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*National Democratic*

*Institute for*

*International*

*Affairs*

**TIPS ON  
TRAINING**

# National Democratic Institute For International Affairs

conducting nonpartisan international programs to help promote, maintain and strengthen democratic institutions



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## NATIONAL DEMOCRATIC INSTITUTE FOR INTERNATIONAL AFFAIRS

The National Democratic Institute for International Affairs (NDI) was established in 1983. By working with political parties and other institutions, NDI seeks to promote, maintain and strengthen democratic institutions in new and emerging democracies. The Institute is headquartered in Washington, D.C. and has a staff of 120 with field offices in Africa, Asia, Eastern Europe, Latin America and the former Soviet Union.

NDI has supported the development of democratic institutions in more than 60 countries. Programs focus on six major areas:

**Political Party Training:** NDI conducts multipartisan training seminars in political development with a broad spectrum of democratic parties. NDI draws international experts to forums where members of fledgling parties learn first-hand the techniques of organization, communication and constituent contact.

**Election Processes:** NDI provides technical assistance for political parties and nonpartisan associations to conduct voter and civic education campaigns and to organize election monitoring programs. The Institute has also organized more than 25 major international observer delegations.

**Strengthening Legislatures:** NDI organizes seminars focusing on legislative procedures, staffing, research information, constituent services, committee structures and the function and role of party caucuses. NDI programs also seek to promote access to the legislative process by citizen groups and the public at large.

**Local Government:** NDI provides technical assistance on a range of topics related to the processes of local governance, including division of responsibility between mayors and municipal councils, and between local and national authorities. NDI programs also promote enhanced communication between local officials and their constituents.

**Civic Organization:** NDI supports and advises nonpartisan groups and political parties engaged in civic and voter education programs. NDI programs work with civic organizations to enhance their organizational capabilities.

**Civil-Military Relations:** NDI brings together military and political leaders to promote dialogue and establish mechanisms for improving civil-military relations.

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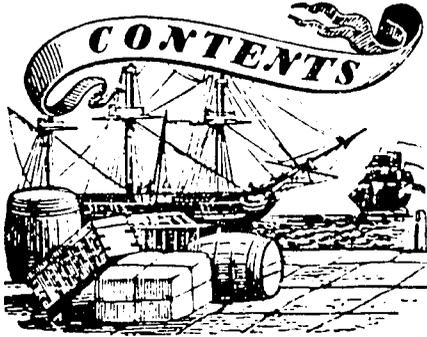
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# NDI TIPS ON TRAINING



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# NDI TIPS ON TRAINING

## INTRODUCTION

This list of suggestions for NDI trainers represents the combined wisdom collected by NDI volunteer experts and staff while conducting programs abroad for more than a decade. It is designed to quickly answer some of the most common questions without subjecting you to an exhaustive encyclopedia of dos and don'ts. This material should be read before you organize or write your presentation. We hope that the information presented here assists you in your program preparation and prompts you to ask further questions that we can answer verbally and incorporate into this list. Feel free to contact a member of the NDI staff with any questions.



*Please read this material  
before making your presentation.*

## NDI CULTURE AND CHARACTER

Since its inception in 1984, the National Democratic Institute for International Affairs (NDI) has conducted thousands of workshops, training sessions and consultations in new and emerging democracies. Three aspects of NDI's approach to democratic development work make it distinctive among organizations carrying out these activities:



- *First, NDI, along with its Republican counterpart, is the only organization dedicated solely to political development programs.*
- *Second, NDI's program rely on volunteers who donate their time and expertise to support the Institute's "hands-on" technical assistance programs.*
- *Third, NDI has structured its programs to be multinational, marshalling the talents of expert political practitioners from the United States and around the world.*

NDI programs focus on the roles and functions of political parties and other institutions fundamental to democracy. Whether a program provides practical political training, offers exposure to various options of democratic governance, or encourages international support for free elections, NDI strives to strengthen institutions -- political parties, civic organizations, legislatures or electoral systems.

NDI derives its uniqueness from the traditions and accomplishments of the party it represents. The Institute's identification with the Democratic Party gives NDI a special international standing and access, which stems from both party traditions and political realities. In recognition of this, NDI has consistently strived to maintain pluralistic relationships abroad, opting to work on a multiparty basis to avoid being categorized ideologically or used for political ends. NDI projects aim to strengthen democratic systems and not to support a particular political ideology, policy agenda or candidate. This approach helps ensure that NDI's work does not interfere in a country's political process, but rather supports broader democratic development objectives.

A key to promoting democracy efficiently in a world of limited resources is international cooperation. NDI from its inception has structured its programs to be multinational.

