MOVING DEMOCRACIES FORWARD

Annual Report 2015

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Netherlands Institute for
Multiparty Democracy

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MOVING DEMOCRACIES FORWARD

Take a brief look at the last 15 years of the Netherlands Institute for Multiparty Democracy and the path ahead with Executive Director Hans Bruning.

2015 was an important milestone for the Netherlands Institute for Multiparty Democracy (NIMD). It was the year we celebrated our 15th anniversary. Although the organization was established in 2000, the idea behind it was conceived in 1994 right after apartheid ended in South Africa. In a desire to support the new coalition government in South Africa, Dutch political parties who had years of experience working with a coalition extended their support.

**HANS BRUNING,
EXECUTIVE DIRECTOR NIMD**

"Our biggest achievement is our reputation of trust"

Minister for Foreign Trade and Development Cooperation, Lilianne Ploumen, at NIMD's 15 year anniversary event

"Since its establishment in 2012, the Training School for Democracy in Guatemala (TSD) has been a place for dialogue and collaboration between actors from different political parties and factions and social and private organizations. They come together to discuss, analyze, and refine legislative and policy proposals to address national and local problems. In a polarized society like Guatemala, 'safe spaces' like TSD are rare and precious. The leaders of the participating political parties recognize that TSD is a valuable resource that is enabling their members to advance key legislation and is strengthening the democratic culture in Guatemala."

LIGIA BLANCO, EXECUTIVE DIRECTOR NIMD GUATEMALA

Hans Bruning: "Traditionally, political party support is provided within the 'family' – so the liberal party supported the liberal parties, the social democrats supported their social democratic counterparts in South Africa and so on. The Dutch Minister of Development at the time, Jan Pronk, then took the initiative to suggest a combined approach. That was when the Dutch foundation for a New South Africa (NZA) was established." Speaking at a conference, the former South African President Mandela commended the work done by the NZA and suggested that it should be expanded to other countries.

Bringing political parties together
Now 15 years later, NIMD is supporting around 200 political parties in more than 20 countries around the world. Built on the foundation of multiparty

dialogue, NIMD's main aim is to bring political parties together, and encourage cooperation between the parties on policy making for their country.

Hans: "Our focus is on dialogue and on creating safe spaces for cooperation and accommodation. Our dialogue platforms allow politicians to get to know one another and to try to understand the other's points of view. On the basis of this they can work together on joint initiatives or policy plans. They do not have to worry about saving face or bringing back results to their respective parties as is the case in formal negotiation settings like parliaments."

Over the years, politicians have often expressed their surprise at how helpful the dialogue process was. Given how new the practice of interparty dialogues

is in fledgling democracies, this can be understood. "It takes time to build a good relationship with the parties. Therefore we invest in long-term programmes."

In addition to facilitating dialogue, NIMD also works with individual political parties supporting them to improve their organizational and programmatic capacities. And finally, to foster democratic skills and behavior within existing and aspiring politicians, NIMD sets up democracy schools and informal educational platforms.

Celebrating 15 years
To celebrate all the achievements and the hard work of the staff and partners around the world NIMD organized an event in June 2015 that brought together all the partner organizations and key supporters like the Dutch Minister

For Foreign Trade and Development Cooperation, Lilianne Ploumen.

"Our biggest achievement over the years has been the reputation of trust that we have been able to establish. Our staff members are the key to our success. Not just at Headquarters but also the 150 staff members and partners around the world who have the local contacts and understanding that allow us to work with the political community in their respective countries," explained Hans.

"NIMD's neutral and inclusive approach has given our organization credibility. As NIMD's partner we are able to build trust between political actors and organize constructive debates on national issues. Because our work is based on our country's specific needs, we are better able to contribute to the building of the democratic process in Mali."

MOUMOUNI SOUMANO, EXECUTIVE DIRECTOR, CENTRE FOR MULTIPARTY DEMOCRACY MALI

Results

NIMD's good reputation with stakeholders was also underlined in the comprehensive programme evaluation that took place in 2015. The evaluation was aimed at reviewing both the programmes as well as the effectiveness of the NIMD organization. It covers the years 2011 until 2014 and was carried out by a team of academic researchers and consultants. An independent external Steering Committee was charged with overseeing the evaluation activities.

The evaluation shows that NIMD has a clear niche. Political parties appreciate NIMD's assistance. Its long-term presence, local presence, local staff and local networks make NIMD a trustful partner. Moreover, based on an in-depth study of the programmes in Mali, Georgia and Guatemala, the evaluation team concluded that NIMD is successful in promoting multiparty dialogue. In all three countries that were evaluated, NIMD managed to achieve strategic results and was successful in influencing the political culture. NIMD's partner in Mali, for example, quickly facilitated dialogue on the national peace talks and reform agenda in response to the 2012 military coup. The platform was used as the initial forum to discuss the democratic transition immediately following the coup, held only ten days after. According to the evaluators this example underlines the great benefit of a pre-existing platform.

