



Annual Report 2021

Power of Dialogue Consortium

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Table of contents

1.	Introduction	3
2.	Contextual changes	4
3.	Relevance of the Theory of Change	5
4.	Country level results	6
4.1	Sahel	6
4.1.1	Burkina Faso	6
4.1.2	Mali	7
4.1.3	Niger	8
4.1.4	Regional approach.....	9
4.2	Middle East and North Africa (MENA)	10
4.2.1	Jordan	10
4.2.2	Iraq.....	11
4.2.3	Tunisia.....	12
4.3	Horn of Africa	13
4.3.1	Uganda.....	13
4.3.2	Kenya	14
4.3.3	Ethiopia.....	15
4.3.4	Sudan	16
4.3.5	Regional approach.....	16
4.4	Southern Africa, Latin America and Asia.....	18
4.4.1	Mozambique.....	18
4.4.2	Guatemala	19
4.4.3	Colombia.....	20
4.4.4	Myanmar	21
5	Global level results	22
5.1	Learning agenda.....	22
5.1.1	Thematic learning.....	22
5.1.2	ToC Learning Questions	24
5.1.3	Embracing Adaptive programming	25
5.2	Planning, monitoring and evaluation	26
5.3	Capacity strengthening	27
5.4	International Lobby & Advocacy	27
6	Local ownership	30
7	Risk assessment	31
8	Financial overview	33
9	List of annexes	36

1. Introduction

This document outlines the Annual Report 2021 for the Power of Dialogue (PoD) programme, implemented under the 2021-2025 Strategic Partnership with the Netherlands Ministry of Foreign Affairs (MFA), within the framework of the 'Power of Voices' (PoV) grant instrument. The PoD Consortium is composed by the Netherlands Institute for Multiparty Democracy (NIMD), the Gorée Institute (GORIN), the Centre for Mediterranean and International Studies (CEMI) and Akina Mama wa Afrika (AMWA). The programme, which is implemented in 15 countries and includes regional and global components, carries the ultimate goal to 'contribute to peaceful democratic space, and inclusive, responsive and representative political decision-making at all levels'.

It is unfortunate to have to conclude that the year 2021 was marked by a deterioration of the democratic space in a large number of countries included in the PoD programme. The year started with a military coup in Myanmar in February, significantly impacting the work of the Consortium and forcing the Myanmar School of Politics (MySoP) to halt implementation and eventually to relocate to outside of the country. Similarly, political instability, violent conflict and coup d'états in the Sahel, Tunisia, Uganda or Ethiopia had an impact on the original plans and scope of the programme, leading to adjustments or delays of foreseen interventions.

Despite these difficulties linked to the context, the PoD Consortium made use of the first six months of the programme to conduct Political Economy Analyses (PEAs) in the vast majority of countries included in the programme. Investing in this common PEA approach allowed for more specific planning and identification of the best strategies. Each PoD country team could subsequently develop and update their contextualized Country Theory of Change (ToC) with related Monitoring & Evaluation (M&E) Framework. In order to further specify the implementation strategies, each country team identified the specific actors to target and developed dedicated Actor-Based Pathways of Change (ABPC) for them. This exercise was followed by the baseline measurements of programme indicators, both quantitative and qualitative, carried out during the third quarter of the year.

Both these exercises as part of the inception and start-up of the PoD programme were hampered by the COVID-19 pandemic, which directly affected the space to operate for PoD partners around the world, and moreover prevented the much needed face-to-face interactions and interventions. However, contrary to 2020, the pandemic did not cause as much delays in implementation of activities, as a lot of restrictions in most PoD countries were lifted in the first semester of 2021. Consequently, programme implementation around the world only truly picked up during the second semester of the year. This has led to under-expenditures in several countries (see Section 9 – financial overview).

This PoD Annual Report first provides an overview of the contextual changes that occurred in 2021 (Section 2) and then presents reflections on the relevance of the programme's Theory of Change (Section 3). It also provides information on the results achieved in each country targeted by the programme (Section 4) as well as at global level (Section 5). The report further reflects on how the programme is addressing the issue of localization (Section 6), and on how the identified risks that materialized were mitigated (section 7). Finally, this reports provides a narrative overview of the financial report (section 8), for which the details are provided in Annex 1, including justification for deviations from the approved budget. Annex 2a provides an overview of the contribution of the PoD results to the Security, Rule of Law and Strengthening Civil Society frameworks. While annex 2b provides an overview of actual vs. targeted results per country.

2. Contextual changes

This section highlights some of the main contextual changes observed in PoD programme countries over the course of 2021.

In the **Sahel** region, 2021 marked the first year of Roch Marck Christian Kaboré's second term as head of state in **Burkina Faso**. Kaboré's re-election led to a reconfiguration of the political field which initially opened the way for the programme to take action and intervene to strengthen multiparty dialogue, as well as political participation of youth and women. However, this was short-lived as the coup that took place in January 2022 has forced the Consortium to adjust its programming.

Similarly, **Mali** has been going through a transition process, following the second coup in less than a year, which NIMD is trying to accompany through lobby & advocacy activities targeting the National Transition Council (CNT).

Meanwhile, **Niger's** context has provided challenges, as the political landscape has been largely dominated by post electoral political tensions in 2021 whereby the political and military actors are eyeing the political developments in the sub-region, either for inspiration or with fear.

Furthermore, in the **MENA** region, **Tunisia** is experiencing a crisis that began in July 25th 2021, after the president announced the dismissal of the government and the suspension of parliamentary activities. This has led to a rise of protests and to a lot of tension and conflict between the head of state, political parties and civil society. This has led to difficulties for CEMI to facilitate its Multiparty Dialogue Platform (MDP), but has also provided an opportunity to increase its engagement with Tunisian youth who do not participate in political processes. In **Jordan**, while the current political and economic difficulties are affecting youth mainly with unemployment, King Abdullah II has stressed on several occasions the importance of creating a modern and inclusive political system, which could pave the way for political reforms that aim to include wider groups in the political process. NIMD stands ready to support these intentions if they materialize, but at the same time the civic and democratic space is overall still shrinking. If the hopeful words of the King are not followed by meaningful reform and an opening up of democratic space, the PoD programme will be limited in achieving impact.

In the **Horn of Africa**, the war in Tigray has turned **Ethiopia** into a top agenda item in the global arena. The national elections that took place in June and September 2021 respectively, did not bring the peaceful multiparty democracy that Ethiopia's citizens had been hoping for. However, the recent release of important political prisoners might help open the way for an inclusive dialogue aimed at resolving the current conflict. On the south side of the border, the appointment of the first female Chief of Justice in **Kenya**, heralded a new era in the country where one arm of the *Trias Politica* has female leadership, reviving the ambitions as laid down in the 2010 Constitution for the inclusion and meaningful participation of women in political and governance processes. Similarly, in **Uganda**, the heavily contested general elections held in January 2021, further raised already existing political tensions. After a highly repressed election campaign the main opposition party - National Unity Party (NUP), disputed the final election result. Its leader, Robert Kyagulanyi – a.k.a. Bobi Wine, called on supporters to protest the process and outcome of the presidential elections. Tensions increased further after he decided to withdraw the presidential election petition presented to the Supreme Court, on the presumption of the court being biased. His call on his supporters to protest again resulted in a heavy state security services-led crackdown resulting in his *de facto* house arrest, incidences of unwarranted arrests and torture, violent abuse, and disappearances of NUP supporters,.

