

Al Badeel for Studies and Research



مركز البديل للدراسات والأبحاث

Building Political Parties

(A Report on the workshops carried out in Madaba, Karak, Mafraq,
for the political parties cadres)

(10 / 9 – up to 10/12/2011)

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Introduction:

AlBadeel center for studies and research, launches the project of capacity-building for political parties and how to enable them through the training of their cadres on different skills, whether capacity building, developing the skills of communication, or networking, as well as the development of organizational skills of the parties, with ambitions to create young leaders of political parties who believe in political pluralism and respect others' opinions, believe in transparency and combating corruption and adopt mechanisms for Democratic Action, communicate with the public, civil society and strengthen their presence among the masses and motivate citizens to actively participate and offer programs at various levels in line with the nature of the stage and cut out off the traditional speech, who try to build organizations on scientific and practical basis , taking into account the culture of civil and human rights. One of the most prominent manifestations of the crisis of political parties of Jordan is the weakness and decline of their popular base despite the passage of nearly two decades of its existence in public. Political parties are still based in all their activities on the political and social elites presence and some are still based on the heritage of clan and family. So democratization of the inner life of the political parties and activating their role in the public field and to enable them to different skills is an important issue on the road to reform.

The project also aims to promote the values of freedom and democracy within the parties, in addition to encouraging the participation of women and youth in political parties, and decision-making and enhance the understanding of democratic and good governance, the role of law and freedom of expression.

That would qualify and train cadres of political parties, to become leaders within their parties. We also hope to carry out a practical application for trainees involved in the project by holding similar workshops each in his own party, on the topics that have been tackled with and learned in training.

The social environment and the period of martial law in addition to the bugs assigned to the same parties led to the reluctance of citizens to join political parties are still an obstacle to be reckoned with, which calls for the intensification of work and training in line with the current data.

We hope at the Center for Alternative Studies to contribute to these events from seminars and workshops in achieving the desired goals, and that would motivate parties and push forward and forward.

Final Report

Training workshops on building abilities of political parties In Selected Governorates for political parties cadres (During the period from 10 / Sep up to 10 /Dec/2011)

* Project Title: The project of building the abilities of leftist political parties

- Places of implementing the project (madaba, karak, mafraq Governorates).
- Time of implementing the activities ; 10 / 9 – 10 /12 / 2011)
- Number of participants: 60 political parties members.
- Training papers submitted: 4.
- Center`s staff participating 3.

Content of the training:

- Use of modern means of communication and information technology in the life of political parties.
- Effects of Historic and Charismatic character in the life of the party
- Networking.
- Meetings.
- Development of structures and internal structures of the political parties.
- Management of meetings and the mechanism to gain crowds trust.
- Negotiation skills and decision-making and its impact on political parties.
- Models demonstrated by participants (displaying messages and party`s directions to the public)
- Ways to expand popular participation.
- Bureaucracy and routine in the life of political parties.
- Dialogue with others and the importance of coexistence and abandon violence and having civil peace.
- Building capacities in field of the media inside a Party.

Executive Summary

Introduction:

AlBadeel Center for Studies and Research has held at three selected governorates: madaba, karak and Mafraq in the period between 10 / 9 up to 10/12/2001) workshops to train cadres of political parties on different skills in the frame of the project of building abilities And capacities of political parties in a cooperation with the British Labour Party. We seek by this project enable to build organizational skills, and mechanisms for communication and networking, the project aims to create young leaders of the political parties who believe in political pluralism and respect for others' opinions and transparency and fighting of corruption, who approve mechanisms of Democratic Action, and communicate with the public and civil society and strengthen their presence among the masses and motivate citizens to actively participate and provide programs at various levels in line with the nature of the era and depart away from the traditional speech, and design their organizations on the basis of scientific and practical principles and grounds, taking into account the civil culture and human rights.

The Vision of the Center

In the opening of the training workshops Mar Jamal Khatib, Executive Director of the Centre appointed in his speech to the vision of the Centre and his ambitions and expectations from this project, and said that: "one of the manifestations of the crisis of political powers and parties of Jordan relies on weakness and decline of its popular base despite the passage of nearly two decades on public existence of the said parties. They are still dependent on all their activities on the effect and the motion of political and social elites, and some of these leftist political parties are still based on clan and family, so democratization of the internal life of the parties and activating their role in the public domain and enable them to master different skills are important issues on the road of reform.

He added "We are trying to promote freedom and democratic values within the parties, in addition to encouraging the participation of women and youth in political parties, and decision-making process and enhance the understanding of democratic and good governance, the role of law and freedom of expression, taking into account that social environment and the policies during the period of martial law in addition to some defaults and failures assigned to the parties themselves led to the

reluctance of citizens to join political parties. This is still an obstacle to be reckoned with, which calls for the intensification of work and training to cope up with current aspects.

First training material (means of communication and its arts):

Trainer Jamal Khatib has presented a display and training exercises on the means of modern communication and their types and importance, hindrances facing them and how parties can get use of information technology to expand their popular base and to develop mechanisms of their action. And he has stressed the need to use the modern Communication tools as Twitter, Facebook and the other websites and forums of dialogue through the Internet as an alternative to traditional means of communication (newspapers and magazines and brochures), and explained their impacts on both security and political aspects. He stressed the importance of work to create forums and platforms of dialogue and to educate citizens on the message of the party, and thus how can it explain the nature of the message and its content and elements and the speed of its conveyance and mechanisms of message and vision delivery. He discussed terms of the offer such as listening, focusing, paying attention and feedback. Also the body language such as physical gestures in the art of speech and the relationship between the sender and the receiver in the framework of corresponding. The focus was on communication factors in terms of:

- Content: What is to be communicated and conveyed ? instructions? Ideas? Methods? Questions.
- Elements: who to contact? What do they say? And to whom?
- Action Network: What are the existing channels of communication? In which direction are they working?
- What is the density of the network?