Hans: "An elaborate and independent evaluation like this one is very valuable to us. I am happy to see that our work is appreciated and that our approach works. But, in order to further increase our impact we will need to generate more commitment for our niche approach from the international community on the basis of a clear track record of impact and results. It will be exciting to work on that in the coming years."

Funding

Fundraising was an important topic in 2015. NIMD applied for two major funding frameworks with the Dutch Ministry of Foreign Affairs. The first is the framework 'Dialogue and Dissent' for which NIMD joined forces with the Association of European Parliamentarians with Africa (AWEPA). The NIMD-AWEPA alliance has been selected as one of the 25 strategic partners for the Ministry for 2016 until 2020.

The second is the Dialogue for Stability funding framework. This framework provides funding until 2020 for NIMD's programmes in fragile and conflict-affected settings. These two grants are an important basis for the coming years.

Hans looks forward to the day when "the objectives of democratic accountability and inclusiveness have been realized and have become fully sustainable, and very little support will be needed from organizations like NIMD." This might take time, he explained, "historically speaking, Europe and Northern America have had 200 years of experience with different forms of democracy and some countries like those in Africa only started the process after de-colonisation around the 1950s. And it takes a long time and stamina for people to build on this. But however long it may take, we at NIMD are committed to working towards inclusive and transparent democracies around the world and we will continue to overcome the barriers to achieving this with dialogue."
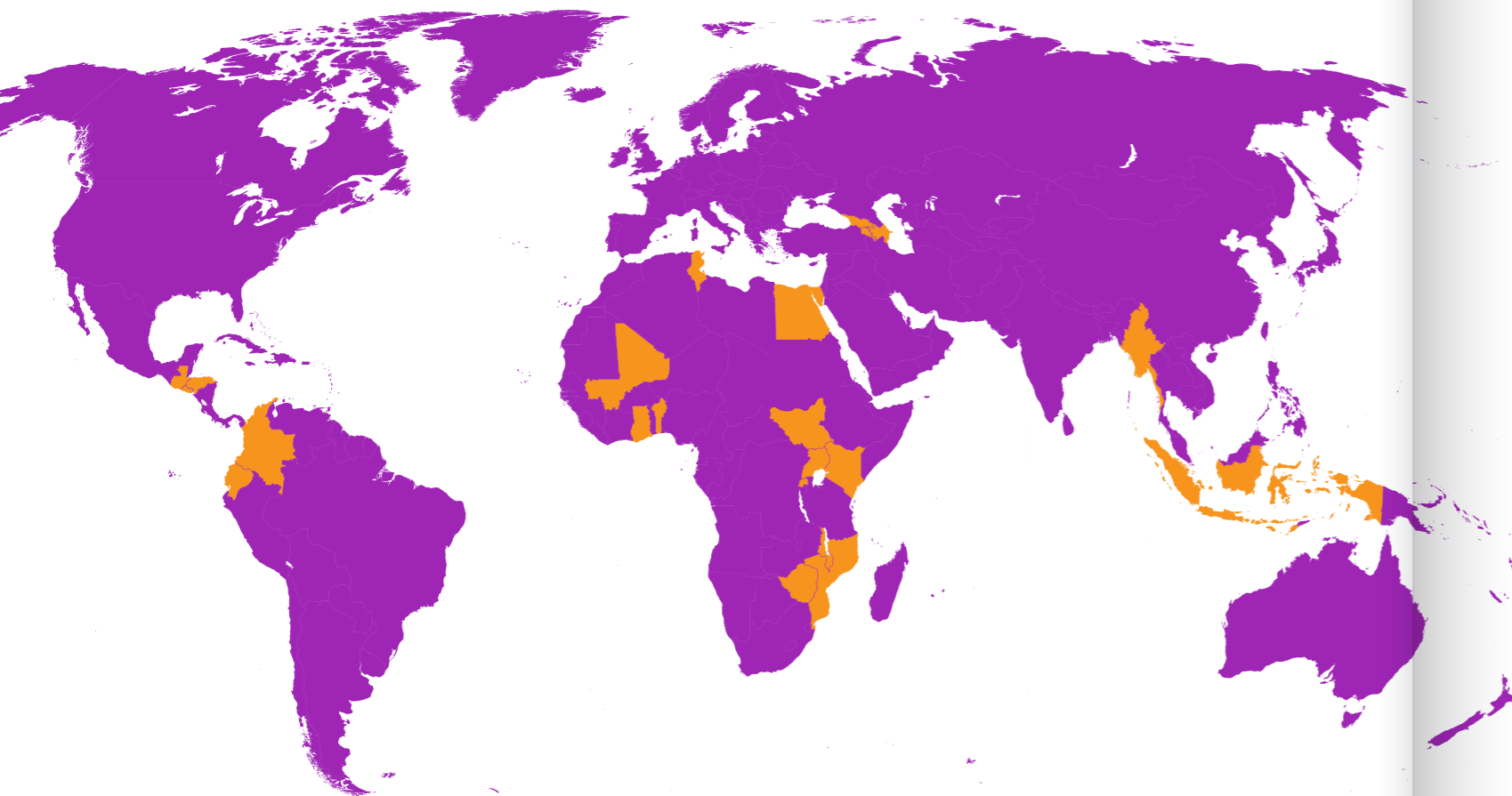
"In Ghana the programme has helped establish and deepen multiparty democracy by promoting dialogue and consensus building on pertinent issues among party leaders. Prior to this, the political environment was hostile, acrimonious and tense mainly due to the fact that Ghana had emerged from an 18 year period of military rule. Through the programme we bring the leadership of parliamentary parties together. This has helped engender tolerance and an accommodation of divergent views across the political divide. The late President J.E.A. Mills in his 2010 State of the Nation Address said: "The Ghana Political Parties Programme of the Institute of Economic Affairs has been forged out of the voluntary will of the four political parties with representation in Parliament, not by any legislation. This demonstrates what genuine reconciliation and collaboration, based on a spirit of Wanting-To-Work-Together, can achieve."

