

A N N U A L R E P O R T

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**STEPS TOWARDS  
LASTING CHANGE**

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## STEPS TOWARDS LASTING CHANGE: NIMD'S MAIN HIGHLIGHTS IN 2016

An extraordinary accomplishment in Colombia, challenging global developments and an internal reorganization made 2016 an eventful year for NIMD. The four members of the NIMD Management Team reflect on the main developments of the previous year.

"Yes, the peace process in Colombia is without a doubt one of the highlights of 2016," Karijn de Jong, Head of NIMD's Programmes & Projects team agrees. "We have been building up to this result for the past two years. After setting up a local office, we estimated that, for the future stability of the country, it was essential to include the FARC on the political stage and we explored options to prepare the ground for informal talks with the political branch of the FARC. It was a complicated course of action that was nonetheless necessary to create a foundation of trust."

After a long journey, in which the referendum result posed an unexpected obstacle, the Colombian Government



The NIMD Management Team. Clockwise from left: Wouter Dol, Hans Bruning, Miranda Buitelaar, Karijn de Jong.

and the FARC finally signed the Peace Agreement in November 2016, bringing an end to 60 years of violent conflict. De Jong: "We were very pleased to see that NIMD was mentioned in the historic document. The Colombian Government and the FARC agreed to give NIMD a vital role in the task of reforming the electoral system in Colombia." Executive Director Hans Bruning adds: "We are one of the very few NGOs named in the agreement. It's a huge compliment for the staff of our Colombian office, led by its young and dynamic director Ángela Rodríguez, and for the staff here in The Hague." This gives us an opportunity to work on a level playing field, not only for the FARC but also for all of Colombia's main political parties.

With work ongoing in over 20 countries, the Management Team was eager to share many other developments. One such example is the Myanmar programme where, De Jong explains, "We invested in the Myanmar School of Politics in 2016 to equip a group of politicians from across the political spectrum with democratic values and tools.

One of our students is now a Minister. She can make direct use of the knowledge she gained."

The impact of NIMD's work was also clear in Burundi, where it organized, alongside its partner the Burundi Leadership Training Program (BLTP), regular dialogue and training meetings for all political parties. In the complex and sensitive political context deriving from the 2015 electoral crisis, the multiparty workshops provided a unique space for the inclusive, equitable and functional participation of representatives of different political parties – a crucial prerequisite for stability in Burundi.

*"This year, once again, NIMD delivered political hope for many people in many countries who want to come together with a basic democratic attitude, despite differences of political opinion, to cooperate in multiparty systems."*

*Eimert van Middelkoop, NIMD Supervisory Council.*





Training in Benin.

“None of this may sound revolutionary”, Bruning concludes, looking back at NIMD’s most significant impacts in 2016, “but it is of great relevance. These are modest, but important steps.”

Indeed, NIMD’s work across all its programmes is based on small, cumulative changes, which add up to real political transformation over time. Democratic change is a process to which NIMD commits by investing in long-lasting relationships with local partners and political parties. So the true impact is incremental; it involves increased trust and willingness to dialogue, rather than revolutionary or monumental change. De Jong considers how this approach was manifested in the Colombia programme in 2016: “For us, the preliminary process was much more important than the actual moment of the peace signing. We bring together parties that have sometimes been at each other’s throats for decades. You can feel the tension between them. We organize the first meetings, arrange exchanges, etc. In this precarious first phase, we create the foundations for groups to work together.”

*“NIMD continues to make an invaluable contribution to the development of democratic values and structures in fragile political systems across the world.”*

*Ingrid van Biezen, NIMD Supervisory Council.*



*Hon. Abadula Gemeda, Speaker of the Ethiopian House of Peoples' Representatives, shakes hands with Karijn de Jong on the start of the new programme.*

## ▲ The NIMD principle of inclusiveness

Long-term trust building is also the task at hand in Ethiopia. In 2016, NIMD managed to gain approval from the country's governing party to start a programme in this highly polarised political environment.

As part of its mandate, NIMD engages in dialogue with, sometimes authoritarian, ruling parties, Wouter Dol, Head of the Knowledge & Strategic Relations team, explains. "In Ethiopia, which is still perceived by many as an authoritarian state, we will be working with the ruling party. There is, of course, a risk of reinforcing the status quo. However, the incorporation of all parties in the process is core to our approach. Limiting support to marginal opposition groups is not going to bring long-term change. If you really want to change the electoral system you need to work with the governing party as well. You need the less reformist parties to build on a reform agenda."

NIMD's 'principle of inclusiveness' also means that all major opposition parties are involved, De Jong adds. "This principle is fundamental to all our work. We provide a platform for all parties to take part in the dialogue on issues of national interest with an equal voice – and that's non-negotiable. When we are not allowed to work with all relevant actors in the political field, as was the case in Egypt in 2016, we have to close down the programme because it means that we are not able to implement our approach."

As Bruning explains, "where a party plays a role in the politics of a country, it is important to include them in the democratic process. If we really want to be inclusive, and we want to create meaningful change then we must engage with all groups. It is not up to us to decide who is right and who is wrong."

*NIMD's ability to bring parties together in constructive dialogue was exemplified through the programme in Mali, where NIMD united civil society and political parties from across the political spectrum to consider the difficult implementation of the Peace Accord.*

*Jan Hoekema, NIMD Supervisory Council.*

## ▲ Democracy Labs

At the same time, political parties around the world are facing a decline in membership. Dol: "Political parties are the least popular democratic institutions. They are viewed as unreliable and selfish. But you have to admit that they are unavoidable in a democracy, at least within the existing democratic systems."

The lack of trust in politics and the widening gap between politicians and voters make reform and innovation necessary, both in the Netherlands and in the countries we work in. "Two trends are visible", says Dol. "The first is the use of digital tools to involve civilians in political processes. The second is to make policy more transparent and accountable by sharing data and receiving broad feedback on policy plans. New tools and methods are being tried out around the world."

NIMD follows these innovations and trends, and discusses them with the parties in its programme countries. Where appropriate, the organization sets up pilot programmes to test these ideas. Dol: "The next pilots will be in Myanmar and Colombia. These will kick off with Democracy Labs where political parties will become acquainted with innovative digital tools from around the world. In the follow up to these events, NIMD will support the parties in developing tools that will improve the relationship with their voters, or even find ways to involve them in their policy-making through online platforms."

"The interesting thing about these innovations," Bruning adds, "is to see if we can use them to reinforce the relevance of political parties. We are aware that there is no such thing as a 'silver bullet' – one innovation that solves all problems – but we see that there is a large appetite for digital tools in the countries we work in."

An innovation of a different kind is the Global Partnership for Multiparty Democracy (GPMD) initiated by NIMD in October 2016. "It is an international network that advocates support for political parties," Miranda Buitelaar, Head of NIMD's Finance and Support team, explains. "Joining forces as a broad panel of actors from the North and South really is a beautiful new way of highlighting the importance of political party support on a global level."



