

THE STANDARD SERIES



مَعْمَد القِيَادَاتِ النِّسَائِيَّةِ العَرَبِيَّةِ
ARAB WOMEN'S LEADERSHIP INSTITUTE

Volume Two: Women's Role in Political Reform

Expert Advice for the Arab World's Next Experts
Written by Women for Women

Because the path toward a democratic Arab World is only possible with the integral political and social participation of women.

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INTRODUCTION

In 2008, the International Republican Institute (IRI) established the Arab Women's Leadership Institute (AWLI), a political skills building training program for women throughout the Middle East and North Africa (MENA) based in Amman, Jordan. Led by an executive board of prominent Arab and American women leaders, AWLI recruits and trains countless numbers of emerging women leaders throughout the MENA region.

Through trainings at its headquarters in Amman, Jordan, and elsewhere throughout the region, AWLI is taking advantage of these turbulent times by focusing programs on discussing relevant policy topics and current issues facing women in the region. AWLI prides itself on teaching the skills needed to be effective leaders, creating relationships across borders and cultivating new and innovative ideas for Arab women to not only enter, but also increasingly lead in the public and political arena throughout the region.

AWLI's support of its participants extends beyond AWLI training programs. AWLI mentors its members, establishing individual short and long-term goals as they relate to their respective organizations and country's needs, and assists them in conducting programs of their own. With support from the National Endowment for Democracy, the Middle East Partnership Initiative, and the Canadian Foreign Ministry, AWLI's membership has grown to include women from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Saudi Arabia, Syria, Tunisia, the United Arab Emirates, the West Bank and Yemen.

The multidimensional approach of AWLI provides women with the support, educational opportunities and resources needed to advance democratic governance as elected or appointed officials, play a meaningful part within civil society, and serve as community leaders. With practical skills-building training, a platform for dialogue and sustained mentorship, AWLI is increasing the number of Arab women leaders.

The Standards Series: Volume Three – Women's Role in Political Reform

Across the Arab World, women have experienced small, yet significant gains in political involvement. In the past few years more women in the MENA region were appointed or elected as members of parliament and to local offices, held ministerial positions, acted as

MISSION STATEMENT

The Arab Women's Leadership Institute (AWLI) seeks to empower women and strengthen their leadership role in the Arab region. AWLI roots its foundation in the belief that the implementation of democracy in the Arab world is only possible with the integral participation of women in all sectors, including cultural, economic, political, and social.

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civil servants, and lead successful civil society organizations than ever before. While there are still challenges, particularly in countries undergoing transition, Arab women endeavor to influence the direction of their countries and communities in ways that were only imaginable just a decade ago. As these trends continue so do the opportunities for women to set standards of democracy and governance in the Arab world.

The mission of AWLI is to assist women in the Arab world who are already in, or aspire to be in, positions of leadership in their governments and community. Supporting this, AWLI has developed The Standards Series, a collection of volumes written by women for women in the MENA region working in the political, governmental, and civil society sectors. The series will provide expert advice on a variety of topics to increase women's roles' in political reforms in the Arab world.

From March 29-April 2, 2012, AWLI brought 25-30 women political and civic leaders from 14 countries to Amman, Jordan for a training focused on the role of women in political reform. The training drew on experiences from Eastern Europe and the Arab region to review efforts ensuring women's representation in national and local governments, executive bodies tasked with drafting political reforms and new constitutions, and organizations influencing legislative drafting. Training topics included message development and delivery, new media tactics, strategic planning, and coalition building. The AWLI training reviewed case studies to help improve participants' leadership skills and assist participants in developing a political strategic plan to employ after return to their home country.

Presentations during the training were also filmed for a series of AWLI Online University courses which can be found through IRI's online academy.

AWLI would like to thank the following individuals for their sharing their knowledge and expertise with our members in development of this manual and for the participating in the AWLI training in Amman, Jordan. The content of The Standard Series: Volume Three – Women's Role in Political Reform is based on our contributors' presentations and exercises are:

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Fatima Yousef –AWLI Member, Bahrain
Samia al-Malki Sati, AWLI Member, Tunisia
Hasnaa Chehabi, AWLI Member, Morocco

SECTION I: DEVELOPING LEADERSHIP SKILLS

- What makes a strong leader?
- Leadership vs. Management
- Ways to build leadership potential

Leadership and leadership skills are often discussed in today's age and there are countless books and articles devoted to improving these skills.

This manual will focus on the following aspects of strengthening leadership skills for women:

- Honest and trustworthy
- Knowledgeable
- Respectful
- Enthusiastic and inspiring
- Organized and planning ahead
- Confident, but not arrogant
- Good communicator

Honest and Trustworthy

Honesty and trust must be proven and earned. The best way to build trustworthiness as a leader is by being open, answering questions, and offering information. In practice, include your staff, partners and volunteers in all aspects of your projects. By including all relevant people in meetings, strategic planning sessions, project development and answering questions they may have, they will feel involved and open to your cause. This will be helpful for your team members as well as improving your own leadership skills.

Being honest and trustworthy also means you are open to engagement and examination by others. As a Member of Parliament, a candidate or as part of an electoral campaign, the public needs to be able to reach you. Make sure people can contact you by phone or email. If you have a website, is it up to date? Take every opportunity you can to speak to people face-to-face and at public forums. Allow people the opportunity to understand your policies, programs, and political positions. By being honest, open and straightforward, people will trust you.

Knowledgeable

Part of being a strong leader is understanding what you need to know. Take the time to learn what is pertinent to your position. Make sure that you know the responsibilities of government officials, the rights of constituents and civil society. Know what resources are available to defend yourself and what resources to hold others accountable for.

Understanding your position, cause, goals and the resources available will better position yourself as a leader.

Respectful

Respect, like trust, needs to be earned. When working with individuals or a team, make sure to show them respect. Don't let issues become personal. It is essential to avoid criticizing others beliefs or ideas. Respecting those you work with, are in a coalition with, or even debating against, will help you become a stronger leader.

Enthusiastic and Inspiring

Excitement is contagious! As the number one champion for your cause or project, your team members are more inclined to dedicate themselves to you and the project. Use the strengths of your team, but also inspire them to overcome their own weaknesses. Enabling and supporting your team gives them some the tools needed to serve your project well. Their enthusiasm can, in turn, help others become supporters of you and your cause.