In **Guatemala**, the year 2021 was characterized by the increased and progressive closure of the democratic space by the government. As part of the conservative *reveille* that favours impunity and the protection of corrupt sectors, democratic actors and opposition voices are under increased pressure and a shrinking space to operate in.

Lastly, in **Myanmar**, and the world was shocked by the military coup of 1 February 2021, that was a response to the democratic elections a couple of months before that were unfavourable for the military powers. The subsequent violence, clamp downs, intimidations, and killing of peacefully protesting citizens, at first halted PoD operations of MySoP. This paved the way for intensive crisis management focused at first instance at the safety of staff. After a first reassessment of the situation, the consequences and the possibilities, MySoP had to make a difficult decision. As an organization committed to upholding democratic principles, it could not enter into any form of cooperation with the undemocratic military leaders or junta-appointed electoral commission members. This decision caused the Yangon office to close and led to a relocation outside of the country to reassess and adapt programming for the coming period.

3. Relevance of the Theory of Change

The PoD ToC was developed jointly by the Consortium in 2020, with the ultimate goal to peaceful democratic space and inclusive, responsive and representative political decision-making at all levels in the five-year programme period. The underlying strategic programme objective is that political and civic actors collaborate, influence and participate in legitimate, transparent and accountable political processes.

In order to achieve these goals, the PoD Consortium decided to focus on four mutually reinforcing Long-Term Outcomes (LTOs):

- **LTO 1 - Consortium, partner networks and local civil society organizations are effective enablers of change:** Consortium partners will strengthen each other, their partner networks and local CSOs by capitalizing on complementarity. This is an enabler for the other LTOs.
- **LTO 2 - Aspiring young and women political and civic leaders are influential actors of change:** investing in aspiring young and women leaders, both to fulfil their civil and political rights and catalyze their ability to spur political change.
- **LTO 3 - Political and civic actors collaborate peacefully on the basis of trust:** focusing on facilitating and enabling trust-building, dialogue and collaboration, and ensuring shared access for all civic and political actors to inclusive spaces.
- **LTO 4 - Political and civic actors strengthen democratic space:** allowing civic and political actors to jointly advocate for the interests of their constituents, either at national level, or through the creation of external pressure point at regional and global level.

Despite the negative contextual developments described in Section 2, the Consortium believes that the ToC remains relevant and valid. People in the programme countries continue to stand up for democracy and new upcoming political actors try to change the status quo or deteriorating context. This is often driven by young people and especially young women, who constitute a clear target group of PoD interventions. Dialogue and trust-building remain essential ingredients to address in the often highly polarized societies, or supporting new voices for a seat at the table while representing different population groups, remains paramount.

Moreover, the country teams involved in the PoD programme have indeed embraced adaptive programming as guiding principle ever since the design phase, adapting the overall TOC and the LTOs, intermediate outcomes and intervention strategies to their country context. By regularly updating and reflecting on the PEA and the approach/results, they ensure their work remains relevant and use the most fitting approach to influence the political incentive structure for inclusive political decision-making.

This adaptive programming process was shaped in 2021 by the country teams conducting PEAs and, based on the findings, adjusted their contextualized country-level ToCs, particularly at intervention level. This is a continuous process, as the PEAs will be updated on a regular basis (at least twice a year or when context changes demand), and will serve as the basis to further adjust the contextualized ToC and intervention strategies where needed in the coming years. This for instance already took place during the last quarter of 2021, when the PoD country teams developed their annual plans for 2022 based on this review and update.

Overall this means the ToC as such still stands and has high relevance, but the context specificity remains elemental on the country level. Notwithstanding the often severe political context challenges, and operational challenges (like the pandemic), this means the Consortium still support the programme's overall ToC.

4. Country level results

This section provides an overview of the results achieved during 2021 in each country targeted by the PoD programme.

4.1 Sahel

4.1.1 Burkina Faso

Lead: NIMD Sahel

In order to achieve LTO 1, the NIMD office in Burkina Faso initiated a deepening of its broader PEA to focus specifically on the issue of youth political participation. The result of this activity was a study report entitled: "Political Economy Analysis of Burkina Faso: Analysis of Youth Political Participation". The study was then used as the basis for planning and programming activities in the coming period.

Regarding LTO 2, NIMD and its partners have been able to set up training and capacity building sessions for these actors in the cities of Ouagadougou (the capital), Manga (a city located in the Centre-South region of Burkina Faso, 100 km from Ouagadougou) and Koudougou (located about 100 km from Ouagadougou in the Centre-West region). With local partner Anndal Institute, NIMD organized the *Universités Populaires et Démocratiques* (democracy school). Within these schools, forty (40) young people of which over 30% women, representing the thirteen (13) regions of Burkina Faso have been trained in democratic skills, practice and values.

The progress made towards achieving LTO 3 relate to the establishment of inclusive political dialogue frameworks at the local level, and the support to an open political debate through the organization of political cafés. These political cafés were organized with the *Alliance pour refonder la gouvernance en*

Afrique (Alliance for Rebuilding Governance in Africa) and brought together political actors, researchers, civil society representatives and citizens around two (2) themes: 1) the political participation of youth and women: obstacles and opportunities, 2) democratic processes in the face of persistent institutional and security crises following coups d'état.

In the cities of Dori and Ouagadougou inclusive political dialogues were organized in partnership with *Balai Citoyen*. . These dialogues produced the following results: In Dori, a consultation framework of local governance actors was established by the participants in the form of a charter that looks at the functioning of the Constitution . The initiative of the participants in the dialogue round table in Dori constitute a first step in the construction of a broader consultation framework foreseen In Ouagadougou a framework for dialogue and permanent exchange between local governance actors, especially between youth and local political actors was established during this first year.

NIMD supported the *Ciné Droit Libre* film festival (<https://droitlibre.tv/>) through partner SEMFILMS, which devoted special activities to democratic dialogue on the future of Burkina Faso. These activities included: a debating competition between students from public and private universities, and a caravan tour to the neighborhoods. This consists of going to underdeveloped and outlying neighborhoods in the city to meet the population in these semi urban to rural communities, in order to lend a voice to their concerns and to exchange on democracy. Thirdly, a special "democracy evening", was organized and lastly a democratic dialogue workshop whereby participants reflected on the theme of the festival, and its implications on the life of citizens A diverse group of academics, experts, practitioners and activist participated in this even, organized in the largest amphitheatre of the university attracting a large audience of film-festival-goers.

Regarding LTO 4, a strategic exchange meeting was held with the General Delegation for Peace and Security of the West African Economic and Monetary Union (WAEMU) in December. The Delegation is the dedicated instrument of WAEMU for the promotion of good governance, peace and stability. After this first contact, further discussions will be held in the coming months to investigate the contours of a collaboration between the NIMD and the WAEMU to promote good governance in the sub-region.