Second training material (capacity building):

Dr. Akef Maaytah, a researcher and trainer has offered training display to participants on capacity building, strengthening and sustaining the ability of people and organizations of civil society as a whole to manage their affairs successfully through a number of factors such as training, education and gain experience and communication skills and take advantage of community resources through training to develop skills and institutional capacity development and enabling them to identify problems and evaluate, analyze and find solutions to them, and display methods of the success of capacity building through: policies, an important step in building the capacity and the need to create public

policies such as a modern election law to meet the demands of everyone and taking into account the integrity standards, as well as through individuals as they are key element in capacity-building process, in addition to the methods of leadership and negotiation where there are many methods for the leadership of the most important of the so-called leadership of charismatic or influential based on the qualities enjoyed by the person, and reviewed the role of lobbyists and their role and definition of needs and display of the art management meeting and the management of dialogue and discourse as well as the skills should be armed with the party in time management and the issue of dialogue and response to interventions, and offered to decision-making mechanisms:

As a matter of culture and knowledge linked to the person concerned in the decision-making an issue linked to the ability of the person to take a particular decision on the issue on the table in some cases require a decision at the same time, this very serious matter if the decision maker aware of.

Third training Material (Organization building skills):

Dr. Nizam Assaf, director of the Amman Center for Human Rights Studies represented a training material on building the organization and skills related to this, presenting an overview of the objectives of the party and its principles, and balance in the organizational structure and in this context the importance of developing organizational structures, such as setting goals and core activities, subsidiary and assistance and distribution of tasks, harmonization and integration in the committees and organizational units, also presented the party structures and their hierarchies and the principle of chain of command, and regulatory powers related to the quality of the tasks and competent leadership of the members, and the principle of separation of powers between the party, as between the principle of identification, authorization and telecommunications vertical and horizontal, in addition to the principle of inseparability of responsibility and accountability, as the principle of selection, delegation and communication vertical and horizontal, in addition to the principle of inseparability of responsibility and accountability, as the role of the media community in popular, movements, and the evolution of the media.

Fourth Training Material (Art of dealing with others):

Prof. Faris Shdeifat, a researcher and trainer has offered and demonstrated a training show to the participants about the art of dealing

with others, and methods of networking, negotiation and how to promote and sustain the ability of people and organizations of civil society as a whole to manage their affairs successfully through a number of factors such as training, education and gain experience and communication skills and take advantage of community resources through training to develop skills and institutional capacity development and enabling them to identify problems and evaluate, analyze and find solutions to them, and display methods of networking, and skills related to the functions is to strengthen the links between the mattress and the bodies and take advantage of the expertise and activation, Trainer Shdeifat demonstrated the role of lobbyists and publicize it and needs. And presentation of arts management meeting and dialogue, as well as management skills that must be armed with the party in time management and the issue of dialogue and response to interventions.

Dialogue and debate:

At the end of training workshops a dialogue between the participants themselves to exchange experiences and to discuss the concerns of political parties resulting from the mechanisms adopted by the said parties, notably: the need to develop means of communication within the parties with the development of technology, and the effects of Internet use in the internal dialogue and engagement with the public, and cons of the media on paper, and the necessity to renew the leadership and how to drive young people toward leadership posts and the development of party platforms and literature in order to cope up with the nature of the stage, and the importance of networking, and in regard of political parties inner life: relieving complexion of the party ranks system and the same for the organizational structures of the party to make them more effective and less bureaucratic, and the importance of identifying responsibilities in the separation of powers, and the importance of participating in all the effects of political life, and training parties cadres on the arts negotiation and leadership skills and decision-making, time management and interaction with others and respect others and others' opinions. Participants have made a number of recommendations including:

Recommendations:

- The need to develop means of communication within the political parties with the development of technology and using modern methods and social communicative sites such as Facebook and Twitter, dialogue forums and websites.

- Importance of the Work on the access of young people to leadership positions and the integration of women in political parties work.
- The importance of developing programs of political parties and their literature to suit the nature of the phase.
- Parties networking and their cooperation with international and regional organizations.
- Reduction of the ranks within the parties, as well as developing organizational structures of the party to be more effective.
- The importance of the arrival of parties to parliament.
- Training of cadres of the parties on the arts of negotiation, networking and decision-making and time management, and that to include most of the parties and not the leftist ones.
- Importance of administering meetings with modern mechanisms.
- Importance of paving the way to the youth to share in training.
- Importance of widening the scope of the project to include as much number of political parties cadres inside leftist movement.
- Focus on youth leaders in the youth current movement who have trends rather than the leftists` to encourage them and contain them.

Aids in the training:

- A questionnaire to measure the level of the use of training, including the content of training material, illustration, extent of achieving objectives, performance of trainers, administrative management, and, logistical preparation.
- Stationery: cardboard, marker pens and planning boards and colored paper.
- Data Show: To view the training material through the (Power Point) software.

Appendix of training Papers

The First training Paper: Communication skills and communication in political parties (knowledge and training material)

**Jamal Al-Khatib, a researcher and trainer
Executive Director – AlBadeel Center for Studies**

Introduction:

The relationship between the communication process and the political process is a close relationship, both the two systems is affected by and affects the other, all functions performed by the political system is through a process of communication that are important and necessary for all political institutions. And political parties, like other political institutions need public support to ensure access to power or participate in it and this can only come by the people`s support and that support is gained through communicating and to influencing public opinion. This influence and communication comes only if the connection exists within the party structure of the political parties and between members and political parties, thereby political parties ensure communication between the members of the party and between the elected and the voters among them, and if the party wanted to keep up its voters, it is forced to keep the communication between candidates and the people.

Communication within the parties:

- Means of political communication on which political parties depend: (party newspapers, election campaigns, conferences, political parties propaganda)
- Types of communication practiced by the political parties.
 - 1 - Internal communication (The inner life of the party between its members and its people`s grounds and its relationship to the internal democracy of parties).
 - 2 - External communication (Crowds /masses, political parties and institutions of the political system: the voters and the elected parliament members).
- Aspects of crisis of communication within political parties (conflicts, splits, weak membership).