Organized and Planning Ahead

Being organized and planning ahead is a sign of a good leader, but is also essential to achieving the goals. By being organized and planning ahead, your team knows what to expect and the benchmarks you have set out to achieve. Those you work with should know what the timelines are for achievements, who is assigned to which tasks, and what is required to finish the project successfully.

Confident, Not Arrogant

Confidence is about knowing what you are good at and what you are not good at. Being arrogant is thinking that there is nothing that you are bad at. Confidence helps you as a leader, it helps people believe and trust in what you are saying. Arrogance will hinder your progression as a leader.

Good Communicator

Listen to people. People are more inclined to trust and respect people in leadership roles if they feel the leaders are making a sincere effort to hear their concerns and ideas. Ask questions. Keeping communication open between a leader and their team members, partners, constituents the easier it becomes to make decisions.

CASE STUDY – TUNISIA (SAMIA AL-MALKI SATI)

This case study looks at the experience of women leaders and their political participation after the revolution. It tries to answer two questions: how will Tunisian women be able to maintain their gains in the area of women's rights? And will this renewed struggle prevent women from demanding more rights, especially in the field of political participation?

Sometimes political demands take precedence over social demands. The Tunisian people wanted "bread and water, and no to Ben Ali." This slogan was launched in Tunisia during the revolution. Women at the beginning of the revolution were lucky. The Higher Commission for Maintaining the Objectives of the Revolution and Democratic Transition was progressive. It included civil society leaders, lawyers, and women activists. The commission ensured both men and women were included on every electoral list. If any

electoral list did not respect the requirement of listing women and men, then the list was cancelled. Women participants in political lists even in the Enhadha party and women members of the Higher Commission defended the principle of equality among women and men. . Mrs. Saeda al Akrimi from the Enhadha party was one of the staunchest advocates of equality. After the Higher Commission approved it in the election law, it allowed political parties to choose its candidates. However, the outcome did not meet the aspirations of the Tunisian women, who participated equally in the revolution and in the demonstrations to demand their rights. Just like men, women were subject to all kinds of harassment, detentions and other measures.

If the Ennahda Party had not attained three or even four seats in some constituencies, the representation of women in the Constituent Assembly would have called for ridicule. Since women obtained 40 percent of the votes in the Constituent Assembly, the rate reached 27 percent, which is a little less than the rate that existed in the era of the ousted president. The rate then was 27.6 percent, according to the quota system. Of course, in the previous government there were four women ministers in a cabinet of 45 members. Now there are three women ministers in a cabinet of 41 members.

Tunisian women waited and hoped that the revolution would not only stop the repressive measures against them but also enable them to build a better future in which there would be actual participation by women. Women wanted political participation to be in a position that enabled them to influence decisions that affect Tunisia as a country.

First: what is the solution? Since we in Tunisia are in the process of drafting a new constitution, in order for women to gain, we must demand a constitution that establishes equality between men and women. We must renounce all forms of discrimination based on gender, race, religion, or any other considerations, be they social or personal. We want laws that take into consideration equality between men and women.

We call for ending violence against women and for respecting physical and moral safety. The question remains: how will women be able to influence political decision-making? I think we should not accept the phrase "let's wait and see," for the train will pass and we will remain in the waiting room. Rather, I think women should build networks and establish partnerships. Unity is strength. Let women demand positive change through policies that protect and ensure women's rights. We should encourage training courses to empower women and provide them with tools that make them effective and influential in their surroundings.

Both men and women led the Arab revolutions. In many cases, the women were on the front lines. Women have supported the Arab Spring. Women need to work together to reach their goals.

The following assessment test will help identify the kind of leader you naturally are. On a scale from one to five, five being very strong, one being very weak and three being somewhere in the middle rank yourself.

The assessment is designed to provide you with feedback about your level of preference or comfort with leadership characteristics and skills. If you have NOT performed a task before, estimate how difficult the task would be for you to learn to perform.

Circle the number on the scale that you believe comes closest to your skill or task level. Be honest about your choices as there are no right or wrong answers.

		Very Strong	Moderately Strong	Adequate	Moderately Weak	Very Weak
1	I enjoy communicating with others.	5	4	3	2	1
2	I am honest and fair.	5	4	3	2	1
3	I make decisions with input from others.	5	4	3	2	1
4	My actions are consistent.	5	4	3	2	1
5	I give others the information they need to do their jobs.	5	4	3	2	1
6	I keep focused through follow-up.	5	4	3	2	1
7	I listen to feedback and ask questions.	5	4	3	2	1
8	I show loyalty to the company and to the team members.	5	4	3	2	1
9	I create an atmosphere of growth.	5	4	3	2	1
10	I have wide visibility.	5	4	3	2	1
11	I give praise and recognition.	5	4	3	2	1
12	I criticize constructively and address problems.	5	4	3	2	1
13	I develop plans.	5	4	3	2	1

14	I have a vision on where we are going and set long term goals.	5	4	3	2	1
15	I set objectives and follow them through to completion.	5	4	3	2	1
16	I display tolerance and flexibility.	5	4	3	2	1
17	I can be assertive when needed.	5	4	3	2	1
18	I am a Champion of change.	5	4	3	2	1
19	I treat others with respect and dignity.	5	4	3	2	1
20	I make myself available and accessible.	5	4	3	2	1
21	I want to take charge.	5	4	3	2	1
22	I accept ownership for team decisions.	5	4	3	2	1
23	I set guidelines for how others are to treat one another.	5	4	3	2	1
24	I manage by "walking around" (the front line is the bottom line).	5	4	3	2	1
25	I am close to the business and have a broad view of where we are going.	5	4	3	2	1
26	I coach team members.	5	4	3	2	1
27	I determine manpower requirements for my department and write job descriptions for them.	5	4	3	2	1
28	I interview and select the most qualified candidate for an open job position.	5	4	3	2	1

