✓ **CAMPAIGN ORGANIZATION I & II: Putting Your Plan into Action**

Participants will be shown how to organize their campaigns, from building a campaign team to fundraising and financial management, writing a campaign budget, volunteer mobilization, time management and scheduling, and building databases and organizational systems.

*Trainers: Christine Burt; Samantha Smoot and Lila Jaafar*

### ✓ **DEVELOPING ALLIANCES: Creating the Networks That Can Help You Win**

Success in practical politics demands the honing of skills necessary to establish and maintain diverse relationships. These alliances are vital for building and maintaining a basis of constituency and voter support. Participants will learn the importance of developing relationships as individuals prior to and throughout their campaigns, in order to garner support from their party, community leaders, the media, civil society organizations and potential donors.

*Trainer: Sonja Lokar*

### ✓ **MESSAGE: How to Develop and Deliver the Right Message**

Effective election campaigns rely on the key concept of message. In this workshop, participants will learn the essentials of message development and how to articulate strong campaign messages; how to customize these messages to target different groups (men, women, youth, volunteers and others); and the differences between campaign messages, party platforms and slogans.

*Trainer: Joseph Gaylord*

### ✓ **VOTER CONTACT: Reaching and Persuading Your Voters**

Participants will receive instruction and advice in successful tactics for contacting and persuading targeted voters. Strategic contact methods, the efficient and practical use of available resources, and new communications technologies will be covered.

*Trainers: Francesca Binda and Lila Jaafar; Zorana Smiljanic*

## SPECIALTY SKILLS SESSIONS

### ✓ **PUBLIC SPEAKING: Presenting Yourself Effectively to the Public**

Ease in speaking in public and the effective presentation of a candidate's message can be acquired with the right training. Participants will benefit from practical tips on speech delivery, presentation skills and effective strategies to handle media interviews, town hall meetings and other media settings.

*Trainer: Mark Webster*

### ✓ **INTERVIEW SKILLS: Learn What It Takes to Handle the Tough Questions**

Familiarity with various public fora and the ability to relate effectively with reporters are qualities demonstrated by experienced politicians. Participants will learn how to handle media interviews and difficult questions through a series of practical exercises, and will receive intensive training to prepare them for successful interactions with media representatives.

*Trainer: Eric Duhaime*

### ✓ **LEADERSHIP SKILLS: Long-Term Strategies for Building Your Political Career**

Women politicians undertake a leadership role by virtue of their success at the polls. Participants will be presented with an understanding of the qualities of leadership, how to shape political careers to raise their profiles both in the legislature and in their constituencies, and ways to sustain a basis of support in between elections.

*Trainer: Zorana Smiljanic*

### ✓ **MENTORING: Preparing the Next Generation of Women Leaders**

One of the most important leadership roles accomplished women politicians can play is that of mentoring. Participants will become familiar with the means, and the benefits, to mentoring other women who wish to advance their careers in the political arena. They will explore how to sustain the effectiveness of these relationships without following the old boys' network most women want to avoid. Other means of mentoring, including training of trainers, are avenues to electoral success that will also be discussed.

*Trainer: Alvah Hanrahan*

### ✓ **FUNDRAISING: Show Me the Money!**

The reluctance of most women to ask for financial assistance for their campaigns can be overcome with knowledge of the ways to raise money. Participants will learn the methodology of fundraising through simple yet effective means that work.

*Trainer: Alvah Hanrahan*

**✓ BUILDING YOUR CAMPAIGN: How to Put Your Plan into Action**

The knowledge participants gain through the core curriculum and elective topics will culminate in a practical campaign plan that the participants will author, drawing upon their trainers for advice. Applying the techniques learned during the Academy will have immense value for impending election campaigns throughout the region.

*Trainers: Samantha Smoot and Alvah Hanrahan*

**PLENARY DISCUSSIONS**

**✓ WORKING WITHIN YOUR PARTY: Strengthening Your Role**

The meaningful inclusion of women is integral to vibrant democratic development and strong political parties. Likewise, women’s active participation can result in enormous gains for the party, for the electorate and for the future candidate herself. A panel of experienced politicians will present their views and advice on advancing through party ranks, and for bringing a useful and beneficial agenda to the table.

**✓ REGIONAL SPOTLIGHT: Achievements in the Middle East and North Africa**

Women of the Maghreb region and other neighboring countries have made significant strides in terms of electoral success and in reforming the social policy and human rights arenas. A panel of prominent women leaders will share their own success stories and shed light on the achievements made by women throughout the Middle East.

**✓ WOMEN IN POLITICS: The Challenges and Rewards**

Throughout the world, more women than ever before are making their mark on society through engagement in civic and political activity. This panel will focus on the obstacles that must be overcome both before women can achieve electoral success and once they have taken office, and explore why women should offer their unique talents and take the important decision to seek public office.

**VI. SCOPE OF WORK**

For the core training sessions participants will divide into three groups of 15-20. Participants will be divided according to experience level and language of preference (Arabic or French). Specialty sessions will also be restricted to groups of 15-20, but groups for these sessions will be determined by participant interest. NDI will also target certain highly experienced participants for additional, advanced training sessions that will be determined once the participants arrive in Marrakech. Additionally, participants will be encouraged to seek out party-specific or one-on-one consultation time with trainers. We hope participants will take advantage of this time not only to gain more in-depth guidance on skills and training methods discussed during plenary and breakout sessions, but also to develop, with your help, as specific a campaign strategy as possible for upcoming elections in countries where this applies. It is expected that you accommodate such requests to the extent that time in the schedule allows.



Finally, it is important to note that fundraising in the Arab world carries with it a number of unique obstacles, particularly for women. It is often seen as “improper” for women to ask for money or in many countries it is seen as the responsibility of the candidate to give money to voters rather than ask for it. Thus, a strong emphasis on relying on family ties and large scale public fundraising events will have more relevance to the participant audience.

Upon completion of your work, NDI requests that you provide verbal feedback and a brief memo outlining your assessment of the outcomes of the trainings, recommendations for additional skill building, and your general experience of working in Morocco. Your input will enable NDI to tailor its training and consultations to the unique technical needs surrounding women’s political participation across the MENA region.

## VII. LOGISTICS

Please see attached logistics memo for details.

## APPENDIX M

### TRAINER LOGISTICS MEMO

We look forward to your arrival in Marrakech, Morocco, for the 2007 Partners in Participation Regional Women's Campaign Academy, to take place April 16<sup>th</sup> – 19<sup>th</sup>.

#### **Staff Assistance**

The following NDI staff members are available to assist you throughout the event:

- Gabriella Borovsky, Senior Program Assistant, Women's Political Participation-DC
- Victoria Canavor, Senior Program Officer, MENA-Morocco
- Zineb Chebihi, Program Assistant, MENA-Morocco
- Robert Peri, Senior Program Officer, MENA-DC

Please let us know if you require anything during your stay.

#### **Contact Information\***

Gabriella Borovsky: mobile, 018 14 57 86

Victoria Canavor: mobile, 015 64 94 55

Zineb Chebihi: mobile, 015 64 94 54

Robert Peri: mobile, 018 14 57 85

\*The country code for Morocco is 212. To call a number in Morocco from outside the country, please drop the first 0. For example, to call the Royal Mirage Marrakech from the U.S., you would dial 011 212 24 35 10 00.

#### **Transportation**

Transportation to and from the airport will be provided by a local company. Upon your arrival at the airport, please look for a driver holding a sign that says NDI/Partners in Participation. The airport in Marrakech is 4 km away from the hotel, which is about a 15 minute drive to the Royal Mirage Marrakech.