Objective:

Political party Aims to participate in political life through democratic and peaceful ways through the collection of citizens about around political program without seeking the goal of generating a profit, "the law of political parties."

The parties programs fall within this framework and include several aspects of the relevant and vital significance in terms of its interest in solving the issues of citizens and safeguard their rights and their demands and prepare them to participate in the course of political life by peaceful means.

Solutions:

To put forward suggestions and recommendations on how to activate the communication system within the parties and the impact of this on democratic political system.

Concept of communication:

Communication: A process of continuous exchange of ideas between two persons or more in words or in writing.

Contact factors:

- Content: What is to be conveyed and connected? Instructions? Ideas? Methods? Questions?.
- Elements: who contacts? What do they say? And to whom?
- Action Network: What are the existing channels of communication? In what direction does it work? Is it up to the bottom? Does it have Multiple parties? What is the density of the network?

Means of communication:

A - official communications: conferences, seminars and publications.. etc.

B - informal contacts: meetings and verbal communications.

Communication goals:

- Strengthening the sense of belonging to the team - or the society.
- Ensure the participation of individuals and their influence on roles.
- To strengthen adherence to the overall goals.
- Distributing correct information on all members.

Means of communication:

- Talks: interviews, telephone contacts.
- Pamphlets, books, brochures and periodicals.
- Audio-visual shaws.
- Meetings.
- Boxes of proposals.

Steps of contact and communication:

First step: define the problem

- What are the conditions that have created the urgent need to (speak)?
- What needs to be fulfilled?
- Who are the recipients? What are they? Are they homogeneous in their interests and concerns? Or with multiple and variable interests and concerns? Do they have a sound knowledge of the problem, or have a knowledge but incomplete or false or misleading? Are they hostile or fair or not at all aware of the problem? Are they misbehaving or they do not do any act at all?
- What is the nature of the relationship between the sender and the recipient? And the ability of the sender to request the recipients to dedicate some of their time to him?.

Getting the accurate answers to these questions will determine to a large extent the final shape of the communication effort and the degree of its efficiency and effectiveness.

Step Two: Identify the main objective of the communication:

- Is it just a delivery of information? Or motivation and stimulation of thought?
- Is the sender trying to convince the recipient/s of certain beliefs? Or is he trying to convince the recipient/s to act on a certain way by the direct command? Or through persuasion?

Step Three: Prepare the final version of the message:

- Collect relevant information to the issue.
- Place the general ideas of the project.
- Prepare a draft letter. (Is it free of gaps? Does it really help to solve the problem? And this draft should be constructive based on the examination of the facts and basic considerations in the case, explanation and clarification related to the subject)

Step Four: appropriation of message to the recipients:

It is noted that each recipient cares about a particular message to variable degrees. It is likely that a message which will receive more acceptance, will find its way to the implementation if the sender put these considerations between into his account:

- Who are the recipients?., What is the nature of their interests? Do they all are interested in the same degree?., Is it necessary to have attractive or acceptable packaging of the message? If the message requires a response of some kind, what is the easiest way of response by the recipient?

Based on the answers you put to these questions ;It may be cleared in fact that there are multiple sets of recipients.It may be required to study each of them separately.

Step five: the establishment and consolidation of the relationship:

- Select the most appropriate means for the purpose among means of communication available.
- Put the message in the most appropriate image.

It is easy for the sender to give in to temptation of means of communication and their charm using a means of swaying for itself, especially when the target of message is vague, but we must not let it be away from our minds, that the means of communication and its artful methods are nothing but tools used to delivery of the message and therefore should not take of our account and attention but only to the extent which is commensurate with its said role.

Step Six: Measuring Results:

- Has the letter arrived, and understood? Has it made the desired impact?

The fact which says that the results of contact is difficult to measure accurately, stresses the need to evaluate the response to communicate in a scientific and regular evaluation, many of the decisions taken and the information on which primary decisions of contact are built upon are by necessity dependent on the assumptions and estimated judgments, and so the analysis of the response to the communication may reveal useful information to help in improving the efficiency of communications and planning new programs in the fields of other communications. When assessing the results of our communications, it is necessary to differentiate between the reaction to the message Or to the act. Yells of admiring of the brochure or applause of the lecture do not necessarily mean that the message has been understood and that the desired results have been achieved. !!! Similarly, if the sender`s objevtive has been the "selling".i.e. to convince others of the blieves or tempt them to do the work, the negative reaction may indicate disagreement with the message and not the failure in communication.

Elements of effective communication

a. You should take in mind that communication is a reciprocal humanitarian relationship.It is the impact of people on other people.

b. Set out and determine your goals of communication, taking into account how the other party can interpret and respond to these objectives , and understands the objectives of him that are contradict or vary with your goals.

c. Before contacting you have to discover things of interest to the

other party and the things that may raise his doubts or anger or disgruntlement.

d. That your message should be of a value to the other depending on his concepts of things of value.

e. Taking into account the fact that effective communication depends on the interpretation, ie an explanation of the meaning in a catalytic manner which the other party can accept and understand based on his previous experience and information.

f. Remember that addressing way is much more important in the personal interview (face-to-face).

g. Remember that you express what you want to say in a number of ways that are: (words and body language and facial expressions, tone of voice, and focus on the syllables).

h. Remember that the language of emotions are often more persuasive than the language of reason.

i. Choose the words, taking into account their potential impact on the mind.

j. Just remember that no matter how careful you are you are not infallible and that it is difficult for the human person to tend toward a person who transcends upon him by reference to his well knowledge.

k. You have to give the second party sufficient time to participate in the dialogue as soon as you predict that your message is perceived probably from the other party.

l. Find out how much the other party respect you and the causes of this.

m. Let your words to be in the limits of the relationship that connects you with the other, Do not exceed these limits.