When NDI receives a specific request -- for election assistance, for help with political party-building, for training in municipal and legislative procedures or for assistance in developing a long-term work plan for a civic organization -- the resulting program is tailored to meet the political needs and cultural sensibilities of the country from which the request originates. NDI then calls on experts -- political party practitioners, civic organizers, election officials, legislators -- from its network of more than 500 volunteers around the world to donate their time and expertise. A typical training program will involve experts from half a dozen countries.

NDI programs are not intended to impose any pre-determined solutions -- each country is different and presents a unique set of circumstances. Rather, NDI shares experiences and offers a range of options so that political and civic leaders of new democracies can select those practices and institutions that may work best in their political environment.



*Your briefing book contains  
fascinating information.  
Please read it!*

## **BEFORE YOU LEAVE**

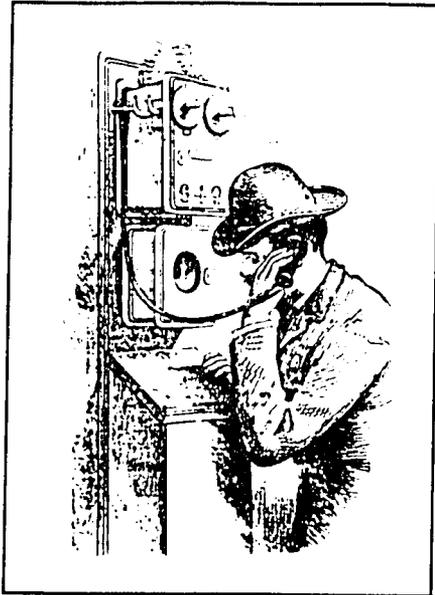
When preparing to travel abroad as an NDI trainer or election observer, be sure to pack extra supplies of flexibility, creativity, patience and good humor. The Institute makes every effort to plan for all manner of contingencies, but surprises are inevitable. When they arise, attempt to view them as opportunities, not obstacles.



*Find helpful logistical information in your briefing book.*

- ◆ *Read the briefing materials before departure.* We strongly encourage you to read the NDI materials -- especially the terms of reference, program agenda, briefing paper, trainer biographies and logistical

information -- before your departure. This information will help you understand the program's context, as well as your specific responsibilities. The briefing material also provides additional information on a country's history, political and economic situation, and current events. Reading the materials before departure will help you determine the content of your presentation and the appropriate supporting materials. In addition, the logistics sheet contains information about customs procedures, required shots, appropriate attire and helpful accessories to bring along. NDI staff members will brief you upon arrival in the host country. If you have reviewed your reading materials beforehand, your orientation will be much easier to absorb.

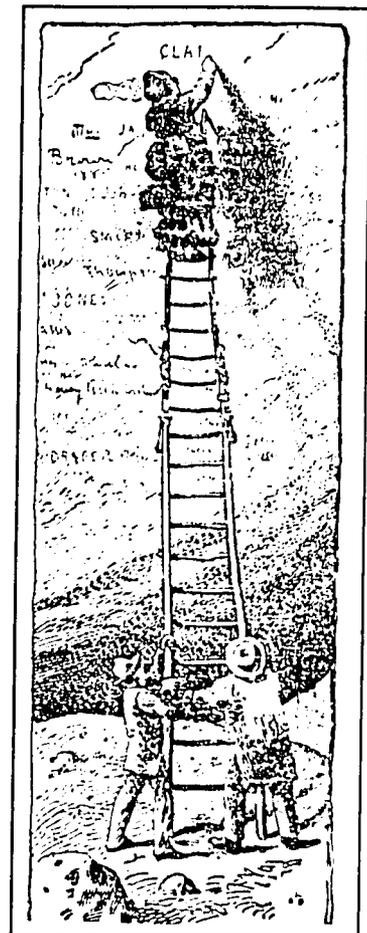


*Talk to other trainers.*

- ◆ ***Talk to other trainers.*** Before your departure, NDI will attempt to provide you with the names and telephone numbers of one or two people who once found themselves in a situation similar to the one in which you now find yourself -- heading for a foreign country with many questions and a few anxieties. These individuals will provide you with information on a number of topics ranging from a review of previous NDI programs in the country and the country's current political climate to what type of clothing to wear and how to exchange money.

