Netherlands Institute for
Multiparty Democracy

NIMD Annual Report

2013

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Foreword by the Supervisory Board

Since the late 1990s, the Netherlands Institute for Multiparty Democracy (NIMD) and its predecessor, the Foundation for a New South Africa (NZA), have contributed to democratization in over 25 countries. While this has not been an easy task, over the past 10 years NIMD has built a solid track record and a strong reputation in the field of democracy assistance. Rather than overextend itself to include a very broad range of activities (e.g. press freedom, independent judiciaries or public sector reform) NIMD has maintained a sole focus on the role of political parties in democracies. The knowledge and expertise that NIMD has accumulated over the past decade provides the basis for NIMD continuing to strengthen its position as a niche organization.

In 2013, as in previous years, NIMD pursued a broad range of programmes and activities. However, 2013 was also an important year for reflection and strategic review. While the Dutch Ministry of Foreign Affairs (MFA) funds approximately 85 per cent of NIMD's budget, it is expected that this support will decline after 2015 due to budget cuts by the Dutch Government. Therefore, NIMD will have to put in considerable effort to achieve its financial goals. Revenues need to reach at least €10 million annually once the current MFA programme cycle ends. Within this context, in 2013 the NIMD Supervisory Board was intensely involved in a strategic review of the organization, and has approved the new strategic documents formulated during that review.

This report offers a full narrative and financial overview of NIMD's activities during 2013. The members of the Supervisory Board highly value NIMD's contribution to the strengthening of political parties in new and developing democracies. The Board will contribute to fundraising efforts where possible in order to secure NIMD's future, and calls on political parties in the Netherlands and other stakeholders to support NIMD and its work.

Bernard Bot
Chair, NIMD Supervisory Board

NIMD

Letter from the Executive Director

Moving forward

In 2013 NIMD consolidated many of its activities. The programme in Georgia, for instance, was converted into a South Caucasus programme aimed specifically at young people. Under this new programme, Azerbaijan and Armenia will also receive NIMD's support. A similar change was implemented in Central America, where NIMD's Guatemala programme was expanded to include El Salvador and Honduras. Our programme in these countries now includes a focus on post-conflict reconciliation and responsible management of extractive industries. In the so-called North Africa and Middle East (MENA) region we unfortunately had to cancel our pilot programmes in Libya and Jordan, as there was no sufficient basis for elaborate programmes. However, NIMD continues to work in Egypt, and in Tunisia, especially in Tunisia which is widely regarded as a beacon of democracy in the MENA region.

In addition to its programmes, NIMD developed a proposal for the Human Rights Tender launched by the Dutch MFA. The proposal was aimed at increasing women's political participation in Colombia, Kenya and Tunisia. Not only did we win the tender, but our proposal also received a very positive evaluation, especially in terms of NIMD's internal financial management systems.

In 2013 NIMD also conducted a thorough review of its strategy and approach, and delivered several documents necessary for an internal strategic review, including a strategy policy document, a document outlining NIMD's 'theory of change', a fundraising approach, a reviewed planning, monitoring and evaluation (PME) framework, and a new enhanced basis for networking and alliance strategies. Based on these documents, we can now prepare our programmatic and financial planning for the period 2016–2020.

Our broad range of programme activities in 2013, our thorough and critical analysis of our work, and our continuous effort to further professionalize our organization underline my belief that NIMD is moving forward. With committed employees and partner organizations in 26 countries, we are effectively implementing our mandate to support political parties in new and developing democracies.

The following chapters describe the successes and challenges that NIMD has encountered in 2013 in more detail. I hope you enjoy reading the report.

Hans Bruning
Executive Director, NIMD

1. Focus on Long-term Sustainability

1.1 Introduction

Over the past few decades, particularly since the 1990s, most countries around the world have adopted or created democratic systems of government. However, many countries remain democracies in name only, and continue to struggle under poverty, conflict and authoritarianism. Ruling elites often change, manipulate or ignore constitutional laws and electoral regulations in order to maintain power and stifle opposition. Political parties are frequently financed and controlled by wealthy individuals who exploit political processes and government resources for private gain, at the expense of broader public interests. Sharp differences between political parties regarding ideology, social conditions and economic interests are rarely subjected to open debate or compromise. As a result, national policies and systems of governance are often inefficient—or even absent—thereby eroding voters' confidence and trust in politicians and political institutions.

1.2 NIMD's mission

Within the field of democracy assistance, NIMD has taken on the modest role of assisting political parties in new and developing democracies. The rise of democratic states as described above, combined with NIMD's internal development, led the organization to re-examine and sharpen its strategy at the end of 2012. The outcome of our internal reflection is that we wish to remain a niche organization with a sole focus on the role of political parties.

By keeping to its mandate, NIMD seeks both to implement its mission with clarity and purpose, and be a recognizable brand to potential partner and donor organizations. This is important within the context of funding. Currently, the Dutch MFA funds approximately 81 per cent of NIMD's budget (see section 3.3 for a full breakdown of NIMD's funding). However, it is expected that this support will decline after 2015, which means that NIMD will have to obtain increased funding from other donors, such as the European Union (EU), other bilateral donors and private foundations. Taking this shift into account, it will become increasingly important for NIMD to clearly define and communicate its vision in accordance with its strengths, expertise and organizational capacity.

NIMD is committed to continue cooperating with all democratic political parties in the countries in which it works. From the perspective of NIMD, democracies require maintenance and perseverance in order to be able to address truly complex and long-term social, political and economic challenges. We provide space for political dialogue and offer resources for technical assistance and organizational strengthening, so that political parties can generate strategic plans and policy proposals for major issues in their country. At the same time, NIMD also provides training and education to young and aspiring politicians, promoting competent leadership and engaged membership within political parties. That is what we are good at and what we wish to build on in the coming years, together with our local and international partners.

1.3 Global Partnership for Multiparty Democracy

As every country has a unique and complex history, culture and political heritage, a detailed understanding of local contexts is the basis on which NIMD designs its programmes. In each country where NIMD supports a programme, an independent local partner organization or country office is responsible for its implementation. These organizations are pivotal in the network, linking NIMD's worldwide expertise and resources to local activities and creating impact on the ground. Moreover, this network links various local partners and provides links for peer-to-peer knowledge exchange. In the recent strategy discussions between NIMD and its partners, it has been agreed that this network should be formalized by establishing a Global Partnership for Multiparty Democracy. The directors of all participating partner organizations and country offices who joined a conference in The Hague in December 2013 have endorsed the idea.

1.4 Other strategic partnerships

For an organization such as NIMD, it is also important to maintain an international network. Compared to the broader global development sector, the number of organizations working in the fields of democracy assistance and political parties is relatively small. Mutual exchange and coordination within this community of democracy assistance organizations is increasing. NIMD actively participates in this international network, cooperating and coordinating with numerous organizations on the basis of complementarity, leading to shared country programmes and knowledge exchange. This coordination fits our niche strategy.

NIMD currently has five strategic partners at the global level: the International Institute for Democracy and Electoral Assistance (International IDEA), the Association of European Parliamentarians with Africa (AWEPA), the Danish Institute for Parties and Democracy (DIPD), the Political Parties of Finland for Democracy (Demo Finland) and the European Partnership for Democracy (EPD).

Over the past several years we have invested heavily in strengthening our partnerships with these like-minded organizations. The aim of the five partnerships is to increase the sustainability of NIMD's programmes. Through collaboration with global partners, our country partners can receive funds from more than one organization. Another reason for strategic alliances is that programmatic and political risks can be shared and evaluated from many angles.

Furthermore, results can be shared among partners, making programmes known to many more donors, hence increasing the possibilities for support. Finally, strategic partnerships allow NIMD to focus on what it does best and increase complementarity.

International IDEA

In 2013 NIMD further consolidated its partnership with International IDEA. In addition to a number of long-term country programmes that are shared (in Ecuador and Colombia), our two organizations focus on thematic cooperation at the global level. This has resulted in the creation of a number of tools, knowledge products and knowledge dissemination activities. Concrete examples of this in 2013 include the publications on interparty dialogue, the strategic planning tool for political parties and the joint Africa Regional Conference in Kenya. Both organizations also developed a joint visual identity for publications in order to underline their collaboration. The highlight of the NIMD–IDEA cooperation in 2013 was the fact that the Dutch MFA awarded a €2 million grant to a joint proposal on strengthening women's participation in politics, which emphasized the complementarity of the two organizations. Furthermore, NIMD and IDEA work closely together within the framework of the Political Party Peer Network (the so-called PPP network), of which both organizations are members of the Steering Committee.

The Association of European Parliamentarians with Africa (AWEPA)

In 2013 NIMD consolidated its cooperation with AWEPA. The core of the cooperation between the two organizations is the shared programme in Benin (see the country report on Benin). In addition, a joint strategy paper on combining political party assistance and parliamentary support, which aims to satisfy the needs of several donors who are currently working on a more comprehensive policy in this field, is under construction.

Danish Institute for Parties and Democracy (DIPD)

NIMD's cooperation with DIPD in 2013 focused mainly on 3 country programmes: Egypt, Myanmar and Zimbabwe. NIMD and DIPD have shared costs, partners and human resource capacity in the programmes. This has created economies of scale and complementarity. Parallel to the cooperation, the Danish parties that support DIPD work bilaterally with a number of NIMD partners, such as the Centres for Multiparty Democracy (CMDs) in Kenya and Malawi.

Political Parties of Finland for Democracy (Demo Finland)

The partnership with Demo Finland intensified in 2013. In addition to a shared programme in Tunisia, both organizations agreed on more global collaboration, particularly within the framework of the Global Partnership for Multiparty Democracy. Mutual visits and exchanges throughout the year and the Finnish MFA's increasing support for Demo Finland has helped create a solid basis for future cooperation.

European Partnership for Democracy (EPD)

EPD is the first community of practice on democracy assistance operating at the EU level. Since 2013 EPD's focus has been on becoming a community of practitioners. Because EPD cannot exclusively rely on direct project funding, in 2013 its participants agreed to make financial contributions. As one of the founders of the EPD, NIMD currently contributes around €35 000 per year to the partnership. In 2013 NIMD was asked to take on the role of president of the EPD Board. Therefore, since 1 January 2013 the Executive Director of NIMD has also been the Chairman of the EPD.

1.5 Links with the Dutch political parties

NIMD was founded by seven Dutch political parties, and maintaining links with these parties is very important, providing the legitimacy to work on an impartial basis with leaders across the political spectrum. Therefore, the political parties are very much involved in NIMD's work. The NIMD Advisory Council consists of representatives of these seven parties, and is chaired by Pieter van de Stadt (of the political party VVD). The Council meets twice a year to discuss strategic issues and exchange ideas on how NIMD can add value to the international activities of the parties. NIMD also meets with individual Dutch members of Parliament (MPs) on a regular basis. In 2013 NIMD officially reintroduced itself to the MPs on the parliamentary Foreign Affairs Committee. In addition, NIMD maintains many informal contacts, through which it shares its experience and looks for opportunities to involve MPs in NIMD's national and international activities.

1.6 The NIMD theory of change

In 2013 NIMD developed a so-called 'theory of change' (ToC) to explain how NIMD's programmes are conceptualized and evolve from plans into implementation. The NIMD theory of change shows, through a step-by-step approach, which processes are required in order to convert organizational ideas and resources into real-world impact. While the document does not necessarily add new insights to the daily practices applied to the country programmes, it is our first attempt to capture the theory behind our practice in a clear and systematic way. In fact, among the global community of democracy assistance organizations focused on political parties, NIMD is the first to produce a theory of change.

1.7 Strengthening our evidence base

Planning, Monitoring and Evaluation
In 2013 NIMD further invested in strengthening its Planning, Monitoring and Evaluation (PME) skills, methodologies and instruments by developing a PME strategy. In addition to planning and monitoring, the strategy also looks into ways of effectively sharing evaluations and experiences within the NIMD network. As a consequence, NIMD has added 'learning' to its PME cycle.

Planning

In the second half of 2013 the implementation of the PME strategy commenced. With regard to planning, the development of the Baseline and Review Toolkit (BART) marked an important step in ensuring a more solid instrument to develop baselines for new NIMD programmes and review running programmes on a 3- to 4-year basis. With the assistance of a specialized consultancy firm three other instruments were developed: the programme review toolkit; the organizational baseline and review toolkit; and the political baseline and review instrument. Pilots to test these instruments in NIMD programmes will be organized in 2014. After this phase, all NIMD programmes will undergo a baseline (in case of recent programmes) and review (in the case of running programmes) exercise.

Monitoring

With regard to monitoring, NIMD has conducted regular reviews of annual plans throughout 2013 and monitored the progress of the various programmes. In April the 2012 results and 2013 plans were compared with the multiannual outcomes to see if the progress was in line with NIMD's multiannual objectives. In September 2013 another review took place on the basis of financial and narrative information received by the implementing partners in the programme countries. Finally, in October 2013 a review of the preliminary results of 2013 was used to inform the 2014 planning process.

Evaluations

Three evaluations were conducted under the PME umbrella: evaluations of the Uganda and Colombia programmes, and of the financing of political parties. The Uganda and Colombia programme evaluations took place in close cooperation with key programme partners (the Democratic Governance Facility in Uganda and the United Nations Development Programme -UNDP in Colombia). The lessons and recommendations from both evaluations were taken into account in the formulation of the 2014 annual plans and the development of new programmes. The third evaluation was theme based. A team of external evaluators was hired to evaluate NIMD's financing of political parties (direct party assistance). The team undertook desk research using reports and direct party assistance policies developed and implemented by NIMD and its partners over the years and looked more closely into the country programmes in Malawi, Uganda and Georgia. The report of the evaluation will be finalized in 2014.

Publications

The fourth pillar of the PME strategy, introduced last year, is learning. In order to capture and disseminate lessons and experiences gained by NIMD staff and partners, four publications were launched in 2013. As a result of the 2012 Africa Regional Conference on political party finances, a brief publication was developed and launched in early 2013. The publication, developed jointly with International IDEA, captures experiences and guidelines for political parties to work on legal frameworks that govern political party finance.

The publication on strategic planning for political parties, developed jointly by NIMD and International IDEA, captures the experiences of various NIMD programmes, including the programmes in Georgia and Mozambique in 2011–12, which have developed and implemented strategic planning processes for political parties. The launch in mid-2013 sparked interest in the methodology in Colombia, Uganda and Kenya. The publication serves as a solid basis for further dissemination of both the methodology and programme experiences.

In 2011 NIMD, the Oslo Centre for Peace and Human Rights and International IDEA started developing a practical guide, entitled "Political Party Dialogue: A Facilitator's Guide". The guide was finalized in early 2013 and launched in Stockholm during the PPP Network meeting, in Kenya during the Africa Regional Conference, in Brussels for the EU, in New York for the United Nations (UN) and in Washington, DC, for US-based peer organizations. The launch of the publication served as a vehicle to present NIMD's experience and track record on facilitating interparty dialogue, and underlines the need for long-term commitment when facilitating integral political party programmes.

The difference between programmes facilitated by NIMD and those facilitated by other political party assistance organizations was further underlined by the launch of the publication that captured the stories of 5 NIMD country programme EDs, "The Power of Interparty Dialogue: Our Stories". As a result of a seven-month process of writing and reviewing their own stories, these EDs recorded their experiences, while a team of storytelling facilitators extracted a number of general conclusions and lessons learned. This process, using innovative techniques and methodologies, provided a very rich and detailed description of the processes that NIMD facilitated in the 5 countries. In 2014 NIMD expects to use a similar methodology to start capturing stories from other country programmes.

Indicators

In 2013 NIMD continued to lead the development of a PME community within the PPP Network. The community has now officially started and is led by NIMD's PME coordinator who regularly organizes Skype meetings and distributes newsletters to exchange experiences and lessons learned. In June 2013 a PPP Network meeting was held in Sigtuna, Sweden. This meeting provided a good platform for further building the community. It also gave NIMD the opportunity to share its experience with the development of the NIMD theory of change. In 2014 the input of the PPP Network will be sought to finalize the theory of change.

All PME-related information was captured in the new programme management system (Principal Toolbox), which was successfully implemented in 2013. Given that the development of the Baseline and Review toolkit only started in the second half of 2013, and that the theory of change was not finalized in 2013, NIMD was not able to start the development of a tailor-made indicator set for measuring annual progress.. Nevertheless, preliminary coordination with the University of Gothenburg has been started to ensure the newly developed V-Dem database can serve as a basis for NIMD to start developing the indicators in 2014.

Communications

Visibility is important for any organization and NIMD is no exception. In 2013 our website, which is our main external communication medium, was completely redesigned. The structure of the new website offers visitors easy access to information about NIMD and the programmes in the countries. In 2013 the website received 19,267 unique visitors, compared to 18,964 unique visitors in 2012. In 2014 we will further optimize the layout and contents of the website.

NIMD also participated in debates and events around democracy. One of the biggest events was the Africa Day, which is organized every year by the Foundation Max van der Stoel. As a sponsor of the event, NIMD gave a workshop on the 2012 elections in Ghana and, together with Zimbabwe Watch, organized a debate on young people and politics in Zimbabwe.

Other successful events included the launch of a book by Thomas Carothers (Director of the Carnegie Endowment for International Peace) and a debate entitled '500 Days of Spring'. The debate was held on 6 March 2013, exactly 500 days after the first free elections in Tunisia, and focused on the revolution and democracy in that country, with more than 150 people in attendance.

As described above in the PME section, 2013 was also an important year for publications (see the PME and communications output tables).

1.8 Fundraising

In line with previous years, in 2013 NIMD aimed at securing funding from various donors, both at the headquarters level and through representations in programme countries. This led to 5 secured contracts and a number of important leads.

Contracts and leads

In 2013 NIMD received a four-year grant from the Dutch MFA under the Human Rights Fund to work on the increased participation of women in politics in Colombia, Kenya and Tunisia. NIMD also received a one-year grant from the Open Society Initiative for Southern Africa (OSISA) to support political dialogue in Mozambique. Another highlight in 2013 was the securing of the second and third consecutive round of funding from the Royal Netherlands Embassy in Georgia. The funding supports the South Caucasus Political Party Youth Branches Forum and NIMD's Georgia country programme, which supported political parties in order to increase their programmatic focus during the 2013 Georgian presidential elections.

In addition to these contracts there were some promising leads. Following its long-term funding of the Interparty Dialogue Platform (IPOD) in Uganda, the Democratic Governance Facility (DGF), which is a multi-donor facility, invited NIMD to present a two-year programme proposal aimed at strengthening the capacities of the political parties in Uganda. In Burundi, both the EU and the Swiss Embassy invited NIMD to present proposals to work on youth branches of political parties and cooperation between political parties and electoral management bodies (EMBs). Another funding lead was provided by OSISA, which asked NIMD to present a proposal to assess the state of political parties in southern Africa. These leads will be followed up in 2014.

Fundraising in programme countries

In 2013, in addition to the successful leads and contracts at NIMD headquarters, NIMD's local partners were also successful in securing funding. Examples include NIMD's Tunisian partner, the Centre des Etudes Méditerranéennes et Internationales (CEMI), which secured EU financing; CMD-Malawi, which secured funding from UNDP and the Department for International Development (DFID); and NIMD's partner in Mali, the Centre for Multiparty Democracy (CMDID), which secured funding from the Royal Netherlands Embassy through the UNDP.

In some cases, NIMD's attempts to raise funds failed. In two instances—involving programmes in Egypt and South Sudan, NIMD failed to secure funding. Similarly, NIMD was unsuccessful in receiving regional funds from the United States Agency for International Development (USAID) in Central America, proving that NIMD will need to invest in building stronger relations with USAID at both the headquarters and local levels.

NIMD's fundraising strategy

As described above, NIMD expects that the funding provided by the Dutch MFA will decline after 2015. Therefore, it is important for the organization to diversify its funding base. In 2013 NIMD laid the foundations for this by developing a fundraising strategy. The NIMD Executive Board decided to face the fundraising challenge by pursuing a niche funding approach based on convincing a limited number of donors to fund NIMD's core business, instead of a more project-driven funding approach. The four main channels that NIMD seeks to focus on are private funds in the Netherlands, bilateral funding (in particular in EU member states), EU funding, and private funds in the United States. NIMD realizes that the niche funding approach poses a potential risk as a number of funders provide project funds rather than institutional or programmatic funds. Therefore, the funding strategy will be evaluated at the end of 2014. If the funding is not on track by then, NIMD will change its strategy and pursue an alternative, more donor-driven, funding strategy before the end of 2015.

Throughout 2013 NIMD made a series of major strategic decisions. It defined its niche and its funding strategy, composed a theory of change, initiated a global practitioner's network, and strengthened existing alliances. On the basis of these decisions, NIMD will continue to implement and improve its programmes, engage with its networks, and tap into new sources of funding throughout 2014 and 2015.

2. Overview and Programme Highlights

2.1 Introduction

The country programmes constitute the core of NIMD's work. This is where NIMD and its partners work with political parties to facilitate the design of shared democratic reforms, strengthen the capacities of the parties and ensure there is a stronger link between political parties, other democratic actors and the wider constituencies they represent.

In 2013 NIMD worked in 26 countries (see figure 1), with long-term programmes in 21 of these countries. During 2013 NIMD organized one fact-finding mission to Liberia at the request of the Liberian political parties and the UN in Liberia. However, this did not result in a new programme.

Figure 1 - 2013 Programme countries

Closed programmes

In 2013 NIMD closed three programmes: in Libya, Jordan and Bolivia. The programme in Libya was closed due to the ending of the contract between the EU and a consortium of which NIMD was a member. Given the security and political situation in Libya, there was no active follow-up to the programme.

The pilot programme in Jordan comprised a number of studies regarding the state of the political landscape and the effects of the new electoral law on political parties. It came to an end once the studies proved that there was no real increased influence on the part of the parties as opposed to the independent candidates, making a meaningful contribution by NIMD to the development of stronger political parties less possible.

In 2013 NIMD discontinued its long-running programme in Bolivia after more than 10 years in the country. NIMD's partner in Bolivia has not been able to cope with a mix of negative influences, including a decrease in the space for political plurality, increasing internal institutional turmoil after the death of the Executive Director in 2012 and decreased funds and funding possibilities.

New programmes

El Salvador

In 2013 NIMD started a programme in El Salvador, following a fact-finding mission in 2012 and at the request of the El Salvadorian political parties. The programme focuses on strengthening their capacities, and on cooperation between political parties and civil society in the context of the Democratic Dialogue Programme for Environmental Sustainability.

Fact-finding mission to Liberia

In early 2013 NIMD undertook a fact-finding mission to Liberia, following an invitation from the newly established Political Consultation Forum. The Forum, established with the support of the UN mission to Liberia, asked NIMD to share its experience of interparty dialogue. It was agreed that the fact-finding mission would include two representatives of the political parties from Ghana, NIMD's Uganda country office coordinator and a programme manager from NIMD

headquarters. Despite the difficulties in communication, an agenda was agreed on and certainty was provided about possible funds from the UN to ensure a proper follow-up to the mission.

By the time the mission arrived in Liberia the governing party had withdrawn from the Forum, leaving only opposition parties as members. This also had negative consequences for the UN's commitment. The members of the delegation were able to meet with all parties and representatives of most international agencies. However, as the Forum was no longer inclusive, the political will to sustain a new multiparty effort was absent. This, together with the lack of funding, meant that in the end no NIMD programme was started in Liberia.

Missions and technical assistance
In 2013 a total of 123 missions were undertaken, involving both individual staff members and Executive Directors responsible for NIMD programmes in the countries, and varying in length from one day to three weeks. The overall costs for missions undertaken by the NIMD HQ staff (including travel, local transport, board and lodging) amounted to € 322,966 The missions can be divided into four main categories:

•   79 missions to monitor programme progress
•   12 missions to provide or receive training or facilitate peer-to-peer exchange
•   1 fact-finding mission for starting-up a new programme
•   31 missions for networking and strategic partnerships

In addition, an amount of € 62,286 was spent on hiring technical assistance to provide advice to partners and NIMD country offices and to assist NIMD with the development of proposals to donors.

2.2 Local partners
NIMD's approach is based on local ownership and partnership, so the partners in the countries and the NIMD country offices are at the heart of the NIMD approach. In order for the country networks to function well, and also to ensure that knowledge and experiences are shared in an effective and efficient way, various instruments are used. In 2013, following the 2012 Partnership Days, a week-long event was organized to bring the EDs of the country programmes together. The main focus of the ED Week was reaching agreement on NIMD's post-2015 strategy. The occasion was also used to exchange experiences on various issues, to find common understanding over global processes (including the UN post-Millennium Development Goals agenda) and to launch the storytelling publication, which captures the stories of EDs who have facilitated interparty dialogue processes.

Throughout the year, other activities were organized in order to link NIMD's local partners and facilitate mutual learning. These activities included the annual Africa Regional Conference (which in 2013 focused on the topic of interparty dialogue), peer exchanges and other activities such as the storytelling process (see the Linking and Learning output table). In 2013 the NIMD network welcomed a new partner, the Sudd Institute from South Sudan (see country report on South Sudan) and a new satellite country office in El Salvador.