4.1.2 Mali

Lead: NIMD Sahel

In regard to LTO 1, NIMD Mali contributed to the annual 'Symposium on the Political Economy of Governance in the Sahel' organized by GORIN. In addition to that, GORIN and NIMD Sahel organized a joint activity to promote the African Governance Architecture (AGA) and the African Peace and Security Architecture (APSA). There was also contact between NIMD Sahel and CEMI on the organization of an online session on monitoring political and democratic schools. Furthermore, as part of the Refoundation of Governance and Democracy Programme (PRGD) the participants and alumni of the POD democracy schools were linked to the programme's different civil society partners, such as the community of bloggers (Doniblog) , the *Observatoire Citoyen sur la Gouvernance et la Sécurité* (OCGS), and the *Réseau des Jeunes des Partis Politiques du Mali* network, the . In addition financial partners such as NDI, USAID, UN WOMEN and ARGA were linked to the *Conseil national de transition* (CNT) to support their legislative work

For LTO 2, alumni from the democracy schools participated in the OCGS Citizens' Conversations to amplify their voices and equip them with practical tools to strengthen their knowledge on rebuilding

Malian democracy, particularly on issues of political and institutional reform. As part of this, 60 young people were trained, of which half belonged to political parties and the other half to civil society. The young people trained later also participated in NIMD's exchange spaces and brought back initiatives and projects aimed at promoting a better engagement of the youth and women within their communities.

Several activities took place as part of the LTO 3, these include: 4 citizen conversations, 6 popular assemblies, 1 political café, 1 communique presented before the CNT and 1 presentation of the advocacy note "citizens' perspectives on the re-foundation. These spaces brought together the transition authorities, political parties, civil society, citizens, resource persons, traditional and religious authorities. Also, within the framework of the partnership with Doniblog/Benbere de, there was the inauguration of spaces that targeted primarily youth and women to enable them to express their concerns to those in power and as part of the support provided to the *Comité de plaidoyer et de suivi des réformes électorales* (CPSRE) of, there was also 1 technical workshop on the "comparative analysis of the recommendations made by the CPSRE and the draft electoral law". This work will be continued at the level of the CNT to allow the legislative body to have a comprehensive understanding of the issues related to the new draft electoral law.

Meetings with several ambassadors were also held to support the objectives of LTO 4 (Netherlands, Denmark, Canada, United Kingdom, Belgium, European Union), as well as meetings with the Special Representative of the Secretary General of the United Nations in Mali, head of MINUSMA, the High Representative of the African Union for Mali and the Sahel, head of MISAHÉL and the permanent representative of ECOWAS in Mali. There was also a review of the 2001 ECOWAS Additional Protocol on Democracy and Governance announced by the ECOWAS Conference of Heads of State and Government (September 2021) and 1 orientation session for NTC members.

4.1.3 Niger

Lead: NIMD Sahel

During the year 2021, Niger focused mainly on the LTOs 2, 3 and 4. The implementation of actions to achieve LTO 2 is still in its early stages. However, a session of the democracy school allowed them to train a first batch of 16 young people including 8 girls on democratic principles. The school of politics that was supposed to train 30 young aspirant politicians was delayed due to operational issues and COVID restrictions. It is rescheduled for January 2022. In addition, 8 other young people, including 4 women, were trained on citizen oversight and control. They were called the "ambassadors of accountability", and their objective was to collect data on the ground regarding the implementation of the president's commitments, and to assess the progress and address this through different discussion channels.

Similarly, 41 elected officials, including 29 women, took part in a workshop to evaluate the Inter-Parliamentary Union (IPU) study on gender-based violence in parliament. In order to support the gender network of the Nigerien parliament there are also planned activities, which have started and include, among other things, the accompaniment of the network in the implementation of its action plan, especially through capacity building of the network members on institutional and legal issues to fight against gender-based violence. An advocacy campaign was also initiated to ensure the inclusion of youth and their participation in decision-making bodies.

In addition, 4 political cafés were held to discuss the following topics: 1) "The assessment of 30 years of democracy in Niger", 2) "Can liberal representative democracy be adapted to the Sahel context?" 3) "Youth and politics in Niger: issues and challenges of increased youth participation in public life" and 4) "Is the security crisis in the Sahel an avatar of democratization?". These different exchanges saw the participation of dozens of young people in person and were followed live by thousands of Nigeriens through social networks and a radio broadcast. These debates were subsequently also broadcast by 3 television channels with wide national coverage.

In order to accomplish LTO 3, an "accountability forum" was organized. This was a space designed for the exchange between citizens and governments based on the monitoring of the president's commitments (which ensures a relevant dialogue for the public interest). This can serve as a compass that is part of the citizen's control of public action. In terms of results, we can note not only the existence of the forum but also the dialogue between the decision-makers, the citizens and a contribution to the establishment of governance.

The 'PRESIMETRE' is the main initiative that took place in 2021 as part of LTO 4. It is a 'Monitoring and Citizen Engagement of Youth and Women for Social Accountability' initiative implemented by NIMD and its partner REPPAD and it is a tool that citizens can use to monitor public policies and government action in the priority sectors expressed as such by the citizens during the campaign "My Voice for My Priority". The PRESIMETRE 2021 allows citizens to express themselves on how the elected president takes into account the commitments made to the citizens of Niger.

4.1.4 Regional approach

Lead: GORIN

GORIN focused on three key actors as clearly indicated in the Actor-Based Pathway of Change for 2021-2022 to influence change. These are the following: Women and young political actors, and Network Members of GORIN, ECOWAS and G 5 Sahel and NIMD Sahel. The capacity of Women and youth were enhanced with the necessary knowledge and tools to influence peacebuilding and conflict prevention intervention, as well as their active involvement in political decision-making. GORIN also actively involved representatives of ECOWAS and G5 Sahel in all capacity building training and multi-stakeholder dialogue seminars implemented in 2021 and enhanced synergy and partnership with regional institutions as a critical success factor towards an effective implementation of the Power of Dialogue Programme. Similarly, GORIN and NIMD Sahel have set the stage to strengthen partnership with respect to providing collective voice, and to be a positive conduit for effective lobbying and advocacy initiative at national and regional level. This was self-evident by the recent joint training organised on African Charter on Democracy that took place on the 22-23rd December 2021.

In relation to the LTO 1, GORIN collaborated with consortium partners and provided technical input for programme planning. There were also inception trainings organized by NIMD which have been part of the critical success factor in 2021. Comparably, some of the contributing factors to the achievement of GORIN's set programme objectives in 2021 is rooted in learning opportunities provided by the NIMD Secretariat in the Netherlands to improve GORIN's institutional and operational productivity. Moreover some of the activities GORIN organized as part of this outcome include: one regional capacity-building workshop targeting 30 women representing women-led organizations, a capacity building training in peacebuilding, conflict prevention and political decision-making workshops and

multi-stakeholder seminars targeting representatives of women-led civic groups and one regional capacity building workshop targeting youth.

The activities implemented during 2021 have also helped to strengthen the capacity of civic actors including women and young political actors to influence change in peacebuilding and conflict prevention and political decision-making as part of [LTO 2](#). As part of this outcome, a regional capacity building workshop targeting youth and women leaders was organized. As a result, women and youth now form a network and alliance in the region with the purpose of influencing peacebuilding and conflict prevention policies and practices in their respective countries. This is also evident by the contribution of women and young political leaders from the Transitional Councils of Mali in active political debates and pioneering peacebuilding programmes in their respective constituencies. In addition to that, women and young people who have benefited from the training and political dialogue seminars organized by GORIN have been a strong pioneering force for political transformation in their respective constituencies as they continue to exert their civic voices in political decision-making while fostering partnership and collaborative engagement with political actors who influence change.