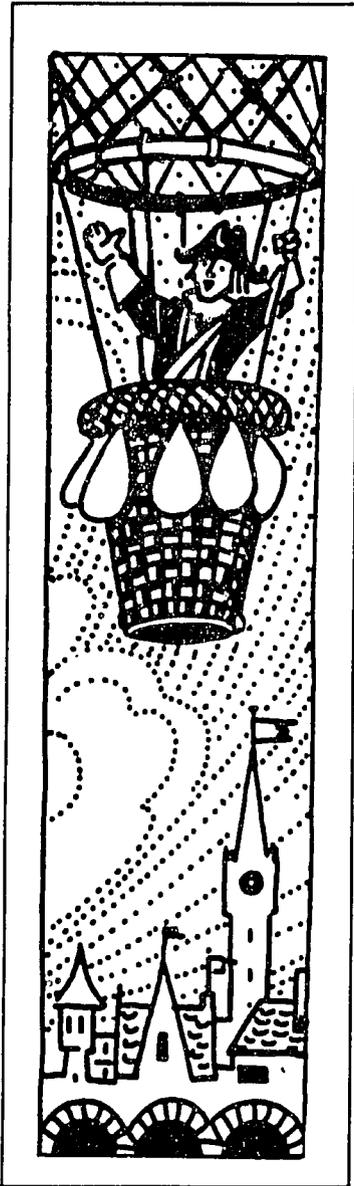
- ◆ ***Think about supplementing your presentations with written materials and visual aids to keep your audience attentive; inform NDI about any materials you may want to use.*** The use of visual aids displaying the major points of your presentation in the local language or the distribution of an outline of your presentation are methods that can help foster greater interest in and comprehension of the topic. Participants appreciate material they can take away from the program and read later for reference.

Please contact NDI staff members with suggestions for materials (such as articles, workbooks, sample posters/budgets/rules, videos, slides, overhead transparencies) that you believe may enhance the program and supplement your presentation. If you want materials for reference or to distribute or display during the program, please inform NDI



*Think about visual aids.*

staff as soon as possible so that they may arrange for translation and duplication of the materials and procure any necessary equipment (e.g., overhead/slide projector, video cassette recorder, etc.).



Once you arrive...

## WHAT TO EXPECT ONCE YOU ARRIVE

- ◆ *You will attend an NDI briefing session.* Once the entire international contingent arrives, NDI representatives will review the program objectives and agenda with the group. This meeting will provide an opportunity to discuss terminology and key concepts with the other trainers to ensure that there is a collective understanding of the material to be covered and the program objectives. While speaker/workshop assignments are generally made before trainers arrive in-country, the orientation meetings will offer a chance to tailor presentations. These discussions will also enable you to familiarize yourself with experiences of the other international participants, so that their experiences may be used in comparison and contrast to your own. This kind of practical knowledge helps trainers coordinate presentations to make them more complementary and effective.

Also during the briefing session or at separate pre-conference meetings, NDI will usually arrange for you to meet with the appropriate local party, civic or governmental officials. It is from these meetings that you will probably pick-up topical information that you will be able to incorporate into your presentation (e.g., "I have noticed that there is a lot of concern about...") Such remarks build invaluable rapport between you and the audience.

Finally, during the briefing session, please fill out the blue "NDI International Participant Information Form," so that our files can be updated; return it to any NDI staff member.

- ◆ *NDI field staff will attempt to acquaint you with the program venue, including seating arrangements, translator placement and available equipment.* Be aware that facilities may seem less than adequate by Western standards. For instance: access to telephones may be limited; electricity may be erratic or nonexistent; heat or air conditioning may be unavailable; photocopying and transmittal of facsimiles may not be possible; and water may not be potable. Please organize your presentations accordingly and try to be flexible.

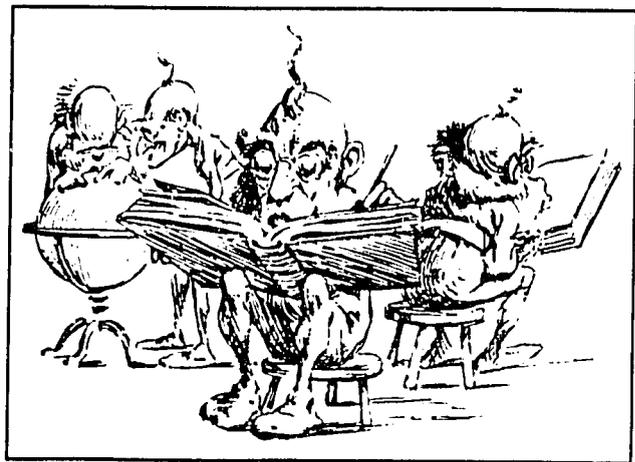
## AGENDA INFORMATION

- ◆ ***When designing a program agenda, NDI tries to schedule plenary sessions and technical discussions early in the day.*** NDI trainers have learned from experience that audiences at the end of the day are less receptive to new topics or long speeches. NDI plans afternoon activities around small, interactive working groups and encourages one-on-one discussions and consultations between trainers and local participants during unscheduled periods. These activities allow participants to explore topics in greater detail.
- ◆ ***NDI often opens a program with an introduction/get-acquainted session in which trainers and participants talk about their backgrounds and experiences.*** During this period, you may question local participants about their motives for attending, their understanding of the program's purpose and their expectations. Information gathered during this period may be woven into your presentations to address the audience's particular concerns, needs and sensibilities. In addition, the information may help you properly estimate the group's political awareness and sophistication. Finally this period allows you to describe your own credentials (professional/regional experience) so that the audience may learn why you have been selected to participate in the program.
- ◆ ***Throughout the course of the program, please feel free to provide the NDI staff with comments and suggestions for improvement.*** NDI program agendas are flexible and often change to reflect particular interests or concerns identified during the course of the program.

