

Friends,

*What a spring it's been! With the sun shining brightly as summer shows its colors, we are as busy as ever here at NDI.*

*With training for women, youth, Roma, Contact Serbia, MPs, municipal politicians, NDI staff, NDI trainers, party activists, CeSID and others, it's a full time table. You can read about many of our activities and the materials we've used in the pages that follow.*

*Recent research shows that Serbia's electorate is becoming impatient with their governments. Yet activity and attention to the concerns of voters on key issues – unemployment, crime, economic stagnation, rising prices and corruption – are the priority of Serbia's many new governments. Remaining focused on effectively communicating, in concrete ways, the work that politicians are doing to bring about positive change here is all-important. It's not the laws that are changing voters' lives, but the results of those laws.*

*In the year and a half since those history-changing elections of September 2000, so much has been achieved. Remember to tell voters what you've done, what you're working on and to listen to their ideas about how to be even more effective in these challenging times. If we can help you to be better at this task, then we're doing our job, too.*

Best Wishes, as always,



Paul Rowland  
Program Director

## COMMUNICATING REFORM AT THE LOCAL LEVEL

Local governments in Serbia face enormous problems in the reform process ranging from privatization to the basic provision of services. A key challenge for elected officials is communicating the work of government to the citizens, and involving citizens in the reform and rebuilding process.

On April 28<sup>th</sup> and 29<sup>th</sup>, NDI presented examples of city governments that have improved communication through innovative strategic planning. The workshop entitled "A Mandate for Action: Leadership through Better Communication" highlighted Washington, DC and Down Patrick, Northern Ireland – two cities that have overcome adverse conditions in the past, and now are on a path to a more democratic and prosperous future. Both examples show that by working together, local government and citizens can begin to resolve many of their common problems.

Washington, DC and Down Patrick initiated several similar citizen outreach activities. Both held 'citizen summits' to solicit priorities and problems that citizens wanted addressed in their communities.

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International trainers at the opening of the conference (left to right: Damian Murphy, NDI, Kelly Paisley, Washington, DC, John McGrillen, Down Patrick, Northern Ireland, Beverley Wheeler, Washington, DC, Paul Rowland, NDI and Anne McAleenan from Down Patrick, Northern Ireland)

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## COMMUNICATING REFORM...

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Both also initiated 'action plans' developed with citizens and held government officials accountable to them. At the workshop Beverly Wheeler, Executive Director of Neighborhood Action, presented successful techniques from the program initiated by Washington, DC Mayor Tony Williams in 1999. NDI also showcased the work of Council President Anne McAleenan and District Manager John McGrillen from Down Patrick, a city that has seen substantial development in past years, using similar methods as Washington, but with a smaller budget. As communication of reform is a key facet of Serbia's democratic development, NDI also recruited Kelly Paisley, who worked on Vice President Al Gore's *Reinventing Government* initiative. Kelly shared many innovative techniques on communication, including message development and dissemination.



John McGrillen, in a presentation of the accomplishments of Down Patrick government

The seminar focused on effective communication techniques to assist local government officials to develop a picture of the future for their cities. Because city initiatives also require the hard work of local government staff, NDI provided useful techniques on how to motivate government staff through the strategic planning process. NDI facilitated working groups with the local officials to develop plans to improve their cities through communication with citizens. Facilitated by NDI Regional Trainers Aleksandra Knez-Milojković, Đorđe Belamarić, Nebojša Andrić, and Branimir Kuzmanović, these small group work sessions gave local government officials the opportunity to practice these techniques and cooperate with their colleagues who face similar challenges on a daily basis.

NDI welcomed 37 local officials from Aleksandrovac, Kikinda, Kragujevac, Kruševac, Paraćin, Pirot, Ruma, Priboj, Smederevo, Smederevska Palanka, Subotica, Niš, Valjevo, Vračar (Beograd), Vršac and Zrenjanin for the two-day seminar. Many of the participants have contacted NDI to say that they have begun to develop strategic plans with the help of citizens.

One local official wrote:

*The knowledge I received at this conference helped me a lot in understanding the role and the importance of citizens' participation in strategic planning processes. Together with my colleagues from other political parties that make up governments, I will make an effort to organize citizens' summits where we will determine the priorities in solving community problems. Citizens themselves would identify those priorities.*

Siniša Ikonić  
member of the temporary Municipal Council,  
Priboj

NDI looks forward to working more with locally elected officials and complementing the activities of other international organizations in the coming months.