Concerning the [LTO 3](#), significant attention was paid to some of the barriers, factors and challenges affecting active participation of women and young people in democratic governance processes and use the platform to inform state actors about the danger of lack of participation and inclusion of these civic groups, and its implications in an already fragile security environment. The two Political Economy Analyses conducted helped to deepen a general understanding of some of the foundational factors and obstacles responsible for the shrinking space in the target countries in Sahel. The multi stakeholder seminar involving representatives from ECOWAS and G5 Sahel have contributed to strengthening the alliance and collaborative engagement to influence change at a regional and national level. Likewise the joint GORIN and NIMD Sahel meeting held in April 2021 and joint capacity-building training on the African Charter of Democracy have set the stage for more alliance building at a regional level. Similarly, the regional level multi-stakeholder dialogues held between the civic and policy makers contributed toward the promotion and the creation of an information dissemination platform for effective engagement between political leaders and aspiring women and young political actors in the target countries.

Finally, in order to reach the objectives set for [LTO 4](#), it is important to note that GORIN actively involved representatives of ECOWAS and G5 Sahel in all capacity building training and multi-stakeholder dialogue seminars. GORIN's research reports and outcome documents were also shared with them to update on the peace, security and democratic challenges and provide recommendations on how to address democratic governance challenges. On a similar note, the multi stakeholder dialogue organized between the civic and policy makers provided an opportunity to share policy agenda through lobby and advocacy for inclusive policies; as part of this, political and civic actors were provided with the opportunity to meet with regional bodies and discuss common governance challenges.

4.2 [Middle East and North Africa \(MENA\)](#)

4.2.1 [Jordan](#)

[Lead: NIMD Jordan](#)

In 2021 NIMD Jordan's interventions targeted politically motivated youth as the ultimate beneficiary. This segment includes youth, both male and female, between the age of 20 and 35. These are people who wish to participate in the political landscape in Jordan and who demonstrate interest through having been engaged in activities geared towards expression of opinion, public service, or engagement with local CSOs.

As part of LTO 1, four multi-stakeholders' meetings were held between NIMD Jordan and PoD partners to better equip NIMD Jordan to engage on inclusive democratic space through the development of skills that are reused in NIMD Jordan programming and that aim to educate on democracy education and advocacy. The above mentioned activities support NIMD in Jordan in its knowledge and planning for how to conduct its work in promoting inclusive democracy.

For LTO 2, 118 aspiring women/youth leaders were trained. By the end of the programme the youth presented their graduation projects. Attendees included Members of Parliament who were interested to work with the youth to further support their projects. On the same note, relevant to LTO 4, two of these initiatives were proposed and submitted by School of Politics (SoP) participants (i.e. promoting the participation of youth in the local councils & enhancement and development of the central markets in governorates) which led to the development of seven L&A initiatives for reforms. As a final result, five proposed agreements were presented which included: a roundtable with secretary generals of political parties and former MPs that produced a paper of recommendations for political reforms that were submitted to the government, three initiatives by women who participated in the program organized in cooperation with the International Republican Institute - IRI (one was presented to the women affairs committee at the house of representatives, the second one was submitted to the women sub-committee of the Royal Committee and the third one was submitted to the head of the Royal Committee) and a letter with the recommendations by the SoP youth, based on the dialogue session that was held with members of the Royal Committee to Modernize the Political System, presented to the head of the committee.

Concerning LTO 3, eight dialogue meetings were held: 1) an expert round table session attended by 16 persons (Collaboration with Politics and Society Institute), organized in response to the royal call for political and administrative reforms, the attendees included experts and activists in politics, 2) two dissociation sessions, in person with some members of the Royal Committee to modernize the political system for SoP participants, 3) one dissociation session, in person with some members of the Royal Committee to modernize the political and women participating in the program organized with IRI, 4) three dialogue sessions with women MPs personal experience in running for the Parliamentary Elections 2020 and the challenges that accompanied the election campaigns during the pandemic. With women participating in the program organized with IRI, 5) one dialogue session with Minister of Youth and participants of the SoP.

4.2.2 Iraq

Lead: NIMD & WEO

NIMD and country partner Women Empowerment Organization (WEO) have made use of 2021 to pilot a democracy school aimed at training and bringing together youth and upcoming politicians from across the political spectrum. The hope is that this will develop into a network of democrats that can make a real change in Iraq several years down the line.

As this pilot was funded by the Netherlands Embassy in Iraq and UNDP, the PoD budget was used to organize an alumni event in Baghdad, allowing them to interact on their demands for Iraqi politics post-elections and to come up with proposals on how to stay engaged to the programme in the future. In addition, NIMD's Executive Director and Programme & Knowledge Advisors visited the country in the last quarter of 2021, to attend the alumni event, meet with relevant stakeholders and discuss NIMD's engagement in Iraq.

Considering that the democracy school pilot funded was successful, NIMD will continue to build the democracy school in Iraq, as indicated in the PoD Annual Plan 2022.

4.2.3 Tunisia

Lead: CEMI

As part of LTO 1, CEMI has collaborated with its partners to do common work within the PoD program through several online meetings and workshops. Between January and June 2021, the PEA process with its 6 phases was realized and CEMI achieved its target which is the complete realization of its PEA report as a part of the PoD program process. In addition to that, CEMI has actively contributed to supporting the establishment of the new Iraqi School of Democracy (see 4.2.2 above) and ensured the production of policy papers and policy briefs dealing with the question of the political participation of young people, its constraints and challenges.

CEMI also organized two regional meetings: a regional academy and a regional conference. These two meetings enabled a fruitful exchange of experiences between participants from the MENA region and promoted a debate on the obstacles to the political participation of young people resulting in final recommendations provided by the attendees.

Regarding LTO 2, CEMI was engaged in providing training sessions for mixed classes (political and civic actors) of the Tunisian School of Politics (TSoP). For CSO's, CEMI provided experts to increase their capacities from the beginning of the year. By the end of the training cycle, the participants felt that they increased their organizational capacities. Many members got new/better positions within their organization and therefore proved the impact of CEMI's activities on the strengthening of their movements or organizations. CEMI was also engaged in organizing training sessions for participants from the first level class of TSoP and Training of Trainer class in order to sharpen their skills in specific topics and to improve their capacities of lobbying and advocacy and decision making within their parties or organizations. There were 31 women leaders trained and 48 youth leaders trained in total out of 73 participants.

CEMI was also involved in the creation of a [YouTube channel](#) and the establishment of a Youth Council with the purpose of offering women and young leaders participating in training cycles, the possibility to amplify diverse youth and women's voices through different means of communication and new democratic spaces for expressions.

In addition to that, CEMI also organized two seminars (July & October 2021) where several researchers from different countries were invited to participate and discuss the PoD programme and to exchange knowledge with other partners.