## PREPARING YOUR PRESENTATION

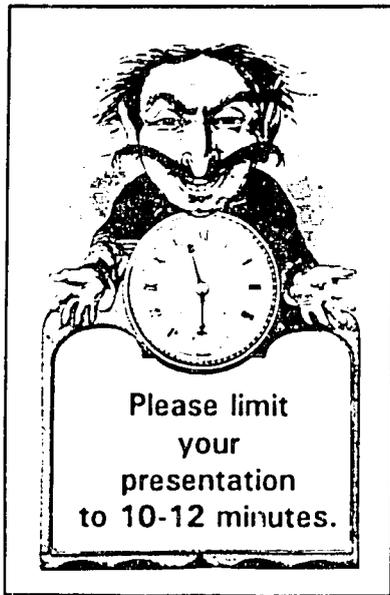
In general, make your presentations short and crisp; speak slowly; avoid undefined jargon or colloquial/idiomatic expressions; be mindful of the risk of translating the import of anecdotes/humor; and be aware of the local cultural and political sensitivities.

NOTE: Before writing your presentation, please consult the translation section below for thoughts on substituting simple descriptive words for technical expressions (*i. e.*, using "building support for an issue with the public or outside groups" instead of "outreach.")



*Please prepare your presentation carefully.*

## Length



◆ *Please try to limit any presentation to less than 15 minutes -- 10 to 12 minutes is optimal -- unless informed otherwise by NDI staff. Audience comprehension decreases substantially when a presentation is delivered as a long, technical lecture. This problem can be alleviated if your presentation is made in the form of an outline that emphasizes and reiterates a few main points and several anecdotal references. In this fashion, information will be delivered in small, logical, easily understood doses.*

◆ *For those programs that require consecutive translation (see more on translation below): please recognize that consecutive translation diminishes the amount of material that can be covered during your presentation and shortens the amount of time*

*that can be used for discussion.* For instance, if you are scheduled for 30 minutes and plan to divide your time between delivering a 10-minute speech and taking questions for 20 minutes, your plans can be dashed completely by the demands of consecutive translation. After consecutive translation, the 10-minute speech turns into a 22-minute speech and the 20 minutes you've set aside for questions and answers is reduced to eight minutes. The discussion is further reduced to two minutes when you realize that both the questions and answers have to be translated.

## Content Pointers

While the obvious responsibility of NDI trainers is to train, the ability to convey practical information constructively in a complex environment often requires a great deal of flexibility, creativity and determination. Trainers must not only provide relevant information but must also help local participants develop the skills and understanding necessary to apply that information to their own circumstances.

Some general suggestions on presentation content follow.

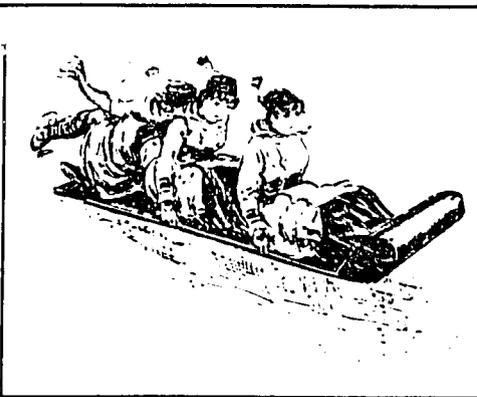
◆ *Try to avoid making unequivocal statements or otherwise stating that any particular rule or activity "should" be performed...* You are sure to lose your audience by beginning your presentation with: "I do not know how you do things here, but in the United States or Chile or..., we do this." Think about providing alternatives: "Some issues that you may want to consider when developing x, y or z are..." NDI looks to international trainers to facilitate discussion of alternatives and to help the local participants determine for themselves the most effective means in a given situation.

- ◆ ***Trainers have to strike a subtle balance between providing a menu of experiences and, when appropriate, gently providing advice.*** As stated above, NDI prefers to keep away from imposing rigid solutions. Notwithstanding this caveat, however, there are some rules, practices and the like that may have more merit or value than others. You can steer participants to think about a certain course of action without hitting them over the head with it. For instance, if a participant inquires as to your opinion on her get-out-the vote workplan, you should avoid reviewing the plan point-by-point or assisting in the creation of a tailored message for a political party. Rather, you might question the participant about how specific points are going to work or how the public will react to another idea or what other methods are available to accomplish the same goal. Help the participant think through the process by asking questions -- perhaps the participant will come to some of the same conclusions you might have offered in the first place.