JEAN MENSA, EXECUTIVE DIRECTOR, INSTITUTE OF ECONOMIC AFFAIRS, GHANA

Around 200 people attended NIMD's anniversary event

NIMD IN 2015

KEY COUNTRY RESULTS

Benin Benin's first School of Politics was opened in 2015. The participants showed an extraordinary eagerness to learn from the course and each other. They even took up a large role in the planning and management of their own course.

Burundi Against the backdrop of the violent political crisis that erupted after the general election in 2015, NIMD has been able to maintain a minimal level of engagement between party representatives at provincial and national level. *(See p. 18)*

Colombia In partnership with the Colombian Ministry of the Interior, NIMD

trained more than 350 young candidates to strengthen their skills and prepare them to contest in the local elections of October 2015. *(See p. 13)*

Ecuador NIMD held a seminar on the use of online tools to improve the level of engagement between political parties and civil society. 100 participants attended the seminar.

El Salvador NIMD prepared a study analyzing the barriers women face in politics. This analysis formed the basis of debates and discussions with political and civil society partners throughout the

country. Consequently, at a public event seven political parties signed an agreement to commit to the recommendations of the report and support measures aimed at increasing the participation of women in politics.

Egypt Despite the renewed enforcement of the NGO law in Egypt that forced NIMD's local partners to cease their operations in 2015, NIMD was able to complete its e-learning module for the democracy schools. The module will go online in 2016 and will help us reach a wider audience beyond the classrooms of the democracy school.

Ghana Through interparty debates organized by NIMD, the Electoral Commission was urged to take a more proactive approach to the 2016 elections to ensure peaceful and credible elections. *(See p. 11)*

Guatemala NIMD and its partners played an important role in facilitating talks between political parties and civil society during the unrest and demonstrations that resulted from corruption scandals in 2015. These dialogue opportunities gave civil society organizations direct access to the politicians and contributed towards lowering tensions between the two groups.

Honduras NIMD supported the multiparty Women's Commission in Congress with a strategic planning process that resulted in a legislative agenda for the Commission. This process of working together led to increased levels of trust between the members of the Commission.

Indonesia In 2015, 132 people were trained at the five democracy schools operated by NIMD in Indonesia. The participants included a number of members of the regional Parliament, and representatives with a background in civil society organizations. The participants worked on local issues and produced a total of seven proposals for regional legislation on issues such as anti-corruption measures, public services and natural resources.

Kenya NIMD held three courses to train a key group of party representatives on assistance, gender and party operations. After completing the course, members of this group will function as trainers to disseminate and share their new skills with their fellow party members.

Mali The longstanding efforts and lobby activities of the NIMD supported dialogue platform resulted in the passing of the law regulating the minimum number of women (30%) in key government positions and on election lists. *(See p. 10)*

Malawi In 2015, NIMD and its local implementing partner, the Centre for Multiparty Democracy Malawi, developed fundraising guidelines that provide a framework for when and how joint fundraising should be undertaken. This includes an activity plan for 2016 to test these guidelines.

Mozambique After the 2014 elections, in 2015, NIMD set up interparty dialogue meetings to reflect on the lessons learned from the elections. These meetings increased interparty communications and trust, and the participants were positive about them.

Myanmar 44 participants from different parties graduated from the first Myanmar School of Politics that NIMD established in 2014. They can now contribute effectively to Myanmar's political process. During the national elections in 2015 several of the alumni were elected as MPs and one has been appointed as the Chief Minister of the Tanintharyi region in Myanmar.