With regards to LTO 3, 2 interparty dialogue meetings were held in the first semester with the participation of 8 political parties' representatives for every meeting and 1 interparty dialogue meeting was held in the second semester with the participation of 4 representatives of political parties. A debate was held in the second semester with the participation of 166 representatives of political actors and civic society, 84 female and 80 male in which the CEMI chose themes related to the actual

situation. So in 2021, 20 representatives were present during the 3 Multiparty Dialogue Platform (MDP) meetings realized and 217 representatives during the debates. CEMI also provided a democratic safe space for different political parties to meet and discuss about new agreements to reach. This opportunity made CEMI a safe space that accepts differences and make different political actors go together for dialogues and mediation, because of this, 2 agreements were reached in the first semester during the MDP meetings and 1 agreement was reached for the second semester after the 17 Youth Collaborative Platform meetings held. Concerning the “Couscous Politique” meetings, 3 couscous were held during this year: 1 in the first semester and 2 for the second one. So during this year, 329 participants were present in all dialogue activities realized with 3 agreements reached this year.

Finally on LTO 4, CEMI organized 145 multi-stakeholder dialogue meetings in the first semester of 2021 to be a part of the inclusive policy-making processes at the national level for mixed classes and ToT, and 357 multi-stakeholder dialogue meetings were held in the second semester to be a part of the inclusive policy-making processes at the national level for mixed classes and Trainings of Trainers. It is also important to mention that on 19 December 2021, a CEMI alumni TSoP from JCI organization was appointed to become a part of executive bureau as the general regional secretary of Bouselem.

4.3 Horn of Africa

4.3.1 Uganda

Lead: NIMD Uganda

While working towards the objectives of LTO 1, NIMD Uganda organized its Political Economy Analysis (PEA) in collaboration with AMWA, which was finalized in July 2021 with a final report as a result. Another highlight includes the organization of a staff training on feminist approaches to political inclusion (AMWA) where 7 country office staff of NIMD participated in the training. Staff who participated have shown more awareness of and capacity in feminist analysis and commitment to redress patriarchy in the political landscape. On a similar note, 1 cross organizational peer learning on governance was conducted. 14 participants from 7 organizations were trained on democratic governance (the unique composition of this training is that it brought informal groups like LGBTQIA into these spaces). In addition to that, 10 staff from the country office were trained in dialogue and mediation and a draft fundraising strategy was also developed for NIMD Uganda.

On LTO 2, 2 Youth engagements took place in Fort Portal and Mbarara to improve civic responsibility of young leaders and enhance their professional ethics. NIMD was able to disseminate the Uganda Youth Memorandum to the new leaders of the National Youth Council (NYC) with the aim of carrying on the work of their predecessors and to help the young leaders utilize the advocacy tool. Also, 22 young people (11 young men and 11 young women) were trained on lobby & advocacy, and social movement building and 2 Media engagements were held by the Inter-Party Organization for Dialogue (IPOD) to announce the Summit, and to formally invite the National Unity Party (NUP) and the Peoples Progressive Party (PPP) to join the dialogue platform. The PPP accepted the invitation to join IPOD in a letter dated 7th September 2021. At the media engagement for the Summit, 41 media houses were present.

Regarding LTO 3, 8 dialogue engagements were held (1 Summit, 2 council meetings, 4 Secretaries General meetings and 1 consultative meeting). The IPOD Summit of political leaders was held, and leaders committed to the release of 54 detainees and agreed to organize an inclusive multi-stakeholder dialogue that will include the new parties elected to the 11th parliament. The IPOD Council and

Secretaries General meetings were held to prepare and set the agenda for the Summit, PPP inauguration and discussion procedures for the institutionalization of IPOD. The Summit was held, PPP was formally inducted into the IPOD fraternity, and IPOD was registered as a company limited by guarantee. The IPOD held a consultative meeting to discuss the new IPOD Memorandum of Understanding (MoU) and drafted a provisional MoU that would be shared with members of their respective parties. A total of 54 participants attended the interparty dialogue meetings.

Lastly, three main interventions took place in relation to LTO 4, 1 policy development training of young political actors was held to build capacity of young leaders by equipping them with knowledge and skills needed to effectively engage with decision makers to influence policies, 1 intergenerational dialogue was held to educate the youths on leadership, where 22 youths attended the meeting with 11 male and 11 female participants. This was the first time that NIMD received equal representation of both genders.

4.3.2 Kenya

Lead: Mzalendo & NIMD

For LTO 1, Mzalendo, AMWA and NIMD jointly developed the Political Economy Strategy Notes, Calls for Proposals and Consultants Interviews; Jointly hosted a virtual study focusing on youth and women's participation in political processes. The outcome from FGD was the research findings report that informed the 5-year Programme, the Power of Dialogue. Mzalendo also hosted a virtual parallel session in the Regional Women's Political Leadership Convention. Held 8 period meetings – on inception, to discuss baselines report, to jointly plan for activities. Mzalendo staff members also participated in AMWA's Gender Transformative Approaches Training on 5th, 12th and 19th October 2021. It was a peer learning session that created a space for mutual learning on gender transformative approaches. This target was achieved through cross-organizational transfer of knowledge. Mzalendo staff trained on Lobbying and Advocacy to enhance input into key policy processes. Mzalendo was invited to facilitate a learning session on Private Member's Bills, drawing on experiences from Kenya, a webinar hosted by Parliamentary Network Africa.

As part of LTO 2, Mzalendo facilitated a one-day 'Power of Dialogue -Movement Building forum' in Kisumu County to train on electoral preparedness. An intermediate outcome was the creation of an online support group for all the 35 women participants (aspirants) from Kisumu County. Secondly, Mzalendo addressed 50 women at the Chama Women Leaders Convention on 31st August 2021 in a bid to strengthen the leadership capacities of Chama women and young women to organize as leaders and participate in local development initiatives. This target was achieved, only falling short of 15 participants. Firstly, 8 regional forums (MePAW Series) targeting youth and women aspirants and current leaders from the 47 counties were held jointly with Media Council and MePAW to disseminate research findings on barriers to the effective participation of women in politics. Secondly, a movement building session, attended by over 25 women, from different political parties held in Kisumu provided an entry point to disseminate research on women participation and barriers to effective participation. Thirdly, 8 regional forums, targeting youth and women aspirants and sitting leaders, from the 47 counties was held to disseminate research findings on barriers to effective women participation, cost of politics and media bias.

Additionally, in partnership with KYPA, Africa Young Parliamentarians Network (AYPN) and the Kenya Young Members of County Assemblies Association (KYMCA), Mzalendo hosted a Tweekchat on

International Youth Day (12th August 2021) and there was also a dissemination of the Cost of Politics Report at 8 Regional Forums – the meetings were attended by key political leaders from the respective counties. Data disseminated was disaggregated on regional basis.

A series of 8 Women in Politics and Media engagement was also implemented as part of LTO 4, where campaign financing and cost of politics research has been disseminated. Secondly, a social media campaign on campaign financing, with special focus on how cost of politics/high campaign costs impact women has been undertaken.

In 2021 Mzalendo Trust participated in a thematic dialogue with the secretariat and parliamentarians at the East African Legislative Assembly (EALA) in Arusha. Mzalendo made a presentation to the South Sudan National Legislative Assembly Women MPs.