*Please contact Damian Murphy or Željka Kasagić if you have implemented citizen engagement activities discussed at the seminar, and let us know if there is any area where NDI can provide further assistance.*



Beverly Wheeler with two NDI Regional Trainers in one of the working groups

### Highlights of NDI's work in June and July include:

- Advanced Youth Leadership School
- Support for Mobile Parliament — Taking Parliamentary Committee Members to Meet with Voters Across Serbia
- Conference for MPs on Effective Committee Work
- Training for Party Activists in Southern Serbia
- Training for Party Regional Boards

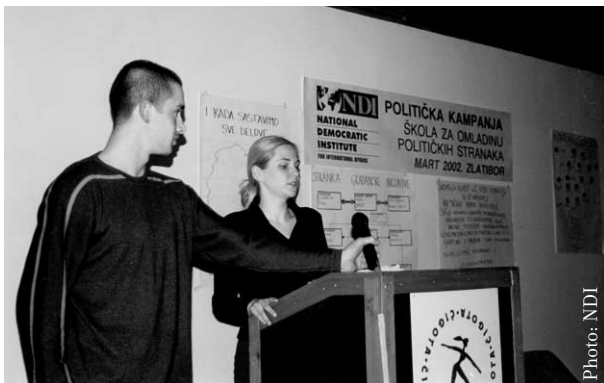
## NDI'S SECOND YOUTH SCHOOL — A GREAT SUCCESS!

After last year's summer school, we decided to repeat the successful model this winter. This time in Zlatibor, youth from across DOS parties joined us to learn more about election and organizational skills. They engaged in a stimulating series of workshops that culminated in presentations by their groups of their election campaign. Once again, we were thrilled with the caliber of participants and their willingness to try new ideas and learn new skills.

Our next Youth School will be an advanced session for those who have participated in the past. We will hold this training this summer. Watch for news in an upcoming issue of NDI Vesti. Training topics included: message development, time planning, volunteer recruitment, media and public appearance and campaign organizing.

Participants joined us from many DOS parties:

Alliance of Vojvodina Hungarians  
 Association of Free and Independent Unions  
 Civic Alliance of Serbia  
 Democratic Alternative  
 Democratic Center  
 Demochristian Party of Serbia  
 Democratic Party  
 Democratic Party of Serbia  
 League of Social Democrats of Vojvodina  
 Movement for a Democratic Serbia  
 New Democracy  
 New Serbia  
 Reformists of Vojvodina  
 Social Democracy  
 Social Democratic Union  
 Šumadija Coalition  
 Vojvodina Coalition



Two members of a team share their campaign plan

*The most useful for me were overcoming stage fright and hearing plenty of suggestions about public appearance that helped me to appear in front of a large number of people with self-confidence.*

Marija Jakovljević, Šumadija Coalition, Kragujevac



One of the groups celebrating a successful campaign presentation

*The most useful pieces were teamwork, work under pressure, good organisation of our time... This is an irreplaceable experience! The materials are great!*

Vukosava Crnjanski, Civic Alliance of Serbia, Belgrade

*We were taught to work within the team and we managed to overcome our real parties' differences.*

Ivana Čalić, Democratic Party of Serbia, Belgrade

*Every training I heard will help me a lot in my party's work.*

Katarina Lukić, Democratic Party, Valjevo

Participants came from 46 municipalities around Serbia and 10 of Belgrade's municipalities:

Arandelovac, Bačka Topola, Batočina, Bela Crkva, Bela Palanka, Belgrade (Čukarica, Grocka, Novi Beograd, Palilula, Savski Venac, Stari Grad, Voždovac, Vračar, Zemun, Zvezdara), Boljevac, Brus, Čačak, Čuprija, Inđija, Jagodina, Kikinda, Kragujevac, Kraljevo, Kruševac, Kuršumlija, Lazarevac, Leposavić, Leskovac, Mladenovac, Negotin, Niš, Novi Pazar, Novi Sad, Pančevo, Peć, Pećinci, Pirot, Požarevac, Priboj, Prokuplje, Raška, Rekovac, Šabac, Sečanj, Smederevo, Sombor, Sremska Mitrovica, Subotica, Trstenik, Užice, Valjevo, Velika Plana, Vladičin Han, Zaječar and Zrenjanin.

