



Civic Update

A Publication of the Citizen Participation Team

Making Democracy Deliver

Deepening democracy so that it can help deliver tangible improvements in people's lives is becoming an overarching objective of NDI's citizen participation programs.



Citizens of Novosela query local representatives about budget priorities at a public meeting on July 19 organized by Civic Forum activists.

From Civic Forum programs that move citizen groups along a continuum from increased democratic awareness to collective actions

that improve the quality of life, to government monitoring programs that help citizens hold public officials accountable for policies and performance, NDI's work recognizes the transformative potential of citizen organizing and collective activism.

Democracy should deliver a better life for citizens. Moreover, citizens should be at the heart of making de-

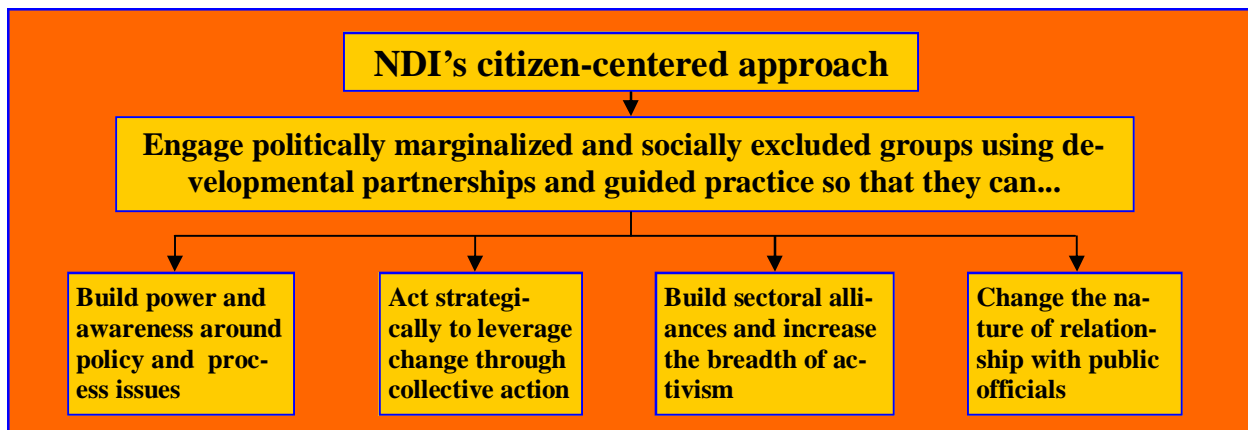
mocracy deliver, because they are the most aware of the social needs, concerns and options that affect their lives. Citizens are essential to the development and maintenance of a vibrant democracy; they give life and meaning to democratic principles and institutions.

At the same time, it is only through democratic political institutions and practices—including the regular participation of citizens—that solutions to hunger, illiteracy, and other problems that plague human development can be developed.

(continued on page 2)

Inside this issue:

A forum for deliberation—Albania	3
Demanding performance—Kosovo	4
Community transformation—Haiti	5
Engage citizens in budget process—Indonesia	6
Monitoring legislators—Turkey	7
Local groups prompt government action—Romania	8
Meet the new team members	9



(continued from front page)

Rural dislocation, environmental degradation, and agricultural policies that lead to famine all trace to political systems in which the victims have no political voice, government institutions feel no obligation to answer to the people, and special interests feel free to exploit resources without fear of oversight or the need to account. The reality is that these situations are worsened by the absence of democracy and can only be addressed sustainably through inclusive political settlements.

To address the issues that contribute to global poverty and underdevelopment, NDI believes it is necessary to help citizens exert influence over issues that directly affect their lives. Instead of bypassing government, parliaments, parties, and politics altogether, NDI helps citizens take actions that transform the way these institutions behave and the way politics is practiced. Whether advocating for specific policies, providing expertise on poverty issues, monitoring the implementation of a policy, or raising awareness about needs, citizens can contribute to poverty reduction and social betterment, and also change the way politics is practiced. Citizen-centered activism that is driven by inherent desires and self-determined strategies for making change happen is a powerful transformative force.

