

Dear Friends,

This issue of NDI Vesti has a number of articles that we hope will be of interest. For those of you with an interest in civic affairs, we've included a portion from NDI's publication "Civic Update." This article focuses on coalitions — what they are and their potential strengths and weaknesses. To make sure that we don't measure civic and political activities against each other, but acknowledge their interdependence, the final text of Ivan Doherty's article, "Democracy Out of Balance" is here. And, of course, all of us can benefit from the time management tips outlined in "From an NDI Workshop."

Our regular features include what we've been up to lately, and we have been busy. You'll also find that NDI has been growing, with some more new faces joining us for a time to help us continue to build on our strength of programs that have both breadth and depth.

On behalf of all of us at NDI, thank you for your on-going engagement with us. There's still so much work to be done. You are making Serbia better, day-by-day, with your efforts. See you at another training soon!

Best wishes,



Paul Rowland  
Program Director

**IN THIS ISSUE:** On page 9, you will find an article about trainings done around the region by NDI Serbia. In Warsaw, Paul Rowland and Shannon O'Connell trained at a gathering of youth from our region; Branimir Kuzmanović went to Azerbaijan; and Mirjana Barbulović left for Ukraine, where she trained party activists and candidates in the upcoming elections.

## TRAINING MUNICIPAL COUNCILORS IN COMMUNICATION SKILLS

From September until the end of December 2001, NDI organized training sessions for municipal and city councilors in 11 municipalities across Serbia, on the topic of communication skills. The training sessions encompassed a number of interesting segments — public speaking, speech writing, message and producing effective campaign literature. The participants of our previous seminars tell us that training in communication skills is something that local councilors always need, because they are often in the public eye and need to communicate regularly with their voters. Also, these training sessions provide an opportunity for councilors from one or several municipalities to get to know one another better through intensive work in small groups. A total of 67 councilors participated in these training sessions. Among them were councilors from: Nova Varoš, Vračar, Subotica, Vršac, Valjevo, Grocka, Ruma, Zrenjanin, Čuprija, Paraćin and Niš.

(continued on page 2)



Nenad Simović, an NDI Regional Trainer, works here with municipal councilors from Nova Varoš and Prijepolje on their communications skills. Trainers visited 11 towns this winter.

*A lot of information in a short period of time, but the general impression is that I can now face my voters with more self-confidence.*

Zoran Kljajić, Democratic Party, Zrenjanin

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## TRAINING MUNICIPAL COUNCILORS...

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The parties whose councilors took part in the training:

Alliance of Vojvodina Hungarians  
Christian Democratic Party of Serbia  
Civic Alliance of Serbia  
Croatian National Party  
Democratic Alternative  
Democratic Party  
Democratic Party of Croats from Vojvodina  
Democratic Party of Serbia  
League of Social Democrats of Vojvodina  
New Democracy  
New Serbia  
Reformists of Vojvodina  
Socialdemocracy  
Serbia Together  
Serbian Renewal Movement

## NEW FACES AT NDI SERBIA

Before coming to Serbia, **Nick Green** worked for a year in Guatemala and had two-year posts with NDI in both Bosnia-Herzegovina and Yemen. Nick joined us in mid-October to work with CeSID for a number of months. He has extensive experience working with NGOs both abroad and in his native United States and most recently was Director of NDI's office in Yemen. Here in Serbia, Nick is working primarily with CeSID, assisting them with project and organizational development.

Before embarking on an international career, Nick gained most of his experience as a community organizer in Chicago, working on issues ranging from school reform to community development. He holds a Bachelor of Arts in Political Science, minoring in Business Administration, and a Master of Arts in International Relations.



Nick Green brings his community development and organizing skills to NDI Serbia, particularly in his work with CeSID

Photo: NDI

*It was enjoyable and useful to hear about communication skills and to see myself in this role.*

Gordana Nikšić,  
League of Socialdemocrats of Vojvodina, Vršac

*Even though my initial impression was that I knew a lot, I realized that such seminars could be very helpful.*

Zoran Vasojević,  
Serbian Renewal Movement, Nova Varoš

### Highlights of NDI's work in March and April include:

- Conference for Leaders in Municipal Governments
- Youth Winter School for DOS Activists
- Consultations with Local Branches Across Serbia
- Internship Trainings for CeSID Leaders

**Joanne Moody** is from British Columbia, Canada. She is another short-term addition to our team and also has been with us since October. While here, Joanne is working on constituency outreach and relations between citizens and government. She is also consulting with governmental staff given her variety of experience in Canada.

Joanne has worked in politics since she was 14, when she began to volunteer in her home province of Manitoba. Later she worked with New Democrat Members of Parliament in the Federal Government in Ottawa and then moved to British Columbia where she was the Chief of Staff to Ujjal Dosanjh, Attorney General in the Provincial Government for four years. In the last two years she spent three months working on Ujjal's Dosanjh's successful leadership campaign and subsequently spent the last year working for him in his new role as the first Sikh Premier in Canada. She is enjoying Serbia and appreciates the opportunity to share her knowledge with us.



