

Netherlands Institute for
Multiparty Democracy

Multi Annual Plan

2012-2015

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1. Introduction

The Netherlands Institute for Multiparty Democracy (NIMD) was established in 2000 by seven Dutch political parties with the aim to support young democracies. NIMD works with political parties to deepen and consolidate pluralistic and inclusive political systems.

NIMD started its programmes in 2002 and today it supports over 150 political parties and democratic movements in 16 countries. On the basis of requests from political parties in programme countries it engages directly with these parties in order to strengthen their organisations and to bring parties around the table to support local democratisation agendas. NIMD's programmes are thus demand led, tailor made and country specific.

Since its conception, two strategic and organisational plans were developed and supported financially by the Netherlands Ministry of Foreign Affairs¹. This multi-annual plan for the period 2012-2015 is to present the main policy direction and institutional organisation for the NIMD programmes for the coming five years, taking account of global changes, current Dutch foreign policy and incorporating lessons learned from the recently conducted institutional and capacity development evaluation².

1.1 NIMD's work

For a democracy to function effectively, accountable leaders are needed who can represent the interests of the population and to articulate their needs and aspirations into policy and action. Traditionally, political parties have taken up this role. Recently, as experiences from Latin America and the MENA region illustrate, broad-based social movements have also come to the fore. Political parties and movements are thus essential to anchor and deepen democracy and foster domestic accountability. When elected leaders and government institutions are held accountable for decision-making and budget allocations, chances for equitable economic and human development increase significantly.

NIMD was founded to take up the challenge of supporting political parties and assist them in strengthening their democratic roles in society, better influencing national development agendas and contributing to democratic reform processes.

In developing countries, political organisations often struggle to take on these roles. Political parties and movements in emerging economies and developing countries are regarded as one of the 'weakest links' in the field of development³. They are often weakly organised, lack a solid rootedness in society, and are often disconnected from key development planning and decision making processes. But despite their critical role in improving accountable governance as essential precondition for sustainable economic and human development, political parties receive little support internationally and locally, to strengthen their internal organisations and enhance their democratic skills and practises.

¹ Without Democracy, nobody fares well, IMD Multi-annual programme 2003-2006; and, Political Parties: Pillars of Democracy, NIMD Multi-annual plan 2007-2010.

² An Evaluation of Dutch support to Capacity Development: The case of the Netherlands Institute for Multiparty Democracy (NIMD), 2010.

³ Thomas Carothers, *Confronting the Weakest Link: Aiding Political Parties in New Democracies*, Washington, DC: Carnegie Endowment for International Peace, 2006.

1.2 Development & Democracy: a positive match

Economic growth and sustainable human development are positively influenced by the existence of stable, transparent and accountable democratic systems⁴. This positive correlation between political stability, the rule of law, respect for human rights and economic development is for instance also underscored in the recently published report from the Scientific Council for Government Policy⁵.

“In democratically governed countries the voices of people count and preconditions for political stability and the effective functioning of international trade in support of robust and stable economic growth --including political stability, reinforcement of the rule of law and domestic accountability-- are better safeguarded.”

Indeed, during the past twenty years, the political and economic situation has fundamentally changed in NIMD partner countries through the successful linkage of multiparty democracy with new economic policies to address the causes of poverty. This link has produced a positive trend and some remarkable and sustained achievements.

The good news is that countries such as Ghana, Mozambique, Mali, Tanzania, Zambia and Malawi are part of a growing and dynamic group of emerging African countries – not the whole subcontinent, but nearing half of it – that are breaking away from their unfortunate histories of economic decline and political decay⁶. They are defying the usual pessimistic African storylines about stagnant economies, civil war, famine, deepening poverty, destructive political leadership and poor governance. In Latin America countries like Bolivia, Chile, Colombia, Peru and Ecuador have generally sustained solid macro-economic policies, regardless of changing governments, leading to economic growth and targeting of extreme poverty. The next challenge will be to secure more inclusive policies, and tackle inequity.

The shift to democracy, greater transparency, and increased accountability has fundamentally changed the dynamic for the formation of public policies. Most of today’s leaders in countries with whom NIMD works are more responsive to their citizens and are more concerned than their predecessors about a wider range of development issues, broad-based economic growth, and poverty reduction.

1.3 NIMD’s identity and unique selling point

As an organisation founded by a coalition of seven Dutch political parties, the NIMD multiparty identity in itself has often proved to be an eye-opener for the local political leadership. This counts especially for countries where the political environment is extremely polarised and divided due to a lack of trust among political leaders. In this way, the NIMD example has been an inspiration for political leaders not used to working together to engage in political dialogue.

The cooperation between Dutch political parties within NIMD also provides the organisation with the legitimacy to work on an impartial basis with leaders across the political spectrum in partner countries in politically sensitive reform processes. This also stems from the perception of the Netherlands as impartial in most of our programme countries. Moreover, NIMD uses a clear long-term perspective for democratic reform and acknowledges this in its engagement with partners.

⁴ The Bottom Billion, Why the Poorest Countries are Failing and What Can Be Done About It, Paul Collier, 2008.

⁵ WRR, Scientific Council for Government Policy, Less Pretension More Ambition. WRR 2010.

⁶ Steve Radelet, Emerging Africa, Centre for Global Development, Washington, 2010.

1.4 The Multiannual Plan 2012-2015

This Multiannual Plan sets out the continuation of NIMD's work since 2000, but also specifies and focuses the approach and intervention design. The first section of the plan is a summary of the academic and practical debate surrounding the field of democratisation, especially in relation to development, in order to embed in theory and practice behind the NIMD approach in this *Theory of Change* section (2). This is followed by a schematic representation of the intervention logic, summarising the changes and outputs of the programme (3), after which the detailed approach and operationalisation of this logic is described (4).

The following section (5) describes the positioning of the organisation and details the (rationale of) existing partnerships, while section (6) specifies the programmes, with a related brief description and programmatic outlook for each country programme in Annex I. In the subsequent section (7) the overall Planning, Monitoring and Evaluation cycle with its specific characteristics and set-up linked to the overall programme is presented.

Sections (8) and (9) describe the organisation's internal capacities, organisational structure and governance system, and knowledge and communication, while section (10) details the long term sustainability of the organisation and its partners. The multiannual budget is presented in section (13).

2. Theory of Change: NIMD’s theoretical and practical basis of operation

Since the beginning of the 1990s, following what was termed by Samuel Huntington as the third wave of democratisation, a large portion of the world’s countries are democratic in nature, and even many of those that are considered not to be are making efforts to organise some kind of elections. Still, though a large part of the world is now ruled on the basis of democratic principles, the value of democratic rule as a means for socio-economic development is not universally acknowledged. For example, many believe that especially developing countries benefit more from autocratic rule as it would be more capable of making the difficult decisions that allow for socio-economic growth. The astonishing growth in several Asian states has served as an astute reminder.

According to Nobel Prize laureate Amartya Sen democracy has become the norm, a ‘universal value’

Fortunately, data collected in recent years has provided academics with ample evidence of an exact opposite effect. It firmly acknowledges the importance of strong governing institutions and through them the dissemination of sound public policy and claims rather controversially that democracies, even the emerging ones, are more likely to produce and nurture these two drivers. Both in terms of pure economic growth as well as in human development, studies have shown that states benefit significantly from democratic systems.

However, in many developing countries such democratic experiments are faced with political systems that do not necessarily have the capacity to build or sustain a functioning governance structure. They suffer from severe democratic deficits that hamper the development of institutions and policy that would allow for significant improvements in socio-economic conditions. Therefore, it is vital not to leave states that have made

B. Bot: “Democracy is the mother of stability” (NIMD: Partnership Days, 2009)

a principle move towards democracy to their own accord, but to continue to support the development of a pluralist political system in such democratic experiments.

This section will further explore and summarise the ongoing discussion on the importance of democracy as a determinant of economic development, the significance of proper institutionalisation and subsequent policy initiatives on a state’s socio-economic growth and a constituency’s quality of life, and the challenges which emerging democracies are faced with in their founding years.

2.1 The Relation between Politics and Human Development: Cause or Effect?

The past half century has been witness to significant improvements in development, not only in terms of peace efforts or human security, but also in socio-economic growth. A noteworthy portion of the world’s states have been able to move from third to second-world status, with a small portion of states moving from second to first. Standards of healthcare, education, gender neutrality have all risen notably. Progress has been made in guaranteeing civil and political liberties almost the world over, illustrated by the replacement of many of the military dictatorships in Latin America and Africa in favour of more democratic systems.

Nevertheless, in areas such as poverty eradication, universal primary education and gender equality there is still much to gain. Development is, in all its aspects, still a crucial matter in global affairs for many years to come. The progress of past years has given the global development community a wealth of experience with the effectiveness of its methods and the tangible results they yield. Still, the debate on the ideal composition of

governance structures that support socio-economic growth is still heavily influenced by insights of past decades, notwithstanding the accomplishments and acquired knowledge of recent years.

This is well illustrated by the debate on the causal linkages between economic and political development. In the reconstruction years of the 1950's the impressive growth records of authoritarian communist states started leaving an impression that for an emerging state to fulfil its development goals, in its inception it would be best served by a strong, autocratic form of leadership. This form of government would presumably be better able to make difficult, long-term oriented decisions quickly and effectively (Przeworski et al, 2000).

Combined with modernisation theory, of which Lipset's claim that "the more well-to-do a nation, the greater the chances it will sustain democracy" (1959, p. 75) is the central pillar, this argument supporting autocracy was long favoured in development circles. To establish a solid record of socio-economic growth a state needs a strong, perhaps undemocratic form of government. Subsequent socio-economic growth would reach a critical level - measured through levels of education, urbanisation, and the size of the middle class – after which societies would automatically start developing an internal urge for more liberties, greater accountability and an overall more pluralist form of government. The bottom-line within development rhetoric was that appropriate policy was crucial in establishing economic growth, and autocracy was an easier system in which to formulate and execute such policy than a political system that is democratic in nature.

2.2 Economic Growth through Democracy

The notion that sound policy initiatives and good governance structures are vital in establishing socio-economic growth is disagreed with by few, if any. However, the main insight of last several years has shown conclusive evidence to discredit the argument that favours authoritarian regimes in reaching socio-economic growth. Better yet, a convincing link between democratic governance and socio-economic development has been found. In a hallmark study by Halperin, Siegle and Weinstein comparing developing democracies and autocracies from 1960 until 2005 they found that low-income democracies have grown at a similar pace compared to low-income autocracies. When comparing the median, per capita growth rates of low-income democracies have been 50% higher than those in authoritarian regimes.⁷

On another level, the aforementioned third wave of democratisation is a strong counter-argument to Lipset's thesis. Based on their meagre socio-economic performance many of the countries that actually underwent a

Dambisa Moyo (Dead Aid): "Of 48 sub-Saharan African countries, over 50 percent hold regular democratic elections that can be deemed free and fair"

transition towards democracy would not have been expected to do so. A substantial number of African countries, many of them in the bottom regions of the Human Development Index started democratic experiments. Better yet, even though they did not meet the requirements posed by Lipset, today the majority of these experiments can be considered successful to an extent

where many of these states are still governed by democratic rule (Lindberg, 2006). Another example of the relative stability brought to the continent by this move towards democracy was quantified by Posner and Young, who found that whereas in the 1960's and 70's an approximate 75% of African leaders was ousted through violent means, in the period 2000-2005 this number had dropped to 19% (Posner, Young).

⁷ Another interesting fact is that once the Asian tigers are left out of the equation poor democracies are shown to grow 50% faster on average than any authoritarian counterpart. And considering the fact that 25% of authoritarian regimes do not report their economic information, which in most cases would be expected to be subpar, the growth rates of democracies as opposed to autocracies would be even higher.

Economic growth, though essential, is by no means enough to improve human development. For that economic growth to trickle down into society and become socio-economic growth there is a need for well developed public policies executed through thorough institutionalisation that benefit the majority of the population. Once development is measured not only in economic terms, but in broader measures of well-being, autocratic performance lags even further behind. In all of the social indicators used, developing democracies outperformed their autocratic counterparts. On average citizens of a democratic state live nine years longer, have twenty percent lower infant mortality rates, and are forty percent more likely to attend secondary education (Halperin, Siegle, Weinstein). This positive correlation between political stability, the rule of law, respect for human rights and economic development has subsequently also been underscored in the recently published report of the Scientific Council for Government Policy (WRR, 2010, less pretention). The conclusions to be drawn from this evidence is that political and governance conditions not only define how growth and distribution take place, but are relevant in a wide range of issues also how women’s rights are dealt with, how to prevent state fragility and even how to deal with global problems such as climate change (MinBuZa, Resultaten in ontwikkeling, 07-08, p. 208).

According to Niall Ferguson (The Cash Nexus) democratic states meet the basic needs of their citizens as much as 70% more than non-democratic states, as an example of the effect of democracy on the quality of life.

Even though it is difficult to quantify the direct effect of democracy on socio-economic growth in specific cases, the evidence suggests that policy decisions made in a democratic system are more capable of ensuring overall societal progress. Decision-making processes perhaps become more complex, but the fact that in a democracy they are arrived at in a way that is “inclusive, participatory, broadly representative of different societal interest, transparent and accountable” (Menocal) has a profound effect on the well-being of a constituency.

