



THE ADVANCED LEADERSHIP IN POLITICS INSTITUTE (ALPI) TOOLKIT



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International Republican Institute |
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The Advanced Leadership in Politics Institute (ALPI) Toolkit

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Attn: Department of External Affairs
International Republican Institute
1225 Eye Street NW, Suite 800
Washington, DC 20005
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THE ADVANCED LEADERSHIP IN POLITICS INSTITUTE (ALPI) TOOLKIT

Promoting Social Cohesion and Youth-Led Collaboration Across Party Divides

Political parties are a critical vehicle for amplifying citizen priorities and ensuring policies reflect the vision of constituents. Parties can help shape how citizens relate to their governments and, more importantly, facilitate the development of platforms that impact the legislative agenda.

However, young people largely do not engage with political parties, and/or are disinterested in traditional pathways of democratic participation.¹ This demographic has historically been marginalized and continues to be underrepresented in decision-making processes and bodies. The evidence highlights that countries with inclusive political institutions, particularly decision-making bodies and political parties, "tend to have higher levels of income and growth."²

The International Republican Institute (IRI) recognizes this critical gap and has, for more than three decades, worked alongside governments and institutions to better engage young people as both voters and engaged members of political parties. Through programs like the Advanced Leadership in Politics Institute (ALPI), IRI is working with young trailblazers in politics, to empower them both as effective leaders within their parties and as ambassadors equipped to increase the meaningful participation and representation of young people in decision-making processes.



¹ Nkomo, Sibusiso and Eleanor du Plooy. "International Youth Day: Despite Interest, African Youth Not Connecting With Political Process." Afrobarometer, 12 Aug. 2015, afrobarometer.org/publications/ad41-african-youth-not-connecting-with-political-processes. According to Afrobarometer's 2015 survey, 55 percent of African youth voted in the previous election, 34 percent attended a campaign meeting or rally, 23 percent tried to persuade others to vote a certain way and 15 percent worked for a candidate or party the year preceding the survey. The survey defined youth as between 18-29 years old. According to the UNDP, youths in Southeast Asia (defined as under 30) are less likely to vote, and less likely to be formal members of political parties; however, they are just as likely as adults to lobby key officials or petition local governments. "Youth and Democratic Citizenship in East and South-East Asia." United Nations Development Programme, 17 June 2015, https://www.asia-pacific.undp.org/content/rbap/en/home/library/democratic_governance/youth-n-democratic-citizenship-east-n-se-asia.html

² Power, Greg, et al. "Guide to Working with Parliaments and Political Parties for Sustainable Development." U.K. Department for International Development, 2018, pp. 20, gpg-wp-media.s3.eu-west-1.amazonaws.com/wp-content/uploads/2018/02/22152333/FINAL-Guide-to-working-with-Parliaments-and-Political-Parties-for-Sustainable-Development-Feb-2018.pdf.

WHAT IS ALPI?

A professional-development program first launched and implemented by IRI in Bosnia and Herzegovina (BiH) and now expanded to include Serbia and Montenegro as well, ALPI brings together young political leaders from different political parties. The goal of ALPI is to empower and create a space for young leaders, with opposing views or from different ethnic backgrounds, who are active and currently shaping policies within their own political parties, to:

- Discuss Euro-Atlantic integration processes.
- Build consensus for democratic reforms.
- Promote social cohesion.
- Advocate for positive policy outcomes for their communities and countries.

The program includes a set of modules, each covering a topic relevant to the current political challenges the country or region is facing. For example, topics include security issues related to the rise of different forms of extremism in the region and globally, such as populism, disinformation and malign foreign influence. Other modules include the role of the North Atlantic Treaty Organization (NATO) in today's European security structures and the future of Western Balkan countries in the European Union (EU).

Each module strives to enhance critical-thinking skills of young leaders and raise their awareness of the ongoing threats to liberal democracies. In addition, ALPI participants are encouraged to partner on initiatives between modules, in order to promote cross-party collaboration that will help create a generation of political leaders who understand the benefits of working together across party lines in promoting Euro-Atlantic values.

BOSNIA AND HERZEGOVINA'S RISING POLITICAL LEADERS ASK: "WHY NATO?"