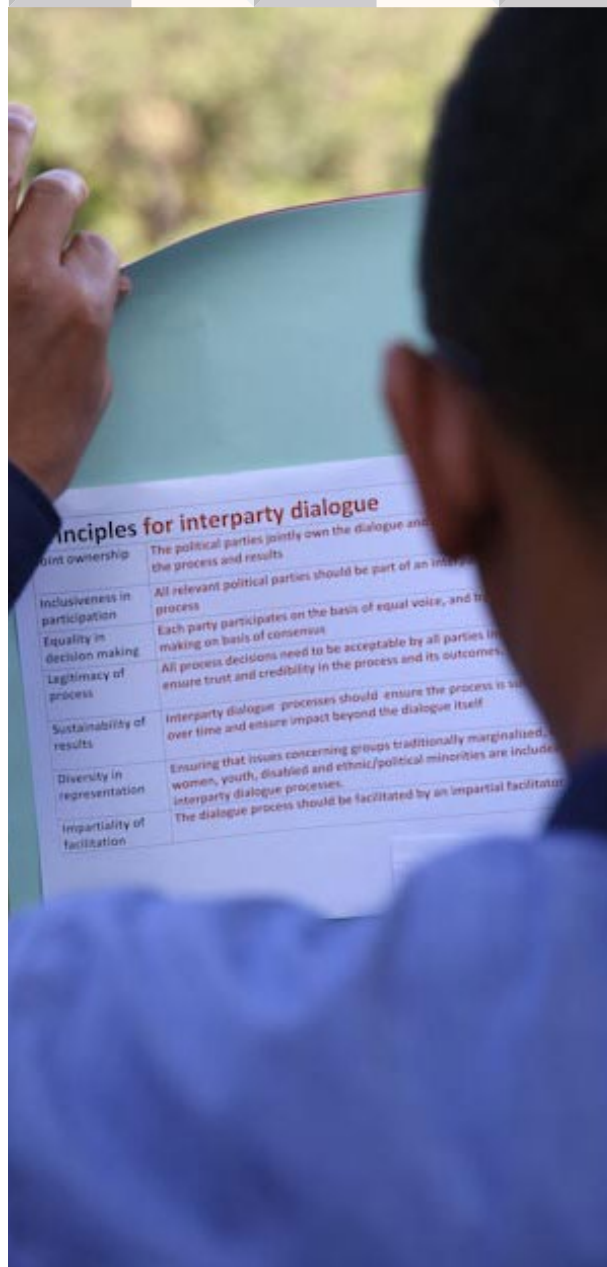
"One of the highlights of NIMD in 2016 is the launch of the GPMD, a unique North-South network of 18 organizations that supports political parties in developing democracies."

*Ida van Veldhuizen, NIMD Supervisory Council.*

## Centre of excellence

NIMD underwent an internal reorganization in 2016. Dol: "Through the internal changes we have made, we are building towards positioning ourselves as a centre of excellence." NIMD created the Knowledge & Strategic Relations team as part of this process. As a practitioner organization, NIMD must be able to apply its approach in different political contexts. The Knowledge & Strategic Relations team supports this by expanding the NIMD knowledge base, piloting innovative political party assistance approaches, and communicating this to stakeholders. Buitelaar: "Having the new team ensures that we can stay on schedule with valuable plans and projects. We now have much more capacity to develop tools and maintain our expertise in the field of political party support."

NIMD's other teams also started to reap the benefits of the new structure. De Jong: "Thanks to extra monitoring capacity, NIMD was able to carry out solid baseline studies across all programmes."



"As an actor in the political field, NIMD must ensure that its internal processes meet the highest standards of good governance, risk management and transparency. In 2016, NIMD further invested in improving these processes."

*Annemarie Mijnsbergen, NIMD Supervisory Council.*

The new financial and fundraising structure also delivered on its promises, Buitelaar adds: "We were able to develop successful funding proposals for donors such as the European Union and the Finnish Ministry of Foreign Affairs."

Bruning concludes proudly: "With the changes we have implemented, we are well on our way to becoming the centre of excellence we plan to be by 2020."

"I am proud of NIMD's flexible response to daunting challenges in 2016. Mutually inspired developments were realized by a confident and optimistic staff."

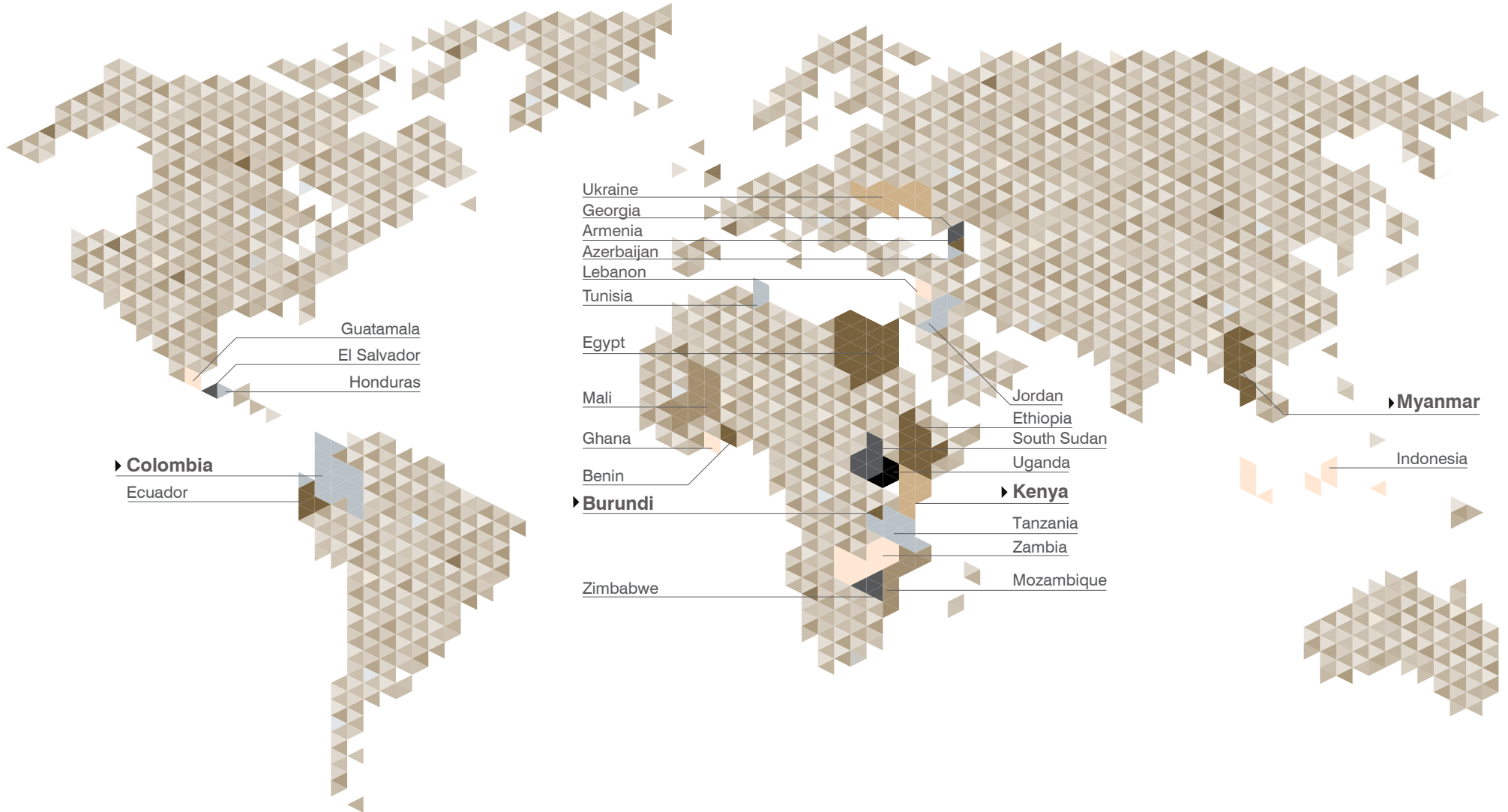
*Bernard Bot, NIMD Supervisory Council, President.*

*NIMD brings political parties together through interparty dialogue activities to build trust and create an environment where political parties can jointly work on policies.*



# NIMD IN 2016

In 2016, NIMD worked in 24 countries in Africa, Latin America, the Middle East, Southeast Asia and Eastern Europe. In addition, exploratory missions in Ethiopia, Jordan and Lebanon opened opportunities for new programmes in these countries. Further exploration was conducted in the Israeli-Palestinian territories and Iraqi Kurdistan.