*I've had a great experience that I will use to participate more in the political life of our country.*

Marko Lazović, Demochristian Party of Serbia, Smederevo

*Thanks to this school we are able to observe and recognize the mistakes that our parties make in organizing.*

Sonja Nikolić, New Democracy, Belgrade



## NDI SENDS SIX TO PARTICIPATE IN IRISH ELECTIONS

*In May, Ireland held general elections. Although the governing party was returned to power, the elections were nonetheless an effective learning tool and included some surprises. Six youth activists from different parties joined campaigns in Ireland to participate in the process. They share some of their initial thoughts with you below.*

**Jasenka Đaković**, League of Social Democrats of Vojvodina (Sremska Mitrovica): In the study mission in Ireland, during the General Elections 2002, I was in three campaigns with the Labour party — the second largest opposition party in Ireland. Living politics in Ireland means living “within” the voters.

The most important work in the campaign was contact with voters. We went to schools, churches, and shopping centres — wherever you can meet voters. Canvassing happens throughout the election period. I had a chance to learn much more about door-to-door campaigning in a country where people expect you to come with arguments for your candidate. It’s a good way to involve voters in politics and to involve politicians in work for the voters, like simple two-way communications.

That communication is not only meeting people. Most mornings staff are in the office checking the candidate’s mail, looking for questions, proposals, or just comments and each of them would get some kind of response.

During the last week I was observing in the leader’s campaign — in the headquarters. That was a campaign without the candidate because the leader, Ruari Queen, was on a bus tour to support other Labour candidates. After the election he said that he will never again make the same mistake; voters wanted to see him in his area. The NDI team saw three similar campaigns, but the election results showed the best one; that was the only party that was organized much more before the election. I think that only they had a good database and positive message and they used the election period just to remind everybody of the good their government brought about in the last few years.

**Milan Jovanović**, Social Democratic Party (Belgrade): Thanks to NDI, I was able to go to Ireland and be immersed in the election HQ for the Fianna Fail (The Republican Party), a party with a long tradition in a democratic system. Through their long history, their party has developed an excellent organization and a serious approach to campaign planning, message development and delivering, targeting of voters, communicating with voters and organizing campaign volunteers.

It was a great pleasure to see a campaign where everything that we talk about in NDI trainings is implemented, working and giving excellent results!

I spent time organizing campaign volunteers and sending direct mail to voters. I saw several very creative ideas and techniques, combining some traditional ways and the use of modern technology, e.g. using GSM network to send voice messages from the Prime Minister to campaign activists saying “Thank you.”

Thanks to perfect planning several months before elections, the last three weeks of the election campaign were problem-free. Thanks to an excellent message and communication with voters, the party had a huge election win. Thanks to dedicated relationship building with campaign activists, Fianna Fail will be able to win again in 5 years!

Thanks to NDI some of experiences from the last 70 years in Ireland will be implemented in Serbia right now!

**Mirsad Jusufović**, Sandžak Democratic Party (Novi Pazar): The other thing, beside Guinness beer, that “knocks out” people who visit Ireland for the first time is the surprising hospitality of ordinary people, and not only them.

During our 20-day stay in this beautiful country, the NDI team had the opportunity to meet a large number of politicians who were very friendly. All of them, from deputies in the parliament and senators, to the leaders of the biggest parties, members of the government and the Prime Minister have one characteristic that is so necessary, and which few politicians in our country have — they consider themselves ordinary people.

The pre-election campaign lasts for five years — from the day of the previous elections. The members of the Parliament regularly visit all the citizens and the situation in which a deputy or a senator comes to your door to discuss with you the dug up pavements, the status of Ireland in the EU or football, is completely normal.

Politicians work in the field, with the citizens and for all of them, regardless of who they voted for, and that is where they differ most from our politicians.



*NDI's Regional Trainers in Ireland with Tim Ryan, a political analyst, and Kate Fearon from NDI Sarajevo*

**Elmedin Kurtović**, Social Democratic Party (Priboj): Although the voting system in Ireland is different than in Serbia (a system of transferable vote where voters give their votes to several candidates in order of preference), there are many similarities between these two countries. Friendly people and a strong breakfast are a good start. But there are some things that motivate everyone involved in election campaigns. Well-organized teams with no fixed positions allow for self-initiative and give the best support for any candidate.

Contact with voters is essential in political campaigning in Ireland. The candidate basically concentrates on door to door campaigning and canvassing in all the places and times you can imagine: churches and streets in the early morning, shopping centers in the afternoon and pubs in the evening until late at night.

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A candidate in Serbia may say that s/he has a large constituency and that it is difficult to contact and communicate with all voters in his/her electoral unit, but can you imagine a constituency in Ireland with more than 60,000 voters? With good organization, hard work on research, surveys, leafletting and a GOTV campaign it is possible to cover the whole constituency.

It is interesting to see the growth of supporters in one area after all the election campaign tools and techniques are applied.

