

Dear Friends,

Spring has arrived at last!

Going door-to-door to hear citizens' views is so much easier when it's sunny. It's also the season for cleaning in parties and NGOs – sorting membership rolls and volunteer lists – as well as at home. We're looking forward to hearing some good stories soon about fundraising and membership activity that these volunteers have been involved in as follow-up to our recent trainings across Serbia. We've included two pieces of our local branch training materials on fundraising in these pages.

NDI just completed a Winter School for DOS Youth in Zlatibor. We'll tell you all about it in the next issue. Be sure to welcome those 148 youth back into your parties and communities, giving them opportunities to use their new skills soon.

Also, inside this issue of NDI Vesti you will find an article about corruption. The piece helps to define the issue and outlines the costs of corruption. Many transitional democracies like Serbia are facing this difficult problem.

We've included a piece about the recent elections in Zimbabwe from an NDI perspective, too.

Elections have come to Serbia again, as well. NDI will continue working in the next months in southern Serbia in addition to our other programs, as that region prepares for a new vote. Clearly party activists will be out in the sunshine talking with voters there, but you don't have to wait for elections to engage citizens. Take the opportunity of the change in weather and the season to "clean" up your local branch or community, too!

Best wishes,



Paul Rowland
Program Director

NDI TRAINING IN MEMBERSHIP PRODUCES RESULTS

After our cycle in December on membership recruitment with municipalities around Serbia, many activists went out and put the training into practice. With new or honed skills, DOS training participants put together membership campaigns and recruited new people for their parties. We know that, in many towns, they were successful. Here are a few examples:

Bačka Palanka	LSV, DS, RV
Bajina Bašta	DS
Loznica	NS, ND
Negotin	DA, SD
Niš	DS
Novi Pazar	SDP, DSS
Novi Sad	GSS, RV
Sokobanja	DS, DHSS, ND
Tutin	SDP
Stari grad	DS, GSS
Valjevo	DS, ND, GSS, DSS

Tell us how you've used an NDI training to achieve new successes.

Highlights of NDI's work in April and May include:

- Conference for Leaders in Municipal Governments
- Consultations with Local Branches Across Serbia
- Training with Political Parties in Southern Serbia
- Consultations with MPs and Staff from Government Ministries
- Workshop with Contact Serbia Staff and Coordinators

FIFTY-ONE MUNICIPALITIES TRAINED IN FUNDRAISING

Once again, NDI's Regional Trainers fanned out across Serbia to train party activists in "organizing between elections". This latest cycle focused on fundraising – not an easy topic anywhere around the world.

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FIFTY-ONE MUNICIPALITIES TRAINED...

(continued from page 1)

In February, 665 participants heard about the basic steps to producing a fundraising event, how to plan party finances and how to successfully ask for a donation.

Initially, trainers heard skepticism from participants about how to be successful in fundraising in the specific circumstances of Serbia. But, in many locations, party activists agreed to try fundraising after being convinced that it can, indeed, work here. As always, our job is not to simply reproduce what works elsewhere but to learn from those successful models and from them produce a "Serbian-style" of political fundraising.

We look forward to hearing the results of this training put into action. We'll share those stories with you in an upcoming issue of our newsletter. We've featured some materials from this workshop elsewhere in this issue.

Fundraising training took place with DOS activists in:

Aleksandrovac	Kuršumlija	Sjenica
Apatin	Kraljevo	Senta
Arandjelovac	Kruševac	Smederevska Palanka
Bajina Bašta	Loznica	Sokobanja
Barajevo	Majdanpek	Stari grad
Bačka Topola	Negotin	Surdulica
Bačka Palanka	Niš	Subotica
Bela Crkva	Novi Pazar	Šabac
Bela Palanka	Nova Varoš	Tutin
Bečej	Novi Sad	Užice
Čačak	Pančevo	Vršac
Čukarica	Prijepolje	Vranje
Gornji Milanovac	Priboj	Voždovac
Kikinda	Požarevac	Vlasotince
Kladovo	Rakovica	Valjevo
Knjaževac	Raška	Zrenjanin
Kragujevac	Ruma	

CESID IS BUILDING RELATIONS BETWEEN LOCAL GOVERNMENT AND CITIZENS

CeSID (Center for Free Elections and Democracy) is expanding its role in democracy development by working to bring citizens and local government together to tackle issues of community-wide concern.