29	I provide new employees with on-the-job training.	5	4	3	2	1
30	I determine resources, material, and supply requirements for my department.	5	4	3	2	1
31	I developed a budget for my department.	5	4	3	2	1
32	I can respond to an employee who is upset with me or someone else in the organization.	5	4	3	2	1
33	I have counseled employees who have personal problems (family, health, financial).	5	4	3	2	1
34	I react to situations in which the quality of an employee's work goes into a decline.	5	4	3	2	1
35	I deal with employees who have performance issues, such as being chronically late.	5	4	3	2	1
36	I reward employees for good performances.	5	4	3	2	1
37	I conduct formal employee performance appraisals.	5	4	3	2	1
38	I can make a presentation to a group of peers and/or seniors.	5	4	3	2	1
39	I write reports to be distributed to a group of peers and/or seniors.	5	4	3	2	1
40	I have a deep-rooted understanding of the functions of my organization.	5	4	3	2	1
41	I am curious.	5	4	3	2	1

42	I know how to sell.	5	4	3	2	1
43	I am a good learner.	5	4	3	2	1
44	I know how to influence people and get support.	5	4	3	2	1
45	I admit my mistakes and take responsibility for my actions.	5	4	3	2	1
46	I like to talk to people and I am a great listener.	5	4	3	2	1
47	I am a good delegator.	5	4	3	2	1
48	I can separate the important issues from inconsequential ones.	5	4	3	2	1
49	I have integrity and can be trusted.	5	4	3	2	1
50	I am political only when needed.	5	4	3	2	1
	TOTAL					

Total score for all 5 columns: _____ Final Score

Once you have completed the survey, add your total points for each of the five columns. Then add all the columns together for your final score. The maximum score is 250 and the minimum score is 50:

- 175 and above – you are well on your way to becoming a leader.
- 125 to 174 – you are getting close.
- 124 and below – don't give up. Many before you have continued with their studies to become some of the finest leaders around.

SECTION II – COALITION BUILDING

- Know yourself
- Defining common goals, objectives and agendas
- Defining the strengths and weaknesses in a coalition
- How to create dialogue and build consensus
- Creating a win-win situation and harmonizing policies

- Developing a common strategy
- Conflict resolution and management

Coalition building is important when working to reform political institutions and organizations. Often, the policies and attitudes you are looking to influence or change are too complex for one organization to address. In this case, putting together a coalition can be a good idea. By using a strategic plan and a consistent message, you can build coalitions with other partners from the private sector, government institutions and politicians. By having clear goals and objectives it becomes easier to reach out to proponents of your policy to build a coalition of support.

A coalition is a group of individuals or organizations with a common interest who agree to work together toward a common goal. It could be as easy as trying to find funding for a particular social program, in which case you might want to form a coalition that includes the private sector and the appropriate government ministry. Or the goal could be larger, for example, having more women run as candidates in the next election. This will require multiple organizations, government support, individual support and interest, and political party support.

There are a number of reasons why developing a coalition might be beneficial as a leader. In general terms, it can help concentrate focus on a particular problem or bring together those who might not normally work together.

Why would you need a coalition to reach your goals?

- ✓ To address an urgent situation.
- ✓ To empower certain members of a community or the community as a whole
- ✓ To obtain or provide services.
- ✓ To increase communication among different groups
- ✓ To revitalize members of groups who are trying to do too much on their own.
- ✓ To launch community-wide initiatives on a variety of issues.
- ✓ To develop new services or other benefits for a community.
- ✓ To create long-term, permanent social change.

When starting a coalition and reaching out to local stakeholders and potential alliances, there are barriers to be aware of. After mapping out goals and strategies, map out possible negative aspects of forming a coalition. For example, organizations are often sensitive about sharing their work, target populations and their funding. Make sure that all members of a coalition are aware of how the coalition will benefit everyone. Organizations, individuals and the community as a whole may have experience that has convinced them that working with certain other entities was not helpful such as the government in power or a particular political party. Be aware of any history before moving forward in building a coalition.

Who do you reach out to build a coalition?

- Stakeholders. Stakeholders are the people who have a stake in the success of the coalition's efforts. These can be people most affected by the issue at hand. Anyone who has an interest or may be affected by the issue the coalition wishes to address, can be considered a stakeholder.
- Opinion leaders. Opinion leaders are people that may lend credibility to your cause. By working with experts and well-respected individuals in your community, you extend your ability to influence decision makers nationally.
- Policy makers. The participation of local political leaders, state representatives and others in policy-making positions will both add credibility to your cause and increase the chances that you can actually influence policy in your area of interest through a coalition.

When developing a coalition, first identify what are your goals and who else has similar goals. Understand where to make concessions by identifying your priorities, what can be compromised, and what you will not give up. Here are questions that should be asked when entering into a coalition:

- Is the issue and goal of the coalition clear?
- Does everyone involved agree on the level of importance of the issue?
- Is there trust among coalition members?
- Have you identified the appropriate people and organizations to be a part of the coalition?
- Will the coalition actually influence or change the issue at hand?

Once a coalition is built a vision and mission statement must be defined. It is important to remember that all engaged partners must agree on the wording and intent of the mission statement. Sometimes members of a coalition have to give up some of their individual goals for the time being in order to move the coalition and its main purpose forward. Prioritizing is important. If you managed to give up one priority out of five, you are doing well. Stay true to your own values. If a consensus cannot be reached among coalition partners, it may be best to form a new coalition with more like-minded individuals.

In order to keep a coalition working smoothly, frequent communication is key. Lines of communication within the coalition, the media, stakeholders and the community must be wide open. Good communication with the media and the community will increase the chances for publicity and public support.

Lastly, not everyone agrees with certain coalitions. Arming coalition members with the best tools, plans and a support group of people, will allow a coalition to succeed.

CASE STUDY – MOROCCO

Hasnaa Chehabi, Vice-President of the Moroccan Network for Youth

I would like to share my experiences on women political participation in Morocco. In Morocco, human rights and politics are linked in my experience. The democratic transition

in Morocco has been slow and in the 1970's, political participation was a heroic deed Morocco experienced great political expression and politicians practiced quietly and in secrecy.

However, between 1997 and 2010 Morocco experienced reconciliation between citizens and democratic ideas. This development represented an important stage in Moroccan history because a new political spirit emerged. We saw progress in collective and individual public freedoms as well as freedom of press. It also set the stage for the creation of the first women's movement for human rights, which was the Democratic Association for Moroccan Women. In addition, we saw the participation of women in the elections, both on the local and legislative levels. We then experienced a stage of progress that we called the Spring of Freedom in Morocco. An accord was created between the royal establishment and democratic forces and a new constitution was written in 1996. After that, government saw the participation of all political parties. This provided a new momentum to institute national reforms inside the country and to strengthen democracy.