Obstacles to effective communication

Listening only to what we want to hear: what we hear or what we understand when someone who has longed greatly to know our experience speaks to us. So instead hearing what people have said to us we tend to hear what we expect them to tell us. We have our pre ideas of what people say and if this does not agree with what people say, we set out that to make it agree with our prior ideas.

Ignore the conflicting information: We ignore or reject communications that are inconsistent with our views. If we do not reject them we tend to distort the meaning to let them consistent with our preconceptions. When any message is inconsistent with the existed views ; the recipient refuses its credibility and avoids to face its reality and quickly forgets and disfigures in his memory what he heard about them.

Our Feelings toward the person who contacts us:

It is difficult to separate what we hear and our feelings towards the person who contacts, You may attribute to the person who contacts an existent motives. If we like people we are likely to accept what they say, whether it has been true or not true. More than in the case we do not like them.

The impact of the group: the group here is the team through which we recognize the impact of our attitudes and our feelings. What a group hears depends on the group's interests. It is likely that staff listen to their colleagues who share their experiences rather than those who go out of the scope of the group such as managers and union officials.

The difference in meanings of words by difference of individuals:

The language is essentially a way of using symbols to express the facts and feelings. More precisely, we can not convey meaning, but we can quote the words, but if one of these words carry a certain meaning you do not assume that this word carries the same meaning to someone else.

Non-verbal communication:

When we try to understand the meaning of what people say, we listen to the words, but we use other keys to convey meaning. We do not only pay attention to what people are saying, but we pay attention to the way they say it as well. We create impressions through what is called the language of the body - eyes language, and shape of the mouth and muscles of the face and body position. We may feel that these things tell us the truth more than the words that they use people. In this case, there is much room for misunderstanding.

Emotions: emotions distort our ability to transfer or receive the real message. What we hear while we are effervesced seems more a threat to us than of the times when we hear and we are reassured. And when we feel sad or angry, we reject what seems reasonable demands and useful ideas. During the warm discussions, you may not understand a lot of things that are being said and may be distorted.

Noise: noisy interference on the connection is considered "noise", and it may be a vrbal interference to prevent hearing the message or to be a figuratively interference in the form of blurred or distorted information disfigure the meaning or make it obscured.

The size of the institution:

As larger becomes the institution and more complex ; communication problems increase. More administrative responsibilities in the institution mean greater chances of distortion and misunderstanding.

Effective communication skills:

Speech skills: There are a number of ways of improving communication skills when talking, and these methods are:

*To use an easy tone and rhythm to be easy and informal and you can use the name of the person in the Salutation by the quality of the relationship.

*Use of familiar information and not straining the listener by technical information.

* Be honest when others draw a specific question, giving as much information.

*Best use of humor to relieve the state of anxiety, do not excess in their use.

* Avoid fast rule on the attitudes and events and people.

* Control the movements of your lips and eyebrows.

* Take into account the speed factor in the speech do not slow down nor

*speed up the speed, but be moderate in speaking.

*Stay away from the threat in the discussion.

Second Training Paper

Capacities and abilities building

Lawyer Dr. Akef Maaytah

No special definition of the term capacity-building. One Of the definitions of capacity building is to edit and enhance and sustain the ability of people and organizations of civil society as a whole to manage their affairs successfully and this aims to encourage developing nations to correct and implement certain policies that will help in the success of projects and ideas and institutional work through a number of factors the most important of them is: training, education and gain of experience and communication skills, and there is another definition which is to regulate the use of community resources through training to develop skills and institutional capacity development and enabling them to identify problems and evaluate, analyze and find solutions to them, and in both definitions, we find that the basis for capacity building is training, education and capacity development Thus, we find that the basis for capacity building based on the training and education.

Methods of successful capacity-building:

Policies. Capacity building Requires to help others to help themselves and this requires more than their training, where success will depend on a strong commitment on the part of civil society institutions concerned with the subject and the work on three levels:

1 - policies. Institutions. That are important in building the capacity. It is necessary to create public policies such as a modern election law meets the demands of everyone and taking into account the integrity and its standards at the elections and the right of all people to participate in the elections, regardless of their: gender, race, and ensures equitable geographical distribution and to facilitate the task of those with special needs to participate and the mechanism of election. All of these issues must be developed with clear policies in order to encourage participation.

Institutions: it is necessary that the institutions of the electoral process to be impartial, trained and have the ability to manage the electoral process and that there will be a Supervisor of the election monitoring process of the election impartially absolute and granted

greater autonomy and legislation developed which enable independence and active participation, and this means the exclusion of the government for the supervision the parliamentary elections and the formation of a committee of civil society organizations competent in this area.

3 - individuals: they are the key element in the process of capacity building, it is necessary to work on the training of candidates or voters through the definition of election law and the mechanism of election and election crimes and methods of appeal and the periods specified in the law as well as access to all the voters in their places to make them aware of is the community awareness of the most important steps to implement programs capacity building.

Work with the candidates:

Work with the candidates is important in the electoral process, particularly in capacity building and this requires training on several topics, including:

- Methods of leadership and negotiation, lobbyists, meeting management, decision-making.

In each field of these themes we need to train and we need special skills the candidate may acquire through practice, work, and the ability to understand each axis of these themes that are of the most important reasons for the success of the candidate.

1 - leadership styles and negotiation:

There are many methods for the leadership one of the most important of them the so-called (leadership of charismatic or influential) as it focuses on the qualities that the person or the candidate enjoys and depends on the strength of his character and his self readiness and his ability to lead ,so we say sometimes that the candidate has influential charisma i.e. attendance, and this is a feature in the person and he may develops it by other skills associated with it, and relies on his skills in communication, conversation, and leadership experience. Studies have confirmed that the leadership style differs from person to person and that the active leaders change their methods of leadership to suit the situation and the situation that is processed and the quality of the audience and the target group. Therefore, the most important success factors for leadership are based on four elements of communication First, communication skills and the second listening, the third is the negotiation and fourth is the provision of feedback.