You might also consider combining an element of "people often do this," with an element of "you might run into problems if you do this" as a way of getting an idea out into the open without necessarily suggesting that the idea will work in a particular instance.



*Phrases such as "Hitting a home-run" or "rough sledding" may not translate where baseball and snow are unknown.*



For example, references to baseball ("hitting a home run") or alpine sports ("rough sledding") in sub-Saharan Africa may bring blank stares. Be mindful of using idiomatic expressions that may be understandable only in your own country. Reading the briefing materials and discussing the program with NDI staff -- as well as literally keeping your eyes open to your surroundings -- will help you determine an appropriate approach.

- ◆ ***Analogies and metaphors that are culturally significant and sensitive are effective means for conveying complex ideas.*** Conversely, misuse of such devices can totally confuse an

- ◆ ***During a plenary session it is not a good idea to ask an obvious question, such as "What is democracy?" or "Why are you going to the polls on November 15?" or "Why do we run election campaigns?"*** The audience may have several reactions to such an inquiry. Many may believe that such a question is condescending: "Why is she asking such an obvious question? This is insulting." Others in the audience may not want to speak in front of a large group of their peers, especially if their party leaders are in attendance, for fear of embarrassment or because they may feel compelled to defer to

party hierarchy. Consider asking such questions rhetorically and providing immediate answers or saving such questions for workshop sessions.

- ◆ ***Recognize that your audience may oppose undertaking new activities due to traditional cultural and social attitudes that seemingly preclude pluralistic structures and processes in many developing countries.*** You should help participants understand that building a strong democratic culture will often require comprehensive social change in addition to creating democratic political institutions; you may have to demonstrate that democratic development requires the modification of traditional patterns of behavior and social interaction. Participants initially may be unwilling to pursue activities, such as door-to-door canvassing, direct mailing or promoting women's participation in decisionmaking, because these activities are believed to be ineffective or inappropriate in their society. This early reluctance should not deter you from challenging participants to try new activities.

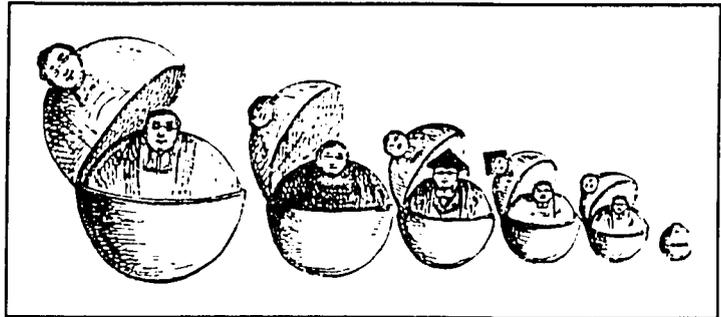


- ◆ ***When seminar participants object that a particular point will not work, you might want to explore with the audience the reasons they believe the activity won't work, whether it has been tried and how it could be changed.*** You will often hear blanket statements like "Public officials here are not responsive so there is not any point in trying to change this or that policy -- we have to wait for them to become more responsive and democratic" or "Our government won't give us the authority to do that -- they'll allow us to have only 40 percent democracy." A trainer can help participants understand that citizens can persuade or compel officials to be responsive and that a wide range of activities can be employed to accomplish this end. In any transition situation, there is a limit to the extent that democracy can be practiced; it is up to the people, working through organizations and institutions to extend those limits. (*i.e.*, "Yes it's going to be hard, but government doesn't give democracy to the people -- the people have to make it happen.") Almost every negative situation can be turned positive by exploring how the activity currently takes place (if it does) and how it can be improved (or started.)
- New concepts, such as door-to-door canvassing may not be easy to introduce to your audience.*
- ◆ ***In addition to behavioral constraints also be mindful of the financial constraints facing local participants, however also be aware of a tendency of some people to use such constraints as an excuse to never try anything new.*** It is often necessary to discourage participants from believing that practical information and

technical assistance cannot be helpful without increased financial support. When financial constraints exist, it becomes particularly important to provide the participants with an understanding of how they can effectively apply the information and technical training to their unique environment. Human resources cannot replace material or financial resources, but they can be equally if not more important. As part of a party-building exercise in Niger, participants were asked to identify local fundraising sources. As a result, workshop groups developed creative approaches for contacting voters by using children and traditional singers in local market places. These suggestions were formulated after listening to various techniques used in Senegal and Northern Ireland. Likewise simple techniques such as printing fliers on inexpensive newsprint, advertising events through sidewalk chalk drawings and conducting small local meetings as informal focus groups have been suggested as methods to take advantage of scarce resources.

