

## WHAT'S NEW AT NDI SERBIA

There have been many developments at NDI Serbia in the last few months. As mentioned in our last newsletter, after almost 5 years in Serbia, Paul Rowland and Stephanie Lynn headed off to Indonesia in June with the good wishes of NDI's partners and staff. After a summer of hectic commuting between Bratislava and Belgrade and a short break in Montenegro, I took up my new position as NDI Serbia Resident Program Director at the end of August. As with any new arrival, my first impressions of Belgrade were formed from an odd mixture of events. I was particularly struck by the searing heat of mid-summer, the sound of the wolves in the Zoo howling as I sat with a government minister in the restaurant in the Kalamegdan fort, the kindness of a fourteen year old who taught me how to count to ten in Serbian and the sight of my teenage daughter and a friend of hers enjoying the most enormous watermelon which they had carried all the way down Strahinjica Bana and up eight flights of stairs to our apartment. Talk of an early election in Serbia grew to a crescendo as I settled in. This meant having to switch NDI's focus from longer-term objectives to immediate needs. We have delivered several trainings on internal communication and longer-term policy development but we have also delivered trainings on program development and presentation, and campaign planning. The second cycle of our Regional Trainers current program of trainings was interrupted first by the Presidential campaign and then the Parliamentary campaign but we met in Valjevo early in November to plan our activities for the short and long term. Forward planning, targeting and internal communications will be priorities for the Regional Trainers in the coming year. Our trainers were also presented with certificates of their expertise, signed by NDI President Ken Wollack.

With the help of experts from CeSID, a new database has been developed which will assist parties in targeting their efforts during and between elections. This will be valuable as we work to assist the parties to develop their campaigning and communication techniques between elections. Also, in this issue of the newsletter, you can read more about a new component of our program — the Security Sector Reform program, which is now under way.

Within the Belgrade office we have streamlined our staff structure giving greater responsibilities to national staff.



*Our new Country Director Mary O'Hagan in her office*

Four local staff are now in leadership positions, heading our four functional teams. Nevena Ivanović and Ana Radičević were both promoted to Deputy Director level in April this year. They head the Political Parties and Parliament team and the Governance and Civic team respectively. Tanja Tatić manages our new Program Support team and Biljana Krasavac our new Finance Team. Lidija Prokić has been promoted to Senior Program Coordinator, responsible for Parliamentary and Women's program activities. Željko Stojanović has been promoted to Finance Officer in the Finance Team and Zoran Vojnović (Voja) has been promoted from his former role as an NDI driver to our new Front Desk and Human Resources administration position. We have said goodbye to several colleagues in recent weeks. Our best wishes go to Boris Čamernik, Ivana Slavković and Joanne Moody. We send special wishes to Dženet Peci who has left for Paris to have her baby, due in December. We wish good fortune to Borko (Velibor) Prelić who has set up his new business working in stained glass. Congratulations are also due to Lesley Carlson whose daughter arrived in early October.

Amongst the new arrivals, Dario Daničić has come to help us temporarily with Contact Serbia and two new local staff will be arriving soon, one to work on our new Security Sector Program and the other to work in the Governance and Civic Team.

*(continued on page 2)*

**TABLE OF CONTENTS:** *What's New at NDI Serbia (1-2) What NDI's Been Doing... (2) Busy Summer for Our Youth Program (2-3) Why Does Policy Development Matter? (4) A New Program Area for NDI (4) Work of NDI Trainers in the Field (4-5) Party's Internal Communication (5-6) Readers Survey (6) Women's Political News (7)*

## WHAT'S NEW AT NDI SERBIA

(continued from page 1)

We also have a new international staff member, Jack Petri, who has been appointed as the Program Director for the new Security Sector program.

We are also looking to further develop our newsletter *NDIVesti* in the New Year. We are aiming to develop it as an electronic newsletter and want to know whether this will meet your needs or not. Please take a few minutes to respond to our Readers Survey and help us in this process.

Next year at NDI Serbia will be as busy as ever. We send all our partners our best wishes for Christmas and the New Year and look forward to working with you all in 2004!