South Caucasus – Georgia
In 2015, NIMD facilitated interparty dialogue on two important issues: women's political participation and national minorities. The multiparty taskforce on women's participation organized three conferences on women's empowerment in Georgia. This resulted in the adoption of a multiparty resolution on 'Measures Necessary to Increase Women's Political

Participation in Georgia,' that was later signed by ten political parties. *(See p. 17)*

South Sudan Due to continuing violence and political instability, NIMD's work in South Sudan has been put on hold.

Tunisia 90 politicians from nine different parties were trained at our School for Politics. To facilitate their increasing need for discussion NIMD also set up an informal multiparty dialogue platform called 'Couscous Politique'. It has been successful in bringing together the alumni of the School and other stakeholders to discuss current political issues. *(See page 15)*

Uganda All major parties took part in the newly launched Political Party Capacity Strengthening Fund – including the ruling party. This participation was unprecedented, for the first time all the major parties – the ruling and opposition parties – worked together on strengthening their organization. It demonstrated a high level of trust in the efficacy of the programme and in NIMD's role in supporting parties. *(See p. 13)*

Zimbabwe
Succession struggles within ZANU PF and divisions in the opposition parties made it difficult for the political parties in Zimbabwe to take steps forward and jointly work on key national issues. NIMD, in cooperation with DIPD and the Zimbabwe Institute, was able to organize a high level exchange visit to Ghana for the three main political parties. This exchange showed that there is commitment to work together and that the parties are still open to interparty dialogue.

FACILITATING INTERPARTY DIALOGUE

dialogue platforms in **11** countries

A dialogue session in Mali

For the last 15 years, NIMD has been encouraging constructive dialogue among different political parties, particularly in countries where differences between the parties run so deep that they rarely engage with one another. We believe that interparty dialogue improves trust and cooperation between the parties. By providing a safe impartial space where politicians from different parties can come together to discuss political reform, we help build this trust and create an environment where they can openly talk with one another.

MALI

The political situation in Mali has been unstable since gaining independence from France in 1960. In 1991, a movement for democracy toppled the long-standing authoritarian regime. In March 2012, a military coup forced the elected president to resign. This resulted in a substantial degradation of the political and security situation. At this crucial time, NIMD's multiparty platform was used as the initial forum to discuss a transition to democracy. This provided forces, either opposed to or sympathetic towards the coup, a safe space to initiate a dialogue and present their perspectives. The forum held only ten days after the coup, underlines the benefits of a pre-existing dialogue platform and

played a central role in the transition to democracy that was negotiated with parliamentary and presidential elections held in 2013.

Following this in 2014, a peace process was launched in Algiers between the government of Mali and non-jihadist rebels. The Algiers Process resulted in the signing of a ceasefire agreement and the drafting of a peace accord. The agreement provides a foundation for the re-establishment of the constitutional order throughout northern Mali.

NIMD's main focus in 2015 was the communal elections. However, they were postponed because of political instability in the North. Amid this political unrest the government passed a new law supporting women. The law will regulate a minimum 30% participation of women in key government positions and on election lists. This law was the result of longstanding efforts and lobby activities of the NIMD supported dialogue platform. Over the years, NIMD's local implementing partner, the Centre for Multiparty Democracy Mali, has gathered widespread recognition and respect among the different political parties for being politically neutral. Now, despite the mounting tensions between various political parties we continue to be able to bring political parties together for joint activities.

GHANA

In 2002, NIMD established the Ghana Political Parties Programme (GPPP) with the Institute of Economic Affairs (IEA). The programme provides a platform through which we actively encourage different parties to come together to discuss political reform. Over the years this platform has played an important role in Ghanaian politics.

In 2015, with the 2016 elections just months away, NIMD planned to address the issues that arose from the 2012 elections. One of the issues was the irregularity in the voter's register. This register has all the voters' names and is said to be full of names of minors and foreigners who are not eligible to vote. As a result, the ruling party suggested cleaning up the registry. However, the opposition called for a fresh register as a solution. These conflicting positions were an issue of national concern. So NIMD and IEA organized a series of activities to encourage open dialogue for both parties to come together and find a solution they could agree upon.

One of these activities was the National Stakeholders Workshop to debate the voter's register. This debate provided a stage for meaningful discussions on the issue. Representatives from the Parliament, political parties, civil society organizations and media attended it. The recommendations made at this debate were widely circulated in the media. One of the recommendations was that the Electoral Commission should take a more proactive approach on this issue. Consequently, the Electoral Commission took advantage of the constructive discussion on the voters' register to organize a follow up public forum for all political parties and civil society organizations to present their proposals for the way forward.