## Benin

The Benin School for Democracy worked with over 30 young people from the political sphere and civil society. The participants developed the capacity to think and act democratically; lobby and advocate collectively and across party lines; effectively build upon and benefit from each other's backgrounds and networks; and introduce space for policy discussions within their respective parties and organizations.

*Implementing partner:*

**NIMD-AWEPA COUNTRY COORDINATOR**

## Burundi

[▶ Read more](#)

NIMD, together with its partner BLTP, organized a series of workshops on inter-party dialogue for all Burundi's major political parties. Given the complex and sensitive political context deriving from the 2015 electoral crisis, the multiparty workshops constituted an important forum for continued interparty engagement and trust building. As such, the training initiative provided a unique space for the inclusive, equitable and functional participation of representatives of different political parties – a crucial prerequisite for stability in Burundi.

*Implementing partner:*

**BURUNDI LEADERSHIP  
TRAINING PROGRAM (BLTP)**

## Colombia

[▶ Read more](#)

Following several talks with the Colombian Government and the FARC, NIMD was designated as a key actor entrusted with facilitating the implementation of the second chapter of the historic Peace Agreement. NIMD will complete two main tasks. Firstly, the organization will contribute to establishing the Special Electoral Mission and will select six experts to join this entity. Secondly, NIMD will facilitate the implementation of the political participation provision and will share its expertise to support the transition and capacity building of the FARC in its new role as a political party.

*Implementing partner:*

**NIMD COLOMBIA**

## El Salvador

NIMD works to ensure that women in El Salvador are better equipped to contribute to political life, while at the same time seeking to lower the barriers to their participation. One of the obstacles women often face is the way they are portrayed by the media. Therefore, NIMD organized a workshop to sensitize journalists on gender bias in reporting. Following the training, the journalists themselves jointly established a 10-point programme to ensure that media coverage is gender sensitive and equitable.

*Implementing partner:*

**NIMD EL SALVADOR**

## Ghana

NIMD organized a workshop on the role of stakeholders to ensure that the upcoming elections are peaceful and transparent. The workshop was attended by representatives of the Electoral Commission, the National Commission for Civic Education, Security Agencies and youth groups. Following the event, the participants publically pledged to work together towards peaceful elections and presented a number of recommendations on to how to achieve this.

*Implementing partner:*

**INSTITUTE OF ECONOMIC AFFAIRS (IEA)**

## Guatemala

Due to much needed changes in Guatemala's Political Party and Electoral Law, the Electoral Management Body (EMB) acquired additional functions to oversee and audit the finances of the political parties. NIMD provided technical assistance to the EMB and facilitated the exchange of experiences with professionals from other Latin American countries. As such, NIMD contributed to the institutional strengthening of the EMB, which is particularly relevant in the current context in which citizens' expectations are high, but government institutions often struggle to fulfil their mandate.

*Implementing partner:*

**NIMD GUATEMALA**



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## Honduras

For the second year in a row, NIMD implemented a Democracy School in Honduras, from which 13 students graduated. The School aimed to further develop the democratic skills and knowledge of high potentials from political parties and civil society to enhance their capacities for constructive, policy-oriented engagement in politics. After the completion of the course, almost 80% of the participants expressed more tolerance towards political opponents, based on a survey developed by NIMD and filled in by the students before and after completing the course.

*Implementing partner:*  
**NIMD HONDURAS**

## Indonesia

In 2016, NIMD started a new programme in Indonesia working with young Members of Parliament at the national level. The programme aims to facilitate multiparty dialogue among the MPs and equip them with the political skills necessary to fulfil their democratic role as elected representatives. As one of the first key results of the programme, the leadership of the 10 political factions of the House of Representatives has committed to the proposal of establishing a theme-based interparty dialogue for young MPs.

*Implementing partner:*  
**KEMITRAAN**

## Kenya

[▶ Read more](#)

In April 2016, the opposition Cord coalition started weekly demonstrations demanding the disbandment of the Independent Electoral and Boundaries Commission (IEBC), which they accused of partiality and a lack of integrity. The protests became increasingly violent resulting in deaths of demonstrators. In reaction, NIMD's implementing partner, CMD-Kenya, convened a first stakeholder dialogue forum, which was a first step in finding a solution to the crisis. CMD remained involved throughout the process in coming up with proposals to ease tensions and facilitate dialogue.

*Implementing partner:*  
**CENTRE FOR MULTIPARTY  
DEMOCRACY KENYA (CMD KENYA)**

## Mali

NIMD brought together civil society and political parties from across the political spectrum to consider the difficult implementation of the Peace Accord, the key blockages and how these could be solved. Based on this dialogue, the group developed recommendations for the Government and international actors. Following lobbying efforts targeting the Ministry of Territorial Administration, and advocacy through public broadcasting channels, the government will take these recommendations into account for all analysis and action related to the subject.

*Implementing partner:*  
**CENTRE MALIEN POUR LE DIALOGUE  
INTERPARTIS ET LA DÉMOCRATIE (CMD MALI)**

## Mozambique

In 2016, NIMD facilitated the first two meetings of a new electoral dialogue platform. During these meetings, participants, including members of the National Electoral Commission (CNE) and the Technical Secretariat of Election Administration (STAE), harmonized an electoral law proposal that will be submitted to Parliament to enrich the debate around the upcoming legislation reform process. These meetings constituted an important platform for interaction between the stakeholders.

*Implementing partner:*  
**INSTITUTO PARA DEMOCRACIA  
MULTIPARTIDÁRIA (IMD MOZAMBIQUE)**

## Myanmar

[▶ Read more](#)

The core courses of the Myanmar School of Politics (MySoP) contributed to building trust among the representatives of all main political parties at the state and regional levels, and regional members of the Union Election Commission. All relevant parties in Shan State also committed themselves to the creation of a multiparty dialogue platform, for which the first activities have been held in 2017. Two alumni activities were organized in 2016 and aimed to increase the knowledge and skills of the alumni on interparty dialogue and outreach.

*Implementing partner:*  
**NIMD-DEMO FINLAND  
COUNTRY COORDINATOR**



# KEY COUNTRY RESULTS 2016:

## Tunisia

In 2016, a multiparty dialogue platform kicked off in Tunisia. All of the political parties represented in the platform have shown an active interest in its continuation. The platform started with 8 participants and grew to 15 (10 male, 5 female) by the end of the year. Dialogue between the participants, who represent various political parties in Tunisia, contributed to increasing trust and improved relations between them.

*Implementing partner:*

**CENTRE DES ETUDES MEDITERRANEENNES  
ET INTERNATIONALES (CEMI)**

## South Caucasus (Georgia)

In the run up to the parliamentary election in Georgia, NIMD launched a website – [www.partiebi.ge](http://www.partiebi.ge) – comparing the electoral programmes of the different political parties. In addition, NIMD’s Democracy Schools hosted and facilitated a public roundtable discussion on the pre-election environment for politicians, representatives of local civil society and local self-government, and organizations working on social and political rights and election monitoring. Participants analyzed electoral risks and identified potential solutions to ensure genuine and credible elections in Georgia’s currently polarized political environment.

*Implementing partner:*

**NIMD EASTERN EUROPEAN NEIGHBOURHOOD**

## Uganda

Following the February 2016 elections in Uganda, NIMD facilitated the process of reconstituting the Interparty Organisation for Dialogue (IPOD) with the four political parties represented in Parliament. NIMD succeeded in securing the participation of senior political party leaders. The parties agreed to review the IPOD Memorandum of Understanding to improve decision-making and the commitment of parties to the dialogue process. They have also embarked on a process to set the agenda for dialogue in the coming years.