#### **Accommodation**

While in Rabat you will be staying at the Royal Mirage Marrakech (<http://www.royalmiragehotels.com/royalmiragemarrakech.htm>), which is situated outside the ramparts of Marrakech, and has a panoramic view of the Atlas Mountains. It is only five minutes by car from the center of the Medina. The address and phone numbers for the hotel are:

Royal Mirage Marrakech  
Avenue de la Menara, P.O. Box 528  
Marrakech 40000 Morocco  
Tel: + 212 24 35 10 00

Fax : +212 24 43 78 43

Your accommodation package includes breakfast that will be served in the hotel.

Please note that you are responsible for any personal expenses beyond accommodation and meals, such as laundry, personal telephone calls and other hotel services.

A business center with fax and Internet is available near the conference rooms and is open from 8:00am to 9:00pm during all week days. Internet fees are as follows: 30Dh/15min; 50Dh/30 min; 100Dh/hr.

Please note that the hotel has two entrances/two receptions: one which is the main entrance (called “réception principale”); and the other is for group arrivals (called réception AL KASR). NDI’s check-in will take place in AL KASR.

### **Interpretation**

We have arranged for simultaneous Arabic-English and French-English interpretation during the conference.

### **Briefings – April 15**

On April 15<sup>th</sup>, we would like to welcome you to Marrakech with a briefing at the Royal Mirage Hotel. You will have the morning and early afternoon free to relax or explore the city of Marrakech if you wish to do so. Briefings will take place starting from 2:00pm until the evening welcoming reception at 7:00pm. We will have a short break before the start of the reception.

### **Reception – April 15**

On the evening of the Sunday, April 15<sup>th</sup>, we will be holding an informal welcoming reception for trainers, staff and participants who will have arrived. It will be a casual way for everyone to meet before the formal event opens the next day, and will be held at 7:00pm at the Royal Mirage Marrakech.

### **Dinner – April 16-19**

On the evenings of the 16<sup>th</sup>, 17<sup>th</sup> and 19<sup>th</sup> we have arranged group dinners at the hotel and at two restaurants in Marrakech. Transportation will be provided to the restaurants. NDI will cover the cost of dinner on the evening of the 18<sup>th</sup>, but this will be a free night for trainers, participants and staff.

### **Medical Insurance**

NDI provides 24-hour medical coverage for delegates traveling on behalf of the organization and while attending seminars or other operations sponsored by NDI. Coverage begins at the start of your travel, whether at your home, place of work, or other location. Coverage ends when you arrive at your home or place of work (whichever comes first), or if you leave the trip described above or the official travel plan ends.

### **Personal Effects Insurance**

NDI's insurance does not cover the damage or loss of personal effects (e.g. luggage, personal funds, cameras, laptop computers) for staff, trainers, delegates, or volunteers traveling on an NDI program. It is recommended that all persons traveling for NDI obtain personal effects insurance if they are taking valuable personal items with them overseas.

**Weather**

April is a very agreeable time to be in Marrakech, with average daytime temperature highs in the 70°s F and lows in 50°s F; it will be slightly colder evenings in the 50°s F or 60°s F.

**Electricity**

Electricity in Marrakech is supplied at 220 volts.

**Attire**

Business attire is recommended for the days of the Campaign Academy.

**Time**

Local time in Marrakech is Greenwich Mean Time (GMT).

**Currency**

The Moroccan Dirham (MAD) is used in Marrakech. The official exchange rate is American \$1/8.3 MAD or Canadian \$1/7.2 MAD. Money can be exchanged at the Royal Mirage Marrakech.

There is a place to exchange currency to the right of the hotel's group entrance (réception AL KASR). It is open everyday in the mornings from 8:15am – 11:30am and in the evenings from 4:15pm – 7:30pm.

There are also two ATMs near each reception desk.

## APPENDIX N

### WORKSHOP MATERIALS CHECKLIST

- ü Room set-up (placement of tables, chairs, audio-visual equipment, headsets, glasses and water)
- ü Flip chart stands and paper, markers
- ü PowerPoint ready to go on computer/projector
- ü Printed copies of PowerPoint presentations for trainers (in original language)
- ü Printed copies of presentations for translators (in appropriate languages)
- ü Handouts to distribute
- ü Table tents
- ü Sign-in sheets
- ü Supplies (notepads, pens, tape, sticky notes)
- ü Handout evaluations, collect, and give to designated staffer
- ü Pass out and collect sign-up sheets for specialty sessions
- ü Collect computer, USB sticks, return supplies, and collect flip chart paper
- ü Make necessary announcements (time of lunch, buses, etc.)

#### *Supplies to have in the staff room:*

- q Color printer
- q Computers with Internet access
- q Access to photocopier and fax machine
- q Paper
- q Mobile phones for staff and trainers
- q Extra phone cards available for staff
- q Extra phone cards available for purchase by participants
- q Notepads, pens and pencils
- q Staplers and staples/staple remover
- q Extension cords

## APPENDIX O

### **Speaker Invitations**

#### **Invitation to Jane Harman (draft for the Executive Office to send)**

February 28, 2007

The Honorable Jane Harman  
U.S. House of Representatives  
Washington, DC 20515-0536

Dear Jane:

I am delighted to invite you to please join us once again as a keynote speaker at a Partners in Participation conference taking place in Morocco in April 2007. This political participation and campaign academy for women leaders from across the Maghreb region builds on the work we have done in Kuwait and elsewhere, and will take place in Marrakech from April 15 to 20. Given your personal commitment to increasing women's political participation and the incredibly positive response you received in Kuwait, we would be honored if you would join us at this special event.

Around the world talented women are ready to use their professional expertise in public life; yet in virtually every country their efforts are hampered by economic, cultural and institutional barriers. The goals of the event are to support women's political involvement in the Maghreb region and to share comparative experiences from around the Middle East and beyond. The event will be well publicized and provide women of the region with the opportunity to showcase their achievements while supporting and encouraging other women who aspire to be more politically active. The Maghreb academy will also allow women from across the region to meet and develop new networks of colleagues not only from the Middle East region but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

As you know, the Partners in Participation regional campaign school series is a collaborative effort by NDI and the International Republican Institute (IRI), with support from the Middle East Partnership Initiative (MEPI), to promote the role of women in political processes across the MENA region; previous academies have been held in Kuwait, Qatar, Tunisia and Jordan.

We would be honored to have you participate in the Partners in Participation campaign school. XXXXX will be in touch with your office to answer any questions.

Sincerely,

Kenneth Wollack  
President

CC: xxxx, Chief of Staff

## **Invitation to Governor Jennifer Granholm**

March 2, 2007

The Honorable Jennifer M. Granholm  
Governor of the State of Michigan  
P.O. Box 30013  
Lansing, Michigan 48909

Governor Granholm:

I am pleased to invite you to join us as a keynote speaker at the National Democratic Institute's Partners in Participation conference taking place in Morocco in April 2007. This campaign academy for women leaders from across North Africa builds on the work we have done throughout the region, and will take place in Marrakech from April 15 to 20. Given your personal commitment to increasing women's political participation, we would be honored if you would join us at this special event.

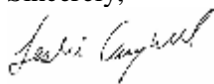
NDI is a nonprofit organization, founded by the Democratic Party, that works to strengthen and expand democracy worldwide. Calling on a global network of volunteer experts, NDI provides practical assistance to governments and civic and political leaders advancing democratic values, practices and institutions. NDI works with democrats in every region of the world to build political and civic organizations, safeguard elections, and to promote citizen participation, openness and accountability in government.