We also held the National Constitution Review Workshop. Over 100 participants from the political parties, media, traditional leaders, clergy, local civil society organizations and security agencies attended the event. At this workshop we discussed Ghana's constitution review process and informed Ghanaians about the status of the process and the role the public played in it.

Furthermore, to ensure peaceful and credible elections in 2016, we continued to organize dialogues and lectures in Ghana throughout the year.

BUILDING PARTY CAPACITY

191 political parties supported by NIMD

For interparty dialogue to be successful political parties need to be credible, legitimate and well organized. This is not the case in many new democracies. Often the legitimacy of the party relies on the personality of the leader, it is barely trusted by the public, and has a weak infrastructure. NIMD supports political parties to develop their infrastructure and build on their legitimacy so that they gain the trust of their citizens and better represent their needs.

The precise nature of the support depends on the country's context. Sometimes our assistance is as basic as making sure political parties have procedures in place to manage their finances and recruit staff. In other cases we organize trainings on themes like how to write a manifesto and how to consult members while developing policies. Our trainings are impartial and are usually organized for groups with representatives from various parties. However, we also hold separate trainings for individual parties, for example, when it involves the discussion of confidential internal party matters.

An important tool in our training programmes is peer-to-peer learning. Through this learning technique, politicians from parties big or small share their knowledge and experiences. We organize exchange meetings that bring diverse political parties from different countries in touch with each other. It was one such exchange between Uganda and Ghana that proved to be instrumental in the setup of Uganda's interparty dialogue platform.

UGANDA

In 2010, NIMD launched its dialogue programme in response to requests from Uganda's parliamentary parties, including the ruling party. Against the backdrop of a volatile political environment and fear of violent elections NIMD established the interparty dialogue process (IPOD) to help foster an effective multiparty democracy. This dialogue process marked a turning point in multiparty politics in Uganda.

After five years of regular party interaction at IPOD, the six political parties in the programme have experienced a marked improvement in their organizational and policy development abilities. One of the participants of IPOD and a leading political party in Uganda, JEEMA, said that IPOD has directly helped it improve its internal processes, committee structures, and policy. This has helped JEEMA develop as an institution.

These improvements in the parties within the IPOD contributed largely to the establishment of the Political Party Capacity Strengthening Fund (PPCSF) that was launched in 2014. The PPCSF has encouraged the participating parties to adopt a more professional approach to their work. The eligibility criteria to join the PPCSF alone, like requiring parties to recruit an accountant and project coordinator, and to establish a project implementation committee, resulted in an improvement in the parties' ownership, organization and management. The fund itself provided organizational development, policy development, and internal democracy support.

The fund ended in September 2015. To sustain the impact we have created so far, NIMD is exploring new and innovative ways to continue the programme after the elections that are scheduled in 2016.

COLOMBIA

The presidential elections in 2014 in Colombia produced a polarized political landscape. On the one hand, new political parties refused to engage with the Revolutionary Armed Forces of Colombia (FARC-EP). On the other hand, the President of Colombia achieved his second presidential term based on the campaign promise of reaching a final peace agreement with the FARC-EP before the end of 2018.

It is clear that political inclusivity is a crucial aspect of reducing conflict in Colombia. Particularly since one of the points the government and the FARC-EP agreed on during ongoing peace talks was the need for increased participation of groups that were not formally represented. An increase in political participation would lead to inclusivity in terms of the people and the ideologies that are represented in the governing process.

Political inclusivity was also a key aspect of the local elections of 2015. During this election more than 2,000 government officials like mayors and governors were elected. To support the candidates NIMD and the Colombian Ministry of the Interior trained more than 350 young candidates from different political parties throughout the country. The training helped this diverse group of candidates strengthen their skills and prepared them to contest in the local elections of October 2015.

Furthermore, in line with article 16b of the Strategic Development Goals (to promote and enforce non-discriminatory laws and policies for sustainable development) elected lesbian, gay, bisexual and transgender candidates received training from NIMD and other civil society organizations on the functioning of the political system. This also provided a good opportunity for the participants to network and exchange lessons learnt.

And finally in 2015 we have been working on a 'Gender Ranking Tool' whose results are published publicly to nudge parties towards more female political participation. The tool will be released in 2016.

FRUITFUL INTERACTION
BETWEEN POLITICAL AND CIVIL SOCIETY

Democracy schools

in 11 countries

1285 graduates

23 network events for alumni

Conference on environmental dialogue in El Salvador

Around the world, an estimated 122 countries regularly hold democratic elections. But citizens want more than just elections. They want to have a direct influence on the policies that will inevitably shape their lives. NIMD is working towards improving political parties' engagement with civil society in order to create deeper democracies where the voices of citizens are heard. Through various forums we bring political parties and civil society organizations together to address specific issues. These meetings build awareness among the parties on the relevance and need to interact with civil society.