*Implementing partner:*

**NIMD UGANDA**

## Ukraine

In November 2016, NIMD organized training on social media strategies for representatives of Ukrainian and Georgian political parties. The training, delivered by campaign experts from the Dutch agency BKB, encouraged political parties to better communicate with their supporters and become more transparent and accountable by engaging in direct and interactive dialogue with society. The representatives of the parties had the opportunity to deepen their knowledge in online strategies for political campaigning.

*Implementing partner:*

**NIMD EASTERN EUROPEAN NEIGHBOURHOOD**

## Zimbabwe

In 2016, NIMD kicked off a lobby and advocacy initiative to increase the representation of women in politics in Zimbabwe. As part of this, a workshop was held on strategies to strengthen the capacity of women in politics, address barriers to political participation and enhance women’s representation in the 2018 elections. The Advocacy Strategy developed during this workshop will be taken to political parties and national leadership to push for legislative provisions that enhance the representation of women in politics.

*Implementing partner:*

**ZIMBABWE INSTITUTE**



## OTHER PROGRAMME COUNTRIES:

### Ecuador

In 2016, the NIMD programme in Ecuador focused solely on the completion of the EU project after which the office would close. This project focused on creating mechanisms to promote citizen participation and strengthen legislative management in Ecuador's National Assembly. Due to some unforeseen delays, the EU requested an extension in order for NIMD to successfully finalize the project. NIMD agreed to this extension and work in Ecuador will now be finished in mid-2017.

*Implementing partner:*  
**NIMD ECUADOR**

### Egypt

In 2015, the decision was made not to continue with the programme in Egypt. NIMD would provide the partner, DEDI, with transition funds to finance a few more activities in 2016, after which the programme would be officially closed. Unfortunately due to the difficult (political) situation, DEDI was unable to implement the planned activities and asked for a small extension to allow them to use the funds already transferred. This was granted and an amendment was signed to extend the period until 31 March 2017.

*Implementing partner:*  
**DANISH EGYPTIAN DIALOGUE INSTITUTE (DEDI)**

### South Sudan

NIMD visited South Sudan in early 2012 to see what was needed in terms of political party support. Based on this, a programme was designed to provide support to the political parties, including facilitating an interparty dialogue platform. Due to continuing violence and political instability, this programme has been put on hold since 2014. We closely follow the situation in the country and hope to be able to resume our programme there.

*Implemented by:*  
**NIMD HEADQUARTERS**

## PROJECTS

### Zambia

NIMD implemented a year-long project focusing on building the capacity of parties to effectively participate in the 2016 general elections. 49,000 political party poll agents were trained and deployed on election day, surpassing the target of training at least 27,000. Furthermore, parties' capacity was strengthened in strategic planning for election monitoring, budgeting and resource mobilisation. Lastly, inter-party relations and peaceful co-existence were enhanced against a background of a tense, volatile and at times violent electoral environment.

*Implementing partner:*  
**ZAMBIA CENTRE FOR INTERPARTY DIALOGUE (ZCID)**

### Tanzania

In 2016, NIMD successfully secured funding for a 30-month (March 2017-September 2019) EU project that has allowed the organization to re-engage with Tanzanian political parties through the Tanzania Centre for Democracy (TCD), the only platform for political parties that is playing a vital role in promoting inter-party dialogue and capacity strengthening for political parties. This project will contribute to promoting inclusive politics in Tanzania through the increased participation of women and youth in political parties and local-level elected positions.

*Implementing partner:*  
**TANZANIA CENTRE FOR DEMOCRACY (TCD)**



## Ethiopia

In 2016, NIMD and AWEPA completed the exploration phase for a new country programme in Ethiopia, to be carried out in the framework of the Strategic Partnership with the Netherlands Ministry of Foreign Affairs. The new programme will start in 2017, and will focus primarily on capacity strengthening for members of the House of Peoples' Representatives, the Oromia Caffee, the National Electoral Board of Ethiopia (NEBE) and Ethiopia's main political parties.

## Jordan

Following an assessment of the political landscape in Jordan in 2016, NIMD launched a new programme in the second half of 2017. One of the key features of the Jordanian political system is the lack of participation of youth. NIMD will address this issue by offering a comprehensive training programme for both young members of established political parties and young activists with political aspirations.

## Lebanon

In 2016, NIMD explored the possibility of starting up a programme in Lebanon. This involved a thorough analysis of the political system and a scoping mission to learn more about the needs and concerns of local political and civic actors. Based on these explorations, NIMD has identified interest and added value in its future in Lebanon, and is further exploring the possibility of a new programme to invest in future leaders; help to create networks between them; and equip them with the skills required to engage with the current political system.

**Exploratory missions were also carried out in the Israeli-Palestinian territories and in Iraqi Kurdistan. These did not result in programmes in these countries.**





CMD Kenya <http://www.cmd-kenya.org/>

Omweri Angima is the Senior Programme Manager for the Centre for Multiparty Democracy in Kenya (CMD). Hailing from western Kenya, about 400 kilometres from Nairobi, Omweri has a rich political background. He advocated strongly for multiparty democracy in Kenya in the 1980s and 1990s, an issue he then dedicated much of his life to. Before taking on his role in CMD in 2003, Omweri was the first Executive Director of the Forum for Multiparty Democracy (FORD) and head of the Coalition for Peaceful Elections (COPE). During his time at CMD, he has deeply valued the tremendous sense of achievement, friendly working atmosphere and unconditional peer support.

With NIMD's support, CMD hosts interparty dialogue and implements activities geared at supporting political parties in Kenya and strengthening their interrelation with broader society. By bringing parties together to find a common position, it's possible to advocate and lobby for a joint solution to ensure policy is changed.

## OUR WORK IN KENYA

# ▲ ELECTORAL COMMISSION CRISIS IN KENYA FINDING A SOLUTION THROUGH DIALOGUE

It's June 2016 in Nairobi, Kenya. The streets of the city centre are filled with people. At a first glance, you might think it was a funeral as four young men in front of the group are holding a coffin on their shoulders. But the letters on the side reveal that the deceased is, in fact, the Independent Electoral and Boundaries Commission (IEBC). The crowd is protesting against this Commission's perceived bias. They are demanding that the nine commissioners step down.

The protesters walk through the central business district and, as they turn the corner onto City Hall Way to head towards Parliament, they are met by riot police. Suddenly, a canister of teargas is fired into the crowd and the group disperses, only to regroup a block down the road.

This scene is nothing new. Every Monday for months now, the same lively protest has been staged and, every Monday, the protesters have been met with increasingly aggressive riot police.

## Tensions build

In Kenya's turbulent political landscape, partisan institutions and polarized political parties are the norm. Practically everyone and everything are aligned to a certain political party or movement. In the run-up to elections, polarization and tribalism increase and tensions between the groups soar.

There is one organization in Kenya, though, that is non-partisan by nature and has enough political clout to solve crises like these. The Centre for Multiparty Democracy in Kenya (CMD) is an organization run by the country's political parties themselves. The key to CMD's success is that all the major political parties from across the political spectrum are involved; this means that the organization can act as a broker in moments of crisis. CMD was established by, and continues to be supported by, NIMD.

Back on the Kenyan streets, with the presidential and legislative elections drawing near, political tensions have been rising between the ruling Jubilee coalition and the opposition, united under the umbrella of the Cord coalition. Following the 2013 elections, which were deemed unfair by the opposition, and several corruption scandals relating to graft allegedly committed by the Commission's big wigs, the Cord coalition started organizing weekly demonstrations to demand that the IEBC commissioners stand down. They had lost their trust that the Commission would create a level playing field for the 2017 elections. However, the commissioners are protected by the Constitution and there was no constitutionally legal way to remove them from office on the basis of the Cord accusations.