Following IRI's module on North Atlantic Treaty Organization (NATO) and Euro-Atlantic integration — which featured speakers from the EU delegation, the Office of the European Union Special Representative and NATO headquarters in Sarajevo — Malik Garibija, from the Social Democratic Party (SDP), and Amir Vrca, from Democratic Front (DF), found that Euro-Atlantic integration is a topic both of their parties could support. They approached IRI with the idea of organizing their own conference on the topic of NATO, as they wanted to share what they had learned during the module with other members of their political parties. With support from IRI, which introduced the two organizers to NATO contacts, Garibija and Vrca organized a professional event with NATO representatives and national political leaders speaking. This collaborative event was important for the impact and sustainability of IRI's ALPI program, as it indicated that ALPI participants share knowledge gained during the modules and exchange views and opinions with their party colleagues, friends and the public.

WHY ALPI?

In BiH and elsewhere in the Western Balkans, hard political divides limit cross-party engagement, especially across ethnic lines. Youths, who hold the key to changing this political dynamic, lack opportunities to engage with their peers from other political parties, ethnicities and regions. Furthermore, youths are not empowered with the political skills to rise within their political parties.

In response to these challenges, ALPI:

- **Creates** a safe space for dialogue and consensus building between politically active youths from different ethnic and ideological backgrounds.
- **Provides** a platform for young political leaders to collaborate and participate in interactive workshops to strengthen critical thinking and other soft skills.
- **Connects** young leaders with decision-makers and thought leaders.
- **Provides** customized mentoring based on the needs of each individual member.



ALPI MEMBER OBTAINS KEY POSITION IN POLITICAL PARTY

ALPI member Marinko Sanje from Nasa Stranka (NS) was named his party's caucus secretary in the Parliamentary Assembly of BiH. Sanje became the party's first caucus secretary in the state parliament after NS won two seats in the assembly, after a bittersweet year that included professional victories and losses for the ALPI member. His political activism in a socially liberal and multi-ethnic political party faced challenges from some members of his politically conservative Croat family. Despite running an intensive and exhausting door-to-door campaign in 2018, Marinko faced verbal abuse by nationalist extremists in areas of perennial hostility toward center-left parties and ended up failing to win a seat in the Herzegovina-Neretva cantonal assembly.

During that period, IRI nominated Sanje for USAID's European Democracy Youth Network (EDYN), an international youth network whose vote of confidence encouraged Marinko in his political ambitions. His active engagement in ALPI and EDYN, along with his demonstrated commitment to professional development, sent a strong message to NS party leaders. They took note of his incredible transformation from inexperienced party activist to confident young political professional. His appointment to the position of caucus secretary was well deserved and signified important recognition from NS.

THE PROCESS

1. Program design and partner engagement

- 1.1.** **Identify** key political challenges to be addressed through the program. IRI collaborates with participants to identify timely issues to be discussed from different perspectives to encourage participants to formulate their own educated opinions. For example, in Montenegro, one module focused on anti-Western influences, an ongoing issue in the country.
- 1.2.** **Develop** a module to address each key challenge. Each module focuses on a specific topic, bringing in topical experts from government institutions, as well as non-governmental experts, to discuss the current situation, potential policy solutions and their implications. In BiH, one module was dedicated to EU integration and participants had the opportunity to hear different views from political leaders, government officials, and civil-society and academia representatives, and to engage in discussions to find common ground. Good-governance principles are embedded in all program aspects, and the program design reflects the focus on improving accountability, responsiveness and transparency.
- 1.3.** **Define** skills-based learning goals for each module. Determine the learning goals for each module by identifying the specific skillset or knowledge that each participant will gain through the module. For example, in BiH, one module focused on current migration challenges and included a training on crisis communication with a simulation exercise.
- 1.4.** **Adapt** the program to current circumstances. IRI revises its program modules to respond to current events and emerging challenges in the respective country.

IRI IDENTIFIES CHALLENGES BY:

- Discussing issues members perceive as the most relevant throughout the life of the program, including during the selection process, as well as the base-, mid- and end line evaluation interview.
- Communicating with political parties and partners from parliament, government, academia, media and civil society to identify and address issues in a timely manner.
- Reviewing IRI polling data from and related to issues in ALPI countries.

