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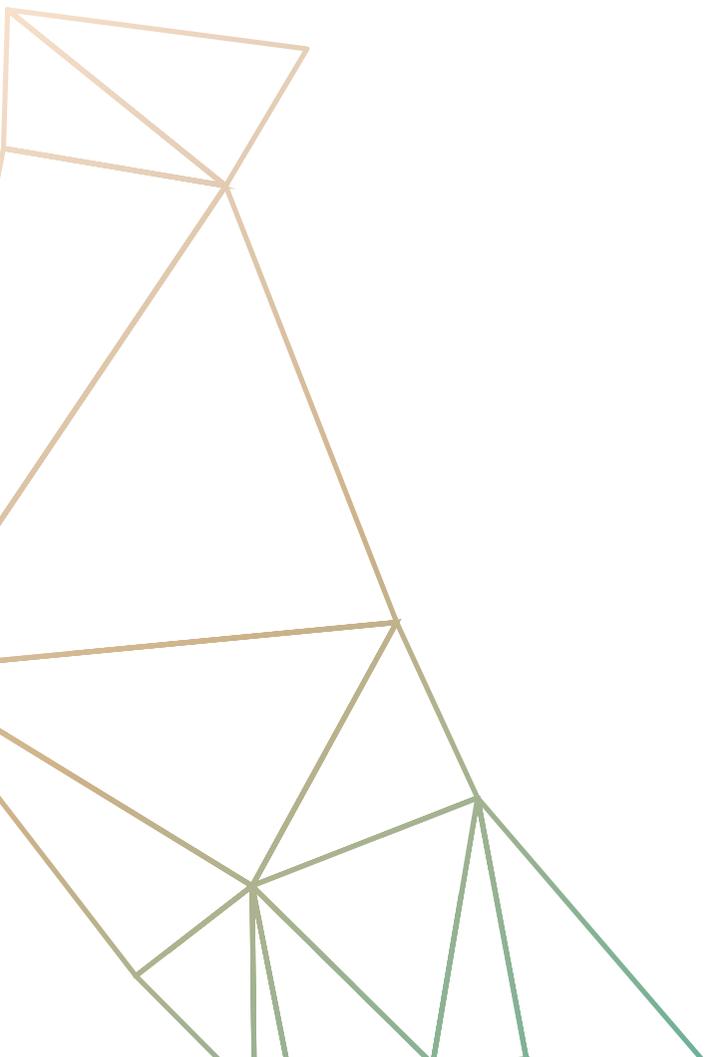
2017

INVESTING IN DEMOCRACY

Netherlands Institute for
Multiparty Democracy

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ARE WE WITNESSING THE DECLINE OF DEMOCRACY?

People seem to think so. World over, they are growing weary of politics and giving in to a sense of powerlessness. However, despite the challenges democracy faces today, we need to protect it. No other political system affords us the same protection, opportunities and freedom. Democracy gives people a much-needed voice in their country's decision-making processes.

Which is why we have been working hand-in-hand with our partners worldwide to support and encourage developing democracies to thrive. For more than 15 years, the Netherlands Institute for Multiparty Democracy (NIMD) has been bringing political parties together to strengthen the pillars of democracy, including dialogue, inclusiveness and peaceful elections. Over the years, we have found that establishing and maintaining a strong democracy that can withstand the test of time is a long-term commitment. And yes, there are some setbacks, but there are also successes. 2017 was no different.

Democracy starts with Dialogue

Take post-election Kenya for example. In 2017, the country was plunged into political unrest after the judiciary's decision to annul the result of the election due to lack of transparency. Encouraging multiparty dialogue, getting everyone around the table so all voices could be heard, was difficult in the aftermath of such developments. But it was crucial to the democratic process. So, with our implementing partner, the Centre for Multiparty Democracy Kenya (CMD-K), we were able to convene a meeting that was attended by senior officials from the different political parties.



James Magara

James Magara, Chair of CMD-K, said: "The meeting focused on the need for dialogue and compromise as the reasonable way out of the stalemate. At the time, the momentum for a dialogue on the elections could not be sustained.

However, we were able to establish a multi-sectoral forum, where the political parties, labour organizations and religious organizations could continue to engage with one another."



Marta Suprun

This persistence in employing dialogue as an instrument in the democratic process is echoed across borders in Ukraine by Marta Suprun, Chief of the International Department of the Samopomich Union political party, Manager of Lviv Security Forum and participant in an exchange visit to

The Hague organized by NIMD. "I truly believe democracy is an ongoing process of dialogue inside society," she says. "Finding consensus between different groups of people, different stakeholders, is not always easy, but it is the only way to find viable solutions. We employ dialogue both inside the party and with our voters on a daily basis. It is particularly useful for building unity while taking difficult decisions," adds Ms Suprun.



Working towards peaceful elections

In some cases, sitting around the table with political parties, especially those whose rhetoric in the past has been dominated by violence, is the first step into relatively uncharted territory. For instance, in Colombia, although the laying down of arms of the rebel group FARC is a Nobel Peace Prize worthy development, it is just the beginning of a long process. The country still needs to heal from past wounds.

As a result, in the run up to the 2018 elections, deep divisions among the people of Colombia are emerging. To address this and other challenges, and to strengthen the electoral process, a Special Electoral Mission has been put together.



Jorge Guzman

Jorge Guzman, a member of this Mission explains: “We have to understand that the Peace Agreement is meant not only to deal with the inclusion of the FARC but, more importantly, to attack the roots of the inequality. It targets the political and economic exclusion of one third of the population;

and tries to promote the reconciliation of the Colombian population and establish stable and lasting peace.”

NIMD has been invited to support the Special Electoral Mission, which has been tasked with providing recommendations on how to build an inclusive political system in the country.