2.3 The Role of Political Parties

We have seen the positive relation between democratic practice and human development, identifying policies and institutions as key drivers for this correlation. In this process, political parties fulfil a core function in being the only organisations that have a mandate to not only propose policy alternatives, collect and represent public interests, but also through their groups in the legislature have the ability to actually adopt reforms.

NIMD believes political parties have long been the missing link of the international cooperation and development agenda. As a central component of any democratic structure they are vital in ensuring both the evolution of the system itself, as well as the policies and governance structures created by that system (Carothers).

In order for democracies to maintain a broad base of support they are expected to deliver, to realise the socio-economic potential of the societies they represent. NIMD firmly believes that for a democracy to be able to make a difference the centrality of political parties within the democratic system needs to be acknowledged and supported. It is through subsequent dialogue between the different parties that a democracy is truly granted the opportunity to help a country grow and its citizens prosper.

2.4 Problem analysis

Many developing countries suffer both from severe democratic deficits as well as a general lack of political structures and behaviour (culture). Common challenges need to be identified in order to design a specific intervention to counter these deficits, specifically focusing on NIMD's niche: political parties.

Democratic system level

On a system level, most often, constitutional and governance arrangements of a country are either based on the system of a colonial European power or are only marginally designed with the specific current country context taken fully into account. This often provides for tensions or mismatches with local contexts like ethnic make-up, regional or ethnic power imbalances, geopolitical importance, or culture. Although in some countries these issues are being addressed through processes of constitutional review, the adaptation of official legislation in common practice is a very long-term process.

Furthermore, the role of parties in the accountability chain is often still marginal. Although parties are recognised to be important actors in democratic reform processes and in accountability processes, public trust in parties is very weak. In many countries multi-party systems are now in place, especially after the big wave of democratisation in the 1990s, which also led to the emergence of more assertive legislatures. However, and especially in Africa, many citizens are disillusioned about the outcomes of this democratisation process, as the promised increase in development levels has only marginally materialised, and states have failed to establish strong accountability mechanisms in this regard.

The power of the state in general is often very weak due to enduring high and endemic levels of poverty, creating a very limited tax-base or at least weak tax collection systems for governments. These overall relatively weak state systems, combined with a highly informal culture (patronage networks) in most countries, often lead to high levels of overall corruption. This is clearly also affecting politics, with a limited role for the market (the state being often the biggest economic player), and with very limited policies and resource allocation for national public goods. Moreover, parties are often not included in the design or allocation of national development programmes (by international donors).

Political society level

Political culture can differ greatly and depends on many factors, but in most countries elite networks are the principle actors in politics, with a strong interdependency between the public and private sector, with the related practice of patronage. Most countries also see high levels of polarisation and open tension between parties and politicians. There is little space for open dialogue and a common acknowledgement of the shared responsibilities for society. Negotiations often take place on the basis of individual politicians' rather than public interests, and due to the mostly high informal nature of society (patronage networks, clan/ethnic-based groupings), nepotism, corruption and rent-seeking behaviour is endemic in politics.

The role and functioning of parliament differs per country, but a common trait is a very weak link between parties and the members of parliament that are elected on the ticket of these parties. Holders of public offices often perceive their parties only as political vehicles to get elected and see them as less relevant for their day-to-day work. This results in limited horizontal accountability with the oversight function of parliament being

taken on by committed individuals rather than by parliamentary groups. The role of parties in this is to ensure MPs play their role to look after the public good and actually promote the programmatic policies that a party develops in a coordinated manner. Evidence also indicates a too large prominence of individual MPs who prefer to act according to their own policy agenda. This is often reinforced by the lack of meaningful political manifestos to relate to.

Public financing of parties is only the case in a few programme countries, and with levels of trust in and performance of parties being weak, public opinion is often not in favour of introducing this. This makes the sustainability of parties in the long-run a challenge, and also actually strengthens the relation between economic and political elites as they only can afford to maintain parties and dominate the party system.

Political party level

On the level of the actual functioning of parties, most citizens do not see political parties as trustworthy organisations that represent their interest or that can hold government accountable. Many party organisations are not able to either mobilize people around common interests or provide the public with coherent and qualitative policy alternatives. Parties have little structures and systems in place to actively seek voter interests, aggregate these in meaningful manifestos and election programmes, or to present alternative policies reflecting a realistic assessment and clear party vision. Furthermore, internal party democracy is often weakly institutionalised, with little procedures for electing party officials for instance

An important gap is also the weak link parties have to grassroots groups (civil society) and other relevant actors (religious bodies, unions, universities). The media are special in this regard as there is often very little press freedom and a lot of political inference or partisanship in the news media.

Box c: Summary Problem Analysis

Parties take up an inadequate role in accountability processes; have weak organisational and policy analysis and development capacity; have weak external networks and rootedness in society; are not trusted much by the population; and operate in polarised contexts that see high levels of informality and fragmentation.

3. The Intervention Logic: Applying the Theory of Change

NIMD’s methodology is aimed at working with all political parties that are represented in national parliaments, irrespective of their ideologies, by facilitating platforms in which they can take responsibility for endogenous democratic reform processes to foster the public good.

In order to plan and organise the NIMD programme intervention, a logical framework is designed to capture the causal hierarchy in the results chain. Based on the presented problem analysis in section 2.4, and on the overall theory of change, the intervention logic is designed to define the NIMD programme and mark the specific focus areas.

3.1 Vision and objectives

The NIMD vision foresees:

Democratic societies in which the rule of law is observed and the public good fostered

Which is based on:

- free and fair electoral processes
- respect of basic civil and political rights and
- the provision of accountability mechanisms⁸

The specific objective is

A well-functioning democratic multiparty political system

NIMD, through its experience with emerging democracies the past decade has identified three mutually reinforcing outcomes that contribute to this objective and thus ultimately contribute to the stated vision:

Outcome 1: Functioning multiparty dialogue

Dialogue is chosen as the principle tool to build trust among parties and to facilitate a process of consensus building on shared concerns regarding the country’s democracy. A functioning multiparty dialogue will regularly convene, discuss issues of shared and national concern, and propose, work-out and adopt system reforms, while recognising other political parties as opponents rather than enemies.

Outcome 2: Legitimate political parties

Parties are the key actors in a functioning political system but often have a bad reputation and are not trusted by citizens to represent their interest. Internal drivers or objective of political parties can be derived from three observed modes of behaviour that, combined, distinguish them from any other organisation: vote seeking, office seeking and policy seeking. While vote seeking related to the behaviour a party displays to maximise their

⁸ Rocha Menocal. See also: Resultaten in ontwikkeling: “Bij democratisering/zeggenschap en rekenschap gaat het om het – al dan niet georganiseerd – bevorderen van de vertegenwoordiging en participatie van burgers in effectieve en rechtmatige politieke processen, het afleggen van verantwoording door het bestuur en respect voor mensenrechten”.

electoral support, office seeking relates to the behaviour to maximise control in political office. Policy seeking behaviour, however, is aimed at maximising a party's effect on public policy and relates to the aggregation and articulation of public interests. It is this latter function that the programme will address specifically as a legitimate party is rooted in society and is able to translate local concerns and interests to meaningful policy proposals, also in relation to parliament. By assisting parties in their core organisational functioning related to a party's policy seeking driver, and by facilitating relations with other democratic actors, parties become more legitimate.

Outcome 3. Fruitful interaction between political and civil society

As a democratic society will see a balanced interaction between citizens, parties, parliament, government and other democracy actors, the interrelations between parties and civil society constitute an important axis in this regard. Parties need civil society in their interest aggregation and articulation function, and civil society need parties to get their concerns and interests across. By bringing these actors together in a meaningful way, a contribution is made to a better interaction resulting in information sharing and fruitful cooperation.

3.2 Outputs and Activities

Related to outcome 1: Functioning multi party dialogue

Output 1.1 Organisational capacity of multiparty dialogue platforms strengthened

NIMD will contribute to building and strengthening the capacity of multiparty dialogue platforms, which in turn will host the interparty dialogue. Mostly these platforms are independent organisations established for this purpose, but they could also exist as hosted by another implementing partner such as an NGO. The platform needs basic secretariat capacities in the form of staff, equipment, training and expertise which NIMD will provide.

Output 1.2 Interparty dialogue on issues of shared concern facilitated

A functional platform will facilitate the interparty dialogue, in which political party representatives with adequate mandates participate. Regular meetings are held to discuss issues of concern and where (joint) positions are discussed related to democratic functioning and reform or policy proposals. This facilitation is supported by the learning and linking programme and the NIMD programme managers, providing strategic advice and exchange of lessons and practice. The actual dialogue lies at the core of the processes that generate reform proposals. NIMD and the technical secretariat play an agenda setting role in this, but ownership and results will lie with the member parties.

Related to outcome 2: Legitimate political parties

Output 2.1 Policy seeking capacity of political parties improved

In the countries where NIMD is active, both the democratic system and the political parties do not function well and parties have little legitimacy. As indicated in the Outcome definition, the NIMD programme aims specifically to improve the policy function of parties, which also contributes to the weak performance of parties on other objectives. Absence of interparty competition based on policy alternatives also leads to a lack of confidence in

political parties by the general public, as their interests do not seem to be represented by politicians and political parties. Thus parties seem to lack the capacity to *aggregate* and *articulate interests* of the electorate.

Therefore, support to political parties is given with the ultimate aim to improve the policy analysis and development capacity. Depending on the country context, this might mean that at first basic secretariat functions need strengthening. But even as support has the form of basic equipment or training, this will always be related to the policy seeking role that a party should fulfil. A party's capacity to analyse and generate policy can subsequently be strengthened by provision of analysts, training in writing and development of manifestos or party programmes, linking parties to data and knowledge networks.

Related to outcome 3: Fruitful interaction between political and civil society

Output 3.1 Engagement and interrelations between political society and civil society improved

NIMD will also seek to deepen the engagement of political and civil society as this is essential to ensure that political parties are legitimate in the eyes of the public. The relation is fruitful if parties have better systems and procedures in place to relate to relevant sections in society, and similarly when NGOs have good interaction and joint collaboration with political parties. This is also important to positively influence elements of political culture, such as public accountability. A special part of this linkage between civil and political society is the establishment of democracy schools, where civic leaders are trained in basic democracy skills.

In order to achieve these planned outputs, NIMD undertakes two *types* of activities:

1. Those aimed to establish and *strengthen the capabilities* of centres for multi party democracy, political parties, other democratic institutions (e.g. parliamentary committees, legislative bodies), and civil society in order to improve their abilities to contribute to pluralist democratic societies. This type of activities take up the largest part of the budget of the programme and include all capacity support for interparty platforms, support to political parties related to strategic planning, (leadership) training, peer learning, workshops, developing handbooks and tools and other types of technical assistance. These activities will result in outputs 1.1 and 2.1
2. Equally important are activities that aim to *influence the conditions for achieving results*: these are process and consensus building activities targeting the parties in the dialogue process, but also other actors and institutions of the political system and with civil society (e.g. networking, lobbying, mediation, democracy education, advocacy, liaison and policy dialogues with actors others than NIMD partners. These activities will contribute to achieving outputs 1.2 and 3.1.

The overall intervention logic NIMD will use for planning, monitoring, evaluation and reporting is summarised in Annex 2.

4. Operationalisation of the intervention logic: NIMD’s Niche

The intervention logic in the previous section (3) described the main vision and objectives of NIMD. This section will further outline how this logical framework is operationalised by presenting the specific intervention modalities and operating principles and practice.

Core mandate

NIMD is a democracy assistance organisation that works with political parties in emerging and developing democracies to improve mutual cooperation, primarily through facilitating an interparty dialogue, and by simultaneously working directly with political parties to strengthen their organisational and policy capacity.

The three objectives that NIMD strives for, as presented in the intervention logic, are:

1. A functioning multiparty dialogue
2. Legitimate political parties
3. Fruitful interaction between political and civil society

4.1 Promoting mutual cooperation between political parties

A functioning multiparty dialogue

Dialogue is the principle NIMD tool to build trust among parties and to facilitate a process of consensus building on shared concerns regarding the country’s democracy. A functioning interparty dialogue will regularly convene, discuss issues of shared and national concern, and propose, work-out and adopt system (legal) reforms, while recognising other political parties as opponents rather than enemies.

The need for a safe space

The key driver in the NIMD approach is the mechanism of dialogue, specifically linked to interparty cooperation. In this sense a dialogue entails a process of interaction between political parties to improve mutual cooperation. In emerging and developing democracies the space in the political arena is often dominated by conflicts and acrimonious relations, thereby only increasing mistrust and polarisation. The idea of an interparty dialogue is not to contain all conflict or differing opinions, but to create the opportunity for parties to meet and discuss issues of joint interest or concern. By organising the dialogue a bit outside of the public eye, the inclination of politicians to only focus on the differences between parties for electoral purposes is avoided.

Building trust

One of the principle aims in a dialogue process is to build trust amongst the stakeholders and decision makers. Without mutual trust a dialogue can probably not start in the first place at all, nor achieve significant results. Through its impartial reputation and by being an organisation that originates from political parties, NIMD is well placed to build this trust. Similarly, the inclusive approach where all ruling and opposition parties are invited is another trust builder, assuring that all stakeholders have a place at the table.