Around the world talented women are ready to use their professional expertise in public life; yet in virtually every country their efforts are hampered by economic, cultural and institutional barriers. The goals of the event are to support women's political involvement in North Africa and to share comparative experiences from around the Middle East and beyond. The event will be well-publicized and provide women of the Maghreb (Algeria, Libya, Mauritania, Morocco and Tunisia) with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Maghreb academy will also allow women from across the region to meet and develop new networks of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates. Holding this event in Morocco will provide an opportunity for women candidates from Algeria and Morocco to prepare for upcoming legislative elections, as well as allowing NDI, and its partners throughout the region, to honor the tremendous political strides being made by women across the Middle East.

The Partners in Participation regional campaign school series is a collaborative effort by NDI and the International Republican Institute (IRI), with support from the Middle East Partnership Initiative (MEPI), to promote the role of women in political processes across the MENA region; previous academies have been held in Kuwait, Qatar, Tunisia and Jordan.

We would be honored to have you participate in the Partners in Participation campaign school. Please feel free to contact me directly should you have any questions.

Sincerely,



Leslie Campbell  
Regional Director and Senior Associate  
Middle East and North Africa

**Invitation to U.S. Ambassador to Morocco Thomas Riley**

March 7, 2007

The Honorable Thomas T. Riley  
Ambassador of the United States to the Kingdom of Morocco  
2 Avenue de Mohamed El Fassi  
Rabat, Morocco

Dear Ambassador Riley:

I am pleased to invite you to join us as a speaker at a Partners in Participation conference taking place in Morocco in April 2007. This campaign academy for women leaders from across North Africa will take place from April 16 to 19, and represents the culmination of the work that National Democratic Institute (NDI) has carried out on women's political participation throughout the region. We would be honored if you would join us for this special event.

Around the world talented women are ready to use their professional expertise in public life; yet in virtually every country their efforts are hampered by economic, cultural and institutional barriers. The goals of the event are to support women's political involvement in North Africa and to share comparative experiences from around the Middle East and beyond. The event will be well publicized and provide women of the Maghreb (Algeria, Libya, Mauritania, Morocco and Tunisia) with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Maghreb academy will also allow women from across the region to meet and develop new networks of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

NDI has invited several high-level guests, including U.S. governors, members of the U.S. Senate and Congress, European parliamentarians, and former heads of state to attend this event. A number of parliamentarians and government officials from throughout the Middle East and North Africa will also participate.

The Partners in Participation regional campaign school series is a collaborative effort by NDI and the International Republican Institute (IRI), with support from the Middle East Partnership Initiative (MEPI), to promote the role of women in political processes across the MENA region; previous academies have been held in Kuwait, Qatar, Tunisia and Jordan.



Holding this event in Morocco will provide an opportunity for women candidates from Algeria and Morocco to prepare for upcoming legislative elections, as well as allow NDI, and its partners throughout the region, to honor the tremendous political strides being made by women across the Middle East.

We would be honored to have you participate in the Partners in Participation campaign school. Please feel free to contact me directly should you have any questions.

Sincerely,

Gérard Latulippe  
Resident Director of NDI, Morocco  
Senior Representative of the Maghreb

### **Invitation to the governor of Marrakech**

Rabat, le 14 mars 2007

Monsieur Mounir Chraïbi  
Wali et Gouverneur de la préfecture de Marrakech  
Av. 11 janvier - Daoudiyate – Marrakech

Monsieur le Wali,

J'ai le plaisir de vous inviter à nous faire l'honneur de votre présence à la cérémonie d'ouverture de la conférence de « Partners in Participation » qui se tiendra à Marrakech le 16 avril 2007 à 9 Hrs. à l'Hôtel Royal Mirage. Cette conférence académique au profit des femmes dirigeantes d'Afrique du Nord aura lieu du 16 au 19 avril prochain et représente le fruit du travail accompli par l'Institut Démocratique National pour les Affaires Internationales (NDI) dans le domaine de la participation politique des femmes de la région.

La tenue de cette conférence au Maroc donnera au Royaume l'opportunité de confirmer les grands progrès enregistrés par les femmes de votre pays et celles du Moyen-Orient. Aussi, l'objectif de l'Académie du Maghreb est-il de soutenir l'engagement politique des femmes d'Afrique du Nord et d'échanger leurs expériences à travers le Moyen-Orient et au delà. L'Académie du Maghreb permettra également aux femmes de la région de se rencontrer et de développer de nouveaux réseaux de collègues qui s'étendent non seulement au Moyen-Orient mais à toutes les régions du monde. Elles auront ainsi la possibilité de rencontrer des femmes qui, à leur instar, sont politiquement engagées qui sont susceptibles de devenir de futures candidates lors d'élections dans leur pays d'origine.

L'événement bénéficiera d'une importante couverture aussi bien au niveau du Maroc qu'à l'international. Il donnera aux femmes du Maghreb l'occasion de faire connaître leurs réalisations et d'encourager les autres femmes à s'engager politiquement. Le NDI a invité plusieurs personnalités de haut niveau, y compris des Gouverneurs d'Etats américains, des membres du Sénat et du Congrès des Etats Unis, et des parlementaires européens. Des responsables gouvernementaux du Moyen-Orient et d'Afrique du Nord seront également présents à cet événement.

La série de campagnes régionales de « Partners in Participation », qui a reçu le soutien du Département d'Etat Américain dans le cadre de l'Initiative de Partenariat avec le Moyen-Orient (MEPI), vise de promouvoir le rôle de la femme dans les processus politiques à travers la région Moyen-Orient. D'autres conférences académiques ont été tenues précédemment au Koweït, au Qatar, en Tunisie et en Jordanie.

Nous serons donc très honorés de votre participation à cette conférence de « Partners in Participation ». Par ailleurs, j'apprécierais obtenir une audience avec vous afin de vous présenter plus amplement le cadre de cette activité et d'obtenir votre soutien.

Veillez agréer, Monsieur le Wali, l'expression de ma haute considération.

Gérard Latulippe  
Directeur Résident du NDI, Maroc  
Représentant Senior du Maghreb

## APPENDIX P

### SPEAKER TERMS OF REFERENCES

#### **TOR for Jane Harman**

To: Honorable Jane Harman – House of Representatives, California

Fr: Victoria Canavor; Robert Peri

Cc: Gabriella Borovsky, Les Campbell

Date: April 5, 2007

Re: *Partners in Participation* Maghreb Regional Campaign Academy – Marrakech, Morocco

---

#### I. INTRODUCTION

Thank you for participating in NDI's *Partners in Participation* Maghreb Regional Campaign Academy from April 16-19, 2007 in Marrakech, Morocco. The objective of this event is to:

- Provide potential women candidates and campaign activists from the Maghreb region and beyond with training in advanced skills necessary to wage professional and credible campaigns at the national, regional and local level;
- Provide networking opportunities for women political leaders and activists;
- Highlight the political role of women in the Middle East and North Africa region; and
- Identify ways to best institutionalize assistance to women interested in participating in politics throughout the region.

The following NDI staff will be on hand to assist you during your stay:

- Gabriella Borovsky, Senior Program Assistant, Women's Political Participation
- Victoria Canavor, Senior Program Officer, MENA-Morocco
- Zineb Chebihi, Program Assistant, MENA-Morocco
- Robert Peri, Senior Program Officer, MENA-DC

A final agenda and campaign school information packet will be provided to you upon your arrival in Marrakech. This Terms of Reference contains an explanation of the *Partners in Participation* program and objectives and logistical information. NDI staff will be happy to review the agenda and speaking plans with you when you arrive in Marrakech.