And so, the IEBC issue became a full-blown political crisis. It dominated the national news over the summer, with the two big political party alliances in Kenya face-to-face in a stalemate. With no solution in sight, people feared



increasingly violent clashes between protesters and riot police. This stalemate needed a broker, and needed one fast.

## Establishing dialogue

This is where Omweri Angima, Senior Programme Manager for CMD, comes in. Observing the increasing polarization in his country with concern, he also noted CMD's unique position as the only credible non-state actor perceived to be neutral enough to mediate the hardline positions taken by both sides.

In his capacity as Senior Programme Manager, Omweri felt he could use his close ties with the CMD party representatives to somehow broker the crisis he saw unfolding before his eyes. During a CMD board meeting, it was therefore decided that the organization should reach out to the party representatives to ask if the parties could

broker a solution to the impasse together with the CMD secretariat. Following initial contact by phone, and a formal invitation to all representatives, Omweri was elated with the positive response. The party representatives enthusiastically embraced the suggestion and conveyed the idea directly to the party leadership. Both coalitions were fed up with the stalemate and they wanted the situation to end as soon as possible.

In order for all the different parties involved to come to a solution that they could all agree to, Omweri knew that it was important for all of Kenyan society to be represented at the meeting. This meant making sure the IEBC commissioners, representatives from both coalitions, other political parties, faith-based organizations, trade unions, the private sector, and civil society organizations participated. As well as the importance of inclusiveness, it was necessary to include top-level decision-makers in the meeting. Omweri reached out to the leaders, who were more than willing to join.

Representatives of the ruling party were eager to know more. They asked: “Who else is coming? If the leaders of the opposition are coming, we are willing to participate in this initiative by CMD. Have you thought about including religious leaders? Please make this meeting as inclusive as possible so that we can come to a solution that everybody can agree to!”

## ▲ An inclusive solution

The stakeholder meeting was an instant success and follow-up meetings were organized in a smaller group. Led by Omweri, the participants consulted with the main parties to draft a solution to the stalemate. Together, they concluded that “the IEBC issue needs to be solved through consultation rather than confrontation.”

This stakeholder group decided to form a so-called ‘Select Committee’ that would meet outside of Parliament. It consisted of nine members of the National Assembly from Jubilee and nine from Cord. This Select Committee would be co-chaired by a representative from each coalition. The members would tackle the issue together to come up with a joint solution that both sides could agree to. As soon as this process was agreed, the weekly protests were cancelled by the Cord coalition and tranquillity was restored to the streets of the Nairobi.

When the Kenyan Parliament adopted the Committee’s solution, the way was paved for the resignation of the IEBC Commissioners. The new commissioners took office and are now set to take up their task of preparing for the 2017 elections. Although there are still continuous issues surrounding the IEBC, the protesters went home and the crisis was averted.

Looking back on the events of the heated summer of 2016, Omweri is proud that he was able to facilitate political parties and civil society to put issues on the agenda of the Select Committee. His story illustrates how inclusive dialogue between parties, stakeholders and civil society can be used to create a well informed and broadly supported political solution. It shows how civil society and political parties can effectively lobby and advocate jointly to contribute to the creation of an enabling environment for democratic elections. CMD and NIMD will continue their work under the Strategic Partnership programme to bring together political parties, act as a broker in moments of crisis and achieve a more inclusive form of politics where the ruling parties are receptive to solutions from the opposition and from civil society.



## SOME FACTS AND FIGURES ON FACILITATING DIALOGUE

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**28** DIALOGUE PLATFORM  
MEETINGS HELD 

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SOME TOPICS COVERED:

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GENDER REGULATION

**POLITICAL  
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**CONSTITUTIONAL  
REFORMS**

**DECENTRALIZATION**



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Elise\* is a young woman who owns a business in her small village in the Burundian hills, operating a bar and restaurant. She enjoys her independence, and uses her entrepreneurial spirit to help other women and girls to meet their basic needs and reach economic autonomy. Elise has always been interested in politics, and joined one of the major Burundian opposition parties - an innovative party known for putting women in good positions in the list of the 2015 communal elections - when she was young.

At a workshop for women and youth members of her party organized by the Burundi Leadership Training Programme (BLTP), NIMD's partner in Burundi, Elise steps forward and speaks out:

"We cannot leave this place without thanking BLTP for the trainings it organizes for political parties. The training I took reinforced my personal leadership. Even more important, since I have participated in the trainings by BLTP, my fear has disappeared."

## OUR WORK IN BURUNDI

# THE CONFIDENCE TO SPEAK OUT: HELPING A YOUNG WOMAN LEADER BUILD HER LEADERSHIP SKILLS

The workshop during which Elise chose to speak out was one of many organized in Burundi by NIMD and its partner BLTP. Together, through these workshops, the two organizations work to create the conditions for dialogue between the different political parties. In accordance with the Ministry of the Interior, the workshops are organized in an inclusive way, involving all major parties across the political spectrum, both in government and in opposition. They empower politicians and civil leaders on a local and regional level with the skills needed to lead their parties forward and to enter into conversation with one another.

In addition, NIMD and BLTP invest in the long-term organizational development of political parties, helping them face the challenges ahead and carry out their role in a multiparty democracy. This work is fundamental in helping parties to navigate their country's political and historical context.

\* Names have been changed for privacy reasons



## ▲ The Burundian context

Burundi is a small but densely populated land-locked country in the heart of Africa. It consistently ranks among the least-developed countries in the world, coming in at 184 out of 188 on the 2015 Human Development Index. The country has witnessed decades of violent civil conflict between ethnic groups since its independence in 1962. When the last major belligerent parties signed up to the 2000 Arusha Peace and Reconciliation Agreement for Burundi with ceasefire agreements in 2003 and 2006, it ended the most recent episode of large-scale violence, the 1993-2005 civil war. Under the supervision of a number of subsequent UN missions, hopes ran high for Burundi's peaceful transition to a multiparty democracy. In 2005, the current President Pierre Nkurunziza was democratically elected to become the first post-transitional president.

However, around the elections of 2010, relations between political parties hardened and many of the main opposition parties boycotted the elections out of concerns that they would be unfair. A contested decision by President Nkurunziza to run for a third term, judged by some to be unconstitutional, sparked a major political crisis in 2015. Violent protests, an attempted coup d'état, and a refugee crisis followed. Moreover, the political landscape became polarized and parties weakened. Strong political distrust and a lack of inclusive dialogue between different groups still pose a significant challenge.

In a context of polarization, and with parties poorly equipped to stand up to the country's challenges, the promise of constructive dialogue between parties to help one of the world's poorest countries forward threatened to wither away.

It was in this political climate that Elise realized that politics in Burundi affects everything and everyone. She noticed how, as a result of her affiliation to her party, more and more people started to avoid her shop, even those who were regular customers only a few years ago. She said: "I love politics because I believe in the ideology of justice and the solidarity of my party. But the polarization has detrimental effects for my business. Sometimes my clients will not eat here anymore, or are afraid to visit my bar out of fear of being associated with my party." This made Elise realize she wanted to get more involved. So, she was happy when the opportunity came up to become a provincial leader of her party.

## ▲ Strengthening capacities and fostering dialogue

In her new capacity as provincial party leader, Elise found herself speaking of how the trainings had helped her to

lead her party and overcome the fear to speak out. Elise was proud to state that this training had strengthened her personal leadership skills. She also explained the importance of these meetings for her party as a whole. By the time that she became provincial leader, it was very difficult for opposition parties to organize meetings and operate normally. Because of the high level of mistrust between the ruling party and opposition parties, some leaders from the opposition have been obliged to flee the country or avoid public areas. Others have been jailed.

The training that NIMD and BLTP organize for all major Burundian parties helps them to face these challenges, as well as strengthening the democratic and leadership skills of their members. Elise commented on the importance of the physical contact for the party: "I did not know there could be an opportunity to see members of my party physically assembled. Even we provincial leaders did not know each other and we communicated by phone, and now the training of organized by BLTP gives us this opportunity."