NDI also recognizes that making democracy deliver will mean changing the nature of relationships between citizens and public officials, so that the balance of power shifts in favor of citizens. This shift will only occur if citizens are pressing for change in strategic and well-organized ways. NDI's citizen participation programs can encourage and support these efforts. By working with poor and marginalized groups and using developmental partnership tools and guided practice, NDI can help move citizens to the forefront of making change happen.

Developmental partnerships are clearly structured relationships built on the understanding that NDI is providing targeted assistance so that local groups are better able to participate politically and carry out their underlying missions. Success is measured by higher levels of activism, performance, professionalism, and independence on the part of the local group; all of which are central to sustainability. Trust is the underlying foundation for developmental partnerships and fosters growth in the relationship. When groups trust NDI they are more open to assistance and guidance. A collaborative process of creating a structured, formalized partnership illustrates that NDI does listen to its partners and views them as peers. Conversely, NDI gains trust in its partners when they are willing and able to identify needs and priorities; this illustrates the groups are serious about doing the work right, not just doing the right work.

Guided practice characterizes a learning-by-doing process where NDI representatives offer guidance to groups as they develop and put newly acquired ideas, tools, and techniques into practice. The process entails coaching, providing structured feedback, and facilitating regular reflection exercises. It is built on an understanding that active participation and experiential learning are powerful ways to teach new skills and influence behaviors. Also, because NDI walks alongside groups as they begin to take action, groups are more confident and are less risk averse.

A growing body of evidence shows that social accountability efforts on the part of citizens and civil society organizations can serve to create new effective vertical mechanisms of accountability and to strengthen existing horizontal ones...With the shift toward budget support and policy-based lending that the World Bank and many other donors are encouraging, solid domestic accountability systems are a key prerequisite for the viability of this form of development assistance. In this context the role of direct citizen and civil society involvement in monitoring and accountability will become even more critical to ensure development effectiveness."

(World Bank Social Development Papers, "Social Accountability: An introduction to the Concept and Emerging Practice," 2004)

A forum for deliberation—Albania

With support from NDI's *Civic Forum* program, Albanian activists have been able to organize a variety of initiatives, including issue-based town hall meetings, that have helped put citizens at the center of decision making. The *Civic Forum* has engaged citizens all over the country in the decisionmaking process and is currently being carried out in more than 30 of the country's largest municipalities. The work focuses on participation in the political process and collaboration between citizens and local and national-level government.



Citizens from Orikum meet with a commune representative to monitor the restoration of a road.

As a result of NDI's efforts to date, citizens have led the way in identifying problems in their communes, and mobilizing other residents and local officials to find ways to address the issues. To achieve their goals, local groups have organized meetings with municipal councilors, initiated petition drives to demonstrate support for their cause, and held public forums where citizens can raise questions directly with mayors.

Also, community activists have become involved in the development of local budgets – pushing for citizen-driven priorities to be included – and in monitoring the disbursement of funds to ensure that projects such as schools, clinics, and improved street lighting are actually completed. As citizen participation increases, public works projects are

becoming more transparent, officials are held accountable, and corrupt practices are reduced.

In addition to increasing interaction with local governments, NDI is also assisting Albanians to monitor the work of their members of parliament in the national assembly. By tracking MPs' voting records, constituent outreach efforts, and success in raising issues of local concern, citizens

are increasingly able to hold elected officials accountable to campaign promises made and to advocate for community-identified priorities.

Some successes from Albania's Civic Forum participants

- Two health centers in the Vlore district restored.
- Nine village roads in the Kavaja, Tirana, Kruja, Vlore, and Shkoder districts refurbished.
- Four drinking water pipelines fixed in Vlore district.
- Two bridges restored in the Tirana and Shkoder districts.

- **“Building voice and accountability:** civil society helps build effective and accountable states and supports voices for change. But at the same time DFID has also recognized the need for citizens to be empowered to participate and to hold their governments to account.
- **Policy formulation:** civil society has a crucial role to play in empowering and representing the poor in policy formulation at a local and national level.
- **Monitoring services and budgets:** civil society has a role to play in improving state services through monitoring, demanding transparency and accountability, and ensuring inclusive access to services.
- **Conflict resolution:** civil society can provide a voice for communities and help ensure that they, as well as governments, are accountable. The positioning of civil society means that it can make a distinct contribution in resolving conflict.”