## II. *PARTNERS IN PARTICIPATION* PROGRAM AND OBJECTIVES

*Partners in Participation* is a collaborative undertaking between civil society communities in the Middle East and North Africa, the International Republican Institute (IRI), and the National Democratic Institute for International Affairs (NDI), two independent non-governmental organizations headquartered in Washington DC.

The *Partners in Participation* 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.

The fifth *Partners in Participation* conference will be held in Marrakech, Morocco, April 16-19 2007. The Academy aims to support women's political involvement in North Africa and to share comparative experiences from across the Middle East and beyond. Approximately 60 women candidates and campaign managers from across the region will participate in interactive trainings on campaign skills, including campaign strategy, message development, voter outreach methods and presentation skills.

The Academy also offers an occasion to meet and develop new networks of colleagues from the MENA region and from around the world who are dedicated politicians, activists and prospective candidates. The event will be well publicized to provide participants with the opportunity to showcase achievements.

The objectives of this event are to:

- Provide potential women candidates and campaign activists from the Maghreb region and beyond with training in advanced skills necessary to wage professional and credible campaigns at the national, regional and local level;
- Provide networking opportunities for women political leaders and activists;
- Highlight the political role of women in the Middle East and North Africa region; and
- Identify ways to best institutionalize assistance to women interested in participating in politics throughout the region.

Financial support for the *Partners in Participation* effort is provided by the U.S. Middle East Partnership Initiative (MEPI). Announced on December 12, 2002, MEPI supports economic, political, and educational reform efforts in the Middle East and champions opportunity for all people of the region, especially women and youth.

## III. TOPICAL AGENDA

The following topics will be covered during the campaign school:

### **CORE CURRICULUM**

#### **✓Targeting / Research / Strategy**

Elections are planned scientifically, with the crucial first step of demographic and geographic research, as well as other sources of information. Based on this knowledge the candidate and her campaign team can accurately target persuadable voters. This workshop will provide the tools and the procedures to do this. Participants will be shown how to calculate the number of votes necessary to win their election and the strategic use of resources (time, money, information and people).

Trainer: Stephanie Lynn

#### **✓Campaign Organization I & II**

Participants will be shown how to organize their campaigns, from building their campaign team, to fundraising and financial management, writing a campaign budget, volunteer mobilization, time management, plotting a timeline, scheduling, building databases and organizational systems.

Trainers: Christine Burt; Samantha Smoot

#### **✓Developing Alliances**

Success in practical politics demands the honing of skills necessary to establish and maintain diverse relationships. Such relationships and alliances are critical to building and maintaining a basis of constituency and voter support. Participants will learn the importance of developing relationships as individuals prior to their campaign, and throughout their campaign, in order to garner support from their party, community leaders, the media, civil society organizations and potential donors.

Trainer: Sonja Lokar

#### **✓Message**

Effective election campaigns rely on the key concept of the message. In this workshop participants will learn how to articulate a strong campaign message, the essentials of message development, how to customize their message to target different groups (men, women, youth, volunteers and others); and the differences between campaign messages, party platforms and slogans.

Trainer: Joseph Gaylord

#### **✓Voter Contact**

Participants will receive instruction in methods for contacting their targeted voters. Different contact methods, the efficient and practical use of available resources

depending on the circumstances of the campaign and new communications technologies, as a method of voter contact, will be covered.

Trainers: Francesca Binda and Lila Jaafar; Zorana Smiljanic

### **SPECIALTY SESSIONS**

#### **✓Public Speaking**

Ease in speaking in public and the effective presentation of a candidate's message can be acquired quickly with the right training. Participants will benefit from practical tips on speech delivery, presentation skills and effective strategies to handle media interviews, town hall meetings and other media settings.

Trainer: Mark Webster

#### **✓Leadership Skills**

Women politicians undertake a leadership role by virtue of their success at the polls. Participants will be presented with an understanding of the qualities of leadership, how to shape their political careers to raise their profile both in the legislature and in their constituencies and ways to sustain a basis of support in between elections

Trainer: Zorana Smiljanic

#### **✓Interview Skills**

Familiarity with various public fora and the ability to relate fairly and effectively with reporters are qualities demonstrated by experienced politicians. Participants will learn how to handle media interviews and difficult questions through a series of practical settings and will receive training to prepare them for successful interactions with media representatives.

Trainer: Eric Duhaime

#### **✓Mentoring**

One of the most important leadership functions of experienced women politicians is the mentoring role. Participants will become familiar with the means and the benefits to both mentor and protégé of mentoring less experienced women who wish to advance their careers in the political arena. They will learn how to sustain the effectiveness of mentoring relationships without following the old boys' network most women want to avoid. Other means of mentoring include the training of trainers, an avenue to electoral success that will also be explored.

Trainer: Alvah Hanrahan

#### **✓Fundraising**

The reluctance of most women to ask for financial assistance for their campaigns can be overcome with knowledge of the ways and means to raise money. Participants will learn

the methodology of fund raising through simple and effective ways that will work for them.

Trainer: Alvah Hanrahan

### **✓Campaign Plan in Action**

The culmination of knowledge gained throughout the core curriculum and elective topics will be assembled into a practical campaign plan to be drawn up by participants using their trainers as resources of advice and assistance. Applying the techniques learned over the course of the campaign school will be of great practical value in impending election campaigns throughout the region.

Trainers: Sam Smoot and Alvah Hanrahan

## **PLENARY SESSIONS**

### **✓Working Within Your Party**

Being an effective and successful party member can result in enormous dividends for individual women politicians, in terms of power and position within the party as well as the impact of the party on the electorate. A panel of experienced women politicians will present their views and know-how for advancing through party ranks and for bringing a useful and beneficial agenda to the table.

### **✓Women's Achievements in the Region**

Politically, women of the Maghreb region and other neighboring countries have made significant strides forward in terms of electoral success as well as the advancement of reform in the social policy and human rights areas of benefit to women and their families. Such advances will be introduced and discussed in panel form.

### **✓Women in Politics – Challenges and Rewards**

Throughout the world more women than ever before are making their mark on their societies through engagement in civic and political activity. A panel discussion will explore the obstacles that must be overcome before women can achieve electoral success and the reasons women should offer their unique talents to take the important decision to seek public office.

A working agenda is attached for your review.

## **IV. SCOPE OF WORK**

You are confirmed as the keynote speaker for the opening ceremony of the campaign academy. This opening will take place on Monday, April 16 from 9:00am – 10:15 and will include event participants. The format of the opening is currently structured to include remarks by Les Campbell, Senior Associate and Regional Director of the Middle East and North Africa with NDI, Mr. Mounir Chraïbi, Wali and Governor

of Marrakech [TBC], Ms. Nouzha Chekrouni, Minister-Delegate in Charge of Moroccans Living Abroad, Ambassador Thomas T. Riley and a keynote address by you.