*Mary O'Hagan and the NDI team*

## WHAT NDI'S BEEN DOING...

- > Three summer schools for youth — basic schools in Vojvodina and south Serbia, with multi-ethnic participation, and an advanced school for the most active participants of the last year's summer school
- > Round table discussion with presidents of party youth wings with whom we discussed effective internal communication and the role of youth in policy development
- > Basic political skills trainings for activists of the Democratic Party and the League of Social Democrats of Vojvodina women's forums in Novi Sad, Kragujevac, Leskovac, Novi Kneževac and other towns
- > New cycle of trainings on event planning and working with volunteers for local branches of political parties
- > A number of consultative meetings and presentations for members of various parties on policy development, internal communication and targeting

### Highlights of NDI's work in December include:

- Orientation session to launch the new Future Political Leaders Program
- First in a series of discussions with youth wing presidents of different parties on topics of their interest
- Seminar on negotiation and communication skills and gender mainstreaming for the second group of municipal gender focal points who are participating in the OSCE project
- Development with CeSID's experts of a new election database for Serbia
- Trainings for the next group of OSCE parliamentary interns



*Mary O'Hagan and Minister of the Environment Anđelka Mihajlov preparing for a training NDI will organize for Ministry staff in late December*

## BUSY SUMMER FOR OUR YOUTH PROGRAM

This August, NDI held three training seminars for political party youth activists. One was an advanced skills training for youth from across Serbia who had previously attended NDI trainings. The other two were basic political skills schools, organized for multi-ethnic groups of youth in Vojvodina and South Serbia respectively.

\* \* \*

The school that took place in South Serbia was attended by young Albanian, Roma and Serbian members of political parties and was the first joint event NDI hosted for members of all ethnic communities in South Serbia. Participants came from Bujanovac, Preševo and Medveđa.

In light of the violent episodes occurring in South Serbia and Northern Kosovo just prior to the training, there were concerns that it might be necessary to postpone it. However, in consultation with NDI's partners in South Serbia and at the request of the registered youth, the training proceeded as scheduled.

*We know things are tense here, they are always tense, but we youth need to work together to make things better — we need this opportunity and many more like it to give us the freedom and security to work together with other youth in our towns — that is the only way things will improve!*

(comment by a Serbian participant)

This training took place in Vranjska Banja, outside the town of Vranje. It was an intensive 5-day seminar, with the group (numbering just under 30) divided into two — multi-ethnic — teams. Members of NDI's network of in-country party trainers lead the workshops, and the topics covered included message development, public speaking, door-to-door campaigning, event organizing and volunteer recruitment.

Using the skills learned the teams participated in a mock election campaign.

The mock election provided a good demonstration of the skills learned and the participants enjoyed the activity. They engaged in preparing candidate speeches, detailed financial records and leaflets, and even approached people staying in the hotel to gain their support for their candidates. Enthusiastic team members worked very long into the night preparing their presentations. By working together these youth can overcome the difficulties their region faces — they are working towards that goal and NDI will continue to support them in their effort to move forward.

*I plan to use the information learned from this training with our Youth Forum, for example to organize a campaign against drugs and smoking — I would welcome further cooperation with NDI and other organizations who can help me do things with the youth in my town.*

(comment by an Albanian participant)

\* \* \*

The first regional summer school for basic political skills took place in Vojvodina from 1<sup>st</sup> to 5<sup>th</sup> of August 2003. The school was designed for 40 young political activists, members of 11 democratic parties active in Vojvodina. This school, characterized by multi-ethnic representation, created an opportunity for youth from smaller towns to have an equal chance to participate in NDI's youth seminars. Topics covered included message development, door to door campaigning, public speaking, event organizing and volunteer recruitment. The school was very successful as the participants showed enthusiasm and cooperativeness and were able to work together regardless of the political platform differences. Going through a very intensive training curriculum over a course of 4 days and using the skills learned at the school, the participants invested a lot of effort to prepare for mock elections in form of a detailed campaign simulation.



"Candidates for mayor," Zvonko Nikolic (DSS, Odžaci) and Aniko Budai (G17 plus, Bačka Topola), respond to questions of "voters" in a campaign simulation

*I am surprised by how much the trainers managed to motivate us to express our creativity and capability. For the first time I was able to employ all my experience, reinforced with the new knowledge and innovative ideas shared by other participants and the trainers. I managed to substantially expand the area of my interest in campaign work, as there are so many important roles in a campaign that I feel I can take in the future!*

Mirko Tumbas,

Democratic Union of Croats in Vojvodina

## BUILDING THE SKILLS OF YOUTH IN THE LONGER TERM

This summer, from August 8 to 12, we organized the second summer school for advanced political skills in Banja Vrujci. Members of youth wings from 13 different parties who were seen as most motivated and active at the previous basic youth trainings we had organized were invited. Like other youth schools, this one was also organized as an intensive 4-day program, with lots of assignments to reinforce team work and team spirit, the group split among 3 imaginary parties, and a debate simulation at the end.