(DFID Policy Paper, “Civil Society and Development,” 2006)

Demanding performance—Kosovo

In 2005, as part of an ongoing effort to help citizens organize and become active in politics, NDI supported the establishment of the Kosovo Democratic Institute (KDI). KDI is a Kosovar NGO committed to holding elected representatives accountable for performance and informing citizens about legislative processes. KDI has proven its efficacy with the release of its second scorecard, which showed that legislators are beginning to be more responsible when it comes to their work.

To fulfill its aim of informing citizens and elected officials on government performance at all levels, from local municipalities to the national government, KDI monitors government processes and performance. Once the observations are completed, it publishes and disseminates the findings to citizens, public officials and the media through reports and scorecards. Several Kosovar citizen groups subsequently have used KDI's work to inform their advocacy efforts.

With NDI's support and guidance, KDI's most significant initiative has been the development of local municipality scorecards. This action captures in a fair, accurate, and unbiased manner the performance of Municipal Assembly members, so that their constituents can hold them accountable. Through direct monitoring of municipal assembly plenary sessions, KDI staff members evaluate the elected officials' performance in five categories, including their participation in discussions during assembly plenary sessions, initiation of issues that are of general interest, and initiation of new municipal regulations.

The first KDI scorecard, published in early 2006, examined the work of six Municipal Assemblies from July-December 2005. The first of its kind in Kosovo, the scorecard raised considerable interest among citizen groups, media outlets, political parties, and elected officials. In October 2006, KDI released its second round of scorecards, which provides scores for 236 assembly members from January-June 2006. KDI observed that the publication of individual scores

MUNICIPAL ASSEMBLY - PRISTINA

RESULTS OF SCORING FOR MUNICIPAL MEMBERS FOR JULY-DECEMBER 2005 PERIOD

No	Members of Municipal Assemblies	Political Party	Participation in Discussions	Initiation of Issues of General Interest	Initiation of Legislation	Initiation of Municipal Regulations	Attendance at Sessions	Overall Score
1	Arta Beqaj	PSD	88.3	100	100	100	100	92.4
2	Shkëlqim Gashi	PSD	88.3	100	100	100	100	92.4
3	Ilirija Lajthi	PSD	88.3	100	100	100	100	92.4
4	Ullë Hoxha	PSD	100	100	100	100	100	100
5	Hijrija Hysaj	PSD	100	100	100	100	100	100
6	Haradin Ismajli	PSD	100	100	100	100	100	100
7	Enver Hysaj	PSD	100	100	100	100	100	100
8	Mustafa Krasniqi	PSD	88.3	100	100	100	100	92.4
9	Enver Krasniqi	PSD	88.3	100	100	100	100	92.4
10	Adnan Krasniqi	PSD	88.3	100	100	100	100	92.4
11	Mehdi Krasniqi	PSD	88.3	100	100	100	100	92.4
12	Edi Krasniqi	PSD	88.3	100	100	100	100	92.4
13	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
14	Shkëlqim Krasniqi	PSD	88.3	100	100	100	100	92.4
15	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
16	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
17	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
18	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
19	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
20	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
21	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
22	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
23	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
24	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
25	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
26	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
27	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
28	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
29	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
30	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
31	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
32	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
33	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
34	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
35	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
36	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
37	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
38	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
39	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
40	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
41	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
42	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
43	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
44	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
45	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
46	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
47	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
48	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
49	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4
50	Arta Krasniqi	PSD	88.3	100	100	100	100	92.4

Results of scoring for political entities in session

No	Subjected Political Entity	Number of Members	Score
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			

4 * Municipal Council Member
** Chief of Parliament Group

An example from KDI's first scorecard rating assembly members.

in the first scorecard had a significant and positive impact on the performance of members and legislatures in general. The second scorecard showed that assembly members are becoming more involved in the legislative process, including those members who had not participated in the scoring process.