2. Identify speakers and trainers

- 2.1. Identify speakers.** IRI invites a diverse group of experts who can offer relevant insights and, at times, opposing views that contribute to the discussion and create a constructive dialogue. The speakers should ideally have diverse backgrounds and represent different sectors (government, media, civil society and academia).
- 2.2. Identify trainers.** Trainers should be experienced and understand the value of active participant engagement, as the workshops are designed to encourage dynamic participation. It is desirable for trainers to have a good grasp of the political situation and dynamics in the respective country. If possible, aim to create a pool of trainers that is both local and regional/international, allowing for a balance of context-specific trainings and foreign experience.

3. Candidate selection

- 3.1. Define participant criteria.** Participants should be active political-party members. Criteria could also include age, experience level, geographic location, English language knowledge, etc.
- 3.2. Call for applications** from political parties, the public and alumni networks. Selections can be made through official calls to political parties to delegate participants, as well as public calls to ensure a wider reach and pull of participants. Additionally, an alumni network can be used to provide recommendations for future participants. As part of the call for application, create an online application form that aspiring candidates need to fill out. An example can be seen in the appendix.
- 3.3. Candidate interviews.** Conduct telephone/Skype/Zoom interviews with a shortened list of candidates. The interview protocol should be designed to garner additional information on candidates and provide a deeper understanding of their political views and willingness to engage in dialogue. An example protocol can be seen in the appendix.
- 3.4. Review process and selection.** Based on participant criteria, the selection is made to reflect the diversity of the country. It should ensure gender balance and include minorities. Participants should come from different geographic locations, including remote areas that are not usually prioritized by similar programs. ALPI cohorts usually consist of around 25 members.

“ During the first module we thought we could never find common ground...but with this format, it turned out we can.”

— Bojana Dimitrijevic, ALPI member, BiH

“ At the first module, we came as representatives of our political parties, but soon we all became ALPI, first and foremost.”

— Malik Garibija, ALPI member, BiH

4. Training, monitoring and support

- 4.1. Facilitate discussion and training modules.** The program should provide country-specific modules that cover relevant and timely topics. Ideally, each ALPI class or cohort should have six modules covering different topics. The modules are designed in a format that improves participant knowledge of the topic, as well as associated practical skills. Each module starts with a panel discussion featuring speakers from different sectors followed by a skills-building training, both related to the overall topic of the module. Please see a sample agenda in the appendix.
- 4.2. Mentor participants.** Between the modules, IRI mentors participants, helping them define and implement outreach activities on issues covered by the modules. This allows the participants to directly apply their skills independently, with customized one-on-one support, outside the classroom and in the real world. Through informal consultations and gatherings, participants are encouraged to develop cooperation with their peers in the program.
- 4.3. Encourage ALPI cross-party outreach activities.** Throughout the program, participants are encouraged to partner on different cross-party outreach activities within the program scope. For example, participants in BiH produced a joint podcast, wrote blog posts and articles, hosted roundtable discussions, initiated social media campaigns and conducted surveys on specific issues.

5. ALPI alumni

5.1. Establishing an alumni network. Upon completion of the program, an alumni network is established to continue the engagement of ALPI members. The network provides a platform for ALPI members to continue working together, especially as they obtain new roles and positions. The network may be informal or formal, depending on the level of interest and engagement.

5.2. Engagement of alumni. An alumni database is created to track the career path of each member and to keep them informed about program updates and engagement opportunities. As ALPI alumni advance in their careers and political-party roles, the network provides an opportunity to further strengthen their commitments to good governance.

“ Many colleagues from the party recognized the activities and participation [in the ALPI program], and personally, it was very helpful for me to raise my profile in the party. The ALPI program has opened the door for me to engage in regional European programs for young politicians where I have the opportunity to present the work of young people from BiH.”

— Malik Sakic, ALPI member, BiH

ALPI VALUES

- Authenticity
- Integrity
- Inclusiveness
- Collaboration
- Diversity
- Enthusiasm
- Commitment
- Respect
- Leadership
- Accountability



ALPI BY THE NUMBERS (2018-2020)



³ ALPI outreach activities take place between the ALPI modules. During the first module they are introduced to the program and they receive information about illustrative activities – like writing blogs, hosting events or developing research products – they can work on between modules as examples.