Joanne Moody, seen here working with NDI's Regional Trainers, brings dozens of years of political and government experience to Serbia

Photo: NDI



## WHAT ARE COALITIONS?

The following is an excerpt from a regular NDI publication called "Civic Update." You can find the full text of this latest addition, including examples of issues faced by coalitions in Kazakhstan, Russia and Bulgaria, on NDI's website ([www.ndi.org](http://www.ndi.org)).

### WHAT'S ALL THIS ABOUT COALITIONS?

Well, they sound great and donors certainly seem to like them. Who wouldn't, considering that they represent organizations and individuals that come together, pooling their resources and expertise, to magnify their power in the pursuit of a shared goal? When successful, a coalition is able to achieve something more than the member organizations can by acting alone. By their very nature, coalitions can help mobilize larger numbers of citizens, promote diversity and solidarity among like-minded groups, encourage the sharing of limited resources, create models for democratic decision-making and foster a transfer of organizational skills among groups. Moreover, donors sometimes seem to view the economies of scale associated with funding a coalition entity (rather than several disparate groups) to be reason enough to encourage coalitions. Sounds great!

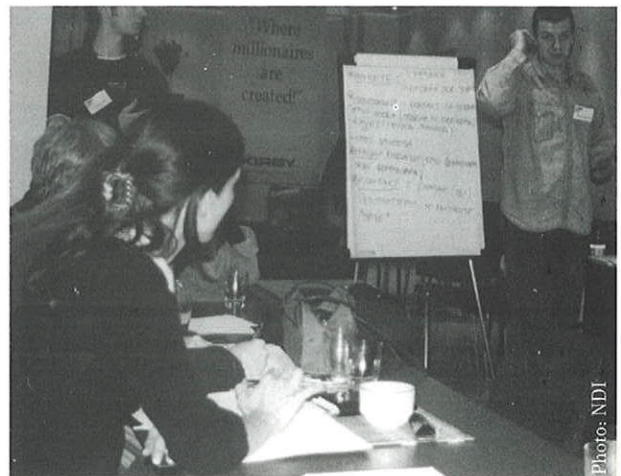
On the other hand, although it might go without saying, working in coalition is not always a sensible option for prospective member groups. Coalitions are a challenging form of organization because they require a common sense of purpose and a shared process of leadership and decision-making among multiple groups. In most cases, different groups will have different organizational goals, structures and practices. It can be hard for disparate groups to find the necessary common ground in these areas that then allows them to act collectively.

Typically, organizations choose to coalesce in pursuit of a common objective (e.g., changing a public policy) when the objective is deemed mutually important and cannot be achieved by groups independently. When making such a choice, potential coalition partners need to determine just how important the objective is to their organizations and whether the time and resources invested in the coalition are worthwhile compared to other organizational pursuits. Groups also need to consider if a coalition, rather than an informal network for instance, is the best means of working. The difference being that coalitions require more formal organizational structures and processes than a network, which can remain a rather informal vehicle for sharing information and intelligence.

An organization's decision to form or join a coalition is not one to be taken lightly or to be arrived at solely because of funding possibilities. These decisions are difficult for groups under the best of circumstances. A group joining a coalition must be prepared to give up some degree of autonomy and be willing to contribute resources to a common cause.

There are some general steps that groups can follow when building coalitions:

- 1) Assess all organizations in the community to identify potential partners interested in or already working on your issue.
- 2) Choose members and reaffirm campaign goal. As a group, discuss what success will look like and the impact it will have on the citizens each group represents.
- 3) Adopt a system of shared leadership. A popularly vetted group of leaders should guide a coalition. Although one person may be capable of assuming many leadership responsibilities it is unhealthy for one individual to exercise complete authority.
- 4) Create a process for democratic decision-making. For key issues, decision-making should be as broad as possible to ensure buy-in. With the prior consent of the majority and for the sake of saving time, however, certain types of decisions are best delegated to the leadership (e.g., signing checks).
- 5) Establish a structure for regular communications.
- 6) Define the roles and tasks of different members according to their skills and resources.
- 7) Monitor and assess the work and learn from the experience.



CeSID Regional Coordinators meeting in Novi Sad in November 2001 to develop a pilot project on monitoring local governments



## LATEST NEWS

### FAREWELL TO JOVAN TATIĆ

In October 2001, **Jovan Tatić** moved onto new challenges. He left our organization to work with Development Alternatives International (DAI) to assist them in their work with the administrations of local municipalities across Serbia. Jovan worked with NDI for four and a half years. In fact, Jovan was the longest-standing staff member of the NDI Serbia team, having been hired to open the office prior to the arrival of any international staff. Many of you will have worked with him over the years. You understand how much we will all miss him. But we certainly wish him well and know that many of you will have the pleasure to continue engaging with him through his new portfolio. Jovan: see you around!