CeSID, known as an authority on election monitoring, is working on a long term plan to increase citizen awareness of and knowledge about democratic principles and structures, with a focus on the Serbian democratic transition process. Furthermore, CeSID intends to increase citizens' capacity to participate in civic organizing campaigns designed to promote cooperation between citizens and local government. It is an ambitious plan that is sure to make a positive impact on grassroots democracy development.

As a start, CeSID has been in 5 municipalities (Novi Sad, Vračar, Niš, Zaječar and Valjevo) asking both citizens and local government employees about each other's perceptions of how local government administration functions.

Once the research is complete, CeSID plans to organize public forums to bring together members of local government, NGO representatives, community leaders and citizens at large, in an attempt to work together to make improvements. As Marko Blagojević, Communications Director of CeSID said, "Democracy starts from the ground up by bringing citizens and government together to work on problems of mutual concern."

CeSID realizes the need to do large-scale civic education and community organizing training in an effort to promote democratic principles and behavior, especially at the local level, where it all begins. NDI will help CeSID with program design and training. Citizens need to understand their roles and responsibilities in order to become activated and have a direct impact on how their communities develop. Government, in turn, needs to genuinely represent the interest of the people. It's clear — democracy is a two-way street!



Sima Osdoby recently came from the US to cover strategic planning, organization and finance planning with CeSID's local coordinators and members of the Executive Board

Photo: NDI

WHAT NDI'S BEEN DOING...

- > Youth Winter School for DOS Activists
- > Internship Trainings for CeSID Leaders
- > Consultations with Public Relations Officers of Republic Government
- > Training with Political Party Officials
- > Consultations with Women Elected Officials
- > Training with Women Political Party Activists



Two Regional Trainers, Mirjana Barbulović and Slobodan Milić, joined Stephanie Lynn in a training held for GSS party activists from the Zlatibor region.

CONTACT SERBIA – WHAT DOES IT DO FOR YOU?

As a politician — Contact Serbia gives you an incredible opportunity to keep your finger on the pulse of issues affecting citizens in your town.

As a citizen — Contact Serbia helps you with your problems dealing with bureaucracy at all levels of government.



Presentation of the new Law on Environmental protection in Vranje, organized by the local Contact Serbia office

Alternatively, if you need information about the work of the government or you want to make a proposal to the government Contact Serbia is the place to go!

Contact Serbia's dedicated staff also help community groups in your town by bringing people together and by working in cooperation with other agencies in your town on a large number of projects.

So, if you are a politician please drop by and use the office to meet with citizens. Contact Serbia staff would be happy to help you reach out to the citizens of Serbia.

If you are a citizen — please drop by and say hello. If you have a problem the committed staff of Contact Serbia are there to listen and try to help you.

Contact Serbia is a series of 21 offices that encourage enhanced communications between citizens and governments around Serbia. NDI meets monthly with Contact Serbia staff and coordinators for consultations and training to help them increase the effectiveness of their work.

City	Address	Phone/fax.	E-mail
Sombor	Trg slobode 4	025-25-195	kontaktso@ptt.yu
Kragujevac	Crveno barjače bb	034-335-433	kontaktkg@ptt.yu
Subotica	Matije Gupca 1	024-553-084	kontaktsu@yunord.net
Užice	Nikole Pašića 30	031-521-663	kontaktue@ptt.yu
Vranje	Stefana Prvovenčanog 118	017-410-930	kontaktvr@ptt.yu
Čačak	Rajićeva 15	032-226-119	kontaktca@ptt.yu
Valjevo	Pantićeva 66	014-221-834	kontaktva@ptt.yu
Jagodina	Kralja Petra Prvog 7	035-241-418	kontaktja@ptt.yu
Novi Sad	Jevrejska 2	021-612-683	kontaktns@ptt.yu
Šabac	Karadorđeva 39	015-324-265	kontaktsa@ptt.yu
Zrenjanin	Narodne omladine 14	023-30-497	kontaktzr@ptt.yu
Pirot	Dragoševa 56	010-22-562	kontaktpi@ptt.yu
Novi Pazar			kontaktnp@ptt.yu
Zaječar	Nikole Pašića 77	019-426-530	kontaktza@ptt.yu
Smederevo	Knez Mihailova 5	026-612-390	kontaktsd@ptt.yu
Kraljevo	Cara Dušana 38	036-339-665	kontaktkv@ptt.yu
Kruševac	Kosančićeva 2	037-420-670	kskontakt@ptt.yu
Leskovac	Bul. oslobođenja (P.C.Graditelj)	016-51-673	kontaktle@ptt.yu
Bujanovac	Josifa Janjića 4	017-653-355	kontaktbu@ptt.yu
Niš	Mačvanska 16	018-47-623	kontaktni@ptt.yu
Beograd	Simina 41	011-322-4560	tester@sezampro.yu

AN ALIEN IN DC

by Maja Klimenta

Maja Klimenta began working for NDI in September 1999 at our office in Budapest. She moved back to Serbia in December 2000 with NDI and is currently working as a Program Assistant in our Washington office. This temporary transfer is a training opportunity for her and also allows our DC office to better understand what life is like “in the field” through her stories.

