

*DEAR FRIENDS,
HAPPY NEW YEAR!*

*WHATEVER HOLIDAYS YOU CELEBRATE
THIS SEASON, MAY THEY BE FULL OF
THE JOY OF FAMILY AND FRIENDS.*

*WITH VERY BEST WISHES FROM
ALL OF US AT NDI.*

CeSID — ELECTIONS AND BEYOND

While recent Serbian presidential elections may have failed because of low voter turnout, the Center for Free Elections and Democracy's (CeSID) efforts to monitor the elections and media coverage of the pre-election periods were far from anything resembling a failure. CeSID showed again why it has an international reputation and is the preeminent election monitoring organization in FRY.

In September, CeSID covered 96% of polling stations in Serbia and 100% of polling stations in Kosovo using 11,000 domestic, non-partisan monitors.

Reports by CeSID were considered by many both here and abroad as the authoritative source on election results. Even for the second round, CeSID's network was prepared and came out in full force.

Yet, elections are not the only thing CeSID is about. CeSID's countrywide network of offices and partner NGOs covers all parts of Serbia and work on a variety of important areas related to democracy development. For example, one of CeSID's biggest areas of concentration outside of monitoring FRY elections is the organization's commitment to working with youth.

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Highlights of NDI's work in January and February include:

- Future Leaders Program — Modules on Strategic Planning, Fundraising and Membership Development, Study Missions
- Opening of the Parliamentary Resource Center
- Networking and Training Event for Women Activists and Leaders
- Another session of the Mobile Parliament to open up debate about pre-school child care and drug use prevention among children and adolescents



Milorad Mladenović, coordinator of CeSID's Leskovac office, talking to NDI staff, Aleksandra Veselinović and Ivana Slavković, in a recent visit to Leskovac

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CESID — ELECTIONS AND BEYOND

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CeSID's Close-Up project is designed to educate youth on the roles and responsibilities of the different forms of government in Serbia. Trainers working for CeSID have gone to secondary schools to talk to students and local government officials have invited students to municipalities to get a first hand experience on how local government works.

In Leskovac, CeSID's partner, the Education Center, will be conducting a program to train young people from different sectors how to organize issue-based campaigns. More work with youth will involve trainings on the NGO sector. That is, what are NGOs and their roles in a democracy and how are NGOs started up, managed and maintained. Youth will also participate in workshops on why elections are the backbone of a democracy.

In Sombor, CeSID is about to begin a 3-month project to educate 180 people how to use personal computers. Participants will be a range of public service employees from hospitals, schools and local government offices. CeSID is conducting this project together with OTPOR. This is a great example of two NGO's coming together for a common purpose.

The CeSID office in Pirot, in cooperation with the municipality of Pirot, built a comprehensive web site that hopes to re-stimulate interest in Pirot and the region. The website

contains all kinds of subjects ranging from history and culture to business and the economy. Already foreign investors from the Balkans and as far away as the United States have begun to make enquiries. Check it out at www.piot.co.yu.

While CeSID's central office in Belgrade works to coordinate impressive election monitoring efforts, it is clear that CeSID's heart and soul is in its field offices and network. The field offices have come up with great initiatives and the network has done an outstanding job of recruiting volunteers for monitoring elections. NDI looks forward to supporting future work.



NDI staff, CeSID Director Slobodanka Nedović, and Dragoslav Lilić, a volunteer with the Pirot Local Government Monitoring Project, at a recent meeting in Pirot

NDI FUTURE POLITICAL LEADERS PROGRAM KICKS OFF

In November, NDI initiated its Future Political Leaders program. We are working with 22 young activists from ten political parties as each implements a concrete party development project. Our goal is to help them develop their political organizing and leadership skills. Building on training conducted in years past, the FPL seeks to prepare participants for team leadership positions through innovative training, mentorship, study missions to examine Serbia's democratic institutions and interaction with NDI's network of democrats around the globe.



Participants of the Future Political Leaders Program presenting their vision to the group

Participants are members of ten different political parties and come from all over Serbia.