The African Parliamentarians Network Against Corruption (APNAC) Caucus Retreat was held on 15th – 18th September 2021 at Windsor hotel, Kiambu County under the theme: Building Synergy Between Parliament and Key Stakeholders in the Fight Against Corruption. The main purpose of this retreat was seeking to find ways to curb corruption as a joint effort between parliamentarians and CSOs. This had led to an improved relationship between the Parliamentary Budgetary Office and CSPEN.

4.3.3 Ethiopia

Lead: NIMD Ethiopia

The NIMD Ethiopia activities were geared towards capacitating instrumental democratic institutions including national parliament, Caffee Oromia and the National Election Board of Ethiopia (NEBE) with the ultimate objective of making the mentioned institutions more responsive to their stakeholders and supporting and capacitating youth and women to claim their appropriate place in the political arena. The ambition to include at least one more regional legislature to the programme did not materialize due to the security situation, the state of emergency and other administrative matters.

In regard to LTO 1, NIMD staff have not received capacity building trainings in 2021. The planned capacity building activities were not materialized due to the crisis in Ethiopia and coordination issues. However, NIMD provides trainings and capacity building activities to boundary institutions, mainly Caffee Oromia and House of People’s Representatives (HoPR) on M&E (23), Financial management (26) and legislative drafting (37).

Under LTO 2, NIMD also supported the meeting NEBE organized with CSOs and political parties on the need of women and youth political participation in light of the national elections that was held in June and September 2021. 50 people attended the meeting including Board members of NEBE.

The idea of this intervention is to enable youth and women in political parties to be valuable members of their party and get promotion to the leadership level by providing trainings like EDAC and follow up targeted trainings to boost their knowledge and change their leadership skill and behavior. The activities have happened. Although these activities have been financed by the EU (between January and August) and USAID/OTI (between November and December) in 2021, their continuation will be funded under PoD in 2022. The current trend does not show that parties having regular discussion agenda regarding inclusion. Thus, NIMD aims to work to ensure that the culture of parties to include youth and women and their needs are regular agenda items in the discussion of the parties. By the end of the programme NIMD hopes to enable political parties to have culture of regular discussion to change policy, policy implementation and to influence design of agenda and policy to be

inclusive/show divers' interests of youth and women and their other needs (disability inclusion, social minority agenda inclusion, etc.).

With regards to LTO 3, NIMD organized activities that will help trust among political actors by supporting the Ethiopian Joint Political Party Council (EJPPC) which is a foundation to do more in the area of building collaboration among political parties, political parties with DIs and with CSO. As part of that support, NIMD supported and facilitated the general assembly of the JPPC and the annual planning of the activities in collaboration with NEBE.

On LTO 4, NIMD's training for HoPR on legal drafting manual has been attended by 37 experts drawn from HoPR, PM office and attorney general office. In addition to that NIMD supported the induction of the newly appointed MPs by covering expenses of 4 experts with immense expertise on constituency engagement, legal drafting and communications skill. On top of that, NIMD supported the national house in providing expertise support on oversight procedure manual.

4.3.4 Sudan

Lead: NIMD

As indicated in the PoD 2022 Annual Plan, NIMD's programming in Sudan remains uncertain at this stage. The original PoD planning was counting on the prospects of building on a wider EU-funded project, that unfortunately did not materialize. In addition, the latest political development, combined with a crowded democracy support field, have led NIMD to pause its investment in Sudan. Therefore, no activities were implemented yet in 2021.

However, Sudan remains a country targeted by the PoD programme, through the regional approach implemented by AMwA, starting with a PEA conducted in the last quarter of the year. Using a feminist lens, the study explored the political economy and incentive structure in Sudan that shapes civic and political actors' behavior and relations, primarily focusing on the role of political actors in influencing the participation of women and youth political and civic leaders in the political processes of Sudan. The study sought to identify approaches to support aspiring youth and women political and civic leaders to become influential and visible actors of change in a bid to strengthen the democratic transition in Sudan.

The findings of the PEA report demonstrate that in as much the Sudan context is complex there is a great need and opportunity to strengthen women's and feminist movements and organizations to act, organize and mobilize collective voice and action in political processes. This is validated by the enduring women's movement and the new wave of women, youth and feminists who led the 2019 Revolution and continue to lead the protest against the militant government. Due to the coup of October 2021 by the military regime finalisation of the PEA study and report delayed however following the study AMwA has mapped out entry points for engagement.

4.3.5 Regional approach

Lead: AMwA

In 2021, AMwA implemented several activities under LTO 1, contributing to strengthening the capacity of CSOs in influencing state and non-state actors. AMwA engaged in 20 regional preparation activities

to create operational spaces for the consortium, some of the preparation meetings included: PEA inception meetings with Mzalendo Trust and NIMD Uganda, Baseline consultation and work planning with NIMD Hague, MEL planning meetings with Hague and Indicator setting with Mzalendo Trust as well as consultation meetings with NIMD Ethiopia, SIHA Network and the National Sudanese Women's Movement. There was also collaboration for a joint press statement to expand civic space in Uganda that was sponsored by AMwA and collective efforts to identify alternative approaches to advocacy as well defend human rights defenders in the country. Furthermore, AMwA also trained 27 consortium partner staff and local partners from NIMD Uganda, Mzalendo Trust, NIMD Ethiopia, UN Women Ethiopia, Young Women's Christian Association Ethiopia (YWCA Ethiopia) CEMI, GORIN, the National Sudanese Women's Movement, Young Wo and AMwA's local partners in Gender Transformative Approaches training. AMwA also developed its partner's capacity in feminist advocacy and monitoring, evaluation and learning.

As part of the LTO 2, AMwA supported the PEA process for Kenya and Uganda with key strategic partnerships in NIMD Uganda and Mzalendo Trust. Results from both PEAs have enhanced evidence-based advocacy for not only the implementing partners but also being utilized by other actors to increase the capacity of youth and women in engaging in democratic and civic processes. AMwA also conducted a PEA of Sudan which will inform its engagement and collaboration with other actors invested in advancing women and youth political participation in Sudan. It developed relationship with key actors including the National Sudan Women's Movement as well some key figures such as Alaha Salah. AMwA further conducted a feminist and transformative leadership training for 25 women and youth political leaders in Uganda. As a result of the training, representatives from the women's leagues of the six political parties in Uganda, both ruling and opposition, established an inter-party women's platform through to collectively create an enabling environment for women political leadership. Participants in the initiative developed a series of recommendations to be adopted by their parties in the short and medium term to ensure promotion of women into leadership positions. This joint framework lays a foundation for many more collaborations among representatives from different political parties in Uganda in advancing women's participation in political leadership. AMwA created an opportunity for diverse civic and political actors from across Africa to deliberate on key drivers of women's participation in political and decision making spaces in the region and how to strengthen democratic governance. Sixty nine (69) political and civic actors from across Africa participated in this virtual engagement. Key recommendations were to create a fund to support women political leaders and devise special support mechanisms for persons with disability.