2.3 Linking and Learning Programme
The overall objective of the Linking and Learning (L&L) Programme is to strengthen NIMD's institutional position and enhance its country programmes. In 2013 NIMD stepped up its ambitions for the L&L Programme by assigning a programme manager as designated coordinator. The coordinator initiates planning, seeks and identifies complementarity between the different programme components, and advises the Director of Programmes on thematic matters. In this way, longer-term planning and interlinking coherence can be achieved.

For practical and budgetary reasons the following activity areas have been distinguished under the L&L Programme:

• Regional programmes:
     - Latin America Regional Programme (LARP)
     - Africa Regional Programme (ARP)
     - Asia and MENA Regional Programme
• Planning, Monitoring and Evaluation (PME), Methodology Development, and Publications
• Communications
• Missions and Technical Assistance
• Involving Strategic Partners
• Strategic Cooperation

All six categories have their own specific ambitions, objectives, milestones and budgets. The main activity within the category 'involving strategic partners' was the organization of the ED Week in December 2013 (costs: € 96.115).

The overall costs for strategic cooperation were € 70.532, covering NIMD's contribution to EPD, a contract with the New World Campus initiative (a physical and online campus for academics and organizations working on a sustainable and inclusive global society) and consultants' costs for the strategic positioning of NIMD.

PME and communications were described in Chapter 1. Details of the regional programmes can be found in Chapter 5.

2013: Interparty Dialogue Year
Due to the numerous activities focusing on interparty dialogue, 2013 could be labelled NIMD's 'Interparty Dialogue Year'. Both the political party dialogue handbook and the book of stories on interparty dialogue were produced by the PME, Methodology Development and Publications programme. In addition, under this programme NIMD began developing a training curriculum for political party representatives on their roles in interparty dialogue processes, in cooperation with International IDEA. The curriculum will be finalized and piloted in 2014.

2.4 Highlights from NIMD's Country Programmes
As presented in NIMD's 2012–15 multiannual plan, the key objectives of NIMD's country programmes are:
1. A functioning multiparty dialogue
2. Legitimate political parties
3. Fruitful interaction between political and civil society

At the same time, NIMD has formulated a number of principles that guide our work in the programme countries, including:
- **Impartiality**

Our approach is non-partisan. We are not affiliated with any specific political denomination and we work with all parties across the political spectrum.
- **Inclusiveness**

We provide a platform for discussion for both ruling and opposition parties. All parties have an opportunity to take part in the interparty dialogue and each party receives one vote.
- **Diversity**

We encourage the equal participation of marginalized and minority groups. We empower representatives of these groups to take part in the dialogue and the process of policymaking.
- **Local ownership**

Local political parties always set and lead the agenda of our programmes.
- **Long-term commitment**

Political transformation, building trust and strengthening political parties takes time. Therefore we invest in long-lasting relationships with our local partners and political parties.

In 2013 NIMD cooperated with a large number of political parties. We worked with 140 parties on issues linked to facilitating interparty dialogue and directly supported 60 parties in strengthening their organizational and programmatic capacities. We also connected 89 parties by organizing peer-to-peer activities between countries, enabling parties to exchange experiences, lessons and knowledge (see figure 2).
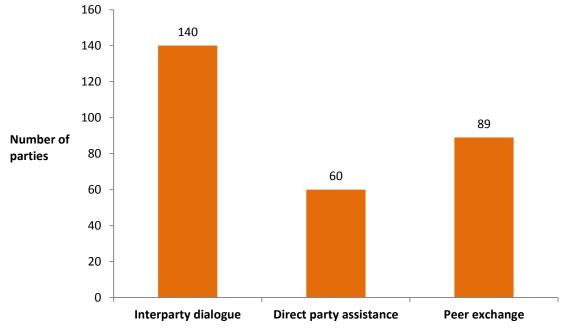
Figure 2 - Number of parties participating in NIMD activities in 2013

The following sections describe the main programmatic highlights from 2013. The detailed country reports can be found in chapter 4.

A functioning multiparty dialogue

Within its programmes, NIMD focuses largely on setting up and facilitating permanent interparty dialogue fora that offer a safe space for parliamentary parties to better understand each other, build up rapport and discuss and agree on reform agendas. These structures are often supported by a secretariat that facilitates the multiparty dialogue by offering expertise, content and instruments for the dialogue. NIMD supports both the set-up and management of these structures, as well as the set-up, development and management of the interparty dialogue processes.

Not all multiparty dialogues are permanent or continuous processes. In a number of countries the political parties have deliberately chosen to only have dialogues on specific topics, or to stimulate dialogue between members of a specific group within the parties (e.g. young people or women). Figure 3 shows the number of country programmes that have permanent multiparty dialogue versus the country programmes where more thematic and exploratory dialogues take place.
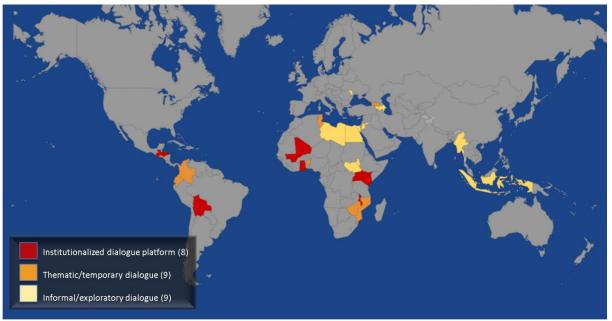

Figure 3 - Overview of NIMD's dialogue activities

Multiparty dialogue in the South Caucasus

In 2013 the NIMD programme in the South Caucasus set up a very special dialogue: a regional dialogue between representatives of the youth branches of political parties in Azerbaijan, Armenia and Georgia. During a weekend in June these representatives met in the Georgian Parliament in Kutaisi to get to know each other, discuss common challenges and build a joint agenda for future debates.

On the basis of the trust that the Georgian political parties have in the NIMD Georgia programme and the careful and inclusive approach of the NIMD South Caucasus team towards the parties in Azerbaijan and Armenia, all parties agreed to send representatives to Kutaisi. After initial encounters in which all sides were able to let off steam and listen to each other's frustrations over the conflict and the relations between opposition and ruling parties, throughout the two day seminar an atmosphere was built in which the participants listened to one another and created a certain degree of understanding towards each other. The results of this first South Caucasus Youth Forum were a joint agenda for a next meeting, the fostering of relationships between parties from the three countries—notably between Armenia and Azerbaijan—and increased understanding between representatives of ruling parties and opposition parties from all three countries.

Legitimate political parties

Political parties are, in most countries where NIMD works, organizations that lack basic capacities, structures and resources. In many cases, formalized state financing of political parties is also lacking. Some parties are just small groups of people around one leader. If parties are not in government they are usually not invited to discuss or influence themes linked to national reform agendas. Furthermore, their active and constructive participation in interparty dialogue is often hampered by their weak organizational and programmatic capacities.

NIMD aims to strengthen capacities of political parties with regard to their performance in dialogues with other parties, their interactions with their constituencies and their function as developers and influencers of policies and ideas. Given NIMD's limited budget, and the fact that political parties often lack many capacities, resources and structures, it is unable to assist parties with all of their challenges. Rather, NIMD focuses on assisting the parties in developing their strategic plans so they can effectively target different actors that might be able and willing to support them. For this purpose NIMD has developed a strategic planning methodology especially for political parties.

Strategic Planning in Kenya

The strategic planning tool has been successfully applied in Kenya in 2013, where NIMD and the Centre for Multiparty Democracy-Kenya engaged with International IDEA and the Registrar for Political Parties (ORPP) to assist a first group of parties in strategic planning. First a group of planning experts were trained in the methodology, after which the parties formed dedicated working groups with a clear mandate from their respective senior leaderships. The 10 parliamentary parties were then guided by the experts through the steps of the tool, and mid-term experiences between parties were shared. This process culminated for each party in a final strategic plan to be presented in early 2014. These strategic plans point out the specific focus points which the parties want to develop and can also function as the foundation for future party support. The methodology of the strategic planning tool is based on earlier experiences in Georgia and Mozambique.

Interaction between political and civil society

For political parties it is essential to ensure that they are legitimate in the eyes of the public. Therefore, it is very important to ensure that political parties relate to civil society and, similarly, to ensure that civil society organizations have good interactions and collaboration with political parties. By doing so, policies can be developed that are soundly rooted in various sectors of society, and have the backing of think tanks and other organizations that aim to influence policies. The connection between political parties and civil society is also important when seeking to positively influence elements of political culture, such as public accountability.

NIMD uses Democracy Schools to strengthen this linkage between civil and political society. In these schools, political and civic leaders at the national or sub-national level are trained in basic democracy skills and links between representatives are further forged. Building on NIMD's experiences of 10 years of Democracy Schools in Indonesia, in 2013 NIMD ran a variety of democracy education programmes in 8 of its country programmes, with over 1700 individuals participating (see figure 4). The programmes varied in focus and approach, ranging from courses with a duration of one month to an annual cycle, and from courses focusing on female politicians only (e.g. in El Salvador) to courses aimed at a mix of local politicians, media and local civil society leaders (Mozambique, Burundi and Indonesia).

Figure 4 - Number of Democracy School participants

Democracy Schools Egypt

In 2013 NIMD, in cooperation with DIPD and the Danish-Egyptian Dialogue Institute (DEDI), set up two pilot Democracy Schools in Egypt with the aim of assisting both political and civil society actors to strengthen the democratic culture in the country. A transition from decades of autocratic rule to democratic principles, rules and behaviour cannot be achieved overnight. The volatile political scenario in Egypt since the fall of the Mubarak regime has led to a very unstable political situation in which polarization and a 'winner-takes-all' mentality has prevailed.

NIMD believes that democracy education is an instrument that can assist in strengthening democratic skills, behaviour and cooperation between various stakeholders, especially in these kinds of circumstances. Therefore, in 2012 NIMD, DEDI and DIPD agreed to ask two Egyptian organizations from different backgrounds to prepare a curriculum to run two parallel pilot Democracy Schools. Both schools started in late 2012 with mixed groups of 'students' from political parties and civil society organizations. One school started in a rural area in the Nile Delta, while the other school started in an urban region in the greater Cairo area. In early 2013 the students graduated, after having presented their final projects in a mixed session. Both Egyptian organizations then worked on the creation of one uniform Egyptian Democracy Education Curriculum, to be used in a second pilot and at the same time to be reworked into an e-learning curriculum, making the Democracy Schools accessible to larger groups across the country. In late 2013 the curriculum for a second pair of pilots was ready, while the e-learning module is expected to be available in 2014.

3. Organization and Staff

NIMD operates from its office in The Hague and is headed by an Executive Director with a small team of professionals and support staff. The Executive Director is responsible for the management and strategic development of the organization and reports to the Supervisory Board. The Supervisory Board consists of six independent members with extensive track records in various relevant areas, including politics. An Advisory Council, consisting of representatives of the seven Dutch political parties who founded NIMD, provides strategic advice on key policy issues.
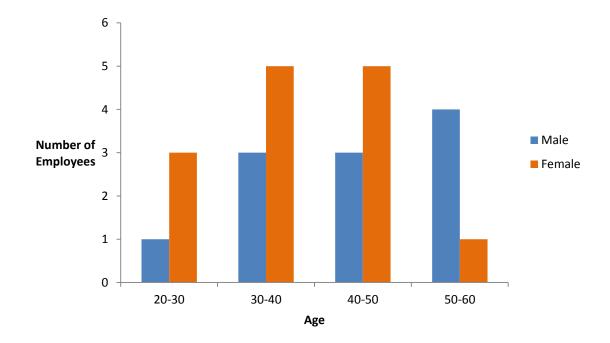
The core of NIMD is the programme team, consisting of programme managers and financial programme officers. The programme managers report to the Director of Programmes. The financial programme officers and the support staff fall under the responsibility of the Finance, ICT, Office Management and Quality (FIOQ) Coordinator. The programme staff works closely with their colleagues and partners in the countries.

3.1 Staff

Headquarters, The Hague
In January 2013 NIMD employed 22 full-time staff at the NIMD offices in The Hague, and by the end of 2013 this number had risen to 24 full-time staff, with one additional financial programme officer and one programme manager employed due to the growing amount of programmes and the further diversification of donor funding, which require more programme support and a stronger focus on financial control. The head office also enjoyed the support of a number of interns who assisted with monitoring activities and day-to-day programme work.

At NIMD headquarters, 56 per cent of the staff is female and 44 per cent male, while the management team consists of 1 woman and 2 men. In general, the representation of ages and sexes within the organization is evenly-balanced.

Country offices
NIMD has five country offices: in Ecuador, Central America (located in Guatemala, with two satellite offices in Honduras and El Salvador), Georgia, Mozambique and Uganda. At the beginning of 2013 NIMD counted a total of 47 full-time employees at these country offices, and by the end of the year this number had risen to 49 full-time employees. In the Central America office, staff numbers expanded from 14 to 21 as a result of the opening of the satellite office in El Salvador. There was also some expansion at the two existing offices in Central America. In Ecuador the number of full-time employees declined from 7 to 3 in 2013 due to insufficient funding to continue the programme in 2014.

Employee satisfaction survey
Maintaining professional and high quality staff requires a streamlined human resources (HR) policy with focus on transparent goals, regulations and HR instruments. Staff performance at NIMD is evaluated and assessed regularly. The employee satisfaction survey conducted in December 2012 showed an increase in the general satisfaction of employees at

the head office (up from 6.5/10 in agreement to 7.8/10 in agreement). On the one hand, employees feel very involved with NIMD's work (8.1/10), are proud of working for NIMD and evaluate the work environment as challenging (7.7/10). On the other hand, NIMD staff do not experience enough opportunities for self-development and career growth (5.0/10). The workload is perceived as high (4.8/10 vs. the previous measurement of 5.8/10), while the score on 'role ambiguity' increased but is still low compared to similar organizations.

As a result of this survey NIMD implemented a number of improvements in 2013. First, NIMD developed a training and personal development policy which gives clear guidelines on training and development. The financial means to ensure its proper implementation were also secured in 2013. The Executive Board has agreed to reserve 3 per cent of the gross salary budget for training and personal development of NIMD employees. Second, the support staff has been organized in a more efficient way in order to reduce workload and allow the programme team to focus on their primary processes.

Linking and Learning weeks
Since 2012 NIMD has organized so-called Linking and Learning weeks. The goal of these weeks is to share knowledge and develop agreement on strategic issues together with our local partner organizations. The weeks also serve as catalysts for programme improvement and renewal on various thematic levels.

Safety and security policy
In 2013 NIMD developed a safety and security policy which outlines the basis for NIMD's position on managing security risks and reducing the effects they may have on the organization and its staff, as well as NIMD's reputation and assets. In 2013 a large number of employees received training in safety and security from the Centre of Safety and Security.

3.2 New department for internal organization and finance
In 2012 NIMD decided to form one department focusing on finance, office management, human resources and quality and control. As a result, in early 2013 all related staff functions were merged in one single department, headed by the FIOQ Coordinator. This allows NIMD to focus on internal control and improve the quality of its processes and operations.

Every country programme receives financial and administrative support, with financial officers focusing on the monitoring of contracts, financial reports and audits, while adhering to the requirements specified in contractual agreements. NIMD's Auditor, Dubois & Co., has indicated that NIMD's financial controls are adequate. Internal checks and balances (e.g. conditions for transfers, contracts and contract agreements) were also improved in 2013.

Project management and book-keeping programmes
Financial and other regulations within NIMD are organized using a book-keeping programme, Twinfield. In 2013 a Project Management System called 'Principal Toolbox' was introduced, replacing SharePoint. The first full year running Principal Toolbox delivered satisfactory results, as it enabled NIMD to better monitor programme progress and reporting. In 2014 we will focus on further improvements to our use of Principal Toolbox.

Quality
NIMD believes that an optimal functioning of its internal organization is a prerequisite for programmes of the highest standard. In order to better ensure and monitor quality standards, the implementation of a certified quality system is needed. The first steps towards implementation were taken in 2013 by training one staff member and by hiring the FIOQ Coordinator. In late 2013 management decided that in 2014 NIMD will implement IS0 9001.
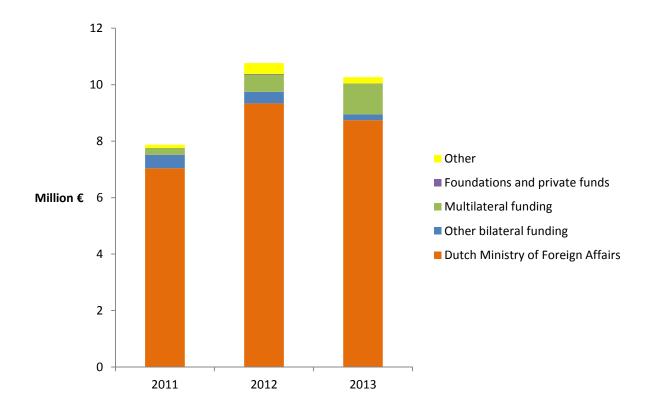
3.3 Funding
Over the years NIMD has been able to thrive thanks to its donors. While a large part (81 per cent) of the funding is received through the Dutch MFA, a number of other partners and donors have also made contributions to NIMD, including the EU, the Democratic Governance Fund in Uganda, the Open Society Institute in Southern Africa and the Canadian Department for Foreign Affairs and International Trade. In addition, International IDEA, DIPD and the EPD channel funds for programmes through NIMD accounts.

The major contribution from the Dutch MFA enables NIMD to invest in long-term partnerships with its local partners, develop and professionalize its institutional capacity (both in The Hague and in its country offices), and achieve a sound programmatic track record. However, in order to secure its programmatic and financial sustainability and avoid overreliance on one funder, NIMD needs to further diversify its funding base. NIMD will strongly focus on securing niche funding for its core business, and will further develop donor relations and partnerships with national and international foundations, private foundations and multilateral organizations.

The following table and chart give an overview of NIMD's incomes per donor over the past three years.

Donor/year	2011		2012		2013	
	€	%	€	%	€	%
Dutch Ministry of Foreign Affairs	7,038,137	89%	9,333,788	87%	8,739,409	81%
Other bilateral funding	478,622	6%	407,129	4%	206,139	2%
Multilateral funding	240,341	3%	620,566	6%	1,099,116	10%
Foundations and private funds	0	0%	17,085	0.2%	0	0%
Other	116,144	1%	385,790	4%	222,224	2%
Overall Total	**7,873,244**		**10,764,358**		**10,266,888**	

4. Country Programmes

4.1 Benin

Political update

Several important political developments took place in Benin in 2013. First, important legislation was passed, reforming the electoral process, land law and the organic laws on public financial management. The land law was passed unanimously, despite divisions in parliament and heavy criticism from civil society. Second, socio-political tensions rose significantly, with an ongoing major dispute between the country's president and an influential businessman, the attempted murder of an important civil society leader, and severe frictions between labor unions and the government. Third, the President's political influence seems to have diminished, exemplified by the Beninese Government's failure to pass the 2014 budget through parliament without creative use of parliamentary procedures and second-round anonymous voting. The budget dispute also highlights the high degree of fragmentation in parliament and the importance of backroom deals and procedural manoeuvres in passing laws.

In 2014, two issues are expected to come to the fore: reforms to the voter registration system and the planning of municipal elections. In addition, the political arena is becoming more preoccupied with the upcoming municipal (2014), parliamentary (2015) and presidential elections (2016).

Programme

2013 was effectively the first year of full-fledged programming in the partnership between NIMD and AWEPA. The Programme Steering Committee, which was established in 2012, met several times to discuss and plan programme activities. The Steering Committee consists of senior party representatives and preeminent members of the Beninese parliament.

The first activity under the programme last year was a parliamentary seminar on the link between public policies in Benin and the attainment of the Millennium Development Goals (MDGs). In addition several public hearings with politicians were organized on parliamentary oversight of public policies. The hearings were conducted with several groups of MPs and party representatives that toured different districts in Benin to engage in dialogue with the local populations. The discussions focused on three issues: water and sanitation; the exploitation of women and girls in several regions; and the production and trade of cashew nuts, one of the main agricultural products of the country. The representatives of parliament and parties listened and committed to follow-up on the shortcomings assessed, in particular with regard to health and sanitation. In addition, a two-day training on Results Based Management principles in planning, budgeting and reporting was organized for a large group of MPs and politicians.

The seminars, training and public hearings culminated in a large conference on the role of political parties and interparty dialogue in October 2013. The conference was successful in identifying and confirming interest in a more structured dialogue on the political charter and the charter on the state of the opposition. At the same time, the conference confirmed that it is hard to achieve progress and continuous commitment in Benin, given the fact that politicians express interest but with little urgency. Finding links between the public hearings (which MPs strongly appreciated) and the wider programme will be a key strategy in continuing to seek commitment in 2014.

The key objective on the operational side is to ensure a lean but effective permanent in-country presence of the programme.

Partnerships and fundraising

Meetings have been held with the EU Delegation, UNDP and the Friedrich-Ebert-Stiftung (FES), and meetings with the Francophonie are still an ambition. The EU Delegation appears interested in the politically realistic approach NIMD and AWEPA are applying, and would be even more interested in 'political economy analysis'. The FES seems to share ideas for youth leadership training, but talks for a joint project on a Democracy School have not yet progressed. The annual plan for 2014 focuses on fundraising as an important ambition.

4.2 Bolivia

Political update

The governing party, the Movement Towards Socialism (MAS), continued to dominate the Bolivian political landscape. January 2013 marked a major victory for Bolivia's president, Evo Morales, with the UN declaring that the traditional use of coca leaf is no longer illegal according to the terms of the UN anti-drug convention.

In May 2013 Morales expelled USAID, suggesting that it had conspired against his administration. Two months later, in July, Morales again had trouble with the international community, stating in Moscow that he was willing to welcome Edward Snowden—known for revealing details of classified US Government surveillance programmes—to Bolivia. This resulted in political uproar, with the presidential plane rerouted due to suspicions that Snowden was on board. Bolivian officials declared that US pressure was behind European countries' denial of access to their airspace, and this led to several protests in the city of La Paz.

A general election is planned for 2014. The Supreme Electoral Tribunal disclosed in November 2013 that it is considering holding the election on 5 October 2014 in order to ensure that a possible second round of presidential voting can be completed in December. In April 2013 the Supreme Court ruled that President Morales' first term did not count towards constitutional term limits as the Bolivian Constitution had since been amended. During a party meeting in La Paz in October, Morales was elected by MAS to run for re-election at the 2014 general elections.

Programme

After having experienced a turbulent year in 2012 following the sudden death of its ED, the Bolivian Foundation for Multiparty Democracy (FBDM), NIMD's partner organization in Bolivia, was all set to start 2013 in a positive manner. A new ED was recruited and several organizational changes were made to ensure a proper continuation of FBDM's valuable work. Unfortunately, things did not work out the way all parties involved had hoped. The contract with NIMD was signed quite late in the year (in July) and although different activities (e.g. organizing debates and meetings on relevant political and socio-economic topics) were undertaken, the organizational difficulties FBDM was facing proved insurmountable.

NIMD had announced in 2011 that it would not be able to finance FBDM's activities after 2013. Unfortunately, NIMD was not the only organization pulling its funds out of Bolivia. A number of donors made similar decisions, leaving FBDM unable to secure sufficient funds for the future. This, combined with a number of administrative issues, led the organization to make the difficult decision of shutting down all its operations. With this, a programme that had supported Bolivian society and politics through one of the most difficult periods in its history came to an end.

Partnerships and fundraising

In August 2013 NIMD funded a trip by the ED of FBDM to the USA. The goal of this trip was to meet with different institutions and well-known donors to try and gather additional funding for FBDM. Unfortunately, this trip did not have the desired results and no funds were secured. As mentioned above, NIMD's 2011 decision to stop funding the Bolivia programme after 2013 means that as of 2014 NIMD no longer has financial relations with FBDM. Nevertheless, FBDM will remain part of the wider NIMD network.

4.3 Burundi

Political update

In 2013 important political steps were taken in preparing Burundi for the 2015 elections. In March a UN-led political dialogue process helped to ease interparty tensions and led to an agreement on an election roadmap. Since the start of the process opposition leaders from the National Forces of Liberation (FNL) and the Movement for Solidarity and Democracy (MSD) parties have returned from exile to prepare for the elections. However, the process has also faced serious obstacles, as opposition parties are accusing the ruling party of a lack of commitment to genuine democratic reforms. There are concerns about the President's ambition to seek a controversial third term and the Burundian Government has also been pursuing significant constitutional reforms that touch on key aspects of the Arusha peace agreement. New restrictive laws on the media and public meetings have further increased tensions, and harassment of opposition and civil society leaders continues. Controversies surrounding sensitive issues such as land distribution and transitional justice have further increased political instability. Politically motivated violence—which is attributed to the youth wings of different political parties, predominantly the ruling party—seems to be increasing and raises questions about the environment for the 2015 elections.

Towards the end of 2013 and in early 2014 the negotiations on the renewal of the mandate of the UN Office in Burundi (BNUB) took center stage, with the Burundian Government pushing for the UN peacebuilding mission to leave. The final compromise is that BNUB's mandate has been extended until the end of 2014, after which a UN Elections Observation Mission will take over. The international community will have to step up its efforts to coordinate their actions to support an inclusive political process and ensure that key political principles for peacebuilding are safeguarded.

Programme

In 2013 NIMD and its partner organization, the Burundi Leadership Training Programme (BLTP), were successful in bringing together political parties around thematic discussions on subjects of national interest. The aim is to contribute to the unblocking of the political stalemate in Burundi by engendering sufficient trust between the 13 main political parties, strengthening their thematic knowledge, improving their internal party discussions and facilitating a change in political strategies towards other parties. This programme, funded by the EU, will continue in 2014.