The training that the parties enjoy individually also helps them to meet each other in dialogue. A well-prepared party that has its internal processes in order is, after all, more capable of entering into political discussions and dialogue with other parties. This sort of preparation increases confidence in one's own positions, and fosters an openness to recognizing the importance of working together to help solve the challenges facing Burundi's population. Elise's training helped her to have the confidence to attend dialogue meetings with other parties, including the ruling party, and to enthuse and convince members of her own party to join her. Given the difficult circumstances that surround politics in Burundi, this is not always an easy journey.

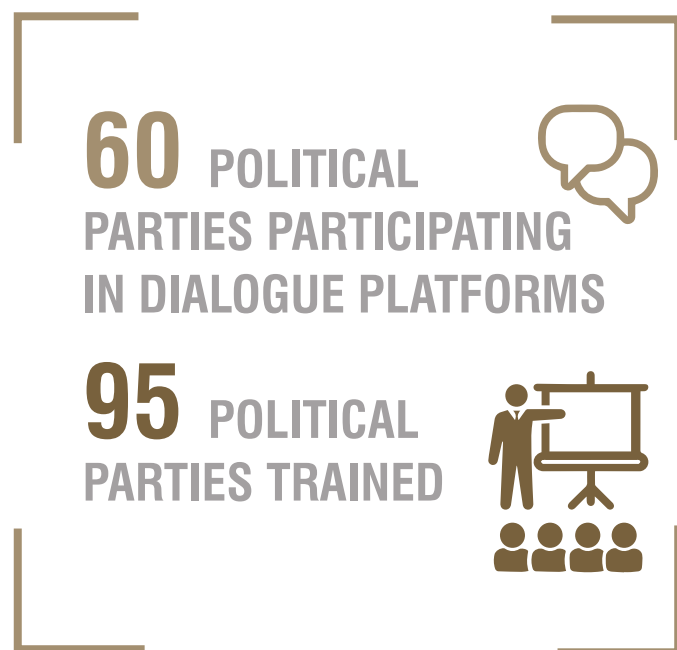
In bringing together different parties, the workshops are always inclusive and impartial. Above all, they take place in an atmosphere of trust and confidence, in which party members can speak freely together. As Elise commented, with a sense of relief and hope: "Meeting with members of other parties is very beneficial for us. This dissipates our fear when we see that we can speak, express our opinion and live together with participants from other parties." After all, dialogue develops with physical contact. At these meetings, parties discuss the most important challenges for Burundi, and how to move forward from the current political impasse.

NIMD continues to support political parties in Burundi – based on its values of impartiality, inclusiveness and long-term commitment – to engage in constructive dialogue and find a way out of the current crisis. At the same time, it capacitates both young and more seasoned politicians like Elise to help them to improve their leadership skills, and their understanding and application of democratic values, as well as more technical capacities like negotiation and non-violent political communication. We are hopeful that the combination of well-organized parties, trained political

leaders like Elise, and a continuous effort to create an enabling environment for dialogue will contribute to a peaceful solution for Burundi's many challenges.



## SOME FACTS AND FIGURES ON CAPACITY STRENGTHENING OF POLITICAL PARTIES



### SOME TOPICS COVERED BY TRAINING:

## NON-VIOLENT COMMUNICATION

INTERPARTY DIALOGUE  
SKILLS AND  
KNOWLEDGE

STRATEGIC  
PLANNING

POLITICAL  
COMMUNICATION

FINANCE  
AND BUDGETING



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## OUR WORK IN MYANMAR

## THE MYANMAR SCHOOL OF POLITICS: BUILDING TRUST AND A CULTURE OF COOPERATION

### Myanmar's transition to democracy

Apart from a brief window of multiparty democracy following independence from Great Britain in 1948, Burma, as it was called then, was ruled by decades of repressive governments. Trust between people, between people and the government, and amongst politicians had been eroded, and ethnic tensions spilled over into some of the world's longest-running armed conflicts. During the darkest periods, even the mention of the word "democracy" could land someone in prison. Many people who strived for citizen rule spent years of their lives behind bars or under house arrest. Just discussing politics was dangerous, let alone practicing it. In 2010, this slowly started to change when Myanmar held its first, imperfect, elections in over 20 years. The doors to democracy further opened in 2012 with by-elections that were considered relatively free and fair. By 2014, the number of political parties started to greatly increase as more and more people started to believe that the political change that was occurring was, in fact, real.

First launched in 2014, the Myanmar School of Politics (MySoP) aims to strengthen the democratic role of politicians and political parties, and enhance the practice of multiparty dialogue.

As such, MySoP takes place in a multiparty setting: all parties with an established presence study and practice politics together in a neutral, respectful setting. In this way, the courses aim to build trust between the different political party representatives, and promote a political culture of openness and cooperation.

The School is made up of interrelated components:

- Core courses: intensive, 20-day learning retreats aimed at improving politicians' capacities and their constructive, policy-oriented political engagement.
- Alumni activities: long weekends where core course alumni gather to further increase their knowledge and capacity.
- Multiparty dialogue platforms: facilitated dialogue cycles designed to enhance multiparty dialogue and find new approaches to Myanmar's challenges and opportunities.



KX Studio/Flickr



## Setting up MySoP

It is within this context that NIMD, together with partner organization Demo Finland, started the Myanmar School of Politics (MySoP) in 2014. MySoP works mostly in the ethnically diverse states in the north-eastern part of the country where, after decades of particularly intense conflict, the feelings of mistrust are most evasive. The lack of dialogue between political rivals was immediately tangible during discussions with political parties about the need for, and nature of, the Myanmar School of Politics.

Because political education and freedom of association had been effectively banned in Myanmar since 1988, equipping political leaders to make the most of the newly opened political space and possible future political responsibilities was a necessary step, both for the parties and for the country as a whole. These political leaders would hold the key to a successful transition to multiparty

democracy, so providing them with the necessary skills and knowledge would be crucial. And, despite the difficult context, it became apparent from initial sessions that the political leaders had a real drive to develop the skills and understanding needed to make the most of this new space.

The concept of multiparty political dialogue at the regional level was still largely uncharted territory; with so many new parties and politicians, it became important for all involved to have a good grasp of the issues at stake. MySoP would provide the political leaders with a four-week long, intense learning experience on political theory, democratic skills and multiparty dialogue. As a result, the fragile transition to democracy in Myanmar would be anchored in trust among the parties. This would prevent parties from fighting in the political arena and hopefully focus their efforts on much-needed development in the states and regions of Myanmar.

## Continuing the legacy of dialogue

In 2016, a group of politicians came together in a remote setting in Shan State to learn together, and build trust and a sense of community, a process which is at the heart of MySoP. NIMD has been working extensively in Shan State over the past few years. It is located in the northeast of Myanmar, and is the country's biggest and most ethnically diverse State. Almost four times the size of the Netherlands, Shan State is home to a large variety of terrains and ethnic groups, and plagued by ongoing conflict as well as a troubled history.

By mid-2015, Shan State had 16 registered political parties, mostly ethnic-based and with little political experience. Leading politicians from all these parties took part in one of MySoP's core courses. This was held in a small and secluded hotel, perfectly suited to serve as a safe space where political party representatives could feel comfortable to share their experiences and learn from one another. On the first day of the course, a diverse group of state-level politicians gathered in the room. Men, women, party executive members and youth representatives - all from different political parties, ethnic backgrounds and social classes from across the state - were ready to embark on a month-long journey of studying and practicing democratic politics together. Not long ago, a meeting like this would have been enough to get them dismissed from their parties, jailed, or worse. Now, they were here. While that in itself was progress, there was, during the first few days, tangible distrust, or at best scepticism amongst the participants, impeding cross-party contact let alone any type of cooperation.