For instance, in 2015, the corruption scandals in Guatemala resulted in demonstrations and civil unrest. The meetings we organized between the political parties and civil society organizations to prevent an escalation contributed towards lowering the tensions between the two groups.

Another effective way of linking political parties to civil society is through our democracy schools. At these schools the participants undergo training in democracy skills. The most important subjects addressed at these schools are equality, social justice, human rights, ethics in politics, and the significance of listening to the needs of citizens. The participants' skills in speaking, listening and debating with mutual respect, are also addressed at these schools. In some of the countries, the participants are a

mix of (aspiring) politicians and people from civil society organizations.

An additional advantage of democracy schools is that since it is impartial, it serves as a platform to bring people from different parties, who otherwise would not meet, together. This is especially true in contexts where a formal dialogue has not yet been feasible due to tension or post-conflict environments. We have democracy schools or dedicated democracy education and training courses in Colombia, Georgia, El Salvador, Tunisia, Indonesia, Egypt, Mozambique, Burundi, Myanmar and Guatemala. In 2015, we opened our first democracy school in Benin, the Benin School of Politics. Many of the alumni of these schools are now active in politics.

Apart from democracy schools we also connect ordinary people to the government through thematic programmes like the Environmental Dialogue platform in Latin America.

ENVIRONMENTAL DIALOGUE – LATIN AMERICA
NIMD works with Cordaid on environmental security in Guatemala, El Salvador and Colombia. The aim of the programme is to facilitate dialogue between politicians, civil society organizations and other stakeholders.

In many Latin American countries environmental issues are becoming more and more important, but this importance is not yet always reflected in the programmes of the political parties. NIMD and Cordaid support capacity building of civil and political actors and government institutions. Furthermore, the programme facilitates dialogue on, amongst others, water legislation and management, as the scarcity of clean water is becoming a pressing issue that is causing an increasing number of conflicts.

In 2015, the programme managed to contribute significantly to an important debate taking place in Colombia on the decision-making ability of local governments on the peoples' access to a safe and sustainable environment. The awareness raising campaign with political and civil society actors was implemented successfully. Shortly after the campaign, the Constitutional Court ruled that any activity that could pose a risk to citizens' access to water or undermine their right to a healthy environment must be first consulted and agreed upon with local authorities and dependencies.

DEMOCRACY SCHOOL – TUNISIA
Since 2012, NIMD and Demo Finland have been working in Tunisia to build the capacity of the parties and politicians. To achieve this, we have set up a School of Politics with our local partner, Centre des Études Méditerranéennes Internationales.

At the school politicians work together in a multiparty setting to learn the skills and knowledge they need to run a successful multiparty democracy. This also creates trust and encourages open dialogues that results in relationships that go beyond party affiliations. This is helpful in dealing with the many challenges Tunisia's government faces, such as the threat of ISIS and related organizations and the impact of the global refugee crisis. To help combat the threat of terrorism the politicians of the 2015 class and alumni from classes took the initiative to jointly and voluntarily develop multiparty policy proposals on counter-terrorism. These multiparty proposals were a clear demonstration of the skills learnt at the school that were then put into action. Our partner in Tunisia also helped facilitate this and guided the politicians through the process.

The participants at the Tunisia School of Politics are young politicians from nine different parties in the country. To support the students' interaction and their desire for increased discussions we introduced a political café during each of the school's sessions in 2015. Furthermore, we have set up an informal multiparty dialogue platform called 'Couscous Politique'. The platform brings together the alumni of the school, leaders from different parties and other stakeholders to discuss current political issues and has resulted in a marked improvement in the students' dynamics and discussions.

Forum on the future of women political leaders in Kenya

Democracy and Equality Forum in Tbilisi, Georgia

GENDER AND DIVERSITY

Today, on average just 22 percent of all members of parliament around the world are women. In many countries, this figure is even lower. In a truly inclusive democracy that embraces diversity, all groups of society are represented in the discussions surrounding government policies.

The low political participation rate of women is often a result of unwritten rules and practices that have been in place for years. To address these rules and practices NIMD encourages the cooperation of different political parties on issues concerning gender and diversity through interparty dialogue. Through these dialogues we foster an open political culture. These discussions also help the political parties to become aware of the rules and barriers within their own party that they otherwise may not have known about.

Additionally, to increase the number of women and marginalized groups that are represented in different parties we train prospective candidates in media engagement and other political skills.

RESPECT FOR WOMEN'S POLITICAL RIGHTS – COLOMBIA, KENYA, TUNISIA

The Respect for Women's Political Rights Programme (WPR) is a four year programme that was established in 2014. It provides direct support to political parties to improve their internal rules and regulations on the inclusion of women. The programme is active in three countries, Colombia, Kenya and Tunisia. It is implemented with three partners: United Nations Development Programme, the International Institute for Democracy and Electoral Assistance, and the Centre for Multiparty Democracy Kenya.