Jovan Tatić (third from left), reviewing campaign ads in August 2000

### LAWRENCE

On October 18, 2001, **Lawrence James Lynn Rowland** was born near Budapest, Hungary. At 3.76 kg and 51 cm, he is a very healthy boy. He was much awaited by the staff at NDI, but especially by his parents, **Stephanie Lynn** and **Paul Rowland**. Lawrence is now keeping everyone busy as he learns to roll over and puts everything, including *NDI Vesti*, in his mouth. Much like others at NDI, he loves to "talk" and has already signed up for our public speaking seminar in 2003.



Lawrence Rowland, one week old

### LIKE DAUGHTER, LIKE MOTHER

In February, NDI Serbia benefited not only from the training skills of **Shannon O'Connell**, who has been on staff covering for Stephanie Lynn's maternity leave, but also those of her mother, **Angela O'Connell**. NDI brought Angela in to share with political party women, Contact Serbia and our staff many of the topics that she teaches corporations and businesses in the U.S. — time management, public speaking and leadership development. It's definitely "family month" at NDI Serbia!



Angela O'Connell, a business trainer from Boston, shared with 40 women how to communicate with confidence

### LIKE SON, LIKE FATHER

**Doug Rowland** held consultations and trainings with NDI Serbia in 2000 and 2001 when he was in-country visiting his son. He led a session on rural campaigning and another on how to effectively train staff in government ministers' offices. That experience seems to have been one he enjoyed because Doug, father to NDI Serbia's Paul Rowland, has now accepted a post with NDI in Morocco. He will be there for seven months working with a domestic election monitoring group in advance of their October elections. We believe this is the first time that a parent and child have worked for NDI at the same time.

#### NDI Washington has moved.

NDI Washington can now be found at:

2030 M Street, NW  
Fifth floor  
Washington, DC 20036-3306  
Phone: (202) 728-5500  
Fax: (202) 728-5520  
Email: [contactndi@ndi.org](mailto:contactndi@ndi.org)  
<http://www.ndi.org>



## A DEMOCRATIC ALTERNATIVE

*NDI President Kenneth Wollack and Middle East Regional Director Les Campbell wrote this opinion article. Released soon after the tragic events of September 11, it urges international solidarity to confront the immediate threat of terrorism and, at the same time, to support those democratic forces worldwide that serve as a "third way" between authoritarian regimes and religious fundamentalists. While governmental leaders in certain non-democratic countries will naturally be a part of a broader coalition to root out terrorism, the price for cooperation should not exclude support for democratizers. In the long run, democracy provides the best deterrent to political extremism, and the best guarantor for peace and prosperity.*

*In January, NDI began a new program of support for democracy-building in Afghanistan. Ross Reid, who has trained regularly with a variety of our programs here in Serbia, is in Kabul to head this effort.*

In his address to Congress in the aftermath of September 11, President Bush spoke these instantly famous words: "Every nation in every region now has a decision to make. Either you are with us or you are with the terrorists." His warning registered everywhere, precisely because it was universally understood as a statement of Grand Strategy: Terrorism is a mortal threat to civilization and those who sustain the threat will suffer the consequences.

Most governments understand that terrorism threatens them as much as it does the United States. Indeed, many leaders are joining the burgeoning coalition organized by the U.S. because terrorism threatens their own survival in power. Our allies in Uzbekistan, Tajikistan, Kyrgystan, Kazakhstan, Pakistan, Saudi Arabia, and Egypt have faced political extremism and appreciate what the Talibanization of their societies would mean.

However, while government leaders in these countries must be part of a broader coalition to root out Osama bin Laden and the al Qaeda network, the price for cooperation should not include our open-ended sanction for their governing style. These allies are part of the solution, yes, but also part of the problem.

Extremists like the al Qaeda network live in a symbiotic relationship with nondemocratic regimes. Autocracy, corruption, and the lack of accountability feed powerlessness, poverty, and despair. Authoritarianism bars change within the system, except as dictated from the top; among its subjects, it creates easy rationales for extra-legal methods. Terrorist groups exploit the political discontent created by such an environment. Attracted by simple answers and the perverse romanticism of groups like al Qaeda, some disaffected people come to relish their role as "fighters" against what they perceive as corruption and repression.

During the 1980s, an important lesson was learned about political transformations in countries like the Philippines and Chile—that political forces on the far left and far right enjoy a mutually reinforcing relationship, drawing strength from each other and, in the process, marginalizing the democratic center. Prospects for peace and stabil-

ity only emerged once democratic political parties and civic groups were able to offer a viable alternative to the two extremes — a "third way." These democratic forces benefited from the solidarity and support they received from the international community and, in the U.S., Republican Administrations and Democratic-led Congresses joined together to champion their cause.

Advocates for democracy in nations like Pakistan, Uzbekistan, Kazakhstan and Egypt are also trying to create such a third way between authoritarianism and Islamic extremism. The basic truth of this war is that these democracy-builders also are our allies against political extremism, as much as the strongmen whose cooperation is needed frequently in the fight against terrorism. Their voices are important in challenging the misconception that democracy and Islam are incompatible.