Improvements by numbers

77 percent
Members' actively participating in discussions. Increased from **72 percent**.

53 percent
Assembly members' initiating issues of public interest. Increased from **39 percent**.

98.3 percent
Members attendance of Assembly sessions. Increased from **96.2 percent**.

13 out of 17
Parliamentary chiefs who earned improved results on the second scorecard.

Community transformation—Haiti

Thousands of Haitians have become active citizens as a result of NDI's efforts. Since 1997, NDI has helped Haitian citizens organize themselves to improve life in their communities through the *Civic Forum*, which provides Haitian citizens the knowledge, tools, and confidence to affect change from the grassroots level. It has proven



IC members build a reservoir in the Balan region.

effective despite the immense political, social, and economic challenges in Haiti. So far, more than 200,000 Haitians have participated in the program. The youth component of the *Civic Forum*, "Democracy for All," has enabled secondary school students between the ages of 16-18 to become involved in concrete initiatives to strengthen democratic culture and improve life in their communities.

With modest NDI technical support, more than 182 Initiative Committees (IC's) have formed nationwide to promote civic education on democratic norms and values and to act upon those values through the promotion of community-driven initiatives. IC's in the North and North East departments have already taken several important steps to the next level of community organizing in terms of their regional structure, internal democracy, le-

How Haiti's *Civic Forum* works

- **Civic education phase:** Skilled, community-based Haitian trainers guide citizens through discussions of basic democratic institutions and values in the nine-month civic education phase. The discussion groups are structured to enable citizens to practice democratic values, including political tolerance and inclusion, as they learn about the branches of government, the constitution and their rights and responsibilities as citizens.
- **Civic action phase:** The majority of groups participating in the *Civic Forum* go on to form community action groups or "Initiative Committees." After receiving NDI training in community organizing strategies and project management, the Initiative Committees identify local priorities and develop projects that respond to those needs. The projects are funded through in-kind donations of labor and materials or small amounts of funding from citizens, Haitian NGOs, and international donors.

gal standing, consolidation and organizational capacity. This regional coalition's organizational capacity to take part in political activities has involved the fielding of 640 observers as part of the 5,000 nonpartisan volunteer National Observer Network (RON)

that NDI organized to monitor the 2006 national elections.

IC's show promising potential to play a greater role in improving democracy and economic life in Haiti. Through organizing efforts, IC's hold municipal officials and parliamentary representatives accountable by organizing community forums to discuss local issues, involving officials in development projects and organizing election activities like candidate debates. IC's have engaged citizens in the implementation of community projects such as reforestation, access to drinking water, and school construction among others.

IC's have helped citizens become more active in civic life since they have begun to influence how local government operates. Elected officials now recognize they need to engage citizens in decision making. For example, during a communal forum in Cap Haitien, the mayor's representative invited IC's to a meeting with the mayor to discuss a combined effort on deciphering local policy issues. NDI plans to continue work to increase organizing and political activism of IC's across Haiti.

Speaking of the program's success, Program Officer Joy Cadogan-Logie noted that the *Civic Forum* has brought about behavioral change and rapprochement in communities. "Given the virtual absence of the state in Haiti and the dire needs of citizens, the civic education provided combined with the technical skills transferred by NDI's seasoned moderators, have enabled citizens to realize that best way to bring initial relief to their communities and get themselves out of their dilemma is through citizen participation and community action." Now, she said, "*Civic Forum* beneficiaries have been transferring their knowledge to others in the community who have not participated in the program."

Engaging citizens in budget process—Indonesia

14 districts targeted in NDI's Participatory Budget Expenditure Tracking (PBET) program are enhancing local governance to help alleviate poverty in Indonesia. The three-year program was launched in April 2005 at the district level to promote citizen participation in the budget planning, allocation and oversight process of public services, like health and education.



A constituent meeting on participatory budgeting at a small coffee shop in Gowa, South Sulawesi.

Supported by the World Bank and the Japan Social Development Fund, the PBET program provides citizens and local civic groups with a clear understanding of the budgetary cycle, avenues to provide input into the planning and allocation of the budget and methods for monitoring the quality of public services.