Hence, candidate's leadership is based on the these elements together and he must take them all into account in order to be familiar with the subject of leadership. They are important elements reflect the personality of the candidate or campaign manager and the full team.

Lobbyists:

Definition: They are the presence of a group of individuals gathered in a particular organization or a particular campaign linked by the principles and common interests that may be in the subject and context of elections to support a particular candidate and more precisely, pressure groups are a way to get the public to go to elect a particular candidate, They are often voluntary groups and there is another definition.

They are groups of people bound together by special social relations, permanent or temporary, that would impose on their members a certain pattern of collective behavior. they may meet on the basis of a common goal or common interest.

Hence, we consider that the pressure groups in the campaign a group of people linked by a single goal may be a temporary, which is to work to support a particular candidate through communication with each other and forming an integrated team to manage the campaign, which is known as the wording (lobby) i.e. groups working to influence the others to support the candidate. A candidate for election should work on selecting pressure groups who have the skill to influence others and enjoy good reputation among the public.

The needs of lobbyists:

First, sufficient funding for the work during the election campaign, and for conferences, public promotion of the candidate and the banquets and this needs enough funding through coordination with the chief financial officer in the election campaign.

Second, these groups have by the virtue of its specialization means by which to be able to acquire the data and liaison with reliable parties such as political parties and experienced people to win them over in favor of the candidate.

Way of pressure groups working:

First, direct contact with the voters crowd.

Second, communication through the media and newspapers

Management of the meeting:

It is an art by itself; and relies on several methods the most important of them is the candidate's ability to talk and to administer dialogue and discourse as well as skills he must be armed with in the management of time and the issue of dialogue and response to interventions and if the candidate is incapable of these skills he would prefer to employ campaign manager, who in turn must be experienced in the management of election campaigns and has a high-level skills in communication so that he can master the management of any meeting

on behalf of the candidate and to exit in the absence of the candidate

Decision-making:

Decision-making in any issue is related to culture and knowledge of the person concerned in the decision-making and it is an issue linked to the ability of the person to take a particular decision on an issue on the table. In some cases it require a prompt decision taking, this very serious matter if the decision maker is incompletely aware of resolution or decision to be taken.In sometimes the situation requires specific study for a example, The candidate`s decision to run in a particular electoral district requires him to study all aspects and dimensions of such a decision ;It requires before the decision-making to study the demographic formation in the region, electoral awareness, how easy it is to communicate with this department people, and the impact of the candidate in this constituency and his presence. He should also know the number of candidates in that district and their influence on the crowds, and whether the opportunity is available with a number of candidates in the same constituency. It is in such case requires a decision taking and the decision needs study. The candidate may use in making his decision and employs the database tables that are available in his electoral district, names of voters and to review the names.

This means that decision-making is important and must be calculated. There may be a negative decision, not a positive, as an example, Candidate may wish to withdraw, while maintaining the name and here he must make a decision which leaves a positive impact on the voters and he should explain his decision to withdraw in a way he gets out victorious and not a defeated, such as negotiating his withdrawal for the benefit of a particular party or as a protest against a certain decision of the authority or on the outcome of the electoral process.

Conclusion:

All of the above are the skills related to the work of the electoral work, decision-making, the electoral process and how to gain crowds confidence. In a result these lead to grant candidate and work team skills that enhance the ability to take the candidate to what he wishes. These are not mandatory provisions or terms, but ways and methods we use and may develop through new developments and experiences at work.

Third training Paper

Organizational Building Skills Of Democratic Parties

(The most basic principles)

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Objectives Principle:

Objectives of the party are reflected in its organizational structure.

The principle of the unity of objectives:

- A political party is an integrated body consists of a set parts
- Each part has a specific activity to achieve a tangible goal.
- Achievement of concrete objectives contribute to achieving the overall objective of the party.
- **Principle of objectives of the party priority:**
- Always the priority for the objectives of the party, not of those special ones of its members.
- Objectives of members are achieved through achieving the party`s and not vice versa.
- **The principle of balance in the organizational structure:**
- Relative importance of organizational structures must be in harmony with the tasks assigned to them.

Preparation of the organizational structures of political parties requires the follows:

- Setting basic goals and core activities.
- Identifying sub-activities and help ones.
- Translation of the main and helping activities into tasks.
- Collection and distribution of heterogeneous and integrated tasks in committees or organizational units.
- Forming the organizational structure to determine the relative importance of the committees and organizational units.

Basic structures of political party, are:

- The higher bodies- Central bodies
 - Bodies of the party base.
- The principle of chain of command

Authorities in Political Party are interacted circles:

- Starting from the lowest to the highest in the legislative dimension (General Conferences)
 - Starting from the highest to the lowest in the operational dimension (governing bodies)
 - In parallel to this there are a judicial authority for the political party (for monitoring)
- Principle of the mission is the basis of the Party's work
- Tasks and missions are the basis in the formation of the organizational structure of political parties.

organizational structure of the political party is to be built upon the homogeneous or integrated tasks.

The principle of organizational structures

As lower the organizational ladder as the party is more effective.

The principle of regulatory powers

- Bound to the quality of the tasks.

Efficient Leadership of the members.

The principle of separation of powers between the political party's authorities:

Political Party powers are based on a clear separation between them.

Political party's authorities and powers have the following rights:

Right of assigning for others to do specific tasks.

Right of accountability for the tasks assigned to others

Right to issue orders and directives (the right to set up a new activity)

Principle of not to change the powers and tasks (responsibilities) by the change of Members:

- The political party's authorities do not change by the change of members.

Tasks (responsibilities) do not change by the change of individuals.

- To accept the right of assignment of tasks and duties for the person who has the power to assign tasks

To Accept accountability for these tasks.

The principle of determining

All the tasks and responsibilities assigned to members or bodies should be defined accurately.

The principle of negotiation or delegation

Delegation of authority is connected with monitoring and assistance and Accountability.

- The higher bodies delegate lower bodies.