In Pakistan, the Human Rights Commission has been organizing community groups to address problems of freedom of the press and to encourage women to participate in political life. In Uzbekistan, the Human Rights Society is supporting the legal right of political movements to register with the state as official entities. In Kazakhstan, a coalition of nongovernmental organizations has lobbied the Parliament to overturn legislation that would eliminate the last remnants of independent media. In Egypt, a number of civil society groups led by respected academic Saad Eddin Ibrahim monitored parliamentary elections and reported on abuses. Harassment or jail has often been their reward, but in all cases, these democratic activists are not trying to overthrow governments—they are trying to take away the lifeblood of extremism by providing political space for debate and peaceful dissent. Democratic activists in the region now fear that they might be caught in a kind of "squeeze play" between governments that are using the call to action against terrorism to root out even benign forms of political participation, and religious fundamentalists who have always regarded democratic reform as a threat to their vision of an Islamic state.

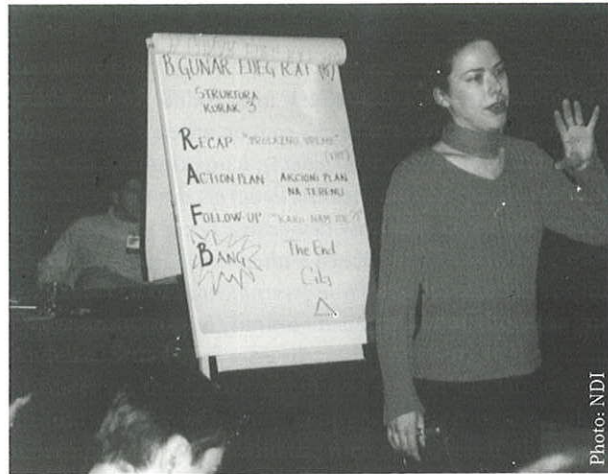
As new and important partnerships are formed with Uzbekistan, Pakistan and others, our agenda can include help for the war effort, as well as support for freedom of speech and expression, for fair elections, for representative political institutions, and for a voice for citizens in the decisions that affect their lives. The price of coalition need not exclude, even unintentionally, support for democratizers.

With the international community operating on a grand scale with history and civilization in the balance, it also needs to look beyond the immediate battle. Osama bin Laden and al Qaeda must and will be defeated. A new crop of terrorists will sprout again, however, unless the breeding ground of political extremism is uprooted. Homegrown democracy is the plowshare, and it can work in Central Asia and the Middle East. Even as our new allies help us, we must also help them ask themselves: Which side of history are you on?

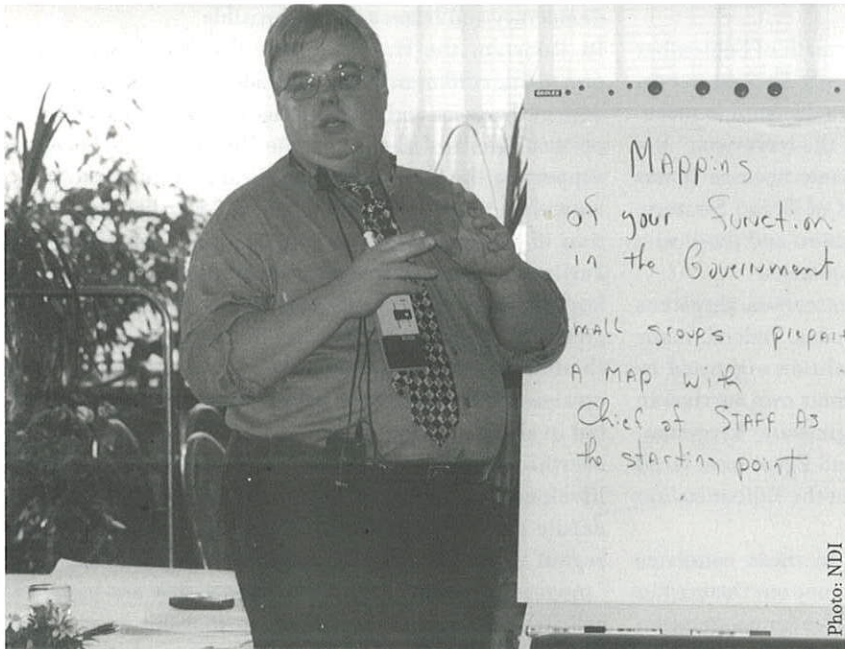


## WHAT NDI'S BEEN DOING...

- > Workshops with Ministry Communications Officers, General Secretaries and Chiefs of Staff of Republic and Federal Ministries
- > Candidate Training for By-Elections
- > Training with Contact Serbia Coordinators and Staff
- > Communications Training for Municipal Councilors
- > Advanced Skills Training with Elected Women
- > Local Branch Training across Serbia on "Organizing Between Elections" - Membership and Fundraising
- > Consultation and Training with CeSID on Local Government Monitoring
- > Training with Women Party Activists



*Zorana Smiljanić, an NDI Regional Trainer, working with the Regional Environmental Center on training trainers*



*Eugene Kostyra, Secretary of the Community and Economic Development Committee of Cabinet for the Province of Manitoba, working in Belgrade with a group of Chiefs of Staff on effective office management*

## CONTACT SERBIA BRINGS DRAFT LEGISLATION TO CITIZENS

For the first time in Serbia a piece of draft legislation was presented to the citizens for their input before it was presented to the Government — a very successful endeavor. Another successful first — the Contact Serbia network organized such a large-scale activity on behalf of the government.