- ◆ *In some instances, your own experiences may allow you to empathize with local participants who may be frustrated with the ostensibly slow pace of democratic development.* Remind them that democratic consolidation is not a passive exercise but is a complex and sometimes discouraging process that will require initiative, courage and commitment. Emphasize that it will take time to develop the procedures and attitudes necessary for democratic consolidation to evolve.

- *Don't be afraid to repeat yourself.* Repetition of your main themes/points further underscores your message and the likelihood that it will be remembered.



*Don't be afraid to repeat yourself.*

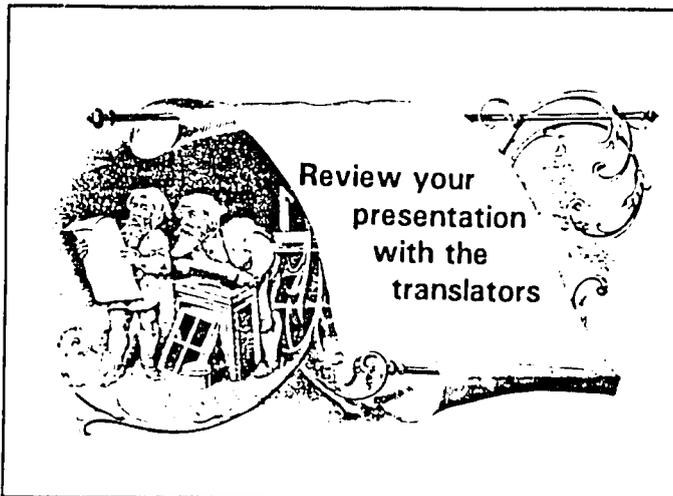
- ◆ *To help ensure the usefulness and sustainability of a program, NDI encourages local participants to develop a written/verbal plan of action at the end of the program.* Trainers can help promote this activity by concluding workshops with a discussion of the "next steps" and challenging the participants to apply the information they have received.

## **A SPECIAL WORD ABOUT TRANSLATING: WHAT YOU MAY NOT KNOW**

- ◆ *Please be aware of the inherent problems associated with a presentation that is to be translated. The cliché "It got lost in translation" became a cliché for good reason. Remember to speak slowly, review technical terms with translators and substitute other wording for terms that do not translate.*

Translation takes two forms: **simultaneous** = translation in which the audience wears earplugs to hear a speaker's words as they are simultaneously translated by translators (located in booths or otherwise apart from audience); **consecutive** = translation in which you speak, stop, let the translator translate what you've said, speak again, stop, etc.

For a translator who was born in Romania, Cambodia, Argentina, or Cameroon and for whom English is a second language, it is difficult to translate English delivered with a British accent, a Spanish accent, an Urdu accent, Caribbean French accent, a German accent, etc. If you add to the various language inflections, a new vocabulary (*e.g.*, proportional representation, cloture, single-member district, colloquy, constituent contact, sound bites, focus groups, outreach, etc.) and the tendency of speakers to accelerate their speaking speed, and disaster looms as the translator attempts to keep up.



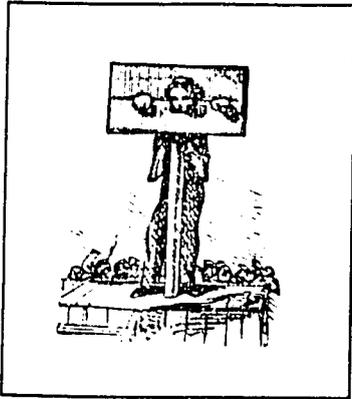
◆ *Review the content of your presentation and rehearse your delivery with the translators to determine the most appropriate speaking pace and arrive at a mutually understood definition of concepts and phrases.* Since translators are not interpreters, it is very important that the translators understand exactly what information you want to convey.

In addition to providing the translators with a text of your presentation (if possible), it is crucial to develop and review a vocabulary list with the translator. You may find that some words or phrases, such as "focus groups" or "canvassing" or "advocacy" must be used because they do not have an easy equivalent. Yet, other words, such as "constituent" and "targeting," may have a substitute that is more easily translated. For instance, instead of suggesting that a political party needs to spend time "targeting constituent groups," you may want to say a political party needs to spend time "identifying groups of supporters." It is important to determine beforehand whether a word retains its meaning after translation.

During an NDI training program in Bulgaria, an international trainer often used the term "nonpartisan" in his remarks to characterize anyone unaligned with or sympathetic to a particular political party. The Bulgarian translator, however, was unfamiliar with the meaning as intended by the trainer. Each time he heard the term "nonpartisan," he interpreted it to mean "anyone who supported the Nazis in World War II" -- obviously a 50-year-old definition that caused some confusion with the audience!