Dialogue as a goal and a means to further democratisation

A successful interparty dialogue improves relations between parties, promotes mutual cooperation on issues of shared interest, and creates a conducive environment for sustainable policies to be widely accepted, and thus in itself may already contribute to a democracy’s better functioning. At the same time, NIMD sees the dialogue as well as a primary means to achieve more systemic and broader changes for a country. Firstly, by using the dialogue to analyse, discuss solutions, and find common ground to improve the general state of democracy, and secondly by using the dialogue similarly for issues related to the socio-economic development of a country. The dialogue takes place conceptually and physically on a ‘platform’ that is supported by NIMD. The NIMD supports interparty dialogue platforms in its programme countries, usually by assisting parties in the set-up of independent organisations, but also by managing them if the situation limits possibilities for the former option. A platform normally consists of a board with representatives of the parties, supported by a technical team that actually manages the day-to-day implementation of a commonly agreed programme of activities, in close liaison with the NIMD programme team.

Facilitation rather than applying a model

For a dialogue to be successful, NIMD believes it should be locally owned and driven. The role of NIMD is not to be a stakeholder in the dialogue, but to be the impartial facilitator accepted by all parties. In this sense the process is driven by the local actors, but fuelled by NIMD. This also relates to the specific approach in a country. There is no set democratic model that can apply in all contexts and which can be exported; the specificities of democratic institutions and legislations can only be supported by an external actor through knowledge sharing and facilitation of learning from other contexts. NIMD therefore presents itself as a facilitator and knowledge broker rather than an organisation exporting a democratic (e.g. Dutch) model.

4.2 The functioning of political parties

Legitimate political parties

Notwithstanding the fact that facilitating interparty dialogues is the primary pillar (and objective) of the NIMD approach, providing basic capacity support for parties forms an important supplement in this regard. It is in the direct interest for a dialogue process to be successful to have respected stakeholders that are well organised and have sound capacities. The first two NIMD objectives and related approaches are thus clearly related and mutually reinforcing.

Need for robust parties

Political parties are key actors in a functioning political system but often have a bad reputation, have weak organisations, are often mainly organised around or set up by a single politician, and are (thus) not trusted by citizens to represent their interest. Nevertheless, no other organisation or institution can fulfil the unique role of a political party in society, and function as the primary interface between people and policy. Disregarding parties as key actors in the democratic process undermines long-term development and prosperity, but unfortunately all too often parties are indeed left out of development focus.

Moreover, besides the need for better functioning parties in society, parties also need an improved capacity for a dialogue to function effectively. Stakeholders around the table have to be solid and represent legitimate

interests. Both these considerations are the reason why the second part of the NIMD approach focuses on strengthening party organisations.

Party capacity building

In the countries where NIMD is active, both the democratic system and the political parties do not function well. The capacities needed by a political party organisation are multiple and wide-ranging. Also, party behaviour is dynamic and shaped (constrained) by the organisational setup of the party and the institutional features of the political system. Nevertheless, the most common internal drivers or objective of political parties can be derived from three observed modes of behaviour that, combined, distinguish parties from any other organisation: *vote seeking*, *office seeking* and *policy seeking*. While vote seeking relates to the behaviour a party displays to maximise their electoral support, office seeking relates to the behaviour to maximise control in political office. Policy seeking behaviour, however, is aimed at maximising a party's effect on public policy and relates to the key function of *aggregation and articulation of public interests*.

The NIMD approach chosen to strengthen capacity of parties is twofold: strengthening processes needed by a party to analyse, develop, and promote policies relevant for its support base, and secondly on skills, capacity and knowledge needed in a dialogue process. In order to identify these specific capacity needs of party, a dedicated analysis (SWOT/strategic planning) is the starting point to identify specific assistance requested by a party.

Policy is key

The quality of policies and policy alternatives of political parties in the NIMD programme countries is usually weak, which in turn contributes to the weak performance of parties on other functions and objectives. Without sound policies and principles, trust by the electorate is not easily bestowed on parties. Absence of policy alternatives, and an interparty competition based on policy, results in a lack of confidence in political parties where the public does not see their interests represented. The capacity to aggregate and articulate the interests of their electorate and present them in the form of policies (also in relation to their representatives in parliament) is recognised by NIMD to be key.

Capacity for dialogue

Besides the clear need for parties to be able to translate local interests to meaningful policy proposals, the sheer capacity to participate in a dialogue process with other parties and democracy actors is also essential in the NIMD programmes. By capacitating parties and key individuals in skills related to negotiation, discussion, internal cohesion and strategic planning, the stakeholders around the interparty dialogue table are better equipped to come up with sustainable solutions and shared agreements. This part of the second objective is less prominent, and often implicit in the overall process of facilitating an interparty dialogue: over time participants are better able to benefit individually and collectively from the process.

4.3 Relations between political and civil society

Fruitful relations between political and civil society

Political parties can only exist if they have the support of voters. In less well functioning democracies, NIMD often observes a flaw in the representation function of political parties that can even cause loss of confidence in democracy. NIMD's activities under the third objective contribute to improving the link between civil and political society by facilitating dialogue to enhance understanding of each role in the deepening of democracy.

Civil society vs. political society

Political parties are the agents between people and policy, organising themselves around common interests and values. By organising these interests and representing them in political circles, parties serve as link between bottom-up and top-down processes, as indicated above in the function of *interest aggregation and articulation*. Although the term civil society is generic, it usually refers to private initiatives or citizens' groups organised around a common interest or theme. The difference with parties is they do not have a mandate to represent these interests in government or the legislature. This is also the reason why civil society cannot replace parties; they lack the legitimacy to be part of the policy design and implementation processes.

As civil society is usually issue based, with a lot of focus and knowledge on the specific issue or theme, they want to promote their cause to decision makers. Rather than seeing parties as a problem, they need to recognise the opportunity in collaborating with parties for a common goal. Conversely, parties could benefit from the information and network or support base that exists in civil society organisations.

A legitimate party is rooted in society

As a democratic society will see a balanced interaction between citizens, parties, parliament, government and other democracy actors, the interrelations between parties and civil society constitute an important axis in this regard. Parties need civil society in their interest aggregation and articulation function, and civil society need parties to get their concerns and interests across. By bringing these actors together in a meaningful way, a contribution is made to a better interaction resulting in information sharing and fruitful cooperation.

By combining the assistance to parties in their core organisational functioning related to parties' policy capacity (second objective), together with a facilitation of interaction with other democratic actors and specifically civil society and citizens (third objective), parties become more trusted and thus ultimately more legitimate. This process contributes to the dialogue process (first objective) where parties can jointly contribute to a better functioning democracy and a better use and fostering of the public good.

4.4 Cross-cutting themes

- Gender
- Security
- Link development and democracy

The cross-cutting themes will be further developed under the three main objectives. This will need some more policy discussion in the coming month.

4.5 Principles

The NIMD approach is based on several core principles that guide the overall programme intervention and which mostly have already transpired in the description of the approach. Nevertheless it is good to emphasise them here as the guiding principles of the NIMD programme, as it defines our niche approach:

- **Inclusivity** – working with all ruling and opposition parties in the dialogue process, but also related to the focus on including all groups in society that have a stake in the public good with an emphasis on women, youth and minorities.
- **Local ownership** – Ownership is one of NIMD’s key principles, for which it is also widely recognised by both external stakeholders and partners⁹. Putting its partners truly in the ‘driving seat’ is seen as NIMD’s main added value in the field of democracy assistance. After all, even though some democratic principles are beyond discussion, democracy cannot be exported but should take root in the local context. Real local ownership of democracy-assistance programmes is the pre-eminent means to warrant the success of such programmes
- **Context specific tailor-made programmes** – although the overall objectives and outcomes are overarching for the NIMD programme, the specific content and ingredients on country level are determined by the specific local context.
- **Partnership approach** – as a relatively modest player, NIMD aims to enlarge its impact through strategic partnerships and tailored joining up with other actors and organisations in the field. Similarly, the field network of NIMD, consisting of implementers (both set up by NIMD as independent or existing organisations) is also part of the partnership approach: NIMD does not see them as implementing agents but as partners.

NIMD will join forces with partner organisations which share its values and objectives, capitalising on their mutual synergies and thereby ensuring a higher impact of the programme. A ‘network approach’ is envisaged involving three main partners, each with its specific competence and expertise: NIMD with its expertise and mandate on interparty dialogue; IDEA with its in-house comparative knowledge of linking theory to practice; and, AWEPA with its specific competence in working with parliaments in Africa. Cooperation in the preparation and implementation of both coordinated and joint activities will favour complementarities, avoid duplications and strengthen outcomes. Synergies with other organisations will also be sought with other organisations at Headquarters level and within partner countries to consolidate this network approach. In addition, each organisation enjoys a specific and consolidated network of committed institutions and individuals in-country which can also be relied upon to mitigate political risks.

- **Peer learning and regional exchange** - The last years demonstrated that best practices shared by politicians with other (foreign) politicians – peer exchanges - are an excellent way to stimulate debate on democratic reforms, show new insights in ongoing national discussions and reinforce institutions and networks in charge of tackling regional issues such as conflict or agriculture. By bringing politicians that can discuss issues with international counterparts from first hand, a real sharing of lessons is facilitated that has very high credibility with the receiving partner.
- **Long-term engagement** – NIMD commits itself to democratisation and capacity building of parties, thereby recognising the fact this can only realistically herald long lasting changes when the intervention are there for the long-term.

⁹ See ODI, 2009: UK support for Political Parties: A stocktake and the IOB report on Evaluation of Dutch support to Capacity Development The case of the Netherlands Institute for Multiparty Democracy (NIMD), 2010.

4.6 Intervention Modalities

NIMD programmes are implemented through local partners in the country. NIMD selects partner organisations on the basis of the following criteria:

- It should be neutral in a party-political sense, and able to work with political parties on an impartial and inclusive basis. Board and directors cannot have a prominent role in party politics.
- It has a proven capacity to spend funds it is entrusted with in a responsible way. That capacity can be proven with auditor's statements and thorough financial and narrative annual reports.
- It should present a well-written and supported programme proposal and answers requests for explanation fully and timely.

Not in all every country where NIMD works, however, there are local partners (NGOs) available who are politically neutral, and able to work with political parties on an impartial and inclusive basis. Therefore in some countries NIMD has facilitated the establishment of Centres for Multiparty Dialogue (CMDs) or Country offices, to act as a local partner for the implementation of NIMD programmes. CMDs are governed and owned by local political parties, whilst Country Offices are managed by a coordinator who is directly contracted by NIMD.

In the case of CMDs and Country Offices, the partners are not selected or assessed before the start of a programme, but created and facilitated in the context of the NIMD programme. Developing institutional capacity is in those cases an important component of the NIMD programme, focusing on several areas, such as the capacity development of local staff, internal management and control structures, and financial and administrative processes and systems. The areas of capacity building for NIMD partners entail:

1. General programme management: procedures and tools to facilitate programme management
2. Financial programme management: procedures and tools to facilitate financial management
3. Assistance in set-up of financial planning, accounting and (financial) reporting systems capable to respond to internal and external (donor) requirements
4. International organisation and human resource management
5. External control: financial statements, management letter and the role of the auditor
6. Internal control: governance, accountability and checks-balances

Capacity building will efforts will take the form of workshops, tailor made trainings, on the job training, provision of tools and procedures, 'smart' recruitment of staff, dedicated NIMD missions, etc.

4.7 Challenges

One of the major challenges NIMD faces in implementing its unique approach is the institutionalisation of the different inter-party dialogue platforms. The principle of ownership often clashes with the locally existing polarised relations and predatory practices. Balancing the attention between the institutionalisation processes of these fora whilst ensuring a credible political reform agenda at the same time has proven to be demanding. With the institutionalisation of the interparty dialogues progressing and the partner institutions maturing, it is expected that the balance will gradually shift more towards brokering the political reform agendas and linking these agendas to national development processes.

Engaging international development partners for support to political parties and national reform agendas has proven to be another key challenge. The institutional interests, established networks of partners and assistance

delivery often based on external expertise rather than local capacities, is only slowly adapting to other opportunities and new initiatives focusing on political society in the countries in which NIMD has established programmes.

5. Partnerships and positioning

The effectiveness and sustainability of NIMD's efforts depends to a large extent on strategic alliances with local, national and international partners. In the period ahead and taking further account of the Accra harmonisation and complementarity agenda, NIMD will invest in engaging in strategic partnerships, both locally and internationally, to ensure its programmatic and financial sustainability, based on the questions: what we can do together with others, what we can learn from others, and what we can share with others.

5.1. Strategic Partnerships

In 2011 NIMD entered into a novel and innovative strategic partnership with International IDEA that should contribute to the organisational through joint programme planning and development, and joint fundraising. IDEA and NIMD recognise each others added value and complementarity and in a gradual process will seek a high level of integration of programmes, while maintaining their respective organisational autonomy.

In the same year NIMD has also entered into a programmatic cooperation with the Association of European Parliamentarians with Africa (AWEPA), with the aim of strengthening each organisation's programmes and intervention strategies. Also opportunities for joint fundraising will be explored. The cooperation with AWEPA will naturally limit itself to programmes on the African continent.

In Europe NIMD wants to strengthen its position and visibility, especially with an eye on accessing new sources of funding for its work such as the soon to be established European Endowment for Democracy (EED). An important way of accessing this policy arena will be through strengthening its cooperation with the European Partnership for Democracy (EPD), of which NIMD is a founding partner. EPD is a network organisation that aims to contribute to the advancement and strengthening of democracy outside of the European Union (EU). Concrete cooperation will primarily be sought in the Middle East and North Africa (MENA) region and countries included in the European Neighbourhood Policy.