Topics covered during this school were a step forward after the basic school: research, targeting, constituency map, team building and teamwork, leadership, membership recruitment, fundraising and time management, debate and negotiation skills.



Participants of the Advanced School in an outdoors team building exercise

*I apply knowledge gained on NDI schools every day in political life. I'm trying to transfer NDI skills to as many young people as possible!*

Vukosava Crnjanski,

Civic Alliance of Serbia, Belgrade

Most active participants will get an opportunity to participate in other activities of NDI's Youth Program and receive more advanced training, in order to further develop their leadership and organizational skills. They will also be offered mentorship, international trainers' expertise, and study visits to Serbia's developing democratic institutions.

## WHY DOES POLICY DEVELOPMENT MATTER?

It is doubtful that elections take an ideal form anywhere in the world at any time. But it is still worth asking what makes for a good election, as opposed to a bad one. A good election has a high turnout of voters, of course. Voting needs to be conducted fairly according to a proper set of rules and the count has to be concluded in a way that commands public trust. But, essential though those aspects are, they are not sufficient in themselves to produce a good election because elections can be free and fair without necessarily being very meaningful to the electorate.

The best elections enable voters to make an informed choice between meaningful alternative solutions to the problems facing their country. The more difficult the choices facing a nation, the more important this public dialogue between the parties before polling day becomes. There is a long list of pre-conditions for elections of this kind. The media have to report these alternatives fully and fairly. Parties have to be able to communicate effectively. Both the media and the parties have

to focus on the issues of greatest public concern. Parties need to think locally as well as nationally so that voters can see how the choices before them might affect their own communities. But, underlying all this is the need for political parties to develop their own concrete policy prescriptions, ensuring that any promises they make are realistic, affordable, consistent and relevant. This process includes detailed research and analysis of the issues themselves and careful discussion within the party about both the party's values and individual policy solutions.

NDI Serbia has a long tradition of message development training for political parties, particularly at the level of local party branches. We are now developing new materials to assist parties at the headquarters as well as the local branch level with policy development techniques to take this process a step further. This is a long term process both for NDI and for the parties themselves and we look forward to further cooperation next year to support the progress already being made in Serbia on policy development.

## A NEW PROGRAM AREA FOR NDI

In fall 2003, NDI Serbia started a one-year program to advance civilian oversight of the security sector in Serbia and Montenegro. The program, undertaken after consultations with Serbia and Montenegro Defense Minister Boris Tadić and Union Parliament Speaker Dragoljub Mićunović, will assist officials in the Ministry of Defense with preparing the defense budget and provide training to members of the Union Committee for Security and Defense on fulfilling their parliamentary oversight role. NDI will provide training and consultations from budgeting and oversight experts.

NDI has hired **Jack Petri** as Senior Resident Program Director for this project. Mr. Petri, a former colonel in the U.S. Army, has been involved in defense and armed forces reform in the transition countries in Central and Eastern Europe and the former Soviet Union for the last 12 years, working with NATO on two occasions, the Marshall Center, and also serving as an advisor at the Croatian Ministry of Defense. In addition to that, he has worked with parliaments in those countries to build their capacity for security sector oversight. He is coming to NDI from the Geneva Center for the Democratic Reform of Armed Forces (DCAF), where he served for 2 years as Chief of Staff, continuing in that capacity his work with the CEE and former SU countries, focusing on Southeastern Europe. Mr. Petri will coordinate NDI's program activities and offer his wide-ranging expertise to

government officials and members of parliament.

Projects are currently being conducted by a number of organizations, who meet in the British Embassy founded Security Sector Information Group. NDI has been invited to join this group, whose members include UNDP, the Center for Civil-Military Relations, the Atlantic Council, and BETA news agency, among others.



Jack Petri

## WORK OF NDI TRAINERS IN THE FIELD

NDI Serbia Regional Trainers conducted over 200 trainings for local branches from July to mid-October 2003. They focused on event planning and organizing, as well as working with volunteers, as people are the most important resource that a political organization can have. In this cycle

of training, we worked with 12 parties, including the Democratic Party, Democratic Party of Serbia, Civic Alliance of Serbia, G17 plus, League of Social Democrats of Vojvodina and the Sandžak Democratic Party.

In addition to delivering trainings, our trainers aim to

establish and maintain good relationships with the representatives of individual branches, encouraging them to approach the trainers for consultations whenever needed and whenever it is in the scope of NDI's work. Having in mind that the parliamentary election was called

for December 28, the next cycle of trainers' work with local branches will begin in January 2004. Topics will include internal party communication, targeting and targeted communication, based on the needs of branches and NDI's own evaluation and longer-term plans.