Leaving the Belgrade office and coming to work for NDI in Washington DC was a big step for me — one big adventure. Fortunately, the extensive experience and knowledge of NDI’s work that I gained over the couple of years of my work in the NDI Serbia office helped me face the adventure in a pretty confident manner.

Only here in DC, in the center of world politics, does one become fully aware of the impressive reputation the Institute enjoys among the distinguished company of world leaders, diplomats, US government officials, lobbyists and other opinion makers.

Only from this end, one grasps the immensity and complexity of the world-wide programs that NDI runs in 48 offices around the world and can understand how important the work we do really is, how much difference it makes. And I say that without any intention to blow things out of proportion.

It makes a powerful impression to realize that walking down the office corridors the chances are high that one could stumble across a delegation of MPs from Ukraine, the King of Morocco, Serbian Prime Minister or a group of Afghan human rights fighters. I learned how international the affairs we engage in really are.

I learned about the diversity and multi-ethnicity of NDI DC staff, the languages spoken, different cultures, and other features that

made me feel quite comfortable coming from distant Serbia and carrying a “weird” name.

Living in Washington has given me an opportunity to meet many cool, devoted, smart, well educated and well traveled people that made a huge impression on me. Has given me a chance to listen to some of the best scholars speak about the issues of current international affairs. Has given me the opportunity to sit in the same room and listen to Kofi Annan speak, to meet some of the most distinguished Senators and Congressmen. It has opened many doors for me.

It is very nice to proudly say where I work knowing the reaction of the other side will be a look of admiration for the work the Institute does.

Finally, being on a path to becoming a true “Washingtonian” having lived here for more than six months already, I have to say that I disagree with those who describe Washington as a city of dark suits that speaks only in political language. To me it has become an open, sunny place with cool bookstores, great museums and galleries, beautiful nature all around and delicious multiethnic food. It is a city where one can have a highly informative chat about the Tunisian economy with a native taxi driver. It is a city in which one does not feel alien since everybody here comes from “somewhere else” and has a story to tell.

YOUNG PEOPLE FROM SOUTHEASTERN EUROPE LEARN ABOUT CORRUPTION AND HOW TO FIGHT IT – TOGETHER

Milan Jovanović, Mirjana Kovačević and Žaklina Mrvelj

Misuse of entrusted power for private benefit is as old as the institution and the organization of the state itself. The struggle to curb corruption and attempts to eradicate it are almost as old. We can say that today corruption exists wherever there is political influence and power, and that as such it constitutes one of the greatest problems. People living in countries undergoing transition, including those of Southeastern Europe, are among the people hit hardest by corruption. A lot has been said, written and studied about corruption, its causes and consequences, as well as the strategies for the solution of this problem, but there are still no easy answers. One thing is certain — corruption is not a problem of any one individual state, but a problem that can be overcome or alleviated when looked at on a regional, European, but also the world level.

Among the numerous activities that NDI has been organizing in the region for the past couple of years, there is a new program of regional cooperation called “Delivering Democracy.” Its goal is to exchange and distribute information on how corruption can be fought. The first session of this regional program, called “Building Open and Honest Government” was held in Warsaw in January 2002. The participants were 25 young people from Southeast European countries, including 6 of us from Serbia. The non-governmental organizations European Institute for Democracy from Poland and *Transparency International* from

Slovakia worked together with NDI on this project.

Young politicians — men and women — participating at this session were recognized as future leaders by NDI programs across the region. We had the opportunity to work together, and to learn more about one of the greatest afflictions in our societies today, spending three days in discussion and lectures.

The other participants came from political organizations active in Albania, Romania, Slovakia, and Kosovo, which reinforced the idea that corruption is a problem impossible to solve without inter-state cooperation. We need the clear will of all political subjects and factions in each of the countries to agree that the fight against corruption is a priority, both for state and society.