In cooperation with the Directorate for the Environment, the Contact Serbia network organized public meetings in 19 communities across Serbia throughout January and February. More than 3000 environmental activists, representatives of NGO's and members of the public came out to learn about legislation on the environment and to offer their ideas and suggestions on the draft legislation. Through sleet, snow and rain people came to listen and share their views on this very important topic.

The staff of Contact Serbia did a great job in organizing all

aspects of the meetings, publicizing and moderating the public meetings where Anđelka Mihajlović, Director of the Directorate on the Environment, made the presentation and took questions from the citizens along with a panel of environmental experts. The comments and questions were insightful and the participants obviously cared very much about the environment.

A number of citizens expressed their appreciation for the opportunity to participate and learn about the new law. Anđelka, Srđa Popović, MP, Special Advisory to the Prime Minister on the Environment and staff of the Directorate all told us they were very happy with each of the public meetings — the set up and the turn out. Overall, they were very appreciative of Contact Serbia's assistance.

Congratulations and thank you Contact Serbia on a job well done!



# DEMOCRACY OUT OF BALANCE

## CIVIL SOCIETY CAN'T REPLACE POLITICAL PARTIES

(PART THREE)

This is the final installment of the article written by Ivan Doherty, NDI's Director of Political Party Programs. The article was published in the April/May 2001 issue of Policy Review. The unabridged version of this article can be found at <http://www.policyreview.org/APR01/doherty.html>.

### WORKING TOGETHER

The global democratic revolution of the past decade has demonstrated that people regard democracy as a necessity and a right in and of itself, and not merely an aspiration to be balanced against or even overshadowed by other national or economic interests. Truly open and democratic systems of government are not a threat to individual or communal welfare, but rather provide the means by which a nation can attain its full potential, both economically and politically. Democracy requires working democratic structures: legislatures that represent the citizenry and oversee the executive; elections in which voters actually choose their leaders; judiciaries steeped in the law and independent of outside influences; a system of checks and balances within society; and institutions and leaders that are accountable to the public. The active support and collaboration of strong, inclusive political parties in partnership with a vibrant civil society must gain acceptance as the correctly balanced equation to achieve a more transparent and participatory system of government. In strengthening democratic institutions in new or transitioning democracies, it is not a matter of having to choose between building a strong civil society or strengthening political parties and political institutions such as parliaments. The real challenge is to balance support for democratic institutions and organizations that are more accountable and inclusive, while at the same time continuing to foster and nurture the development of a broadly based and active civil society.

Political parties form the cornerstone of democratic society and serve a function unlike any other institution in a democracy. In a 1998 article in the *Journal of Democracy*, "The Indispensability of Political Parties," Seymour Martin Lipset writes that "a democracy in a complex society may be defined as a political system which supplies regular constitutional opportunities for changing the governing officials, and a social mechanism which permits the largest possible part of the population to influence major decisions by choosing among contenders for political office — that is, through political parties." The role of a political party is to aggregate and then represent social interests, providing a structure for political participation. They act as a training ground for political leaders who will eventually assume a role in governing society. In addition, parties contest and seek to win elections in order to manage government institutions.

Political parties nominate candidates, organize political competition, unify portions of the electorate, and translate policy preferences into public policies. When out of power, they provide a constructive and critical opposition by presenting themselves as the alternative government voters may wish to choose — thus pressuring the incumbents to be more responsive to the public's interests. Organized politi-

cal parties serve two fundamental purposes. First, they define and express a group's needs in a way that the public and political system can understand and respond to. Second, they develop common ideas among a significant group in order to exert pressure upon the political system. Principled differences of opinion — and the tolerance of diversity and dissent that this implies — are an important part of the democratic process. The expression of conflicting viewpoints can actually help to create a better understanding of the issues and to identify solutions. When the political system functions, these exchanges lead to the attainment of new insights or workable compromises essential to the existence of a democratic system. In short, they produce tangible results.

For its part, civil society also constitutes an integral component of a democratic system. Democracy cannot endure unless it is underpinned by a strong civic culture and supported by a populace that is committed to such ideals as the rule of law, individual liberty, freedom of religion, free and open debate, majority rule and the protection of minorities. A dynamic civil sociability, and sustainable political reform, to name but a few. An organized civil society gives a voice to the underprivileged (as well as the privileged) and amplifies their influence in the political process. Nongovernmental organizations play a critical role in developed and developing countries. They contribute to the shaping of policy by making technical expertise available to policy formulators and by exerting pressure on governments and political institutions. They encourage citizen participation and promote civic education. They provide leadership training and opportunities for the young and the marginalized and act as a vehicle for their participation in civic life when working through political parties may not be the best option.