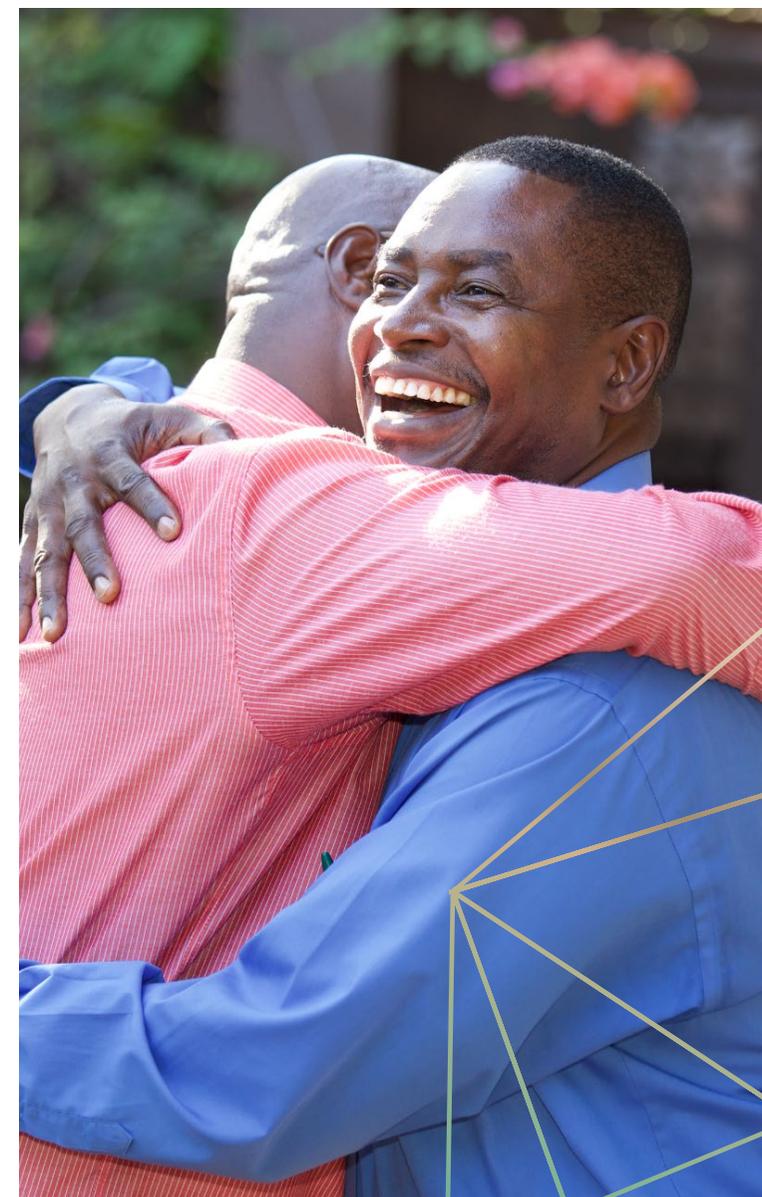
So far, “NIMD has already made several successful efforts to reinforce the Colombian political scenario by working to strengthen political parties and candidates, in particular new parties,” says Mr Guzman.

But, he adds, “more needs to be done to continue strengthening the political system for all parties, promoting new leadership within the parties and advocating for the involvement of more women.”

Shifting of the old guard

In Kenya, too, women need more support, according to Mr Magara. Violence against women in politics is prevalent. “By and large, violence against women has been normalized in Kenya’s political processes. Women candidates do not necessarily report violence because constantly reporting incidences makes them appear weak and unworthy of being part of the competitive political process in Kenya’s patriarchal society. The response mechanisms of political parties are insufficient. CMD-K should play an increasingly visible role in supporting parties to put mechanisms in place to address violence against women, including but not limited to, the identification and involvement of male champions” explains Mr Magara.

Kenya and Colombia are not alone. According to a UN report, only 19% of speakers in parliaments were women in 2017. This is not acceptable. NIMD works with political parties to influence national legislation. We help them with their internal party regulations and, last but not least, we try to foster an open and inclusive political culture through training and dialogue.



Learning democratic skills and values

One way of fostering diversity and the political participation of women that has proven very effective, is setting up Democracy Schools. NIMD has Democracy Schools in 11 countries. In these schools, established politicians and future leaders from different political parties come together to build relationships and learn about human rights, equality, ethics in politics, social justice and other democratic principles.



Ms Ma Htet Oo Wai

The schools are firmly embedded in the local context of the countries we work in. Ms Ma Htet Oo Wai, our implementing partner in Myanmar, says, “The courses are tailor-made to suit the needs of the country and the participants. We meet the parties before the course and ask them what would help them take their country forward.”

Ms Ma Htet Oo Wai found that many participants apply what they learn from the course in their political life. Among other things, this includes learning how to deliver a speech, develop a systematic agenda for the party and create constructive dialogue. The elected Ethnic Minister from Lahu, Mr Yaw Thap, says: “Everything I have learned in the School of Politics in Myanmar (MySoP), I brought back to my community. Every step I take has a trace of what I learned. For me, the most important things MySoP taught me are political awareness, and how to prepare and deliver a speech that people will understand and that will make them feel empowered. I revised, analyzed and applied everything I learned in the multiparty training and used it to strengthen my party.”



#Democracyis - NIMD's online campaign.

Democracy cannot be taken for granted

Democracy is about having the right to vote, feeling safe and free to speak your mind and being included in important decisions in your country or community. People can be quick to take democracy for granted. Or to criticize it. But it's the only political system that brings us all of these things. That's why NIMD works to protect and promote these values around the world, together with James Magara, Marta Suprun, Jorge Guzman, Ma Htet Oo Wai, and many others.

To underline the value and importance of democracy, we launched an international online campaign called **'Democracy is...'** last year. The campaign invites people, from democracies young and old, to share what democracy

means to them. Our aim was to raise awareness of the importance of a democratic government and why we cannot take the freedoms afforded by the system for granted. We hope our efforts will empower and encourage people around the world to join us in our mission to support democracies and invest in its institutions.

As one participant of our online campaign put it “Democracy is about engagement. It's about equal opportunities, about the chances available to everybody. So I believe in democracy.”

www.nimd.org/democracy-is



World map



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Simone Filippini

It's not about the future, it's about the now

Simone Filippini joined NIMD as Executive Director in 2017. We talked to her about her vision for NIMD and the role it plays in strengthening democracy.

How optimistic are you about the future of democracy?

I'm an optimist by nature. I don't need to see the sun to believe it is there. Yes, we could focus all our attention on education or healthcare, but if we don't invest in democracy and proper politics - providing an enabling environment that allows people to flourish - we cannot expect to prosper. It is as simple as that. The small victories, like those in Colombia, may sometimes seem inconsequential but they have a huge impact on the people and environments concerned.

So if you look at what a relatively small organization like NIMD is doing and the impact it is having in extremely difficult environments, I am quite optimistic about the potential of democracy. Democracy is, after all, the best system we know, despite its shortcomings. With the right support and investment in inclusive and accountable politics, we will be able to build peace, stability and prosperity for all.

How is NIMD addressing the growing distrust in politics?

In our work, we try to strengthen the capacities of political actors. This will hopefully help them to relate and interact more effectively with citizens. But, of course, it is not only about their relationship with voters, but also about the collaboration between political parties themselves. That is at the heart of our work. As a non-partisan third party, we are able to work with all parties across the political spectrum equally. Over the years, we have

developed a reputation as a trusted and inclusive institution for all political parties.

We plan to direct our focus more on developing an approach to help government leaders to enhance their expertise and competencies. I believe that many world leaders genuinely want to create positive change, underlined by the fact that they have all signed up to the Sustainable Development Goals and other such treaties. At the same time, some are faced with pressures and challenges that can seem insurmountable. With the right input and tools they can overcome these obstacles and stay true to their course. And that is crucial: Their personal leadership is a prerequisite for transformation of societies.

What is your hope for the leaders of tomorrow?