The principle of vertical and horizontal communication

- Pass of the information and plans should be on a regular basis from all directions.

- Connection should be with the knowledge and direct coordination with the direct officials.

The principle of recognition of other regulatory frameworks (trade union, social, cultural and others)

- Each party coexists in parallel with other organizational structures: social, trade unions, and others.

The party must activate them and / or create them.

The principle of putting the right man in the right place

Each member of the political party is placed in the organizational structure that commensurate with his qualifications and experiences and culture.

Principle of responsibility and accountability correlation:

- Responsibility and accountability are interrelated.

Self-criticism

- Political party`s Sanctions.

The Fourth training paper

Negotiation

"The art of dealing with others."

Trainer: Fares Shdeifat
Activist and trainer

Introduction:

Dealing with others is a skill needed by all personnel in all organizations, especially service organizations, and this is done through the negotiation which all individuals in all areas need.

The negotiation in its general conception is not just the process of seating a number of politicians or business round table discussion about the differences and to reach a mutually satisfactory agreement, but the art of everyday life, each of us needs it no matter how old is he or where his position and post. No day passes without dozens of live positions where we need to to negotiate - even unknowingly – as negotiating for example with a seller adhering to his price, or a life partner adheres to his point of view, or a manager strictly grasping on his policy..... etc..

Whether these negotiations end in success or failure... We rarely try to understand the real reason for this success or failure, if we have succeeded in achieving our goal.... We often attribute that to personal skill in negotiation and the power to convince, if we have failed to reach an agreement.. We will not consider ourselves - of course - the responsible for this failure, but we will accuse the other party as rigidly and ossification.

First, the concept of negotiation and qualities of the successful negotiator:

It is a dialogue and exchange of views between two or more parties on a specific topic in the hope of reaching a relatively acceptable agreement to all parties of the negotiation.

From the above it is clear that the elements of the negotiation are:

A – Negotiation is done between two or more parties.

B - there is a specific topic for negotiation.

C- Parties to negotiate seek to achieve a relatively acceptable agreement..

D - Negotiation is a communication process seeking a compromise.

Qualities of skilled negotiator:

1) Tact and the ability to administer a dialogue

Negotiator should be characterized with tact and the ability to master a dialogue. This can be achieved through knowledge of the culture and the psychological state for the other party. The other matters to be observed in this area:

- Not to interrupt the other party.
- Well Listening and good hearing.
- Respect for the other negotiator.
- Respect for the minds of others.
- Do not let the other party to feel that you are of his opponents.

2) the ability to persuade:

The ability of persuasion relies on behavioral skills the most important factors affecting the ability to persuasion:

Availability of information - where this helps to visualize the possible solutions.

- Training - training helps to develop persuasion skill, it is important that the negotiator has a high degree of persuasion and that the other party feels that he is right, of the matters to be observed is the honesty; honesty is the shortest way of persuasion.

3) the ability to listen:

It is important to have capacity of equity for negotiator because listening achieves multiple benefits, including recognition of the perspective of the other party and to understand his way of thinking and give a good impression

4) To be calm and restraint:

Because the person who has a calm and restraint is able to gain the trust and respect from others.

5) Objectivity:

Not to prejudice and the belief that each party has interests and he wants to achieve.

6) the ability to develop alternatives:

Means to have several alternatives and opportunities to choose, not be captive to one alternative only.

7) Self-confidence and to be confident in others:

Self-confidence helps to create a friendly atmosphere of cooperation and contribute to the success of the negotiations.

8) information management skills:

Information comes out of the negotiator must be deliberate, calculated, and not randomly.

9) The Ability To Innovate:

When a negotiator uses one unrenewed method in the negotiations; so it is unacceptable.

10) Strength:

Negotiator derives his power and strength when:

-He has a contentment and faith in the goal which equips him with high ability to the other party.

Strength of the idea lead to the power and strength of negotiator.

11) Cooperation:

Of the things that help to successful negotiation is to cooperate with the other party, but not at the expense of the interests of the Organization

12) ability to establish good relations with others:

As the ability to establish good relations with others is a gift which may not be available for different individuals as there are individual differences between individuals.

13) the ability to put forward alternatives consistent with the values of the other party:

As it is if the other party does not accept the compromise so negotiator should not be stalling but he must determine from the beginning what is required.

Second, Main elements of negotiating

1. Negotiating position:

Negotiating is a dynamic position ; a motor based on the movement and action and reaction positively and negatively influencing or affected. Negotiation is a flexible position requires enormous capacity to adapt rapidly and continuously for the full harmonization with the variables surrounding the negotiation process. In general, the negotiating position includes a set of elements

Interdependence:

This requires that there should be coherence at the total level of the elements of the case which is negotiated. That is the whole negotiating position to be a coherent one and while it is easily to have accessible its elements.

Composition:

Where the negotiating position should consist of molecules and elements and to be easily dealt with in its partial framework and as well easy to deal with in the total framework.

The possibility of recognition and discrimination:

Negotiating position should have the possibility of recognition and distinguish without any ambiguity or confusion, or without losing any of

its parts, or any dimension or feature.

Spatial and temporal scale:

It means the historical period of negotiation and its geographical location covered by the case when negotiating it.

Complexity:

Negotiating position is a complex position within interact a range of factors and has many dimensions and aspects that make up this position. Therefore, all this should be knowledge so that to deal with this situation brilliantly and successfully.

Ambiguity:

Some called this position (the suspicion) where the position negotiating must be surrounded by a shadow of doubt and relative uncertainty. This drives negotiator to reduce the circle of uncertainty by collecting all the information and data that ensure the negotiation position especially that uncertainty is always associated with intentions and motivations, attitudes and beliefs behind the other party - negotiator.

2. Negotiating parties:

Usually it is to be negotiated between two parties, and it may expands to include more than two parties due to the complexity of interests and conflicts between the negotiating parties. Hence, the negotiating parties can also be divided into direct parties: the parties actually sit at the negotiating table and begin the negotiation process. And indirect parties: the parties that constitute pressure powers to considerations of interest or that have a close relationship or a long process of negotiation.