The Consultative Council for Human Rights was then established. Today, it is named the National Council for Human Rights. The role of the council is to address all human rights violations and all physical violations. Also, the government created the Equity and Reconciliation Commission (Instance Equité et Réconciliation, IER).

Furthermore, the government then established the Ombudsman Bureau to ensure justice to those who file complaints. Then the Child and Family Council was created. Over 40,000 new associations were created during this new political period. These associations included human rights, environmental, political, and cultural associations.

Moroccan women have made significant gains on the political level during this time period. Since the parliament is still generally new, only 40 years old, expectations for women have not yet been met. However, progress is still being made. In order to continue to make strides, Morocco must approve a set of urgent laws to the pace of political reform. .

Between 1963 and 1993, women only held to seats in government in the legislative branch. After that time, Morocco adopted the quota system. However, the quota is a temporary solution for parliament and many political parties reject it and believed it was undemocratic. In 2002, 30 seats in parliament were reserved for Parliament. Today, the quota system remains unchanged at 30 seats only. However, recently the 20 February movement emerged to encourage further development of the quota system. Shortly after its emergence a royal decree was announced that there would be an amendment to the constitution. The new quota was increased to 60 seats, which represented double the number of seats. In additional, a new youth national list was also established to incorporate them into important national decision making.

Today, women have failed to compete with men in parliament in terms of nomination and election. This is due to a male mentality that does not believe in women's political participation. Out of 3,015 members of parliament since 1963, only 75 women were

elected, which represents 2.55 percent. However, women representation in 2012 is 17 percent and previously, between 2002 and 2007, it was 10 percent.

The reasons for the weak representation of women in parliament:

- There are cultural difficulties and family pressures that women not men face. . There is also a negative stereotype of women in politics; most men believe women should be taking care of the family. The stereotype associated with women was always that the mother is cooking in the kitchen and the father is watching TV; my mother is sweeping the floor, while the father is reading the newspaper. This stereotype needs to be changed.
- In addition, political parties do not always make the necessary nominations.. Some voters say: We did not succeed with men, let alone women. Women membership in parties is also weak and discouraged.

In the last decade, Morocco made significant developments in women's rights, below are examples.

Firstly, a leftist government program integrated women into its development plan. Women also represented elected bodies as brought about in the election law and as a result representation in elected bodies increased. Before 2009, women representation reached 0.48 percent. In the 2009 elections for local councils, women representation reached 12 percent. This is due to both a royal and political as well increased pressure by civil society.

Men in Morocco have monopolized certain positions for decades in such as the police force, which only men could join. However, now both men and women join the police force. Also, women can now become authority officers at the Ministry of Interior. In Morocco, we call them commanders and we now have 19 commanders in Morocco. Another profession women can run for is governor. Previously there were not women governors but recently we have had two women governors, one of which is a member of the Arab Women's Leadership Institute. In addition, Morocco appointed female ambassadors to serve in various posts to enhance the image of the country abroad. Also, the Ministry of Social Development and the Ministry for Women, Family, and Solidarity developed an equality agenda that integrate women into development programs.

Another political gains for women is representation in the Supreme Judicial Council and Higher Scholars Councils. Royal directives ensured women representation in newly created councils, such as the National Council for Human Rights and the Economic and Social Council.

Now I will talk about civil society. What are the gains achieved by it? The first is adopting a new family code. This code came after two million Moroccan women signed a document demanding a change. The family code gave women the right to civil liberties including the right to be divorced, the right to initiate divorce, the right to custody of her children and the

right to custody even if she marries another man. Initially, men worried the code strengthened women they would grow over-confident. The code did not only do justice to women but also to children. It protected the rights of children.

I would also like to touch on opposing gender-based violence. There is a training program developed by the Ministry of Social Development and Civil Society to help battered women gain access to hospitals, courts, and police. Additionally, many other civil society organizations have created centers to assist battered women.

We also have the Citizenship Law. Until 2007, Moroccan women could not pass their citizenship to their children. In 2007, the Citizenship Law was enacted granting citizenship to a child whether born to a Moroccan father or mother.

I would also like to speak to about the constitutional reforms of 2011. They now stipulate that men and women shall equally enjoy civil, political, economic, social, cultural, and environmental rights and freedoms mentioned in the constitution and international conventions ratified by Morocco.

The struggle for women will continue. We want to have a large number of women representatives in decision-making positions. I remind you that in 2007, we had seven women ministers, and in 2002, we had five ministers, and now one. We will never accept this decline. The struggle is continuing to get equality. The Movement for Democracy of Equality emerged as a main sponsor of women's rights in Morocco. It seeks to put pressure to raise the representation of women at least to one third.

What are our challenges?

- Strengthening the quota system,
- Creating conducive conditions to enable competent women party members to enter politics.

In spite of all the gains, which vary, there are failures. Civil society needs to pursue legislative reforms.

We have programs and trainings to help with employment of girls and women, to combat illiteracy, to promote reproductive health and to combat poverty and exclusion. We are still making progress with combating domestic violence against women and an ant-violence law is currently under discussion in the Moroccan parliament. Despite gains, women still have a ways to go.

SECTION III – STRATEGIC PLANNING

- Defining goals
- Strength Weak Opportunities Threats (SWAT) Analysis
- Achieve your goals
- Timeline for activities
- Team management

Strategic plans are often similar, whether you are writing a business plan, a campaign plan to run for office, or a civil society initiative where you are focusing on issues advocacy, the basic principles of putting together a strategic plan together are very similar.

Strategic plans contain the following components:

- Objective
- Goals
- Coalition partners
- Message
- Target audience
- Communication methods to target audience
- Implementation plan

What is the purpose of creating a strategic plan? A strategic plan aligns team members to a mission, helps work diligently towards achieving stated goals, prevents duplication of efforts and confusion, and effectively manages resources. A strategic plan provides the roadmap needed to achieve goals and gain credibility among your stakeholders.

The first step in creating a strategic plan is research. The policy or concept behind your strategic plan must stand out. The more research conducted before creating the strategic plan, the stronger the strategic plan will be. Conducting thorough research which will better prepare your team, which means you will be taken seriously when approaching government officials, opposition members, stakeholders and your coalition partners.