NIMD further has several more thematic partnerships. The initiative for Leadership and Democracy in Africa (ILEDIA) with IDASA and Africa Forum is aimed at creating an African initiative for civic and political leadership training (democracy education). After the first formative years of this initiative, the partnership is currently being reviewed. NIMD aims to continue to build on the experiences of developing democracy education programmes in Africa in the coming years. With RNTC NIMD has good experiences working together on media and politics programmes in Latin America, and is exploring the possibilities to expand these programmes to Africa and later Asia. The form that a wider partnership with RNTC will take is at this moment still uncertain.

5.2 NIMD's funding base (donors)

Since its foundation NIMD has consistently secured the majority of its funding from the Dutch Ministry of Foreign Affairs. This ensures a medium to long term commitment to most programmes, and safeguards NIMD's Dutch identity. Diversification of NIMD's funding base, especially internationally has become a higher priority for NIMD as the Dutch Ministry of Foreign Affairs want NIMD to become less dependent from Dutch government funding. NIMD also wants to maintain certain programmes and explore new opportunities that fall outside of the priorities that the Dutch government has set for democracy assistance.

In the period 2012-2015 NIMD will invest in strategic partnerships with like-minded organisations, such as IDEA and the Association of European Parliamentarians with Africa (AWEPA), to carry out joint fundraising and further expand its network. NIMD also aims to broaden its donor base by investing in the contracting of an institutional fundraiser, whose primary task will be to assist both NIMD at an institutional level and NIMD's local partners at the country level in identifying opportunities for funding, and to assist with institutional and programmatic fundraising. In the future, in order to contribute to the financial sustainability of the organisation and of its programmes, NIMD will increase its focus on resource mobilisation and funding diversification. NIMD aims, by the end of 2015, to source 25 % of its overall income from donors other than the Dutch Ministry of Foreign Affairs.

Current and potential new donors that NIMD has identified for its programmes are the following: The Netherlands (NL MFA), EU (EC DEVCO, EED), UK (DFID&FCO), Canada (CIDA), Denmark (DANIDA), Sweden (SIDA), United Nations (UNDP and PBC) and co-funding of its programmes by like-minded organisations.

It is expected that NIMD's new governance structure will open up more possibilities for new sources of funding as it will be easier to convince donors to fund an unpartisan and a-political organisation and allows for the broadening NIMD's international network.

5.3 Relation to democracy and political party assistance organisations

NIMD is part of a growing international network of democracy assistance organisations. These come together in networks like the World Movement for Democracy and the Community of Democracies. Through and within these platforms NIMD wants to advocate the importance of this field of work and especially political party assistance. NIMD further maintains active relationships with the other leading democracy assistance organisations such as the US-based National Democratic Institute, the International Republican Institute, the German political party foundations (such as for example the Friedrich Ebert Stiftung and the Konrad Adenauer Stiftung) and the Swedish political party foundations. NIMD further also maintains a good working relationship with regional organisations like the Electoral Institute for the Sustainability of Democracy in Africa (EISA) and with academic institutions such as the Africa Study Centre in the Netherlands, and universities in many of the programme countries of NIMD.

An exciting development is the coming into being of several multiparty institutes in Europe, like DEMO Finland and the Danish Institute for Parties and Democracy (DIPD). Partnering with these institutions will help to create more impact for the multiparty approach to political party assistance.

5.4 Relations to Dutch political parties & public

NIMD is an organisation founded by seven Dutch political parties represented in Parliament. Initially these parties were represented in the board, embodying the concept 'from parties, for parties'. This relationship with the parties will change from 2012 onward, when NIMD's new constitution comes into effect. The political parties will no longer be responsible for the management and running of the organisation, nor for its policy choices. However NIMD remains an organisation for political parties and will continue to maintain a working relation with political parties represented in Dutch Parliament.

NIMD strongly believes that challenges that politicians, political parties and democracies face worldwide are context specific but also have certain similarities. Engagement with peers from other parties, and between parties from different countries allow access to important experiences and valuable lessons.

Involvement of Dutch political parties in NIMD's programme is essential to maintain a credible organisational identity as an organisation that sees itself as a partner for political parties in developing countries worldwide. Further, the practical experience of Dutch politicians and party officials is valuable to parties in NIMD programme countries. Senior politicians can also help to open doors and assist NIMD in achieving highly political objectives. Finally, NIMD believes that Dutch parties and politicians also have experiences to gain and learn from involvement in NIMD programmes. It allows for a more thorough understanding of challenges and political processes in developing democracies and how NIMD tries to support these processes.

By investing in specific public events such as the International Day of Democracy and the Africa Day NIMD will be able to expose its work to a wider audience in the Netherlands. Further information provision to the wider public will be limited to the English website, a regular online newsletter and occasional ad hoc public events (see section 10 on Communication).

6. NIMD Programmes

6.1 Country Programmes

NIMD currently supports over 150 political parties and democratic movements in 16 countries (Bolivia, Burundi, Colombia, Ecuador, Georgia, Ghana, Guatemala, Indonesia, Kenya, Malawi, Mali, Mozambique, Tanzania, Uganda, Zambia, Zimbabwe). On the basis of requests from political parties in programme countries NIMD engages directly with these parties in order to strengthen their organisations and to bring parties around the table to support local democratisation agendas. NIMD's programmes are thus demand led, tailor made and country specific. Specific regional and country context analyses, together with the experience of NIMD over the last ten years, lie at the core of our programme and guide the specific country programme design, taking into account NIMD's three main programme objectives:

- 1) Strengthening the political system
- 2) Enhancing capacity of political parties
- 3) Improving relations between political and civil society

Decisions about entering a new programme country and ending a programme require explicit approval of the NIMD Board of Directors. The decisions about entry and exit are taken through a number of deliberate steps, outlined in NIMD's exit and entry strategy policy (see Annex 3). During the period 2012- 2015 NIMD foresees to phase out its programme in Zambia, and explore the possibilities for new programmes in Benin, Tunisia, Egypt and South Sudan. A majority of the programmes is funded through funding by the Dutch Ministry of Foreign Affairs (see box below).

Country programmes funded by the Dutch MFA	Partially funded
<ul style="list-style-type: none"> – Benin* – Burundi – Egypt* – Ghana – Central America (regional, incl. Guatemala) – Indonesia – Kenya – Mali – Mozambique – South Sudan* – Tunisia* – Uganda 	<ul style="list-style-type: none"> – Bolivia – Colombia – Ecuador – Malawi – Zimbabwe <p>Seeking funding:</p> <ul style="list-style-type: none"> – Georgia – Tanzania
* = new programme	

For a content outline of all NIMD country programmes see Annex 1.

6.2 Linking and Learning Programme

In addition to the country programmes, NIMD supports cooperation among political parties, NIMD partners and staff through an overarching Linking and Learning programme. The Linking and Learning programme provides NIMD and its partners with the possibilities to regularly and jointly interact with each other, and with other relevant stakeholders in the field of democracy assistance, to share views, knowledge and experiences, to jointly review and reflect on the various democratic reforms challenges being faced, and to discuss and adapt programme interventions and strategies. The ultimate goal of the linking and learning programme is to ensure that NIMD and its partners remain *innovative* in their programme conceptualisation, *effective* in the implementation process and *efficient* in utilisation of resources while at the same time ensuring *sustainability* of the interventions. It is also within the same conceptual framework of linking and learning that NIMD will continue to engage with other likeminded organisations working in the field of democracy promotion in general and party strengthening in particular.

The linking and learning programme is specifically aimed at:

- 1) Involving partners in NIMD strategies
- 2) Strengthening the country programmes through the sharing of knowledge and best practices
- 3) Strengthening strategic cooperation with likeminded organisations

For an outline of the NIMD Linking and Learning Programme see Annex 1.

7. Strategic Planning, Monitoring and Evaluation (PM&E)

NIMD repositioned itself in the area of PME and will in the coming four years implement an innovative quality oriented agenda. This implies significant investments in the quality of the evidence and measurement tools we work with. The PME developments over the next four years are aimed at the following results

- 1) Through incremental process improvement, NIMD Programme Managers are able to plan more effectively for results in complex and instable situations
- 2) NIMD management is able to take well informed, evidence based decision to guide strategic programme realignment and development and comply with both upwards and downwards accountability requirements
- 3) NIMD has a strong evidence base for the interventions and approaches it applies and is a leader in the field of political party assistance concerning evidence generation

7.1 Strategic Planning

NIMD has a strong track record concerning planning with partners in the field. Globally NIMD is referred to as a leader in this area and we seek to maintain and strengthen this position. Therefore further investments will be made in the development of the planning cycle we apply. While significant changes and investments are foreseen, NIMD is clearly committed to an agenda of evolution – not revolution - in the field of PME.

While reconfirming our commitment to the Results Based Management approach to Planning, NIMD wants to emphasise the underlying principles of incrementalism and inclusiveness. Incremental improvements will be implemented after every Round Table Review at NIMD Headquarters. These reviews will be the entry point for more strategic reflection between programme managers and offer the opportunity for programmatic repositioning. One of the methods NIMD will pilot is ‘interfacing’. The organisation will strengthen the review component in linking the analysis derived from interfacing with partners (during monitoring visits) with the planning cycle, and allowing this analysis to be the basis for better decision making.

Because NIMD plans with and through partners, the feedback loop for the testing and development of all new tools will extend into the countries we work in. NIMD has partners who are well positioned to show the early pitfalls of new PME approaches. Several partners have in the past year strived beyond the Headquarters pace and developed advance thinking around PME in their own context. NIMD aims to build on this knowledge and incorporate lessons and approaches during this inclusive process, by establishing a stronger networking function and facilitating more exchange between the PME officers of partners.

A major pillar of change will be the increasing empowerment of Programme Managers to be even better facilitators of planning. Planning is a central and essential part of the work NIMD Programme Managers do and therefore they are the centre of gravity of planning activity in the organisation. A distinction will be made between the continuous and ongoing planning which Programme Managers undertake as part of their management responsibility, and the strategic planning component guarded by the Coordinator Planning, Monitoring and Evaluation. The Coordinator PME will ensure that the Programme Managers have the tools needed to plan effectively in the field and support the programmes at key intervals with technical guidance and overall backstopping.

The second pillar of change under this outcome area will be the implementation of a rolling wave planning approach. NIMD has been searching for a planning modality that fits the circumstances we work in. A key

challenge are the complex, dynamic and to a large extent unpredictable circumstances that we are working in, which make it difficult to look far into the future, and to get adequate information to base the planning on. NIMD will therefore use a rolling planning cycle, which allows Programme Managers to plan on a continuous basis, and to be more flexible to react on changes in the political situation, or the opening up of opportunities. This will enable NIMD to be more strategic in the repositioning of a programme, as it makes it easier to respond to changes in the environment, and to redirect the project base under the outcomes.

7.2 Monitoring and Measurement

Like other organisations in the field of democracy support NIMD has fought an uphill battle to establish clear criteria for success and to make the impact of interventions visible. NIMD seeks to consolidate the insights obtained over the years in the operationalisation of a more sophisticated yet practical monitoring and measurement methodology.

In the daily practice of managing towards results NIMD will focus on the closest level related to the projects we implement. The level of analysis for the annual and multi annual planning and monitoring has been brought down to the more immediate circle of influence and impact of NIMD activity, in order to be able to better capture the contribution our programmes are making in the immediate and mid range time period.

NIMD activities are aimed at the very core of democratic politics. It is therefore crucial to monitor political trends at the level of systemic change in a particular country, whilst at the same time looking at the immediate impact activities have at the level of leaders, citizens, and organisations. Indicators and measurement tools will be further developed to monitor those developments.

Fortunately NIMD does not stand alone in the development of an adequate PME framework to monitor the achievements of political party assistance providers. NIMD has invested considerable time and energy in involving the international network in our PME efforts. During the 2010 and 2011 'Wilton Park' conference on Political Party Assistance, NIMD met with its strategic partners (including donors, think-tank representatives and other network members) to discuss the latest innovations and issues emerging from political systems research. NIMD was also asked to pilot ground-work on discussing and further investing in developing a comprehensive PME framework for the sector. NIMD is firmly committed to be the avant-garde on this front and seeks new partnerships in academia and amongst fellow political party assistance practitioners to fulfil its responsibilities in the area of increase accountability and measurability.

7.3 Evaluation and Evidence base

So far, NIMD's evaluation policy was geared towards two programme evaluations per year. For the years to come NIMD aims to scale up the level and quality of evaluations to ensure a structural build up of the evidence base. Evaluations will have a stronger knowledge development component by moving the centre of focus away from programme evaluation towards more thematic and intensive impact evaluations. By adopting a knowledge led evaluation policy, NIMD will be better equipped to redirect programme policies and strategies, in order to reach a maximum impact.

8. NIMD's organisation

8.1 Organisational structure 2012-2015

In 2011, NIMD has undergone a significant reorganisation to address managerial and leadership issues and to meet new demands from the Dutch Ministry of Foreign Affairs. This has resulted in a slimmed organisation that is equipped with professional and leadership skills that will be in a position to meet the challenge to further deepen and sustain the merging but still fragile programmatic impact in NIMD partner countries obtained during the first ten years of existence.