At the local level, NIMD and the BLTP continued to successfully implement the Democracy School programme in Cibitoke and Giheta. Additionally, exchanges of experience between alumni of the programme were organized. An external evaluation of the Democracy School programme in the period 2011–2013 will be concluded in 2014 and used as input for a new phase of the programme (to be funded by the Royal Netherlands Embassy) that will see the programme expand to six provinces and create linkages with the local police.

NIMD and the BLTP have further invested in assessing the political environment and identifying the main priorities for engagement of the Burundian parties in the run up to the 2015 elections. This has been used as basis for engagement with different funding partners. Furthermore, coordination with the international community (specifically the UN) and international and Burundian organizations working with political parties and elections has increased to ensure a coordinated approach to the 2015 elections.

Partnerships and fundraising

In order to realize the ambitions of the NIMD programme in Burundi, both NIMD and the BLTP have engaged with key funding partners (including the EU, the Swiss Government, the Royal Netherlands Embassy and the UN) to develop proposals for different key aspects of the programme. Final agreement on funding for programme parts will be reached in the first half of 2014.

In 2013 NIMD also started implementing its first programme funded under the EU Instrument for Stability. An interim, results-oriented evaluation of this programme was concluded positively in October. All efforts will be made to ensure a successful implementation and high quality reporting in order to keep the EU on board for further activities in the run-up to the 2015 elections.

4.4 Colombia

Political update

In 2013 the peace talks between representatives of the Colombian Government and the Fuerzas Armadas Revolucionarias de Colombia (FARC) continued in Havana, Cuba. Although progress proved to be slower than expected, agreement was reached on two of the six points on the agenda. One of the points agreed on was the right to political participation, which led to the restoration of the Unión Partiótica as a political party.

In 2013 the Colombian Congress issued a new Electoral Code in order to redress a previous reform of the justice system that had failed to prevent links between organized crime and politics. The Code entails that once links between an MP and illicit networks can be proven, the party loses the seat. In the run-up to the 2014 congressional and presidential elections, there have also been important changes with regard to the participation and representation of women in politics. The March 2014 congressional elections will be the first to include a gender quota. Additionally, the 2014 presidential election will include three female candidates. Furthermore, the upcoming elections will severely affect the outlook in Congress, as the electoral threshold will be increased from 2 per cent to 3 per cent, in line with the political reforms of 2011. This will likely cause the disappearance of some smaller parties (mostly opposition parties and independent MPs), a situation that certainly threatens a further growth of democratic pluralism.

Programme

In 2013 NIMD's activities in Colombia centred on two programmes: the UNDP-NIMD-IDEA Programme for Democratic Strengthening (PFD) and the NIMD-Cordaid Programme for Democratic Dialogue for Environmental Security (PDDSA). The PFD's overarching aim is to support legitimate political parties, which will play a crucial role in ensuring a sustainable implementation of potential peace agreements, especially on the political participation issue. In 2013 NIMD and its partners organized various workshops with the participation of MPs, representatives of political parties and academics to discuss and analyse the political reforms that will follow in the wake of any peace agreement. A special focus was the possible development of a statute for the opposition and political guarantees for minorities.

Furthermore, the PFD provided technical assistance to strengthen the capacities of the political parties, especially in the consolidation of their national and departmental offices for women, young people and indigenous peoples. To this end the programme also developed the 'Ranking of Equality for Women And Men within Political Parties'. Through the PFD, NIMD also provided thematic, programmatic and planning assistance to the various youth branches, and organized several workshops about electoral political systems and political marketing for indigenous political parties in order to provide them with tools to promote their candidacies for the upcoming congressional elections. Parallel to these activities an instrument was developed to provide citizens with mechanisms for a free and informed vote. This included workshops between MPs and members of the Citizen's Alliance for Democracy to analyze candidates' policy proposals and review reports on the candidates developed with the support of the civil society organization Visible Congress (Congreso Visible).

The PDDSA programme with Cordaid suffered several unforeseen delays in 2013. The implementation modality used at the start of 2013 was based on a partnership between UNDP (NIMD's historic partner in Colombia), and four partner organizations of Cordaid: Synergia, Conciudadanía, Compromiso and Red Nacional de Mujeres (National Women's Network - RNM). In the first half of 2013, an initial agreement was reached on regional focus areas and a workplan for 2013 was developed. However, cooperation and communication between the different organizations involved did not function properly. As a result, an attempt was made to simplify the set-up. UNDP was asked to coordinate the entire programme on behalf of the different partners, but this model had to be abandoned because of a lack of support among the partner organizations.

At the end of 2013 NIMD and Cordaid decided to move forward with the programme in a different modality with a fresh partner, the Colombian National Forum (Foro Nacional por Colombia - FNO). Although a number of planned PDDSA activities did take place, proper coordination and implementation of the programme suffered. Nonetheless, the programme has gained momentum through its initial activities and the lessons learned in 2013 do provide a useful basis to continue the programme.

Partnerships and fundraising

Since 2010 NIMD has participated in a coalition with IDEA and UNDP, jointly supporting the PFD programme. In 2013, NIMD's contribution to this programme focused on the institutional strengthening of political parties, while the scope of the programme was broader and touched on issues such as the Congress, municipalities and relations between political and civil society. The Swedish Embassy is the largest contributor to the programme. In 2013 Sweden informed UNDP of its intention to finance one large programme focused on the Peace Agenda, although NIMD and IDEA have not yet participated in this partnership. Therefore, the work of the PFD could continue under a new programme from mid-2014 onwards. This will be further shaped in the first months of 2014.

4.5 Ecuador

Political update

In 2013 Ecuador held its second presidential election since the adoption of a new constitution in 2008. This presidential election resulted in the re-election of Rafael Correa of the Alianza PAIS (AP) with 57.17 per cent of the votes for a second and final term. Correa's party continued to control the National Assembly, winning 100 of 137 seats. The Creando Oportunidades (CREO) movement, led by presidential candidate Guillermo Lasso, came in second with 22.68 per cent. Sociedad Patriótica (PSP), led by former President Lucio Gutierrez, came in third with 6.73 per cent, signalling a significant loss of power for them, as PSP had been the second political force in the country since 2006. The elections constituted a defeat for traditional political parties such as the Social Christian Party (PSC), the Ecuadorian Roldosista Party (PRE), the Popular Democratic Movement (MPD), and new alternatives like Ruptura 25.

The electoral success of Correa's administration can be partly explained by significant public investment since 2006, resulting in notable progress in infrastructure, airports, power plants, education and health care. Although the AP has a comfortable majority in the National Assembly, there are divisions within the party ranks and Correa's consolidation of power in the executive is a source of tension, both within the party and between branches of government.

Programme

The Ecuador programme, Agora Démocratica (AD), is implemented jointly by International IDEA and NIMD. During 2013, AD made great progress in supporting the National Assembly and advancing the rights of women. AD supported a civil society initiative to analyse the Penal Code regarding violence against women, resulting in a joint proposal with recommendations presented to and discussed by the National Assembly. It also supported the formation of the new Parliamentarian Group for Women's Human Rights (GPDM) for the period 2013–17. This was achieved as a result of prior advocacy and the political commitment of the ruling party in the National Assembly, especially those MPs who were part of the former GPDM and were re-elected. Subsequently, GPDM's proposal was approved, which included its institutionalization. This is an unprecedented achievement in GPDM's history and among all National Assembly parliamentarian groups. It also shows the benefits of the participatory approach that was applied. One of the first activities of the GPDM was the organization of an international seminar on gender and women's human rights in the legislature in September.

On the request of the Technical Unit of the National Assembly, the programme supported the drafting of a legislative manual to improve linguistic and technical skills. This tool is applied to increase the quality of laws and reduce their ambiguity. The manual is being prepared since October 2013, and its publication and distribution is scheduled for February 2014.

Furthermore, the programme supported the 'Train the Facilitator' project of the National Association of Rural Women (AMJUPRE), which aimed to improve the sustainability of the Political School in the future and make it less dependent on external experts. Over 25 rural women leaders from different parts of the country were trained as facilitators. In the second semester, a group of those leaders set up a Political Women's School in the province of Loja addressing, among other things, issues such as conflict management, violence against women, and citizens' political participation.

Partnerships and fundraising

AD's partners are the political parties, AMJUPRE, the National Assembly, GPDM, the National Electoral Council and the National Electoral Court, and UN Women. Projects for the EU are being prepared for presentation in 2014. The Canadian Youth Project came to an end. Both NIMD and the Canadian Government have expressed their satisfaction with the results of the project and the need to continue working with young people.

4.6 Egypt

Political update

The fall of President Morsi in mid-2013, and the ensuing polarization between the Egyptian army and a large part of the population, on the one hand, and the Muslim Brotherhood on the other, continues to dominate the political landscape. The divide seems to be unbridgeable and the army is in full control again. Since an anti-demonstration law was passed in November 2013, many Muslim Brotherhood members have been arrested, and as have many of the 25 January 2011 revolutionaries have been put behind bars. Credible reports assert that these activists are being tortured by the police, instilling fear among potential political dissidents. The use of social media reflects this: Tweets have become more cautious, 'likes' on Facebook (directed at activist, anti-government pages) have decreased in number. Put differently, the Arab Spring in Egypt was not followed by a summer. To some observers, the political situation in 2013 developed into something highly reminiscent of the period under President Mubarak, the difference being that the country has perhaps become even more unsafe and unstable. In turn, the political situation is having a huge impact on the economy—10 per cent of the income of Egypt is derived from international tourism.

During all these developments, Egypt's 94 registered political parties have hardly played a significant role. They seem to be in disarray and weakened by recent events, to the advantage of the army's political ambitions. Political parties were expected to publicly support the army or face the threat of dissolution. General Al-Sisi, under whose command the situation has changed so dramatically, is generally expected to become the new President of Egypt. Having orchestrated the drafting of a new constitution, the third in three years, that justifies the dominance of the army and its acceptance through a referendum, Al-Sisi will likely further weaken the political parties. Rumours have it that a proposed electoral law will favour independent candidates to the detriment of the political parties. Thus, the political party landscape will remain volatile and political parties will hardly constitute a significant political force.

Programme

NIMD, together with DEDI and DIPD, collaborated to support a democracy education programme in Egypt. Two Egyptian organizations, the Egyptian Democracy Academy (EDA) and the Cairo Center for Human Development (CCHD), implemented two Democracy Schools in the pilot phase. EDA and CCHD each organized a six-month democracy training course, recruited and trained trainers, recruited trainees and ran the course. Together they developed a curriculum for the training programme, offering a comprehensive and sustained political education for young Egyptian people of all political persuasions, focusing on the transfer of democratic values, knowledge and skills. The pilot ran from July 2012 to April 2013.

After finalization of the pilot there was a thorough evaluation with all partners in late May. The evaluation focused on the achievements, the appropriateness of methodology and curriculum, the diversity of trainees, relations with the various political parties and local communities and relations between the partners involved in the programme. Based on the results of the evaluation new plans were developed for the next phase of the programme.

In the second half of the year, much energy was devoted to editing the curriculum of six modules (of about 80 pages each), so it can be published in an open source format and turned into an e-learning module.

Partnerships and fundraising

Collaboration in this programme with DIPD and DEDI has been satisfactory for all partners, and will be continued. In this way, sufficient funds will be available for the continuation and growth of the programme. Furthermore, NIMD made an effort to raise funds with the representative of the European Commission (EC) in Cairo. Although NIMD was invited to present a full proposal after a concept note was accepted, the proposal was eventually rejected.

4.7 El Salvador

Political update

El Salvador has a multiparty system, dominated by the conservative party Arena, and the left wing Farabundo Martí National Liberation Front (FMLN). In 2009, the FMLN claimed its first electoral victory following 17 years of Arena domination. 2013 was characterized by campaigning and preparation for the presidential elections in early 2014. Expectations were high, and while there was a shift towards more social democratic policies, the FMLN was also fiercely criticized because of its inability to address the most serious problems of the country including youth unemployment, security and a stalling economy. A novelty in the electoral campaign was the participation of former president Saca (who originally belonged to the Arena Party) representing an alliance of smaller political parties called UNIDAD. Although he was seen initially as a potential threat to the two main parties, he soon lagged behind in the polls. While the FMLN won the 2009 elections with a party outsider, the journalist Funes, it returned to a more traditional candidate, Salvador Sánchez Cerén, in 2013. Arena selected a similarly established candidate, Norman Quijano. Both of the candidates for vice president represent a younger generation that is less connected with the armed conflicts of the past.

In the context of electoral campaigning, the tensions and animosities between political parties grew stronger, polarizing El Salvador's political society and making interparty dialogue difficult. Most analysts concur that after the 2014 presidential elections—which resulted in a mere 6000-vote difference between the winner FMLN and the Arena Party—a constructive dialogue between the political parties is necessary to overcome differences and ensure stability and governability.

Programme

NIMD established a small country office in El Salvador in 2013. The staff consists of a NIMD representative, a political advisor and a part-time programme assistant. NIMD successfully rolled out its activities in El Salvador, establishing important relations with political parties, and starting training and capacity-building activities for female politicians, in line with UN Security Council Resolution 1325. Together with Cordaid, NIMD established a framework agreement with the Ministry of Environment and Natural Resources (MARN) for the development and training of a unit within the Ministry specializing in environmental conflict resolution.

The regional focus area selected in 2013 for El Salvador was the Trifinio region, adjacent to the Guatemalan part of the Santa María Ostúa basin. This decision was based both on the prevalence of environmental conflicts in this area as well as the proximity of the Guatemalan focus area, with the intention to start up joint activities in light of the Reconstruction Programme. For more information, see the NIMD and Cordaid annual report on the Reconstruction Programme.

Programme activities in 2013 with the political sectors and women in political parties and state institutions have resulted in a fertile field for the strengthening of democracy and political parties, and for the inclusion of environmental issues in the political discussion. The upcoming 2014 elections and the recruitment of a new NIMD representative in September 2013 slowed down the implementation process. However, with the operational capacity of the office now in place, the delay will be overcome in 2014 if post-electoral political developments allow.

Partnerships and fundraising

In light of the Reconstruction Programme, NIMD works together with Cordaid's partner in El Salvador, the Organization for Development Programme Assistance ASPRODE, which in turn works with various civil society organizations. Another partner is the non-governmental organization (NGO) Transforming Conflicts, which possesses expertise in managing environmental dialogue processes with a conflict-sensitive approach. On the government side, MARN is key in supporting state capacity in conflict resolution. An important NIMD partner for strengthening the skills and knowledge of political women is the multiparty Association of Parliamentarians and Former Parliamentarians (ASPARLEXSAL). Furthermore, contacts have been made with UNDP, the EU and the Canadian Embassy.

4.8 Georgia and South Caucasus

Political update

2013 was a volatile year for the countries in the South Caucasus. Presidential elections took place in all three countries. While Georgia held its most free and fair elections so far in October, no substantial democratic improvements were observed during the elections in Armenia and Azerbaijan. Furthermore, no significant steps have been taken to solve the frozen conflict in Nagorno-Karabakh.

The presidential elections in Azerbaijan have caused many tensions between the Azerbaijani Government and its opponents. Commentators applauded the opposition parties for their ability to unite and put forward a joint candidate for the first time. Nevertheless, Azerbaijan's incumbent President, Ilham Aliyev, was elected for his third term in October.

Armenia decided to join the Eurasian Customs Union with Russia, Belarus and Kazakhstan, a step which blocks further integration with the EU for the moment. Armenia's ruling Republican Party has a strong position, having won both parliamentary and presidential elections over the past 18 months.

Georgia's parliamentary elections in October 2012 resulted in the first constitutional transfer of power in Georgia's modern history. This represents a remarkable milestone in consolidating Georgian democracy. Up until the presidential election in October 2013 Mikheil Saakashvili of the ruling United National Movement (UNM) served as President, while the new coalition government was led by Prime Minister (PM) Bidzina Ivanishvili (and later by the newly appointed PM, Irakli Garibashvili). The 'cohabitation period' between the new coalition and President Saakashvili was tense and there were many incidents between both political blocs.

Programme

NIMD has a country office in Georgia which is responsible for NIMD's South Caucasus programme. In 2013, NIMD organized a large international conference, attended by more than 250 people, on the theme of the future of political parties in Georgia. Another successful event was the South Caucasus Youth Forum, bringing together 54 participants from 25 parties (including all parties from the 3 countries with representation in parliament over the past decade). The event was organized in partnership with the Euronest Parliamentary Assembly. As part of peer exchanges a two-day workshop was held with the six member parties of the Georgian coalition and two vice-chairs of the parliamentary groups of the Dutch coalition parties VVD and PvdA. The Dutch politicians also held a meeting with the leader of the major opposition party UNM Mikheil Saakashvili, who at the time was President.

With regard to capacity strengthening, the review of the strategic plans was finalized with the New Rights Party, the Christian Democrats, Our Georgia-Free Democrats and the Republican Party. The last two are members of the ruling coalition. NIMD has also organized introductory training on strategic planning in Yerevan, Armenia. The parliamentary parties of Armenia participated in the training. The strategic plans will be developed on a bilateral basis in 2014. Furthermore, three policy papers were published, discussed in public events both with political parties and civil society representatives, and widely disseminated. The papers deal with political party financing, local self-government and women's participation in politics.

In light of the presidential elections a multiparty website was created as a follow-up to the website developed for the parliamentary elections held in 2012. The number of visitors to the electoral website more than doubled compared to the previous year (27 366 unique visits in three weeks, compared to 13 078 unique visits in 2012). In total, 14 presidential candidates provided their support for the site, including the top 3 candidates.

The Democracy Schools in Georgia are also an important part of the NIMD programme. During the summer of 2013 a democracy camp was organized for 50 alumni from all 4 schools. The one-week camp focused on developing the Georgia 2025 Vision Project. At the end of the year, a meeting was organized between school alumni and the leaders of the Georgian political parties in order to discuss regional issues.

The alumni of the schools were actively involved in Georgia's political sphere in 2013. Many have been involved in the implementation of projects on minority integration, civic education for young politicians, raising awareness on the consequences of the Stalin legacy. Alumni have also ignited evidence-based, sober discussions by means of documentary movie screenings, guest speakers and debate events. Alumni in Gori established training and civic engagement clubs in six residence camps for internally-displaced persons (IDPs). Young refugees have been trained by Democracy School graduates on gender and politics, conflicts and peacebuilding, democracy and civil society, the role of the media, human rights and professional writing.

In May, an exchange of Democracy School alumni and students from Georgia took place in Cairo, Egypt, with two representatives from all four schools participating in the visit. The discussions focused on post-revolutionary democratic processes.

And finally, in 2013 attention was also devoted to the participation of women in politics. All major political parties participated in meetings, expert round table discussions and regional events organized by the Gender Taskforce, which was financed by the Canadian Embassy. Five expert papers were prepared and research was conducted on the participation of women in the 2012 parliamentary elections. As a result, joint amendments to the electoral code have been submitted by the parliamentary ruling and opposition parties. Furthermore, NIMD facilitated a high level roundtable between political parties on political party financing and women in politics. This was done together with the International Foundation for Electoral Systems (IFES) and the Office for Democratic Institutions and Human Rights (ODIHR).

Partnerships and fundraising

A total of 55 per cent of the programme costs were funded by five different external donors: the EPD, the Canadian Embassy, the Polish Solidarity Fund, the Dutch Permanent Representation at the Organization for Security and Co-operation in Europe (OSCE), and the Royal Netherlands Embassy. Since 2012, all donors have been kept on board with the exception of one donor, with whom NIMD ceased its funding relationship.

A new cooperation was developed with the Polish School for Leaders to train political leaders from Eastern Partnership countries. Two one-week events have been organized in Warsaw and Kiev with participation by NIMD staff and Democracy School alumni. Negotiations with the OSCE High Commission for Minorities continued but were not finalized by the end of 2013.

4.9 Ghana

Political update

In 2013 Ghana went through an eight-month election petition process in the Supreme Court against the declaration of John Mahama as President after the 2012 elections. In summary, the opposition New Patriotic Party (NPP) challenged Mahama's electoral victory on the grounds of irregularities that benefited him. In response, both the Electoral Commission and the ruling National Democratic Congress (NDC) argued that even though there were irregularities, their volume was not large enough to warrant the nullification of the results of the elections. The Supreme Court's ruling on the matter (by majority decision) affirmed that Mahama was validly elected, and the petition filed by the opposition NPP was, in effect, thrown out. The NPP finally accepted the ruling, also showing democratic maturity.

The Supreme Court ruling has generally deepened polarization within Ghana's politics and instilled in the political mindset of many party supporters and politicians the idea that elections are won and lost at the polling stations. This state of affairs sets part of the framework within which the Ghana Political Parties Programme (GPPP) will be carried out over the next two years by NIMD's partner: the Institute of Economic Affairs (IEA). It is clear that the electoral law and the electoral system will have to be reformed and strengthened prior to the next polls, and the parties have already engaged in debates about those changes.

Programme

In 2013 the programme was severely hampered by the court case following the 2012 elections. This absorbed much of the time and attention of the political parties, especially the leadership. As a consequence, many of the planned programme activities only started later in the year. One of the components of the GPPP has been focused on personnel assistance to political parties. Over many years, NIMD's funds have allowed each of the four parliamentary political parties to employ a policy analyst tasked with strengthening policy-making capacity.

Another important part of the programme has been the monthly interparty dialogue platform meetings. During the second half of 2013 the platform meetings focused on electoral reform. This led to two workshops that were attended by the leadership of the political parties that constitute the GPPP, their respective electoral committee members, representatives of non-parliamentary political parties, the independent candidate in the 2012 presidential elections, representatives from the National Commission for Civic Education (NCCE), the media and other Civil Society Organizations (CSOs). The workshops were intended to create a platform for a thorough review and discussion of Ghana's electoral system and led to the submission of proposals for electoral reform to the Electoral Commission on 26 November 2013. The IEA–GPPP's initiative was broadly covered in some of the major newspapers.

Partnerships and fundraising

While IEA has a long history of working with numerous donor agencies, the activities related to interparty dialogue and the strengthening of individual political parties have been funded almost exclusively by NIMD. This situation has not yet changed, although other donors, including the UNDP, have expressed interest in this field. This will require more coordination and cooperation in the near future.

4.10 Guatemala

Political update

The Guatemalan state is not able to effectively attend to the needs of its population and is confronting a situation of increasing levels of polarization related to mining, natural resources and political (or socio-economic) exclusion. The Guatemalan Government appears unable to overcome this situation and provide adequate quality health care and education, and create opportunities for its young people. For the first time since the authoritarian regimes, a former military officer is President and a substantial number of government officials have a military background, which becomes evident in the way the government approaches the numerous social conflicts.

The human rights situation is deteriorating and attacks on human rights defenders, leaders of indigenous and social movements, and national and international development cooperation organizations have increased. High levels of impunity among government officials continue to exacerbate these problems. The Congress saw extremely high levels of floor crossing in 2013: 50 of the 158 MPs changed their party affiliation. The parties that benefited most from these changes are Todos and the Renewed Democratic Liberty Party (LIDER), while the benches of the Nationalist Change Union (UCN) and the National Unity of Hope (UNE) suffered important losses. This shows a tendency towards two big parties, Partido Patriota and LIDER, while Todos and the smaller parties Grand National Alliance (GANA), UNE and Commitment, Renovation and Order (CREO) can play an important role in providing a majority vote for legislation. Due to frequent use of filibustering techniques, the Congress adopted few new laws.

Programme

The Forum of Political Parties consists of all parties represented in Congress, which come together in thematic commissions to learn about and analyse current legislation and policy proposals and reach consensus on reform ideas when possible. In 2013 the commission on external policy formulated recommendations for improved migration policy with special attention for undocumented immigrants. The Justice and Security commission made a thorough analysis of the current security situation, including organizations, and policy and legislation. The commission made recommendations on increased civil society participation within the National Security Framework in order to improve human security. Another successful example is the proposal of the Human Rights Commission to change the definition of torture in the Penal Code, so that it will be congruent with international human rights instruments.

The Forum of Political Parties, together with NIMD, also invited the political parties to present proposals on how to strengthen their internal ability. This resulted in the approval of 10 of 13 proposals for 'training of trainers' courses to strengthen the capacity-building secretariats of the political parties, and their capacity to develop and improve their political party programmes, which is especially relevant in light of the forthcoming 2015 elections.

NIMD continues to support reform of the political system (reform of civil servant law, political party law and rules and regulations of Congress). For these reform processes, thorough media coverage is crucial in order to obtain support and input from civil society. Therefore, NIMD together with Congress implemented a training course in which journalists and media owners learned the details of legislative processes and were able to exchange information with MPs on the functions of Congress and the need for reform.

NIMD and Cordaid's joint Reconstruction Programme offers a relevant contribution to ameliorating socio-political conflicts in this polarized climate. The programme has created conditions for a strengthened and constructive role of civil society actors in diminishing tensions, particularly in the regional focus areas (Cuilco and Santa Maria Ostúa). Multiple activities within the political sector, which include women from political parties and state institutions, have resulted in opportunities for inclusion of environmental issues in the political discussion. This will hopefully allow the programme to take further steps toward productive dialogue processes in 2014. With regard to the role of women in conflict mitigation and resolution, some advances have been made regarding the 1325 National Action Plan (NAP), which was drafted by a broad coalition. However, progress is very slow, especially from the side of the government, and it is important to find new ways to make this process more dynamic. For more information, see the NIMD and Cordaid annual report on the Reconstruction Programme in El Salvador and Guatemala.