Through the programme we assess the rules and regulations of the participating political parties and provide them with gender assessment reports. They can use these reports to develop plans to change their rules and practices and increase the level of participation of women. We also train and mentor aspiring female politicians for future political positions.

Here are some of the programme's highlights from 2015:

Kenya

The trailer we launched for the documentary on the trials and triumphs of women MPs in Kenya, at UN Women's annual 'Commission on the Status of Women', was very well received. Furthermore, the first women's wing was established within one of the largest parties in Kenya, based on the gender assessment reports we provided. Additionally, 11 action plans on the inclusion of women were formulated by parties based on these reports.

Tunisia

In Tunisia, we initiated a gender assessment baseline study in Arabic. The study was conducted on nine political parties in the country. We also organized a platform where political parties and grassroots civil society organizations could come together to discuss the barriers women face in politics. Another seminar on gender sensitive internal rules led to a joint commitment among the participating parties to improve the level of participation of women in politics.

Colombia

In Colombia, we organized a conference on the portrayal of women in leadership positions by the media. The conference was based on the HeforShe UN Women Campaign. At the event several male political leaders called on the citizens' support towards this cause.

SOUTH CAUCASUS – GEORGIA

The 2012 parliamentary elections in Georgia ushered in a period of greater freedom and created an opportunity for a genuine multiparty democracy. It brought an end to a decade of one-party rule that was characterized by rapid economic reform and significant reductions in corruption, but also a shrinking of the democratic space.

NIMD has been active in Georgia since 2010 and is viewed as a gender sensitive organization that strives to promote women's participation in politics as an integral part of developing a democratic culture. In the past five years, there have been several discussions in Georgia about the role of women in politics. This has been in part due to NIMD's multiparty task force on women in politics. According to the parties, NIMD has not only encouraged more discussions about women in politics, but has also helped them craft their own internal strategies and positions to increase the involvement of women in political life. For some parties this has meant support from NIMD to create a women's wing; for others it has meant strategies for appointing more women for leadership positions in the regions.

Given the new political agenda, and that 2015 was the Year of Women in Georgia, the task force was refreshed with more senior delegates from the political parties. We carried out an informal mapping of the positions of political parties on gender, and published an index measuring the performance of political parties on gender at the institutional level, programmatic level and while campaigning during elections. The index has provided a baseline data and has created an incentive for parties to improve their standing. The presentation of the findings to all parties helped start a dialogue about women's representation in parties. We plan to repeat the exercise in 2016 to compare the changes in the parties' positions on women's representation.

The taskforce also organized three conferences on women's empowerment. This resulted in the adoption of a multiparty resolution on measures necessary to increase women's political participation in Georgia and was later signed by ten political parties. Amongst other things, the resolution calls for consideration of the issues surrounding the participation of women when implementing electoral reforms and for adopting special measures to increase women's representation in politics.

A democracy school session in Burundi in the presence of the Ambassador of the Netherlands to Burundi, Jolke Oppewal

WORKING IN FRAGILE AND CONFLICT AFFECTED SETTINGS

After a country has been through a period of conflict or an authoritarian regime, the government's capacity to govern becomes extremely weak. These countries struggling to leave behind their legacy of violence and social upheaval are a cause for concern on the international policy agenda. And the need to develop capable and democratic political parties in these settings is a pressing one.

NIMD believes that, within these settings, effective political parties and strong interparty dialogue play a significant role towards reducing political violence, and can help avoid instability and another relapse into a conflict state. To this end NIMD actively supports political parties in fragile and conflict-affected settings by facilitating inclusive political party dialogues and strengthening the capacity of the parties.

BURUNDI

Burundi has witnessed decades of violent civil conflict between its different ethnic groups. And despite the democratic transition, made possible by the Arusha peace agreement of 2000, there is still strong political distrust and a lack of dialogue between the different political parties.

NIMD started working in Burundi in 2008 and over the years has implemented several activities to ease this political deadlock. For example, in 2015 and 2014, NIMD and The Burundi Leadership Training Programme (BLTP), managed to engage the 13 main political parties in an 18-month capacity building project. From mid-2014 we implemented a project that would help the parties prepare for the elections that were planned in 2015.

However, the 2015 elections were declared flawed after the announcement of the President's candidacy for a third term. This led to street protests, violence and a failed coup d'etat. The country plunged into a political crisis which has brought it on the brink of a new civil war. Despite interventions from the international community, including the United Nations and the East African Community, to facilitate dialogue between the contesting parties there has been little progress to find a durable way out of the crisis.

At the start of 2015 NIMD continued to support the different political parties taking part in the 2015 elections by strengthening their capacities. Through the programme we also aimed to facilitate interparty dialogue between the parties and key election institutions. But when the political situation in the country deteriorated this became increasingly hard to do. We then shifted our focus towards party representatives at the provincial and national level. Despite the volatile situation we have been successful in maintaining a minimal level of engagement between these representatives and assisted the parties to evaluate the electoral process.