## Building trust between the participants

It was clear that the participants needed time to feel at ease and NIMD carefully guided their introduction. The facilitators played an important role here by listening actively to uncover any feelings of discontent, both in terms of content as well as with regards to group dynamics, and putting in place mitigating measures if needed. From the very beginning of every course, NIMD takes into consideration all the factors which can contribute to creating a safe space. This can range from simple steps such as ensuring all participants have mosquito repellent and are satisfied with their rooms, to more crucial measures, such as jointly designing clear privacy arrangements that all participants feel comfortable with. For example, any photos or videos taken need to be approved by all participants before being released. To promote positive group dynamics, NIMD holds informal dinners and movie nights, brings sport equipment for the participants' spare time and holds at least one recreational activity such as sightseeing.

Slowly the participants of the Shan course started to gel. They felt more at ease with each other. As time went by, they became more open and responsive and started to have fun while learning and practising together. As one participant explains: "some of the MySoP participants live in my native town but I [would] never meet with them! We became friends in MySoP and it was very easy to communicate with them afterwards."

Participants from opposing parties could be seen playing Chinlone, a traditional non-competitive sport. This new openness enhanced trust building, and perspectives began to change towards cooperation across party lines.



## Participant testimonies: through their eyes

A participant from the ruling party shared their own experience: "When I worked with other parties in the group, I saw their strengths. They knew some things that I didn't know about. We could share values and solutions in group exercises".

The General Secretary of one of the largest ethnic parties also opened up about the change: "In Shan State, parties did not have the chance to be friendly before. Now that we have better relations and better connections more cooperation is likely to happen."

A representative of an ethnic party indicated that, before the MySoP course, he had thought of politics as a game in which only one party can win. Now he has learned that cooperation is actually better than a zero-sum game: "It came as a big surprise to me."

With a new sense of trust and cooperation, the group was able to effectively build their knowledge of democratic concepts and institutions, also undertaking skills trainings to bolster their self-confidence and added value in the democratic transition.

To date, NIMD has trained 137 participants representing 30 political parties in five states in Myanmar, all of whom go back to their cities and towns in active pursuit of multiparty democracy. MySoP promotes a culture of inclusive multiparty democracy, based on trust and cooperation, where responsive and able politicians genuinely represent their constituencies. A lot has been accomplished since the transition to democracy, and NIMD is committed to continuing this work for the years to come.

After graduating from the core course the students will be allowed to enter the alumni programme that entails multiple day activities where core course alumni gather to further increase their knowledge and capacity on the issues concerning programmatic parties, intraparty democracy, and dialogue. The alumni programme allows the maintenance of the network that has shaped during the core course and facilitates the broadening of this network across region/state boundaries.



## SOME FACTS AND FIGURES ON DEMOCRACY EDUCATION

**11** COUNTRIES  
WITH DEMOCRACY  
SCHOOLS



**910** GRADUATES



SOME TOPICS COVERED IN CURRICULA:

**CAMPAIGNING**

**SPEECHWRITING**

**POLITICAL  
THEORY**

**PROGRAMMATIC  
PARTIES**

**DEBATING**



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In Colombia, there is not a single person alive who has known long-lasting peace. NIMD Country Director Ángela Rodríguez, like so many Colombians of her generation, grew up in fear of bombs, kidnappings and civil war. A daughter of ophthalmologists, she and her younger brother grew up in a caring and hardworking family. She developed an interest for politics from an early age, and therefore it was a logical choice for her to study political science, and policy and development. Since the mid-sixties, the main conflict in Colombia has been between the Government and the Colombian Revolutionary Armed Forces (FARC). Over the years, this conflict has caused the death of an estimated 250,000 people and left 7 million internally displaced. One of its root causes was the political exclusion of large parts of society, which contributed to the emergence of illegal armed groups such as the FARC. With a deep desire to promote reconciliation and fight polarization in her country, Ángela decided to dedicate herself to working towards a better political system.

## OUR WORK IN COLOMBIA

# ▲ NIMD AND THE COLOMBIAN PEACE AGREEMENT: TOWARDS A MORE EQUAL AND INCLUSIVE SOCIETY

When NIMD started working in Colombia in 2010, it was in an effort to strengthen political parties and make the political system more open and inclusive. At that time, Ángela was working at UNDP, through which NIMD initially implemented its programmes.

When NIMD decided to found its own country office in Colombia, Ángela decided to join and help set up the office. Through years of working closely with most of the country's political parties and building up good personal relations, NIMD has managed to gain their trust. NIMD's impartiality, local ownership and long-term commitment are also crucial to its ability to work with parties that represent very different political ideologies.

Through its regular work with political parties and government institutions, NIMD already had a good relationship with the Colombian Government when the peace process began. But, foreseeing the support that would be needed on both sides of the table after a peace agreement was reached, the organization took a bold step and reached out to the FARC during the earlier stages of the negotiations to offer its help. When it became apparent in 2016 that peace negotiations between the Colombian Government and the FARC were coming to a satisfactory conclusion, the negotiation table in Havana invited Ángela, as NIMD Colombia's Executive Director, for preliminary talks with both parties to discuss the objectives of the Special Electoral Mission that NIMD was invited to compose.

## Changing perspectives: Meeting the FARC

Growing up in Colombia's capital, Bogotá, all Ángela ever heard was that the FARC was the enemy and the cause of all the violence, kidnappings and disappearances. Therefore, on a personal level, she found it hard to meet with them at first. But there was no turning back.

When she entered the meeting room in complete silence, she immediately recognized two of the main commanders of the FARC. As the conversation turned to the political roots of the conflict, Ángela struggled to stay focused. She couldn't believe where she was. Yet, the FARC commanders were friendly, and there was laughter during the meeting. They said goodbye with a hug.

However, something was not right for Ángela and she left the place feeling uncomfortable without knowing exactly why. She started to go back through every comment and gesture in her mind, trying to identify something inappropriate, but she was sure the commanders had shown her nothing but respect. The next day she shared the experience with her father, who had first triggered her interest in politics, and taught her how to interpret the newspapers filled with stories about assassinations of presidential candidates and bombings. For him the answer was easy: Ángela had started to humanize the monster she grew up hating and fearing: the start of reconciliation after conflict.

For Ángela, the unexpectedly fruitful meetings reiterated the importance of always keeping an open mind and being willing to dialogue with your perceived adversaries. The talks had focused on the necessity of inclusion and the need for all people to be able to participate in politics. The creation of a political party representing both

the views and the constituency of the FARC would therefore be crucial for stable and lasting peace in Colombia. With this in mind, Ángela offered NIMD's institutional support and expertise to the FARC to help it transition to a legal political party.



## Towards stable and durable peace

Not long after, in September 2016, both parties signed the (initial) historic Peace Agreement in Cartagena, ending over 60 years of internal conflict. It was a development welcomed by both sides, and hailed a victory by Iván Márquez, the FARC's top negotiator: "We have won the most beautiful of all battles: [the battle] of peace for Colombia. The battle with weapons ends and the battle of ideas begins."

Colombia's President, Juan Manuel Santos also underlined the importance of the FARC's transition: "Today, as you begin your return to society, as you begin your conversion into an unarmed political movement [...], I welcome you to democracy".

However, this process was about to take an unexpected and disconcerting turn. The Peace Agreement was to be approved by the Colombian people in a plebiscite on 2 October 2016, but against all expectations, the "NO" side won the referendum. The shock result seemed to paralyze the country. People were crying in the streets of Bogotá, and across the country. Ángela was one of those people; in total disbelief she felt she was seeing her dream of peace in Colombia collapse before her eyes. Yet, the following weeks were astounding, with thousands and thousands of mostly young people taking to the streets in Bogotá and other major cities, protesting peacefully and demanding peace. The negotiating parties tried to incorporate as many objections of the NO camp as they could, and a revised peace agreement was approved by Congress in December. The work towards stable and durable peace could finally start.