Rade Ančić, Bač
Milan Dobrosavljević, Belgrade
Aleksandra Galonja, Belgrade
Ivan Jovanović, Kraljevo
Jelena Stevanović, Belgrade
Džengis Buljukbaš, Novi Pazar
Slađana Maletin, Novi Sad
Stefan Nikolajevski, Belgrade
Nenad Morača, Smederevo
Darko Jovanović, Belgrade
Borko Ilić, Novi Sad
Ivan Jakšić, Belgrade
Mirjana Hrvaćanin, Novi Slankamen
Darko Bešević, Barajevo
Jovana Tavčar, Belgrade
Veljko Kovačević, Belgrade
Almir Lotinac, Sjenica
Nazif Mahmutović, Bujanovac
Marko Mandić, Belgrade
Ljumnije Mustafi, Bujanovac
Slađana Todorović, Belgrade
Igor Rokvić, Belgrade

From November 2002 to March 2003, participants will complete a series of training modules while they implement party building projects. Held monthly and conducted by NDI's international and Regional Trainers, these modules will cover Leadership Skills, Political Research and Polling, Strategic Planning, Political Party Membership Development and Fundraising, and Internal and External Party Communication.

The first training on Team Leadership skills took place on November 30. This module was dedicated to helping to assess, build, motivate and lead teams. NDI does not seek to choose the future leaders of Serbia with this program, but instead hopes to impart useful teambuilding techniques to active young political party members in the hope that they will use the techniques within their own respective teams. Civic Alliance of Serbia activist Veljko Kovačević said that based on the training, he "will transfer the knowledge to others from election headquarters and thus improve them." Citing the problem solving exercises, Demochristian party (DHSS) activist Ivan Jakšić said that he "would try to implement the motivational and group discovery techniques" with his team.



Participants of the Future Political Leaders Program, listening attentively to their colleague's presentations

Each participant is assigned to an NDI Regional Trainer who will serve as a mentor during and after the program. This program component will build the skills of Regional Trainers as mentors, but will also seek to build sustainable relationships among emerging leaders that can thrive even in the absence of NDI.

In order to take part in the program, participants will complete a party building project and NDI seeks to emphasize the development of successful teams to implement these projects. Current proposed projects include: developing local campaign plans; membership expansion and development activities; women political training and participation; voter contact and get out the vote campaigns; increased and enhanced activities between elections; development of membership databases; development of party youth wings.

Each month, NDI will conduct study missions inside Serbia in order to capitalize on existing talent and experience. This method will help to build stronger networks inside the country and will prove to be more effective than international study missions. The purpose of this program component is for participants to access and learn about democratic institutions within the country such that they will be better prepared when they enter leadership positions in the future.

Utilizing NDI's worldwide network of democrats, the NDI International Experts Team stands ready to provide consultation over email to program participants as questions arise related to the training topics and their projects. The eleven international experts come from six different countries: United States, Canada, the United Kingdom, Nepal, Venezuela, and Hungary.

If you are interested in more information about the FPL program, please contact Damian Murphy or Senior Program Coordinator Željka Kasagić. And be sure to encourage these young leaders from your parties and communities as they work on their party-building projects!

COURAGEOUS YOUNG NDI TRAINER DIES



Miljan Medenica, 1977 - 2002

It is with great sadness that we mark the passing of our dear friend and colleague, Miljan Medenica. After battling courageously with cancer since the spring, Miljan died on November 21st. At NDI we had just celebrated his 25th birthday with him. Miljan was an NDI trainer for 2 ½ years, sharing his skills and knowledge with literally thousands of party activists in Serbia and around the region. We miss him and will do for years to come.

We will be celebrating Miljan's life and contributions in a Political Resource Center that he helped to develop, naming it after him. We will also remember him and his work through support for the hospital where he spent so much time this year.

When we met Miljan five years ago, he was Youth President of the Civic Alliance of Serbia.

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Miljan later served the Mayor of Belgrade, Radmila Hrustanović, in her new communications office and most recently as Advisor and Chief of Staff to the Speaker of the Republic Parliament, Nataša Mičić.

Our heartfelt condolences go to all who knew and loved him as we did, but especially to his partner, Marija Lončar, his parents and sister, Dragan, Vesna and Gordana Medenica and his grandmother Branka Trifunović. He has left a space in our lives that nothing but his spirit can fill. Below are the words of our Director, Paul Rowland, shared at the memorial service in Stari grad on November 24th in the chamber where Miljan once sat proudly as a municipal councillor.

* * *

We are here today to celebrate the life of a friend and colleague who has left us all far too soon.

You all knew Miljan well, many of you better than I, so I will not review his many accomplishments in his party, in the parliament or, indeed, in this very room as a councillor.

At NDI, we knew Miljan as an exceptional trainer and as a seasoned political professional. We knew him as a hard worker and a team player. Above all, we knew him as a man whose enthusiasm, determination and courage helped to make change possible in Serbia.