Partnerships and fundraising

The political parties working together in the Forum of Political Parties jointly prepared a proposal to obtain state financing for capacity building for political parties, thus contributing to its sustainability. This proposal was discussed by Congress, but due to differences between the governing party and the opposition parties, the proposal was not approved. The Forum and NIMD will continue efforts in this regard. NIMD actively facilitates contact and communication between representatives of donor countries in Guatemala and the Forum of Political Parties. NIMD works in partnership with the NDI in support of reform of the political system.

4.11 Honduras

Political update

General elections took place in Honduras in November 2013, producing one of the biggest changes in the country's recent political history. Although one of the main political parties of the traditional bipartisan system (the National Party of Honduras - PNH) and its candidate Juan Orlando Hernández won the presidential race with 36 per cent of the votes, Honduras shifted to an unpredictable multiparty system. This led to a fragmented composition of the legislative branch, currently composed of seven political parties. Libre, the party created by ousted former President Manuel Zelaya, and its candidate Xiomara Castro, lost the elections (28 per cent), but turned out to be the second political force in the country. The other main traditional party, the Liberal Party (PL) came in third (20 per cent) and the new Anticorruption Party (PAC) headed by TV personality Salvador Nasralla, unexpectedly received 16 per cent of the votes.

For the first time since the establishment of democracy, the two main traditional parties (PL and PNH) failed to receive the largest shares of the votes. Also for the first time the winner of the executive branch (PNH) did not obtain a simple majority in Congress. During the last days of 2013, the governing party, the National Party of Honduras, came to an agreement with the PL to secure its support for the election of the Board of Congress. However, the PL was quick to explain that the agreement was limited to that election, announcing its intention to provide 'active and constructive opposition' in the Assembly in the future. Although the opposition parties Libre and PAC failed in their attempt to consolidate an opposition majority together with the PL, the ruling party has no long-lasting support for its policy, and must instead seek an ad hoc alliance on every issue. What this means for the governability of the country remains to be seen.

The last elections were a tough test of the effectiveness of quota regulations for women. The number of women in Congress rose from 23 to 34, narrowly exceeding 25 per cent of 128 representatives. This is a positive but still disappointing outcome, considering that regulations demanded 40 per cent inclusion of women in all elective lists. Within the executive branch only 2 women were appointed as Ministers from a total of 15 posts.

Programme

The programme is implemented by NIMD's country office, headed by an experienced political operator and analyst. In December last year the office managed to obtain its official inscription as a judicial entity.

Throughout the year NIMD, together with the UNDP, organized a series of thematic multiparty meetings, inviting experts from Latin America to stimulate parties to get to know each other and exchange points of view and, eventually, come to multiparty consensus and adopt agreements. As a result of these meetings, the parties, accompanied by the UNDP, elaborated and signed a 'Commitment for Minimum guarantees for Ethical and Transparent Elections' in August 2013. This agreement included commitments to reform the electoral law following the elections and issue new identification cards. The technical secretariat for this agreement was carried out by the NDI and NIMD.

Bilateral projects to strengthen internal and programmatic capacities were carried out with 7 of the 9 parties. While the newly established parties used the support to organize intraparty meetings focused on collective creation of party programmes, established parties used the support to strengthen their capacity to use social media in political campaigning.

A coalition of various organizations designed and implemented a capacity-building programme for female candidates. A total of 11 female candidates were elected, and while that cannot be linked directly to the training, the women indicated it had improved their communication skills and their political positioning. NIMD will continue to work with these women to establish a legislative interparty agenda.

In light of the elections, NIMD and the National University of Honduras (UNAH) organized a series of debates in which politicians from the different parties explained their programme proposals regarding security, finance and investment, employment and social protection. Furthermore, NIMD supported an event during which the political parties signalled their commitment to improving the political participation and human rights of the indigenous and Afro-descendent populations.

Partnerships and fundraising

Applying the Paris Declaration for donor coordination, the capacity-building activities for female candidates are examples of how organizations can work together. The alliance included NGOs such as NIMD and the NDI, intergovernmental organizations such as the UNDP, UN Women and International IDEA, and a government organization, the National Women's Institute. Although coordination with the different organizations slowed down the planning process, this alliance made it possible to employ economies of scale and cover more departments and train more candidates then was initially envisaged. The NIMD representative also established good working relations with the EU delegation and the EU observer mission.

Two project proposals were developed and presented, one to USAID and another one, together with Avina (a sustainable development support organization), to CAMMINA, but without positive results. CAMMINA is an alliance of organizations in support of migration issues in Central America.

4.12 Indonesia

Political update

Some years ago, Indonesia was referred to by experts such as Thomas Carothers as a 'shining example' of emergent democracies in Asia and the world at large. After the fall of the authoritarian government of President Soeharto in 1998, Indonesia showed remarkable intelligence and eagerness in building up a democratic state and society after more than 30 years of dictatorship. Sadly, however, the democratic success of Indonesia is waning. The second term of President Yudhoyono, whose democratic and reformist credentials seemed beyond doubt for a long time, is becoming riddled with anti-reform actions by the political elite. For instance, the Anti Corruption Squad (KPK) is increasingly coming under siege by means of laws which are currently being discussed in parliament. The laws were proposed in 2013 by politicians of all persuasions and, if adopted, will annihilate this independent and pro-active institution. Similarly, the Constitutional Court, which, like the KPK, came into being during the process of Reformasi, has become blatantly corrupt and was recently described as 'a deleterious and self-preserving "fourth branch" of government'.

Further, it is not unrealistic to expect that direct elections of the executive at the local and provincial levels, another jewel in the democratic crown of Indonesia, will revert to the system that was valid under Soeharto whereby mayors, governors and other officials are chosen by local parliaments, thus diminishing democratic accountability. In 2013, the parties in parliament, together with the Yudhoyono administration, have been preparing just such a rollback.

Moreover, the Indonesian media, though still free and outspoken, is increasingly coming under political control through business conglomerates owned by politicians. Perhaps the only light shining in this darkness is the possibility that the present Governor of Jakarta, the immensely popular Joko Widodo ('Jokowi'), who is well known for his penchant for reform, his hands-on mentality and his integrity, is a presidential candidate. However, during the year his political boss, the Indonesian Democratic Party of Struggle (PDI-P) chair Megawati (herself a representative of the old political elite), has been ambiguous and vague about this possibility.

Programme

The lion's share of the programme in 2013 was a continuation of the previous years, with the implementation of 5 Democracy Schools funded by NIMD, and 3 others by the Indonesian organization Kemitraan Partnership. As a result, the total number of alumni is rapidly approaching 1500, some 10 per cent of whom started preparations to run for office in the 2014 elections. These candidates are often supported by the so-called Community Committees (local alumni groups) of which they are members. These alumni groups are also politically active in their respective regions in other ways, influencing public opinion by making use of local media, and represent a means to hold local politicians accountable, for instance by organizing town hall meetings. Additionally, they identify local problems and the stakeholders needed to solve them, including local branches of political parties of which they often become members after finishing the Democracy Schools.

In the case of Tangerang (West Java) the alumni even prepared local legislation on public health together with two of the parties represented in the local parliament. A strong effort was planned to re-establish the political dialogue between the 9 current parliamentary parties on the national level. This endeavour to reignite the so-called Political Party Consultation (PPC) was reflected in the hiring of a special political parties officer. Most of the PPC activities have taken place at the local level, often in close collaboration with the local alumni groups. NIMD's partner in Indonesia, the Indonesian Community for Democracy (KID), is struggling with the way to go about this, likely because it still sees itself as an educational rather than a fully political institution. At the national level, political parties' interest in such a programme may be weak as they are gearing up for the 2014 parliamentary and presidential elections.

Partnerships and fundraising

A strong effort was made, especially in November 2013, to open up possibilities for fundraising when an NIMD delegation visited Jakarta and Denpasar with former European Parliament MP Jan-Marinus Wiersma. Together with the KID Board, the delegation visited the embassies of Finland, Denmark, Canada, Germany, Switzerland, Norway, Sweden, the United Kingdom and the EU, to discuss possibilities for collaboration and funding of the programme. Also, on the request of the Dutch MFA, the delegation visited the Indonesian MFA and the Institute for Peace and Democracy (IPD) in Denpasar, Bali, to investigate possibilities for tripartite collaboration, in this case between Indonesia, the Netherlands and Myanmar. In almost all instances the delegation was warmly received and agreements have been made for follow-up, to be made by KID in the near future. Further, the funding of 3 out of 8 Democracy Schools by the Kemitraan Partnership was continued in 2013.

4.13 Jordan

Political update

From NIMD's perspective, the political situation in Jordan has not changed significantly over the past year. The King continues to press for democracy, ideally shaped by three or four western-style political parties operating in a stronger parliament, which appoints the government. However, the King does not seem inclined to substantially relinquish power, and the relevant electoral and political parties laws have only been changed superficially. Therefore, the general elections held early 2013 did not meaningfully alter the balance of power or the prospects for political parties to blossom.

Under the influence of events in Syria and Egypt the political landscape has changed to the extent that the so-called 'hirak', or political movements, have lost momentum. The Jordanian Muslim Brotherhood also seems intimidated by what has happened to its Egyptian counterparts and has lowered its profile on the national political scene. Among the broader Jordanian public, reformist energy seems to have slipped away as a result the overall developments in the Arab world. Moreover, the war in Syria constitutes a major problem, with thousands of refugees crossing the border into Jordan. Against that background, the possibilities for reform in Jordan are limited.

Programme

After a fact-finding mission to Jordan in January 2012, facilitated by the Royal Netherlands Embassy, it was decided to temporarily collaborate with two Jordanian partners, the Centre for Strategic Studies (CSS) and the Identity Centre (IC), with the aim to establish the modalities for possible further NIMD intervention, based on the recommendations by both organizations at the end of the project period. In August 2012, both the CSS and the IC started preparing and carrying out surveys, polling, dialogues and political mapping. Final reporting took place in July 2013.

The CSS prepared, on the basis of a large survey, a report on the public perception of political parties. Cooperation with the CSS, however, was cancelled prematurely due to differences over the use of the data, meaning that no results could be published. Towards the end of 2013, the IC was able to present the results of its dialogue sessions with political movements and political parties in the form of a comprehensive 'Map of Political Parties and Movements in Jordan', giving a detailed description of each of the political parties in Jordan. The map, prepared in Arabic and English, was presented to the general public during a seminar in the presence of the Netherlands Ambassador, the Jordanian press and representatives of all political parties and movements.

Partnerships and fundraising

The programme was planned to be temporary and will not be continued.

4.14 Kenya

Political update

Politics in Kenya in 2013 was dominated by the presidential and general elections held in March. Despite fears that there would be a repeat of post-election violence similar to what occurred in 2007–2008, the elections were held without major disruptions or violence. The first round of the presidential vote unexpectedly delivered a contested, but eventually accepted, winner in the form of the National Alliance Party (TNA) leader Uhuru Kenyatta. Kenyatta ran together with Kalenjin United Republican Party (URP) leader William Ruto as Deputy President. Their Jubilee Alliance won a majority in the lower and new upper house of Parliament, with the competing Coalition for Reform and Democracy (CORD) alliance representatives taking the bulk of the remaining seats. This de facto two-bloc outcome—with many smaller parties quickly joining one or the other side—resulted in the first few months in a severely polarized political context with contestation and debate taking place mostly on the basis of this divide. This was particularly the case around the issue of devolution, with elected governors from CORD facing pressure not to work with the current administration, or even the refusal to devolve funds from the Kenyan Government to particular counties. Therefore, decentralization as defined in the constitution has not yet contributed to de-politicization of the national budget allocation or, other than a few exceptions, improved delivery of public services. The International Criminal Court (ICC) proceedings also remained on the political agenda, but because they are now aimed at the sitting President and a Deputy President, they continue to be dismissed by the government as Western meddling. With the Kenyan state now trying to halt or derail the ICC proceedings, the image of the ICC within Kenya is under pressure.

With only three parties, TNA, URP, and the Orange Democratic Movement (ODM),having obtained more than 5 per cent of the vote (the threshold required for eligibility for state funding) smaller parties fear for their long-term existence. Nevertheless, 25 parties have at least one elected MP in parliament. At the same time, the office of the ORPP, is still severely under-resourced and is unable to effectively manage the party landscape. A particularly disappointing result of the elections was the low number of women who were directly elected: only 16 out of 290 MPs. Efforts to employ a mechanism to comply with the constitutional provision of 2012, which states that no more than two-thirds of the same gender can be represented in parliament, have so far been unsuccessful. The Supreme Court ruling on the matter established a new deadline of August 2015 to institutionalize a method to ensure adequate gender-based representation.

Programme

NIMD's partner in the country is the Centre for Multiparty Democracy Kenya (CMD-K). The first months of 2013 were fully focused on the elections, with several workshops with party members, a large-scale media campaign calling for peace, and sensitization of voters to the new governance system and election process. After the new government was announced, the CMD-K Board elections took place, with a new Steering Committee elected, including a new Chair. One of the longstanding ambitions of several parties on the Board was to establish a training institute geared towards political leadership skills. This issue was taken up and an initial planning retreat was organized with international experts, resulting in a full proposal for its commencement in 2014.

The new administration in Kenya, supported by a majority in parliament, seemed to prioritize legislation to exert greater control over Kenyan society. There was a proposed media bill aimed at monitoring and censoring media and free speech, and another bill was crafted to strictly regulate NGOs. Both proposals created major public outcry and opposition, and CMD-K, along with its member parties, issued public statements denouncing them. In the end, the President did not forward the bills, but the message was clear and the threat remains. CMD-K employed similar lobbying strategies in response to the restriction of state funding to only three parties, including proposing changes to the new political parties legislation to include smaller parties, and to highlight the need for a functional registrar of political parties office.

The CMD-K programme also organized 15 county-level training sessions and workshops on challenges and solutions around devolution, complemented by several lobbying activities on citizen's participation.

Partnerships and fundraising

The partnership with International IDEA resulted in the start of a project to support strategic planning processes within political parties on the basis of the tool that was developed jointly by International IDEA and NIMD. The first half of the project is funded by International IDEA in partnership with the ORPP and CMD-K as implementing partner. CMD-K enjoyed continued support from the Canadian International Development Agency (CIDA), the Danish Liberal Democracy Programme (DLDP) and UN Women, and signed another agreement with the Ford Foundation for $120,000 in May 2013.

4.15 Libya

Political update
In 2012 local elections took place in many localities in Libya and after much delay national elections for an interim parliament (General National Congress - GNC) occurred in July 2012. The GNC successfully took over power from the transitional government (National Transitional Council - NTC) in August 2012. Since then, there has been no effort by the Libyan Government to draft a new constitution or implement substantial policy reforms. Moreover, the government has lost control of some regions to local militia groups.

Programme
The EU-sponsored consortium Supporting Democracy in Libya (SUDEL) agreed that first the electoral technical assistance in five targeted cities would be fully implemented and finished in 2012. The electoral component of the programme was rounded up in late 2012, and in January 2013 NIMD started preparations for dialogue and leadership training activities, in collaboration with the EPD, Club de Madrid (CdM) and the European Centre for Electoral Support (ECES). In a joint five-day 'training-of-trainers' session in Benghazi, with participants from five major cities, facilitators were prepared to lead 'healing the wounds' dialogue sessions in their home towns. The sessions included participants from five groups of electoral stakeholders—losing contestants, newly elected council members, the media, electoral councils and CSOs—who would then draft and agree to multi-stakeholder codes of conduct. Implementation of these dialogue sessions took place between February and May 2013 in all five cities, and was successful in gathering support for codes of conduct.

During a large national meeting in Tripoli, representatives of each stakeholder group from each of the five cities (along with trained facilitators from Benghazi) shared experiences and worked on additional national-level codes of conduct per stakeholder group. This conference also included an introductory session, led by NIMD, on developing and upholding democratic conduct and culture in an environment without established democratic structures. The keynote speaker, Jerzy Buzek (a CdM member, former Polish PM and former president of the European Parliament) gave an engaging performance and was instrumental in creating a safe environment for the stakeholders to share their experiences.

In mid-May, as a consequence of the lack of security, and in agreement with the EU, the closing event was cancelled and a post-programme external evaluation was conducted by phone. In early 2014 final reports will be submitted to the EU.

Partnerships and fundraising
The SUDEL consortium included NIMD, the EPD, CdM and ECES and was funded by a one-year grant (between May 2012 and May 2013) by EuropeAid through the European Instrument for Democracy and Human Rights (EIDHR). Each consortium partner had an allocated programme budget plus a 7 per cent overhead fee. Under its agreement with the Dutch MFA, NIMD was permitted to allocate programme managers' time available under Dutch MFA PPII to its part of the programme.

In 2013, NIMD and AWEPA developed a joint concept note for the Libya desk of the European External Action Service (EEAS) with an eye on future engagement once the conflict situation in Libya stabilizes, and produces an environment more conducive to NIMD's type of work. For the short term there will be no further engagement in Libya.

4.16 Malawi

Political update

Compared to early 2012, the atmosphere in Malawi in 2013 became more positive under President Joyce Banda, who succeeded President Mutharika in April when he died suddenly after a heart attack. President Banda has been able to turn around some of the harmful policies of her predecessor and in general has created a more stable governance environment with more consultation with civil society and more respect for political and media freedom. However, in the second half of 2013 a widespread corruption scandal (referred to as 'cash gate') contributed to a deterioration of donor relations with Malawi, as several donor countries (including Germany) decided to suspend their aid. A Presidential victory in the May 2015 elections is therefore not certain for Joyce Banda and her People's Party (PP), although the benefits of incumbency will give her an advantage. Several opposition parties, most notably the Malawi Congress Party (MCP) and the United Democratic Front (UDF), and to some extent the Democratic Progressive Party (DPP), are likely to gain significant support and will split the Presidential vote. The run-up to the elections will see an increase in political competition and isolated political violence. Overall, expectations are that the elections will be free and fair, and the risk of major irregularities in the electoral process has decreased over the past decade.

Programme

In 2013 the NIMD programme had a catalytic nature, aimed at strengthening the sustainability of CMD-Malawi (CMD-M) and its programmes in 2013 and beyond. Furthermore, attention was paid to defining the programme interventions based on the priorities set by CMD-M in its new Strategic Plan 2012–15 and input from the CMD-M Board during a planning round table in November 2012. Where possible, the NIMD programme has been complementing the support that CMD-M has received from UNDP and DFID. NIMD supported CMD-M's interventions in the preparations for the upcoming elections, such as the continued engagement with the Malawi Electoral Commission. In the area of party capacity building, support focused on sharing and implementing tools to assist the parties in developing their party identity and manifestos. This was complemented by an exchange visit to Ghana.

Partnerships and fundraising

2013 was the first year in which CMD-M was supported mainly by UNDP and DFID under a newly developed Project Support Document for the period 2013–16. 2013 ensured a smooth transition to this new support framework. CMD-M will also start a programme focused on the participation of women in politics, with support from DIPD. Additional joint fundraising by NIMD and CMD-M remains a priority in order to ensure the continuity and independence of the partnership between NIMD and CMD-M beyond 2013.

4.17 Mali

Political update

In 2013 democracy in Mali was restored after months of crisis. After the French and Chadian intervention, and the freeing of most of the northern territories, successful presidential elections were held in August with a historically high voter turnout (52 per cent). Ibrahim Boubacar Keïta, the leader of the Rally for Mali Party (RPM), was elected president on a platform of reconciliation and restoration of national pride. By the end of the year, the two rounds of parliamentary elections were also concluded, thereby re-establishing constitutional and democratic rule, and serving as significant steps towards renewed democratization.

The UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) became fully operational by July 2013, and continued to play a supporting role for the Malian Government in relation to security and stabilization around the elections, especially after French troops started to withdraw.

The biggest national political challenge is the continued occupation of much of the Kidal region by the National Movement for the Liberation of Azawad (MNLA) and allied groups, a daily reminder for the Malian population that the state remains unable to fully project its authority. Although Keïta was elected on the promise to restore stability and territorial integrity as soon as possible, he is facing the difficult reality of demands for Tuareg autonomy, violent militia groups, drug trafficking, meddling neighbouring countries, and a frustrated general population.

The losing presidential contender from the second round, Soumaila Cissé, stated that his party, The Union for the Republic and Democracy (URD), would take up its responsibility as opposition following the parliamentary elections. The RPM, having won the presidency, also won 61 of 160 of seats in parliament. Cissé's intention to provide competent opposition is a promising development in light of the tendency and history of political co-optation. However, it will be a daunting task, as popular understanding of the role of opposition is limited. Additionally, the majority alliance controls 82 per cent of the seats, thereby limiting the potential impact of the opposition. At the same time, overall party fragmentation in parliament continued, with 19 parties being elected by December 2013 with at least one seat, the majority of which have fewer than 4 seats.

Programme

Soon after the retreat of most rebel groups in northern Mali, the interim government produced a roadmap for the restoration of constitutional order, including elections. This roadmap became the main guiding document for the NIMD programme. Initial consultation and dialogue meetings were held to clarify political positions, cooperate with the Malian Ministry of the Interior to liaise with the parties on the roadmap, and subsequently orient all activities toward the presidential and parliamentary elections at the end of 2013. Highlights includ the facilitation of a large-scale consultation event, with over 60 political groups discussing the roadmap and the organization of 5 concerts with famous Malian musicians to promote voting (showing the new voter identification card ensured free entry). Another activity was the organization of 5 televised debates between candidates, although unfortunately the highly anticipated final round of the presidential debate did not take place as one candidate declined at the last minute. NIMD also provided a weeklong BRIDGE training for parties and the election commission (CENI) on election management and counting procedures, and organized several regional debates on reconciliation, the electoral process and decentralization. NIMD's partner in Mali, the Malian Centre for Multiparty Democracy (CMDID), consolidated its prominence and acceptance as an impartial knowledge broker on issues pertaining to political parties, while at the same time increasing its broader public outreach.

Partnerships and fundraising

Besides the NIMD programme, CMDID has engaged with UN Women to support female candidates in parties, and signed an agreement as implementing partner with the UNDP from the basket election fund to which the Netherlands contributed. In the second half of the year, the idea of a partnership with MINUSMA was explored in the areas of parties and parliamentary support, with practical ad hoc support for the UN already provided by CMDID.

4.18 Mozambique

Political update

In 2013 political tensions between the former rebel movement Renamo and the Frelimo administration increased. Several violent incidents occurred, creating widespread social unrest among Mozambican citizens. In October, Renamo announced that it was pulling out of Mozambique's 1992 peace accord, further increasing fears that confrontations between Renamo and the Mozambican Government might spiral out of control. The formal dialogue between Renamo and the government, initiated after the first violent confrontations, was unable to resolve the main contentious issues, including the composition of the Electoral Commission. Unhappy with the proportional representation of parties in the Electoral Commission, Renamo also decided to withdraw from the Electoral Commission and boycott the local elections.

In the local elections of November 2013 Frelimo managed to win 50 of the 53 municipalities and maintain its dominant position in government. The Mozambique Democratic Movement (MDM) did remarkably well, winning the municipalities of Beira, Quelimane and Nampula, and gaining more than 40 per cent of the vote in ten other municipalities, including Maputo. Despite Frelimo's victories in more than 90 per cent of the municipalities it was a victory 'with a flavour of defeat' for the ruling party, as it lost 30 per cent of assembly seats nationally to MDM.

Towards the end of the year ripples of unease within Frelimo surfaced after the shortlist of three Frelimo candidates for the 2014 presidential elections was made public, indicating three allies of President Guebuza as potential presidential successors. Fearing that these names were being imposed on the Central Committee, a number of prominent Frelimo members, most of them linked to former President Chissano, submitted a petition to the party´s disciplinary body, demanding annulment of the procedures to select the presidential candidate.

Programme

Amid rising tensions between Frelimo and Renamo and violent encounters in the run-up to the local elections, the NIMD country office was able to play a vital role in pushing the dialogue between the parties and position itself as an impartial broker able to bridge the gap between the competing sides. After the first violent incidents in April 2013 the NIMD country office called for a meeting with all political parties, including extra-parliamentary parties, to discuss the situation and push Renamo and Frelimo towards dialogue. The day after the meeting President Guebuza's cabinet contacted NIMD with a request to facilitate the contacts with all parties and organize a meeting to further discuss the situation. It was after that meeting that formal dialogue between Renamo and the government was initiated.

In the run-up to the local elections, the NIMD country office facilitated an electoral dialogue platform for political parties and other electoral stakeholders, including the Electoral Commission, the Technical Secretariat for Electoral Administration (STAE), the media and CSOs, aiming to contribute to increased understanding between various electoral stakeholders, and timely identification of potential challenges. As an important outcome of these meetings an Electoral Code of Conduct was signed by 29 political parties and widely disseminated in the media. Considering the tensions between Frelimo and Renamo, NIMD tried to promote a fruitful and healthy environment for interaction between the parties by organizing joint activities such as debates, dialogue sessions and conferences at the national and local levels. In the Manica and Nampula provinces a number of presidential debates were organized in the run-up to the local elections, providing a unique platform for electoral candidates to present their party programmes, and for citizens to express their concerns and needs. Finally, during 2013 the three parliamentary political parties finalized, presented and disseminated their multi-annual strategic plans for internal capacity building, which were developed in 2012 with NIMD support.