Areas of research can include, but are not limited to:

- Are there polls or survey research done on the topic?
- What policy studies have been done on this topic?
- What has previously been published on this topic by the government, political opponents, stakeholders, or by the media?
- Who is your competition?
- Who are your supporters?
- If you are creating a strategic plan for a campaign, have any others spoken about this topic?

The goal during the research phase is to find a niche, the idea that makes a project different, interesting to the public or voters, and something that can be communicated easily.

After research has been collected, clarifying a strategic plan, create a team who will help fulfill the objective of the plan and serve as your resources and support in the implementation. A good leader constantly communicates with team members and stakeholders. Outline a schedule of meetings and provide regular updates to keep everyone up to speed and working towards the same objective at all times. Make sure all team members are aware of their roles and what is expected of them.

Research how much time and money you will need to complete your project. Having a realistic idea of timeline and funds needed, your will increase your professionalism and credibility, and be better able to set achievable goals.

SWOT Analysis

SWOT analysis – strengths, weaknesses, opportunities, and threats – will help you handle both the day-to-day and extraordinary events that can occur during the course of strategic plan implementation. The SWOT analysis will help you to identify positives and negatives of your own campaign or project as well as identifying outside influences.

It is recommended to do a SWOT analysis during the creation of your strategic plan, but it can also be done at any point during implementation. An example would be if the political climate has changed and a strategic plan needs to be adjusted to reflect the change. A SWOT analysis will help address areas within your plan that need further tweaking.

Strengths: The positive elements of a team, organization, campaign or project. This includes any assets, resources, potential opportunities and experiences that are unique to the project, and the positive outcomes of the completion of the strategic plan.

Weaknesses: Assess the weaknesses in your team, organization, campaign or project. Look at the limitations that are already evident and if are you restricted in any way that would jeopardize completion of the project. Identify what challenges you could face during strategic plan implementation.

Opportunities: Even if a team is well-prepared to implement a project, there is no guaranteed immunization against outside influences and events. Look for potential opportunities such as a change the economic situation in your country, another election in another country, new funding opportunities, and local, national or international events.

Threats: Just as you look for opportunities, negative influences can exist and stall the completion of your project. Threats can negatively impact your goals as well. By identifying potential threats early on, you will be better prepared to face them.

Mission Statement

An important part of drafting a strategic plan is the mission statement. All the steps in creating a strategic plan should reflect the philosophy, purpose and goal of your group. The

mission statement should outline the beliefs that determine the purpose of your strategic plan.

For example, the mission statement of AWLI is “AWLI seeks to empower women and strengthen their leadership role in the Arab region. AWLI roots its foundation in the belief that the implementation of democracy in the Arab world is only possible with the integral participation of women in all sectors, including cultural, economic, political and social.”

The philosophy behind this mission statement can be found in the sentence, “AWLI roots its foundation in the belief that the implementation of democracy in the Arab world is only possible with the integral participation of women in all sectors, including cultural, economic, political, and social.” The same sentence also states the desired outcome. The purpose can be found in the first sentence, “AWLI seeks to empower women and strengthen her leadership role in the Arab region.” In two sentences, AWLI has clearly defined its philosophy, purpose and goals. Your mission statement will be tantamount to your organization or campaign and it is wise to keep it posted clearly as your team works towards creating a strategic plan.

Achieve your goals

Before creating activities, remember the goal of your organization or campaign is different from the objective. Goals are a general statement describing what the project is trying to achieve, directly relating to a problem or need. The objective is a specific, desired outcome of the project and should be concrete, measurable and achievable within the project timeline.

Once goals and objectives are defined and outlined, start planning activities and how they will help achieve your goals. Activities should have clear start and end dates, and are tasks that show how your goals will be met. Activities should be mapped out clearly to identify what time, financial, human resources are needed for them to be completed successfully. Make sure to identify which activity is dependent on another and collaborate accordingly. By mapping out your activities early on - this will help with reaching out to coalition partners and funding resources. Well-planned activities are also easier to communicate to the public, voters and media. Plan every activity, day by day, keeping an eye on your budget. With this in mind, your activities should progress as you have outlined them.

While it is important to have a strong foundation for your strategic plan, leave room for flexibility. Outside opportunities and threats may throw the activity timelines off, and it is important that you can work within some of these limitations to rework, shift, or modify activities to meet your goals.

Team Management

A team is one of your greatest assets. A strong team will be your cheerleaders and are instrumental in achieving your goals. After completing a SWOT analysis you know where the strengths and weaknesses of the team lie. Work with these strengths and weaknesses

as you define the responsibilities of each team member. A job description is helpful, as well as identified lines of communication within all members of the team. A team not only includes support staff but could also include administration officials, a fundraiser, or a party official. These people should all be identified as your team.

Volunteers are also an incredible resource to your team. People volunteer for many reasons such as they are friends or family members of people within the organization or they believe in your mission statement and your objectives. Volunteers can be more difficult to manage as they are not members of your staff and do not receive a paycheck. Reward volunteers are more active, a title as simple as Volunteer Coordinator proves their worth to your organization or campaign.

Finally, always say “thank you.” The people that are working with you are doing so because they believe in the cause and they believe in what you are doing, and it is important that they have that recognition.

EXERCISE 2 – STRATEGIC PLANNING

Using the template below, develop a strategic plan based around the goal of getting more women involved in politics. Remember to identify your goals and activities. Map out a timeline for you to reach your goals and accomplish your activities.

STRATEGIC PLAN TEMPLATE

I. Objective

What is the larger objective of what you are trying to achieve through this strategic plan that addresses advancing political leadership in your country?

II. Define Goals

Please list three goals that you intend to achieve through your strategic plan (specific, measurable, achievable, relevant to your work and time-bound)

1. _____

2. _____

3. _____

III. Develop Coalition

Please list specifically who needs to join your team for you to meet your campaign goals (policymakers, organizations, CSOs, etc).

- Capacity building- who will be your coalition partners?

- Define your target base Reach out to elected officials

IV. Develop Your Message

Briefly please write your statement of rationale for your civic engagement work Your message should be persuasive, appropriate for the target audience and clearly communicate the goals you are attempting to achieve.

V. Defining your Target Audience

To whom do you need to convey your message in order for you to meet your campaign goals? What political leaders’ support is necessary for you to reach your goals?