In addition to lectures and discussions on corruption, we were also given an opportunity to improve some skills necessary in the every-day practice of politics. At the very end of the gathering, and based on what we learned, we presented our ideas on possible campaigns and mechanisms to prevent corruption. Perhaps it is not very likely that these particular campaigns will be implemented soon. What is more important is that now there are at least twenty-five more people with successful political careers ahead of them who will soon have the opportunity to use the knowledge, skills and friendships they acquired at this seminar to battle corruption and other issues facing our countries.

NDI ACTIVE IN ZIMBABWE DESPITE INSECURITY

Many of us have been following the events of the Zimbabwe elections with great concern. The international news has covered the issue and its implications in detail.

NDI works in over 70 countries around the world and Zimbabwe is one of them. Below are three short notes from Shari Bryan, NDI's Regional Director for Southern & East Africa. The pieces were written on the election days and the day that the Zimbabwean government announced its re-election. Some of it sounds very similar to stories of not too long ago here in Serbia.

Statements from the two election monitoring groups mentioned below can be found on NDI's website, www.ndi.org.

March 9th

As many of you know, the Zimbabwe elections began today, Saturday, March 9, in what is the country's most competitive and violent political race since gaining independence twenty years ago. It may also be one of the most important elections on the continent — as its outcome has far reaching implications for democratic development in Africa. NDI has been quietly working in Zimbabwe for the last two months. The focus of our work has been to provide technical assistance to two groups: Zimbabwe's domestic monitoring umbrella — the Zimbabwe Election Support Network (ZESN), and to the regional observation authority — the Southern Africa Development Community (SADC) Parliamentary Forum.

Over the past year, President Mugabe and his ZANU-PF government have implemented a series of draconian election laws, harassed the political opposition and their supporters, rejected the international media, and denied entry into the country by many westerners. As a result, we have kept our activities very low key, trying to not to draw attention to the organization or to the individual staff members who have been in the country. Had our presence been highly visible, there is a strong likelihood that our staff may have been asked to leave the country.

Last week I traveled to the region and entered Zimbabwe hoping to stay through the elections this weekend. Unfortunately, I was given only a two-day visa, and returned to Washington last night. Our staff on the ground remain safe, and are extremely busy providing support to our partners. They have sent in brief accounts this afternoon, and report the following events.

Over the past two days, several events have taken place which limit the ability of Zimbabweans to cast their vote freely. On Thursday, our domestic monitoring partner, ZESN, was denied accreditation for over 11,000 monitors, only receiving official accreditation for 400 monitors. Yesterday, the government issued several new election laws, including one that reduced the number of polling stations in most urban areas by about 50%. This morning, many of the opposition party polling agents were denied access to polling stations. When the polls

closed today (Zimbabwe has two days of voting), there were reports of high voter turnout, long lines and scattered violence throughout the country. Both the opposition party, MDC, and ZESN have held press conferences this afternoon, requesting that voting be extended by a third day...

March 10th

Today was slated to be the second and final day in Zimbabwe's presidential election, but the polls closed this evening (Sunday) with possibly tens of thousands of voters, who had been waiting in line for up to seven hours, still unable to vote. While most of the country was reported peaceful today, President Mugabe's decision on Friday to reduce the number of polling stations in urban areas by 50%, has created havoc in Harare and other urban areas around the country.

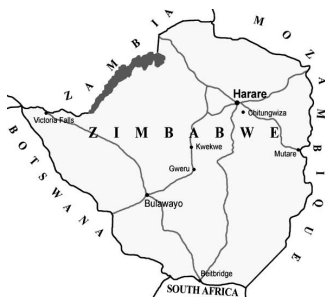
An NDI staffer reported today that he visited a polling station in Harare that had 7,000 registered voters, and by the close of polls this evening, only 1,500 had been able to vote. He noted that many of the polls in Harare stayed open until 11:00 pm last night and reopened at 7:00 am this morning. Electoral staff, party pollwatchers and domestic observers are exhausted, and there is no relief in sight.

As a result of these problems, the opposition party MDC filed a late afternoon petition with the Supreme Court, requesting an extension in voting for two more days. The court ruled within hours, extending the voting for one more day (Monday) throughout the country. At the same time, the Minister of Justice flew over Harare by helicopter and concluded there was no need to extend polling for another day. He intends to appeal the court ruling this evening.