The program works as a complement to the transparency and participation regulations that the 14 districts have passed. NDI works with local civic groups to improve their budget analysis skills and citizen understanding of the budgetary cycle.

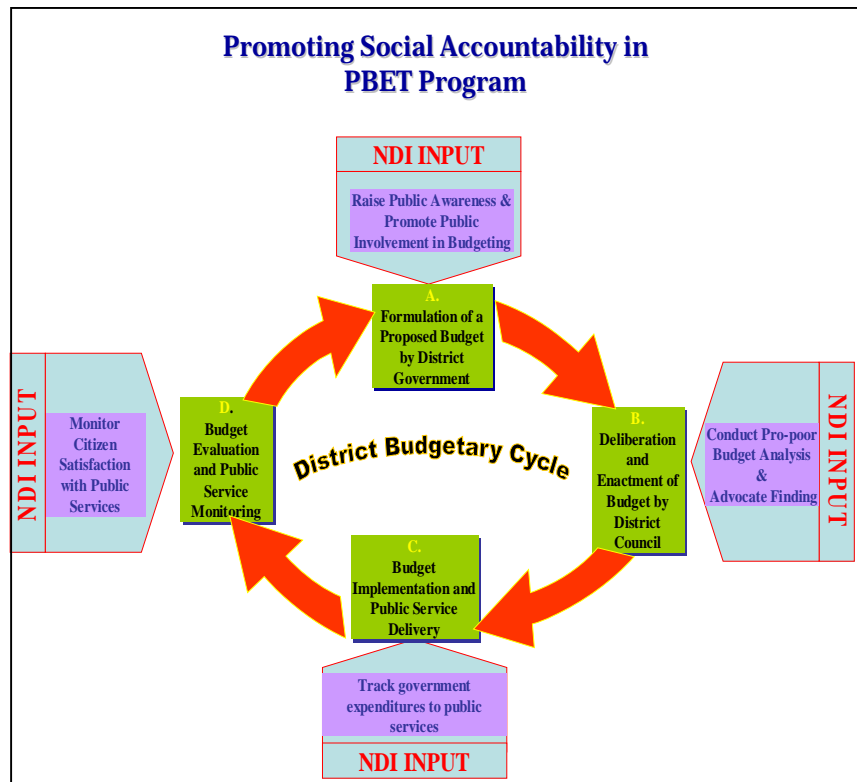
NDI also trains and supports district-level civil society activists to measure public satisfaction with the quality of public services using innovative techniques such as the User-based Surveys and the Citizens Report Card.

In 2006, the Legislative Watch Committee (KOPEL), a PBET sub-grantee, established field offices in Gowa, Takalar, Bu-

lukumba and Boalemo districts in South Sulawesi. The field offices host civic meetings and discussions on budgeting and parliamentary issues.

Additionally, KOPEL has held public awareness discussions called "Building Commitments to Support a Better Governance" in its assigned districts. As a result, district governments and councils, NGOs, community leaders and various

media sources have committed to supporting the more participatory budget processes.



Monitoring legislators—Turkey

Turkish citizens have more information about the legislative process as a result of the government monitoring work of Tumikom (Committee of Monitoring Parliamentarians and Electeds).

NDI has assisted Tumikom in their monitoring efforts since 1998, by helping their institutional capacity and strengthening their grassroots networks in Turkey's provinces. Tumikom currently has 40 representatives throughout the field.

In September 2006, Tumikom released its third national report on parliamentarians. In its exhaustive survey, Tumikom measured MPs in 196 categories to give citizens a clear picture of how the legislative process is working.

The report drew attention from all the major national news and television outlets. Hard copies and CDs were delivered to 600 members of parliament, key ministries, political party leaders, the media and NGOs. Consequently, the findings generated much discussion online in chat rooms and on blogs.

"...democratic governance does not automatically generate the Millennium Development Goal through generating greater prosperity; this is too simple an assumption. Democratic governance is stronger at generating more equitable social policies, although again this is not guaranteed. Instead two conditions are necessary to link democratic governance effectively with human development – political will (the empowerment of the poor and their mobilization through channels of participation in civil society) plus state capacity (the ability of policymakers to respond effectively to public demands by providing social protection and public services meeting social needs.)"