Much of the momentum for real and lasting reform of a political system is often found outside of government, but no one sector can claim the monopoly in this area. Governments, political parties and civil society must work together to deliver on political and democratic reform. Civil society is not and can never be a substitute for political parties or for responsible, progressive political leadership. It should never be a case of civil society *instead of* political parties, but rather civil society as a necessary complement to parties. The idea of choosing between civil society groups and political parties is a false one. Political parties and civil society are natural allies. Political parties can do much more than any other sector (including government) to further incorporate civil society into politics, so it is important (both for the quality of democracy and for their own political vitality) that parties encourage outreach activities.

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Civic groups should not become an arm of any particular party, as this would undermine their autonomy, but partnerships on issues of common interest can be developed. Where parties reach out and engage civic groups and cooperate with them on specific issues and reforms, parties will become stronger institutionally and will be held in higher esteem by citizens. While a healthy tension will always exist between both forces, this tension should be accompanied by a mutual respect of the vital roles played by each other.

### THE POLITICS OF DEMOCRACY

Centralized decision making and the lack of well-institutionalized rules and procedures have eroded public support and discouraged participation in political party activity. An unwillingness to undertake greater citizen outreach and consultation has diminished the public's support, while the transformation of campaigning through the mass media has tended to favor "sound bites" over substance. Polls, focus groups, and voting behavior indicate that in every region of the world, large segments of society view political parties as ineffective and out of touch with their needs. Established parties have experienced an aging and dwindling membership, and young people are hesitating to join or become associated with parties. At the same time, support has risen for independent candidates, special interest parties, and antiparty movements. The new age of mass media and technology has had two effects: diminishing the role of parties in disseminating political information and highlighting cases of scandals and partisan corruption. Political parties have been forced to address these weaknesses and the lack of credibility in a variety of ways. These include placing greater emphasis on issues of ethics in public office, modernizing and democratizing party structures to allow for greater participation, and promoting greater openness and transparency in the operation of government and political system generally.

A new approach is required, one in which political leaders worldwide rededicate themselves to the renewal and reform of political parties and political party systems. International democracy assistance organizations must support these efforts and make much needed resources available in the form of technical assistance and expertise. Recently, the three largest international groupings of political parties - representing Social Democratic, Liberal, and Christian Democratic ideologies - are joining forces to promote political party development. With a combined membership of 350 parties in more than 140 countries, these "political internationals" can develop standards to assist the efforts of parties to reform their structures and operations.

The democratization of political parties must be a priority in the efforts to restore public confidence in parties and the democratic process as a whole. Greater citizen participation, accountability of leadership, transparency, and institutional safeguards are more important now than ever for this democratization effort to succeed. Organizations and institutions that have the commitment and expertise to

underpin and promote these initiatives lack adequate resources to do so at present. Equally, the modest efforts currently being undertaken can be undermined by a lack of support from those international organizations engaged in the global democratization effort. This support is not just a matter of financial resources, but also of keener recognition of the critical role of political parties and their leaders. For example, the international financial institutions and aid agencies often promote and finance important dialogue between governments and civil society organizations on key national and local development issues. Party representatives and lawmakers should be included in this effort.

Civil society is not to blame for the decline in political parties, and neither are those who promote increased support for citizen participation outside of the party system. On the other hand, one should not take any comfort from the current crisis, as the decline of political parties ultimately threatens the foundations of democracy.

For decades, it was believed that economic development aid by donor countries could achieve the kind of economic growth and opportunity that would lead to social stability in the developing world. But even when successful, the emphasis on *economic* growth often lost momentum because it was not accompanied by *political* growth. It became increasingly apparent that an ever-growing number of problems in the developing world were beyond the reach of traditional economic aid. While they have economic consequences, the problems are not predominately economic in nature — they are intrinsically political. Truly, so-called sustainable development requires the capacity to resolve problems without resorting to violence or repression.

Over the past 10 years, there has been a sea change of attitudes by the donor community and international financial institutions that came to recognize that democratic political systems and free-market economies are two parts of the same process, sustaining each other. Where guarantees of individual rights within society do not exist, the inevitable result is exploitation, corruption, stratification, disorder, and the inability to compete — particularly in a more democratic and competitive world. In fact, rural dislocation, environmental degradation, and defective agricultural policies that lead to famine and strife all trace to political systems in which the victims have no voice, in which government institutions feel no obligation to answer to the people, and in which special interests feel free to exploit resources without fear of oversight or the need to account. There must now be a call to action by the community of democracies to put political party development internationally on an equal footing with programs that nurture civil society. This endeavor will reinforce the values we share and serve our strategic interests. After all, a more democratic world is a more humane, peaceful, stable, and prosperous place.