Partnerships and fundraising

In 2013 NIMD worked in close collaboration with a wide range of organizations. A donor meeting in Maputo was organized to enable the political parties to present their capacity building plans to potential funders. Various organizations, such as FES, AWEPA and the Electoral Institute for Sustainable Democracy in Africa (EISA) committed themselves to fund activities within the framework of the strategic plans, which allows for increased donor coordination in the area of political party support. The Mechanism for Civil Society Support (MASC) and the Democratic Governance Support Programme of DAI joined forces with NIMD to strengthen the alumni networks in the Manica and Nampula provinces in the areas of service delivery and local accountability. DAI is a global company working on international development. In 2013 NIMD Mozambique also entered into an agreement with OSISA to finance a number of the multi-stakeholder dialogue activities.

4.19 Myanmar

Political update

The reform process initiated by President Thein Sein (Union Solidarity and Development Party - USDP) in the second half of 2011 continues to move at an impressive speed. Discussions with key stakeholders confirmed that reforms are well under way and that regression is unlikely at this stage. The key question is no longer if reforms are taking place, but when and how they will be implemented and how far-reaching they will be in practice. With the National League for Democracy (NLD) entering parliament in July, following its landslide victory in the April 2012 by-elections, the relationship and cooperation between the USDP and the NLD, in particular between the two party chairs, seems to have improved further. This could eventually open up possibilities for a government of national unity after the 2015 elections, provided that sufficient levels of trust are built up with the military.

Two factors could potentially derail the current fragile political transition process. First, if the ongoing peace negotiations with ethnically-based armed groups do not enter a new stage soon (moving from initial ceasefires to political agreements), the risk for increased ethnic conflict is high. Second, the sectarian violence in the Rakhine State between the mainly Buddhist Rakhine ethnic group and the mainly Muslim Rohingyas is gradually becoming a national issue. Both President Thein Sein and Aung San Suu Kyi (NLD chair) have been very careful in their public statements on the issue and have refrained from expressing support for the stateless Rohingyas, fearing a negative reaction from the majority Burman population, which views the Rohingyas as illegal immigrants. At the same time no ceasefire has yet been reached in the northern part of the country, where open conflict and associated displacement continue.

The past year has seen remarkable changes in Myanmar. The Myanmar Government put reaching national peace high on its agenda and is negotiating with all armed groups to achieve a nationwide ceasefire. All parties expressed the need to ensure political dialogue between all groups to make that ceasefire last. The political openings present a clear doorway to further stability and nation building, economic reforms, human resource development and possibly, in the longer term, a process of democratic transition. The Union Electoral Commission attempts to reach out to political and civil society and address their concerns and seems genuine in its attempts to organize more free and fair elections than in 2010. At the same time, many challenges remain: the process of constitutional amendments that need to be made, armed conflicts that still fire up in some of the states between the army and armed ethnic groups, and deepened religious divides between Buddhists and Muslims throughout the country. The national, top-down reform path does not seem to reach the regional and local levels and the transfer of full control over the armed forces to the civilian government has not been made.

With the new political openings, a heavy burden of responsibility rests on the shoulders of both the ruling USDP and the opposition parties (mostly the NLD) to avoid a reversal to political instability and violence. Both parties seems entangled in a complicated tango in which many interests (both progressive and conservative, within and outside their respective parties) need to be balanced in order to agree on and implement necessary reforms before the 2015 elections.

Programme

In 2012 NIMD and DIPD undertook two informal orientation missions to review and analyze recent democratic developments, highlight possible further steps on the reform path, map the roles, mandates and capacities of key democratic and civil actors and identify possible entry points for support. Consultations with a wide spectrum of political actors confirmed broad-based support for and appreciation of the proposed three-pronged approach of the NIMD–DIPD programme, focusing on facilitating an inclusive and impartial multiparty dialogue platform, strengthening the democratic roles and policy development capacities of political parties, and enhancing cooperation between political parties, CSOs and the media around issues of mutual concern. A two-track approach was taken during 2013, in which the planning and sequencing of a number of activities took place simultaneously with further long-term strategic and programmatic planning.

The activities that were organized focused on bringing together a broad range of political parties on thematic issues such as the role of political parties in democratic transitions, electoral systems, clarifying the role of media with regard to political parties and party financing. Furthermore, a resource facility was set up for political parties to access (via email contact) international knowledge and experiences in a number of areas. A multiparty exchange visit to The Hague and Copenhagen was organized for six politicians, assigned by their respective parties, to enhance their knowledge about decentralization. The exchange visit to The Hague was jointly organized by VNG International and NIMD.

Partnerships and fundraising

Funds for the first phase of the programme primarily came from DIPD, which will also take the lead in programme implementation.

4.20 South Sudan

Political update

After decades of fighting for independence from Sudan, southern Sudan seceded on 9 July 2011, becoming the Republic of South Sudan. As the world's newest country, challenges in South Sudan are broad and numerous, and political dynamics have been complicated from the outset. After the signing of the Comprehensive Peace Agreement (CPA) in 2005 it was hoped that the Sudanese People's Liberation Movement (SPLM) would be transformed into a political party to champion the unity of the people of South Sudan on a new basis, promoting peaceful coexistence, equality, justice and prosperity. But in reality, no meaningful social and political transformation took place. Instead, influential individuals were accommodated in the South Sudanese Government and rebel leaders were bribed into quitting the insurgency without resolving the actual causes of revolts. This 'accommodation strategy' was useful in the short run as a means to end violence, but did not provide any room for people with growing ambitions for political power.

Within the SPLM this became more and more problematic throughout 2013, as top leaders within the party, such as Vice President Riek Machar, openly expressed their intentions to run for the party chairmanship. The tensions within the SPLM leadership mounted after President Salva Kiir's decision to dissolve the entire cabinet in July 2013, and to dismiss Machar and SPLM's Secretary-General, Pagan Amum. The growing divisions within the party, coupled with the failure of the party leadership to use party structures to address internal issues, caused increasing discontent among Salva Kiir's opponents and culminated in a press conference in early December in which several senior members of the SPLM's political bureau accused Kiir of ineffective leadership and increasing authoritarianism.

On 15 December 2013 heavy fighting broke out in Juba after shots were fired among the Presidential Guards. It is not clear whether this was the result of a coup attempt by Machar or rather an unplanned military confrontation, but what is certain is that the political conflict quickly turned into ethnic-based violence, fuelled by the political and ethnic divide between Kiir (Dinka) and Machar (Nuer). Fighting between military factions quickly spread from the capital to the states in South Sudan, leading to the deaths of thousands of people and leaving over 700 000 people displaced. This tragic outburst of ethnic and political violence was a huge setback for the young nation, and for the people of South Sudan who, after independence, had so much hope for a brighter future.

Programme

It is against this background of very fragile and increasingly tense political relations that NIMD invested in the set-up of a programme in South Sudan in 2013. After a careful assessment period NIMD embarked on a slow process of relation building with eight parliamentary political parties, including the governing SPLM. A number of multiparty activities were organized in the first half of 2013, including a workshop on political dialogue and a regional seminar on political party financing. Politicians from Uganda and Malawi provided useful inputs to those seminars, which were well received by the South Sudanese political parties. Based on the positive results of those activities, and a series of bilateral consultations with the main political stakeholders, possibilities for a more permanent NIMD presence on the ground and an NIMD programme until the April 2015 elections were further explored.

In the second half of 2013 potential local experts and facilitators for a dialogue and policy development programme in South Sudan were identified, relations with the parties were strengthened, and the details of an NIMD programme until the April 2015 elections were discussed with the political stakeholders. The South Sudanese policy think tank, the Sudd Institute, was identified as a potential local implementing partner for the programme, with Sudd's Executive Director as a political facilitator. Two multiparty training activities were organized in cooperation with the Sudd Institute in October and November 2013, as a trial phase for collaboration. Based on those positive initial experiences and with the intention to continue the cooperation, Sudd's Executive Director was invited to attend NIMD's Executive Director's Week in December 2013 to become acquainted with the NIMD network.

Partnerships and fundraising

Since the start of the exploratory phase in South Sudan in early 2012 NIMD has interacted with a large number of international donors, such as the Un Mission in South Sudan (UNMISS), the EU, International IDEA, the International Republican Institute (IRI), AWEPA and the Royal Netherlands Embassy, and has been coordinating its activities in South Sudan with other Dutch NGOs. Practical working relations with a number of organizations were established, and a funding proposal was submitted to the EU. The proposal made it through the concept note stage, but the full proposal ended up on the reserve list and was, in the end, not funded. The Sudd Institute was identified as a potential local partner organization for the policy development programme.

4.21 Tunisia

Political update

Tunisia's second year of democratic transition started in 2013 with its first political assassination on its own soil, plunging the country into a crisis and widespread unrest. Many of the opposition parties accused the governing Islamic Ennahda Party of sharing responsibility for the assassination by being too easy on extremists and demanded that the Islamic Ennahda administration be replaced by a technocratic one. Instead, a government reshuffle took place in which many of the ministers, including the PM, were replaced and some independent politicians were appointed.

On 25 July a second assassination took place, sparking unrest and leading to a stalemate between the government and opposition parties. The political crisis led to the withdrawal of 60 members of the National Constituent Assembly and slowed down the constitutional reform process considerably. Political parties finally agreed to end the crisis by launching a national dialogue under the auspices of four national organizations (the Tunisian General Labour Union; The Tunisian Union for Industry, Commerce and Handicrafts; the League of Juman Rights; and the National Bar Association) whereupon a roadmap was established. This roadmap included the establishment of a new neutral and independent government.

Undoubtedly, 2014 will be an important year for Tunisia and its political system. With parliamentary and presidential elections planned for the end of the year, Tunisians have, for the first time, a real opportunity to determine the course of their country in the long term. Political parties will have an essential role in this process and they will need to start working together more effectively in order to enable genuine political dialogue.

Programme

Capacity strengthening via the political academy for high potential young politicians, the Tunisian School of Politics (TSoP), continued to be the predominant activity, around which interparty dialogue and civil society relations activities have been organized in 2013, together with NIMD's local partner (Centre des Etudes Méditerranéennes et Internationales -CEMI). The TSoP pursued its interactive seminars and debate series on practical politics, designed in collaboration with the political parties and participants. By the end of 2013 the fourth and fifth classes graduated.

The training of a group of political party leaders' attachés and negotiators in conflict-resolution skills continued in 2013. This interparty dialogue track will be intensified in 2014 with the introduction of the 'couscous politique', a quarterly gathering of political parties (members of the advisory council, TSoP-students and alumni) to discuss political issues.

Partnerships and fundraising

The TSoP programme is jointly funded by NIMD and Demo Finland, with the Bulgarian School of Politics (BSoP) as a third international partner providing vital in-kind contributions. The Council of Europe was welcomed in 2013 and funds the 'civil society class' of the TSoP.

Alongside this partnership, CEMI and NIMD are both partners in the EU-funded and EPD-led INSPIRED consortium (see section 5.4). The INSPIRED activities have been brought in line with the NIMD–CEMI programme as much as possible. CEMI also works with the Konrad Adenauer Stiftung, the CdM and the UNDP on democracy and political party related programmes.

4.22 Uganda

Political update

2013 was a challenging year for the NIMD programme in Uganda. Many of the political processes, both in the country and within individual member parties, placed demands on the dialogue and tested the trust that had been cultivated between opposition parties and the ruling party. Security-related issues such as the arrest of activists and opposition party members, the passage of the Public Order Management Bill, and the temporary closure of a number of newspapers by the security agencies, all found expression in the Interparty Organization for Dialogue (IPOD) Council meetings and led to questioning of the governing party's commitment to the dialogue process.

These issues further distracted the political parties from the reform agenda. As a result, less progress than anticipated was made with the preparation of the parties' position on electoral reforms. Politics were also hampered by leadership struggles within a number of political parties.

Programme

Looking back on progress during the past year, it continues to be a challenge to find a balance between the provision of space for letting off steam and making use of the political space to contribute to unlocking stalemates and strategically guiding the political dialogue in IPOD. IPOD prioritized electoral reforms in 2013 because of the proximity of the election reform period. A sub-committee was put in place to make recommendations on electoral reforms to the IPOD Council for adoption. A workshop on electoral reforms, co-hosted with the National Christian Foundation (NCF) and funded by the EU, was postponed to 2014 to enable all stakeholders to prepare their respective positions. A number of planned activities, including the district dialogue pilots, had to be modified to allow all parties to participate. Once they took place, the enthusiasm expressed by the participants in the districts underlined the need for the IPOD dialogue to be decentralized to local levels.

NIMD continued its policy-oriented support to IPOD member parties via its country office in Uganda, including the financing of a policy analyst for each party, a televised policy debate on the state of the health system in Uganda, and limited support for the running of two to three local party offices at the district level. Policy Forums were introduced this year in each party, providing a dedicated platform for the discussion of policy issues with members of the National Enterprise Corporation (NEC), MPs and party policy analysts. A significant strand of the strategy of IPOD in 2013 involved ensuring buy-in and ownership of outcomes of the IPOD processes: the IPOD Council build alliances with parliamentary staff, party caucuses and the wider political party leadership to create awareness of IPOD activities and to ease the passage of IPOD legislative proposals.

IPOD played a significant role in resolving the media closures in July 2013 through high-level meetings with security agencies, resulting in the re-opening of newspapers the following day. Another key achievement was the successful negotiation on the principles and management framework for a capacity-strengthening fund for political parties. In the absence of state funding, and with the ruling party's consent on the allocation of funds to opposition parties, this is a true milestone in Uganda's democratic dispensation. In preparation of this fund, a cross-party strategic planning workshop was conducted in July, during which senior party members and others involved in the strategic planning processes were trained on how to use the strategic planning tool for political parties. These were supplemented by training sessions within all six parties to review their existing strategic plans. Furthermore, an independent review was conducted in October, followed by an internal review by IPOD members, to take stock of progress and achievements during the period 2009–13 and to make recommendations for the period ahead.

Partnerships and fundraising

Much time and energy was devoted to the design of an eighteen-month programme, Capacity Strengthening for Political Parties Facility (CSPPF), and the preparation of a new multi-annual partnership agreement for the dialogue programme. Both proposals—including a memorandum of understanding in which all parliamentary political parties signed off on the design and management modalities for the capacity-strengthening fund—have been submitted to the Democratic Governance Facility (DGF) and assessed positively. It is anticipated that the new partnership agreement, that will run until the end of the current DGF programme in June 2016 and which is intended to integrate both the dialogue and capacity strengthening pillars of the Uganda programme, will be approved in the first quarter of 2014.

4.23 Zimbabwe

Political update
General elections in Zimbabwe took place on 31 July 2013 in a peaceful environment. However, the elections results were disputed by the opposition parties who alleged various irregularities. Despite protests from the opposition parties, the result was accepted as credible by the Southern African Development Community (SADC) and the African Union (AU), other international representatives (EU, USA, Australia) kept reservations. President Mugabe returned with 61 per cent and the Zimbabwe African National Union – Patriotic Front (ZANU-PF) now holds more than two-thirds of the seats in parliament. The three parties, ZANU-PF, the Movement for Democratic Change - Tsvangirai (MDC-T) and the Movement for Democratic Change (MDC), all maintained a presence in parliament, although the smaller MDC formation now only has 2 house members out of 270 and 2 senators out of 60.

ZANU-PF has gained confidence through its win, but at the same time the party is aware that it has a significant challenge in terms of delivering on socio-economic issues in the coming years. Also, the succession question needs to be managed and could influence the party's ability to deal with the delivery issue. ZANU-PF will need to ensure political stability to build confidence in the economy and help improve relations with the international community. All of this is essential for economic recovery and growth. The two MDC formations have struggled within this new political context, and are also faced with internal leadership challenges. It will take time for them to identify how to best act as opposition parties, and rebuild linkages with their social bases. The lack of progress in addressing government debt, economic reforms, and investor confidence has led to a situation in which Zimbabwe's economy is sliding backwards again. The international community remained divided on how to approach the new Zimbabwean government. Divisions within the EU persist, although there is a general movement toward further normalization.

Programme
NIMD – in a joint programme with DIPD – continued to work with its local partner, the Zimbabwe Institute (ZI), to support interparty dialogue initiatives in the run-up to the elections and during the direct aftermath. ZI liaised with the parties to organize interparty provincial meetings ('indabas') to discuss and popularize the code of conduct between political parties in the run-up to the elections. Party representatives were also exposed to other experiences with interparty dialogue by taking part in the ARP Conference on this topic.

A thorough political assessment of the changed political context has been the focus of the programme in the post-election period, and regular consultations with the three parties have continued. The outcome of the elections has changed the political landscape significantly, and has also influenced interparty relations and the level of the parties' interest in engaging with each other. The discussions on the future of several GPA-related institutions, such as the Joint Monitoring and Implementation Committee (JOMIC) have influenced the dynamics around interparty dialogue. At the end of the year the parties continued to show moderate interest in continued engagement under an informal programme framework for interparty dialogue.

Partnerships and fundraising
NIMD continued its established cooperation with DIPD in a joint programme with ZI on interparty dialogue for 2012–13. In the post-election context new assessments are being made for fundraising opportunities.

5. Regional Programmes

5.1 Africa Regional Programme

Programme

During 2013 the Africa Regional Programme (ARP) continued to be one of the main pillars of NIMD's L&L programme by facilitating sharing of knowledge and experiences between and among NIMD partners. Through the organization of regional conferences, facilitation of peer-to-peer exchanges, and development of relevant knowledge products, ARP ensured that the experiences, knowledge and best practices accumulated in the NIMD programme countries form a basis of learning for both NIMD and its partners.

In 2013 a number of successful peer-to-peer exchanges were facilitated. Early in the year two politicians (one from Malawi and one from Uganda) shared their experiences with political party financing with South Sudanese politicians at a multiparty workshop in Juba. ARP also facilitated a peer exchange for CMD-K on the possibility of setting up a leadership institute for political parties. In the last quarter of 2013, a multi-country exchange involving politicians from Malawi, South Sudan and Ghana took place in Accra (Ghana), where the focus was on how to best support issue-based and ideologically-founded party politics. The experiences and insights from this exchange have proved instrumental in Malawi, where CMD-M has launched a robust programme on issue-based election campaigns, as a preparation for the general elections that are due in May 2014.

In addition to the peer exchanges ARP organized, in partnership with International IDEA and CMD-K, a conference on interparty dialogue and democratic consolidation in Africa. The conference brought together representatives of political parties and practitioners from 18 countries: Benin, Botswana, Burundi, Cape Verde, Ghana, Haiti, Kenya, Malawi, Mali, Mozambique, Myanmar, Namibia, South Africa, South Sudan, Tanzania, Tunisia, Uganda and Zimbabwe. The conference was also attended by experts and international partners from within and outside Africa, including representatives from AWEPA, DIPD, EISA, OSISA, the Oslo Centre for Democracy and Human Rights, and the NDI. The conference focused on how political cooperation through interparty dialogue can be promoted and strengthened as a cornerstone for effective and sustainable multiparty democracy, conflict prevention and peacebuilding, and an inclusive process for economic development and democratization reforms. The conference provided a unique forum for NIMD, International IDEA and their partners to discuss the importance of political party dialogue, share experiences and identify best practices on the different mechanisms and forms it can take.

ARP continued to play a pivotal role in supporting capacity development by way of leadership training. Through ARP, NIMD finalized the development and piloting in Malawi of a generic leadership curriculum, the initiative for Leadership for Democracy in Africa (iLEDA). The curriculum is now available and can easily be deployed to any country with minor adaptations. In addition, ARP also facilitated a 'Train the Facilitator' BRIDGE training for a selected number of NIMD and partners' staff with the intention of strengthening in-house capacity for facilitation and training.

Partnerships and fundraising

Through ARP, NIMD continued to strengthen its profile and networks in sub-Saharan Africa. The ARP Coordinator undertook two exploratory missions to Lusaka (Zambia) where there are prospects for DFID to start a governance programme, with political parties being one key result area. This programme is due to be launched in 2014 and the ARP Coordinator has continued to monitor these prospects. Also in 2013, NIMD, through ARP, held a joint meeting with OSISA, the result of which is a one year project proposal that NIMD has submitted to OSISA for a possible regional project that will focus on assessing political parties and party systems in this region.

5.2 Asia and MENA Regional Programme

In 2013 a number of exchanges were planned on interparty dialogue. While two exchanges did take place, only one focused on interparty dialogue. In early 2013 NIMD partners from Uganda and Indonesia shared their experiences on interparty dialogue and democracy education with political parties in Myanmar. There was a uniform understanding among the 50 political parties present that the Myanmar transition process was still young and incomplete. At the same time, the deliberations confirmed that Myanmar has entered a new era in which the need for dialogue, consensus building and national unity is recognized. The discussions also showed that, despite many differences between countries and their unique local contexts and local cultures, there were many similarities between the case studies presented.

The second exchange that took place in the Asia–MENA region was a meeting in Cairo between alumni of the Democracy Schools of Georgia and participants of the Democracy Schools in Egypt, facilitated by the respective teams of NIMD Georgia and NIMD's Egyptian partners. Both Georgia and Egypt have learned that while revolutions may present an opportunity for democratic transformation they are far from sufficient. What follows is an often messy, frustrating and long process in which better prospects are not always clear. The core challenge in the aftermath of revolutions, as seen in Georgia as well as in Egypt, is to properly establish, preserve and solidify democratic institutions. Challenges with regard to civil society, media and political parties are all crucial for a viable democratic process. Since all these themes are at the heart of Democracy Schools, which bring together activists and regional leaders from political parties, civil society organizations and the media, an exchange between both programmes created a basis for issue-based experience sharing and collaborative learning.

The visit focused on four main themes: exchanging of experiences, prepared presentations from Georgian and Egyptian Democracy School participants, joint workshops and joint discussions. One day was devoted to a study tour, visiting one of the Egyptian schools. A counter visit from the Egyptian delegation to Georgia could not be held due to the challenging situation in Egypt after the ousting of President Morsi.

5.3 Latin America Regional Programme

An important activity under the Latin America Regional Programme (LARP) was the annual Latin America–Europe Encounter (ELE). The meeting was held in the Netherlands in September 2013 and focused on the changing relations between Latin America and the EU in the areas of economic diplomacy, foreign policy and investments. The encounter brought together representatives from Latin America and the Dutch Government, from the business sector, NGOs and Latin American ambassadors. The conference offered participants the opportunity to meet people outside their own sector working with or in Latin America.

NIMD continued to work with International IDEA and the Clingendael Institute on the topic of 'Protecting Politics' in Latin America. In early 2013 eight country studies were commissioned: two in each of the four programme countries (Colombia, Ecuador, Guatemala and Peru), focusing on specific cases that proved the link between political actors and illicit networks. These studies, together with the studies on the legal frameworks in the four countries, were shared with experts on the matter in a workshop in Quito in October 2013 and formed the backbone of a comprehensive publication that is currently being finalized. The process did not run as smoothly as expected and could therefore not be finished in 2013.

Another important LARP activity was the introduction of the strategic planning tool for political parties in Colombia. Political parties are often forced to focus on short-term crises to the disadvantage of the medium- and long-term development of their strategies. This tool helps political parties to address this issue by focusing on the importance of strategic planning as a means for strengthening their capacity to engage in organizational learning and respond to changing circumstances. The tool was interesting for political parties in Colombia because of the introduction of a new political party law in 2013 according to which political organizations had to reform their party statutes. Through the NIMD–IDEA–UNDP programme, support was provided to the parties by strengthening think tanks, as well as women's and youth offices. After a year, almost all participating political organizations had reformed their statutes. As a final step in that process NIMD's programme manager for Georgia and the Director of NIMD's Georgia country office organized a technical assistance mission to Colombia to explain the use of the strategic planning tool and share Georgian experiences in implementing the tool. The participants were very enthusiastic about the workshop and are now equipped to offer further support to the parties.

5.4 INSPIRED

In September 2012 a consortium of democracy support organizations led by the EPD signed a contract with the EU in order to assist the EU in its implementation of the 2009 Council Conclusions on Democracy and Human Rights. The consortium is known as the Integrated Support Programme for Inclusive Reform and Democratic Dialogue (INSPIRED).

In 2013, in its advisory role within the INSPIRED consortium, NIMD focused on three of the four programme countries: Ghana (where INSPIRED looks at policy dialogue around the Affirmative Action Bill), Tunisia (where policy dialogue focuses on topics related to socio-economic equality) and Moldova (where dialogue focuses on the Moldovan-EU comprehensive trade agreement).

NIMD supported the implementing partners in these countries in developing their country strategies and, where appropriate, applying parts of the INSPIRED Programme Guideline and its methodology toolkit in the INSPIRED Preparation phase. All three partners succeeded in bringing the key stakeholders to the dialogue table in the INSPIRED Dialogue and Consensus-building phase. NIMD supported the implementing partners by advising on the design of initial round table seminars and subsequent meetings. In all three countries this has led to the identification of both consensual and more contentious issues, as well as potential avenues to reduce these contentions.