Your remarks may highlight a few key points:

- The importance of persistence in achieving elected office. Your personal political story, as recounted at the Kuwait event, resonated with the audience.
- Advice on the most effective way to contact and speak to voters.
- Any reflections you may have on the commitment of the Democratic Party to continued democracy assistance abroad. While some of the participants may harbor some anti-American and anti-Bush feelings, all have been direct beneficiaries of democracy assistance programs and likely support the idea, if not the Bush Administration implementation.
- Reflections on America's role in the world, and, in particular, continued advocacy of human rights and civil rights. There could well be a negative undercurrent at the gathering because several countries, including Egypt, Bahrain, Algeria and Tunisia have recently tightened political space and threaten to do more.
- Any reflections on the role of elected women. Do they change things? Do they make a difference? How? What strategies would she suggest to increase women's political power once elected?

In order to allow time to translate and prepare your remarks for handout, we request that you provide us with advance copies of your *remarks by April 12*. If this timeframe is not convenient for you, please advise us as to a more suitable date.

## V. LOGISTICS

Please see attached logistics memo for details.

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*Also included in Keynote Speaker Jane Harman's briefing book:*

1. Terms of Reference
2. Logistical Information
3. Campaign Academy Working Agenda
4. Biographies of Participating Speakers, Trainers and Staff
5. Regional Background
  - § Morocco Briefing Paper
  - § Recent Regional Press Clippings



## **TOR and Talking Points for Minister Nouzha Chekrouni**

### *Background*

From April 16-19, 2007, more than 60 women from across the Middle East and North Africa will gather in Marrakech, Morocco, for the fifth *Partners in Participation* Women's Regional Campaign Academy. This unique event will provide women of the Maghreb with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Academy offers women from across the region the chance to meet and develop a network of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

Despite barriers, women in the Maghreb have achieved a number of important breakthroughs with regard to political participation. In Morocco, 35 women gained seats in the 2002 parliamentary elections thanks in part to a national list that political parties informally agreed to devote to women candidates. In Algeria, opposition parties reserved 20 percent of their electoral lists for female candidates in legislative elections in 2002, which saw women win 25 seats in the National People's Assembly. The following year, 28 of 144 seats in the upper house of the parliament went to women. In Mauritania, senatorial elections earlier this year ended with nine women being elected to hold seats. Combined with the 17 women elected to the national assembly in November, 26 women now sit in Mauritania's parliament.

This conference takes place against the backdrop of upcoming elections in several countries throughout the region, including in Algeria in May and Morocco in September. The *Partners in Participation* program works to increase the conceptual and technical capacity of women in the Arab world and improve their participation in civic and political affairs. The Academy will help women strengthen their political skills and position them to run successful political campaigns.

The Academy brings together women who have demonstrated true leadership and vision in their fields to complete in-depth training on campaign communications and strategy, advocacy, and leadership. This intensive program will be led by experienced practitioners from around the world, and will incorporate interactive and practical training techniques and models.

Participants will come from Morocco, Algeria, Tunisia, and Mauritania, with other special guests attending from Jordan, Lebanon, Qatar, Kuwait and Iran. Participants would include elected members of national legislatures and local councils as well as government ministers, first-time candidates and civil society leaders.

Through MEPI funding, *Partners in Participation* has previously held conferences in Qatar, Tunisia, Jordan and Kuwait.

### *The Campaign Academy Agenda and Curriculum*

Minister Chekrouni is confirmed as a speaker for the opening keynote ceremony of the Campaign Academy. The ceremony will take place on Monday, April 16<sup>th</sup>, from 9:00-10:30am. The format of the opening is currently structured to include remarks by Les Campbell, Senior Associate and Regional Director of the Middle East and North Africa with NDI; Mounir Chraïbi, Wali of Marrakech; Minister Chekrouni; Thomas T. Riley, U.S. Ambassador to Morocco; and Jane Harman, U.S. Congresswoman. Ms. Harman's speech marks the end of the opening ceremony.

After a group photograph and an introduction to the Academy's structure and logistics, the participants will be divided into workshop groups based on language and experience level, in order to maximize the interaction among the women and sharing across geographic lines. Each group will provide a mix of nationalities, political backgrounds and activist experience. The participants will be in these groups for the next three days and move through a series of skills-building practical exercises on:

- Targeting, Research and Strategy
- Campaign Organization
- Developing Alliances
- Message Development and Strategy
- Fundraising
- Voter Contact
- Public Speaking
- Interview Skills
- Leadership and Mentoring

The group workshops will be supplemented by one-on-one consultations with the international experts leading the trainings. On the last day of the conference, those who plan to run for office in the short term will be given a strategic campaign plan exercise and receive personalized feedback from the experts.

In addition, participants and trainers will take part in a three-part series of plenary discussions addressing key issues related to the promotion of women's participation in political life.

On Thursday, April 19<sup>th</sup>, Yasmina Baddou, Secretary of State to the Ministry of Employment, Social Affairs and Solidarity, will offer the closing address. This will be followed by the presentation of the conference certificates. Participants depart on Friday, April 20<sup>th</sup>.

Throughout the conference, NDI will provide simultaneous interpretation in English, Arabic and French.

A working agenda is attached separately.

*Talking Points for Minister Chekrouni*

- Sharing of the personal story of how the Minister became involved in politics.

- Highlight the achievements of women of the Middle East not only in politics, but in the workplace and as mothers, improving their countries, families, and communities.
- This academy is a celebration of the achievements of these women, especially those of the Maghreb, who have long been leaders in the region in terms of women’s participation.
  - Ø In Morocco, 35 women currently serve in the Parliament, and the voluntary party quota for women remains in place for the upcoming elections.
  - Ø In Algeria, since the war of independence, women have overcome obstacles to become leaders, including having seen a woman party leader run for president in the most recent elections.
  - Ø In Tunisia, women, through their hard work, have achieved one of the highest levels of civil rights in the region.
  - Ø In Mauritania, recent open elections saw women elected at all levels of government including 17 of 95 total seats in the parliament – one of the highest proportions in the Arab world.
- This academy is a way to inspire new women to become involved in politics, and an opportunity for the experienced women of the region to mentor the women leaders of tomorrow.
- Morocco salutes the achievements of the women here today, and of all those who have worked to improve their countries, communities, and families.

*Speakers*

In addition to Minister Chekrouni, speakers at the Campaign Academy include:

[speakers’ bios]

## **TOR for Ambassador Riley**

### *Background*

From April 16-19, 2007, more than 60 women from across the Middle East and North Africa will gather in Marrakech, Morocco, for the fifth *Partners in Participation* Women's Regional Campaign Academy. This unique event will provide women of the Maghreb with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Academy offers women from across the region the chance to meet and develop a network of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

Despite barriers, women in the Maghreb have achieved a number of important breakthroughs with regard to political participation. In Morocco, 35 women gained seats in the 2002 parliamentary elections thanks in part to a national list that political parties informally agreed to devote to women candidates. In Algeria, opposition parties reserved 20 percent of their electoral lists for female candidates in legislative elections in 2002, which saw women win 25 seats in the National People's Assembly. The following year, 28 of 144 seats in the upper house of the parliament went to women. In Mauritania, senatorial elections earlier this year ended with nine women being elected to hold seats. Combined with the 17 women elected to the national assembly in November, 26 women now sit in Mauritania's parliament.

This conference takes place against the backdrop of upcoming elections in several countries throughout the region, including in Algeria in May and Morocco in September. The *Partners in Participation* program works to increase the conceptual and technical capacity of women in the Arab world and improve their participation in civic and political affairs. The Academy will help women strengthen their political skills and position them to run successful political campaigns.

The Academy brings together women who have demonstrated true leadership and vision in their fields to complete in-depth training on campaign communications and strategy, advocacy, and leadership. This intensive program will be led by experienced practitioners from around the world, and will incorporate interactive and practical training techniques and models.