3. The Negotiation case:

It must be about (a particular case) or (a particular subject) that is the center of the negotiating process and its respective field where negotiators compete, the case may be, a humanitarian issue, public or private or personal issue, social, economic or political, or ethical... etc.. The negotiation objective is determined through the negotiation case, as well as the purpose of each stage of the negotiation stages, even the points and the parts and elements to be addressed in each stage, and tactics, tools and strategies to be used in each stage.

4. Negotiating goal or objective:

No negotiation process can go one without a fundamental goal seeking to achieve or reach for, and plans and policies are put for it. Based on the negotiating objective the progress in the negotiating efforts of the negotiating sessions and accounts work fine are to be

measured, and deep analysis of each step is conducted.

The general or final negotiation target is divided into current and partial objectives, according to the importance of each of them and how they relate to achieving the overall objective, the general or the final.

On the other hand, the objective negotiating, often revolves around the achievement of any of the following:

Doing Specific action agreed by the parties.

Refrain from acting a certain action agreed not to do between the parties.

Achieving a combination of two of the two preceding together.

Third, Negotiations conditions:

1. Bargaining power:

Bargaining power is associated with the borders or the limits of the authority and the mandate which was given to the individual under negotiation and frame and extent of movement allowed to him to walk. Hi un infringement or breach in relation to the topic or issue negotiated.

2. Negotiating information:

That the negotiating team to have information that would enable him to answer the following questions:

Who are we? Who is our rival?, What do we want?, How can we achieve what we want? Can we achieve what we want at once? Or should we make it on payments and divide it to access in phases? If that goes, what are those current targets and how to achieve them? What do we need of support and tools, means and personnel to reach these goals?

3. Bargaining ability:

This condition is mainly related to the members of the team. And the ingenuity, skill and efficiency enjoyed by or held by members of this team and then it is necessary to pay attention to the negotiating ability of this team and this comes from the following:

Good choice for members of this group of individuals who have in them the ability, skill and desire and the features and specifications that must be enjoyed by the members of this team.

The achievement of harmony and continuous compatibility between the team members to become a homogeneous unit, with specified tasks, not including any conflict or division of opinion or tendencies or desires.

Training and educating, motivating and preparing the members of the negotiating team to provide them with all data and information of the case subject of negotiation.

Follow-up to the minute and diligent performance of the negotiating

team and any developments occur to its members.

Provide all physical facilities and other un material that would facilitate the negotiation process.

4. Common desire:

This requirement relates mainly to the availability of a genuine common desire to the negotiating parties to resolve problems or disputes by negotiation and by convincing each of them that way to negotiate the best to solve or impartiality of the dispute or put an end to it.

5. Surrounding Atmosphere:

Fourth, the setup steps to negotiate:

1) identifying negotiating objectives:

At this stage goals you seek to achieve through negotiation are set and they. These goals must be realistic and ambitious and struggling quantitatively as possible.

Negotiating objectives that follow can be divided into: basic objectives and secondary objectives for example, obtaining a certain degree of quality may be a key goal, and to to get a low price may be a secondary objective.

2) Determining the place of negotiation:

When determining where to negotiate there are three options before negotiators, namely:

Negotiating at the negotiator`s place.. As to negotiate at the negotiator place would bring him a peace of mind, ease of access to documents, do not bear the hardship of traveling... etc..

Negotiation at the place of the other party.. In this case negotiator will bear the hardship to travel to the other party`s, also it will be difficult for him to get documents, negotiator to go to the other party`s place represents a sort of concession.

C - Negotiation in a neutral place.. In this case, negotiations are conducted in a neutral place for each of the negotiating team and the other party For example, to conduct the negotiations in a meeting room one of the major hotels.

3) Determining The Date Of Negotiation:

Since the date of negotiation and the period or duration of a negotiation is one of the most important factors for the negotiator as negotiator needs to take a decision within a certain period of time ; so the appointment of negotiation is one of the influencing factors.

4) determining the points to be negotiated:

Without limiting the points that will be negotiated, the negotiation process is done randomly. It is necessary to identify the perspective of the other party regarding the points that will be negotiated as these

points may represent a secondary matters to the other Party.

5) Information Gathering:

A set of information should be get concerning points of negotiation and what are the best ways to get it.

6) Preparing of the negotiating table:

Negotiation table Includes matters that will be discussed during the negotiation process. Other party should not know the negotiator's agenda of work. However, this does not prevent the existence of a common agenda for the negotiator and the other party.

7) Determining the questions that are put up to the other party:

The determination of the questions that will be asked to the other party is important for the negotiator. Determining these questions in advance helps in getting information from the other party.

8) determining the negotiation strategy:

The negotiation strategy is the framework that governs the process of negotiation and due to the importance of this point, it will be displayed in detail in a place dedicated for it.

9) identify those who negotiate:

It is possible for a single person to negotiate and a large team of negotiators may also negotiate ;the choice between these two depends on the nature of the negotiating position and the extent of its difficulty, and when you choose a team of negotiators you should consider the following: -

Good selection of members of the negotiating team.

Choose a good team leader.

There must be some kind of understanding between team members.

10) determining the powers and authorities delegated to the negotiating team:

In the case of determining power and authority of the negotiating team ; the following should considered: -

It is necessary to give enough power and authority to the negotiating team.

This authority should not be an absolute one.

Authorities should be defined accurately.

11) assessing the external environment factors affecting the negotiation:

External environment factors are those factors that are not under the control of negotiator relatively. Examples of these factors: economic, social, and political and legal conditions related to the State.

12) Final preparation to negotiate:

After covering the abovementioned points: determining the goal, place and time to negotiate and determining the points that will be negotiated and gathering information, determining the powers and authorities of the negotiating team ;the final readiness to negotiate is done.