Given the increased demands for results based reporting and ensuring effective accountability in the use of public funding, NIMD will continue to enhance the efficiency of its programmes and the way in which they are managed. As part of the continuous professionalization of the internal organisation, administrative procedures have been elaborated substantially during the past years. New policies against misuse of funds, fraud and corruption are in place, including a sanction policy for partners who fail to account for funds received. All financial and administrative systems operated by NIMD are documented on the basis of the requirements set out by the Ministry for the MFS II process.

8.2 Internal organisation and staff

Since the conclusion of the institutional reorganisation process, and the official start of the new organisation in March 2011, the Dutch political parties are no longer represented at staff level within the organisation and the management structure has been slimmed down. The organisation is now headed by one executive director and the regional teams have been merged into one programme team, headed by a director of programmes. The executive director is responsible for the day to day management and the strategic development of the organisation, whilst the director programmes ensures that NIMD's strategic priorities and objectives are reached through the programmes.

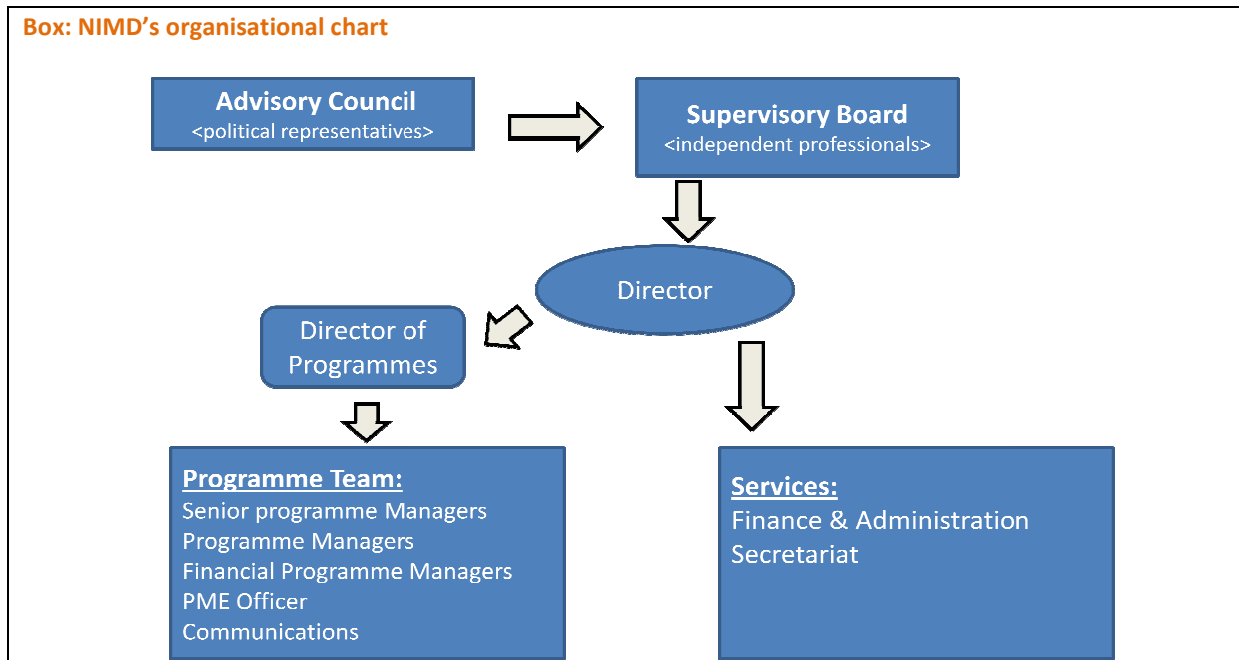
From 1 January 2012 the highest level of responsibility in NIMD is vested in the Supervisory Board. The roles and responsibilities of this board are laid down in the NIMD's constitution. The constitution has been profoundly rewritten in 2011 on the basis of both internal considerations and external inputs.

The Supervisory Board will be mainly responsible for the general supervision of the management of the organisation and the work of the executive director. The NIMD's Advisory Council will provide advice to both the executive director and the Supervisory Board on policy matters, and will include representatives of the various political parties in the Netherlands.

Currently, NIMD has a small but dedicated team of 21 staff in The Hague. Furthermore NIMD works with a limited number of directly contracted local staff overseas. In the period 2012-2015 NIMD will continue to invest in the professionalism of its staff, especially in the areas of political analysis, development processes, institutional development and the facilitation of political dialogues.

In order to optimise the functioning of its staff NIMD will make an inventory of available expertise and skills of its staff and prepare, based on the outcomes of that assessment, an internal learning trajectory including on-the-job training and mentoring by senior colleagues.

Box: NIMD's organisational chart



8.3 Administrative organisation

The management of the NIMD programmes, the internal decision-making processes and the filing of records is organised in SharePoint. This is an online file management system that all staff can access wherever they are and where predetermined workflows ensure that all decisions can be traced back, and that sufficient checks and balances apply. Every country programme has its own web page in SharePoint where relevant developments in the programme are recorded and documented. In the coming years, NIMD will further improve administrative processes, by simplifying certain decision-making procedures and linking the programme management system to the financial administration.

NIMD uses the INK-model to ensure the quality of its processes and procedures. Over the years several improvements in planning and monitoring instruments, programme management instruments and organisation structures were implemented. In 2012 a start will be made with the introduction of a new internal quality management system in order to have a formal internal system on quality management certified before the end of 2013.

In addition to NIMD's internal management, there is also an active external management of programme funds that involves the following activities:

- Internal control on monthly, quarterly and annual financial reports of NIMD partners by the (financial) programme managers, on adherence to the requirements as specified in contractual agreements
- No new fund transfers without sufficient substantive and approved financial reports
- Annual external accountants' review (audits) of the financial reports of the partners

- Active monitoring and support of ‘weaker’ partners by local accountants
- Periodic consultation with external accountants (e.g. during NIMD missions)
- Internal reporting of possible signals of funds abuse, fraud or corruption and adhering to NIMDs sanction and fraud policy in case of non-compliance with contractual agreements or suspicions of fraud

External accountants audit NIMD’s financial administration yearly. The annual account is accompanied by an accountant’s statement and a management letter for NIMD’s Supervisory Council containing recommendations regarding NIMD’s administration and finances. The annual account and the management letter are discussed in a Supervisory Council meeting each year before being presented to the back donors.

9. NIMD's communication policy

In a short time, NIMD has secured a position on the international market of (supporting) democracy assistance. The unique character of NIMD as an initiative of (almost) all of the political parties in the Netherlands to support multiparty democracy in developing countries and the specific methods of working developed by NIMD in the past four years have set an example in Europe and have led to the increasing demand for NIMD's knowledge, expertise and experience.

The communication policy in the coming years will be based on NIMD's main objectives and the specific character of NIMD as an organisation of political parties working together. The communication policy will mainly focus on:

- 1) Informing the Dutch political parties, on the work NIMD does. This is especially crucial in the light of the changed organisational structure, where political parties are no longer directly involved in the work of NIMD, but remain highly relevant to the programmes we run.
- 2) Seeking collaboration with Dutch, European and international organisations active in the area of international cooperation, as well as academic institutions with the aim of establishing opportunities to exchange knowledge and to work together.
- 3) Informing the general public about NIMD's work through news items on the NIMD website, online newsletters, engaging in public debates, organising public events and participation in relevant fora.

Cooperating with our strategic partners in the production of knowledge products to ensure the broad sharing of NIMD's unique experiences in the field. Due to the restructuring in the beginning 2011, NIMD's Knowledge and Communication production has decreased. In order to further build on the bases that was laid, some main focuses needed to be determined. In determining these, the new constitution of the organisation, the strategic partnerships and the increased need for a sound knowledge sharing process as described in the Linking and Learning programme were the main factors.

Networking and cooperation

The role of the Dutch Political Parties within the NIMD will change as per 2012 from a directing & supervising role to an advisory role. Nevertheless, the Dutch parties in their capacity of being a network of relevant stakeholders will continue to play a role in advising NIMD on strategic level, providing a pool of experts and linking to wider political networks. NIMD, on the other hand, may also prove to be an inroad to a wider international network for the Dutch parties and programmatic cooperation between NIMD and the parties in specific countries may be advantageous for both. Part of this networking capacity will lie with the Programme Managers and the Executive Director but an important role in the communication policy is to actively inform the parties on NIMD developments and activities. In order to keep their active involvement, key players will be invited to play a role in NIMD's activities, such as the public events.

Other networks that will be invested in over the coming four years are the relevant media, educational institutions, likeminded organisations in the Netherlands and abroad and our local and strategic partners.

Especially with our strategic partner International IDEA, NIMD cooperates actively on the field of publications, training and developing toolkits and handbooks for our local partners.

Target Groups

NIMD's communication policy focuses on the Dutch political parties, the general public and the relevant media. The knowledge policy, however, will focus mainly on information sharing between our likeminded, educational, local and strategic partners. NIMD sees these networks as a possibility to broaden the level of impact of our praxis based knowledge products and to seek input on several levels.

Means

The Communication Officer uses different means in order to reach the intended public:

- The **website** is a natural medium to inform the general public on the institutional and programmatic developments.
- A new technological infrastructure is being created to establish a well functioning online **newsletter**. Over the recent years a large database of recipients was formed which we will now actively reuse and further expand.
- The relevant **media** are approached to further distribute NIMD's information. Cooperation with niche periodicals is sought to create other platforms for presenting NIMD's programmes and developments.
- The knowledge policy mainly focuses on developing praxis oriented **publications** in cooperation with our local and strategic partners
- **Public events** are a way of meeting the public and presenting the organisation and its unique work. Annual recurring events are the International Day of Democracy and the Africa Day.
- **Seminars** are used to create platforms for expert meetings, built around a current theme.
- **Information visits** by educational groups are regularly organised to inform future experts on NIMD's work.

Despite the capacity reduction of the Communication and Knowledge department, more efficient Linking and Learning should be possible thanks to our new partners and the embedding of knowledge sharing and networking through the new Linking and Learning programme.

10. Financial, institutional and programmatic sustainability of organisation

Further strengthening NIMDs financial, institutional and programmatic sustainability will be one of the main targets for the 2012-2015 period. The reasons for the organisation to invest in the coming years in strengthening its funding base are:

1. The last years have proven that the foundations of the organisation are too weak if it largely depends on only one funder. To ensure long-term sustainability a more diverse funding portfolio needs to be built;
2. The funding that will be received by the Netherlands Ministry of Foreign Affairs over the coming four years will be lower than in the last 5 years, while the ambitions of the organisation have increased;
3. NIMD and its partners have created a large network of funding partners based on a strong programmatic portfolio, while at the same time NIMD stepped into long-term partnerships with IDEA and Awepa with the expectation to invest in joint fundraising. The basis for intensified fundraising has thus been made.

As a first step to put start putting things into practice the NIMD Board will present a more detailed fundraising strategy that will focus on the organisation's sustainability until and beyond 2015. In the multi-annual budget commitments have already been made to increase NIMD's non-MoFA funding by building upon both existing contacts with multi- and bilateral funders and by investing in development of new funding arrangements with new funders, including a possible European Endowment for Democracy.

Institutional sustainability will be strengthened in various ways; first and foremost by further strengthening its international network. Apart from financial reasons, this network also needs to be strengthened to ensure NIMDs programmes are supported by other relevant organisations, making them co-responsible for (part of) the risks and results. To this end also the network that NIMD and its partners have formed will be further strengthened and institutionalised, making NIMD a true global network organisation which, jointly with its partners, sets a strategy for the future strengthening of pluriform democracies. At the same time NIMD will further invest in its relation with Dutch Political Parties by tying closer to the NIMD programme, using their expertise, their network and their advisory skills. Last but not least NIMD's institutional sustainability has been strengthened through the reorganisation in 2011, which made the organisation leaner and meaner by streamlining the programme team and putting more focus on programme management. Throughout the new multiannual programme the internal organisation will be further strengthened, through investing in the personal growth of the staff and in maintaining internal cohesion.

With regard to the programmatic sustainability of the organisation NIMD will in the coming years continue to invest in programmatic renovation. By doing so it will further consolidate its position as being an organisation that has innovated the field of Political Party Assistance. This will not only require a continuous debate over its niche and the methodologies it has carefully shaped over the last years, but also a continuous drive to challenge itself regarding the programmatic choices being made. The new agenda towards improved planning, monitoring and evaluation will be crucial in this regard, as well as the further streamlining of internal regulations and policies.