Participants will come from Morocco, Algeria, Tunisia, and Mauritania, with other special guests attending from Jordan, Lebanon, Qatar, Kuwait and Iran. Participants would include elected members of national legislatures and local councils as well as government ministers, first-time candidates and civil society leaders.

Through MEPI funding, *Partners in Participation* has previously held conferences in Qatar, Tunisia, Jordan and Kuwait.

### *The Campaign Academy Agenda and Curriculum*

Ambassador Riley is confirmed as a speaker for the opening keynote ceremony of the Campaign Academy. The ceremony will take place on Monday, April 16<sup>th</sup>, from 9:00-10:30am. The format of the opening is currently structured to include remarks by Les Campbell, Senior Associate and Regional Director of the Middle East and North Africa with NDI; Mounir Chraïbi, Wali of Marrakech; Nouzha Chekrouni, Minister-Delegate in Charge of Moroccans Living Abroad; the Ambassador; and keynote speaker Jane Harman, U.S. Congresswoman. Ms. Harman's speech marks the end of the opening ceremony.

After a group photograph and an introduction to the Academy's structure and logistics, the participants will be divided into workshop groups based on language and experience level, in order to maximize the interaction among the women and sharing across geographic lines. Each group will provide a mix of nationalities, political backgrounds and activist experience. The participants will be in these groups for the next three days and move through a series of skills-building practical exercises on:

- Targeting, Research and Strategy
- Campaign Organization
- Developing Alliances
- Message Development and Strategy
- Fundraising
- Voter Contact
- Public Speaking
- Interview Skills
- Leadership and Mentoring

The group workshops will be supplemented by one-on-one consultations with the international experts leading the trainings. On the last day of the conference, those who plan to run for office in the short term will be given a strategic campaign plan exercise and receive personalized feedback from the experts.

In addition, participants and trainers will take part in a three-part series of plenary discussions addressing key issues related to the promotion of women's participation in political life.

On Thursday, April 19<sup>th</sup>, Yasmina Baddou, Secretary of State to the Ministry of Employment, Social Affairs and Solidarity, will offer the closing address. This will be followed by the presentation of the conference certificates. Participants depart on Friday, April 20<sup>th</sup>.

Throughout the conference, NDI will provide simultaneous interpretation in English, Arabic and French.

A working agenda is attached separately.

*Speakers*

In addition to Ambassador Riley, speakers at the Campaign Academy include:

[Speakers' bios]

### **International Trainers**

The international trainers include Democratic and Republican campaign experts from the United States as well as experienced professions from Canada, Slovenia and Serbia:

[Trainers' bios]

## APPENDIX Q

### SPEAKER THANK YOU LETTER

The Honorable Jane Harman  
United States House of Representatives  
Washington, D.C. 20515-0536

Dear Ms. Harman:

On behalf on the National Democratic Institute for International Affairs (NDI), we would like to thank you for your participation in the recent Partners in Participation Regional Campaign School. Your expertise enabled the Institute to provide attendees with opportunities to build relationships with fellow activists, celebrate the gains made by women throughout the region and acquire skills necessary to continue advancing the cause of women in the Middle East and North Africa (MENA). We hope you share our enthusiasm for what was accomplished and our optimism for ongoing progress.

NDI will continue to seek opportunities to work with you and with women throughout the MENA region. We look forward to staying in contact with participants from this conference, keeping abreast of political developments, and developing future projects to assist women in their effort to obtain equal political rights.

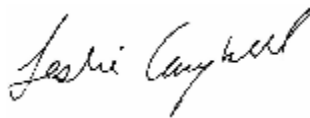
We would welcome hearing from you about this initiative or thoughts you may have for follow on programs. We were particularly pleased with the many relationships forged or deepened at the conference. We hope that we can continue our partnership in pursuit of common goals.

Again, we greatly appreciate your participation in the conference. Your presence added measurably to the success of this event.

With best regards,



Kelley Jones  
Senior Representative  
Kuwait



Leslie Campbell  
Regional Director  
Middle East and North Africa

## APPENDIX R

### NAMES OF HIGH-PROFILE SPEAKERS FOR FUTURE EVENTS

Madeleine Albright  
Mahnaz Afkhami  
Kathleen Blanco\*  
Emma Bonino  
Barbara Boxer  
Donna Brazile  
Mary Beth Cahill  
Kim Campbell  
Lois Capps  
Jean Carnahan  
Diana DeGette  
Rosa DeLauro  
Anna Eshoo  
Geraldine Ferraro  
Jennifer Granholm  
Christine Gregoire  
Jane Harman  
Milouda Hazeb  
Sheila Jackson-Lee  
Madelaine Kunin  
Nita Lowey  
Monica McWilliams  
Ruth Ann Minner  
Connie Morello  
Janet Napolitano  
Annemie Neyts-Uyttebroeck  
Nancy Pelosi\*\*  
Mary Robinson  
Kathleen Sebelius  
Jeanne Shaheen

\*while many women on this list are already familiar with NDI, Kathleen Blanco and other governors such as Kathleen Sibelius have yet to work with NDI.

\*\*given her position as speaker of the house, organizers may want to begin a search for a congressional representative by asking Rep. Pelosi's office for suggestions.



## APPENDIX S

### MEDIA FIRM REQUEST FOR A PROPOSAL

To: Fatime Zohra Outaghani, PAR Event  
Halima Benzaari, PAR Event  
From: Victoria Canavor, NDI  
Date: Monday, August 06, 2007

### **Summary**

From April 15-19, 2007, more than 60 women from across the Middle East and North Africa will gather in Marrakech, Morocco, for the fifth *Partners in Participation* Women's Regional Campaign Academy. This unique event will provide women of the Maghreb with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Academy offers women from across the region the chance to meet and develop a network of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

This request for a proposal (RFP) indicates NDI's intention to contract a Morocco-based communications firm to develop and implement a public relations strategy for the Women's Regional Campaign Academy.

### **Background**

The Academy will bring together women from across the Middle East and North Africa (MENA) who have demonstrated true leadership and vision in their fields to complete in-depth training on campaign communications and strategy, advocacy, and leadership. This intensive program will be led by experienced practitioners from around the world, and will incorporate interactive and practical training techniques and models. It will offer the participating women the opportunity for one-on-one consultations with experts and colleagues who have had similar experiences or faced comparable difficulties. The participants will be divided into groups of mixed nationalities, but with similar interests and experiences in order to maximize interaction and sharing.

A number of parliamentarians and government officials from throughout the region will participate in the Academy. They will be joined by other high-level guests, including U.S. governors, members of the U.S. Senate and Congress, European parliamentarians, and former heads of state.

The program is one of a series of training conferences conducted throughout the Middle East and North Africa; past events have taken place in Qatar, Tunisia, Jordan and Kuwait.

*Partners in Participation* is a collaborative effort between political and civil society communities in the Middle East and North Africa, the National Democratic Institute (NDI) and the International Republican Institute (IRI), two independent non-governmental organizations headquartered in Washington, D.C.

Financial support for the *Partners in Participation* effort is provided by the U.S. Middle East Partnership Initiative (MEPI). Announced on December 12, 2002, MEPI supports economic, political, and educational reform efforts in the Middle East and North Africa and provides opportunities for all people of the region, especially women and youth.

