

Interim Assessment

Supporting Political Party Development in the Americas: Training Young Political Leaders The Political Leadership Program of the National Democratic Institute (NDI)

I. OBJECTIVES

The overall objective of the Political Leadership Program is to foster long-term changes in party structures and practices in Latin America and the Caribbean by providing young, reform-minded political party leaders with leadership skills and practical strategies for advancing reform and modernization efforts.

II. PROGRAM ACTIVITIES

With NED funding, NDI provided technical assistance to the party strengthening projects of thirteen 2002 Leadership Program participants—seven from Bolivia and six from Colombia. During the program, NDI conducted seven trips to Bolivia (4) and Colombia (3) with 11 experts in the areas of strategic planning, message development, political marketing, political reform, party renewal, political negotiation, leadership skills, civil society outreach and youth organization. In total, NDI conducted 37 workshops on party reform issues, reaching 1,540 party members.

Seven young leaders from Bolivia's three major political parties Nationalist Democratic Action (ADN), Nationalist Revolutionary Movement (MNR), and Leftist Revolutionary Movement (MIR) participated in the 2002 Leadership Program. During the program, NDI conducted four trips to Bolivia with four experts in the areas of message development, political negotiation, civil society and youth outreach to collaborate with leadership program participant party strengthening projects. In total, NDI conducted 22 workshops reaching 584 party leaders.

Bolivia

Nationalist Democratic Action (ADN)

Cecilia Ramos: Secretary of Training for ADN - Cochabamba, Ramos proposed to train young women in Cochabamba (ages 14-35) in political leadership skills. Following the 2002 Leadership Program seminar, Ramos established a "core-group" of 30 women with whom she conducted workshops on political participation, message development, political negotiation, and civil society and youth outreach. The 30 participants represented many sectors of society and varying degrees of affiliation with the ADN, including doctors, public service professionals, communications specialists, university students, and civil society leaders. Ramos' objective was to train this group to become future political party leaders and politically active citizens. Ramos implemented her program in collaboration with the ADN think tank, FUNDEMOS. NDI

technical assistance included providing trainers for message development, political negotiation, civil society and youth outreach and organization workshops.

Jaime Parejas: Director of the National Youth Secretariat of the ADN and 2002 congressional candidate, Parejas proposed to conduct training with civil society youth in the areas of administrative and political management, the development of projects, leadership and political marketing. NDI technical assistance included collaboration in the organization of workshops on media relations, political party reform, and civil society and youth outreach with 170 party leaders, students and professionals in Santa Cruz.

Leftist Revolutionary Movement (MIR)

Vladimir Marinkovic: Director of the Young Professional Programs of the MIR, Marinkovic proposed to form working groups of young professional members of the MIR that would work to increase new leadership and participation in the party. NDI collaborated with Marinkovic in the organization of workshops to train 60 working groups members in La Paz on mechanisms to increase participation in the party through improved media relations, party outreach to civil society, and youth organization.

Bertha Acarapi: A councilwoman from the municipality of El Alto, Acarapi proposed to conduct leadership training with the young indigenous populations of El Alto. Acarapi's efforts focused on increasing the participation of women and indigenous leadership within the party. NDI technical assistance included collaboration in the organization of workshops on media relations, political negotiation, civil society and youth outreach, reaching 140 indigenous leaders, students and women. Acarapi also chose three participants to whom she delegated the responsibility of replicating the training with other party members. These trainers went on to conduct two additional training events, reaching 60 indigenous leaders in El Alto. Acarapi was recently nominated Bolivia's Ambassador to France and UNESCO.

Nationalist Revolutionary Movement (MNR)

Luis Ernesto Beccar: Beccar was named National Political Officer for the US Embassy in Bolivia. He implemented a training program to attract new leaders to the party between the ages of 25-30. As part of this training program, NDI collaborated with Beccar in organizing workshops on media relations, civil society outreach and youth organization, reaching 100 young party leaders.