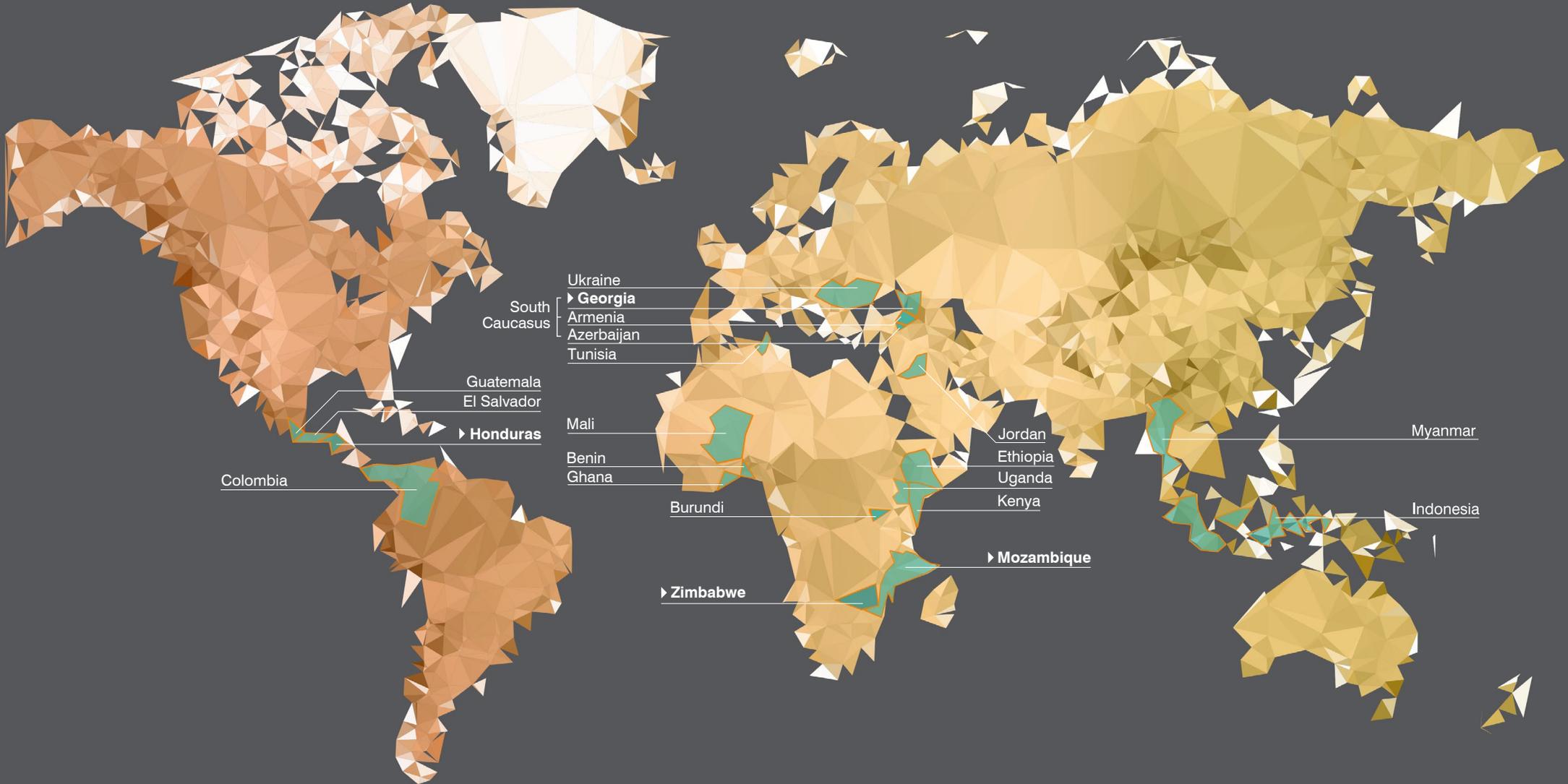
I have high hopes for the youth. In 2015, I was at the Amman preparatory meeting for UN Security Council's Resolution 2250 on youth peace and security. The resolution urges countries to increase youth representation in decision-making processes in all spheres of life. I was so impressed with the quality of the youth participants: young men and women from widely diverse backgrounds. At their young age they already showed the promise of tremendous leadership qualities. If we can tap into those, we can make this world into a better place. I very much believe that NIMD's Democracy Schools will be able to contribute to fostering and promoting youth leadership and help create a new generation of democratically-thinking politicians.

But we can't afford to wait for tomorrow's political leaders to strengthen political governance. The future will only be better if we start creating a better 'now'.



▶ NIMD IN 2017

In 2017, NIMD worked in 21 countries in Africa, Latin America, the MENA region, Southeast Asia and Eastern Europe.



KEY COUNTRY RESULTS 2017:

Benin

In early 2017, Benin’s Government revised the country’s Constitution. Using an emergency procedure, the revised Constitution was brought before Parliament, and its members were tasked with reviewing the changes. To assist with this important task, NIMD helped the political parties in Parliament to access much-needed constitutional expertise, exchange views and come to informed positions. Although the revised Constitution was not passed, NIMD is continuing to seek new ways to make the reform debate more informed, inclusive, responsive and, in short, more democratic.

Implementing partner:
NIMD BENIN

Burundi

Together with its partner, BLTP, NIMD provided support for young political party members through five regional workshops on leadership and politics, and facilitated discussions on these issues with their provincial leadership. After the trainings, politically active young participants were inspired to set up groups on social media to exchange views on current political developments. In a country where politics is often polarized and youth have been involved in electoral violence, these kinds of discussion groups are vital to keep peaceful dialogue going across party lines.

Implementing partner:
BURUNDI LEADERSHIP TRAINING PROGRAM (BLTP)

Colombia

In 2017, NIMD facilitated Colombia’s Special Electoral Mission – a high-level expert commission created through the Peace Agreement. The members of this Mission had been selected by NIMD in 2016. This Mission was tasked with writing a policy proposal to create a more inclusive political system. In compliance with its role in the Peace Agreement, NIMD provided logistical support and invited its network of experts to advise the Mission. The proposal was presented on time and with relevant and informed input. The reforms proposed will help rewrite the political game in Colombia and are a crucial step in the implementation of the Peace Agreement.

Implementing partner:
NIMD COLOMBIA

El Salvador

In El Salvador, local governments used to be elected through a first-past-the-post system. This changed in 2015 when, for the first time, Municipal Councils were made up of different parties. To help with the transition, NIMD has been training local councillors in dialogue skills, together with governmental organizations. In 2017, NIMD trained councillors from the 16 municipalities prioritized in the Government plan entitled “El Salvador safe and without violence”. In addition, NIMD also drafted a manual on dialogue and negotiation for the Municipal Councils.

Implementing partner:
NIMD EL SALVADOR

Ethiopia

NIMD was invited to support the first review of Ethiopia’s formal interparty dialogue process in December 2017. This was a small but significant breakthrough as foreign organizations are not normally allowed to support political parties in Ethiopia. The invitation resulted from the goodwill and trust created by NIMD’s ongoing capacity strengthening activities with the Federal and Oromia State Parliaments. NIMD is now able to provide more support to the dialogue process and further explore ways to support the parliaments, electoral board, and the political parties.

Implementing partner:
IMPLEMENTING PARTNER: NIMD

Ghana

Traditionally, youth and elections are not a good combination in Ghana, with young people often both the perpetrators and victims of electoral violence. Following the 2016 general elections, Ghana’s dialogue platform – supported by IEA and NIMD – brought together leaders of political parties (NPP, NDC, CPP and PNC) in 2017: (NPP, NDC, CPP and PNC) in 2017 to jointly address their young members to jointly address their young members. The leaders invited young people to apply the principles of tolerance and dialogue embraced by the dialogue platform. Youth from the different parties engaged in open and positive policy discussions. The participants issued a joint communiqué at the end of these sessions, which illustrates what multiparty dialogue can achieve.