While all three countries have experienced delays in continuing the policy dialogues as a result of contested presidential elections (Ghana), transitional crisis due to political assassinations (Tunisia), and absence of full function government (Moldova), in all three cases the partners were able to continue the process as soon as they saw windows of opportunity in the political environment.

While all three partners will be likely to succeed in helping their country stakeholders reach a joint roadmap declaration, NIMD also discussed and advised EPD on refining the dialogue methodology and preparing for the drafting of handbooks or guidelines on multi-stakeholder policy dialogue which will form the final deliverable of INSPIRED in 2014.

6. Output Tables

Benin					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Local coordinator for joint NIMD-AWEPA programme recruited	Programme decided to recruit a local coordinator on a flexible short term consultancy contract. This arrangement proved unsatisfactory since the coordinator was often unavailable at key moments (e.g. at events and missions).	Needs attention	87,172	
	AWEPA management and implementation in successful joint cooperation with NIMD	So far cooperation is going very well. Communication and coordination on each of the organizations' dedicated programme activities worked clearly in terms of the discussed division of tasks. In addition, personal dynamics between the staff members involved were good.	According to plan		
1.2 Interparty dialogue on issues of shared concern facilitated	5 Steering Committee (SC) meetings held on key democratic priorities	Overall there were 3 official steering committee meetings held: 1 early in the year on the planning and approval of activities for 2013, 1 on experience sharing and a stocktake after the conference, and 1 on an overall review of the programme so far since 2011 and looking forward to 2014–15. This was considered to be sufficient for the intended progress.	According to plan	31,098	
	Issue of women's representation tabled in one dedicated SC meeting	During the two day seminar on the attainment of the MDGs, the issue of gender and women's development was specifically addressed. The issue of gender mainstreaming continued to be a cross-cutting issue in the planning process of the steering committee and the multi-annual log frame.	Needs attention		
	Research on party-parliament nexus initiated under guidance of SC	As part of a 2013 mid-term budget reallocation it was decided to merge this milestone with the first milestone under 2.1 and to commission an external consultant, who implemented his research and will submit his report in Q1 2014.	Needs attention		
2.1 Policy seeking capacities of political parties (and parliament) improved	Analysis of state of parties (capacities, history, network, potential) undertaken for all parliamentary parties	As part of a 2013 mid-term budget reallocation it was decided to merge this milestone with the last milestone under 1.2 and to commission an external consultant, who implemented his research and will submit his report in Q1 2014.	Needs attention	29,725	
	Specific action plan for party support developed in relation to party representation in parliament	This activity was intended as follow up to the first milestone under 2.1. After strategic discussion and assessment of the current needs and opportunities of the programme for now this action has been put on hold.	Not started		
	Democracy education course investigated and piloted for 15 participants	This activity, in the early stage of the relationship with the political parties and with no additional funding available, was not given priority. However, parties expressed interest in it and it will be piloted in the form of a 2014 Summer School with use of regular NIMD budget. For more Democracy School activities additional funding remains required.	Not started		
3.1 Engagement and interrelation between political and civil society improved	Problem analysis and research carried out on non-functioning service or development issue for 8 local communities.	These analyses were intended to function as discussion starter for the 8 public hearings, but it was decided that a more flexible and bottom-up process in this regard was more appropriate.	Not started	12,954	
	8 public hearings organized on the basis of these analyses	2 separate series of public hearings were organized in May and August with 6 groups of MPs travelling to 16 locations throughout the country to conduct hearings with local communities.	According to plan		
Total per donor in €				**160,949**	
Overall total in €					**160,949**

Bolivia					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	FBDM Board and Management defining the main policy lines	At the end of the year and after much pressure from NIMD, the FBDM Board set out a number of strategic decisions regarding the future of the FBDM.	Finished	102,306	
	Reduction of FBDM apparatus done in an orderly manner and in compliance with Bolivian legislation	In July all FBDM staff were laid off, following Bolivian legislation. A very reduced number of core staff has been hired to finish programmes and reporting, and to attend to other running issues. As of 1 December these contracts also expired, leaving the organization without any staff.	Finished		
	FBDM obtaining funds from newly identified sources	Despite many fundraising attempts with national and international donor representations in La Paz and a fundraising trip by the new Executive Director to New York and Washington no new funds were obtained.	Started		
1.2 Interparty dialogue on issues of shared concern facilitated	FBDM playing a prominent role in the preparation of new legislation on political organizations, on the basis of thematic workshops	In cooperation with other organizations (including International IDEA and ILDIS) FBDM worked on a draft proposal for reforming the law on political organizations. Due to the institutional crisis within FBDM it had to withdraw its support for the joint initiative.	Started	17,694	
	improvement of the departmental legislative assemblies in selected regions (Potosi and Chuquisaca)	Due to the institutional crisis within FBDM, it had to withdraw its support for the joint initiative.	Not started		
2.1 Policy seeking capacities of political parties (and parliament) improved	Special attention will be given to the strengthening of the role of political parties' spokespersons and enhancing the content of their messages	Some initial activities with the parties were started, but activities were not continued due to the institutional crisis within FBDM.	Started		
3.1 Engagement and interrelation between political and civil society improved	Improved dialogue between parliament and civil society	Some initial activities with the parties were started, but activities were not continued due to the institutional crisis within FBDM.	Started		
Total per donor in €				**120,000**	
Overall total in €					**120,000**

Burundi					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure EU**
1.1 Organizational capacity of multiparty dialogue platform strengthened	A strategy for 2013–15 has been developed with input from local and international stakeholders	NIMD and BLTP have developed a joint set of programme priorities for 2014–15 based on a shared political analysis and assessment of possible interventions. Due to the rapidly changing context, this will be an ongoing process. The priorities are guiding fundraising efforts with different funding partners to ensure the means for the strategy are available.	According to plan	99,330	56,853
	BLTP's capacity has been strengthened to the degree that it can independently find new donors	BLTP continues to engage with other partners including Cordaid, UN Women and GIZ for programmes in addition to the NIMD–BLTP partnership.	According to plan		
1.2 Interparty dialogue on issues of shared concern facilitated	10 multiparty thematic trainings have been conducted	A total of 8 thematic trainings have been conducted.	Finished	106,426	53,557
	80% of the participating politicians reporting satisfaction, appreciation or desire for more trainings, dialogue or multiparty projects	The programme has been positively evaluated by the participants and by an external Results-Oriented Monitoring interim evaluation executed on behalf of the EU-funded programme.	According to plan		
	Schools in Giheta and Cibitoke remain active and a PME-system has been developed	The Democracy School programme in Giheta and Cibitoke was successfully concluded and an exchange of experiences between alumni was organized.	Finished		
	2 meetings of Democracy School alumni and national representatives of political parties have been organized	An external evaluation has begun to evaluate the Democracy School programme between 2011–13. This will be concluded in 2014 and used as input for a new phase of the programme with funding from the Royal Netherlands Embassy.	According to plan		
2.1 Policy seeking capacities of political parties (and parliament) improved	At least 5 political parties further engage with experts to strengthen their policy capacity	In the second phase of the EU programme (which has been extended till the end of June 2014) the different parties will organize internal workshops on their party programme and policy priorities and engage their constituencies in a province of their choice. By March 2014, 11 of 13 parties will have organized at least 1 of their workshops with their constituencies.	According to plan	79,819	
	At least 5 political parties organize meetings with their constituencies on the contents of their political programmes				
3.1 Engagement and interrelation between political and civil society improved	NIMD and BLTP have partnered with at least 10 local NGOs on thematic discussions for political parties	The programme has engaged experts from local NGOs as experts to give input in the thematic workshops for the political parties.	Finished	15,964	37,078
Total per donor in €				**301,539**	**147,487**
Overall total in €				**449,026**	

Colombia					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure MFA (Reconstruction)**
1.1 Organizational capacity of multiparty dialogue platform strengthened	At least 1 member of the PFD team has participated in NIMD dialogue training or a regional conference (7% overhead UNDP)	2 members of the PFD team participated in NIMD dialogue training.	According to plan	39,600	52,003.04
	A local project officer has been recruited (incl. 7% overhead and PME) for the coordination of the Reconstruction Programme	A local project officer has been recruited.	Finished		
1.2 Interparty dialogue on issues of shared concern facilitated	Parliamentary commission has been supported in reform of Electoral Code	No discussion on Electoral Code reform as the government is waiting for peace agreements to be defined first.		15,000	
	A qualitative discussion has taken place between government and opposition (including ex-guerrillas) on the main issues of the 'statute of opposition'	No discussion yet as the government is waiting for peace agreements to be defined first.	Needs attention		
	Multi-actor mapping and planning on Reconstruction Programme completed	The mapping and planning has led to a redefinition of the programme's focus and partners.			
2.1 Policy seeking capacities of political parties (and parliament) improved	At least 2 political parties have complied with new political party regulation in terms of transparency	9 political parties received recommendations to improve transparency practices.		16,057	
	At least 2 political parties have complied with political party law in terms of gender, young people and inclusion of ethnic groups, and the integration of think tanks	3 political parties developed plans to strengthen the structures of women's and youth branches and 5 dialogues were created to include them in their regional branches.	According to plan		
	Bilateral strategic planning session has been held in cooperation with the political parties, including their local offices in Magdalena, Santander and Tolima	Think tanks of 3 political parties received technical assistance for the implementation of their strengthening plans. A total of 2 indigenous political parties were part of training processes on electoral system and marketing. A strategic planning session took place with members of the youth bureaus of 9 political parties as part of the work of the Multiparty Youth Bureau.			
3.1 Engagement and interrelation between political and civil society improved	Social alliances in three departments (Santander, Magdalena and Tolima) continue to monitor local governments and departments on the execution of the local development plans	In the first half of 2013, an initial agreement was reached on regional focus areas and a work plan for 2013 was developed. However, cooperation and communication between the different organizations involved did not function properly. As a result, an attempt was made to simplify the set-up. UNDP was asked to coordinate the entire programme on behalf of the different partners, but this model had to be abandoned because of a lack of support among the partner organizations.	Needs attention		19,824.96
	Multi actor planning of role of women in social conflicts caused by extractive industry has been strengthened and action plan drawn up				
Total per donor in €				**70,657**	**71,828**
Overall total in €				**142,485**	

Ecuador

Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA	Expenditure Int. IDEA and AECID
1.1 Organizational capacity of multiparty dialogue platform strengthened	At least 2 proposals submitted to the EU, OSI, Canadian Glynn Berry and AECID	2 proposals were submitted, to the UK embassy (approved but not yet carried out) and IADB (rejected). A start has been made with the writing of proposals for the EU.	According to plan	111,774	118,799
	At least 1 team member of Agora Democrática has participated in dialogue training (BRIDGE training) on electoral processes	No member was able to participate in the BRIDGE training.	Not implemented		
	The financial administration has improved its capacity to manage a diverse set of donor contracts	AD has mapped financing opportunities at the international and national levels, drafted project proposals, and established or strengthened relations with key cooperation actors.	According to plan		
1.2 Interparty dialogue on issues of shared concern facilitated	National Assembly has been supported in developing legislative, administrative, communication and transparency capacity	Institutionalization of the Parliamentarian Group for Women's Human Rights (GPDM) has occurred. An institutional agreement has been reached between the National Assembly and AD to support the Legislative School and the Technical Unit of the Assembly, resulting in a Legislative Manual.	Finished	4,505	41,076
2.1 Policy seeking capacities of political parties (and parliament) improved	At least 2 bilateral political training sessions for militants have taken place on political communication	Over 150 members of political organizations were trained on strategic political campaigns, equipping them with different tools to use in the electoral process.	Finished	10,391	17,342
	At least 2 political organizations have participated in bilateral strategic planning sessions (NIMD–International IDEA tool)	2 parties implemented the replication of the training modules that were developed through the Canadian Project on political communication.	Needs attention		
3.1 Engagement and interrelation between political and civil society improved	A series of dialogue workshops, an interactive website and political training to increase young people's participation in politics have been realized	National Youth Seminar allowed youth representatives from CSOs and political organizations to share experiences and underlined the importance of involving young people in politics. Systemization of results of Canadian youth project and positive evaluation.	Finished	2,932	8,339
Total per donor in €				**129,602**	**185,556**
Overall total in €				**315,158**	

Egypt

Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure DIPD
1.1 Organizational capacity of multiparty dialogue platform strengthened	Evaluation of the pilot projects and planning of the next phase	The pilot has been thoroughly evaluated by all those involved, on the basis of which the Egyptian implementing agencies could develop clear guidelines and strategies, including those concerned with inclusivity. The editing of the curriculum was almost completed at the end of 2013 and will be made available soon. The possibility of creating a Consultative Platform was extensively discussed during the evaluation, but further development in the near future will also depend on the political situation.	According to plan		
	The Egyptian partners have a clear strategy and guideline to include political party members in their training programmes, ensuring diversity and inclusivity while avoiding domination by certain parties				
	The curriculum on democracy, local government, media, public policy, participation skills, and budgeting is published and widely available				
	Strategy formulated for the establishment of a Consultative Platform, consisting of eminent Egyptians of all persuasions				
1.2 Interparty dialogue on issues of shared concern facilitated	n.a.				
2.1 Policy seeking capacities of political parties (and parliament) improved	n.a.				
3.1 Engagement and interrelation between political and civil society improved	CCHD and EDA both run democracy education projects in 2 regions, producing young agents of change who are well-versed in democratic values, knowledge and skills, and who become politically active in various ways	Given the complex situation in Egypt, implementation of activities within the timeline is volatile. Both partners are young organizations, and therefore require a high degree of monitoring, as well as investment in organizational capacity. However, both organizations have done an impressive job at the level of implementation. A batch of more than 60 young Egyptians was well trained in democratic essentials and has become locally active, for instance through founding local NGOs or by using the (open-source) curriculum for the running of Democracy Schools of their own. In addition, alumni had a fruitful encounter with their Georgian counterparts, learning from each other during a 2-day seminar in Cairo.	According to plan	125,883	12,046
	Engagement and interaction with civil and political society has improved and networks have been broadened				
	Effective utilization of NIMD network to facilitate linking and learning between Egyptians and established international and regional partners				
Total per donor in €				**125,883**	**12,046**
Overall total in €				**137,929**	

El Salvador					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure MFA (Reconstruction)**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Programme officer recruited	NIMD representative contracted and replaced after 9 months. Political advisor and part-time programme assistant contracted, bringing highly relevant networks and expertise.	According to plan		36,030
	NIMD satellite country office in El Salvador established	Office space identified, office equipped.	According to plan		
1.2 Interparty dialogue on issues of shared concern facilitated	Multiparty dialogue platform established	Contact established with political parties. No possibility to establish dialogue platform due to electoral process.	Needs attention	3,540	
2.1 Policy seeking capacities of political parties (and parliament) improved	Political parties acquired enhanced understanding of developments, public policies and legislation on the use of natural resources	Female politicians equipped with more knowledge and understanding of environmental developments in conflicts in their country.	According to plan		48,617
	Political parties actively involved in action plan and implementation of Resolution 1325	Female politicians equipped with skills to play a role in reducing environmental conflicts in line with Resolution 1325.	Finished		
3.1 Engagement and interrelation between political and civil society improved	Start made with dialogue between civil and political society on environmental issues	Area where dialogue will take place, and partners, identified.	According to plan	4,226	9,546
	Democracy education for leaders from political and civil society	The opportunity arose to work with the Environmental Ministry, training its dialogue unit. As this is in line with the objectives of the Reconstruction project, it was decided to include that in the programme.	According to plan		
Total per donor in €				**7,766**	**94,193**
Overall total in €				**101,959**	

Georgia and South Caucasus									
Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure DFAIT	Expenditure Naumann Foundation	Expenditure OCSE	Expenditure The Royal Netherlands Embassy	Expenditure EPD
1.1 Organizational capacity of multiparty dialogue platform strengthened	External funding secured for at least 50% of programme costs in 2013	Contracts signed with 5 donors. Negotiations with the OSCE High Commission for Minorities continued. The NIMD regional office succeeded in continuing its partnership with donors from the previous year and to further diversify its funding base.	According to plan	100,000				51,630	
	Partnerships developed in Armenia and Azerbaijan	Staff members in Baku and Yerevan started work on 1 March. Regular visits have taken place to Armenia and Azerbaijan. The first event in Armenia with participation of all major political parties was conducted in June. All important parties from Azerbaijan and Armenia participated in the Youth Forum.	Finished						
	Organizational capacity of regional representation office strengthened	An NIMD Trainee published a study on political party financing in Armenia and Georgia in cooperation with Clingendael Institute.	Initially not planned						
		The capacity of the regional office was strengthened with 3 new positions. 4 staff members participated in the BRIDGE Training for Trainers held in The Hague. The office manual has come into force and a new website was launched in June. The 4 Democracy School assistants completed an English course over the summer. In July, a general evaluation was held with all staff members and colleagues from HQ. The Executive Director gave introductory training on strategic planning to political parties in Colombia, and in Uganda (together with 1 of the policy officers).	Finished						
		The Executive Director was a speaker at 2 events in Brussels. NIMD organized an expert meeting for Dutch members of parliament during a visit by the Minister for Euro-Atlantic Integration, Mr. Petriashvili. The website prezidenti.ge was also launched and introduced to the public by the Georgian Ambassador in the Netherlands (and in Armenia as well).							
1.2 Interparty dialogue on issues of shared concern facilitated	Multiparty discussions have taken place in Georgia on at least 3 themes	A project financed by the Canadian Embassy dealt with women in politics. All major political parties participated in 2 meetings of the Gender Taskforce, 5 expert round table discussions in Tbilisi and 5 regional events.	Finished	70,000	21,685		36,561	99,861	

![NIMD logo]

				MFA (PPII)	DFAIT	Naumann Foundation	OCSE	The Royal Netherlands Embassy	EPD
		5 expert papers were prepared and research conducted on the participation of women in 2012 parliamentary elections. NIMD facilitated a meeting between all eligible political parties on political party financing and women's participation in politics. Together with IFES and ODIHR, NIMD organized a public event on this theme. An inter-faction working group in the Parliament carried the work onwards.	Finished						
		A 2-day workshop was held with the 6 member parties of the Georgian coalition and the 2 Vice-chairs of the parliamentary groups of the Dutch coalition parties VVD and PvdA. In December, a large international conference (with more than 250 people in attendance) was organized by NIMD on the theme of the future of political parties in Georgia.							
	Discussions in Georgia on constitutional reform process facilitated	No discussions on constitutional reform have yet been held. However, in December a constitutional committee has been appointed by the President of the Parliament. NIMD Georgia's Executive Director has been nominated as a member of the committee.	Started						
	A multiparty website has been created for the Presidential elections in Georgia	The multiparty website for the Presidential elections was created, as a follow-up to the website developed for the parliamentary elections in 2012. In total, 14 Presidential candidates provided their support, including the top 3.							
	A regional meeting of electoral stakeholders on lessons learned has taken place	Meetings were held with the Armenian and Georgian Central Election Committees (CECs). Both the Armenian and Georgian CECs were well represented. From Azerbaijan, 3 NGOs dealing with elections participated.	Finished						
	At least 3 regional events have taken place with the ruling and opposition parties from the South Caucasus	3 regional activities were planned in cooperation with the Royal Netherlands Embassy, but due to overspending on the Youth Forum, the third event was cancelled. The South Caucasus Youth Forum brought together 54 participants from 25 parties of the 3 countries. Furthermore, NIMD was a partner in the 'School for Leaders of Eastern Partnership Countries' project. 5 Democracy School alumni from Telavi and Gori participated in a 1-week training course in Ukraine. Another course with participants from 5 partnership countries was held in Warsaw in September.							
2.1 Policy seeking capacities of political parties (and parliament) improved	Strategic review with all Georgian partner political parties has been finalized	A review of the strategic plans has been finalized with the New Rights Party, the Christian Democrats, Our Georgia-Free Democrats and the Republican Party. The last 2 are members of the ruling coalition. Strategic planning with the UNM and the GD Party did not start in 2013. Due to Presidential elections held in 2013, there was no conducive environment to start strategic planning.	Finished	45,807					

				MFA (PPII)	DFAIT	Naumann Foundation	OCSE	The Royal Netherlands Embassy	EPD
	An introductory training on strategic planning for political parties in Armenia has taken place	The introductory training on strategic planning has been conducted. All 5 parliamentary parties in Armenia participated in the training. The strategic plans will be developed on a bilateral basis in 2014.	Finished						
		3 policy papers have been published, discussed in public events and widely disseminated.							
3.1 Engagement and interrelation between political and civil society improved	At least 10% of the Democracy School alumni are preparing to run for local elections	The local elections have been postponed until June 2014.	Postponed	30,000		3,244			39,837
	2 alumni meetings have taken place	In cooperation with the Friedrich Naumann Stiftung, a 4-day conference on social entrepreneurship took place in Telavi, bringing together a selection of students and alumni from all 4 schools. In May, an exchange of Democracy School alumni and students from Georgia took place in Cairo, Egypt. In total, 2 representatives from all 4 schools participated in the visit. During the summer, a democracy camp was organized for 50 alumni from all 4 schools. At the end of the year, a meeting was organized between school alumni and the leaders of the Georgian political parties in order to discuss regional issues.	Finished						
		NIMD continued to run its 4 Democracy Schools in the Georgian regions. Alumni implemented a number of projects. Young refugees have been trained by Democracy School graduates. Democracy School alumni from all 4 cities have been appointed for school boards at the request of the Ministry of Education. 3 Democracy School trainers have been appointed to national government positions: the Deputy Minister of Education and Science, Deputy Minister of Reintegration and the Ambassador to France and UNESCO.							
Total per donor in €				**245,807**	**21,685**	**3,244**	**36,561**	**151,491**	**39,837**
Overall total in €				**498,625**					

Ghana

Multi-annual output	Milestones	Progress Milestones	Score	Expenditure NL MFA (PPII)	Expenditure other donor
1.1 Organizational capacity of multiparty dialogue platform strengthened	The Ghana Political Parties Programme (GPPP) is likely to include party representatives of at least 1 new party IEA has made efforts to train these representatives in order for them to perform a constructive role	The discussions in the GPPP have been taking place as agreed with the political parties. The purpose of the GPPP is to work with all parliamentary parties and since the last elections no new parties were added.	According to plan	142,429	
	The dialogue between the political parties has broadened to include the pros and cons of a system of proportional representation	A workshop was organized to address this issue in the Ghanaian context.			
1.2 Interparty dialogue on issues of shared concern facilitated	The final stages of the process towards an acceptance of the new constitution have been discussed	Even though the formal adoption of any constitution is an area of great caution, a number of elements have been addressed, such as the Presidential transition act.	According to plan	70,607	
2.1 Policy seeking capacities of political parties (and parliament) improved	In the post-electoral year 2013 the Ghanaian political parties will have renewed focus on the strategic planning of their own party build-up The new parties that are likely to gain seats in parliament have benefited from IEA support (as the current formula regarding the distribution of resources among the parties will not change)	The number of parties in parliament remains the same after elections in 2012. All parties participate in the GPPP. Within the programme 3 elements are being addressed: capacity building, the Activity Fund for individual political parties, and policy analysts (1 per party).	According to plan	102,170	
3.1 Engagement and interrelation between political and civil society improved	The IEA has involved Ghanaian civil society in discussions about constitutional reform and proportional representation	A retreat was held for parliamentarians, political party leaders and CSOs to discuss the report of the constitutional review commission on the government white paper. However, half way through the retreat, MPs suggested that it should be postponed until the first quarter of 2014.	Needs attention	2,589	
Total per donor in €				**317,795**	
Overall total in €				**317,795**	

Guatemala

Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure MFA (Reconstruction)
1.1 Organizational capacity of multiparty dialogue platform strengthened	NIMD office in Guatemala has complied with regional tasks and responsibilities	The NIMD Guatemala office has supported the setting up of the programme in El Salvador and organized introduction training.	According to plan	70,504	21,494
	Institutional learning affected via joint monitoring sessions in Guatemala, Honduras and El Salvador	Joint monitoring meetings are taking place which are very much appreciated by the staff members. Progress can still be made with regard to timely planning and reporting.	According to plan		
	NIMD, Cordaid and its partners have successfully implemented the Reconstruction Programme	After a slow initial stage, during which both organizations got to know each other and learned to understand each other's way of working, the programme is now fully operational. See Reconstruction annual report for more detailed information.	Finished		
1.2 Interparty dialogue on issues of shared concern facilitated	Forum of Political Parties strengthened, with focus on thematic commissions and without cumbersome organizational structure	The Forum has a clear annual plan and has managed to make its structure more agile. The Secretary Generals, however, do not yet use the structure to overcome political stalemate or promote democratic reform.	According to plan	172,476	17,213
	Multi-party thematic commissions have developed policy proposals	Several thematic commissions have managed to achieve consensus on reform proposals.			
2.1 Policy seeking capacities of political parties (and parliament) improved	Capacity building of politicians effected through Forum and democracy education	NIMD has established a good reputation when it comes to democracy education. Several curricula (including Democracy and Politics, Public Administration and Environmental Security) have been developed that emphasize using skills on dialogue, presentation and social media.	According to plan	89,868	51,845
3.1 Engagement and interrelation between political and civil society improved	Increased interactions between civil and political society at national and local level have facilitated joint analysis of conflicts related to the management of natural resources	Through democracy education and the Reconstruction Programme, a huge effort is being made to bring different actors and sectors together to create a joint understanding of the country's current challenges. However, in light of increasing polarization, it is not easy for actors to overcome prejudices.	According to plan	50,235	34,772
	New generation of political and civil society leaders are equipped with tools to contribute to high quality public policy and legislation	Participants in democracy education and 'train-the-trainer' programmes are very enthusiastic about the set-up of the courses and the quality of the professors. However, the impact of the courses regarding improved functioning of the political party system and/or executive power will take more time, and can only appear when it goes hand in hand with political system reform.			
Total per donor in €				**383,083**	**125,324**
Overall total in €				**508,407**	