⁴ The ALPI II end line survey did not ask this question.

IMPACT

IRI's ALPI program targeted youths in BiH, Montenegro and Serbia who are politically active in their respective political parties but lack opportunities to work with their peers from different ideological backgrounds. IRI tracked ALPI members before, during and at the end of their program participation, aiming to measure the increase in their knowledge and skills, the connection of youths across party, ethnic and geographic lines, and the implementation of their own outreach activities.

IRI's data demonstrated that all ALPI members have increased their knowledge about topics covered throughout the program and feel more confident about their future political engagement with the skills they gained. During the follow-up interviews, ALPI members said that the trainings have helped them "see the larger picture, understand the context, the audience and the person" with whom they are debating. Additionally, many of them had little knowledge about members of other political parties, let alone cooperated with them. Through ALPI, they have implemented more than 150 outreach activities, most of which were cross-party, cross-entity, cross-ethnic and even cross-border initiatives.

ČEGA SU SE LIKOVI DOSJETILI

Politička sedmica u BiH



ALPI MEMBERS MEMISEVIC AND SAKIC BRIDGE DIVIDES WITH NEW PODCAST

ALPI members Omar Memisevic and Malik Sakic used the skills and lessons they learned from ALPI to launch their own podcast entitled The Political Week in Bosnia and Herzegovina. Memisevic and Sakic, as members of different political parties, use the podcast as an opportunity to discuss current political events in BiH through their respective partisan lenses and in a manner that appeals to youth audiences. It is critical that politicians find ways to engage Bosnian youth in political discussion. As young Bosnians become disinterested and disengaged from politics in BiH, the country is being deprived of a key bloc of voters that would help to drive and support the needed political and economic reforms for BiH to continue its Euro-Atlantic integration.

Additionally, Memisevic and Sakic set an important example for youth in BiH with their podcast. Not only do they come from different parties, but they come from different cities in different parts of the country. By hosting this podcast jointly, they demonstrate their ability to overcome some of the deep divisions that fracture the country, and collaborate on a cross-party project that yields respectful and nuanced political discussion. Moreover, the podcast has been successful with listeners throughout the region and even farther abroad.

The podcast has also received significant media attention from major Bosnian outlets, which resulted in some of those outlets creating their own podcasts with a similar format and style. For example, the well-known Bosnian portal Interview.ba was inspired by Memisevic and Sakic, and interviewed them in the first episode of its own podcast.

Outreach activities presented an example of political cooperation to the public. They also demonstrated the ALPI program's ability to bridge traditional ethnic divides. Evidence of ALPI's effectiveness in bridging ethnic divides also appeared in ALPI members' changed perceptions of peers from different entities in Bosnia and Herzegovina. Members from the Federation of Bosnia and Herzegovina (Federation) entity, predominately Croat and Bosniak, reported a significantly changed perception of members from the Republika Srpska entity, predominately Serb.

Aside from the development of cross-party relationships, ALPI acted as an engine for youth promotion within political parties by improving the policy knowledge of ALPI members and drawing positive attention to them as individuals capable of working across party lines. For example, program participants reported being recognized within their political parties and selected for certain positions within their parties or their communities. Additionally, ALPI members who worked across party lines reported to IRI they received positive feedback within their political parties for the activities they implemented.

ALPI MEMBER APPOINTED TO MAJOR MINISTERIAL POSITION IN BOSNIAN CANTON

In December 2018, Malik Garibija, an ALPI participant from the Social Democratic Party (SDP) in BiH, was appointed minister of labor and social care in Sarajevo Canton. In his ministerial role, Garibija was responsible for implementing laws and reforms, and ensuring that citizens are provided quality government services. With this appointment, Garibija bypassed the usual process of slowly rising through party ranks before receiving such a role. With the support of ALPI, Garibija demonstrated that youths can achieve leadership positions.