## RESOURCES

### PARTY'S INTERNAL COMMUNICATION

#### WHY?

There are several reasons why a good internal communication system is useful for any political party. Efficient campaign direction and support and forward planning depend on good internal communication. But the psychological benefits are also important, especially when two-way communication is working well within a party. Frequent dialogue motivates activists and members and provides the party at the centre with valuable feedback from the field. This feedback can provide insights into the campaigning potential of different issues and enable different parts of the party to share problems and solutions. Good internal communication prevents the party's leadership from becoming detached from the party and gives everyone involved a sense of inclusion and common purpose. At its best, this is a cohesive process which, like the internal democracy of which internal communication is an essential part, reduces the risk of splits and defections.

#### ROLE PLAY

Imagine a situation in which your party leader wants to make an important announcement that will be controversial in the party and in the country. Choose a subject that will initiate lots of press coverage and conflict. Imagine that the leader decides to make this announcement without previously informing anyone else in party. Decide what is the subject of the announcement and why is it controversial. This role play is designed to demonstrate the impact of information gaps on different post-holders within the party. Allocate roles within the group that reflect the various different parts of the party; Leadership, General Secretary or Headquarters staff, Ministers, Parliamentarians, Youth Wing, Women's Forum, branch leaders, activists, members and — most importantly — voters. Talk through how the announcement affects each postholder and how advance information could have limited the difficulties which each of them face in the aftermath of the Leader's announcement being made.

#### WHAT?

Having decided that communication is important within the party, the next step is to decide what to communicate. Information passing within parties generally takes two

forms: organizational and political. A party that only exchanges organizational information is likely to be less motivated and effective in its campaigning than a party that exchanges political information as well. Examples of the types of political information that needs to be shared with activists include: updates on the party's line in Parliament and the media, advance warning of party events and materials to help them campaign.

Bearing in mind that the most effective communication is a two-way communication, party and youth activists should provide the party at the centre with political feedback on the party's legislative agenda and policy ideas as well as invitations to local events, updates on membership data and other organizational information.

#### WHEN?

For so long as communication remains ad hoc and intermittent, it will also remain patchy and ineffective. Ensuring that written communication is provided at set times on set topics prevents gaps from developing on important issues.

Developing communication products that are suitable for the audiences for which they are written takes time and requires good organization within either Party HQ or the parliamentary caucus or both.

#### HOW?

It is possible to use every available communication system, but your key criteria when choosing best ways to deliver written communications effectively should be availability to the recipient. That probably means you will have different groups of recipients whom you can access by different tools — e-mail, web site, fax, and direct mail. If your party has a web site you should think about possibilities to use it in internal communication. This may mean developing a private section of your party web site.

These guidelines apply to the Youth Wing and the Women's Branch of your party as well.

Consider the idea of creating a newsletter or an e-mail group. Think of different ways to organise communication between the Youth Wing/Women's Branch and other parts of the party. Find out what extra information could the party headquarters provide to Youth Wings and vice versa.

*(continued on page 6)*

(continued from page 5)

## STAGES IN THE PROCESS

**Benchmarking** — Analyze existing information flows in terms of its content, direction and distribution, frequency, and reliability. Map the shortages and thus determine your key priorities.

**Survey** — Identify key client groups, such as leadership and party headquarters, boards, parliamentary caucus, regional organisation, local branches and activists. Select your respondents and design a survey about information needs and delivery.

**Designing a new system** — You need to start in a small way: i.e. one or two key products. At the same time staff and political responsibilities need to be allocated and adequate trainings organized. It is important that you manage expect-

tations that producers and consumers of information might have. Again, think how information will be delivered and avoid promising more than you can reliably provide.

**Developing a longer term plan** — Continue surveys on new products, think about two-way communication and what information do you need back, think about elections, policy formation, campaigning, i.e. mobilizing potential of local government, branches, activists, members.

## WHEN PROVIDING INFORMATION

Prior to producing it there are questions to be answered, such as: who is it going to, why am I sending it, how do I get it to them and how often, what contents and where can I find it, how much should I send, how do I avoid getting into trouble over the contents, how do I make recipients want to read it, and how do I know if they are reading it.

### READERS SURVEY

Please cut this out and mail to: NDI Srbija, Kneza Miloša 51, 11 000 Beograd, or, alternatively, send an email with answers to: [ndibel@ndisrbija.org](mailto:ndibel@ndisrbija.org).

We would like to know what you think about our newsletter. Please take a few minutes to respond to our Readers Survey so that we can develop it further in the New Year. In particular we are aiming to develop it as an electronic newsletter and want to know whether this will meet your needs or not.