(the end)



## NDI SERBIA TRAINING AROUND THE REGION

At a recent gathering of youth, sponsored by NDI, participants worked on ways to assess and address corruption and how to conduct issue-based campaigns. Two NDI Serbia staff — Paul Rowland and Shannon O'Connell — trained at this event. Indeed, Shannon was its key organizer. Two NDI trainers joined the group as participants. Milan Jovanović and Mirjana Kovačević, and Žaklina Mrvelj, one of NDI's Program Coordinators, also attended. The next issue of *NDI Vesti* will feature materials from this conference.



*Most of NDI Serbia's contingent in Warsaw at the Regional Youth Conference (from left, Paul Rowland, Shannon O'Connell, Milan Jovanović, Lisa Tepper of NDI Washington and Mirjana Kovačević; missing is Žaklina Mrvelj)*

\* \* \*

As part of an on-going effort to respond to requests for NDI Serbia Regional Trainers to assist in the region, Branimir (Bane) Kuzmanović recently made his third journey to Baku, Azerbaijan to train party activists. Bane worked in a team with Brian O'Day, who has several years' experience training in the Central Asia region, including as NDI's Program Director in Russia. Their work was part of the overall NDI effort to train activists from both the ruling and opposition parties in basic campaigning skills. On his last trip, Bane trained four groups of participants from the Yeni Azerbaijan Party (New Party of Azerbaijan). He trained a total of 250 people over the course of the past few months. All of the trainings were single-party. Participants came from several regions of Azerbaijan, a former Soviet Union republic lying on the Caspian Sea and one of the world's oldest oil exporters.

Participants reacted very positively to the sessions. They were eager to learn more about Western political methods and experiences, and they found the experience from Serbia especially interesting. Overall, the reactions were very positive, and the most responsive and eager participants were the youth. Although the parties are making an effort to include more young people and women in their ranks, women and youth are still a minority in trainings. In Azerbaijan, like in Serbia, working with youth is a rewarding experience, not only

because they are the most open to new ideas, but because they are the future - and also the present - of their country.

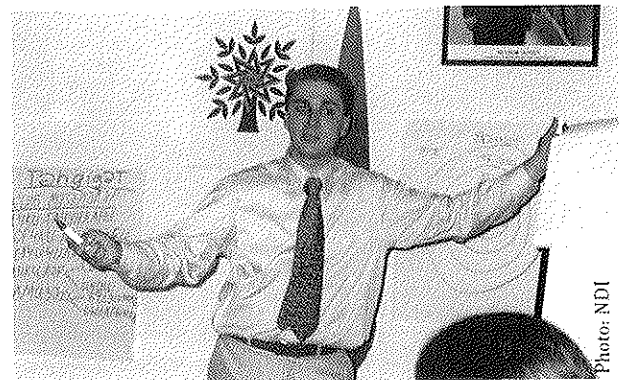
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Mirjana Barbulović, yet another NDI Serbia Regional Trainer, traveled to Ukraine in February for a two-week training series in that country. She worked with candidates for mayoral seats as well as potential municipal councilors.

Below is a summary statement of NDI's pre-election delegation to the March 31<sup>st</sup> elections in Ukraine. In mid-February, the delegation held over 70 meetings across that country. NDI's chairman, Madeline Albright, headed the delegation, working alongside NDI's President, Kenneth Wollack, and several other eminent figures. NDI has been working in Ukraine since 1992. The full text of their report can be found on NDI's website, [www.ndi.org](http://www.ndi.org).

*At this moment, it is unclear whether the March 31 elections will mark a step forward for Ukraine's democratic future. Despite significant improvements in the election law, the delegation is concerned about how those laws are being applied. Most significantly, the delegation observed or received credible reports of intimidation of journalists, denial of access to the media, unbalanced news coverage, and abuse of power and illegal use of public funds and facilities. Immediate steps need to be taken, primarily by government authorities, to reverse the historical trend of seriously flawed elections in Ukraine and to build public confidence in the country's political system.*

*A strong, independent, democratic and prosperous Ukraine is vital not only to the citizens of the country but to the stability and development of the entire region. Therefore, the election process, as a means to advance and deepen democracy, has drawn the attention of the international community. Ukrainians with whom the delegation met defined the conduct of these elections as pivotal for Ukraine and a determinant of its place in the community of democracies.*



*Branimir Kuzmanovic returned for a third time to Azerbaijan this winter to train key activists and leaders in election readiness*



## NDI'S WOMEN'S PROGRAM CELEBRATES ITS TWO-YEAR ANNIVERSARY IN TRAINING SESSIONS

After the great success of the two summer schools that NDI's Women's Program offered in August 2001, we decided to bring together women activists, women party leaders and women elected to different levels of government in another advanced session. We organized this session in January with Diane Cromer, our senior consultant, and Shannon O'Connell, one of the Program Directors at NDI.