YOUNG POLITICIANS FROM BIH'S TWO ENTITIES TALK ABOUT WOMEN AND VIOLENT EXTREMISM

Following an ALPI module on violent extremism, Jovana Amović, a Serb from the Republika Srpska entity in the Serb Democratic Party (SDS), and Hana Imširović, a Bosniak from the Federation entity in the Union for a Better Future (SBB), held a panel discussion in East Sarajevo on March 26, 2018. Gathering a total of 30 young politicians drawn from political parties, civil-society organizations and students from East Sarajevo and Sarajevo, the event centered on the importance of preventing violent extremism and online radicalization, as well as the portrayal of radicalized women in the media.

Amović and Imširović argued that the role of women in violent extremism is often overlooked and frequently undervalued, due to the tendency for the issue to be more male focused. However, both noted that women and girls are uniquely affected by violent extremism. The young leaders argued that despite specific roles, neglecting the radicalization of women will only spur more severe consequences.

As a result of the discussion, attendees agreed that investing in research focused on women's roles in violent extremism and educating the public on these issues is critical.

The following day, Amović and Imširović were invited to speak about their panel, the importance of addressing violent extremism, and the ALPI program on BiH national television's (BHT1's) "U Programu Ste."

APPENDIX 1: SAMPLE AGENDA

ALPI BiH - Module 3

Day 1

TIME

15:00 Participants arrive

19:00 – 20:00 Dinner

Documentary Screening: "Patka"

20:00 – 21:00 Patka is a documentary movie about media reporting and disinformation about the migration crisis in BiH. It was produced by BiH NGO Mediacentar.

Day 2

TIME

08:00 – 09:30 Breakfast

Opening Remarks

09:30 – 10:00 Borislav Spasojevic, Resident Program Director, IRI BiH
Anesa Omanovic, Program Officer, IRI BiH

Presentation: ALPI Outreach Activities: Halfway There

10:00 – 11:00 At the mid-point of the program, ALPI members present the cross-party activities they have implemented so far within the ALPI program.
BiH NGO Mediacentar.

11:00 – 11:30 Coffee break

Panel: Migration Crossroads: In front of the EU gates – the Bosnian Route

Adnan Rondic, Al Jazeera Balkans (Moderator)

11:30 – 13:30 Mario Janecek, Ministry of Security of BiH
Aida Barucija, BiH Parliament
Peter Van der Auweraert, Institute of Migration (IOM)
Marija Arnautović, Slobodnaevropa.org

13:30 – 14:30 Lunch

Presentation: Introduction to Crisis Communication – Why Being Crisis Ready is Smart?

Adnan Rondic, Al Jazeera

14:30 – 16:00 Rondic will lead ALPI members through a discussion to answer the questions:

- What is crisis communication?
- How should political leaders communicate through crisis?

Day 2 Wrap-Up

16:00 – 16:30 IRI will lead a session to allow ALPI members to reflect on the main takeaways from Day 2 of the module.

19:00 – 21:00 Dinner

Day 3

TIME

08:00 – 09:00 Breakfast

Simulation: From Pre-Crisis to Crisis!

ALPI members will participate in a simulation of a migration crisis in BiH – they will be asked to relocate migrants from a migrant center in Una-Sana Canton to Vucjak. As part of the simulation, ALPI members will need to engage in:

- 09:00 – 11:00
- Group work: ALPI members need to prepare to play different roles in this crisis simulation. Roles include: state minister of security, IOM chief of mission, activists, members of opposing political parties, local chief of police, etc.
 - Mock press conference

11:00 – 11:30 Coffee break

Post-crisis: What did we learn?

11:30 – 12:30 Following the simulation, ALPI members will analyze the simulation and press conference, as well as discuss how to improve their crisis communications.

Monitoring and Evaluation: What Worked vs. What Did Not

12:30 – 13:00 IRI will lead a session to allow ALPI members to reflect on areas of opportunity and where there is room for improvement within the module.

13:00 – 13:30 **ALPI Module Wrap-Up**

13:30 – 14:30 Lunch and Departure

APPENDIX 2: SAMPLE INTERVIEW

Advanced Leadership in Politics Institute (ALPI) selection interview

ALPI interviews are conducted with ALPI applicants over the phone. The approximate duration of each interview is 10-15 minutes. Listed below are questions to guide each interview. Depending on interview dynamics, IRI can decide to add additional questions or skip some of the questions below.