On a similar note, AMwA in partnership with the Interparty Youth Platform organized a dialogue and radio talk show aimed at galvanizing youth efforts towards the realization of gender justice and inclusive governance in political spaces through holding the IYOP dialogue and events. The hybrid dialogue alone converged a total of 137 participants offline and online following IYOP developed a communique recommending the young women's participation in political leadership increasing female youth participation in politics were developed by youth leaders. A communique was developed. AMwA also worked with NOWIP. Likewise the L&A advocacy strategy was developed in 2021 and will be finalized in Q1 2022. There were no L&A campaigns regional campaigns conducted. However, AMwA conducted a number of activities to foster advocacy for women and youth political participation in the region. These activities include: WPL regional convention, post International Women's Day dialogue with FEMNET and the Intergenerational dialogue with NOWIP and IYOP. Through the Regional Women's Political Leadership Convention AMwA convened over 500 women and young women political and civic actors to deepen reflections on the current state of women's political leadership and

generate bold ideas for transformative change. AMwA also participated in the Women's Political Participation (WPP) dialogue with the EAC Secretariat and EALA Members which was hosted by FEMNET, Mzalendo Trust and sister organizations in November 2021. AMwA is also supporting the development of the East African Legislative Assembly (EALA) Women's Caucus strategic plan for 2022 - 2027 and continued to participate in various regional engagements aimed at enhancing feminist and women's political leadership. In November 2021 the Africa Union and Heads of Member States adopted the Position Paper on Positive Masculinity which was developed by AMwA as the Gender, Governance and Leadership thematic lead in the Gender is My Campaign Agenda.

For LTO 4, AMwA in partnership with the Network of Women in politics (NOWIP) conducted an Intergenerational Post-Independence Day dialogue. This event created a reflection space for a total of 51 political and civic leaders who included members of parliament, councilors and national CSO leaders to discuss and strategize transformative approaches to advancing women's agency in Uganda's political processes. Similarly, through the Regional Women in Politics convention, AMwA attracted diverse partners and actors from Kenya, Sudan, Ethiopia and the rest of Africa to facilitate meaningful discussions for widening participation of women and youth in democratic processes. AMwA has also continued to collaborate with partners and civic actors to influence and participate in legitimate and accountable political processes, for example, given the shrinking civic space context in Uganda, AMwA also took the lead to organize a number of civic space engagements among 10 key CSO leaders in Uganda to foster dialogue, collective action and advocacy among other CSOs as a way to strengthen civic space in Uganda. Similarly in partnership with NIMD Uganda, AMwA developed a joint Lobby and Advocacy Strategy which will inform its engagement in Uganda and will be disseminated to influence other actors of change.

4.4 Southern Africa, Latin America and Asia

4.4.1 Mozambique

Lead: IMD Mozambique

Strengthening staff capacities is an essential requirement for the achievement of LTO 1 and to ensure quality in the implementation of its programmes, which is why IMD has invested in training 8 staff members benefited in project management (2) and in English language (6). IMD staff also benefited from a NIMD training on the Gender Roadmap for Inclusive Political Parties (GRIPP), with the aim of providing the staff with knowledge and tools to train, sensitize and influence political parties for the increase of women in elected democratic parties and institutions.

For LTO 2, the Women's Political Academy, formed 2 (RENAMO and MDM) of the 3 planned women's leagues, therefore excluding Frelimo, because was not available to participate on this trainings. In this context, where planned 3 L&A activities for making the political system more inclusive. In coordination with the women's leagues of the political parties, the Academia *Política da Mulher* supported the training of women from the women's leagues of the RENAMO party and the Democratic Movement of Mozambique, in which 25 national and local MDM leaders and 15 RENAMO league members participated. The main objective was to provide women in the leagues with tools that can contribute to improving their capacity for political lobbying to allow the increase of women in parliament and in the Provincial Assemblies, in a context in which RENAMO has reduced the number of women in parliament and MDM did not secure any seat for women in the last elections. In addition to this

strategic theme, the training also included sessions on the Constitution of the Republic and the decentralization framework, where opportunities for women in the context of local governance were highlighted. In parallel with the training, there was space for women to reflect on the quality of their involvement in intra-party decision-making processes and their influence on these. In this chapter, the internal debate intended to create a basis for internal discussions on the institutionalization of the quota policy for the 2023 and 2024 elections.

To achieve results for LTO 3, two dialogue sessions were held involving the 3 parliamentary political parties, 9 representatives of civil society organizations and women (in particular) from the women's leagues of political parties, academics, university students and religious entities that are members of the Christian Council of Mozambique. In total, 73 people participated, among these 53 women and 20 men. These sessions were held in the provinces of Nampula, Beira and Gaza, and aimed to discuss how each political actor could act to contribute to the qualitative and quantitative improvement of women within political parties and as elected in local representation bodies.

The events also served to lobby politicians to involve women in the Peace and National Reconciliation processes, as they can influence the taking of measures in favour of the vulnerable without a voice and who are affected by the conflict. Indeed, women continue to be marginalized in formal peace and security processes and are continually subjected to the scourge of sexual and gender-based violence in conflict and non-conflict situations.

As for LTO 4, one activity was carried out by the *Academia Política da Mulher*, in partnership with the Embassy of the Kingdom of the Netherlands. This was a high-level meeting between diplomatic missions and women's leagues of political parties, with the aim of exchanging experiences in the scope of women's political participation and contributing to stimulate joint reflection on the different contextual dynamics of women's political participation. In addition, members of the Assembly of the Republic, leaders of the Provincial Assemblies, representatives of civil society organizations, religious entities and academics also attended the event.

4.4.2 Guatemala

Lead: NIMD Guatemala

As part of LTO 1, NIMD Guatemala developed an online training plan to orient staff on the main objectives, organization, operation, norms and policies. The trainings took place from September to December, and 31 people from the central, territorial, administrative, financial and technical teams participated. The topics were: outcome harvesting approach, crisis management guide, tools for multiparty dialogue, Gender Policy, Integrity Policy, Sexual Abuse and Harassment Policy, Special Verification Intendancy (IVE) Guidelines, Internal Performance Evaluation, Service contracting and procurement processes, and more. The implementation of the training plan increased the staff's knowledge and put into practice analysis and reflection skills, since after the sessions, evaluations and exercises were elaborated, such as the formulation of observable changes according to the *outcome harvesting* approach and these were collected in a consolidated document. In October, internal meetings were held with the NIMD Guatemala team and NIMD HQ to complete and pilot the organizational scan (see section 5.3 below).

Under LTO 3, in the second half of 2021, alliances were built with three organizations led by women: *Moloj*, *Mujeres Transformando el Mundo* (MTM) and *Unidas*. *Moloj* was supported in the construction of a roadmap for the articulation, dialogue and generation of legislative agenda from indigenous women, to achieve this objective, regional meetings were held (4) and national (1) generating direct

communication between MPs and indigenous women. This Roadmap for the Political Articulation of Indigenous Women represents the beginning of an advocacy process that Moloj intends to continue in 2022, generating actions for dialogue and legislative initiatives.

From May to October, 15 dialogue sessions were held with multi-party youth representatives of Guatemalan political parties, including UNE, Todos, Valor, URNG Maíz, Winaq, Podemos and Movimiento Semilla. In this process, they discussed leadership, democracy, municipalism, access to public information, citizen participation, political communication, these issues derived from a prioritization and planning for 2021. Likewise, a board of directors of the "Multiparty Youth" space was created with members from different parties and virtual regional dialogues were organized in order to create spaces for reflection with more youth from the different departments of the country on relevant topics for the construction of democracy.