NOTE: When using consecutive translation, always look at your audience -- whether it is one person or 50. Looking at the interpreter can be insulting to the audience and create an artificial barrier to your interaction.

## WHEN SPEAKING BEFORE A GROUP



*Retain control of your group.*

- ◆ ***Retain control of your panel/workshop.*** Some questioners from the audience will want to deliver a lecture in the form of a question or otherwise take the floor for a prolonged period of time. It is a good idea to politely ask the audience at the beginning of a question-and-answer period to be considerate of other participants by limiting the amount of time used to ask a question. Reiterate this request if someone blatantly violates the rule. Also, do not be afraid to (tactfully) interrupt someone if he or she is digressing -- "Thank you very much. That's a good point and perhaps we can discuss it further after this session or in the workshops or..." -- and move on to another questioner.

- ◆ ***To avoid "talking head" syndrome,***  
***consider using role-playing exercises and scenarios to help foster interaction during working group sessions.*** These methods also allow skeptical local participants to experiment with new activities that they may initially believe to be inappropriate for their particular political environment. During one workshop on voter contact, participants did not want to discuss the practical problems of communicating with voters but instead wanted to debate theoretical aspects of democracy. They said that a voter contact role-playing exercise "wouldn't work" in their country or "everyone already knows how to do this." After an hour of an exercise in which people practiced door-to-door canvassing, the trainer was able to convince those that "knew how" that it is a difficult challenge to communicate effectively with voters. For those who felt it could not be done, the role-play illustrated that friends, neighbors and colleagues could be approached in such a way to make these types of activities more realistic.



*Avoid "talking head" syndrome.*

- *If possible, supplement your remarks with relevant written material and visual aids (e.g., use a large chart with the major points of your presentation written in the local language or prepare an outline of your presentation for distribution.)* In this way, if you are going to make 10 points, participants can follow along/see what is coming next in the presentation. This information can help provide a more complete understanding of the topic. As mentioned above in the "Before You Leave" section, it is useful to bring copies of documents, especially those that reflect on your own work -- a civic organization newsletter, a parliamentary committee report/draft bill, campaign literature, election codes etc.



*Try to supplement your remarks with relevant written material.*

- ◆ *Attempt to encourage broad participation and manage interactive activities equitably in small groups and workshops, while recognizing time constraints and the need to maintain congruity in the discussion.* Please note that women are often less likely to participate than men. Not only will women tend to be lower in standing in their respective organizations than men, they may also be accustomed to playing a passive role in discussions. Try to be conscious of these details and sensitive to women's roles and participation when designing and conducting activities.
- ◆ *Remember to abide by obvious, but sometimes overlooked, speaking manners:* speak directly into the microphone; ask the people in the back of the room and the translators if they can hear you; if there is no microphone in a large room, stand up and speak clearly and loudly; and acknowledge with eye contact and body placement the different sides of the room/table to which you are speaking so that no one feels neglected. Finally, do not be afraid to ask someone how to pronounce his or her name or how he or she would like to be addressed -- everyone appreciates such consideration. Also remember to use a person's correct title when appropriate.

## DEALING WITH THE PRESS

- ◆ *NDI activities are open and transparent; NDI often briefs local news media about its programs.* In general, NDI prefers that its staff and designated representatives speak to the press about the program only. NDI does not take positions on bilateral issues or on the internal politics of a country, though the press is usually interested in such opinions. If you find yourself speaking to a journalist, identify yourself, provide your

title, and describe the program and your role in it. If you are uncomfortable with a line of questioning to which you may find yourself subjected, please refer the journalist to an NDI representative for further information or elaboration.

## PROGRAM EVALUATION



*Please write a trip report.*

- ◆ *Please take time to write a brief (two to five pages) trip report and program evaluation for NDI. Include your thoughts on the program's organization, content and effectiveness, as well as suggestions for improvement or modification, including logistical pointers. Obviously, the sooner you write this report, the better, as your fresh impressions will gradually fade. You may also consider writing for a larger audience about your experiences. Please let us know if you are planning such an undertaking so that we can coordinate efforts.*