March 13th

The government of Zimbabwe announced today that President Robert Mugabe won the presidential election, beating opposition candidate Morgan Tsvangirai. The elections were deemed free and fair by a number of African delegations, including the official South African delegation, the official Nigerian delegation, and the Organization of African Unity (OAU). The western international community, including the EU, Norway and the US denounced the elections.

NDI's regional partner, the South African Development Community Parliamentary Forum (SADC-PF), issued a statement this morning criticizing the elections, concluding that "the climate of insecurity in Zimbabwe since the 2000 parliamentary elections was such that the electoral process could not be said to adequately comply with the Norms and Standards for Elections in the SADC region." The Forum is, at this time, the only African observer mission to condemn the elections. Inside Zimbabwe, NDI's domestic partner, the Zimbabwe Election Support Network, ZESN, also issued a statement today criticizing the elections for failing to meet international standards. We congratulate the SADC-PF, and ZESN for their courage and commitment to democratic principles over these past weeks and days. We also thank the NDI team in Zimbabwe who has worked extremely hard over the last months to provide support to both ZESN and the Forum.



CORRUPTION AS A PROBLEM AFFECTING THE WHOLE SOCIETY

Daniela Zemanovičová, Emília Sičáková, Miroslav Beblavý

The following is an extract from training materials produced by members of Transparency International of Slovakia for NDI's Regional Youth Conference in Warsaw recently. The full texts are available through our office or on NDI's website at www.ndi.org.

1. Definition

Defined simply, **corruption is the misuse of entrusted power for private benefit**. Yet it is not so long ago that the word itself was completely taboo in professional and political environments. The word seldom appeared in newspapers and economists rarely mentioned it, although political scientists had begun to take an academic interest in it. Normative statements about corruption require a point of view, a standard of "goodness" and a model of how corruption works in particular instances.

While corruption is defined as "the misuse of entrusted power for private benefit", it can also be described as non-compliance with the "arm's-length" principle. Under that principle, no personal or family relationship should play any role in economic decision-making, whether it is private economic agents or government officials who are making the decision.

Once the arm's-length principle has been breached and a distinction made based on relationships, corruption will often follow. Examples are conflict of interest situations and nepotism. The arm's-length principle is seen as fundamental to the efficient functioning of any organisation

A core, but unstated assumption underlying theoretical work on the role of the public sector is that public sector officials (both policy-makers and civil servants) are knowledgeable, neutral and impersonal in their pursuit of the social welfare. But are they? What do officials see as the pursuit of the social welfare and what do they, themselves, consider to be "corruption"? And what is their willingness — or otherwise — to take action against it? These questions are all too seldom asked.

2. Why is corruption harmful?

Apart from the negative impacts on ethics and moral fabric of the society, corruption is harmful because it allows important decisions (in the public interest) to be made on the basis of **private motives**, not taking into consideration the impacts on the society and on the citizens. The decisions made are motivated by personal advantages (including financial advantages), and not by the needs of people. Thus:

- **There is a personal interest to distribute "non-personal money" in some activities, which in turn increases spending of centralized funds, taxes, subsidies, etc.**

Private motives of people making decisions in the public interest cause unnecessary projects to be implemented, and resources are missing in other areas, e.g. in the education and the health care sector. The more activities that are being paid from public funds, the more taxes and other charges increase. That in turn hinders economic development and demotivates business.

- **If private motives influence the decision-making on public funds, then the resources (financial, material, human) do not get where they are best used and most needed.**
- **Corruption and non-transparent rules mean high administrative demand and high transaction costs.**

The great number of permits, licenses, authorisations, and complicated procedures present obstacles to business on the one hand, and open up space for corruption on the other hand. Civil servants are given freedom in their decision-making, and uncertainty is increased for businesspeople, which creates a bad business environment and is demotivating. Moreover, if the rules are ambiguous, uncertainty forces businesspeople and citizens to ensure certainty by bribery.

- **Uncertainty about whether the rules are valid, and how they will be applied, also increases the risk for investments.**
- **Because of corruption, the quality and accessibility of goods and services available to the citizens decreases.**

For example, a businessperson having been awarded a public contract via a bribe will include this bribe into the price paid by us for his/her services, or the public funds for funding of other services will be reduced.

- **Corruption makes citizens unequal before the law. Depending on whether they have money for the bribe or not, they are divided into those who have access to education, or quality health care services, and those without such access.**

* * *

Corruption undermines democratic development, inhibiting the performance of public institutions and the optimal use of resources. It feeds secrecy and suppression.