Annex 1 Country Programmes Summary/Outlook

<p>Country: Mali In country since: 2003 – as CMDID since 2008</p>	<p>Intervention modality: Centre Malien pour le Dialogue Interpartis et la Démocratie, CMDID, a NIMD Centre for Multiparty Democracy (CMD).</p>
<p>Institutional partners:</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €450.000,-2013: €450.000,- 2014: € 500.000,- 2015: €500.000,-</p> <p>(Potential) additional funding: Additional project funding by several donors, currently the European Commission UN Women, Netherlands Embassy and Norwegian Church Aid. For 2012 these amount to a total of around €150.000,-.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>The 10 member board regularly meets to discuss progress and priorities around common issues. The main reference point has been the democratic reform process as initiated by the president, and the subsequent process to update the constitution and related legislation. The political parties’ joint view is regularly put forward in communiqués obtained through dialogue workshops and consultations.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>Bilateral support for the largest parties and the remaining parliamentary groups is given with the aim to improve basic secretariat functions of parties, to train party cadres and improve policy orientation of manifestos.</p>
<p>c. Relation civil society and political parties:</p>	<p>The signed agreement between the political parties and civil society as agreed in 2010 forms the basis for increased cooperation and linkage. CSAs are invited regularly to PP events to increase awareness of issues and improved rootedness of parties in society. Special attention is given to women and youth advocacy groups.</p>
<p>Additional pillar:</p>	<p>Inclusivity: the CMDID programme has a large component on improving participation and representation of underrepresented groups, and especially youths and women. These activities are mainly funded by external donors, but these are also linked to the core CMDID programme where it takes shape in affirmative action and requirements of participation of parties in dialogue processes.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>The upcoming democratic reforms and related constitutional referendum, in addition to the presidential elections in 2012 with a guaranteed new president, make next year essential for the direction of the programme The reforms (and updated constitution) will provide the new framework for Mali’s democratic consolidation. In principle however, the core of the programme is formed by the regular interparty dialogue session in the CMDID board, on which basis the activities and outputs are planned. Increasingly this platform is seen as the preeminent body to discuss all matters related to parties, and this also means increased cooperation with the parliament (and its committees and members) will form a larger part of the approach.</p>	

Country: Kenya In country since: 2003	Intervention modality: Centre for Multiparty Democracy – Kenya, a NIMD Centre for Multiparty Democracy (CMD).
Institutional partners:	Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €500.000,- 2013: €500.000,- 2014: € 500.000,- 2015: €500.000,- Other donors contributing project funding with modest administrative cost contributions. The key contributors are CIDA, Ford Foundation, Heinrich Boell Foundation, and recently the international foundation of Venstre, Danish Liberal party with DIPD funds.
Main activities per pillar:	
a. Multiparty dialogue:	Joint workshops and discussions on current political developments in relation to (the position of) parties. The recent new Constitution and related updates and new legislation are the key focus for the parties to commonly cooperate.
b. Political party (programmatic and policy) capacity strengthening:	Direct party support is not allowed under the PP Act, so all capacity building activities for party organisations is organised and offered jointly for all member parties (27).
c. Relation civil society and political parties:	There is close cooperation with civil society groups on thematic issues like the campaign for the new constitution and the related on women rights' issues (gender balance in elected offices).
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
The planned general elections (2012) will be the first big test for the new constitution. Will all provisions be met in practice? For instance the required of no more than 2/3 of one gender in parliament, and how does the new governance system (governors, decentralised) function? The programme will continue the coming period in its assistance for parties to comply with the constitutional and new PP Act requirements. In addition, the upcoming vote contest will likely be heated between several eager potential presidents - especially in relation to the ICC process for two candidates likely to start in full in 2012, and each willing to rouse ethnic based rivalry for personal gain. Therefore an important component of the programme is focused on dialogue and decrease of tension to avoid the electoral violence as occurred in 2007/08. An important theme remains the representation of women in elected and party positions, just as advocating for a level playing field for parties to operate in the operationalisation of the new political parties act. However, the direction of the programme will depend a lot on the key 2012 year with the elections and first year of all related legislations in place.	

Country: Ghana In country since: 2002	Intervention modality: Local partner IEA (Institute of Economic Affairs), an independent ngo.
Institutional partners: European Union, UN Democracy Fund	Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- (Potential) additional funding:
Main activities per pillar:	
a. Multiparty dialogue:	The multi-party dialogue has been and will remain the core area of work for IEA. This will continue to focus on both legal elements (the formal approval of new laws, including the new constitution, that have been prepared in the last few years). Upcoming elections (December 2012) will also require the attention of the top leadership of the four parliamentary political parties.
b. Political party (programmatic and policy) capacity strengthening:	All four parliamentary political parties will continue to need assistance in several ways, including by the policy advisors that are paid on the basis of funds provided by NIMD.
c. Relation civil society and political parties:	The NIMD-funded programme implemented by IEA is in close contact with both civil society in general and the media in particular.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
The signing-into-law of the new constitution, prepared over a number of years, will be the core element in the coming years. In fact, if this would take place in 2012 a considerable amount of work in subsequent years could focus on the implications for other legislation. Political party legislation will need to follow, while the new Presidential Transition Bill and some other bills are in advanced stages. The conduct of the general elections of December 2012 will be crucial in determining whether the political parties will continue to relate to one another in a harmonious manner.	

Country: Malawi In country since: 2002	Intervention modality: Centre for Multiparty Democracy Malawi (CMD-M), a NIMD Centre for Multiparty Democracy (CMD).
Institutional partners:	Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €430.000 (PPII + bridge funding) 2013: tbd (Potential) additional funding: NIMD is in the process of assessing possibilities for other sources of funding for continuation of this programme, with NIMD continuing as executive programme management.
Main activities per pillar:	
a. Multiparty dialogue:	NIMD will support CMD-M to facilitate an interparty dialogue process that builds a broader consensus between the ruling party and opposition parties on the necessary (electoral) reforms for the planned tripartite elections in May 2014. Further the platform will be able to perform a role to prepare the parties for participation in these elections and establish important relations between the parties, the Electoral Commission and other democratic stakeholders.
b. Political party (programmatic and policy) capacity strengthening:	NIMD's support to capacity building of political parties will focus on increasing popular confidence in political parties through the development of more policy-based party platforms that the parties can use in their electoral campaigns in the first tripartite elections. NIMD has developed instruments that can be tailor made for individual parties to assist them through an internal consultative process to capture their policy positions and develop a party programme and manifesto.
c. Relation civil society and political parties:	Further support of the interparty dialogue platform shall be focused on protecting and expanding political space for dialogue between the political parties, civil society organisations and media in the run-up to the elections.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
Malawi will be entering a pre-electoral and electoral phase of its electoral cycle with its next general (and first time tripartite) elections in May 2014. The focus of the programme will therefore be on supporting the interparty dialogue platform and individual parties to prepare them for participation these elections which are expected to be a threshold moment for the democratic consolidation process of Malawi. NIMD will seek opportunities to continue its programme in Malawi with support from other donors from 2014 onwards and at the same time continue to invest in building to strengthen the institutional capacity of CMD-M to consolidate its organisation and make it less dependent on NIMD.	

Country: Mozambique In country since: 2000	Intervention modality: NIMD Country Office
Institutional partners:	Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: € 550.000,- 2013: € 550.000,- 2014: € 590.000 ,- 2015: € 590.000,- (Potential) additional funding: Secured funding from the Danish Embassy for the Schools for Democracy: 2012: € 147.000,- 2013: € 157.000,- 2014: € 0,- 2015: € 0,-
Main activities per pillar:	
a. Multiparty dialogue:	Dialogue sessions, exchange visits and (international) seminars on constitutional reform process and electoral law reform. Formal establishment of an interparty dialogue platform.
b. Political party (programmatic and policy) capacity strengthening:	Policy formulation capacity of political parties strengthened in run-up to 2014 general elections.
c. Relation civil society and political parties:	Democracy schools in Manica, Nampula and possibly 1-2 other provinces. Local debates on accountability and service delivery with local leaders, citizens and local NGOs.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
Increased one party dominance after four rounds of multiparty elections. Ruling party steadily gaining terrain, and opposition parties losing seats. Low information society with uncritical citizenship, although educated middle class is growing. Focus is thus on using the limited space for dialogue to come to more structural cooperation and dialogue between the political parties and other democratic stakeholders, and to focus on stimulating active democratic citizenship (through the Schools for Democracy). The electoral law reform and constitutional reforms will be dominant political issues until next elections in 2014.	

<p>Country: Zimbabwe In country since: 2002</p>	<p>Intervention modality: Local partner Zimbabwe Institute (independent think tank), an independent NGO.</p>
<p>Institutional partners:</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €290.000 (PPII + bridge) 2013: tbd (Potential) additional funding: NIMD is in the process of assessing possibilities for other sources of funding and collaboration with other organisations to continue its programme in Zimbabwe.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>Supporting interparty dialogue in the run-up to the next elections (expected in 2012 or 2013) and during the direct aftermath. This will be done by organising interparty meetings and workshop on interparty relations and issues of mutual concern such as (political) violence, elections and specific policy themes. Also the party leadership will be exposed to other interparty dialogue platforms in other NIMD programmes. The programme will build on currently existing interparty cooperation under the GPA in JOMIC, COPAC and interparty negotiations (all with a limited life span up to the next elections).</p> <p>Depending on the how the dialogue process develops and the outcome of the elections, NIMD will assess if and how it will continue its programme in Zimbabwe and what NIMDs role will be in its relation with its local partner Zimbabwe Institute.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>ZI as think tank and facilitator of interparty dialogue is uniquely placed to organise action based research on key challenges in the democratic transition process and link this to the specific needs of the political parties involved. This in turn increases the capacity of parties to engage informed on these issues.</p>
<p>c. Relation civil society and political parties:</p>	<p>The programme will organise possibilities for the political parties and civil society to interact on key political processes (such as the constitution making process) and to identify and address more long term challenges for the democratisation process in Zimbabwe.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>Zimbabwe is in the middle of a democratisation process with an uncertain outcome. The current Global Political Agreement that governs the relations between the political parties will come to an end with the next elections in 2012 or 2013. In the short to medium term the NIMD programme is aimed at providing key support to the political parties and the political process in the run-up to these elections. It further aims to establish an interparty dialogue that can form a basis for a more sustained and permanent interparty dialogue between the parties that has a lifespan beyond the next elections and can fulfil a role in the consolidation of democracy in Zimbabwe.</p>	

<p>Country: Uganda In country since: 2009</p>	<p>Intervention modality: NIMD Country Office, that serves as the secretariat to the Interparty Organisation for Dialogue (IPOD) Uganda.</p>
<p>Institutional partners:</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>(Potential) additional funding: The Uganda programme has two main sources of funding. NIMD expects to receive multi annual funding (2012 – mid 2016) from the Deepening Democracy Programme component of the Democratic Governance Facility (a multi donor governance programme in Uganda).</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>NIMD will work on the facilitation and consolidation of a constructive and inclusive political dialogue in IPOD at national and local level between all parliamentary political parties in Uganda. The interparty dialogue is still nascent, so it will be necessary to invest into building confidence and trust between and within the parties that the dialogue process is important to deepen democracy in Uganda. The dialogue platform will focus on developing and pursuing democratic reform agendas, work on the deepening the democratic norms and behaviour and identify common issues with regards to political party strengthening. Also IPOD will be utilised as a neutral platform for parties to interact with civil society and other democratic stakeholders.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>NIMD combines the facilitation of dialogue with political party strengthening. This is aimed at enabling the Ugandan political parties to effectively play their role as legislators, to monitor the executive and to translate the concerns and needs of the electorate into policies. Increased policy capacity of parties will also improve the quality of their participation in IPOD, as it contributes to a more constructive debate on issues of mutual interest.</p> <p>NIMD will support the individual parties with the strengthening of their organisational and policy formulation capacity of political party secretariats. Political parties have indicated the need to build up the policy analysis and development capacity as well as their communication infrastructure to enhance the ownership of their party policies amongst the rank and file.</p>
<p>c. Relation civil society and political parties:</p>	<p>The interparty dialogue will also be used to increase engagement between the political parties and other democratic stakeholders and representatives from civil society at both national and local (district) level. This dialogue will not only help to strengthen transparency and accountability but will also promote trust-building among the members of the various parties and other organisations. It will further function as a way of popularising the progress made in IPOD.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>The NIMD multi annual programme in Uganda has been designed in line with and informed by the electoral cycle in Uganda with the next general elections scheduled for early 2016. The first years of the multi annual plan will focus on shaping a policy reform agenda, and aims to contribute to resolving some of the more contentious reform obstacles. During the pre-electoral and electoral period of the electoral cycle, programme design will be aimed at facilitating the participation of the different parties in the next elections on a more levelled playing field. Overall the programme intervention over the next four to five years should lead to an entrenchment of interparty dialogue and contribute to the improved functioning of the multiparty political system in Uganda.</p>	

<p>Country: Burundi In country since: 2008</p>	<p>Intervention modality: BLTP local partner (independent ngo) and consultant Eugene van Kemenade</p>
<p>Institutional partners: Belgian Foreign Ministry (funding) and IDASA (training). Possible cooperation with SPARK/The Hague Academy for Local governance (the other Dutch Government PP2 Tender recipient) will be looked into.</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- (Potential) additional funding: Currently, the Belgian Foreign Ministry. Additional funding will be sought from UN Peace Building Fund.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>Regular, demand-driven dialogue sessions on mutually agreed themes between political parties. NIMD plays a facilitating role towards an increased level of trust between political actors. (International) exchange visits within NIMD ARP-programme.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>The set-up of local level multiparty networks in the ten most politically divided provinces. Political parties at the local level will be trained in basic human rights, in collaboration with the independent commission for Human Rights.</p>
<p>c. Relation civil society and political parties:</p>	<p>Institutionalisation of political parties around policy, in cooperation with civil society.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>The 2010-2015 legislation is crucial for further steps towards democracy. At this moment, dialogue between the ruling party and the opposition - who refuses to recognise the government - hardly exists. For Burundi to engage in discussions about transitional justice and possibly constitutional changes, truly inclusive dialogue is primordial to further consolidate peace. Key programmatic ambitions: influence the further consolidation of peace in Burundi by playing a facilitating role towards an increased level of trust between political actors via relationship building, through promoting and facilitating thematic discussion on subjects of national interest. In the run up to the 2015 elections, local party branches have some general ideas on policymaking, the functioning of constructive political parties and with that will be able to engage in discussions with political leaders to arrive at broadly shared political programs. By 2015 there will be a network of Democracy schools and politically engaged citizens trained in basic human rights in the ten politically most divided provinces.</p>	