### **Responsibilities**

The Morocco-based communications firm will be responsible for the following tasks:

- In coordination with NDI, creating a comprehensive communications strategy for the event in Marrakech in April 2007.
- Building a targeted media list of Morocco-based (both national and international) media and conducting outreach to Morocco-based media to cover the conference.
- Building a targeted media list of media in participant countries (Algeria, Libya, Tunisia, Mauritania and elsewhere) and conducting outreach to place stories in those countries.
- Customizing NDI produced advisories/press releases for Moroccan and MENA media distribution.
- Distributing and following up on advisories/press releases to confirm attendance of Moroccan and regional media and coverage.
- Issuing credential forms, collecting completed forms and producing credentials for attending media.
- Setting up and staffing a media center at the conference with credentialing and check-in, computers, Internet-accessible workspace and an interview room.
- Providing an experienced press contact to liaise with Moroccan and regional media at the conference.
- Organizing special interviews/press briefings for Moroccan and regional media during the conference.

In addition, NDI would like quotes for:

- Providing a videographer for the duration of the event, and providing NDI with a copy of the raw footage.
- Providing a photographer for the duration of the event, and providing NDI with a copy of professional quality photos on CD.
- Providing multimedia equipment for the plenary sessions (microphones, projector, screen, lighting and other necessary equipment) and for the three training rooms (microphones, projectors, screens, DVD players, lighting and other necessary equipment).
- Preparing printed materials including two-sided conference folders, banners (dimensions to be determined according to space, but will include

registration/welcome sign, speakers' banner, table banners), directional signs, pens, name badges, and table tents.

### **Qualifications**

The ideal firm will have extensive media relations experience; strong contacts with national and regional TV, print and radio press contacts; an understanding of the political climate in Morocco and the MENA region; and strong English and Arabic language skills.

### **Proposals**

Please indicate in the proposal your firm's qualifications to conduct this work, a monetary bid for the listed activities, and additional information pertinent to our selection process. The proposal should include:

- General information about your firm;
- CVs of key personnel;
- A timeline for the start and completion of the communications plan;
- A list of previous clients; and
- Statement of previous experience in communications strategy and execution for a large scale conference or event.

Please include a detailed budget that includes all time, materials, direct costs, and communication and travel expenses.

*Please submit proposals via email to Victoria Canavor at [vcanavor@ndi.org](mailto:vcanavor@ndi.org) by March 26, 2007.*

We thank you for your interest, and look forward to receiving your proposal.

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## APPENDIX T

### MEDIA FIRM DECISION MEMO AND CORRESPONDENCE WITH OPERATIONS

To: Joe Gleason  
From: Victoria Canavor  
CC: Robert Peri, Gabriella Borovsky  
Re: Selection of Moroccan communications firm to conduct media campaign around Campaign Academy

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To identify a Moroccan-based public relations firm to conduct a media campaign for the Partners in Participation Campaign Academy in Marrakech (April 15-20), the Middle East and North Africa Team solicited meetings with six experienced communication firms. Of the six, field representative Victoria Canavor received meetings with four of them. The Team followed up with the four firms with a Request For a Proposal. One firm, Mission Conseil, declined to submit a proposal. A second firm, l'Evenementiel, continues to express interest but has not yet submitted a formal proposal. The two firms that responded in full to the RFP were PAR3 and VWEB.

The MENA Team has selected PAR3 to conduct the media campaign in Morocco. This decision is based on the quality of the firm's proposal and in-person interviews with key members of the PAR3 and VWEB teams. Other critical factors include:

- PAR3 has a team dedicated to public relations, and is experienced in media targeting and outreach;
- The firm has strong contacts with TV media firms based in the MENA region;
- PAR3 is a Hill and Knowlton firm with branch offices in many of the countries from which participants will come (in particular, Algeria and Tunisia), and where NDI would like to access local media;
- The firm's representatives demonstrated strong English, French and Arabic language skills;
- PAR3's demonstrated commitment to and understanding of the issue of women's political participation and empowerment, the central theme of the Campaign Academy;

The MENA Team did not choose VWEB for a variety of reasons. The primary consideration was that VWEB proposed budget was two times that of the PAR3 proposal. Additionally, VWEB's areas of expertise lie more in the arenas of event planning and publications rather than media and public relations.

#### *Recommendation*

Based on the particular requirements of this program, the MENA Team recommends that PAR3 conduct the activities outlined in the attached RFP.

**Table 1: Overview of Submitted Proposals**

FIRM	BUDGET	ACTIVITIES/EXPENSES INCLUDED*
PAR3	\$15,716 plus tax	<p>The Moroccan communications firm would be responsible for the following tasks:</p> <ul style="list-style-type: none"> <li>• In coordination with NDI, creating a comprehensive communications strategy for the event in Marrakech in April 2007.</li> </ul>
VWEB	\$34,753 plus tax	<ul style="list-style-type: none"> <li>• Building a targeted media list of Morocco-based (both national and international) media and conducting outreach to Morocco-based media to cover the conference.</li> <li>• Building a targeted media list of media in participant countries (Algeria, Libya, Tunisia, Mauritania and elsewhere) and conducting outreach to place stories in those countries.</li> <li>• Customizing NDI produced advisories/press releases for Moroccan and MENA media distribution.</li> <li>• Distributing and following up on advisories/press releases to confirm attendance of Moroccan and regional media and coverage.</li> <li>• Issuing credential forms, collecting completed forms and producing credentials for attending media.</li> <li>• Setting up and staffing a media center at the conference with credentialing and check-in, computers, Internet-accessible workspace and an interview room.</li> <li>• Providing an experienced press contact to liaise with Moroccan and regional media at the conference.</li> <li>• Organizing special interviews/press briefings for Moroccan and regional media during the conference.</li> </ul> <p>In addition, NDI requested quotes for:</p> <ul style="list-style-type: none"> <li>• Providing a videographer for the duration of the event, and providing NDI with a copy of the raw footage.</li> <li>• Providing a photographer for the duration of the event, and providing NDI with a copy of professional quality photos on CD.</li> <li>• Providing multimedia equipment for the plenary sessions (microphones, projector, screen, lighting and other necessary equipment) and for the three training rooms (microphones, projectors, screens, DVD players, lighting and other necessary equipment).</li> <li>• Preparing printed materials including two-sided conference folders, banners (dimensions to be determined according to space, but will include registration/welcome sign, speakers' banner, table banners), directional signs, pens, name badges, and table tents.</li> </ul>

\*Activities apply to both firms

*Program Overview*

From April 15-19, 2007, more than 60 women from across the Middle East and North Africa will gather in Marrakech, Morocco, for the fifth *Partners in Participation* Women's Regional Campaign Academy. This unique event will provide women of the Maghreb with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Academy offers women from across the region the chance to meet and develop a network of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

The Academy will bring together women from across the Middle East and North Africa who have demonstrated true leadership and vision in their fields to complete in-depth training on campaign communications and strategy, advocacy, and leadership. This intensive program will be led by experienced practitioners from around the world, and will incorporate interactive and practical training techniques and models. It will offer the participating women the opportunity for one-on-one consultations with experts and colleagues who have had similar experiences or faced comparable difficulties. The participants will be divided into groups of mixed nationalities, but with similar interests and experiences in order to maximize interaction and sharing.

The program is one of a series of training conferences conducted throughout the Middle East and North Africa; past events have taken place in Qatar, Tunisia, Jordan and Kuwait. *Partners in Participation* is a collaborative effort between political and civil society communities in the Middle East and North Africa, NDI and the International Republican Institute (IRI).

Financial support for the *Partners in Participation* effort is provided by the U.S. Middle East Partnership Initiative (MEPI). Announced on December 12, 2002, MEPI supports economic, political, and educational reform efforts in the Middle East and North Africa and provides opportunities for all people of the region, especially women and youth.