Name	Position	Organization

VI. Methods to Communicate to Target Audience

In what ways will you communicate to your target audience? Remember, the way you communicate should be appropriate to the target audience and your message. Also, the frequency of communication should carefully balance persuading / remaining in contact with your target audience, while not irritating them.

Target	Method of Communication	Frequency of
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Audience		Communication

VII. Implementation Plan

How will you organize your time and tasks to meet the goals you have listed above? Be sure to allow flexibility in your schedule to address unexpected delays or obstacles. What funds are required for you to implement this campaign - have you added appropriate steps to ensure adequate funding? Your plan should also outline how you would address various obstacles that you may encounter (within reason).

SECTION IV – MESSAGE DEVELOPMENT AND DELIVERY

All of the ideas covered in this section are meant to be tools, to help create the best messages to effectively communicate a cause.

- Elements of an effective message
- Creating contrast – How to make people listen to your message
- Persuasive speaking
- Bridging techniques

Great media relations and communications strategies begin with a great message. To have a great message, know exactly what you are going to say before you say it. Know what you want people to know about your party, your organization and your campaign. Establish these components ahead of time.

What is a message? A message can be found in language, in behavior and in symbols. A message comes down to the values that represent you and your organization, and that you want people to know about. A message for your organization needs to be concise and in an easily understood format. The message needs to be simple and easy to remember. A message should be consistent, and is easily repeatable.

People have many competing messages targeted at them every day. If your message is consistent and you repeat it often enough, it will stick in a person’s mind. Make a message

relevant to people's lives. If you talk about a big abstract idea, that doesn't affect a person's daily life, they will not listen. Identify what people care about and speak to it.

A message will ideally create specific images in the minds of its audience. The message should persuade and motivate people. Offer specific solutions as part of your message. Do not talk about a problem, without offering real tangible solutions. A message should distinguish you from other organizations.

There are positive and negative messages. Positive messages are what you want people to identify you with. Negative messages are used when you want people to know about your opponents. Why is it that your opponents do not have the right solutions?

There is an importance to staying positive. The reason people listen to you and to your message is because you offer real solutions. Offer positive solutions that affect people's lives for the better.

A message should include realistic solutions. Everyone wants to end corruption, or discrimination, but these are very broad goals. Pick specific elements of your goals that are realistic and can really change.

To communicate a message, there are general values to include that will catch the public's interest. Some examples of this include:

- Safety and security
- Economic security
- Good health
- Personal responsibility
- Freedom
- National pride
- Meaningful family life
- Hope
- Optimism
- Good education
- Religious and social customs
- Quality of life
- Compassion
- Rule of law
- Justice
- Fairness and equality
- Dignity
- Honesty and integrity

Ideas that resonate with people and families make them more excited about listening to a message. Strive to be clear, credible, memorable, relevant, decisive, motivational, timely, concise, well-rehearsed, and positive. Aim to gain faith and trust from people in your message, that you are a leader that is going to deliver the results.

When putting together a message, ask yourself the following questions: What are the strategic messages you are trying to get people to know? How is your message specifically addressing your policy agenda? Who is the intended audience for your message, who are you speaking to? Why are you speaking to them? What is the desired outcome of the attitude change that you are trying to get people to embrace? Consider what the values, hopes, fears, values, and problems of an audience are. What are their interests, what do they care about? What are their wants and needs, and how is your message speaking to them?

A message will need average citizen buy-in. This means people in your community, the average donor, average volunteer, and the people watching the news at night. Why should the average citizen care about what your organization or candidacy is about and what you are doing? Explain your policies and beliefs so that the average citizen can relate to them and understand them. To get citizen buy-in, explain your policies and demonstrate the ways that they impact the average citizen's daily life. The average citizen does not have time to think about complex political issues. Explain your message in a way that cuts through the political jargon and insider words, and speak to them in a way that they truly understand.

Communicating with the media

During an interview do not establish your point of view. Before an interview or debate, sit down with advisors, campaign staff, and talk about exactly where you stand on the issues. Be prepared to answer any questions before they are asked. Do not give conflicting answers. Prepare properly, stick to talking points, and make sure to be consistent. If you give conflicting answers, then it will be easy for opponents to clip the video and put it up on YouTube or Facebook. Opponents will forever have an example of you contradicting yourself. This can cause you to lose your credibility with voters, donors and volunteers.

Bridging

The technique of bridging is identifying and establishing a connection between a question asked and the question you actually want to answer - keeping to your core messages. Bridging does not mean ignore the question that was asked. Bridging makes a seamless, natural transition between a question, and what you really want to talk about.

For example, in an interview was supposed to about a pre-determined topic but the interviewer has gone off on a tangent and moved in another direction. Now the interview is talking about something you are not knowledgeable about. Using bridging can help bring the conversation back to where it was supposed to be and focused on the topic you agreed to discuss.

Bridging is also useful when controversy arises in an interview. Controversial issues will happen regardless. Sometimes you have to take stand on a difficult or controversial issue,

but other times but using bridging techniques, you can divert a controversial conversation back to your core message.

General bridging statements are very broad and could be used to bridge between any type of question. For example:

- Let me just add to that...
- With that in mind...
- If we look at the bigger picture...
- What this all boils down to...
- Before we continue, let me emphasize that...
- If we take a closer look, we will see...
- Another thing to remember is...

Effective bridging involves finding a direct relationship between the issue you are asked about and the issue you actually want to talk about. For example, let's say your core messaging is based on crime and drug prevention and education. A reporter asks you about tax incentives in order to encourage businesses to move into your community and create jobs. Tax incentives might be a great idea for your community, something that you might even be interested in implementing, but tax incentives are not about crime, or drug prevention and education. You want to bridge away from this topic and bring up your own messages.

To bridge the conversation, say, "I'd be willing to look at tax incentives under the right circumstances, but the real answer to attracting new jobs to this community is making it a better place to live and work. Making our streets a safer place to live and work by cracking down on violent crime and getting serious about removing drugs in our schools. This community could be more attractive to new businesses if we did this and therefore new jobs will come if we make our schools places where children can learn and prepare for their future careers instead of worrying about their safety and drug use.

In the example, the question about tax incentives was addressed, but the core messaging goes back to getting rid of drugs and crime. If bridging is done well, an audience may not even notice that you didn't answer the original question.