<p>Country: Tanzania In country since: 2003</p>	<p>Intervention modality: Tanzania Centre for Democracy (TCD), a NIMD Centre for Multiparty Democracy (CMD).</p>
<p>Institutional partners:</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €300.000,- (one final year bridge funding)</p> <p>(Potential) additional funding: The Tanzanian Government has 150.000,-, currently in the Budget for 2012 and 2013 for support to TCD, but actual transfer of funding remains an annual struggle. In process of looking for external institutional and project funders from 2013 onwards. In process of assessing DIPD as future funder. Further potential partnerships with IDEA, AWEPA and UNDAF, the potential follow-up of the UNDP Deepening democracy programme.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>Multiparty TCD board meetings, closed seminars and public debates with parties on and around constitutional reform process. Regional peer exchange visits within NIMD ARP-programme.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>Mix of 1) in country local training in multiparty setting on local representatives' duties and 2) bilateral internal party ideology and strategy training. Thirdly; assistance to parties in strategic plan development.</p>
<p>c. Relation civil society and political parties:</p>	<p>Activities on civic education and popular debate and consultation in constitution reform process.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>One party dominance after three rounds of multiparty elections, yet democratisation progresses steadily, be it very slowly: the number of oppositional parties and seats steadily increasing. Ruling party steadily losing more local positions. Focus is thus on <i>deepening</i> democracy: first signs of democratic <i>culture</i> developing as results of installed democratic structure and dialogue: the State budget was partially voted out; the president pushed to start a process of constitutional reform (both including by MP's of ruling party) and accepted to have his first draft of the review act turned down; power sharing on Zanzibar; CCM accepting rotating chairmanship by all parties meetings at TCD Board meetings.</p> <p>The constitutional reform process will dominant political issue until mid-2014, before next (grass roots elections) mid 2014 and presidential elections in 2015. Out of the constitutional reform process will most likely follow reform of the EMB, and the electoral system. Also discussion on whether the national EMB should manage the grassroots elections will be a heated issue as the election approaches. During the constitutional reform process inclusivity and consultation of underrepresented groups, mainly women, will be a point of continuous focus.</p>	

ARP: Annemieke: We will have to prepare a similar table for the Linking & Learning programme, but that will require some coordination between the ARP and LARP team, and will furthermore depend on the outcomes of the Cape Town Meeting. I will therefore get back to you on that after CPT.

Country: Bolivia In country since: 2002	Intervention modality: Local partner FBDM, an independent ngo, which used to be a NIMD Centre for Multiparty Democracy (CMD).
Institutional partners: Netherlands Embassy, European Union	Funding: Budget ambitions: 2012: €.-, 2013: €.-, 2014: €.-, 2015: €.-, Core NIMD support with Dutch government funding: 2012: € 400.000,- 2013: € 100.000,- 2014: € 0,- 2015: € 0,- (Potential) additional funding:
Main activities per pillar:	
a. Multiparty dialogue:	As regular political parties have almost ceased to exist, the FBDM-supported political dialogue includes both parties and social movements
b. Political party (programmatic and policy) capacity strengthening:	Training activities provided by FBDM for a wide range of political actors.
c. Relation civil society and political parties:	This area has become the core of the work undertaken by FBDM, including a strong focus on democracy education.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
In the next four years the programme will focus on the re-establishment of a multiparty dialogue between the dominant party in government and the somewhat fragmented opposition. Citizens in general and the electorate in particular will be educated in order to acquire a better understanding of the constitution and of related legislation.	

Country: Ecuador In country since: 2006	Intervention modality: NIMD country office
Institutional partners: IDEA	Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: € 150.000,- 2013: € 75.000,- 2014: € 0,- 2015: € 0,- (Potential) additional funding: Additional funding through IDEA (2012: € 150.000,-) and Canadian Glynn Berry (until march 2013: € 100.000,-)
Main activities per pillar:	
a. Multiparty dialogue:	Support of different informal multiparty dialogue platforms such as a) the multiparty editorial board of the “ <i>Agora Política</i> ” magazine, b) the women’s multiparty group (GMM ⁱ), c) the Women legislative group of the National Assembly (GPDM) ⁱⁱ and d) multiparty support to specialised committees from the National Assembly. Moreover, the office facilitates a multiparty dialogue on local level on the new decentralisation and autonomy legislation. 1 = Platform that facilitates sharing experiences from female leaders from different parties and political movements on the reform process of their political organisation 2 = Platform to defend and promote women's rights and inclusion in all legislation
b. Political party (programmatic and policy) capacity strengthening:	Support to National Election Council and political parties in re-registering process, i.e. support the political parties in complying with new requirements of Code of Democracy.
c. Relation civil society and political parties:	Through an interactive website, a voter educator tool, regional workshops and seminars and trainings, youth participation in politics is being stimulated.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
In January 2013 the next national elections will take place. Until now, only two political parties have successfully registered at the national electoral council. The NIMD country office, Agora Democratica (IDEA-NIMD) will support the political party in complying with the new regulation as defined in the Code of Democracy. The focus of the support will be on strengthening the parties in their programmatic capacity. Moreover, the office will be involved in the implementation of the legislation of decentralisation and autonomy, which was adopted in 2010. Finally, in line with the development plan of the Ecuadorian government, which identified youth participation as one of its priorities, Agora democratica will stimulate youth participation in politics by following a multimedia strategy.	

Country: Colombia In country since: 2011	Intervention modality: Tripartite cooperation between UNDP-IDEA-NIMD, with UNDP Colombia as executing party.
Institutional partners: UNDP and IDEA	Funding: Budget ambitions: 2012: €.-, 2013: €.-, 2014: €.-, 2015: €.-, Core NIMD support with Dutch government funding: 2012: €150.000,- 2013: €75.000,- 2014: €0,- 2015: €0,- (Potential) additional funding: Until July 2014: UNDP €180.000,- and SIDA €1.300.000,-
Main activities per pillar:	
a. Multiparty dialogue:	The PFD project support different interparty platforms to support in the development of legislation, strategy for inclusion, and to exchange international experiences.
b. Political party (programmatic and policy) capacity strengthening:	NIMDs contribution to the PFD project focuses on supporting the political parties in the elaboration and implementation of tools to enhance financial transparency, to develop policies to improve the inclusivity of women, youth and ethnic minorities and to assist them in the development of political programs and programmatic proposals on issues of national interest.
c. Relation civil society and political parties:	The PFD project tries to strengthen networks of (rural) journalists in order to be able to emerge and improve their electoral monitoring role.
Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):	
At this moment, Colombia is in the middle of its electoral cycle; the next national elections are planned for 2014. This means there is sufficient time to implement activities that are focuses on strengthening the programmatic capacity of political parties. The activities that NIMD support are only part of the programme. The full PFD project is organised according 4 lines of working; 1) improving the representativeness of the political system, 2) Strengthening the capacity of state institutions (such as the congress and its capacity for delivering legislation) and political parties in terms of policy development, 3) strengthening the capacity of state institutions in the development and implementation of transparent policies on national and local level, and 4) Strengthening of direct participation of citizens.	

<p>Country: Regional programme for Central America In country since: 2002</p>	<p>Intervention modality: NIMD Field Office Guatemala</p>
<p>Institutional partners:</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>(Potential) additional funding:</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>Facilitation multiparty dialogue through Forum of Political Parties. Exchange of experience between CA countries on dialogue, the Shared National Agenda, multiparty proposal development of policy with a focus on regional integration, security and institutional strengthening. Technical assistance congress to discuss reform of political party legislation including quota for women participation and strengthening of national organisations (Electoral Body, Social Economic Council, Civil Servant legislation). Exchange between Guatemala and Honduras current situation and best practice.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>Capacity building of political parties takes place through Forum of Political Parties especially through the thematic commissions. Training of specific groups currently under represented in politics: women, youth and indigenous people.</p>
<p>c. Relation civil society and political parties:</p>	<p>Democracy education through Institute of Legislative Studies and at local level. Sharing of political analysis and prospective analysis with columnists and journalist to improve reporting on political developments.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years): Strengthen democracy in Central America takes place through improvement in the political party legislation, strengthening of national organisations and capacity building of upcoming generations of politicians. Main issues on the political agenda of Central America are how to deal with the levels of insecurity and ensure inclusive development.</p>	

<p>Country: Indonesia In country since: 2002</p>	<p>Intervention modality: Local partner Komunitas Indonesia untuk Demokrasi (Indonesian Community for Democracy – KID), an independent ngo.</p>
<p>Institutional partners: Part of the programme (3 democracy schools) funded by Netherlands embassy through the agency of <i>Kemitraan/Partnership</i>, until 2012</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- (Potential) additional funding:</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>The national-level multiparty dialogue, which died down after the last elections, will be given a new impulse, based on the thorough political parties’ Needs Assessment, produced in 2010. Likely, this will have to be supported by efforts to find extra funding.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>n.a.</p>
<p>c. Relation civil society and political parties:</p>	<p>The 8 democracy schools in various regions from west to east Indonesia produce democrats and agents of change for the developing Indonesian democracy. Significant numbers of alumni become members of political parties, run for office during elections, join the bureaucracy or start working for democratic institutions such as (regional) election committees. Also, they form alumni groups (‘community committees’) that are locally active as mediators with regard to local socio-political and economic issues, addressing these issues by convening all stakeholders and working out solutions collaboratively.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>Strengthen Indonesian democracy bottom-up on the regional level by grooming harbingers of change and instilling democratic values, knowledge and skills into them, thus slowly building up a critical mass of full-fledged democrats in the various regions whose presence and political impact will be felt in their respective communities. Further, enhance the performance of political parties and improve the political system on the national level by have the nine parliamentary political parties proceed with its political dialogue in a new and improved form, based on the parties’ Needs Assessment of 2010, with the ultimate aim of formulation a collective national agenda for Indonesia.</p>	

<p>Country: Georgia In country since: 2006 (re-start in 2009)</p>	<p>Intervention modality: NIMD Country office</p>
<p>Institutional partners: Sharing office space with EPD, some joint activities with International IDEA.</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €.,- (one final year bridge funding)</p> <p>(Potential) additional funding: In process of looking for external institutional and project funders from 2013 onwards.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>As it is unlikely that a permanent interparty dialogue platform will materialise in the near future, multiparty activities will be concentrated on informal, low-key, ad-hoc dialogue opportunities around specific issues.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>Continue with putting into effect the key-aspects of long-term strategic plans that were developed in 2011 with NIMD support. Particular attention will be paid to policy analysis capacity building, internal party democracy development and organisational development, aimed at enhancing the coherence of the parties' strategies and activities.</p>
<p>c. Relation civil society and political parties:</p>	<p>The improvement of the policy analysis and policy planning capacities of political parties by strengthening relationships and contacts between political parties on the one hand, and civil society and in particular policy analysis organisations on the other.</p> <p>NIMD aims to enhance the democratic skills and values of the young party activists and NGO leaders by maintaining the first Democracy Education Centre in Telavi and replicating the model to other regions in Georgia.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>In 2012 parliamentary elections will take place and in 2013 presidential elections will be held. With the new constitution in place, there will be an increased role of parliament and a substantial shift of powers from the President to the Prime Minister. In the coming years, the inclusive consolidation of Georgia's democracy will be tested and the outcome of the polls will potentially determine Georgia's future for the foreseeable period of time. Hence, with the possible increased relevance of the legislative body, the linkages between the political parties and parliament must be strengthened and institutional capacities to exploit these very linkages must be enhanced within the parties. There will be a strong need to decrease the mistrust of politicians by citizens and civil society, and to deal with the mistrust among political parties.</p>	

<p>Country: Egypt In country since: 2012</p>	<p>Intervention modality: Two potential local partners: the Cairo Centre for the Culture of Democracy (CCCD) and the Egyptian Democracy Academy (EDA); consultant Ms Sylva van Rosse will be 'on the ground' in Cairo for approximately 6 months.</p>
<p>Institutional partners: Danish Institute for Parties and Democracy (DIPD)</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>Core NIMD support with Dutch government funding: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,-</p> <p>(Potential) additional funding: The Danish Institute for Parties and Democracy (DIPD) has pledged Danish money for 2011 (equivalent of 50,000 US\$) and 2012 (equivalent of 100,000 US\$). Additional funding will be sought from UN Peace Building Fund, and possible cooperation with SPARK will be looked into.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>It is likely, though by no means certain yet, that between 2012 and 2015, NIMD will succeed to establish some form of political dialogue between the parties that have survived after the 2011 elections, though this would be wholly dependent on the socio-political developments in the weeks, months and years to come.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>n.a.</p>
<p>c. Relation civil society and political parties:</p>	<p>In 2012, likely two pilot projects will be started by the two prospective partners mentioned above, to develop and implement forms of long-term, in-depth, sustainable and comprehensive political education, intended for Egyptian youth in the regions and towns outside the political centre. In case the pilots are successful, they will be continued and expanded, with the aim to groom young (potential) political activists and agents of change into democrats. At a later stage, when presumably the political situation has become less volatile than in the early transition period Egypt finds itself now, (surviving) political parties will be approached and persuaded to enter into a political dialogue, with, first and foremost, the aim to contribute to the necessary trust building between the parties.</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>As there can be no democracy without democrats, the prospective NIMD programme for 2012 and beyond will first of all focus on political education of Egyptian youth in the regions, with the main aim to strengthen the frail Egyptian political situation bottom-up and produce political activist groomed in democratic values, knowledge and skills.. Given certain auspicious circumstances, this part of the prospective programme will, from a particular point in time onwards, be complemented with some form of political dialogue that will focus at first in building trust.</p>	