Gary Suarez: Director of the daily newspaper *The Word of Beni*, in August Suarez was named Press Director for the Ministry of Government. He proposed to develop a communication strategy to increase youth political participation by designing brochures and conducting public relations training. In April, NDI collaborated with Suárez in organizing a media relations workshop with 24 MNR party leaders in Trinidad, Beni. On August 29, Suárez joined forces with Beccar in organizing a workshop on civil society outreach and party reform with the MNR in La Paz. Participants included 35 young leaders from the MNR, the media, and various civil society organizations.

Arturo Lema: member of the Departmental Electoral Council and Millennium Foundation of Tarija, Lema implemented a leadership-training program with 30 young professionals and civic group leaders in Tarija. NDI technical assistance included collaboration in the organization of workshops on media relations, political negotiation, civil society and youth outreach.

Colombia

Six young Colombian leaders from the Liberal and Conservative parties participated in the 2002 Leadership Program. During the project year, NDI conducted three trips to Colombia to provide technical assistance to participant projects by bringing seven expert trainers in the areas of political reform, party renewal, strategic planning, political marketing, leadership skills, youth mobilization and political negotiation strategies. In total, NDI conducted 15 workshops, reaching 956 party leaders.

Conservative Party:

Nicolás Echeverry: Congressman to the Departmental Assembly of Antioquia, Echeverry proposed to strengthen the democratic culture of Medellín by establishing a School for Democratic Leaders, targeting leaders of the *Fuerza Progresista del Coraje* (“Progress Courage Force”) movement of the Conservative Party. Echeverry also helped to strengthen the *Fuerza Progresista del Coraje* movement by conducting strategic planning workshops with party youth and leaders. NDI technical assistance included workshops on strategic planning, political marketing and political negotiation themes with 50 young party leaders from the School for Democratic Leaders. NDI also conducted two strategic planning sessions with Echeverry’s party reform working group from the *Fuerza Progresista del Coraje* movement. In total, Echeverry’s project reached 140 youth leaders from the Department of Antioquia.

John Jairo Hoyos: Campaign Manager for departmental assembly candidates of the National Advance Movement of the Conservative Party in Cali, Hoyos proposed to strengthen the capacity of the movement to observe elections, including producing a manual on effective election monitoring and conducting training seminars for party volunteers. Hoyos also proposed to improve party outreach by developing party membership databases and mechanisms for internal communication. Progress on Hoyos’ project was affected by the April kidnapping of his father, a local congressman, by the FARC. NDI assistance included two strategic planning sessions with Hoyos’ project working group; distribution of NDI political party network, election observation and quick count materials; and collaboration in the organization of a September 30 seminar on electoral transparency, referendums and political reform. Approximately 350 students and party leaders from Cali attended the seminar. In November 2002, Hoyos completed and presented to party leadership the first part of the party database he is creating.

Liberal Party:

Winston Cristancho: National Youth Secretary, Cristancho proposed to strengthen the National Organization of Liberal Youth by conducting a “train the trainers” program with regional youth leaders throughout the country. As part of his project, Cristancho conducted

political negotiation, reform, youth organization, strategic planning and leadership workshops with 200 youth and municipal leaders in Bogotá, Cali and Cartagena. 2002 PAN Mexico Leadership Program participant Eduardo Arnal participated as a guest trainer for Cristancho's project, fostering an intra-regional exchange on the topic of youth leadership and mobilization strategies. Project results included a commitment by the Liberal Youth Secretariat to increase their resources and be more proactive in their initiatives and activities within the party.

Jefferson Mena: Advisor to the Deputy Secretary General of the Liberal Party, Mena proposed to collaborate with the Institute of Liberal Thought to conduct a "train the trainers" program with regional youth directorates and the staff of recently elected legislators. As part of his project, Mena helped organize campaign youth events on party reform issues. In July, NDI collaborated with Mena in the organization of a party reform workshop and luncheon targeting 80 party leaders and congressional staffers. In August, Mena left Colombia to pursue educational opportunities abroad, limiting the period and impact of his project.