I remember having a meeting with Miljan in Montenegro shortly after the NATO bombing in 1999. He was there with Zorana Smiljanić to talk to Stephanie and me about organizing youth in Serbia. They told us that if Milošević was to be defeated, young people needed to be motivated and mobilized. Even then, Miljan's passion for politics was obvious. He believed then that the opposition could win and one year later, you proved it.

When Miljan joined NDI as a regional trainer in 2000, he was taking a big risk. Working for Americans, even Canadians was not popular with those that then ruled Serbia. Many of you in this room know from personal experience that trying to bring down the regime was not a way to advance your career either. Miljan knew the risks and still worked to bring democracy to Serbia. He and his colleagues on the regional trainers team conducted hundreds of workshops in dozens of towns and cities with more than 5000 participants. It was a lot of work but Miljan



Miljan at one of the first sessions with the Regional Trainers

never complained because he was doing what he loved to do.

Last year, he traveled with me to Sofia to share the Serbia experience with political parties there. Needless to say, he did a brilliant job. He told the story of your victory over Milošević with obvious pride. In the car on the way back to Belgrade we had time to talk. He said to me "Paul, I never thought the day would come when I would be telling others about the Serbian experience in building democracy." Perhaps the most compelling thing about Miljan was his focus on the future.

No sooner had DOS won the elections in 2000 than he was out knocking on doors in his constituency and talking to citizens about what kind of changes they wanted to see in the local government.

When he worked for the parliament, he worked hard to open that institution to the public because he saw not what the institution was... but what it needed to be.

We were all shocked when he became ill but he maintained a positive outlook and gave all of us at NDI a reason to be optimistic.

Yesterday, his family told us that he was alert and fought the disease to the end.

It was that same fighting spirit and forward vision that made him so valuable in the struggle against tyranny. He had a bright future ahead of him in public service and he had many ideas that the rest of us now need to bring to fruition. His example continues to inspire us all and his vision lives on.

WHAT NDI'S BEEN DOING...

- > Mobile Parliament visits Kragujevac, university education discussed by members of civil society and parliamentarians
- > Launch of the new Future Political Leaders Program
- > Basic Political Skills Seminars for Women Activists
- > Training for municipal gender focal points (project sponsored by OSCE in Serbia)
- > Briefing for environmental NGOs in Serbian Parliament about the new Environmental Protection Bill



Municipal Coordinators for Gender Equality Issues, participants at the Communication and Negotiation Training done for the OSCE, taking an outdoor break at Brestovačka Banja

LATEST NEWS FROM THE WOMEN'S PROGRAM

As we have promised, the work of NDI's Women Program to encourage women's active participation in politics continues. After six months and three successful seminars with women who didn't have a chance to participate in our activities earlier, in the second half of November we gathered two groups of 25 women activists from different parties to have fun and to learn from each other.

Our participants were local councilors, presidents of local women forums of their parties, vice-presidents of parties' youth sections, but also activists who intend to run for some position, or those who decided that they want to become candidates at the seminar.

This time the seminars were held in Zobnatica, close to Bačka Topola, a place quiet enough so that our participants could focus all their attention on meeting each other and learning some new skills. The sessions were led by Kate Fearon, the founding member of the Northern Ireland Women's Coalition and senior program officer at NDI's office in Bosnia and Herzegovina, Stephanie Lynn, program director at NDI Serbia, and Aleksandra Knez-Milojković, NDI's regional trainer and chief of staff to the Serbian minister of environment Anđelka Mihajlov.



Women activists practicing door-to-door voter contact at Zobnatica

I have gained more confidence although I was in a group of women whom I have never met before.

Sladana Škorić, Grocka

As in our previous seminars for new women activists, we covered leadership and team work, message development and delivery, time management, and voter contact. In addition to doing a lot of work, participants spent their time having fun in the exercises like building a 'tower' or the 'relay race,' and they had a chance to practice public speaking and to realize that the anxiety they all felt prior to the exercise did not prevent them from developing and delivering an effective speech.

Our participants and trainers' experience and enthusiasm helped us, as always, leave these seminars hopeful and optimistic, with a strong belief that the work each one of us is doing is equally important if we want to make this country a better place for everyone.

The most useful to me was realizing that there are women from different parts of Serbia and from different political parties who think and work in a similar or even same way like I do.

Vesna Vesković, Kruševac

<What was most useful?> Positive energy of everyone around me. Strength and confidence that I can work better and achieve more, since I've been to this training.