Once again it was proven that open relationships and communication between politicians and voters is the best way to build mutual trust for the benefit of everyone in the community.

**Danijela Masal, Democratic Alternative (Belgrade):** My campaign placement was in Dublin, at Sean Haughey's campaign headquarters.

Mr. Haughey is a member of Fianna Fail, the leading party in Ireland, and he is a son of the former Prime Minister of Ireland. He was also an MP in the last Parliament and during the last five years he dedicated a few hours each day to listening to the problems of his voters — the "advice clinic." He visited almost every house in his constituency, focusing all the time on providing real service to his voters. I saw how much his previous work affected the results of this election — he topped the poll this time — by going canvassing with him and listening to voters. His volunteers did a survey in some of his weaker areas, to see if there was any improvement.

On Saturdays and Sundays I often went together with the candidate and his volunteers canvassing in front of the churches

and shopping centers. On one such occasion I met the current Prime Minister of Ireland, who was visiting the constituency where I was placed. I spoke a little with him about the purpose of my visit to Ireland and then I joined him and his team on the tour. Like every politician in this country, even the Prime Minister has to work hard and to visit and talk with as many citizens as he can in order to maintain his position. In my opinion this kind of campaign and commitment to voters is something that we should try to implement in our country as well.

**Slobodan Milić, Civic Alliance of Serbia (Belgrade):** Since every constituency elects a certain number of representatives from the area, local issues are very important. A wise person once said that all politics are local politics, and Ireland is a good example of it. It is very important for local candidates to be well known in the constituency, to be seen at work, talking to people at busy places (shopping malls, in front of the churches after mass), waving at the commuters at the roundabouts early in the morning (this sends a message that the candidate is up very early to meet the voters), in local newspapers and radio shows.

Another thing I liked very much in their campaigns is that they build issues on facts from research. When they talk about a rising crime rate, they'll give you the percentage of the rise; when they are talking about inefficient health insurance they'll give you the amount of money spent on health improvements alongside its poor results for the people that are using it. I like it because voters are more convinced that the campaign is not missing the target. If an issue keeps on appearing in the opinion polls, then you have to make a policy about it!

## LATEST NEWS

### FAREWELL TO SHANNON O'CONNELL

Like many others before her, **Shannon O'Connell** had trouble leaving Serbia. Whether it is the program or the people of Serbia, we don't know but her original commitment to stay for four months eventually became seven! While here, Shannon worked with our Regional Trainers and our programs with youth and women party activists. We will miss her. Shannon returns to Boston, Massachusetts to work on elections there and will launch a new NDI program in Northern Ireland in advance of their elections. We hope to see her back here soon! Thank you, Shannon, for all your hard work.

### WELCOME TO JENNIFER NEVIN!

**Jennifer Nevin** joins NDI's Serbia program for the summer 2002. Jennifer arrived in mid-May and will be with our team until mid-August helping us with a variety of projects. Jennifer asked to join our team to share her skills with us while she learns more about Serbia and democracy development work. She is currently a candidate for her Master of Public Policy at Duke University in North Carolina. Jennifer was the first member of her family to leave the North American continent when she traveled to Russia as a teenager. We know you'll make her welcome.



Photo: NDI

New at NDI: Jennifer Nevin

## ASIAN POLITICAL PARTIES PURSUE ANTI-CORRUPTION REFORM

The following article will appear in NDI Vesti in two installments. You can read the article in its entirety on NDI's main website at [www.ndi.org](http://www.ndi.org).

Public corruption erodes confidence in the democratic process, and nowhere has that been truer than in Asia. During the past few years, corruption scandals have shaken governments at the highest levels, helping to topple presidents Wahid in Indonesia and Joseph Estrada in the Philippines. Throughout Asia, entrenched corruption has led to public disillusionment in many institutions, but political parties — often viewed as enmeshed in deeply flawed campaign finance systems — have become a target of criticism.

Parties have largely been left out of the growing discourse on controlling the influence of money in politics. Yet it will be political parties, acting through the legislative process, that the citizenry must ultimately rely on to design anticorruption measures and oversee their enforcement. If parties are to play an effective role in combating corruption, there must be greater public confidence in their ability to act as effective agents for change. For this reason, NDI and the Manila-based Council of Asian Liberals and Democrats (CALD) recently launched a program to help political parties strengthen their internal reform efforts.

Over the past year, NDI and CALD conducted research in eight Asian countries to identify the major obstacles that parties face in their efforts to increase internal democracy, transparency and accountability, and to examine the approaches they have developed to meet those challenges. The findings of the research project were discussed at a conference in Bangkok in January for leaders from 28 political parties in the region.