Ximena Gutierrez: A member of the Liberal Party commission on style and presentation of statutes, Gutierrez planned to strengthen youth political participation in Cali by conducting training on democratic principles in high schools. In the summer of 2002, Gutierrez left Colombia to pursue educational opportunities abroad and was unable to complete her project. Although the Liberal party agreed to help implement project activities in her absence, these initiatives were organized too late for NDI participation.

Luz Franczy Rueda: Assistant to the Secretary General of the Liberal Party, Rueda proposed to strengthen the social democracy, ethical and moral principles of the party through a series of workshops. Rueda hoped that by making this information more accessible, new generations will acquire more democratic values. Through out the program year, NDI provided Rueda with materials from similar youth programs from the Democratic party in the United States and the National Action Party in Mexico. As a result of a strategic planning session NDI conducted with Liberal party leadership in July, Rueda modified her original project to attend to a party initiative to develop strategies and work plans in preparation for the 2003 regional elections. As part of the July meeting, a committee on internal restructuring was established that included LP alumni German Chica (2000), Adriana Paola Guerrero (2001), Jefferson Mena (2002), and Rueda (2002). In response, NDI collaborated with Rueda in the implementation of party renewal and strategic planning workshops targeting 66 leaders from Liberal party municipal directorates, the party committee on internal restructuring and universities. Strategic planning sessions with the party committee on internal restructuring resulted in the preparation of working documents and an analysis of the current organization of the party that was used to determine long-term strategies for the party.

Additional Activities:

In an initiative to consolidate linkages between political parties and civil society, on September 4, NDI held a conference to discuss strategies to develop such linkages with members of the Confederation of Private Businessmen of Bolivia. More than 30 members of the Confederation attended the conference.

Aide to the President of the Colombian Conservative Party, LP2000 participant Adriana Arbelaez is implementing monthly training activities that target different sectors including women and youth. As a component of this training series, on July 10 NDI conducted a workshop with 80 women on the topics of leadership and political marketing. During this workshop, members of the Conservative party youth organization also met with NDI trainer Simon Baugh to discuss British Labour party initiatives to attract youth members.

In October, NDI participated in a "train the trainers" activity organized by Arbeláez. The three-day event targeted 40 Conservative party trainers from all regions of the country. The event was organized with the collaboration of NDI, the Konrad Adenauer Foundation, and the Hanns Seidel Foundation. NDI trainers Francisco Herrero (political marketing and campaign organization), Luis Nunes (leadership and political negotiation) and Francisco Robles (public opinion and focus group design) worked for two days with separate groups of 15 trainers on their specific topics, and on transmitting methodologies for trainers.

On July 24-25, NDI Regional Director Gerardo Le Chevallier and Senior Program Officer Francisco Robles participated in an orientation program for new Conservative party legislators. Le Chevallier led the party renewal section of the program with a presentation on the role of democratic parties in the region. Over 200 people attended this event, including LP 2002 participant Nicolas Echeverry.

III. ASSESSMENT

Objective: Participants share new knowledge and skills with party colleagues.

- Through NDI technical assistance to participant party strengthening projects in Bolivia, strategies on improving message development, political negotiation, civil society and youth outreach were shared with 584 party leaders from La Paz, Cochabamba, Santa Cruz, Tarija and Beni through 22 workshops conducted in collaboration with the ADN, MNR, and MIR.
- Through NDI technical assistance to participant party strengthening projects in Colombia, political reform, party renewal, strategic planning, political marketing, leadership skills, youth mobilization and political negotiation strategies were shared with 956 national, municipal and youth leaders from Bogota, Cali and Medellin through 15 workshops conducted in collaboration with the Conservative and Liberal parties.
- Without NDI assistance, Colombia participants Winston Cristancho, Jefferson Mena and Nicolas Echeverry organized and participated as trainers in five political negotiation, strategic planning and party reform events, sharing the knowledge they obtained through the 2002 seminar with their colleagues. These activities targeted youth leaders from both the Liberal and Conservative parties.
- NDI trainer Miguel Medina's communications trainings with the MNR and MIR in Bolivia are being replicated by local trainers, using the materials he provided. Several

candidates trained during these sessions noted that they had applied Medina's techniques during their media appearances.