## NIMD's role

Ángela's involvement throughout the negotiating process resulted in NIMD being the only Dutch NGO to have two official roles in the Peace Agreement under Point 2 (political participation) and Point 6 (implementation and verification).



For Ángela, the chance to contribute to the reform of the political system, and thereby help to make politics accessible for so many of her compatriots, is literally writing history. She was so honoured to be able to contribute to peace in her country and the establishment of a more united Colombia that she could not wait to start.

NIMD quickly got to work as a member of the selection committee for the Special Electoral Mission, a group responsible for providing recommendations to improve the electoral system. The Special Electoral Mission strived to make the political system more inclusive, opening up democratic space for new actors and thereby mitigating the chances of a relapse into armed conflict. Ángela led the technical secretariat of this Special Electoral Mission.

In this capacity, she was the main spokesperson of the Mission, chairing most meetings and using her contacts with all existing political parties to make sure that their diverging views were taken into consideration.

As its second official role, NIMD provides its institutional support for the implementation of the Agreement on Political Participation, together with Carter Centre, UNASUR and Switzerland, and aims to communicate the significance of the reforms more broadly to the public.

Besides its official duties, NIMD wants to make sure that all parties have equal opportunities to participate in the political arena. Therefore, Ángela and her colleagues will support the new political organization that evolves from the FARC once it is fully disarmed, by helping it to

comply with legal requirements for its registration and by providing expert knowledge on the functioning of the Colombian political system. In effect, the necessary changes are already taking place. The FARC is now represented in Congress and the new opposition law has been discussed by all political parties and adopted.

## Renewed hope for the future

Ángela is – as all Colombians – aware that the full implementation of the Peace Agreement is still a long process with many challenges, but that it is also the only way to move forward. For her, it is very special to be so closely involved in the renewal of the political system of her country. She is conscious that her work is crucial to making the system more open and inclusive, ensuring that political parties are more responsive to society, and enhancing the democratic values of (political) actors. Together, these steps will mitigate the risk of reverting to violent conflict.

For now, the signing of the Peace Agreement has already led to historically low levels of violence. From the start of the ceasefire in August 2016 until the end of that year, no more people were killed or injured in the conflict. Ángela can now travel in her country more freely, with less fear of being attacked or kidnapped. Now, she can discover the beauty of her country as well starting to better understand the true conditions in which Colombians live in the countryside. Such developments will eventually lead to much more mutual understanding between all Colombians, and result in a more equal and inclusive society.



# FINANCIAL OVERVIEW

## INTRODUCTION

2016 was the first year of two new major multi-annual grants. These grants brought the total annual income up to €11.8 million (2015: €13.2 million) with contributions from 15 different donors. This provides a solid basis to continue NIMD's work for the coming years. In addition, these funds allow NIMD to invest in fundraising to ensure the organization's long-term sustainability.

## EXPENDITURE 2016

NIMD's overall expenditure in 2016 was €12.0 million, which was, as anticipated, slightly lower than the record high in 2015 (€13.2 million). 2016 was the start-up year for the new multi-annual grants from the Netherlands Ministry of Foreign Affairs: the Strategic Partnership programme and the Dialogue for Stability programme. As a result, we had to invest significant time at the beginning of the year in setting up a new Planning, Monitoring and Evaluation (PM&E) system. Now that the system is in place, 2017 will see full implementation of all NIMD's programmes. In terms of overheads, total expenditure was 8.6% lower than budgeted, mainly due to cost reductions. For example, the NIMD office in The Hague was downsized and staff numbers were reduced.

## RESULTS 2016

At the end of 2016, NIMD's reserve was €0.78 million (2015: €1.03 million). €0.25 million of the reserve was used to fund the transition to the new multi-annual grants and the phasing out of some of the previous programmes under the Linking Parties, People and Policies (PPII) grant.



# FINANCIAL OVERVIEW

Donor	Programme	Country	Income in 2016 (€)
British Council	Political Parties Capacity Building for Poll Watching for the 2016 elections	Zambia	<b>690.231</b>
British High Commission	Resilient Democracies	Georgia	<b>107.845</b>
Canadian Department of Foreign Affairs, Trade & Development (DFATD)	Strengthening female political and social leadership to increase female participation for the 2017 primary and general elections in Honduras	Honduras	<b>6.042</b>
Canadian Department of Foreign Affairs, Trade & Development (DFATD)	Bridging the divide in Adjara, Georgia: Expanding democratic participation of women and religious minorities	Georgia	<b>21.972</b>
DEMO Finland	Myanmar School of Politics	Myanmar	<b>119.941</b>
Democratic Governance Facility (DGF)	Enhancing Democracy through inclusive dialogue and capacity development of political parties in Uganda	Uganda	<b>266.547</b>
Embassy of the Kingdom of the Netherlands	Schools for Democracy	Burundi	<b>361.747</b>
Embassy of the Kingdom of the Netherlands	Leadership Capacity Building Project	Ethiopia	<b>139.194</b>
Embassy of the Kingdom of the Netherlands	Support to Democracy in the South Caucasus - Phase 3 & 4	Georgia	<b>113.724</b>
European Centre for Electoral Support (ECES)	Transparent Elections in Burkina Faso	Burkina Faso	<b>5.000</b>
European Union	Construcción de mecanismos para fomentar la participación ciudadana y fortalecer la gestión legislativa en la Asamblea nacional del Ecuador	Ecuador	<b>83.008</b>
Netherlands Ministry of Foreign Affairs	Strategic Partnership - Conducive environments for effective policy influencing: the role of political parties and parliaments	Benin, Ethiopia, Mali, Ghana, Kenya, Uganda, Mozambique, Zimbabwe, Indonesia, Georgia, Myanmar, El Salvador, Guatemala, Honduras	<b>5.313.394</b>
Netherlands Ministry of Foreign Affairs	Dialogue for Stability - Inclusive politics in fragile settings	Burundi, Colombia, Tunisia, South Sudan, Ukraine, Israel/Palestinian territories, Jordan, Kurdistan, Lebanon	<b>2.073.744</b>
Netherlands Ministry of Foreign Affairs	Respect for Women's Political Rights: Fostering Political Environment for Equal Participation and Leadership of Women in Political Parties	Kenya, Colombia, Tunisia	<b>524.633</b>
Netherlands Ministry of Foreign Affairs	Reconstruction - Linking Civil and Political Societies: Joint Effort for Human Security	Colombia, El Salvador, Guatemala	<b>816.729</b>
Netherlands Organization for Scientific Research (NWO-WOTRO)	Call for evidence-informed ideas - FCAS	Burundi & Mali	<b>24.310</b>
Organisation for Security and Cooperation in Europe (OSCE)	HCNM involvement in Georgia: 2014-2016 Programme - Multiparty Dialogue	Georgia	<b>75.722</b>
Swedish International Development Cooperation Agency (Sida)	Programa de Apoyo Ciudadano por un Parlamento Abierto y Democrático	Guatemala	<b>231.438</b>
Swiss Federal Department of Foreign Affairs (FDFA)	Technical Assistance to political Parties to prepare for and participate in the 2015 general elections in Burundi	Burundi	<b>13.847</b>
United Nations Development Program (UNDP)	Projet d'Appui à la Promotion du Dialogue National	Burundi	<b>166.587</b>
United States State Department	Foundations for Interparty Dialogue in Burundi	Burundi	<b>650.395</b>
<b>Total</b>			<b>11.806.049</b>





**Democracy starts with dialogue.**