Fifth, negotiation strategies

The nature of the relationship between the negotiating parties specify the type of approach to the negotiation process, and then approach affects on how to choose the strategy.

The following are of the main approaches used in the negotiation:

1. Common interest Approach.
2. Conflict Approach.

1) Common interest Approach.

Based on common interest between the parties to negotiate, there are common interests between the parties to achieve the goals.

In this area there are two main strategies:

Integration strategy..

This strategy is based on the principle of negotiation between the parties to negotiate, as well, the relationship between the parties to negotiate is a relationship with common interests,it can take advantage of the possibilities available to a particular party in the interests of the parties to negotiate.

Strategy to improve and develop existing cooperation.

It is also based on the existence of a common interest between the parties to the negotiation. This strategy seeks to improve and develop the existing cooperation between them.

2) Conflict approach:

According to this approach negotiator sees that there is a conflict of interest between him and the other negating party , he sees that he must achieve as much as the other party losses.It is worth mentioning that the skilled negotiator does not announce that he adopts a strategy of conflict, but he uses the methods of camouflage and deception, and do not show his real motives.

The most important strategies adopted by the conflict approach:

Strategy of attrition

This strategy is based on that there is a conflict between the interests of the parties to the negotiation and the negotiating team to exhaust the resources of the other party, this can be achieved by prolonging the time to negotiate and enter into a maze of things sub-pun to drain the time, financial resources of the other party can also be

exhausted, and this strategy is used largely in the field of politics rather than in the field of business.

Tightening control and subjugation..

According to this strategy one negotiator seeks to control and dominate the atmosphere of negotiation and puts on initiatives on this basis of interest and draws the other party to it and as soon as the other party agrees to it ; negotiator make him gradually to agree on something else, and this strategy is used more in the policy domain.

Distracting strategy

This strategy is based on the dispersal of the other party through distracting the group representing the other party and the other negotiating party can be distracted through an agenda full of details and secondary things that make the other party loses its focus

Sixth: negotiating climate

Climate of negotiating means the atmosphere where the negotiation is done.Of the most important images of negotiating climate are the following: -

Friendly climate for negotiation

In this case, there is a desire of the parties to negotiate to achieve common goals for each of them and a friendly climate can provided through: -

Respect for the views of others.

Understanding the point of view of others.

Commitment to ethics and the fundamentals of speech and tact.

Official climate to negotiate

A climate that depends on compliance with the official rules in dealing with the use of official titles and is usually used if the meetings are done for the first time.

Climate which is neutral to negotiate

It is intended in this case that the negotiator to deal with the other party on the grounds that achieving the deal is considered to be normal.Negotiator here is not so keen to complete a transaction or agreement or to reach to agreement with the other party. This climate may result in the failure of the negotiations.

Radical or hard climate

In this climate ; each party believes that his interests are in conflict with the other party`s, and the climate here is not aggressive, but the climate is tense and stressed because each party is seeking to protect his interests and defend them.

Aggressive climate

Occurs if at least one negotiator is aggressive, no doubt that the negotiations will fail and will reach a dead end, so it has to be a good selection of negotiators.

Principles that lead to improve the negotiating climate

Work to create a friendly good atmosphere is good or informal one as possible.

Giving the other party the impression that you are keen on common interests.

Enjoy talking with the ethics of speech with good listening to the other Party.

Not to rush to respond to the views of the other negotiator.

Do not enter into the details of a subsidiary matters as possible.

Start with topics that are easily agreed upon with the other party.

Giving full opportunity to the other party to present his position.

Follow the practical principles in the presentation of information management.

Try to have your speech centered and focused and enjoy honesty and trust during the speech.

Try to reach a compromise if you can not achieve your full negotiating goals or objectives.

Seventh: Management Of Bargaining:

Bargaining is the exchange of concessions between the parties of negotiation. Compromise is the essence of the negotiation process, no doubt that the successful negotiator is one who can gain the most gains without making substantial concessions. It is natural that there are no negotiations without concessions.

Factors influencing the effectiveness of bargaining

Agenda of work. Agenda contains issues that are under negotiation. There should be a priority for the subjects in this table.

Time might be an important element in the negotiation

Administrative abuse or exceeding reference. Other negotiator may exceed reference to contact with your bosses, he is here violating negotiation principle ;in this case higher administrative authorities should not allow him to do so, he must be told that dealing should be with the field negotiator.

Coordination among the members of the negotiating team:

There should be a coordination between the members of the negotiating team and a division of work among themselves so as not to have overlap or conflict and duplication among them.

Good distribution of the roles I have a negotiating team.. Should be set carefully so that the negotiating team includes a group of militants and a group of Almtdelan While bullying a group, the second group are moderate.

Call attention to the informal.. Can be used to communicate outside the halls of the informal negotiations to strengthen the formal negotiation and communication as the informal contact represents a kind of friendly negotiation.

Dealing with surprises.. Often exposed negotiator for unexpected surprises by the other party and there must be coherence and the perception of the existence of other surprises.

Appendix (Media coverage of the project in local newspapers (models))

AlArab Alyaum – News paper of the other opinion in Jordan

A training Workshop for political parties cadres in Madaba

03 / OCT/2011

AlArab Alyaum – Falah AlQaissi

http://alarabalyawm.net/pages.php?news_id=329647

Amman Net website

AlBadeel Center holds a training workshop on building capacities of political parties.

<http://ar.ammannet.net/?p=127870>

Addustour

A training workshop on building capacities of political parties in Karak

Date: 31 / Oct / 2011

http://www.addustour.com/ViewTopic.aspx?ac=%5CLocalAndGover%5C2011%5C10%5CLocalAndGover_issue1477_day31_id366526.htm

AlGhad

Qassay ja`around

Mafrag – Participants in the workshop of building capacities of political parties and supplying their members with organizational skills, mechanisms of communications and networking recommended the necessity of developing means of communications inside the political party and with the crowds ...

<http://alghad.com/index.php/article/513872.html>