- Political leaders from all the Bolivian parties with which NDI works reported that the five training manuals developed by NDI have been widely distributed and were actively used during the 2002 election period.
- Intra-regional exchanges occurred within the Leadership Program where 2002 Mexico PAN participants Eduardo Arnal and Carlos Torres traveled to Colombia and Bolivia to discuss youth mobilization strategies and practices from the National Action Party (PAN) with Liberal, ADN, MIR and MNR municipal and youth leaders.
- Colombia 2000 Liberal participant German Chica shared project results by participating as a trainer on recent internal party reforms in workshops organized by Liberal 2002 participants Jefferson Mena and Winston Cristancho.

Objective: Applying new skills, participants advance within their parties and propose democratic reforms in their party structures and practices.

- 2002 Bolivia participant Bertha Acarapi (MIR) was recently nominated Bolivia's Ambassador to France and UNESCO.
- 2002 Bolivia participants Cecilia Ramos and Jaime Parejas were nominated to be ADN congressional candidates in Cochabamba and Santa Cruz for the June 2002 elections.
- 2000 Bolivia participant Arminda Velasco ran for office El Alto. She reported that she used much of what she learned in the Leadership Program to manage her campaign, most notably "Tools to Overcome Resistance to Change."
- 2001 Bolivia participant Hugo Mariscal was promoted to be the MNR's national volunteer coordinator for the June elections and applied materials acquired and skills learned through the Leadership Program as part of his job.
- 2002 Bolivia MNR participant Gary Suárez was promoted to be the Press Director at the Ministry of Government and is using materials and skills learned through the Leadership Program as part of his job.
- 2002 Bolivia MNR participant Luis Ernesto Becar was promoted to National Political Officer for the US Embassy in Bolivia.

Overall goal: Participants and their projects effect long-term changes in party structures and practices.

- Through July follow-on activities in Colombia, NDI was able to contribute to the current debate on political and internal party reform. NDI further engaged in political reform and

legislative strengthening activities by participating in an orientation program for new Conservative and independent legislators.

- In preparation for the 2002 elections, the MNR in Bolivia adopted a grassroots organizing methodology to organize campaign volunteers which NDI presented as part of the Leadership Program in September 2001.
- As part of their projects, 2002 Colombia participants Winston Cristancho and Jefferson Mena organized events to discuss new party statutes that increased the participation of youth in party leadership structures, a reform implemented with NDI assistance during the 2001 program.
- A July NDI strategic planning session with the Liberal Party in Colombia resulted in the creation of a party committee on internal restructuring that includes LP alumni German Chica (2000), Adriana Paola Guerrero (2001), Jefferson Mena (2002), and Francys Rueda (2002). This committee will help design future strategies regarding party reform initiatives and is an integral part of an effort to identify the party's strengths and weaknesses as it prepares for the 2003 regional elections. NDI contributed to the strategic planning activities of this committee through the party strengthening project of Rueda.
- 2001 Colombia Liberal participant Adriana Paola Guerrero has collaborated with 2001 Mexico participant Mauricio López of the PRI and NDI trainer Enrique Martínez of the Socialist Party in Spain to determine party renewal strategies. She is preparing materials for a party renewal congress to take place as part of preparations for the 2003 municipal elections.
- In an effort to improve member outreach and internal party communication, 2002 Conservative Colombia participant Jhon Jairo Hoyos completed the first stage of his party database.
- NDI contributed to the consolidation of the newly established Conservative party training academy and the formation of regional level party trainers by participating in a "train the trainers" program in Bogotá, organized by LP2000 participant Adriana Arbeláez, and conducting training on leadership, negotiation and political marketing skills.
- In collaboration with LP2002 Colombia participant, Winston Cristancho, an October strategic planning session conducted with Liberal party leaders and members of the youth secretariat resulted in a party commitment to increase the resources of the Liberal Youth Secretariat and for the Secretariat to be more proactive in its initiatives and activities within the party.