Implementing partner:
INSTITUTE OF ECONOMIC AFFAIRS (IEA)

Guatemala

Only 13% of MPs in Guatemala are women. NIMD works to make it easier for women to access politics, both at national and at local level. As part of this, NIMD supported the establishment of the Women's Caucus of Congress in 2016. The Women's brings together women MPs from all parties. In 2017, NIMD continued its support, which helped the Women's Caucus to work on a legislative agenda. Concretely the Caucus was able to protect the law against femicide, together with other Congress Commissions.

Implementing partner:
NIMD GUATEMALA

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Honduras

In 2017, Honduras adopted legislation in favour of transparency in political financing. To underline the importance of this legislation, NIMD organized an international seminar together with Honduras's Clean Politics Unit, a newly established governmental organization which monitors and supports the implementation of the new law. The seminar shared best practises with CSOs and political actors. The dialogue focused on legislation and procedures that reduce corruption and protect against the abuse of funds. NIMD will follow up with the political parties represented in Parliament to improve their internal rules and transparency through discussions and training.

Implementing partner:
NIMD HONDURAS

Indonesia

A group of MPs from various parties in Indonesia have agreed to come together as the Forum Inspirasi (the INSPIRE Forum), supported by NIMD and Kemitraan This forum will meet outside of the parliamentary mechanism to discuss priority issues. Seven of the ten invited parties have already committed, through their party leaders, to taking part in the Forum. At the end of 2017, the participants agreed to focus on the broad theme of countering extremism as the key issue of the discussions. They will share the outputs of the dialogue from the forum with their colleagues and party leaders.

Implementing partner:
KEMITRAAN

Jordan

NIMD has introduced two new programmes in Jordan. The first is funded by the Netherlands Ministry of Foreign Affairs and focuses on strengthening the political participation of youth. The second is an EU-funded democratic governance programme implemented by a consortium of European organizations. Within the second project, NIMD is responsible for supporting political parties. After the inception phase, during which we focused on recruitment and planning, NIMD implemented its first activities including several workshops on financial by-laws, political party funding and strategic planning.

Implementing partner:
NIMD JORDAN AND IDENTITY CENTRE

Kenya

In the run up to Kenya's 2017 general elections, NIMD's implementing partner, CMD-K, convened multiparty workshops for local party branches on the voter registration process. The parties agreed that the voter register should be audited to increase confidence in the fairness of the elections. CMD-K successfully lobbied the Electoral Commission, who contracted an international company to audit the register. As a result, the register was updated and its accuracy verified. This defused the issue politically as parties no longer referred to the register when challenging the fairness of the electoral process.

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

Mali

In 2017, Constitutional reform in Mali was met with fierce resistance in the streets from youth, civil society and the political opposition. This prompted the country's leadership to defer the referendum intended to put the new Constitution in place. Much of the dissent was voiced and organized through social media platforms. Therefore, NIMD and CMDID organized a workshop for political parties, showcasing how they can improve engagement with members and voters through social media. Several parties have taken up the challenge and are using social media in the run up to the 2018 elections in Mali.

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



KEY COUNTRY RESULTS 2017:

Mozambique

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IMD Mozambique, NIMD’s implementing partner in the country, co-organized a two-day meeting with 300 promising young women active in political parties and civil society. Together, the participants aimed to promote the inclusion of women in decision-making processes, and influence the peace agenda, national reconciliation and defining public policies. They wrote a position paper that was circulated throughout the country by the major media outlets. As well as outlining the common position of the women, the paper will be used to lobby political parties to ensure 50% of people on their electoral lists are women.

Implementing partner:

**INSTITUTO PARA DEMOCRACIA
MULTIPARTIDÁRIA (IMD MOZAMBIQUE)**

Myanmar

2017 saw the birth of the Multiparty Dialogue Platform in Shan State, facilitated by NIMD and DEMO Finland. The platform is a confidential and informal setting for ongoing dialogue between all 12 parliamentary parties. Through open conversation, the platform aims to increase the trust between these parties and build political experience on how to work across parties in a federal future. The dialogue platform has identified food safety as the first priority topic to work on together. By addressing visible and tangible issues such as this, the platform will demonstrate to the public that multiparty democracy can work.

Implementing partner:

NIMD-DEMO FINLAND

South Caucasus (Georgia)

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NIMD’s implementing partner, EECMD, launched the second volume of its series on “Essential Readings in Politics and Democracy”. The publication offers translations of key texts about politics and democracy. These include articles, essays and interviews which determine ongoing debate and exert a lasting influence over modern political thought. In the run up to the 2017 local self-government elections, the publication provided Georgian readers much-needed material for reflection and debate about the past, present and future of democracy which would otherwise be unavailable.

Implementing partner:

**THE EASTERN EUROPEAN CENTRE
FOR MULTIPARTY DEMOCRACY (EECMD)**

Tunisia

In 2017, the dialogue platform in Tunisia, supported by NIMD and CEMI, prepared for municipal elections, scheduled for May 2018. This resulted in seven political parties officially signing a charter on electoral ethics, committing to promoting a climate of mutual respect. The charter contained concrete actions including protecting the electoral body’s independence and overseeing political party finance. The charter is an important step towards restoring public confidence in the electoral process and strengthening the commitment of Tunisia’s political parties to the democratic transition.

Implementing partner:

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

Uganda

Uganda’s four parliamentary parties reached an agreement which will guide the future functioning of the Interparty Organisation for Dialogue (IPOD), facilitated by NIMD. Each party signed a Memorandum of Understanding, formalizing the agreement and setting out its terms. The key changes, based on a review of the IPOD’s current performance, include strengthening the link between IPOD and the Parliament, and including the Leader of Government Business and the Leader of the Opposition in the IPOD Council. The agreement also ensures closer involvement of party leaders in the dialogue process.

Implementing partner:

NIMD UGANDA

Ukraine

NIMD’s programme in Ukraine launched two Democracy Schools in the towns of Odessa and Lviv. These political education hubs have already become platforms for fostering a culture of tolerance and respect. In addition to regular training activities, the schools organize debates on salient issues facing Ukraine. These sessions have given impetus for discussion papers on current decentralization reforms, which will be published in 2018. The papers will provide background information for policy makers and politicians, as well as supporting the elaboration of decentralization strategies by local authorities.

Implementing partner:

**THE EASTERN EUROPEAN CENTRE
FOR MULTIPARTY DEMOCRACY (EECMD)**



World map



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KEY COUNTRY RESULTS 2017:

Zimbabwe

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The voter registration process for Zimbabwe's 2018 elections started in October 2017. However, soon after the voter registration centres opened, political turbulence in the ruling party caused the long-standing President Mugabe to step down. This distracted the public from registering and, half way through the registration period, only a small percentage of citizens were signed up to vote. The three parties represented in the Zimbabwean Parliament addressed this issue at NIMD's interparty dialogue platform, facilitated by the Zimbabwe Institute. Together, they agreed that the registration deadline should be extended and successfully lobbied the Electoral Commission to do so.

Implementing partner:
ZIMBABWE INSTITUTE



OUR WORK IN ZIMBABWE

▲ GIVING COOPERATION A CHANCE BUILDING RELATIONS AND CHANGING PERSPECTIVES THROUGH DIALOGUE

Engaging in dialogue

It was as a fully trusted cadre of his party, with strong political convictions, that Kizito first engaged in interparty dialogue. He became a member of the Zimbabwe Political Parties Dialogue, a platform which brings political parties together to discuss issues of national interest.