*In addition to new skills, we have also acquired greater self-confidence.*

Maja Sedlarević,  
League of Social Democrats of Vojvodina,  
Sremska Mitrovica

In the peace and quiet surrounding Palić lake, some 20 women leaders came together to focus on advanced public speaking skills, use of surveys and questionnaires, time management and team building. The participants thoroughly enjoyed every aspect of the seminar, whether it was networking opportunities, team building exercises like Aircraft or Oil Pricing, building on their skills and knowledge of strategic planning and public speaking, or figuring out how to better manage their busy lives. In the Sunday afternoon public speaking exercise, every woman demonstrated that she has a powerful message, and knows how to deliver it effectively in less than 3 minutes. We'd love to share that lesson with everyone, but the tapes, however, were for the participants to take home.

*Now I understand the dynamics of team work and my own role in it.*

Marina Ljubisavljević, New Democracy,  
Leskovac



Photo: NDI

*Women from many different parties worked in groups to develop teamwork and leadership skills*

Just as the participants continue to build on their commitment, we will also continue with our commitment to offer these women more training and networking opportunities. We hope to keep helping them in the important

work they do — be it as MPs, local councilors, party activists, presidents of local governments or assistants to ministers.

A month later, we were at Palić again, but this time with a group of women new to the Women's Program. With the beginning of 2002, we want to include some beginner-level political skills trainings in our program. We sent out a call for applications and received an overwhelming response — almost 700 women from all over Serbia were interested in the seminar! After a difficult selection process, we brought 36 women together in February for two and a half days, focusing on message development and delivery, voter contact, time management and strategic planning, public speaking and leadership skills. Shannon O'Connell, together with Cynthia Meyer and Angela O'Connell, experienced trainers from the United States, came hoping to inspire and teach the participants skills necessary in the practice of politics. At the same time, they were also inspired and learned a lot from the participants. The positive energy, talent and commitment of these women serves as a reminder to all of us that the potential of women must be tapped if we want Serbia to be a better place to live.



Photo: NDI

*Here, Cynthia Meyer shares with participants the key elements of effective public speaking*

*[Most important] was learning about many different new ways of voter contact — especially coffees, which are close to our mentality. Now I can use this to identify and solve problems in my local community.*

Snežana Stojković,  
Democratic Party of Serbia,  
Trstenik

As for NDI, in response to the great number of women interested in the seminar, we are planning to organize a series of similar events over the next 18 months. We are looking forward to meeting you all!



## TIME MANAGEMENT

### THE DELEGATING PROCESS

Angela O'Connell

- 1) Examine the task. Is this a task that is repeated often or a onetime special project? The frequency and complexity of the task suggest whether it is worth spending time training someone to do the job.
- 2) Determine who is the best person to do the job. Do you need an expert, an equal or a beginner? Is there someone who might enjoy doing this task? Have a sense of the individual's capabilities and willingness to perform the task.
- 3) Clearly communicate the objective. Do not assume that the individual knows everything you know about the task. Invest in training time if necessary.
- 4) Clarify the quantitative and qualitative requirements — make clear how many you need and what it should look like.
- 5) Set a clear due date, and schedule interim dates to check on progress if necessary. Be available for questions and consultations while the job is being done.
- 6) Establish a relationship of understanding. Delegating is about teamwork, not autocracy.
- 7) Review and evaluate the result. Determine whether the desired result has been achieved. If not, reflect on the individual's skills and your own ability to communicate the task effectively. Talk with the individual about what he/she has done well, suggest improvements and, if appropriate, let the individual resolve any outstanding problems.
- 8) Celebrate success!



Women from many different parties worked in groups to develop teamwork and leadership skills

### SECRETS TO TIME MANAGEMENT IN THE WORLD OF POLITICS

Shannon O'Connell

- 1) When writing the timeline for your campaign plan, start from Election Day and work backwards.
- 2) Post a calendar of objectives, activities and deadlines where all key staff and volunteers can see it (but not necessarily the press). Put up a clock in the main work area where everyone can see it.
- 3) Don't be afraid to delegate! If you're concerned that no one else can do a job as well as you, you aren't managing effectively.
- 4) Prepare and plan for meetings — have a clear objective and start and end on time. Be conscious of wasting other people's time.
- 5) Meetings are about dialogue and discussion — not speechmaking! Moderate meetings to prevent long-winded diatribes, and suppress the urge to offer one yourself.
- 6) In a campaign, spend 10 minutes every morning going over the day with your key team members. When running a regional campaign, get all your key people from the region together once a week.
- 7) Save small talk for the pub!
- 8) In a campaign, set the ground rule that no one is allowed in the campaign headquarters until it's too late to knock on doors — all volunteers and staff should be out talking to voters until then.
- 9) Take care of the big stuff first, then worry about the small stuff, i.e., don't worry about what the campaign buttons and signs will look like when the campaign plan isn't written yet.
- 10) Win or lose an election, never forget to thank volunteers and party members who helped in the campaign. It's the right thing to do and will bring them back to help again.
- 11) Remember that politics is a marathon, not a sprint. Avoid making decisions that will hurt you in the long-run.
- 12) Be ruthless with time and gracious with people.

*These materials were used at the Winter School for Women Party Activists in February 2002.*



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.



**NATIONAL  
DEMOCRATIC  
INSTITUTE**

**FOR INTERNATIONAL AFFAIRS**

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

*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  
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