Please enter your name: \_\_\_\_\_; and postal address: \_\_\_\_\_

**1. We publish four times a year.**

Is this:

- too often
- about right
- not often enough

**2. We publish 8 pages in each issue.**

Is this:

- too long
- about right
- too short

**3. This is our last printed paper issue. We'd like to publish the newsletter electronically in the future.**

Would you like to receive the newsletter in the future by:

- Reading it on our web site ([www.ndisrbija.org](http://www.ndisrbija.org))
- Receiving it by e-mail (please enter your e-mail address: \_\_\_\_\_ )
- We cannot promise that we will be able to provide copies by post in the future but if you want to continue to receive our newsletter and cannot get it electronically please tick here.

**4. At present we mainly cover: recent training events, future plans, training resources**

Are there other topics you would like to see covered in future issues?

---

---

---

# WOMEN'S POLITICAL NEWS

NEWSLETTER OF NDI SERBIA'S WOMEN'S PROGRAM, JUNE-NOVEMBER 2003, NUMBER 02

## GENDER MAINSTREAMING: GLOSSARY OF COMMONLY USED TERMS

*This glossary was used as a handout at the training for municipal gender focal points that NDI held for the participants in the OSCE-sponsored program. It is taken from the website of the UK Government's Women and Equality Unit and can be found at: [http://www.womenandequalityunit.gov.uk/equality/gender\\_impact\\_assessment.pdf](http://www.womenandequalityunit.gov.uk/equality/gender_impact_assessment.pdf)*

**Discrimination — Direct:** When one person is treated less favourably than another would be in the same, or not materially different, circumstances, on the ground of their race, sexual orientation, religion or belief, disability, or age, rather than (for example) a person's competence to do a particular job.

**Discrimination — Indirect:** Where a law, regulation, policy or practice, which is apparently neutral, would put persons of a given group (e.g. members of a racial or religious group) at a particular disadvantage compared with other person, unless the provision, criterion or practice can be objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary.

**Division of labour:** The division of paid and unpaid work between women and men in private and public life.

**Equal opportunities for women and men:** The absence of barriers to economic, political and social participation on the grounds of sex.

**Gender:** A concept that refers to the social differences, as opposed to the biological ones, between women and men that have been learned, are changeable over time and have wide variations within and between cultures.

**Gender analysis:** The study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between women and men in their assigned gender roles.

**Gender audit:** The analysis and evaluation of policies, programmes and institutions in terms of how they apply gender-related criteria.

**Gender blind:** Ignoring/failing to address the gender dimension (as opposed to gender sensitive or gender neutral).

**Gender disaggregated data:** The collection and separation of data and statistical information by gender to enable comparative analysis/gender analysis.

**Gender equality:** The concept that all human beings are free to develop their personal ability and make choices with-

out the limitations set by strict gender roles; that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally.

**Gender equity:** Fairness of treatment by gender, which may be equal treatment or treatment which is different but which is considered equivalent in terms of rights, obligations and opportunities.

**Gender Impact Assessment:** Examining policy proposals to see whether they will affect women and men differently, with a view to adapting these proposals to make sure that discriminatory effects are neutralised and that gender equality is promoted.

**Gender neutral:** Having no differential positive or negative impact for gender relations or equality between women and men.

**Gender proofing:** A check carried out on a policy proposal to ensure that any potential gender discriminatory effects arising from that policy have been avoided and that gender equality is promoted.

**Positive action:** A generic term for programmes which take some kind of initiative either voluntarily or under compulsion of the law, to increase, maintain or rearrange the number or status of certain group members usually defined by race or gender, within a larger group. Positive action is permitted under the sex and race legislation in order to help overcome obstacles to full equality of opportunity. Targeted at a particular group and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviours and structures.

**Sex:** identifies biological differences between men and women.

*Women's Political News will continue to be a part of NDI's Serbia's regular newsletter, NDI Vesti. We are looking to publish NDI Vesti electronically; please take a look at the Readers Survey on page 6 if you are interested in receiving our newsletter in the future.*

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).



*National Democratic Institute  
Serbia Program  
Kneza Miloša 51  
11 000 Beograd  
Serbia and Montenegro*

*Tel.: ++381 11 3612 942  
++381 11 3612 943  
++381 11 3612 944  
Fax: ++381 11 3612 945  
E-mail: [ndibel@ndisrbija.org](mailto:ndibel@ndisrbija.org)  
Web: [www.ndisrbija.org](http://www.ndisrbija.org)*

**ŠTAMPANA STVAR  
PRINTED MATTER**