This platform is supported by NIMD and our implementing partner, the Zimbabwe Institute, and its work is based on our principle of inclusiveness. At its core is the conviction that real meaningful change can only be achieved by engaging with all three of Zimbabwe's parliamentary parties, ZANU-PF – the ruling party – and the opposition parties MDC-T and MDC.

The platform brings together the Secretaries General of each of these parties to engage in dialogue with an equal voice. Each Secretary General is supported by technical staff from their party, known as political liaison officers.



Kizito Kuchekwa is a long-time and dedicated member of ZANU-PF, the political party that liberated Zimbabwe from British colonial rule under the leadership of Robert Mugabe.

Kizito grew up in the 'keeps', or isolation villages set up by the colonial regime. This was a formative period in his life. In the 1970s, before Zimbabwe's liberation, Kizito's father was arrested and brutally tortured by the colonial regime. He passed away shortly after. Kizito's pain and hurt from this loss spurred his hatred for the colonial system. That's when he got involved in ZANU-PF to support liberation.

Kizito rose quickly through the ranks of the party, soon reaching the national level where he has held several key portfolios. In his current position as Director in the Commissariat, he is responsible for membership recruitment and party structures.

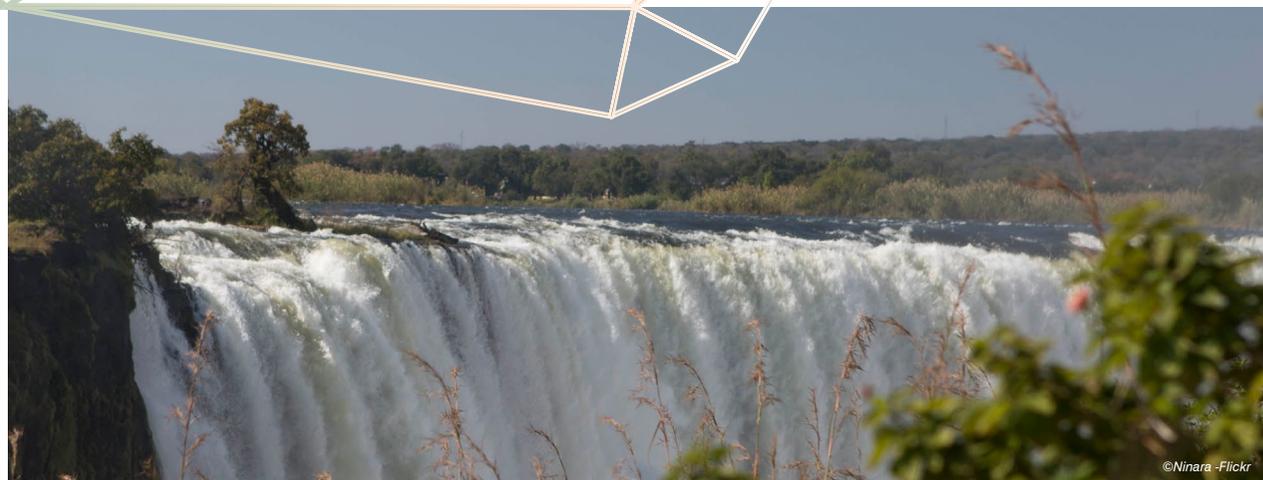


Kizito was selected as the political liaison officer for ZANU-PF because of his impeccable track record in the party. He testifies that participating in the dialogue programmes has changed his outlook. Looking back at when he first joined the interparty dialogue in 2009, he says he was intransigent, driven by party interest. However, “the programme transforms you; models the way you perceive things – shapes what you see as right and wrong.”

Observing multiparty cooperation in action

This change in perspective came about slowly, as Kizito witnessed the power of dialogue in action time and again. Most recently, Kizito observed how cooperation between parties can ensure that citizens have a voice in crucial elections. The voter registration process for Zimbabwe’s 2018 elections started in October 2017. But, the process was interrupted soon after the voter registration centres opened, when political turbulence within the ZANU-PF caused the long-standing President Robert Mugabe to step down. This distracted the public from registering.

In past elections, the role of voters has been a major point of contention and a thorough registration process was essential to ensuring the legitimacy of the elections. With the deadline fast approaching, few people had registered and both national and international criticism was rising. It was clearly in the interest of all the political parties to have a legitimate election with as many citizens as possible registered. But the Zimbabwe Electoral Commission was not keen on extending the process since this would disrupt their plans.



Kizito, together with his fellow liaison officers from the opposition parties, prepared several meetings between the parties’ Secretaries General. Together they came up with a common lobby position to try to extend the voter registration period. Drawing on their common ground, the parties were able to convince the Zimbabwe Electoral Commission to extend the deadline from 10 January to 8 February 2018.

Developing as a democrat

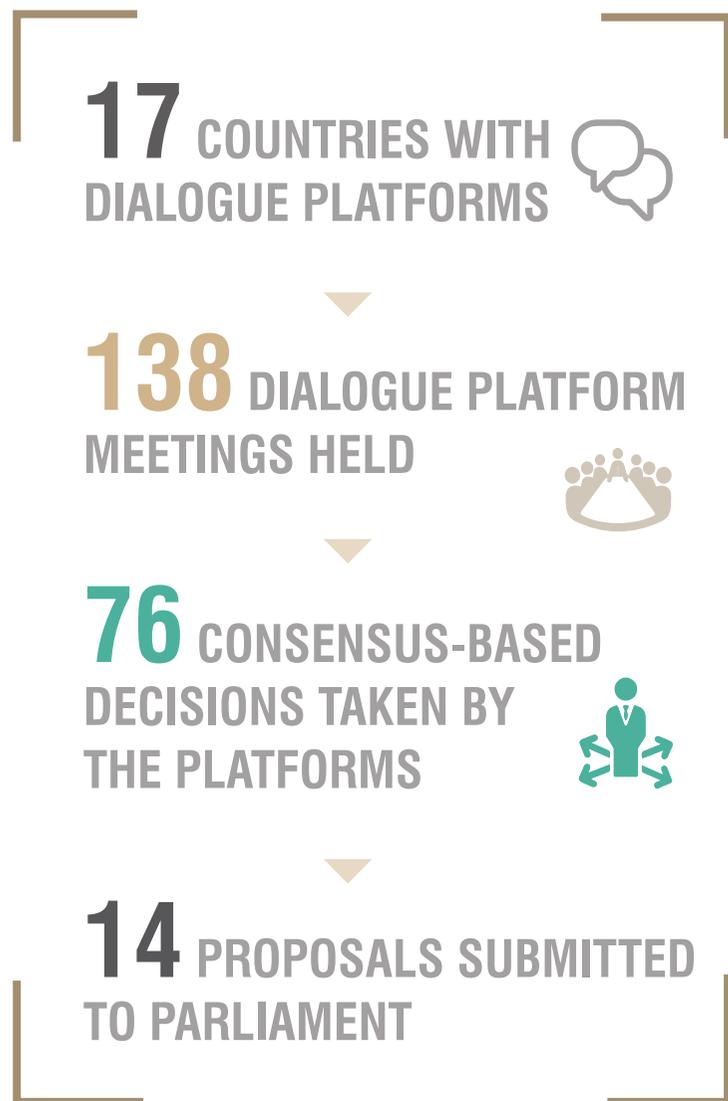
A process such as developing a joint lobby position means constantly engaging with liaisons from other parties. This type of contact, and the feeling of working on a common goal, slowly builds interpersonal cross-party relationships. Kizito chuckles and admits: “Soon I found myself borrowing money from my colleagues, attending their [family] funerals and visiting their families. [...] I came to realize that, despite our party differences, we had the same anxieties; the same aspirations; the same wishes. They were human – not the monsters I had grown up to know them as.”