Introduction:

Hello (insert name). Thank you for taking the time to participate in today's interview as a follow-up to your ALPI application. This interview will take up to 15 minutes and will be conducted as a conversation with applicants. Please speak freely, as we would like to get to know you better.

1. To kick off, could you please briefly introduce yourself? Please feel free to mention some things that you did not mention in your application.
2. What would you say is the main reason why you applied for this program? What are your expectations? How did you find out about ALPI?
3. How do you see your political engagement so far and how do you envision your political future? (If applicable) Do you plan to run in the upcoming elections?
4. What are the three things you think your political party should improve and why?
5. Have you had a chance to collaborate with colleagues from other political parties? If not, are you willing to?
6. If you had to choose one person who is your political role model, who would that be and why? There are no limitations on your selection: it can be a personal connection, celebrity, well-known leader or not, dead or alive, etc.
7. How do you see the current political situation in your country?
8. What do you perceive as the most critical issue in the world at this particular moment?
9. In your opinion, what are the main threats/challenges to democracy in your country?
10. In your opinion, what is the greatest challenge your country is facing when it comes to Euro-Atlantic integration?

Thank you very much. Do you have any questions for us?

(Give details about the process. For example, when the applicant can expect feedback and what are the next steps.)

APPENDIX 3: SAMPLE APPLICATION FORM

Advanced Leadership in Politics Institute (ALPI) call for applications

The Advanced Leadership in Politics Institute (ALPI) is a professional-development program for young leaders from different political parties, implemented by the International Republican Institute (IRI). The program offers possibilities to better understand the current political, societal and economic situation in the country and the region, as well as foreign influences in the Western Balkans, Euro-Atlantic integrations and security challenges.

We invite all young politicians (younger than 30) who speak English and are active in political processes and/or civil society and have interest in the above-mentioned topics to apply.

For all additional questions, please contact (name of point of contact).

The deadline to apply is: August 31, 2020.

* Required

BASIC INFORMATION

1. Name and surname:*
2. Town / city:*
3. Telephone:*
4. E-mail address:*
5. Date of birth:*
6. Sex:*

 - a. Male
 - b. Female
 - c. Other

7. What is your gender identity?
 - a. Man
 - b. Woman
 - c. Transgender
 - d. Non-binary
 - e. Prefer not to respond
 - f. Other

ABOUT ALPI

1. Why are you applying for this program and what are your expectations?*
2. How do you plan to implement what you have learned upon completion of the ALPI program?*
3. I can participate in all ALPI modules:*

ALPI program has six modules that will take place every two to three months in the form of weekend workshops (Friday to Sunday).

- a. Yes
- b. No
- c. Yes, if it is not in conflict with my other obligations
- d. Other

YOUR EXPERIENCE

1. I am currently:*

 - a. Employed - full time
 - b. Employed - part-time and freelance
 - c. Unemployed
 - d. Student
 - e. Other:

2. I am a member of:*

 - a. Democratic Party of Socialist (DPS)
 - b. Democrats
 - c. Social Democratic Party (SDP)
 - d. Bosniak Party (BS)
 - e. United Reform Action (URA)
 - f. Social Democrats (SD)

3. I was a candidate in one of the previous election cycles:*

 - a. Yes
 - b. No

4. Which election cycle and for which level:
5. I plan to run in the upcoming elections:*

 - a. Yes
 - b. No
 - c. I do not know

6. Do you currently hold office at any level of government (Councilor, Member of Parliament, etc.)? If your answer is yes, please specify the function and level of government.*
7. Do you currently hold any position within a political party (President of the Youth Forum, Secretary for International Relations, etc.)? If your answer is yes, please specify the function.*
8. Highest education level completed:*

 - a. High-school diploma
 - b. Bachelor degree
 - c. Master degree
 - d. PhD
 - e. Other:

9. Please indicate if you are active in any other civil-society organization:
10. The name of organization and your role.
11. How would you rate your English language level:*

 - 1 - lowest / 5 - highest

12. Please upload your CV*

International Republican Institute

IRI.org

@IRIglobal

P: (202) 408-9450

E: info@iri.org