(Pippa Norris, "Empowering the Poor? Democratic Governance or Human Development," 2006)



Tumikom volunteers at an NDI sponsored workshop in Ankara in November. The workshop focused on strengthening Tumikom's local capacity.

In November, NDI hosted a workshop in Ankara on strengthening Tumikom's local capacity. In the future, NDI plans to support the development of a pilot project on local government monitoring.

Timeline

- **1996:** Tumikom established as a local initiative
- **2003:** Tumikom becomes a national voter action group organized in 36 out of 81 cities in Turkey
- **2004:** Tumikom publishes its first national report about 320 parliamentarians of the parliament
- **2005:** Tumikom publishes its second national report covering the whole members of the parliament (549 parliamentarians)
- **2006:** Tumikom publishes most recent report

Source: www.Tumikom.org

Local groups prompt government action—Romania

As a result of NDI's assistance, several Romanian organizations have taken unprecedented steps to influence policy decisions and to open politics to their communities. From 2003 to 2006, NDI provided in-depth training, advice, guidance, and financial support to eight civic organizations. The groups worked hard to open local politics to organized citizen voices and to hold officials accountable for decisions.

- **The Association for Community Development (ADCP)** successfully completed the "Partners for Dialogue" project, helping the Calopar Local Council find the opinions of citizens on local matters such as improving local infrastructure and creating employment opportunities. During three public meetings, over 200 citizens were consulted, and the Mayor and local councilors took their concerns to draft short term and long term action plans.

"Before NDI, I did not think the mayor would ever care about what I had to say. Now, after working with NDI for over a year, the mayor calls me for advice!"
– Director of ARAS

- **The Association for Promotion of Women in Romania (APoWeR)** launched a campaign lobbying the Juridical Commission of the Senate to include restraining orders in the domestic violence legislation. As a result, the Senate Commission agreed with its arguments and included restraining orders in the Penal Procedures Code.

- Through repeated letters and phone calls, the **Association for Development (ALIAS)** attempted to remind Valea Jiului MPs of their electoral prom-

ises and demanded them to account for the work on their promises. The team's effort finally received responses from four out of eight MPs.



ADCP organized public debates between the Mayor and villagers in Belcin village.

- **The Anti-AIDS Romanian Association (ARAS) Constanta** launched many activities such as meetings, phone calls, and petitions to persuade the Local Council to draft and adopt transparent procedures to allocate public funds to local NGOs, resulting in the Judicial Commission of the Local Council supporting ARAS's proposition in a Local Council meeting.

- **Mare Nostrum** won its legal battle with the Constanta Local Council after it took the Council to court for not providing the requested information regarding the methods used to transfer the Tabacariei Park land, on which a mall was to be built, from public to private property. Their winning demonstrated the right of civic groups and citizens to request information from their elected officials.

Useful social accountability tools

Internal (government) and external (citizens/civil society) mechanisms of accountability can and should be mutually reinforcing. Social accountability includes efforts to enhance citizen knowledge and use of conventional mechanisms of accountability (for example, through public education about legal rights and available services) and efforts to improve the effectiveness of internal accountability mechanisms through greater transparency and civic engagement (for example, citizen and community participation in public commissions, hearings, advisory boards and oversight committees). Strengthening legislative oversight and links between parliamentarians, citizens and civil society organizations are also important ways to enhance social accountability.

- **Social Accountability: An Introduction to Concept and Emerging Practice, 2004**
<http://siteresources.worldbank.org/INTPCENG/214578-1116499844371/20524122/310420PAPER0So1ity0SDP0Civic0no1076.pdf>
- **World Bank's Sourcebook on "Social Accountability: Strengthening the Demand Side of Governance and Service Delivery"**
http://www-esd.worldbank.org/sac/contact_welcome/welcome.html
- **Templates on Social Accountability Initiatives Undertaken By Civil Society Actors in Africa in 2004**
<http://www.asaaf.org.zw/sac.htm>
- **Stocktaking on Social Accountability Initiatives in Asia and the Pacific**
http://siteresources.worldbank.org/CESILPROGRAM/Resources/459660-1108070841342/stocktaking_paper.pdf

CP team welcomes new senior advisor

The Citizen Participation team's new senior advisor is no newcomer to NDI. Koebel Price – who started his new role in December – previously worked for NDI in Kosovo, where he directed the Civic Forum program.