Vladislava Ivković, Zrenjanin

* * *

In November, we also had the opportunity to help the pilot program supported by the OSCE mission in Serbia. The municipal coordinators for issues of gender equality have been appointed in 15 municipalities in Serbia several months ago. At the OSCE's request, we trained them and their deputies in communication and negotiation skills. Among them were heads of counties, representatives of NGOs, councilors, members of municipal executive boards, employees of the municipal administration and vice-presidents of municipalities, and of the 30, five are men.

These hard-working men and women work to ensure gender equality enters day-to-day practice in their communities in different areas, like employment, politics, social policy issues, legal protection, to name just a few. They are also involved in specific projects, like sensitivity training of police officers which aims to make domestic violence a crime not on paper only, but in real life situations which police officers, unfortunately, witness every day. Other projects include legal and logistical support to unemployed women's efforts to organize themselves into small cooperatives — gaining practical skills and eventually being able to earn their own economic independence.



A group of women activists working on a communications plan at the Basic Political Skills seminar at Zobnatica

NDI ENSURES REPUBLIC PARLIAMENT ACCESS TO INFORMATION TECHNOLOGY

This September, NDI and Price Waterhouse Coopers, in cooperation with the Public Affairs Section of Embassy of the United States of America, signed a memorandum of cooperation with the Serbian Assembly to implement an information technology program. We will assist in improving its legislative operations and outreach to citizens. The resource center will be located in the Parliament building. It will include computers, internet access, subscriptions to legal on-line material, books and magazines. NDI is now in the process of assisting the Parliament in the hiring of two well-qualified librarians. The main goals of the ongoing project are to introduce and implement a 'virtual' library facility in the Republic parliament that would allow MPs, committee and caucus staff, and interns to have access to adequate information, independent of what the ministries provide, regarding pending legislation. In order for MPs to have credible and informed input into the

legislative process, they need to have access to comparative international legislation, policy debates, parliamentary procedure models, skill building advice, etc.

One other possible use of technological tools is to design and develop an information system that would enable collaboration and consultation between policy makers and bill drafters and provide access to international comparative bills and resources through the Internet. Finally, should the electronic network facilities be improved in Parliament, NDI will encourage email access to improve relations between MPs and the Serbian constituencies.

NDI successfully managed the donor solicitation and coordination, identification of equipment requirements, software, services and facilities. We are proud to announce that the resource center is likely to open its doors at the end of January 2003.

RESOURCES

REMARKS BY NDI PRESIDENT KENNETH WOLLACK AT THE WASHINGTON D.C. PRESENTATION OF THE UNDP HUMAN DEVELOPMENT REPORT 2002

(PART TWO)

(July 25, 2002)

From our perspective, there are signs over the past several years of new, positive changes:

- 1) In its new Inter-American Democratic Charter, the OAS recognized that the "strengthening of political parties is a priority for democracy" and has begun a new outreach effort toward parties in the hemisphere.
- 2) The World Bank is exploring ways to include legislatures, as well as civic groups, in the development of Poverty Reduction Strategy Papers. The PRSP process forms the basis for concessional lending and debt relief in nearly 70 countries.
- 3) The international financial institutions and donor agencies have begun hosting meetings that explore the "politics of development"
- 4) There has been an increase in the number and scope of political development programs by the UNDP and other development agencies.
- 5) And, with the support of NDI, the three largest international groupings of political parties, which represent 340 parties in 140 countries, are joining forces to promote political party development in many of the intergovernmental bodies where they, directly or indirectly, enjoy some form of representation.

But much more has to be done before political parties, politicians and parliaments are seen as natural, if not indispensable, partners by development agencies and experts.

This Report goes a long way toward doing just that. It lays out the component parts of a political democratization process that includes democratic elections, a representative legisla-

ture, broad-based political parties, independent judiciaries and media and a vibrant civil society.

By asserting that political development has been the forgotten dimension of human development, the UNDP Report rightfully challenges governments, nongovernmental organizations, political parties, parliaments, donor aid agencies and international financial institutions.

These are difficult and sensitive matters for any governmental aid agency and particularly so for an intergovernmental organization. But the UNDP, under Mark Malloch Brown's leadership, has decided to boldly confront these fundamental issues head on. That is why NDI and organizations like ours are proud to work in partnership with the UNDP in many countries.

Democratic principles increasingly govern the discourse between and within nations — a kind of political globalization: respect for the individual; a belief on the devolution of power; an insistence on accountability at the local and national levels; respect for individual choices in the market and society; and an unshakable commitment to freedom as a creative force. Even autocrats, who cling to power, now try, in an effort to seek legitimacy, to speak the democratic idiom. They understand, albeit crudely, that the desire for recognition has become a dominant force in world affairs.