NDI's and CALD's research was conducted in Cambodia, Indonesia, Malaysia, Nepal, the Philippines, South Korea,

Taiwan and Thailand. The study of 33 parties explored the political and legal environments in which they operate; its major focus, however, was on internal party structures and activities. In particular, NDI and CALD examined the parties' procedures for selecting candidates and leaders; rules for raising and spending funds; processes for formulating policy; and methods for enforcing their own rules. The study's major findings include:

- **More laws do not necessarily mean greater public confidence in parties.**

Many of the countries included in the study have recently adopted laws dealing with party and campaign financing, and establishing anti-corruption commissions. South Korea and Thailand have extensive legal frameworks, for example, but by all accounts, money continues to dominate political competition. In Taiwan, on the other hand, while there are few laws regulating parties, there are greater efforts by parties to meet public expectations of good governance;

- **Political competition enhances anticorruption and political reform efforts.**

Party leaders within Taiwan's Kuomintang and Indonesia's Golkar — political parties that lost power after decades of unchallenged dominance — have recognized that their political survival depends on their ability to reform.

As levels of political contestation increase, party leaders in several countries have become more sensitive to their public image, especially on anticorruption issues.

*(to be continued in the next issue of NDI Vesti)*

## WHAT NDI'S BEEN DOING...

- > Training with Political Parties in Southern Serbia
- > Consultations with Local Branches Across Serbia
- > Conference for Leaders in Municipal Governments
- > Leadership and Communications Training with Women Party Activists
- > Study Mission to Observe Irish Elections
- > Organizational and Elections Skills Training for Youth Party Activists
- > Negotiations Skills Training
- > Election Skills Training with Roma Party Activists
- > Consultations with Parties' General Secretaries
- > Tour and Advance Training for Contact Serbia
- > Training with the Labour Market Agency



*Women political activists in a team building exercise at Palić*



## NDI ACTIVE IN SOUTHERN SERBIA IN ADVANCE OF ELECTIONS

### FIRST TRAINING WITH ROMA IN SOUTH SERBIA

In South Serbia, the Roma community have begun the work of forming a political party and asked NDI to provide political party training. We were fortunate to have **Joe Hansen**, a seasoned campaign manager and political activist from the United States. Joe held an introductory seminar with members of the Roma community in Bujanovac where they are preparing for upcoming municipal elections.

The introductory session went very well and as a result the Roma community approached NDI to conduct a two day training session with members of the Party of Roma Unity from South Serbia. Joe also held trainings for both the DOS and PDD activists in Bujanovac and Medveđa — these trainings went very well and the people from South Serbia really appreciated Joe sharing his knowledge and campaign stories with them.



*Training participants with Joe Hansen (fourth from the left, second row) and the NDI team in Bujanovac*

### WORKING WITH YOUTH FROM SOUTH SERBIA

In anticipation of municipal elections in the South Serbia communities of Bujanovac and Medveđa, NDI held two trainings for Albanian and Serbian youth members of political parties. The trainings were conducted separately but a joint dinner was arranged for all Albanian and Serbian participants. The dinner was fabulous and all the participants had a good time and thanked NDI for the opportunity to meet.

The trainings focused on the campaign team — roles and responsibilities, voter contact, communications and calendar planning. We took advantage of the political experience of **Barry Salmon** from Canada in conducting both these trainings. Barry had a very relaxed style and the participants warmed up to him very quickly — there was a lot of laughter during both trainings — an excellent way to learn. Thanks Barry!

The saying “the future depends on the youth” is a well worn phrase but in this case that is very obviously true. Not only the future, but today’s Serbia as well.



*Albanian youth with Barry Salmon and the NDI team*

### CAMPAIGN TEAM FROM MEDVEĐA — MAKING A PLAN

In May, eight members of the DOS Coalition from Medveđa attended an intensive training session conducted by NDI. **Nebojša Andrić** and **Snežana Poledica** — two of our fabulous regional trainers — worked alongside Barry Salmon from Canada to help them develop their skills as a team.

The training was the completion of an ongoing process; it was gratifying to be able to take it from beginning to end. Having dealt with broader concepts of campaign planning we focused on specific tasks with specific individuals in depth. The group came away with a greater understanding of how each task is a “cog” in the larger “machine” and how the overall task is dependent on the successful interaction of each position in a campaign team.



*The Medveđa campaign team with Barry Salmon (third from the left) and the NDI team*

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. NDI's programs in Serbia are funded by the United States Agency for International Development (USAID).



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