Koebel has also worked as chief of party for USAID and NED-funded programs in Kosovo, Bulgaria, and the Middle East.

He most recently served as the Manager for DC-based Creative Associates' Communities in Transition Division. In this capacity, he supervised a democracy and governance portfolio with programs in eight countries and also ten staff members at headquarters. He focused on IQC management, business development, field-based assessments, program design, implementation and



evaluation and liaised with USG and other donors.

Koebel is sitting on the third floor and can be reached at ext. 6351.

Meet the new program officer

Kourtney Pompei joined the team in February, continuing her long-term commitment to NDI. Since joining the Institute in 2000, Kourtney has served as the regional assistant for the Asia team, executive assistant to the vice president for programs and contact person for functional teams.

She has helped conduct a leadership and advanced skills



program for party leaders in Northern Ireland, and served on election observer missions to Azerbaijan, Kazakhstan, and Slovakia.

Most recently, Kourtney supported two of NDI's most innovative and successful civic initiatives in Indonesia and East Timor as a program officer with the Asia team.

Meet the project assistants

Eleeza Agopian started with the team in August, when she moved to Washington to start a master's degree program in communication, culture and technology at Georgetown University. Eleeza is interested in the intersection of youth participation, development, and media activity in new democracies.

Tu Chi Nguyen recently joined the team as a graduate from Wesleyan University. After graduation, she was involved with a public advocacy organization and an NGO consulting company, both contributing to her long-term interest in NGO development. Originally from Vietnam, she is interested in the emergence of civil society in transition countries.



**NATIONAL
DEMOCRATIC
INSTITUTE**
FOR INTERNATIONAL AFFAIRS

Civic Update

The Civic Update is a quarterly publication of the Citizen Participation Team of NDI. Please send any comments to:

Aaron Azelton
aaron@ndi.org

Koebel Price
kprice@ndi.org

Contributions are welcomed.



PRODUCTION

Editors

Eleeza Agopian
Aaron Azelton
Tu Chi Nguyen

Writers & Contributors

Aaron Azelton
Eleeza Agopian
Tu Chi Nguyen

Layout & Design

Eleeza Agopian
Tu Chi Nguyen

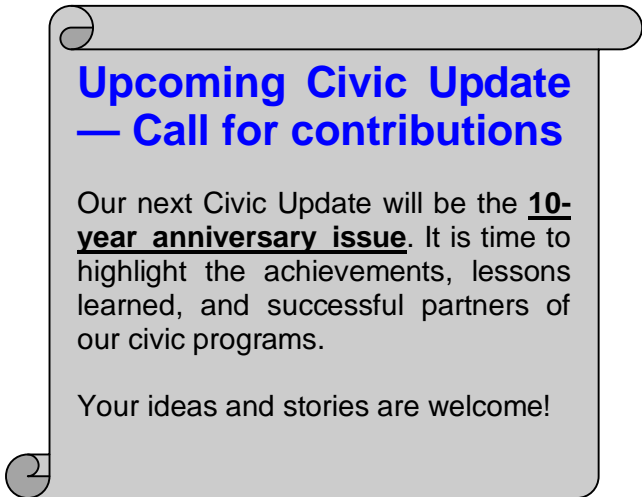


THANK YOU

The Citizen Participation Team would like to thank all the DC and local staff members who provided assistance with compiling this Civic Update.



The Citizen Participation blog was re-launched with new features and design in January. In addition to the main discussion forum among NDI Civic Program staff, the blog regularly updates contacts, resources and partner profiles. If you have any question or suggestion, please email civicblogmoderator@ndi.org.



**Upcoming Civic Update
— Call for contributions**

Our next Civic Update will be the **10-year anniversary issue**. It is time to highlight the achievements, lessons learned, and successful partners of our civic programs.

Your ideas and stories are welcome!