Honduras					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Enhanced institutionalization of NIMD's satellite country office in Honduras	The office is functioning, and a group of political analysts is operational.	Finished	53,848	
	Institutional learning by joint monitoring sessions in Guatemala, Honduras and El Salvador	Joint monitoring sessions with the 3 Central American countries took place to share experiences and learn about the political and programmatic developments in each country. Experts from Guatemala took part in thematic events in Honduras.	According to plan		
	Registration of NIMD office accomplished	Official registration as judicial entity in the country obtained.	Finished		
1.2 Interparty dialogue on issues of shared concern facilitated	Involvement by party leadership, inclusive multiparty dialogue on main political issues	Political parties signed the 'Commitment for Minimum guarantees for Ethical and Transparent Elections' including commitment to reform the electoral law and the issuance of a new identity card. The technical secretariat for this Agreement was carried out by NDI and NIMD.	According to plan	37,375	
2.1 Policy seeking capacities of political parties (and parliament) improved	Political parties have strengthened their strategic planning, public policy building and other strategic capacities	Bilateral projects were implemented by 7 of the 9 parties. Projects focussed on programmatic strengthening, especially of the new parties, and use of social media.	According to plan	17,226	
	Female candidates have enhanced skills and knowledge as elected politicians throughout the country	A coalition of organizations designed and implemented a capacity-building programme for female candidates. A total of 11 women were elected, and while that cannot be linked directly to the training, the women indicated it had improved their communication skills and their political positioning.			
3.1 Engagement and interrelation between political and civil society improved	Political analysis on outcome elections debated and shared with public	NIMD and the National University of Honduras (UNAH) organized a series of debates in which politicians from the different parties explained their programme proposals regarding security, finance and investment, employment and social protection.	According to plan	18,825	
	Multisectorial dialogue established in line with multiparty dialogue	NIMD supported the Organization for Ethnic Development in the organization of an encounter where the candidates of the parties confirmed their commitment to the human and political rights of the Indigenous and Afro-descendent populations.	According to plan		
		A Forum was held on the relation between media and politics, and the role of the media on informing about political developments.			
Total per donor in €				**125,274**	
Overall total in €					**125,274**

Indonesia					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Possible funding partners mapped, approached and selected PME system further strengthened. KID fundraising strategy available	Funding partners were mapped, approached and selected in the second half of 2013 but a KID funding strategy is still pending. Strengthening of PME system ongoing.	According to plan	146,881	
1.2 Interparty dialogue on issues of shared concern facilitated	A re-invigorated political dialogue, possibly in the form of a 'Political Academy' at the national level and involving 9 parliamentary political parties, becomes likely towards the end of the year	On the national level this is not yet the case, as KID still sees itself largely as an educational organization but also because the election period beginning early 2014 is not conducive to organizing political dialogue on the national level. Most of the activities in connection with the so-called PPC programme took place on the local level.	According to plan but needs attention	26,746	
2.1 Policy seeking capacities of political parties (and parliament) improved	n.a.				
3.1 Engagement and interrelation between political and civil society improved	5 Democracy Schools continue to produce young agents of change, well-versed in democratic values, knowledge and skills, who become politically active in various ways	The Democracy Schools have produced new alumni who are local agents of change by various means. They influence public opinion through the local press (articles, talk shows etc) and show a hands-on mentality in identifying local problems and trying to solve these with all stakeholders involved. Some alumni networks have collaborated with local branches of political parties to change local laws.

Alumni become members of political parties on the local level, running for office in elections for the executive that in Indonesia are always ongoing (village heads). In some cases, alumni who are members of different parties collaborate across the political spectrum, either within or outside alumni groups (Community Committees). Thus, collectively and through a variety of means, the former participants in the schools make their impact felt locally, become a political force to be reckoned with, and act to change the political landscape slowly, but profoundly. | According to plan | 378,674 | |
	Change in style and content of doing politics at the local level				
	Empowerment of local political potentials				
	Increased awareness among the public of the possibilities to influence local politics and thus determine its own destiny				
	Political parties strengthened at the local level as politically educated young people join political parties				
	Establishment of local caucuses of young politicians from various political backgrounds, who are willing to collaborate rather than fight each other, given certain local problems that are approached with a hands-on mentality				
	An increasing number of young Indonesians ran for office in local elections (so-called 'PILKADA' for the executive and parliamentary elections nationally, regionally and locally, planned for 2014)				
	Monitoring of old-style, corruption-prone local politicians and politics as well as business conglomerates				
	Citizens have exercised direct influence on and thus enhanced the quality of local legislation				
Total per donor in €				**552,301**	
Overall total in €				**552,301**	

Jordan					
Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure other donor
1.1 Organizational capacity of multiparty dialogue platform strengthened	Mapping and orientation phase finalized	The Identity Centre has done an excellent job preparing the map of political parties and movements in Jordan. It went through all the planned stages in close collaboration with the programme management at NIMD headquarters. This concludes what was originally thought of as the 'orientation phase'. However, the programme will not be continued.	According to plan	25,767	
	Evaluation meeting held with the Royal Netherlands Embassy and Jordanian partners				
	First phase of a long-term NIMD programme designed and planned				
	Implementation of new programme started				
	Regular monitoring visits conducted by NIMD				
1.2 Interparty dialogue on issues of shared concern facilitated	Series of theme-based multi-stakeholder dialogue seminars on issues of national interest facilitated (continuation of 2012 project)	The dialogues have been held as planned, and form the basis for the map of political parties and movements in Jordan.	According to plan		
2.1 Organizational capacity of political parties (and parliament) improved	n.a.				
3.1 Engagement and interrelation between political and civil society improved	n.a.				
Total per donor in €				25,767	
Overall total in €				25,767	

Kenya					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Potential new CMD-K Executive Director identified	Current Executive Director will continue at least into the first half of 2014. A plan to ensure a smooth handover was discussed, as well as potential advertisements for the post in Q3 of 2014 and the future role of the current Executive Director.	According to plan	220,299	
	CMD-K external funding expanded with at least 1 new donor joining	Ford Foundation made a new contribution after application under their new system, and the Royal Netherlands Embassy funded a project assisting Kenyan sports federations with their constitutions, while the partnership with International IDEA also contributes to CMD-K running costs.			
1.2 Interparty dialogue on issues of shared concern facilitated	National messages of peace disseminated through media campaign	Large-scale media campaign organized: messages of peace broadcast throughout the country on different outlets. The media campaign garnered a lot of attention and prominence for CMD-K.	Finished	44,178	
	Presidential television debates with key candidates (2 before first round, 1 before run-off) co-organized	The main debate was prepared with media and CSOs, including CMD-K, but at the last minute the media changed the rules forcing CMD-K to withdraw. The second debate was co-organized, albeit on a smaller scale.			
	After elections new parties in parliament engaged in CMD-K	A total of 29 new and old parties that are eligible for CMD-K membership have applied and are approved members of the platform (including the forum of extra-parliamentary parties).			
2.1 Policy seeking capacities of political parties (and parliament) improved	Training of trainers for party cadres on voter registration, biometric voter list and ballot	15 training sessions organized for the member parties on the county level.	Finished	78,300	
	After elections, continue work with Registrar to strengthen member parties	In October a partnership with the ORPP and International IDEA was started on the strategic planning of parties. This was originally foreseen for the ORPP itself but will now be offered to 10 parties initially. A strengthening of the Registrar remains a key priority.	According to plan but needs attention		
3.1 Engagement and interrelation between political and civil society improved	Cooperated with civic groups and media (BBC Trust) on spreading election messages, and on the issue of women's representation and the gender rule	Large alliance of CSOs joined in common media messages, in addition to CMD-Ks own media campaign.	Finished	13,159	
Total per donor in €				355,936	
Overall total in €				355,936	

Libya					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure EU**
1.1 Organizational capacity of multiparty dialogue platform strengthened	n.a.				
1.2 Interparty dialogue on issues of shared concern facilitated	Follow-up meeting for the development of a 'code of conduct' based on the 'healing of the wounds' post-evaluation meeting held with political and electoral winning and losing stakeholders in 5 different cities to agree on current daily governance by the elected councils and future electoral process (SUDEL Activity 1.1)	Dialogue sessions held.	Finished		22,776
2.1 Policy seeking capacities of political parties (and parliament) improved	n.a.				
3.1 Engagement and interrelation between political and civil society improved	Successful exchanges achieved between representatives of participating cities during the process of the 5 'healing of wounds' and 'codes of conduct' meetings (as part of SUDEL Activity 3.2)		Finished		45,662
	1 joint national broad civic and political stakeholder closing meeting held, with participation of Club de Madrid Members	The event was held and was instrumental in creating a safe environment for the stakeholders to share their experiences.			
Total per donor in €					68,328
Overall total in €				68,328	

Malawi					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	Organizational capacity development plan for CMD-M developed and endorsed by Board and partners	CMD-M underwent a restructuring of its organization at the beginning of 2013, adding staff members and adopting a new organization structure. After the 2015 elections there will be an opportunity to engage the new Board on an organizational assessment and review.	According to plan	71,748	
	Long-term financial support of other partners for the organizational capacity of the platform is secured	CMD-M has been successful in obtaining funding from different partners for its programmes and organization in 2015.	Finished		
1.2 Interparty dialogue on issues of shared concern facilitated	Parties have agreed on a code of conduct for the next elections	Code of conduct completed and signed by political parties. CMD-M was involved in providing technical input, facilitating dialogue and lobbying for consensus between political parties and the electoral commission (MEC).	Finished	101,161	
	Interaction with MEC and other electoral stakeholders on preparations for 2014 elections	CMD-M successfully maintained relations with the MEC and ensured a good working relationship for constructive regular engagement between the parties and the MEC.	According to plan		
	Regulatory framework for political parties (including registration, regulation and funding) improved, based on proposals developed by CMD-M	CMD-M continued to lobby for reform of the regulatory framework for political parties, although this will most likely not take place before the 2015 elections.	Needs attention		
2.1 Policy seeking capacities of political parties (and parliament) improved	Parties have concluded a first strategic planning exercise and developed strategic plans	Not executed as planned. Funds were reallocated to training for key party members at national and district level on conflict management and leadership (relevant in preparations of the parties for the elections, and linked to work on the code of conduct and interaction with the MEC).	Discontinued	14,498	
	Parties have started to build their policy capacity in the run-up to the 2014 general elections	CMD-M has developed an extensive programme to support political parties in developing their party manifestos in the run-up to the 2015 elections. NIMD activities have included an exchange visit on this topic to Ghana.	According to plan		
3.1 Engagement and interrelation between political and civil society improved	Parties and civil society have engaged and clarified their different roles in the run-up to the 2014 elections	Not executed. Funds reallocated (see above)	Discontinued	14,367	
Total per donor in €				**201,774**	
Overall total in €				**201,774**	

Mali					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	CMDID membership is officially expanded to accommodate new political groups	The membership will be expanded in 2014, taking into consideration the outcome of the parliamentary elections held in December 2013. However, all parties and new groups were consulted and invited to all main events around the dialogue.	According to plan	194,736	
	Technical staff is expanded and strengthened with expertise in post-conflict situations	The staff has not yet been expanded officially on this front but ad hoc consultants fill the knowledge gap.	Needs attention		
1.2 Interparty dialogue on issues of shared concern facilitated	Dialogue facilitated among all relevant actors on the huge crises the country is facing. Depending on actual situation and intervention plans the agenda will be developed	Ongoing dialogue and focus on the preparations for the elections by assisting parties and training agents on observation and party training. Also sensitization activities held (e.g. music concerts promoting the elections and different debates between candidates).	According to plan	119,258	
2.1 Policy seeking capacities of political parties (and parliament) improved	This output will be challenging in the current context and will have to wait until elections have been held. Perhaps the planned evaluation of the capacity support over last years could be held in second part of the year	Presidential elections and general elections both held, new President elected, new parliament results announced 31 December.	Not started	26,882	
3.1 Engagement and interrelation between political and civil society improved	Public campaigns on the progress and results of the dialogue disseminated	Several communiques issued with joint party and wider alliance statements on the road map and reform processes. In the run-up to the elections a series of training sessions and media reports on the candidate presentations were organized	Finished	46,867	
	Citizen's groups actively involved in the dialogue process	The CMDID party platform was used for all broad societal alliances (i.e. parties, unions, civil groups and religious organizations) to have a broad platform to discuss common concerns and positions.	According to plan		
Total per donor in €				387,743	
Overall total in €					387,743

Mozambique							
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure CDD Ghana**	**Expenditure Danish Embassy**	**Expenditure OSISA**
1.1 Organizational capacity of multiparty dialogue platform strengthened	First phase of multi-annual fundraising and networking strategy implemented	Contacts with several donors intensified, and various funding proposals submitted. A contract was signed with OSISA for a 1-year project on electoral dialogue.	According to plan	160,190	2,500	14,418	
	Sufficient staff capacity in place	A new administrative assistant was contracted and an additional accounting software module was purchased to further improve the financial reporting.					
1.2 Interparty dialogue on issues of shared concern facilitated	3 dialogue meetings held between political parties and the electoral commission; and electoral code of conduct adopted by the parties	Multi-stakeholder electoral dialogue meetings successfully facilitated, leading to the adoption and dissemination of an Electoral Code of Conduct, signed by 29 political parties.	Finished	95,698			
	Multiparty training for parliamentary political parties on electoral related issues	2 BRIDGE trainings organized for representatives of political parties, the electoral commission, and the media on candidate registration and media behavior.					
	2 youth interparty round tables on civic education and the reduction of violence during the electoral period	The 2 youth round tables were cancelled due to other priorities related to the local elections and the growing political tensions.					
2.1 Policy seeking capacities of political parties (and parliament) improved	Political parties' multi-annual strategic plans finalized and presented to the donor community	Strategic plans are finalized, presented and disseminated within the parties. A donor meeting was organized to enable the parties to present their capacity-building plans to potential funders.	According to plan	68,654			
	Implementation of first party capacity building activities under new multi-annual strategic plans	Implementation of first party capacity-building activities under the new multi-annual strategic plans.					
3.1 Engagement and interrelation between political and civil society improved	Democracy Schools in Manica and Nampula Provinces	A total of 79 community leaders, politicians and local government officials were trained in Nampula and Manica Province, leading to improved interaction between citizens and local government.	Finished	91,537	26,092	76,722	32,550
	Expansion of Democracy Schools to 1 other province	Organization of presidential debates in the run-up to the local elections. A funding proposal for the expansion of the Democracy Schools programme was unsuccessful due to donor funding shortages.					
	Set-up of alumni networks in Manica and Nampula	Increasingly strong alumni networks in Manica and Nampula with good links to local government, resulting in improved service delivery, and funding of the alumni network activities by other donors.					
	Afrobarometer research implemented and finalized	The Afrobarometer research was finalized in September. Final financial report has also been submitted.					
Total per donor in €				**416,079**	**28,592**	**91,141**	**32,550**
Overall total in €				**568,362**			

Myanmar					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of the emerging multiparty dialogue platform strengthened	Full time programme officer recruited to ensure effective programme management	A full-time programme coordinator is hired that is acceptable to all parties.	Finished	29,830	
	Partnership agreement with a local organization established to secure effective operationalization	No partnership agreement is signed with just one local organization; instead it has been decided to work with several (local) partner organizations for different components.	According to plan		
	Background research carried out on local registration requirements, tax and reporting requirements	The legal and regulatory framework for political party assistance is still very unclear and in flux. However, local requirements are constantly monitored to assess the legal boundaries within which DIPD and NIMD can operate.			
	Monitoring visits conducted regularly by NIMD/DIPD				
1.2 Interparty dialogue on issues of shared concern facilitated	Online Political Party Knowledge Facility on political party capacity building and democratic reforms created	An online facility has been created through which parties can direct their questions concerning democratic reforms and other related issues.	According to plan	20,430	
	Series of theme-based multiparty dialogue seminars on issues of national interest facilitated	Multiparty seminars have been held on different topics such as the role of political parties in democratic transitions, party financing, the role of political parties' vis-à-vis the media and one on electoral systems.			
	Two 'peer-to-peer' exchange visits facilitated to share experiences on multiparty dialogue and cooperation with the UEC	Due to uncertainty relating to the boundaries of political party support (and the position of the UEC herein) a peer-to-peer exchange visit to Myanmar was postponed. However, a multiparty exchange visit to The Hague and Copenhagen was organized within the theme of decentralization.	Needs attention		
	Expert input facilitated to kick start the dialogue process	Expert input from Uganda, Indonesia and Nepal was facilitated to kick-start the dialogue process, by emphasizing the importance of dialogue and indicating how dialogue took place and was facilitated in other countries.	According to plan		
2.1 Organisational capacity of political parties (and parliament) improved	Series of training activities organized for political parties in a cross-party setting to discuss strategic planning and capacity development, using tested and tried manuals and approaches developed by NIMD, DIPD and IDEA in existing country programmes	As direct support to political parties is not allowed, training and capacity strengthening has to be conducted in a cross-party setting and took place mostly within the setting of a seminar. The training activities held should be seen as starting points leading to further programme development.	According to plan		
3.1 Engagement and interrelation between political and civil society improved	Series of seminars held on political parties and the media, aimed at better understanding of the role and function of political parties and media in an emerging democracy	One seminar was held according to plan leading to development of a programme component on the interrelation of political parties and the media.			
Total per donor in €				**50,260**	
Overall total in €					**50,260**

South Sudan

Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure other donor
1.1 Organizational capacity of multiparty dialogue platform strengthened	Formalized cooperation or partnership established with International IDEA, AWEPA and/or others in terms of joint activities, joint applications for funding, sharing of staff and/or office	NIMD's continued presence in South Sudan explored through cooperation with a local implementing partner, the Sudd Institute.	According to plan	43,967	
	Practical working relationships established with other players in the field (e.g. IRI, NPA, Carter Center, NDI, SPARK)	Practical working relationships with international actors (including International IDEA, AWEPA, IRI, SPARK and the UN) has been strengthened.			
	Have demonstrated political support of the diplomatic community towards the NIMD work, notably the Netherlands, UNMISS, USAID, DFID, EU and EUSR	Political support of the diplomatic community for NIMD's work has been secured through positive contacts with the Royal Netherlands Embassy, UNMISS, EU and EUSR.			
	Good working relationships established with key actors such as SPLM, SPLM-DC, and emerging political actors	Good contacts with the 8 parliamentary political parties through bilateral meetings and the multiparty activities. Good working relations with SPLM-DC at leadership level and SPLM at secretariat level. Meetings with (former) Vice-president Riek Machar and Lam Akol, who encouraged NIMD to expand its activities on the ground.			
1.2 Interparty dialogue on issues of shared concern facilitated	Multiparty participation of key actors in at least 2 NIMD regional activities	Multiparty participation of key political actors occurred during NIMD's regional conference in Kenya and the exchange visit on policy development in Ghana.	According to plan	33,473	
	2 national multiparty activities carried out, with key political actors constructively participating	Representatives of the 8 parliamentary political parties constructively participated in multiparty peer exchange sessions on political dialogue and political party funding.			
	Demand-driven shared agenda established between the political parties SPLM, SPLM-DC, and other significant political actors, or a shared willingness for a multiparty NIMD programme clearly expressed	Through the multiparty activities a shared agenda between the political parties was developed, listing a number of subjects/themes they would want to work on with NIMD. SPLM and SPLM-DC leadership endorsed the idea of a programme centered on policy development.			
2.1 Policy seeking capacities of political parties (and parliament) improved		Multiparty policy development programme kickstarted with the implementation of 2 activities: multiparty technical training on policy development and a first thematic workshop on education. Representatives of the 8 parliamentary political parties constructively participated in both training sessions.	According to plan	19,701	
3.1 Engagement and interrelation between political and civil society improved	Network of positive influencers from political parties, local and international civil society, government institutions (PPC and Ministry of Parliamentary Affairs) and the diplomatic community established, and well informed about NIMD approach and mandate	The SPLM and SPLM-DC representatives, who attended the regional conferences in Kenya and Tanzania, as well as the Undersecretary for Parliamentary Affairs, are important supporters at a national level for NIMD's work. Within the international community the EU, EUSR and the Royal Netherlands Embassy also support NIMD's mandate.	According to plan	10,793	
Total per donor in €				**107,934**	
Overall total in €					**107,934**

Tunisia					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1.1 Organizational capacity of multiparty dialogue platform strengthened	NIMD, CEMI and partners have signed a multi-annual partnership agreement following the pilot year 2012	CEMI has produced a multi-donor budget. However, apart from a broad overview of activities, the multi-donor annual plan has not yet been produced.	According to plan	62,642,48	
	CEMI has produced a donor demanded and international partner preferred integral multidonor and multiactivity-based annual plan and budget		Needs attention		
	Interactive website for the TSoP is online and functional	The website is finished and operational.	Finished		
1.2 Interparty dialogue on issues of shared concern facilitated	CEMI and the political parties have agreed on the creation of a long term interparty dialogue platform	Political parties are interested in NIMD's offer. Although parties represented in the Conseil Consultatif have agreed to participate in the dialogue, the frequency and set-up of meetings have not been discussed in depth. The interparty dialogue platform will start in 2014, in the form of a political couscous meeting.	According to plan	376,83	
	Participants in the interparty dialogue platform have agreed on frequency and set-up of meetings and topics to be discussed				
	3 multiparty meetings of the Conseil Consultatif have been held	2 meetings of the conseil consultative were held.	Needs attention		
	Interparty mediation training course organized with national social partners	Postponed after last minute cancellation by facilitator due to illness.	Postponed		
2.1 Policy seeking capacities of political parties (and parliament) improved	3 multiparty classes of 30 participants successfully graduated their TSoP course	A group of 60 TSoP political party students graduated, as well as 30 students representing civil society (financed by the Council of Europe).	Finished	71,978,75	
	Permanent TSoP curriculum developed				
	5 semi-public TSoP debates held on relevant policy issues				
	International exchange carried out with Dutch youth politicians	A group of 9 young Dutch politicians visited Tunisia to meet political parties and participate in a TSoP session.	Finished		
3.1 Engagement and interrelation between political and civil society improved	2 widely visited and mediatized public multiparty–civil society activities organized during electoral campaign period, in presence of TSoP students and alumni	As elections are due to take place in 2014 there was no activity during electoral period. There was, however, 1 activity organized on security sector reform.	According to plan	6,421,94	
Total per donor in €				141,420	
Overall total in €					141,420

Uganda					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure DGF**
1.1 Organizational capacity of multiparty dialogue platform strengthened	District dialogue coordinator recruited	Recruitment postponed due to a delay in implementation of the district dialogues.	Needs attention	44,102	166,866
	Baseline assessment conducted PME system developed	NIMD's PM&E officer visited Uganda in February. Constructive consultations were held and a draft report for internal use was prepared and shared.	According to plan		
	Financial management capacities of the office strengthened	Financial Manager appointed in March. Duties and responsibilities in the finance department mainstreamed to ensure efficiency and effectiveness. External support phased out and audit finalized in May.	Finished		
	Strategic review of the dialogue process with the IPOD council conducted	In December 2013 the IPOD council met to review progress. As part of the review, a strategic assessment to determine the strategic direction of IPOD was informed by a mid-term review.			
	Programmatic skills of IPOD council members improved	In January 2013, 2 meetings were held with the IPOD council to ensure full ownership of the 2013 annual plan by IPOD member parties.	According to plan		
	An exchange visit to Kenya and Malawi organized by the IPOD secretariat	The exchange visit to Malawi took place to study the transition process from an NIMD facilitated programme to a locally institutionalized secretariat and a report with findings has been shared with the IPOD Council. Kenya exchange visit has been postponed to the first quarter in 2014.	According to plan but needs attention		
1.2 Interparty dialogue on issues of shared concern facilitated	2 IPOD council meetings per month facilitated to come to joint positions on issues of shared concern	18 council meetings were held. The parties have reached agreement on items for dialogue under thematic areas, prioritizing law and order and electoral reform issues. IPOD position on the subject is expected to be ready in first quarter of 2014. IPOD Council has also discussed how to handle confrontation between the police and some political leaders.	Finished	52,476	67,154
	Exchange visit made to Ghana to consolidate the IPOD dialogue agenda and modalities	The visit took place between 11 and 15 February 2013. The detailed dialogue roadmap was not finalized in Ghana, but the council agreed on an immediate strategy and is discussing ways of mainstreaming the IPOD dialogue into the political system.			
	Regular meetings held with the Electoral Commission and security agencies to further the IPOD dialogue and reform agenda	IPOD has reached consensus on engaging and dealing with the NCF and is setting up a meeting with the Electoral Commission and the leadership of the NCF. IPOD has met with the security agencies to unlock the stalemate on the media closure. The meeting with the NCF did not materialize due to the continuing standoff between NCF and IPOD.	Needs attention		
	Regular meetings held between IPOD and parliamentary committees and party caucuses	The first cross-party briefing meeting was held with all parties nominating 5 MPs. The meeting contributed to building pressure points for the dialogue process within the political system. It was also used to promote the IPOD agenda items, share challenges and progress with IPOD. The briefing was welcomed by MPs. Recommendations were made to expand and have more MPs sensitized ahead of the electoral reforms. Members requested regular updates and briefing on the IPOD dialogue process and agreed agenda issues.	According to plan but needs attention		
	2 policy debates aired on national radio and TV	Policy debate on the health sector in Uganda was well attended by political party leaders and CSOs.	Finished		
	Dialogue, conflict mediation and leadership skills amongst IPOD member parties improved	A total of 12 dialogue and conflict resolution training sessions were conducted for party members at the district level who were trained in dialogue and conflict resolution skills.			
	A bilateral dialogue between NRM and FDC facilitated to build trust	A number of informal preparatory meetings have taken place to prepare for a formal meeting. Both sides agree on the need for such a meeting, progress has been slow due to the internal power wrangles in FDC.	Postponed		