Bridging can also be used when there is not a direct connection between what was asked and what your core message is. For example, in a debate, the moderator asks you and your opponent about transportation, yet you want to speak to your issue of getting rid of crime and drugs. You might say something like: "I've lived in this community my entire life and it takes me twice as long to pick up my granddaughter at school as it did to pick up my own children at the same school. After seeing how overcrowded and dangerous it has become, I'm much more concerned about making schools safer, getting drugs away from our children and getting schools back on track. The increased traffic is one of the biggest changes over the years that I've lived here. But we've got to do something about our schools and our safety first. That's how we make our community a better place to live and work."

Through bridging, the conversation has included your core message, while at the same time, emphasizing a community connection.

Sticky ideas

Sticky ideas are when a certain idea gains wide recognition and acceptance. Something about what is being communicated really connects with people and it sticks in their mind. The idea becomes large enough that it grows and expands on its own.

There are six concepts that help make an idea stickier:

- Simple
- Unexpected
- Concrete
- Credible
- Emotional
- Stories

Simple: Simple ideas stick easily. An example is a simple idea is the slogan “Just Do It” by the athletic company Nike. Three little words everyone has heard of. The slogan is easy to remember and the idea behind it is modest. Just do it, go out and do what your passion is, accomplish your goals. When planning an election campaign, or putting together a strategic plan for a cause, keep ideas as simple as possible.

Unexpected: In order to get an idea heard, you must cut through the day-to-day noise. Surprise people by breaking a pattern and make them pay attention to you. Think of a radio station that you listen to while you work or while you drive. The music is background noise until the announcer starts speaking. Generally the announcer will be louder than the music, or start off with the radio station’s slogan. This is unexpected and it has broken the pattern of the music playing in the background. The goal when working towards creating a sticky idea is to present a message in a way that makes people pay attention, because it unexpectedly stands out from the rest of noise.

Concrete: An idea needs to have substance behind it. If you keep a message simple and come up with a way to unexpectedly surprise people with it, identifying and communicating the concrete part of the plan should be easier. In campaigning, there are certain goals and priorities. Candidates are not be able to talk to constituents and voters at length about their issues. Rather, they outline concrete plans that convince voters that they have a better plan than their opponents. For example, one of a candidate’s campaign promises is to see more women in Parliament. That is a big goal, and difficult to speak about in a short period of time. A concrete way to explain how the candidate wants to see more women elected to Parliament is to describe how they will achieve this goal. The candidate for example, could talk about starting a training program on university campuses to educate young women about political empowerment and how to get involved in politics.

Credible: An idea needs to be believable and people need to believe that you are capable of following through on the idea. The public needs to believe that you are the best person to be speaking to an issue. In an interview, if you are asked about something you are not knowledgeable about, use your bridging techniques to go back to your issue and messages, the items you are credible on. Don't be afraid to use other experts to further your cause as well. For example, if you are running an anti-smoking campaign and have someone who has suffered because of smoking help you communicate your message. This person may not be a doctor, but they have firsthand experience that makes them credible.

Emotional: People are more willing to support a cause if it relates to them, and if the messaging makes them feel an emotion -whether that is happiness, sadness or anger.

Stories: A story puts knowledge into a framework that is more lifelike. The public is more likely to be drawn to a cause if details about the cause are made into a story. For example, one component of an electoral platform is to have a dedicated crosswalk for students outside of schools. A good way to gain sympathy to this cause is to tell a story, "Sarah was a Grade 6 student, she loved animals, and dreamed of being a veterinarian. Every day, Sarah and her brother would walk to school she would hold his hand because he was the younger of the two. Together, they would dash across the busy road in front of their school. One day, Sarah got hit. Today, Sarah's brother has to walk to school by himself." A story can hit close to home and immediately attract people to listen to your core message.

EXERCISE 3 – MESSAGE DEVELOPMENT

Using the strategic plan produced in the previous exercise, create a message that works towards achieving greater awareness of your strategic plan. Create a sticky idea and compose three core messages that can be used in ad campaigns or in media interviews.

SECTION V – THE ROLE OF NEW MEDIA AND TACTICS FOR EFFECTIVE USE

- The role of new media in political reform
- Effective use of new media

The idea of political marketing is a new concept. Political marketing is often used by political entities, organizations and candidates to achieve objectives and to influence the general behavior of the voters. Political marketing seeks to effect a change in the behavior in the voter. Mass media plays an important role in this, as it can affect public opinion and the behavior of voters.

Political marketing is influencing public opinion and attempting to have the public on support your cause. Political parties, candidates and institutions, try to reach voters through any means that effectively shares their messages. Therefore, it is essential to choose the correct medium for communicating with the public, voters, and the media. The Internet has become a useful communication tool in democratic political systems and at the

forefront of political marketing campaigns. The Internet, and new media have a large impact in creating public opinion through guidance, support, rallying and mobilization.

There are also different types of political consumers listed below and are listed according to their political knowledge and degree of involvement in the political process:

The active audience: The active audience is one that will express its opinion. This type of audience will have high political knowledge and will participate in political activities such as demonstrations, strikes and sit-ins. The active audience can influence a political party's policies and orientations. In order to reach this type of audience it must be engaged, supported and maintained in a dialogue. Active audiences are a good inclusion in the creation of media content, due to their knowledge and participation in the political process.

Knowledgeable audience: The knowledgeable audience is knowledgeable about politics, but does not regularly participate. Rarely will a knowledgeable audience reach out to communicate with a political party or candidate. In order to reach this type of audience, sharing information broadly is key. Encourage this type of audience to participate through information sharing.

Interested audience: The interested audience has limited political knowledge, but is highly involved in the political process. This type of audience will support a party or a candidate without knowing all of the party's or candidates objectives and goals. In order to reach this type of audience, identify and address areas that seem to be of most public interest.

Inactive audience: This type of audience has limited political knowledge and engagement. This audience does not care about the political process, instead believing others will determine outcomes. In order to reach this type of audience you will have to inform and encourage political empowerment motivation.