<p>Country: Tunisia In country since: will be as of early 2012</p>	<p>Intervention modality: local partner (independent ngo), to be decided on and contracted late 2011</p>
<p>Institutional partners: DEMO Finland; programmatic partner with contributing funding.</p>	<p>Funding: Budget ambitions: 2012: €.,- 2013: €.,- 2014: € .,- 2015: € .,- Core NIMD support with Dutch government funding: 2012: €150.000,- 2013: €150.000,- 2014: €200.000,- 2015: €200.000,- (Potential) additional funding: DEMO Finland €45.000,- for 2012 Increasing coordination with IDEA (WANA), potential scale-up through fundraising EPD. UNDP will be contacted.</p>
<p>Main activities per pillar:</p>	
<p>a. Multiparty dialogue:</p>	<p>(International) exchange visits and seminars for party cadre and leadership on and around constitutional reform process and programmatic capacity trainings.</p>
<p>b. Political party (programmatic and policy) capacity strengthening:</p>	<p>Election manifesto drafting workshops for 2013 first general parliamentary and presidential elections.</p>
<p>c. Relation civil society and political parties:</p>	<p>Development of semi-independent youth wings of political parties. Political academy / Democracy schools for young potential future political leaders, from inside and outside political parties. Thematic semi-public workshops with civil society and parties as part of programmatic election manifesto development activities</p>
<p>Key programmatic ambitions in relation to current state of democratic consolidation (focus on next 4 years):</p>	
<p>First Arab country to unexpectedly rise up against dictatorial rule (early 2011). First time elections in 2010 for constituent assembly (late 2011), fist regular (parliamentary, presidential, regional & local level) expected late 2012/early 2013. Expected: pluralist assembly with lively dialogue; but potentially problems with political resolution on issues. Wide mistrust of political parties and political elite by population and civil society. Relationship needs improvement, tighten youth to political process and improve understanding of function and process of politics.</p>	

Annex 2 NIMD's Intervention Logic

	Objectives	Indicators	SoV	Conditions (risks)
<i>Vision</i>	Democratic societies in which the rule of law is observed and the public good fostered	# programme countries with improved overall scores on the Bertlesmann Index, Freedom House Index and EIU Democracy Index		<ul style="list-style-type: none"> ▪ Security and Stability ▪ Free and fair elections ▪ Separation of powers
<i>Impact</i>	Legitimate political parties that operate in a functional multiparty political system which initiates, manages and implements policy based reforms	# reform proposal implemented # of countries with improved scores on the EIU Democracy indicators for 'Functioning of Government' and 'Electoral Process and Pluralism'. # of countries with improved score on BTI indicator for 'Governance Capability'.	Indexes	<ul style="list-style-type: none"> ▪ Political will ▪ Rule of law ▪ Functioning democratic institutions ▪ Popular support for democracy ▪ Trust in democratic institutions ▪ Financial transparency
<i>Outcomes</i>	<p>1. Functioning inter party dialogue</p> <p>2. Legitimate political parties</p> <p>3. Improved interaction between political and civil society</p>	<p>1.1# reform proposals adopted 1.2# countries with appropriate level of party representatives in dialogue platforms</p> <p>2.1 # of countries with improved score on Afro/Latino barometer for 'average trust in democratic institutions' 2.2 # of countries with improved score on Afro/Latino barometer for 'trust in political parties'</p> <p>3.1 # of countries with improved score on Afro/Latino barometer for 'trust in the government/judiciary/' 3.2 # of countries with improved score on the EIU Democracy indicators for 'Political Culture' 3.3 # of countries with improved scores on the EIU Democracy indicators for 'Political Participation'</p> <p>3.4 # of countries with improved score on Afro/Latino barometer for 'popular support for democracy' 3.5 # of countries with improved score on Afro/Latino barometer for 'engagement in politics'</p>	<p>National Gazettes</p> <p>Afro and Latino barometer</p> <p>Subscores from EIU and BTI Indexes</p>	<ul style="list-style-type: none"> ▪ Appropriate legislation ▪ Accountable officials ▪ Free media ▪ Commitment of political parties to dialogue
<i>Output</i>	<p>1.1 Organisational capacity of multi party dialogue platforms strengthened</p> <p>1.2 Interparty dialogue on issues of shared concern facilitated</p>	<p>1.1 >60% of multi party dialogue platforms have an increased capability to achieve objectives</p> <p>a: # reform proposals developed per country b: # reform proposals promoted per country</p> <p>1.2 > 60 % of multi party dialogue</p>	<p>Mission Reports</p> <p>Quarterly reports</p> <p>Dedicated monitoring tool</p>	<ul style="list-style-type: none"> ▪ Basic capacity ▪ Key political actors request NIMD (demand driven) ▪ Programme is feasible (e.g. NIMD core mandate and results) ▪ Political space ▪ Funding

	<p>2.1 Policy seeking capacity of political parties improved</p> <p>3.1 Engagement and interrelations between political society and civil society improved</p>	<p>platforms have increased capabilities to commit and act</p> <p>a: # of implementing partners adhering to financial and narrative reporting agreements b: # of implementing partners adhering to other contractual agreements c: # of implementing partners able to attract other funding</p> <p>2.1 60% of political parties have increased capabilities (using scores on appropriate 5c indicators)</p> <p>a: score of a political party on the 5 capabilities framework based on the policy seeking capacity of political parties</p> <p>3.1 >60% of multi party dialogue platforms have an increased capability to relate</p> <p>a: # dialogue platforms having improved relations with civil society and democratic stakeholders (parliament, election management body, registrar) b: # of interparty platform members (parties) having improved relations with civil society and democratic stakeholders c: # of democracy school graduates</p>		
<p><i>Activities</i></p>	<p>Type 1 Activities – outputs 1.1 & 2.1</p> <ul style="list-style-type: none"> developing, maintaining & equipping an interparty dialogue platform organise interparty workshops, conferences, debates and training sessions organise intraparty strategic planning & self assessments strengthening basic capacity of parties including training and workshops organise party - parliamentary group meetings <p>Type 2 Activities – outputs 1.2 & 3.1</p> <ul style="list-style-type: none"> organise regular interparty dialogue meetings organise regular interparty conferences and debates organise joint party-civil society dialogue meetings, workshops and training sessions 	<p><i>Inputs</i></p> <p><i>Country level</i></p>	<p><i>Budget</i></p> <p><i>See Annex XX</i></p>	

	<ul style="list-style-type: none">• organise linking, learning & networking activities• method development, monitoring & evaluation▪ organise workshops and training on selected issues with parliamentary groups			
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Annex 3 Country Selection Criteria and Decision-making

Introduction

During the past eight years, NIMD has operated with a set of specified entry and exit criteria. These criteria are considered to remain relevant for use during the next multi-annual programme 2012–2015.

Decisions about entering a new programme country and ending a programme require explicit approval of the NIMD Board of Directors.

The decisions about entry and exit are normally taken through a number of deliberate steps. Upon a well-defined request (that may come from a variety of sources), the Board will first make an assessment of the potential future cooperation. The assessment, followed if necessary by some intermediary steps, will result in a programme framework for the country or region under consideration, to be approved by the Board. Similarly, a decision about ending a programme will be carefully taken through a number of steps by the Board. An independent evaluation will normally form the basis for an undertaking to end a programme, followed by consultations with the partners to unwind the cooperation amicably, preferably. Ending a programme one-sidedly by NIMD, is a solution of last resort.

The evolution of the NIMD programme requires two additional sets of issues to add to the country selection criteria and decision-making.

1. In reviewing the on-going cooperation with NIMD partners in a selected programme country or region, a reset option is introduced to critically assess the partnership and, if needed, renegotiate the terms of the partnership to make it function better.
2. Country selection and decision-making goes through a rather careful process within NIMD. With the need to access funding sources beyond the Dutch MFA, additional and/or other criteria may be introduced as required by other funders. While NIMD is acquiring experience in accessing additional funding sources, the Board will review the internal decision-making procedures as to ensure final Board of Directors responsibility for the choice of countries while not impeding the flexibility required in managing NIMD's response to opportunities that may arise, or to the procedures as required by potential additional funders.

Entry Strategy

Criteria for selecting countries and regions

The decision for commencing a programme and partnership with a specific country have developed over the past years, based on external evaluations and NIMD experience, into the following set of criteria:

- In principle, the country is listed on the 'DAC List of recipients of Official Development Assistance. (ODA). Motivated exceptions are possible in specific circumstances;
- The political parties and groups in the country in question have a definite interest in working together with IMD;

- NIMD’s approach contributes additional value to the process of democratisation in the country in question;

These general criteria have been elaborated with a sub-set of the following criteria:

- *The historic momentum of the democratisation process in the country in question;*
 - countries that have recently undergone a political earthquake leading to an opening for a democratic form of government are given priority (as was recently true of Kenya and Georgia);
 - countries in which armed conflict ended peacefully and in which free elections have taken place under a new constitution (if this does not impede the formation of political parties) are eligible for consideration (for example, Burundi and perhaps Afghanistan);
 - countries with a tradition of authoritarian rule but with increasingly more political room for the institutional development of political parties and further democratisation
- *The geostrategic position of the country in question for the progress of democratisation and regional cooperation;*
 - there is a strong preference to give priority to countries in which political parties, in the framework of the NIMD programme, have access to a regional network or where such a network may eventually be realized;
 - in the course of the programme, it may be possible to honour requests from countries in regions that are of strategic importance to the Netherlands and Europe.
- *Possible strategic cooperation with the important multilateral and bilateral donors in the country in question;*
 - The advantages of strategically cooperating with multilateral organizations have been discussed elsewhere in this multi-annual programme. It is therefore reasonable that NIMD will seriously consider those requests that it receives from multilateral organizations. When considering these requests it is especially important to assess the extent to which collaborative efforts could enlarge the impact, the extent to which the political parties agree with such an approach and whether or not there is a financial basis to expand these collaborative efforts.
- *The nature of a potential programme and how this can be accommodated by NIMD’s institutional capacity;*
 - NIMD focuses on two main objectives in all of its programmes as formulated in the NIMD programme framework (or intervention logic as it is referred to). These two objectives form NIMD’s core business and remain the foundation of each programme. It is important that political parties are willing to cooperate with one another and that there is capacity at the local level to make these cooperative efforts possible, together with support from NMD. The sequence in which the two main objectives are implemented and the balance between them, depends on the local context. A tailor-made approach to implementing the two main objectives remains NIMD’s trademark in the coming planning period.

Exit Strategy

Up until now, there has been only one instance in which the chosen approach to a programme has proven unfeasible, or in which political circumstances have made it impossible to implement a programme, or in which the programme underperformed in relation to the results achieved. Given the political character of NIMD’s activities, however, it is likely that, despite sufficient and considered preparation, problems arise in carrying out a programme. For this reason, it is crucial to have an exit strategy.

An exit strategy is necessary not only in unpredictable situations but also if, due to its success, a programme comes to a close and the funding aspect is concerned. NIMD works on the assumption that if this situation is achieved, the country concerned will remain a partner in the programme, this time not as a receiver of assistance but as a provider of democracy assistance. It is more natural to continue the partnerships in order to strengthen democracy internationally than to break off relations.

It is possible, as has happened in the case of Afghanistan for example, that a programme is prepared at the request of an international funding partner and of local political actors, but that the funding commitment is not secured. In such cases the preparations are suspended until such time funding can be secured and the feasibility of the programme is reassessed.

Ending a programme is an option if one or more of the following situations arise:

- Political parties do not fulfil their contractual agreements (performance criteria) and exclude themselves from working with NIMD;
- Political parties do not show sufficient interest in working with NIMD or the political will to implement strategic reforms is lacking;
- A programme will be reconsidered if a dictatorship is reinstated or if armed conflict erupts. The programme will not be automatically terminated if the partnership with the opposing democratic parties is still possible and if continued cooperation with the democratic opposition is considered useful from a regional geostrategic point of view;
- If NIMD has been successful and the specific NIMD approach no longer adds value other than consolidating the established relations.

Reset Strategy

The long-term approach to democracy support and institutional development of political parties as followed by NIMD, has resulted in trusted and strong partnerships with the political parties in programme countries and with the CMDs facilitating the institutionalizing of the inter-party dialogues. With time passing, however, the partnership need to be critically assessed to ensure that they deliver on the agreed objectives. Such assessment are aimed at strengthening the partnership, but they may also result in a re-design of the partnership and the on-going programme, or, in a worst-case-scenario, initiate the beginnings of an exit-strategy.

The introduction of the reset option is testimony to the fact that partnerships are not taken for granted and need to remain dynamic and to adapt to changes taking place.

The reset option shall be considered in the following situations:

- Commitment to inter-party dialogue and the principle of inclusivity is decreasing;
- The level of political involvement in the programme, necessary for implementing the agreed reforms, is insufficient;
- The willingness for constructive engagement with stakeholders outside political society is lacking;
- Underperformance in practicing administrative and financial management and accountability;

This set of criteria shall be further refined and elaborated and an assessment tool will be developed for an annual review of the quality of the partnership on the basis of experience gained during the next multi-annual programme.