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peer exchanges in **11** countries

14 peer exchanges involving **468** politicians

OVERVIEW OF NIMD'S COUNTRY OFFICES AND IMPLEMENTING PARTNERS

NIMD works with around 200 political parties in over 20 countries. Local ownership plays a vital role in all our programmes. To understand each country's local context and to adapt to local conditions NIMD works with local country offices or implementing partners. These partners are local organizations that have political contacts and local knowledge, and they help us with the implementation of our programmes based on the country's needs.

Implementing partners in programme countries in 2015	NIMD country offices and representatives in 2015
Burundi Burundi Leadership Training Programme	**Benin** (NIMD-AWEPA Country Coordinator)
Egypt Danish Egyptian Dialogue Institute	**Colombia** **Ecuador**
Ghana Institute of Economic Affairs	**El Salvador** **Guatemala**
Indonesia Komunitas Indonesia untuk Demokrasi	**Honduras** **Mozambique**
Kenya Centre for Multiparty Democracy Kenya	**Myanmar** (NIMD-Demo Finland Country Coordinator)
Malawi Centre for Multiparty Democracy Malawi	**South Caucasus** (Georgia, Armenia, Azerbaijan)
Mali Centre Malien pour le Dialogue Interpartis et la Démocratie	**South Sudan** (managed from NIMD headquarters) **Uganda**
Tunisia Centre Études Méditeranéennes Internationales	
Zimbabwe Zimbabwe Institute	

FINANCIAL RESULTS

FINANCIAL OVERVIEW

The budget for the year 2015 was based on an ambitious growth targets for income and donor diversification. This path, initiated several years ago, saw success in 2015 when NIMD secured an income of € 13.2 million (2014: € 10.8 million) and two new donors. An income this high has never been achieved in the history of NIMD.

EXPENDITURE 2015

The overall expenditure for 2015 was € 13.2 million of which € 9.2 million was spent on the 'Country- & Regional Programmes' of NIMD. An additional one million was spent on the development and implementation of tools and instruments ('Linking countries & mutual learning'). The expenditure on 'Matching organization & Niche' (€ 0.35 million) was mainly used for collaboration with strategic partners, communication activities and the celebration of NIMD's 15 year anniversary. The expenditure on 'programme management' costs –including direct and indirect overhead and office support costs – covers 20% of all expenditure in 2015.

OUTLOOK 2016

As NIMD's main funding would end in 2015, it was a top priority for the organization to find new funding to enable NIMD to continue its work in the future. NIMD successfully secured two important subsidies for the next five years. For the period 2016-2020 a consortium between NIMD and the Association of European Parliamentarians with Africa (AWEPA) has been selected as one of the Dutch Ministry of Foreign Affairs' (MFA) 25 strategic partners in the field of Lobby and Advocacy and has secured a total of € 32 million. A grant of € 15 million for the period 2016-2020 has also been secured from the MFA for a programme called Dialogue for Stability: Inclusive Politics in Fragile Settings. This programme aims to contribute towards open and accessible political systems, and to the legitimacy and responsiveness of political actors in countries affected by conflict and fragility. With these subsidies in place, NIMD has secured a solid base for the future and its programmes.

OVERVIEW EXPENDITURE 2015

	2015	2014
Country & Regional programmes	9,172,442	8,285,312
Linking countries & mutual learning	982,145	1,135,000
Total programmes	**10,154,587**	**9,420,312**
Programme management	2,702,300	2,700,000
Matching organization & niche	351,109	380,000
Total costs	**13,207,996**	**12,500,312**
Result 2015	**12,533**	**550,480**

OVERVIEW OF DONORS IN 2015

DONOR	EXPENDITURE (in €)
British Council	2,320
British High Commission	94,062
Canadian Department of Foreign Affairs, Trade & Development (DFATD)	14,404
Colombia Ministry of the Interior	13,770
Danish Institute for Parties & Democracy (DIPD)	104,650
Demo Finland	147,370
Democratic Governance Facility (DGF)	941,487
Netherlands Ministry of Foreign Affairs (MFA)	10,303,368
Eduardo Frei Foundation (EFF)	4,545
European Commission	21,867
European Partnership for Democracy (EPD)	60,000
International Institute for Democracy and Electoral Assistance (International IDEA)	58,816
Organization for Security & Cooperation in Europe (OSCE)	30,774
Swiss Federal Department of Foreign Affairs (FDFA)	202,430
United Nations Development Programme (UNDP)	898,202
United Nations Office for Project Services (UNOPS)	252,222
US State Department	70,242
Total	**13,220,529**

Democracy starts with dialogue.