Looking back at his involvement in the dialogue process, Kizito reflects on how he has developed as a person: “As youth leader of ZANU-PF in Harare, which was the stronghold of the MDC, I had witnessed violent clashes between youth. I had seen some of our young people with axe wounds and broken bones... a close friend of mine had been shot dead in Mbare. So I came into the dialogue process with a view that I was going to engage the enemy and I had to be under full guard to defend my party.”

Although he is still convinced that he has a duty to defend his party position as a liaison officer, Kizito now realizes that engagement and dialogue, rather than confrontation with the opposition, is the best route to national development. He actively tries to find ways to help other members of ZANU-PF, many of who have not had the privilege of the human lessons the programme has afforded him, to give cooperation and dialogue a chance.



▲ **SOME FACTS AND FIGURES ON FACILITATING DIALOGUE**



SOME TOPICS COVERED:

ELECTORAL REFORM

GENDER REGULATION

POLITICAL PARTY FINANCING

CONSTITUTIONAL REFORMS

DECENTRALIZATION





In Honduras, not many women are involved in politics. Fátima Mena is an exception to that rule. As a law graduate, she has always held deep convictions based on the principle of justice. In her handbag, she carries the Honduran Constitution and a bible to remind her that democratic principles always come first, no matter how you look at things.

OUR WORK IN HONDURAS

► **BREAKING DOWN BARRIERS
THE STORY OF A YOUNG
LEADER'S POLITICAL
CAREER**

At the heart of Fátima's convictions is her experience living in exile. As a result of her mother's role as a magistrate, her family had received threats of abduction and had been forced to flee Honduras. Working for a human rights NGO during her time abroad, she came to realize that it is possible to make a difference in the life of others as a professional.

This realization deepened when she became a mother on her return to Honduras. Following the birth, she suffered severe depression, which she blames on the political instability in her country and flaws in the justice system. She started to believe that she was "irresponsible for bringing my son to live in a country with so much corruption".

It was during this time that she decided to volunteer for the Anti-Corruption Party in Honduras. She climbed quickly within the party, becoming coordinator for the Cortés Department, a member of the national council of the party, and a candidate for the 2013 parliamentary elections.



The NIMD Candidates' Academy

In 2013, to help her prepare her campaign, Fátima took part in the first ever Women Candidates' Academy, organized by NIMD in cooperation with NDI, UN Women, UNDP and the *Instituto Nacional de la Mujer* (National Institute for Women, INAM). The Academy strengthens the capacities and knowledge of women candidates on topics such as gender, communication and political strategy. Fátima found the experience very helpful. She admits that, before she participated, her political knowledge had been limited, based mainly on her own perceptions and experience.

With the support of the Candidates' Academy, Fátima ran a successful political campaign with only scarce resources. She based her campaign on proposals that were achievable, tangible and believable for citizens. She focused particularly on the fight against corruption, and respect for human rights and the rule of law.

She was able to use the knowledge and skills she learned in the Academy in various phases of the electoral process, from planning her campaign, to formulating and communicating her messages, taking part in multiparty debates and

becoming a fierce advocate for women in politics. This experience allowed her to profile herself as one of the most important political leaders of her party and region. At the age of 31, she was elected to Congress, with the second highest number of votes of any Congressperson in her Constituency, and with the most votes ever won by a woman from an emerging political party.

In her position, she was able to put another learning from the Candidates' Academy into practice. Besides increasing her skills, the Academy had also made her realize the importance of multiparty cooperation. So, as a Secretary of the Committee on Equality and Gender, she helped woman parliamentarians from different political parties to coordinate their efforts to put gender equality on the agenda of parliament and promote women's political and economic rights.

Barriers to growth

Fátima's pioneering role was not always easy. She recognizes that "Being a woman, being young and being part of a political party against corruption is a big challenge, especially in a society whose culture is both machista and caudillista".

Indeed, after a short time in Parliament, internal problems in her political party and being in the spotlight took their toll on Fátima as Chair. Media coverage questioned her professional capacity and integrity rather than reporting on her performance as a politician and Member of Congress. In addition, the party underwent a crisis in 2017 which led to a permanent split and the forced resignation of the party leadership.

This series of events, far from demotivating Fátima, drove her to continue her political work. She participated in a series of projects to promote the rights of women and young people. She put together a parliamentary group to support the fight against corruption and continued her work in the Equality and Gender Committee, handling initiatives and reforms in favour of Honduras's women and girls. In November 2017, Fátima was elected as a councillor in San Pedro Sula, one of Honduras's largest cities.

Throughout her political development, NIMD continued to support Fátima. The organization was proud to provide tools to help Fátima overcome the gender barriers and stereotypes that she faced. The example of Fátima's empowerment and the recognition of her tireless work to promote women's rights, have positioned her as a leader. And this paves the way for other women to participate actively in politics and break down the cultural and social barriers that obstruct their political work.



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World map



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SOME FACTS AND FIGURES ON CAPACITY STENGTHENING OF POLITICAL PARTIES



SOME TOPICS COVERED BY TRAINING:

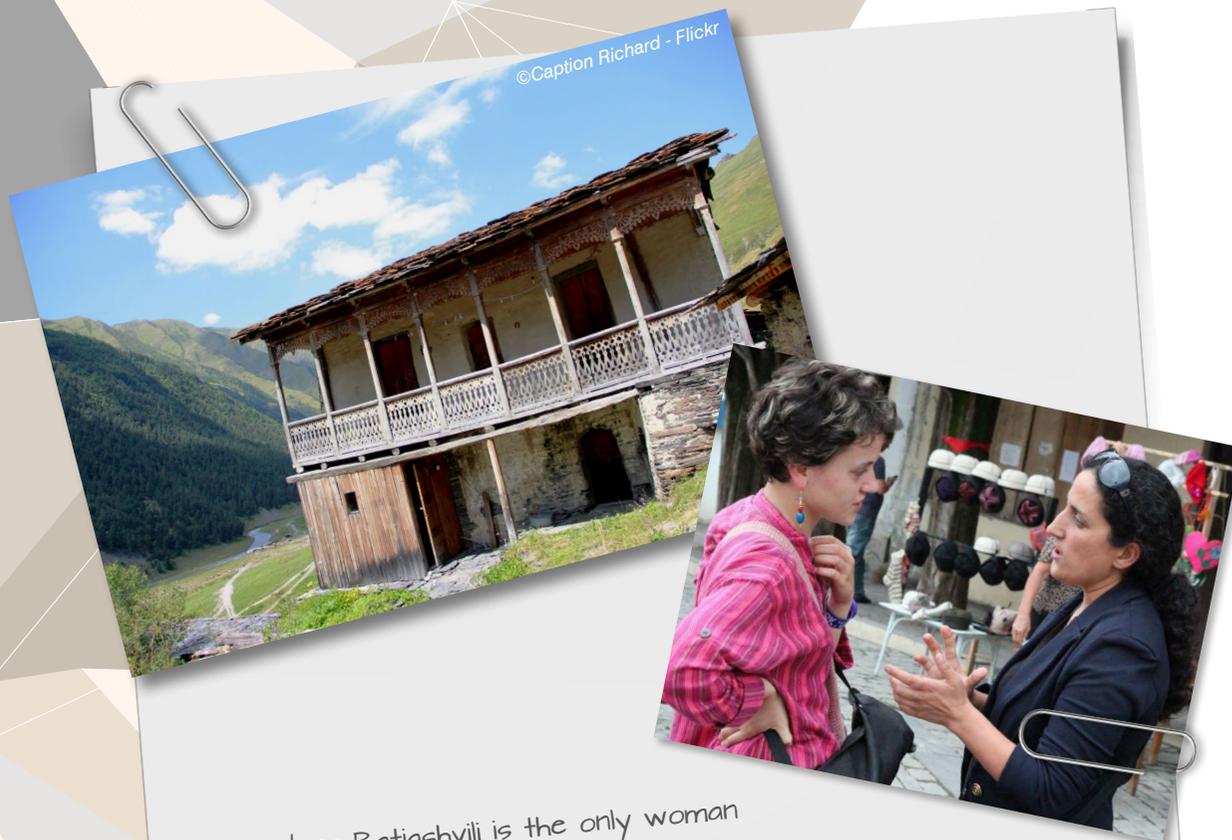
NON-VIOLENT COMMUNICATION

INTERPARTY DIALOGUE SKILLS AND KNOWLEDGE

STRATEGIC PLANNING

POLITICAL COMMUNICATION

FINANCE AND BUDGETING



Madona Batiashvili is the only woman Vice-Mayor in Georgia's Kakheti region. It's a platform she uses to make sure everyone has a voice. Having been appointed in 2017, her first steps in office were to engage and empower two groups that are often marginalized from politics in Georgia: young people and women.

OUR WORK IN GEORGIA

EMPOWERING A LOCAL LEADER TO MAKE A DIFFERENCE

The NIMD Democracy School

Madona is one of more than 500 NIMD Democracy School graduates in Georgia. When she joined the School in 2016, she found herself in a melting pot of students from a whole range of backgrounds. Public servants, civil society representatives, political party members, business representatives and academics gather in the schools annually. Over the five-month training period, these participants deepen their understanding of the key concepts of democracy, expand their analytical capacity and gain relevant skills that will help them make effective changes in society.

Georgia's four Democracy Schools – based in the cities of Telavi, Gori, Kutaisi and Batumi – are playing an active role in enhancing political culture and building the capacities of civil society and political leaders at the local level. This is what enticed Madona to sign up for the Democracy School – she wanted to learn alongside people who shared her ambition to make a difference.





Enhancing skills and changing perspectives

When Madona first started at the School, she found it hard to work and learn together with people from different political affiliations. But she soon realized that interacting in such an environment was actually beneficial for her. The Democracy School debates equipped her with the skills to think through her own arguments and tolerate critical and diverging opinions.

She believes that these skills help her today when she has to persuade colleagues or opponents to make certain decisions: “Before attending the Democracy School, I had never had the opportunity to work with people with different political convictions. Since attending the school, I have become more tolerant and sociable.”

Promoting inclusion

Madona also recalls that studying at the school made her realize that “a contemporary leader needs to be believed by people. We need more openness as well as a different rhetoric.” This new perspective made a crucial difference when she started working in her high-position public service role. She was determined to open up to the public, closing the gap and calling for inclusion of the different groups she represented.

In fact, one of Madona’s first moves as Vice-Mayor was to establish contacts with young people. Youth engagement in local self-government is very low in Georgia, and young people are often disenchanted with politics. That’s why, having reached out to youth in her region, Madona set about making amendments to the local budget, creating funds for initiatives by local youth organizations. These funds will take the form of grants, which will be opened up for applications from all youth organizations in the region.

Madona firmly believes that the engagement of youth is vital to securing a prosperous future for her region. She hopes that the new funds will help young people engage in politics, realize their potential, find jobs locally and, ultimately, stay in Kakheti.

Another issue Madona feels strongly about, having attended the Democracy School, is women’s rights. Women’s political participation in Georgia is alarmingly low. Women hold only 16% of seats in the Parliament of Georgia, while less than 12-13% of elected officials at the local level are women. Men head 63 out of the country’s 64 municipalities, including the eight in Kakheti region. In her new role, Madona is determined do her best to ensure that active and successful

women are given the opportunity reach their full potential. And she has already taken action to make this a reality. In an attempt to offset the large number of men in politics, Madona has recommended several women as representatives of the Mayor in villages. By bringing more women into these local roles, Madona hopes that she will give them a voice and help them to make a difference in their communities too.

Madona’s work with youth and women is underpinned by a strong conviction, influenced by her time in the Democracy School: “It is important to realize that when you dislike the way things work, or you disagree with somebody’s policy decisions, you have to start working on changing those decisions. I am glad that I came to that conclusion, because now I am a public servant and will do anything I can to make the local self-government function better.”



Madona is determined to use what she has learned to make this difference. Through the Democracy Schools in Georgia, NIMD’s goal – along with our partner EECMD – is to empower more people like Madona to become leaders in their communities and make effective changes in society.



▼ SOME FACTS AND FIGURES ON DEMOCRACY EDUCATION



SOME TOPICS COVERED IN CURRICULA:

CAMPAIGNING

SPEECHWRITING **POLITICAL THEORY**

PROGRAMMATIC PARTIES

DEBATING



OUR WORK IN MOZAMBIQUE

LEAVING A LEGACY A NEW INDEPENDENT ORGANIZATION IN MOZAMBIQUE

New opportunities

There were several reasons that led to the creation of IMD Mozambique. Firstly, the NIMD country office had had to work with heavily diminished budgets for the previous few years, mainly due to budget cuts in development cooperation at the Dutch Ministry of Foreign Affairs. This led to reflections on the sustainability of the office.

At the same time, Hermenegildo also saw a lot of opportunities surrounding the creation of a new organization. These included opportunities for fundraising. As a Dutch organization, the country office did not qualify for many locally contracted funds from international organizations, like the European Union. Accessing these funding opportunities was essential to achieving the potential of the NIMD Mozambique programme and to supporting the Mozambique office's sustainability and even helping it grow.

So the chance to increase impact by working with several reputed international organizations and the practical opportunity to diversify the office's funding made Hermenegildo reflect on creating a local Mozambican organization. This idea was compounded by calls for long-term support from Mozambique's political parties. The trust and relationships that the country office had been building were paying off.



NIMD first opened its country office in Mozambique at the turn of this century. We initiated the Mozambique programme in an effort to reduce tensions between two parties previously at war with each other and to create a safe space for dialogue and collaboration. Now, over 15 years later, we are delighted to announce that our office has become an independent organization. The Institute for Multiparty Democracy Mozambique (IMD Mozambique) is a strong local organization that can now use its experience to further build its relationship with political actors and other relevant stakeholders in Mozambique to promote a more inclusive and transparent democracy in the country.