Knowing the reasons behind political communication helps to understand why the Internet and new media have become so popular in electoral campaigns. Statistically, voter turnout is decreasing with less people involved. In order to make it easier for citizens to be involved in the political process, the Internet is a good communication tool for increasing dialogue between candidates and voters. Email is easily personalized, giving individuals the feeling that their thoughts and ideas are being heard. Secondly, there is less cost associated with Internet campaigns and new media. Political messages can be sent inexpensively saving budgetary funds that may have previously been spent on paper brochures or expensive banners. Lastly, more and more people are using the Internet. This has fueled new political innovations such as recorded phone messages, Internet polls, blogs, videos, multimedia advertising, and text messaging by candidates and political parties.

CASE STUDY – BAHRAIN

I would like to discuss the outcomes of research I did on the effects of internet political

marketing campaigns on the behavior of Bahraini voters. The first objective of the research was to determine the effect these campaigns had on the behavior of Bahraini voters, and the needs and wishes of voters. .

The second objective was to compare the competitiveness of this type of campaign to other traditional forms mass media, such as radio, television, and newspaper. It also seeks to assess the role of online political marketing campaigns as a source of information and assessing interest of Bahraini voters in these types of campaigns and determining the level of exposure.

To achieve these objectives, I used methodological measures such as descriptive survey methodology. I used a random sample of 500 voters registered for the 2010 elections. I conducted the study with voters 21 years of age and older on the day of the elections. The results I reached included that Internet has contributed to the creation of a political culture; the voters are more inclined to express their views through the Internet; and the Internet has created a dialogue between political entities and candidates. The Internet also provided voters with the chance to communicate their wishes and demands to the candidates and political parties.

I have also concluded that voters prefer the Internet because it allows for fast and easy access to. Voters also watched video clips of potential candidates. In conclusion, it can be said that the Internet has provided various means of communications for elections.

The Internet is considered a main source of information and allows voters to access information.

Voters also indicated that the internet was far more effective than the traditional means of communication during an election. Even though some candidates and politicians continue to rely on these traditional methods despite the knowledge that the internet is far more effective.

Effective use of new media

The Internet has changed the way candidates and parties communicate with voters. Today's voters use the Internet to get information or election news.

The degree of trust in mass media as a source of election-related news and information varies. Trust in families, friends, and groups in which a voter is affiliated with are still more influential than the mass media. Thus, the Internet is not an alternative to mass media, but they complement each other.

The Internet and new media are good communications mediums to spread a message and to gauge opinions and of an audience.

When drafting a political campaign communications plan that includes new media and the Internet, remember there are many sites and sources for election-related news and information, as well as Facebook, Twitter and YouTube. Your own Internet products such candidate, party or organization website, should be user-friendly and updated frequently. Be aware, that the Internet can also be used for spreading rumors and disseminating false information about opponents quicker and to a larger audience.

Using the Internet and new media for political campaigns affects the behavior of voters in the following three ways:

Motivation: The Internet provides voters with information and stimulates their interest - even potentially turning inactive voters into active ones. The Internet serves as an easy access point for information on candidates, parties and platforms.

Reinforcement: Political candidates, parties, and special interest groups can reinforce their messages, easily, effectively and inexpensively. This allows candidates, parties and special interest groups to work around negative viewpoints and opinions. The Internet gives like-minded people a place to share information and opinions safely.

Diverting attention: When one group or candidate wants to draw attention to a negative aspect of their opponent's campaign. Done mainly through hostile Internet campaigns, the results can go two ways: voters will believe the false attacks, or the campaign turns voter sympathies to the individual or party being attacked.

When communicating through social media or the Internet, the following are good things to keep in mind:

- Push voters to look for information or reinforce and change their behavior.
- Spark the interest of voters and motivate them through direct communication.
- Messages should be clear, concise and versatile. Core messaging should be repeated often and tailored to different audiences.
- Information sharing should be clear and easy to understand. Make information widely available and easy to share on Facebook, Twitter and other social media sites. Provide an opportunity for the audience to provide feedback.
- Be aware of the role of the new media in developing the public's political awareness..
- If possible, include a specific team member on your cause who specializes in information technology and new media communication.

Today, I will talk about my experience in advocacy on social media websites. Firstly, I will talk about networking. When hands come together, there is a network created. Man has networked since the beginning through clans and tribes. TV, the internet, and telephone have all connected us to each other and allowed for continued networking. . We always say that the world is a small village and with the internet the world has become an even smaller village.

My social media experience started in Morocco when I participated in training for a women and technology program. As part of the program, I learned how to make podcasts for YouTube or Daily motion.

AWLI then began trainings on such activities as well in Amman, Jordan. At one of the trainings I attended we had a trainer who taught us advocacy on the Internet. The trainer taught us how to create podcasts that we then used for advocacy campaign for our issues. After returning to Morocco, I then I did my first short video on advocacy for the environment. The video included many young civil society advocates for environmental affairs. This film had a great impact on the local level in Sala. The head of the provincial council, who is in charge of the elected council in the city of Sala, even participated. Afterward, will work on creating a small parliament called the green parliament of youth, to advocate for the environment. It will meet twice a year and youth will have the opportunity to ask elected officials questions. This allows youth to engage elected members of parliament on issues of importance to them.

When the Arab Spring occurred and the Moroccan constitution was amended we did another short video on women and persons with disabilities participation. The purpose of the video was to examine the demands, ambitions, and views of women on the constitutional change. Women expressed the importance of having free medical coverage and financial support for divorced and disabled women. After the video was produced, council members called us to express interest in the video content. After the constitution was amended only one month ago, and while I am here, the needy or poor class now has free medical coverage based on the medical assistance system. This system started on an experimental basis in 2008 in the area of Al-Hawl, but now it has been expanded to be on the national level. After a constitutional amendment the poor and disabled in Morocco now have free medical coverage.

In addition, women finally received a fund to support them called the family solidarity fund created by the Ministry of Justice. The fund provides alimony to divorced women when her husband is absent or unable to pay it.

CONCLUSION

From March 29-April 2, 2012, AWLI brought 25-30 women political and civic leaders from 14 countries to Amman, Jordan for a training focused on the role of women in political

reform. The training drew on experiences from Eastern Europe and the Arab region to review efforts ensuring women's representation in national and local governments, executive bodies tasked with drafting political reforms and new constitutions, and organizations influencing legislative drafting. Training topics included message development and delivery, new media tactics, strategic planning, and coalition building. The AWLI training will reviewed case studies, improve participants' leadership skills and assist participants in developing a strategic plan they can employ after return to their home country. This manual serves as a resource documenting all of the sessions of the training program.