## LAST BUT NOT LEAST: A FEW COMMENTS ON RULES AND REGULATIONS

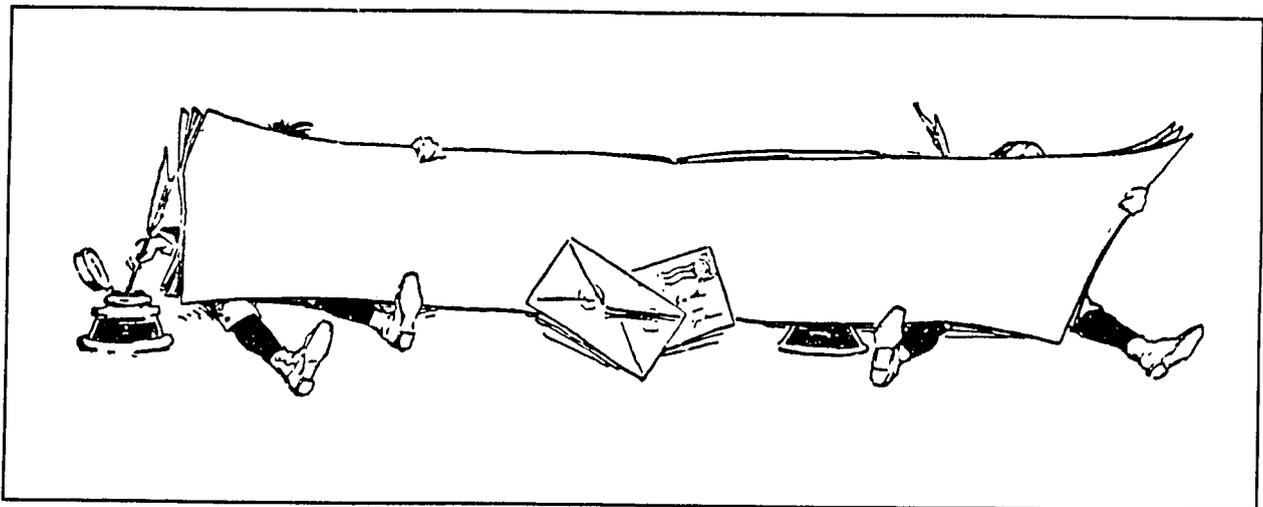
- ◆ *NDI is always mindful that its programs use U.S. taxpayer dollars. NDI will pay all appropriate program-related trainer expenses but will not provide other compensation, such as per diem, honoraria or fees -- except under extraordinary circumstances. In addition, NDI is subject to certain internal and external financial restrictions that prohibit the Institute from reimbursing payment for alcoholic beverages, personal phone calls, room service charges and even an approved expenditure over \$25 if unaccompanied by an original receipt. In addition, grant requirements stipulate that all U.S. trainers must fly on a U.S. carrier when traveling to and from the United States. In most cases, an NDI staff member handles all financial transactions, which should remove you from having to confront most of these issues. However, please do not hesitate to clarify any financial transaction with NDI personnel.*
- ◆ *At all NDI offices and in all NDI program activities the Institute seeks to create and foster an environment that respects the dignity of all employees, consultants*

*and volunteers.* First and foremost, all NDI employees, consultants and volunteers have the right to work in an environment free of all forms of discrimination or harassing conduct. An individual's race, gender, sexual orientation, political affiliation, age, handicap, national origin or religion are not the basis for job assignments or treatment by colleagues or superiors. NDI policies require that all employees, consultants and volunteers be treated equally and with respect. Verbal or physical behavior directed toward an NDI employee or volunteer that constitutes unsolicited or unwelcome sexual overtures or conduct is unacceptable.

## CONCLUSION

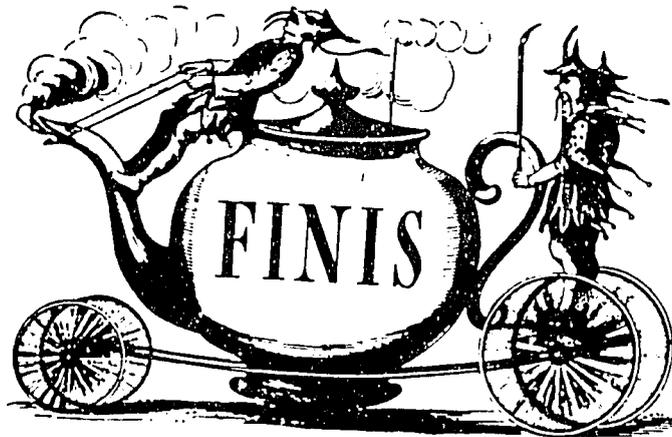
We hope that these tips will help you with your program preparation. While NDI programs are designed to provide local participants with new skills and knowledge, the programs can also be extremely rewarding for international participants. The interactive nature of these programs allows both local and international participants to benefit from the exchange of information and experiences. As an international trainer, you have the unique opportunity to experience other cultures and to work with the emerging leaders of transition societies. NDI trainers usually receive as much as they give.

Please help us expand and revise this list by letting us know what you would have liked to have known beforehand, what you were unprepared for and what expectations did not end up matching reality. Future NDI trainers will greatly benefit from your suggestions, recommendations and observations.



Stay in touch!

Above all, enjoy this exceptional opportunity. NDI appreciates the valuable contribution that you are certain to make and looks forward to working with you.



**AND BON VOYAGE!**