Hermenegildo Mulhovo, Executive Director of the newly established IMD Mozambique and former Executive Director of NIMD's Country Office in Mozambique, played an important role in the transition process.



A little forethought goes a long way

These reflections led Hermenegildo to initiate the transition process. As a representative of both organizations during this process, Hermenegildo was in a unique position to make sure that the new institutional set up would serve the interests of both NIMD and the future IMD. Predictably, this role came with its own set of challenges. “Initially it was not easy to get a buy-in from all the people concerned,” he explains. “There was a lot of pressure, both from NIMD’s Headquarters in The Hague and from my own staff. But, like in our daily work with the parties, you can achieve a lot through dialogue. So I invested in talking and negotiating, reassuring everyone that the new model would be better and accommodate all their interests. We even conducted a study to see if we could follow a different model where we could still be a part of NIMD and still be independent. But it was not legally viable. We had to become completely independent.”

The process of becoming independent was supported by NIMD. One of the outputs of NIMD’s programmes is to strengthen the local organizations that we work with. So there was already a results framework in place that provided the opportunity to support this process. Both NIMD and IMD clearly wanted the same thing: for the Mozambique programme to reach its full potential. This greatly helped the discussions. “No matter how tricky it got, NIMD remained open and kept looking for solutions” says Hermenegildo. “For instance, after becoming an independent organization, we set up an independent Mozambican Board to oversee IMD’s work. This brought up issues of power relations. What role should NIMD have on that Board, if any? We were able to manage the tensions and agreed that, from now on, IMD would need to be fully independent and operate as NIMD’s implementing partner in Mozambique.”



A solid basis for the future

Once IMD Mozambique was created, many previously unexplored avenues opened up for the organization.

“The commercial name, IMD Mozambique, demonstrates NIMD’s legacy and the historical connection. It is this legacy that makes international organizations, like the EU, keen to partner with us. At the same time, we are now viewed as a completely local organization, which means that political parties in Mozambique are more open to us. Our partners have the best of both worlds” explains Hermenegildo.

“We know that most of the trust our partners have in us is because NIMD has paved the way for us” says Hermenegildo. “Since the office was established in 2000, NIMD has initiated a reform in the country’s democratic institutions, particularly in reforming electoral laws. And during the elections of 2014, NIMD was very keen on facilitating dialogue and consensus-building between the three political parties in parliament. There were many contentious issues at the time. But NIMD created a non-partisan space and encouraged a solution-oriented discussion. There is no other organization that has gained the trust of political parties for their solution-oriented approach like NIMD has in Mozambique”.

The first thing IMD Mozambique is looking forward to doing as an independent organization is creating and consolidating knowledge and expertise. “We want to invest more in knowledge production, like developing policy briefs” says Hermenegildo.

Although the process was hard at times, it has been a learning experience for Hermenegildo, who was the Executive Director of the NIMD country office for many years. “I’m going to miss NIMD’s support. It’s like a child growing up and leaving home. But on the other hand, we can move on to another level of support - a more expertise-oriented support, rather than an administrative one. I am proud that IMD Mozambique is a product of NIMD”.

And we, at NIMD, are proud to be able to continue working with Hermenegildo and IMD Mozambique. For us, establishment of the new organization is a major achievement, not just because it opens new doors for our work in Mozambique, but also because it underlines our efforts to build strong local institutions that have ownership over political development efforts in their country. We are very much looking forward to our future as partners of IMD Mozambique as we grow stronger together.



FINANCIAL OVERVIEW

INTRODUCTION

In 2017 NIMD received contributions from 15 different donors (22 different contracts). These grants brought the total annual income up to €12.6 million (compared to €11.8 million in 2016). 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

NIMD's overall expenditure in 2017 was €12.1 million, which was similar to expenditure in 2016 (€12.0 million), but slightly below our expected expenditure (our budget for 2017 was based on €13.5 million). The main reason for this lower level of expenditure is the remaining roll-over from 2016 that was added to the budget as well as unexpected implementation delays due to changing political contexts. Also, part of the under expenditure can be explained by the problems faced within the Strategic Partnership programme after the dissolution of AWEPA. Only 60% of the 2017 AWEPA SP budget was used, leading to an underspending of more than 1 million. The management and accounting costs were 6% above the expenditure in 2016, but 3% below the approved budget.

RESULTS 2017

Overall, NIMD achieved a positive result of €0.5 million. This result is added to the continuity reserve of NIMD, which now stands at €1.26 million (2016: €0.78 million). This positive result is due to the registration of income linked to time writing, which resulted in better control over our income, as well as the extra coverage of indirect costs that NIMD could claim for 2016 and 2017.



FINANCIAL OVERVIEW

Donor	Programme	Country	Income in 2017 (€)
British High Commission	Resilient Democracies	Georgia	87.966
DEMO Finland	Myanmar School of Politics	Myanmar	119.995
Democratic Governance Facility (DGF)	Enhancing Democracy through inclusive dialogue and capacity development of political parties in Uganda	Uganda	158.735
EPD	Inspired+		21.237
European Union	Construcción de mecanismos para fomentar la participación ciudadana y fortalecer la gestión legislativa en la Asamblea nacional del Ecuador	Ecuador	17.120
European Union	Towards inclusive participation in political system through political parties	Tanzania	48.967
European Union	Enhanced support to Democratic Governance in Jordan	Jordan	48.400
Finnish Ministry of Foreign Affairs	Improving oversight in Mozambique's governance	Mozambique	1.500.000
GPMD		International Lobby & Advocacy	30.300
Ministry of Foreign Affairs The Netherlands	Dialogue for Stability - Inclusive politics in fragile settings	Dialogue for Stability	2.635.910
Ministry of Foreign Affairs The Netherlands	Respect for Women's Political Rights: Fostering Political Environment for Equal Participation and Leadership of Women in Political Parties	Human Rights Fund	656.346
Ministry of Foreign Affairs The Netherlands	Strategic Partnership - Conducive environments for effective policy influencing: the role of political parties and parliaments	Strategic Partnership	6.064.021
Ministry of Foreign Affairs The Netherlands	Roasting Coffee the Ethiopian Way	Ethiopia	109.983
Open Society Foundation	Strategic strengthening of organizational and political capacities of citizen collectives in Guatemala	Guatemala	77.929
Oxfam Novib		Guatemala	9.472
Royal Netherlands Embassy (RNE)	Schools for Democracy	Burundi	371.636
Royal Netherlands Embassy (RNE)	Leadership Capacity Building Project	Ethiopia	60.263
Royal Netherlands Embassy (RNE)	Support to Democracy in the South Caucasus - Phase 4	Georgia	23.001
Royal Netherlands Embassy (RNE)	New players in Guatemala; strengthening youth civil society organizations for inclusive democracy	Guatemala	41.353
Swedish International Development Cooperation Agency (SIDA)		Guatemala	233.092
Swiss Federal Department of Foreign Affairs (FDFA)	Technical Assistance to Political Parties in Burundi	Burundi	46.152
United Nations Development Programme (UNDP)	Youth LAB (Leaders politiques pour l'Avenir de Burundi: Empowering Young Women and Men to Participate in Burundi's Political Parties)	Burundi	88.525
United State Department of State (US State Department)	Foundations for Interparty Dialogue in Burundi	Burundi	170.150
Total			12.620.554





Democracy starts with dialogue.