2.1 Policy seeking capacity of political parties (and parliament) improved	Party secretariats strengthened	Support for the establishment and strengthening of party structures has been provided for the FDC, UPC, JEEMA, CP and the DP. The NRM was not supported due to the delay in the signing of the bilateral contract, caused by lengthy internal party consultations over the contract and its provisions.	According to plan but needs attention	177,591	6,430
	Preparation for DGF funded party capacity-building programme	Technical consultants, engaged to design fund vehicle and modalities, submitted a first and second draft report but their output did not meet expectations. A decision was taken by NIMD to prepare the project proposal itself. A proposal to set up a capacity-strengthening facility for IPOD member parties was submitted to DGF. Feedback was positive and agreement between DGF and NIMD likely follows in 2014.	Finished		
	Policy analysts appointed for all parties	All 6 parties appointed their policy analysts and worked on a series of policy topics.			
	Joint meetings between policy analysts of all 6 parties to discuss and present policy topics relevant to each party	A total of 9 meetings were organized at the IPOD secretariat to discuss policy analysts' progress with regard to their research and to discuss implications for the IPOD reform agenda. Proposals have been made on how to strengthen the impact of the programme and a reporting template has been developed. Policy analysts are now developing proposals on how the policy forums will be implemented in their respective parties. The secretariat continues to follow up the work plans and to bring in external expertise.			
	Regular policy forum meetings held in each party to generate support base and buy in to policy agenda	The forums enhance party cohesion, provide a link between parliament and the party headquarters, and strengthen and mainstream policy discussion within the parties.	According to plan		
3.1 Engagement and interrelation between political and civil society improved	Increased civil society participation in IPOD dialogue meetings	The planned consultation meetings with civil society were not held in 2013. Following the IPOD review, IPOD members have been re-conceptualizing their engagement of CSOs in the current political environment.	Postponed	14,989	656
	Civil society has participated in district level dialogue pilots	The secretariat proposed a modification that would allow each party to host the pilot district dialogue. A component of capacity building on political dialogue was introduced to prepare party members at the district level. The dialogues promoted awareness of and support for the IPOD dialogue process and offered a platform for the party leaders at the district level to discuss practical issues of service delivery and accountability within multiparty politics. Overall, the dialogues have been much appreciated. An independent mid-term review was conducted in October and lessons were shared with IPOD council and DGF.	According to plan but needs attention		
Total per donor in €				**289,157**	**241,106**
Overall total in €				**530,263**	

Zimbabwe					
Multi-annual output	Milestones	Progress Milestones	Score	Expenditure MFA (PPII)	Expenditure DIPD
1.1 Organizational capacity of multiparty dialogue platform strengthened	ZI has continued to facilitate regular meetings of key party representatives under the Zimbabwe Political Parties Dialogue (ZPPD)	In the run-up to the elections parties continued to engage in the informal mechanism of ZPPD. After the elections, parties have been less committed to dialogue, interparty relations are more polarized and parties are pre-occupied with internal (succession) issues.	Needs attention	90,000	114,983
	Political Party Liaison Officers (PLOs) are in place in each party	PLOs remained in place and assisted in organizing interparty activities and liaising in contacts with party leadership.	According to plan		
1.2 Interparty dialogue on issues of shared concern facilitated	Political tensions reduced and trust built between political parties through facilitation of dialogue between key party members in ZPPD and successful organization of Peace Indabas to popularize the code of conduct for political parties	Tensions between the 3 parties have been managed, amongst others, by the organization of provincial interparty peace indabas.	According to plan	58,383	60,000
	Parties have agreed to a code of conduct through interparty and intraparty dialogue	The ten provincial indabas under ZPPD in coordination with JOMIC and ONH have supported building interparty commitment to the code of conduct and the general peaceful atmosphere during the elections.	Finished		
	Parties have dialogued on issues of shared concern (specific issues decided upon during the year)	Dialogue between the parties has focused on the code of conduct.	According to plan		
	Senior members of main political parties have been exposed to and have drawn lessons from experiences with interparty dialogue in other countries in Africa	Party representatives participated in the ARP conference on interparty dialogue in Kenya (June)	Finished		
2.1 Policy seeking capacities of political parties (and parliament) improved	Internal capacity of political parties strengthened through the facilitation of a series of workshops on intraparty issues		Not implemented	12,000	30,000
	Research conducted and policy recommendations formulated on key aspects of the political and economic transition of Zimbabwe. Sharing of findings with key stakeholders in closed-door briefings and at a regional conference on the state of democracy in Zimbabwe	Research programme finalized, conference not implemented.	Partially implemented		
3.1 Engagement and interrelation between political and civil society improved	Minimum levels of trusts and consensus enhanced between CSOs and political parties	Civil society has been engaged in several of the programmes with the parties.	According to plan		20,000
Total per donor in €				160,383	224,983
Overall total in €				385,366	

Linking and Learning: Regional Programmes					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure MFA (Reconstruction)**
1.1 Organizational capacity of multiparty dialogue platform strengthened	**Asia and MENA region** At least 3 South-South exchanges held on the functioning of interparty dialogue mechanisms and topics of interparty interest	NIMD partners from Uganda and Indonesia shared their experiences on interparty dialogue and democracy education with the political parties of Myanmar.	According to plan but needs attention	166,029	
	Latin America Exchange of information, knowledge production and communication, and advocacy facilitated by NIMD HQ	Technical assistance mission organized by NIMD on strategic planning for political parties.	According to plan		
	At least 2 conferences/knowledge products produced on Latin America	Information sharing on relations between Latin America and Europe took place during the annual ELE conference focusing on economic diplomacy and foreign relations.			
	Africa Regional round table held with Executive Directors to involve them in strategic planning and agenda setting for the ARP in particular and NIMD in general	Executive Directors' meeting held in The Hague to reflect on the draft strategic positioning document			
	Regular regional meetings held between International IDEA and NIMD to discuss cooperation and joint activities	NIMD–International IDEA meeting held at the end of the 2013 ARP Conference to review progress on the joint action list for Africa 2013.	Finished		
	Regular meetings held with like-minded organizations in the region	A joint meeting was held with OSISA on possible areas of cooperation.			
		The ARP Coordinator undertook an exploratory fundraising mission to Lusaka, Zambia.			
		Like-minded organizations participated in the 2013 ARP Conference.			
1.2 Interparty dialogue on issues of shared concern facilitated	**Asia and MENA region** Exchange of information and best practices on issues of shared concern through information sharing and missions	Exchange focused on exchange of lessons learned between the Democracy Education Academies of Georgia and Egypt.	According to plan	51,320	51,190
	Latin America At least 3 conferences/exchange visits held on security, the political participation of underrepresented groups, regional integration and/or media or institutional strengthening	Exchange between Georgia and Colombia. Director of NIMD's Georgia office undertook a technical assistance mission to explain the use of the strategic planning tool and share the experience of Georgia.	According to plan		

	Africa South-South exchanges and regional round tables held on issues of relevance to country programmes	2 politicians (1 from Uganda and 1 from Malawi) shared party financing experiences with politicians in South Sudan. 2 exchanges facilitated (Kenya on political party leadership programmes; and Malawi/South Sudan to Ghana on issue-based party politics).	According to plan but needs attention		
	Regional conference on interparty dialogue and young people conducted together with International IDEA	A regional conference was held on interparty dialogue and democratic consolidation in Africa.			
		Regional workshops have been held with regard to the Reconstruction programme.	According to plan		
2.1 Policy seeking capacities of political parties (and parliament) improved	**Latin America** Politicians' knowledge and understanding on issues such as inclusion, security and/or regional integration enhanced through exchange of information and resource persons	Country cases were finished and validated in 2-day seminar in Quito as part of the Protecting Politics programme.	Finished	84,443	
	Politicians' understanding of women's political participation enhanced and best practices shared at regional conference	Postponed until 2014.	Postponed		
	Africa 10 NIMD staff and partners participated in a capacity-development programme within the framework of the International IDEA facilitated BRIDGE programme and become semi-accredited BRIDGE facilitators 4 NIMD staff and partners became accredited BRIDGE facilitators	'Train the Facilitator' BRIDGE training conducted in The Hague). However, International IDEA failed to participate and no accreditation took place	According to plan but needs attention		
	Curriculum for political party leadership training under the initiative for Leadership for Democracy in Africa (iLEDA) piloted in Malawi	iLEDA Curriculum finalized, piloted and updated.	Finished		
3.1 Engagement and interrelation between political and civil society improved	**Latin America** Political engagement on security, drug trafficking and prevention and political-party financing organized	As the publication was not ready yet, dissemination of results could not be carried out.	Postponed	55,392	
	Africa Policy paper on relations between political and civil society produced and discussed, with identification of possible follow-up activities	Not done.	Not started		
Total per donor in €				357,184	51,190
Overall total in €				408,374	

Planning Monitoring and Evaluation (PME) and Methodology Development (MET)

Multi-annual output	Milestones	Progress milestones	Score	Expenditure MFA (PPII)	Expenditure other donor
1. Strategic planning component in NIMD programme significantly strengthened	Three regular work plan reviews successfully conducted as part of strategic review and planning component in annual RBM cycle	In 2013, 3 reviews were conducted as part of the Linking and Learning weeks. The first focused on the link between the 2012 results and the multiannual plan, while the second focused on the review of the mid-term financial and programme results. On the basis of the latter, changes were made to the 2013 annual plans and milestones were adapted when necessary. The third review focused on the link between the 2013 foreseen results and the 2014 draft annual plan.	Finished	12,015	
	Programme managers empowered to plan and monitor more effectively	Throughout 2013, reviews and a number of additional half-day sessions were used to increase the knowledge and skills of the programme managers to improve planning and monitoring. The implementation of Principal Toolbox (PT) was used to increase knowledge and standardize planning and monitoring.	According to plan		
2. NIMD has strong measurement methodology and monitoring system to capture and analyze programme performance and programme impact in an integrated way.	Principal Toolbox has successfully replaced Sharepoint	With the launch of Principal Toolbox at the end of 2012, Sharepoint was gradually phased out throughout 2013. All staff received at least 2 training sessions on PT in 2013 and the system is now fully implemented. Staff and management are overall satisfied with PT.	Finished	23,723	
	Annual outcome indicators available	In order to develop annual indicators, the theory of change and the Baseline toolkit first needed to be finished. As these were still in progress at the end of 2013 this milestone could not be started. In addition, coordination with the newly developed V-Dem database and methodology will be sought.	Not started		
	Baseline methodology developed and implemented	In 2013, 3 of the 4 elements of the Baseline And Review Toolkit (BART) were developed. At the end of the programme review, the organizational review and the political review were ready to be tested. The political party review will be developed in 2014.	According to plan but needs attention		
	Global technical working group in place	During the Political Party Peer Network (PPP Network) meeting in Sigtuna in June 2013, NIMD reconfirmed that it is the lead organization in terms of development of state of the art instruments and methodologies aimed at increasing PME in the field of democracy assistance. The PME coordinator launched a monthly bulletin together with all PME coordinators of the PPP Network organizations to increase coordination and exchange of experiences.	According to plan		
3. NIMD has a knowledge led evaluation programme supporting the development of the organization's evidence base	Impact evaluations are part of the NIMD PME strategy	Due to other priorities a pilot using impact evaluation was not started in 2013. A strategy for PME was developed and shared with the peer community in 2013. The strategy outlines NIMD's mid- and long-term plans for PME.	Not started	149,623	
	At least two evaluations conducted	In 2013 three evaluations were started, including country programme evaluations in Uganda (together with the DGF Basket Fund) and Colombia (led by UNDP). A first thematic evaluation on direct party assistance was started, although later than expected. Only the Colombia evaluation was finished in 2013. The final reports on the two other evaluations will be available in 2014.	Started		
	Multi-annual knowledge agenda developed and mainstreamed	See above: a multi-annual PME strategy was developed, which includes the knowledge agenda.	Finished		
	Results, experiences and evidence on at least 3 topics have been captured and disseminated through comprehensive publications	During 2013 NIMD's experiences were captured in 4 publications which were widely disseminated.	Finished		

	The history, processes and experiences in the setting up and running of interparty dialogue platforms have been systematically documented through a storytelling pilot	In 2013, 5 (former) Executive Directors of NIMD country programmes were invited to capture, through application of storytelling techniques, their experiences of interparty dialogue processes in their countries. This resulted in a professional and comprehensive publication which captures their stories and a number of general lessons and conclusions.	Finished	
	Knowledge product on legal frameworks governing political parties launched	As a result of the 2012 Africa Regional Conference on political party finances, a brief publication was developed and launched in early 2013. The publication, developed jointly with International IDEA, captures experiences and guidelines for political parties to work on legal frameworks that govern political party finance.	Finished	
	iLEDA pilot evaluated and mapping of political party training programmes with International IDEA conducted to harmonize training tools and curricula	The pilot of the iLEDA programme was evaluated in Malawi with all stakeholders. As a follow-up NIMD and International IDEA organized 2 sessions to jointly evaluate the existing and lacking curricula for political party training. One of these sessions also included NDI and the Oslo Centre. As a result, NIMD and International IDEA decided to develop a joint training on interparty dialogue in 2014.	According to plan	
Total per donor in €			185,361	
Overall total in €				185,361

Communications					
Multi-annual output	**Milestones**	**Progress Milestones**	**Score**	**Expenditure MFA (PPII)**	**Expenditure other donor**
1. Production of knowledge products	Left/Right corporate brochure produced	The brochure should reflect NIMD's strategy for the coming years. The strategy will be formulated in 2014. Therefore the new corporate brochure has been postponed until 2014.	Postponed	58,388	
	Other publications: Political Party Financing (with International IDEA) Interparty Dialogue Handbook (with International IDEA) The Power of Interparty Dialogue: Our Stories Strategic Planning for Political Parties (with International IDEA) Reprint of 'the NIMD Approach' (in English) Publications made available in other languages	All publications have been delivered. A start has been made with translating publications (e.g. Interparty Dialogue Handbook and the Strategic Planning Tool) into other languages. For budgetary reasons, some translations have been postponed until 2014.	According to plan		
2. Activities to enlarge public awareness of NIMD	Event at International Day of Democracy 2013 Event at awarding of Democracy Ribbons Event at Africa Day 2013 Debate on Arab Spring	With the exception of the International Day of Democracy and the Democracy Ribbons ceremony (which took place during the Day of Democracy), all other events have taken place. NIMD decided to step out of the Day of Democracy event due to limited capacity.	According to plan	17,896	
	Quarterly newsletters	Newsletters have been sent to NIMD's partners and stakeholders.			
	Several visits to NIMD by educational organizations	NIMD facilitated educational visits from the International Institute of Social Studies, Windesheim University of Applied Sciences, and the Dutch army.			
	Profiling NIMD in the media	The media finds its way to NIMD. For example in 2013 NIMD was approached for an expert interview on the political turmoil in Tunisia and Mali.			
3. Digital and online communication platforms established	New NIMD website launched	New NIMD website was launched in October.	Finished	13,120	
	Digital workspace launched	Because of NDI's plans to also work on a digital workspace, NIMD decided not to invest in this but to instead monitor developments within NDI.	Not started		
4. Digital and online communication platforms established	Promotional videos published Translations of existing videos made available Promotial material (usb sticks, pens etc) produced	Videos with translations have been published and promotional materials have been produced.	According to plan	7,256	
Total per donor in €				**96,660**	
Overall total in €					**96,660**

List of abbreviations

National and international organizations

AECID	Spanish Agency for International Cooperation and Development
AMJUPRE	National Association of Rural Women (Ecuador)
ASPARLEXSAL	Association of Parliamentarians and Former Parliamentarians (El Salvador)
ASPRODE	Organization for Development Programme Assistance (El Salvador)
AWEPA	Association of European Parliamentarians with Africa
BLTP	Burundi Leadership Training Programme
BNUB	United Nations Office in Burundi
BSoP	Bulgarian School of Politics
CAMMINA	Central America and Mexico Migration Alliance
CCHD	Cairo Centre for Human Development (Egypt)
CDD	Centre for Democratic Development (Ghana)
CdM	Club de Madrid
CEC	Central Election Commission (Georgia)
CEMI	Centre des Etudes Méditerranéennes et Internationales (Tunisia)
CENI	Independent National Election Commission (Mali)
CIDA	Canadian International Development Agency
CMD-K	Centre for Multiparty Democracy (Kenya)
CMDID	Centre for Multiparty Democracy (Mali)
CMD-M	Centre for Multiparty Democracy (Malawi)
CSPPF	Capacity Strengthening for Political Parties Facility (Uganda)
CSS	Centre for Strategic Studies (Jordan)
DAI	Development Alternatives Incorporated
DDP	Deepening Democracy Programme (now DGF)
DEDI	Danish Egyptian Dialogue Institute (Egypt)
Demo Finland	Political Parties of Finland for Democracy
DFAIT	Department of Foreign Affairs and International Trade (Canada)
DFID	Department for International Development (UK)
DGF	Democratic Governance Facility (Uganda - formerly DDP)
DIPD	Danish Institute for Parties and Democracy (Denmark)
EC	European Commission
ECES	European Centre for Electoral Support
EDA	Egyptian Democracy Academy (Egypt)
EEAS	European External Action Service
EPD	European Partnership for Democracy
EIDHR	European Instrument for Democracy and Human Rights
EISA	Electoral Institute for Sustainable Democracy in Africa
ELE	Latin-America-Europe Encounter
EU	European Union
FBDM	Bolivian Foundation for Multiparty Democracy
FES	Friedrich-Ebert-Stiftung (Germany)
FNO	Foro Nacional por Colombia
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (Germany)
GNC	General National Assembly (Libya)
GPPP	Ghana Political Parties Programme
IADB	Inter-American Development Bank
IC	Identity Centre (Jordan)
ICC	International Criminal Court
IEA	Institute of Economic Affairs (Ghana)
IFES	International Foundation for Electoral Systems
iLEDA	Initiative for Leadership for Democracy in Africa
International IDEA	International Institute for Democracy and Electoral Assistance
IPD	Institute for Peace and Democracy (Indonesia)
IPOD	Interparty Organization for Dialogue (Uganda)
IRI	International Republican Institute (USA)
JOMIC	Joint Monitoring and Implementation Committee (Zimbabwe)
KID	Indonesian Community for Democracy (Indonesia)
KPK	Anti-Corruption Squad (Indonesia)
MARN	Ministry of Environment and Natural Resources (El Salvador)
MASC	Mechanism for Civil Society Support (Mozambique)
MCP	Malawi Congress Party

MEC	Malawi Electoral Commission
mediatEUr	European Forum for International Mediation and Dialogue
MFA	Ministry of Foreign Affairs of the Netherlands
MINUSMA	UN Multidimensional Integrated Stabilization Mission in Mali
NCCE	National Commission for Civic Education (Ghana)
NCF	National Christian Foundation
NDI	National Democratic Institute (USA)
NEC	National Enterprise Corporation (Uganda)
NIMD	Netherlands Institute for Multiparty Democracy
NPA	Norwegian People's Aid
NTC	National Transitional Council (Libya)
NZA	Foundation for a New South Africa (Netherlands – now NIMD)
ODIHR	OSCE Office for Democratic Institutions and Human Rights
ONH	Organ on National Healing (Zimbabwe)
ORPP	Registrar of Political Parties (Kenya)
OSCE	Organization for Security and Co-operation in Europe
OSISA	Open Society Initiative of Southern Africa
PFD	Proyecto Fortaliciemto Democratico (Colombia)
PPC	Political Parties Council (South Sudan)
PPP-Network	Political Party Peer Network
RNM	Red Nacional de Mujeres (Colombia)
STAE	Technical Secretariat for Electoral Administration (Mozambique)
TSoP	Tunisian School of Politics
UEC	Union Election Commission (Myanmar)
UN	United Nations
UNAH	National University of Honduras
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in the Republic of South Sudan
USAID	United States Agency for International Development
VNG	International Association of Dutch Municipalities
ZI	Zimbabwe Institute
ZPPD	Zimbabwe Political Parties Dialogue

Political parties and groupings

Alianza PAIS (AP)	Alianza Patria Altiva i Soberana (Ecuador)
AU	African Union (Zimbabwe)
CORD	Coalition for Reform and Democracy (Kenya)
CP	Conservative Party (Uganda)
CPA	Comprehensive Peace Agreement (South Sudan)
CREO	Creando Oportunidades (Ecuador)
CREO	Commitment, Renovation, Order (Guatemala)
DP	Democratic Party (Uganda)
DPP	Democratic Progressive Party (Malawi)
FARC	Revolutionary Armed Forces of Colombia (Colombia)
FNL	National Forces of Liberation (Burundi)
GANA	Grand National Alliance (Guatemala)
GD	Georgian Dream – Democratic Georgia
GPDM	Parliamentarian Group for Women's Human Rights (Ecuador)
FMLN	Farabundo Martí National Liberation Front (El Salvador)
JEEMA	Justice Forum (Uganda)
LIDER	Renewed Democratic Liberty Party (Guatemala)
MAS	Movement Towards Socialism (Bolivia)
MCP	Malawi Congress Party (Malawi)
MDC	Movement for Democratic Change (Zimbabwe)
MDC-T	Movement for Democratic Change – Tsvangirai (Zimbabwe)
MDM	Mozambique Democratic Movement
MNLA	National Movement for the Liberation of Azawad (Mali)
MPD	Popular Democratic Movement (Ecuador)
MSD	Movement for Solidarity and Democracy (Burundi)
NDC	National Democratic Congress (Ghana)
NLD	National League for Democracy (Myanmar)
NPP	New Patriotic Party (Ghana)
NRM	National Resistance Movement (Uganda)

ODM   Orange Democratic Movement (Kenya)
PAC   Anticorruption Party (Honduras)
PDI-P   Indonesian Democratic Party of Struggle (Indonesia)
PL   Liberal Party (Honduras)
PNH   National Party of Honduras
PP   Patriotic Party (Guatemala)
PP   People's Party (Malawi)
PRE   Ecuadorian Roldosista Party
PSC   Social Christian Party (Ecuador)
PSP   Sociedad Patriótica (Ecuador)
PvdA   Partij van de Arbeid (The Netherlands)
RPM   Rally for Mali
SADC   Southern African Development Community (Zimbabwe)
SPLM   Sudan People's Liberation Movement (South Sudan)
SPLM-DC   Sudan People's Liberation Movement – Democratic Change
TNA   National Alliance Party (Kenya)
UCN   Nationalists Change Union (Guatemala)
UDF   United Democratic Front (Malawi)
UNE   Unidad Nacional de la Esperanza (Guatemala)
UNIDAD   Grand Alliance for National Unity (El Salvador)
UNM   United National Movement (Georgia)
URD   Union for the Republic and Democracy (Mali)
URP   United Republican Party (Kenya)
USDP   Union Solidarity and Development Party (Myanmar)
VVD   Volkspartij voor de Vrijheid (The Netherlands)
ZANU-PF   Zimbabwe African National Union – Patriotic Front (Zimbabwe)

Other terms
AD   Agora Democrática (Ecuador)
ARP   Africa Regional Programme
BART   Baseline and Review Toolkit
BRIDGE   Building Resources in Democracy, Governance and Elections
CMD   Centre for Multiparty Democracy
CSO   Civil society organization
DLDP   Danish Liberal Democracy Programme
ED   Executive Director
EMB   Electoral Management Body
EUSR   European Union Special Representative
FIOQ   Finance, ICT, Office management, Quality
GPA   Global Political Agreement (Zimbabwe)
IDP   Internally Displaced Person
INSPIRED   Integrated Support Programme for Inclusive Reform and Democratic Dialogue
L&L   Linking and Learning Programme
LARP   Latin America Regional Programme
MAP   Multi-annual plan
MENA   Middle East and North Africa Region
MP   Member of Parliament
NAP   National Action Plan 1325 (Guatemala)
NGO   Non-governmental organization
PDDSA   Programme for Democratic Dialogue for Environmental Security
PM   Prime Minister
PT   Principal Toolbox
PME   Planning, monitoring and evaluation
RBM   Results-Based Management
PPC   Political Party Consultation (Indonesia)
ToC   Theory of Change
TtF   Train the Facilitator
SUDEL   Supporting Democracy in Libya