Ultimately, it denies development and an increased quality of life to the most vulnerable members of society.

Apart from the economic and social consequences, it is necessary to realise the broader political impacts as well. In a corrupt environment, citizens lose their confidence in the country and in the rules. Not only is the rule of law put into question, but also equality in front of the law, and democracy as such. Morality declines, and on the other hand, criminality grows.

There is a strong indirect relation between corruption and democracy (the less corruption, the more democracy). According to research, corruption is least widespread in countries with stable democracies, and on the other hand, countries with non-democratic, often dictatorial regimes are usually on the opposite side of the scale. So, emerging democracies in particular brave considerable political risks if corruption is not contained, as the corrupt can greatly weaken the authority and capacity of the fledgling democratic state.

FROM AN NDI WORKSHOP

BASIC STEPS TO ORGANIZING A FUNDRAISING EVENT

by Shannon O'Connell

- 1) Identify a concept, theme or purpose for the event. Decide to whom the event should be marketed. Determine whether such an event is financially feasible.
- 2) Develop a budget and timeline for the event and establish a financial goal. Make sure you account for all likely costs, including postage, printing, phone calls, etc. As a rule, you should never spend more than 12% of your anticipated gross earnings on an event.
- 3) Develop a marketing strategy and structure for the event. Consider creating a committee of supporters who can help sell tickets to the event. Put together a good target list of potential donors.
- 4) Design a communication piece (i.e., invitations, flyers, etc.) to invite potential donors to the event. Make sure the piece is sent out early enough to give people time to respond.
- 5) Find free stuff for the event. Perhaps there is a party supporter who would be willing to host a dinner in his home. Perhaps there is a party supporter who owns a printing machine and would be willing to print the invitations for free. Finding contributions in-kind helps keep expenses down and income up!
- 6) Follow-up on the communication piece. Often it takes a follow-up phone call to make sure people have received the invitation and encourage them to make a financial pledge.
- 7) Monitor ticket sales, financial commitments and expenses. This includes making sure the event committee is living up to their promises as well. Make sure you're staying on budget. If you're not bringing in as many financial pledges as you had hoped, cut back on expenses.
- 8) Thoroughly prepare the logistics for the event. Make sure seating arrangements are made, speakers are prepared, name badges are printed, the microphone works, etc.
- 9) Immediately after the event, contact everyone who made a financial pledge to the event but did not fulfill it. Inquire as to whether or not they will meet their commitment and if so, when.
- 10) Most importantly, do not forget to thank everyone involved in an appropriate and timely manner. Donors who gave money or contributions in-kind should be heartily thanked for their contributions. Volunteers should be thanked for their time and efforts.

And remember . . .

Events should be designed with the donor in mind. Donors should have a pleasant and positive experience so that they feel good about their contribution and might consider giving again.

Six hours of boring speeches by party officials, a bland chicken dinner and bad wine are not worth \$25 and will not offer donors a memorable experience.

Finally, the purpose of fundraising events is to RAISE MONEY. These are NOT parties for your friends or the candidate's friends. SAY NO TO FREELOADERS!

FINANCE PLANNING

Questions to Ask During the Research Phase of Campaign Finance Planning

by Shannon O'Connell

- 1) Who knows my party/candidate(s)?
- 2) Who likes my party/candidate(s)?
- 3) Who doesn't like my party/candidate(s)?
- 4) Who doesn't like my strongest opponent?
- 5) What issues has my party/candidate(s) championed?
- 6) What is my party/candidate's governing or voting record?
- 7) What are my party/candidate's political allegiances?
- 8) With what organizations or associations are my candidates and senior party leaders aligned?
- 9) What are the family and professional ties that will help fundraising? Hurt fundraising?
- 10) Who has given to my party/candidate(s) in the past? What motivated them to give?
- 11) What are the issues that the type of election brings into play, (i.e., local vs. national elections focus on different issues)? Who do these issues affect?
- 12) What demographic groups is my party targeting for membership?
- 13) What demographic groups are in my party's priorities for my party? What groups appear to be highly persuadable to the party's message?

The National Democratic Institute is a non-profit, non-partisan, non-governmental organization working to strengthen and expand democracy worldwide. Based in Washington, DC and calling on a global network of volunteer experts, NDI provides practical assistance to civic and political leaders advancing democratic values, practices and institutions in over seventy countries. NDI has been working with democratic political parties and the Center for Free Elections and Democracy (CeSID) in Serbia since 1997.



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