[End]

## Media firm RFP follow-up correspondence with Operations

**From:** Victoria Canavor [mailto:vcanavor@gmail.com]  
**To:** Robert Claussen; Gabriella Borovsky  
**Cc:** Robert Peri  
**Subject:** RE: Media firm decision memo

Hi Rob,

Answers are in red below. I hope this provides you with enough information.

Best,  
Victoria

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**From:** Robert Claussen [mailto:Rclaussen@ndi.org]  
**To:** Victoria Canavor (contact); Gabriella Borovsky  
**Cc:** Robert Peri  
**Subject:** RE: Media firm decision memo

Hi Victoria and Gabi – I just took a look at the memo and there are a couple of points I need addressed:

1. While I understand that there is a 4-day academy meeting in Marrakech, I'm not clear why there needs to be a media campaign around this event. I'll need a few sentences on why this media campaign is necessary and reasonable and how it relates to achieving the objectives in the grant. The media campaign is a critical factor of the program and was highlighted in the original proposal to MEPI. The program is meant to be publicized in local and regional media in order to provide women of the region with the opportunity to showcase their achievements, and support and encourage other women who aspire to be more politically active. The media campaign helps efforts to build awareness and support for enhanced women's political participation. Previous campaign schools have successfully used this approach.
2. Was this media campaign contemplated in the budget for this grant? If so, for how much? I do not have the budget on my laptop, but it was most definitely contemplated.
3. I'm sure this will be in the contract (which I will need before I can route this), but I need to know how we will be paying PAR3. Are we paying them any money up front? We have not paid them money up front but will need to give some sort of deposit. You should know that as with all procurements, the amount in their bid will change a bit to accommodate additional and last minute requests from NDI such as printing additional programs or needing a new banner. They promised to send the contract to me tomorrow. I will forward it to you.
4. When was the RFP sent? What were the names of the firms that you sent them to and why did you select those six to receive the RFP? I sent the RFP on March 7<sup>th</sup>. The firms were Mission Conseil, VWEB, PAR3, L'Eventementiel, A2Z Communication, and a sixth one that I can't find the name of right now. I tried to arrange meetings with all of them. (The sixth did not respond.) The six firms were selected after a thorough online search of public relations firms, discussions with the NDI Morocco office, and by word of mouth recommendations with other organizations who had organized events.

Thanks,  
Rob Claussen

## Appendix U

### HOTEL REQUEST FOR A PROPOSAL

To: Interested Parties

From: Victoria Canavor, NDI  
Robert Peri, NDI

Date: February 28, 2007

### **Summary**

From April 15-19, 2007, more than 60 women from across the Middle East and North Africa will gather in Marrakech, Morocco, for the fifth *Partners in Participation* Women's Regional Campaign Academy. This unique event will provide women of the Maghreb with the opportunity to showcase their achievements while supporting and encouraging others who aspire to be more politically active. The Academy offers women from across the region the chance to meet and develop a network of colleagues not only from the Middle East but from around the world who are, like themselves, dedicated politicians, activists and prospective candidates.

This request for a proposal (RFP) indicates NDI's intention to contract with a hotel in Morocco for guest rooms, conference space and meals.

### **Background**

The Academy will bring together women from across the Middle East and North Africa (MENA) who have demonstrated true leadership and vision in their fields to complete in-depth training on campaign communications and strategy, advocacy, and leadership. This intensive program will be led by experienced practitioners from around the world, and will incorporate interactive and practical training techniques and models. It will offer the participating women the opportunity for one-on-one consultations with experts and colleagues who have had similar experiences or faced comparable difficulties. The participants will be divided into groups of mixed nationalities, but with similar interests and experiences in order to maximize interaction and sharing.

A number of parliamentarians and government officials from throughout the region will participate in the Academy. They will be joined by other high-level guests, including U.S. governors, members of the U.S. Senate and Congress, European parliamentarians, and former heads of state.

The program is one of a series of training conferences conducted throughout the Middle East and North Africa; past events have taken place in Qatar, Tunisia, Jordan and Kuwait. *Partners in Participation* is a collaborative effort between political and civil society



communities in the Middle East and North Africa, the National Democratic Institute (NDI) and the International Republican Institute (IRI), two independent non-governmental organizations headquartered in Washington, D.C.

### **Responsibilities**

The selected hotel will provide:

- Approximately 90 single hotel rooms for the duration of the event, April 15-20, with 20 of the rooms available beginning April 9.
- Meeting space that can hold 100 participants and speakers plus translation booths and media.
- Three smaller conference rooms that can hold up to 30 people each.
- Breakfast and lunch for all 90 guests each day of the conference; restaurant should provide a private or semi-private space for NDI participants.
- Two coffee breaks each day.
- A welcome dinner reception.
- An adapted office space for NDI staff and trainers.

### **Proposals**

Please include a detailed budget that includes hotel rooms, conference space, meeting space, meals, associated taxes and any other expected expenses.

*Please submit proposals via email to Robert Peri at [rperi@ndi.org](mailto:rperi@ndi.org) by March 5, 2007.*

We thank you for your interest, and look forward to receiving your proposal.

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## Appendix V

### HOTEL DECISION MEMO

To: Joe Gleason  
 From: Robert Peri, NDI  
 CC: Victoria Canavor, NDI  
 Date: March 12, 2007

To locate an appropriate venue for the Women’s Regional Campaign Academy to take place in Marrakech, Morocco, from April 15-20, 2007, the Middle East and North Africa (MENA) team submitted a request for a proposal (please see attached RFP) to several hotels in Marrakech.

The MENA team identified eight hotels that had the capacity to house this event. Five of those hotels declined to bid due to lack of room availability. Three hotels tendered bids: the Royal Mirage Sheraton, the Hotel Sofitel Marrakech, and the Ryad Mogador.

The MENA team has selected the Royal Mirage Sheraton based on the following reasons:

- § Of the three hotels, only the Royal Mirage Sheraton had the necessary rooms available for the needed five nights; the other two hotels could offer only four-night stays, one day too short for the intensive training program.
- § Though the proposal was well priced, the Ryad Mogador could provide only half (45) of the needed rooms. NDI checked with all other hotels in the area to see if 45 additional rooms could be found but was unsuccessful.
- § Of the two remaining hotels, the Royal Mirage Sheraton and the Hotel Sofitel Marrakech, the former offered the more competitive price. Furthermore, the Royale Mirage Sheraton’s price included all requested meals and coffee breaks, while the Hotel Sofitel Marrakech did not.

HOTEL	BUDGET	SERVICES
Royal Mirage Sheraton	\$98,041  (90 rooms for five nights)	At a minimum, the hotel will provide: <ul style="list-style-type: none"> <li>• Approximately 85 hotel rooms for the duration of the event, April 15-20, with 20 of the rooms available beginning April 9.</li> <li>• Meeting space that can hold 100 participants and speakers plus translation booths and media.</li> <li>• Three smaller conference rooms that can hold up</li> </ul>
Hotel Sofitel Marrakech	\$120,000  (80 rooms for four nights)	

Ryad Mogadur	\$45,000 (45 rooms for four nights)	to 30 people each. <ul style="list-style-type: none"><li>• Breakfast and lunch for all 90 guests each day of the conference; restaurant should provide a private or semi-private space for NDI participants.</li><li>• A welcome dinner reception.</li><li>• An adapted office space for NDI staff and trainers.</li></ul>
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