This Report, I believe, will contribute measurably and positively to this democratic discourse and by doing so will influence individuals, resource allocations, programs and events for many years to come.

BASIC PRINCIPLES OF A SUCCESSFUL NEGOTIATION

In the Spring and Summer of 2002, NDI invited Dr. Daniel Shapiro from the Harvard Negotiation Project to conduct Negotiation Skills trainings for a group of women leaders and officials and then for members of different Parliamentary Committees.

Given the current political environment in Serbia, negotiations are often characterized by mutual suspicion, lack of understanding, and failure to get things done. It is not surprising, then, that negotiation training is very often requested by NDI's participants. Skills very much needed in Serbia today include understanding the interests of others and those of one's own group, being able to create and maintain a relationship of understanding, and building a workable agreement.

We would like to share with a larger audience some points that Dr. Shapiro sent out to the first group as a reminder of some basic principles of negotiation. For a more in-depth analysis and discussion of these principles, please refer to Getting to YES: Negotiating Agreement Without Giving In by Roger Fisher, William Ury, and Bruce Patton (1991).

"Seven Critical Elements" can help you to prepare, conduct, and review your negotiations.

1. **Interests.**

When you negotiate with others, are you trying to understand their interests? Are you trying to dig deeper and deeper behind their asserted positions to what really matters to them? Think about it in this way: Positions are what people say they want, and interests are why they want it. Make sure to think carefully about your own interests as well!

2. **Options.**

Brainstorm as many options as you can before committing to any of them. Suggest to the other party that you both "invent before deciding": Invent a big list of options before deciding among them.

3. **Criteria.**

Use external standards of legitimacy to help persuade others that a particular option is fair and to protect yourself from being taken. Examples of legitimate criteria include market prices, industry practice, and precedent.

4. **BATNA.**

What happens if you do not reach an appealing agreement? Remember to think about your BATNA (Best Alternative to a Negotiated Agreement) and to take a guess at theirs. You can even ask them! If your BATNA is bad, work to improve it.

5. **Commitment.**

Commit to an option that is better than your BATNA. Make sure that when commitments are made, the agreement is realistic, specific, and understood by all parties.

6. Relationship. Don't forget about the importance of long-term relationships in negotiations. Negotiations can be adversarial or collegial. You can help shape your relationships either way by the way you act. Acting as joint problem solvers can make your outcomes better — and you will leave less value "on the table."

7. **Communication.**

Communicate your ideas in ways that others will understand. How can you present your ideas most persuasively?

* * *

Think about partisan perceptions

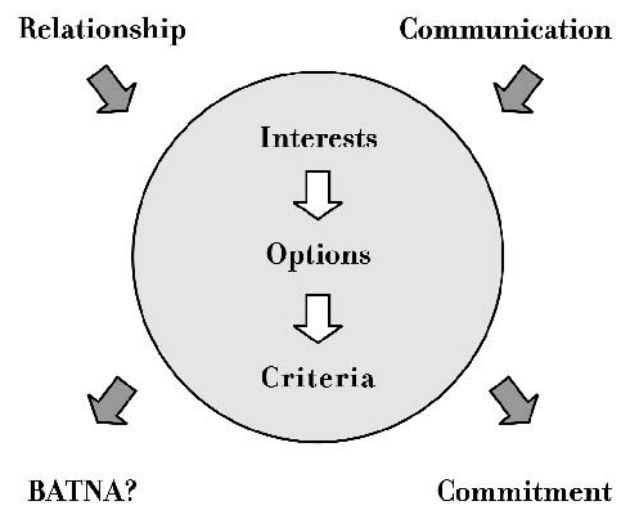
Are you trying to understand their perspective? Once you understand the interests of the other party, you can create "yesable propositions," proposals that meet your interests and theirs and to which it is easy for the other party to say "yes."

People often can get stuck in their own partisan perceptions of situations. Recognizing that fact is a big step in overcoming your own partisan perceptions. Ask the other party good questions. Try to learn how things look from their perspective. Take a learning stance toward the negotiation.

Prepare, prepare, prepare

Use the Seven Critical Elements as tools to prepare for negotiation. The better prepared, the more confident you will be in the negotiation. It is more likely that you will be able to act with a clear mind and a clear purpose.

MAP OF THE SEVEN ELEMENTS



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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