In addition for LTO 4, the "Manual for the creation of a civic citizen brand" was created, which derived from a study that gathers the essential aspects for the creation of a brand that represents the ideals of an organization and/or civic or citizen movements and presents in a practical and friendly way the steps to follow for the construction of a civic citizen brand. This manual is available in printed version and has been socialized with target audiences that carry out advocacy and lobbying, among them the members of *Juventud Multipartidaria*.

Likewise, "systematization of data for oversight" is a study that documents the various forms legally established to exercise political control and oversight from the Congress of the Republic of Guatemala and analyzes the exercise of oversight carried out by three deputies on issues of interest to the population, including the response capacity of public institutions to address violence against women and sexual violence; actions taken to guarantee the right to health in the context of the COVID-19 pandemic and the crisis caused by the violation of the right to food security.

4.4.3 Colombia

Lead: NIMD Colombia

With regards to LTO 1 and within the framework of the National Strike, NIMD and Ideemos designed the Citizen Panel methodology to promote citizen deliberation, 66 municipal governments, from the Democratic Centre party, were trained in the use of the methodology; however, the first 3 pilots will be carried out until 2022. In 2021 NIMD Colombia also promoted the development of the Diploma in Policy Innovation taught by *Asuntos del Sur*, which will train 15 members of the NIMD Colombia team and 15 colleagues from the remaining 4 NIMD offices in Latin America (Guatemala, Honduras, El Salvador, Venezuela), Kenya and The Hague. This training will start in February 2022.

For LTO 2, 837 young people were trained through different interventions. NIMD Colombia developed the implementation of 8 Schools of Dialogue, Innovation and Leadership (EDIL) in 6 departments (Tolima, Cauca, La Guajira, Córdoba and Valle del Cauca) where the capacities of 165 young people were strengthened. Similarly, 466 young people from Colombia's departments¹³ participated in 23 workshops for pre-candidates to the Municipal Youth Councils, conducted jointly by NIMD and the Ministry of the Interior. In addition, 128 young people from 6 departments attended 8 workshops conducted collaboratively by NIMD and the International Republican Institute (IRI). In addition, the POD team technically supported the implementation of 4 training processes with 4 political parties, attended by young women³⁹. And, the development of 3 Women's Political Empowerment Schools in

3 departments, attended by young women³⁹. In total, 837 young people strengthened their skills through the processes described above. In this regard, 3 out of 29 of the young people from the departments of Córdoba, Cesar and La Guajira, who attended the Democracy Schools, were candidates for the Municipal Youth Councils. were 3 elected, 19 of the 114 young people from the departments of Tolima, Cauca and Caquetá, who attended the Democracy Schools, were candidates for the Municipal Youth Councils. were 12 elected and 6 of the 12 young people from the department of Valle del Cauca, who attended the Democracy Schools, were candidates for the Municipal Youth Councils were elected.

Similarly for LTO 3, Demolab carried out three multi-stakeholder dialogue initiatives in 2021, through 43 multi-stakeholder dialogue meetings: Council to the Street (2 spaces for face-to-face dialogue, held in 2 of the most critical points of the mobilization of the National Strike), Council to the House (40 virtual meetings between 40 councilors and 360 citizens, to address the challenges of land use planning in Bogota and nurture the debate on the draft Land Use Plan), Itinerant Citizen Assembly (70 citizens, randomly selected, deliberated for 2 days, in 7 commissions and a plenary session, on the 7 thematic chapters of the draft Land Use Plan), the 2 Council to the Street sessions were also developed at the request of the Bogota Council Board of Directors, as a strategy to increase trust between this political actor and the protesting civic actors.

The 40 sessions of Concejo a la Casa and the only (two-day) session of the Itinerant Citizen Assembly were developed in response to the presentation of the draft Land Use Plan by the Government of Bogota to the Council. Demolab, through Concejo a la Casa and the Itinerant Citizen Assembly, identified, systematized and analyzed 1130 citizen contributions. Eighteen novel contributions and 20 critical contributions to the proposed land-use plan presented by the Government of Bogotá were identified. However, about 40% of the contributions were not oriented to the purposes of the plan.

16 commitments were assumed by the same number of councilors, one for each one. The commitments acquired are understood as agreements between the councilmen (political actor) and the citizens regarding the reform agenda, since they were aimed at modifying the articles of the draft agreement of the Land Management Plan.

The actions of the LTO 4 trajectory will begin in 2022.

4.4.4 Myanmar

[Lead: MySoP](#)

As explained in the first parts of this report, the PoD programme in Myanmar was heavily affected by the coup that took place in February 2021. Therefore, the scope of activities was significantly adjusted compared to the initial planning, as summarized in the below overview.

As part of LTO 1 and due to programme 're-strategizing', CSO networks that were continuing to support democratic actors and processes in Myanmar (both inside the country and in Thailand) were identified and engaged with, thus creating awareness and the engagement amongst the network of organizations working for Myanmar from Thailand. Similarly, alumni networks from past activities were mapped out and observed through safe and secure channels facilitated by MySoP to assess the willingness to participate in future activities. Lobby and advocacy initiatives were also identified in parallel with mapping out the post-coup activities of other like-minded CSOs to assess any future contributions that MySoP can make in the future.

For LTO 2, the MySoP team engaged in a number of preparation activities to carve out a roadmap for how trainings should take place in the coming years and reach out to potential participants. Since preparation activities were able to be carried out remotely with individual staff outside of the country, the targeted amount of 10 activities under IOI 2.3 was mostly achieved. Our internal digital safety rules are not very explicit yet and we are still planning to have the digital security training, which will also feed into the guidelines. The democracy school curriculum is also still in the process. Alumni networks from past activities were also mapped out and observed through safe and secure channels facilitated by MySoP to assess the willingness to participate in future activities.

In regard of LTO 3, the MySoP team engaged in a number of preparation activities to contribute to increasing the capacities of democratic political actors at the sub-national level. Since preparation activities were able to be carried out remotely with individual staff outside of the country, the targeted amount of 6 preparation activities under IOI 3.1 were partly achieved. Security measures and methods of communication are not yet solidly established as we have not chosen, which platforms to use. The curriculum revision also still in process.

Lastly for LTO 4, the MySoP team engaged in a number of preparation activities to contribute to the resiliency of civil society networks continuing to work for Myanmar's democracy and development from outside of the country, which include: Identifying contacts at existing CSOs in and outside of Myanmar that are supporting democracy/electoral processes in Myanmar, establishing relationships with CSOs that are working to strengthen democratic space in Myanmar, collating data on existing lobby and advocacy initiatives amongst CSO and alumni networks, engaging alumni in and outside of Myanmar in a safe a secure manner to gauge potential target groups and exploring potential locations for physical meetings if possible or establish consistent channels of online communication.

5 Global level results

5.1 Learning agenda

The PoD Learning Agenda is founded on two overall strands: the thematic learning linked to the four Consortium member's area of focus and expertise, and the formulated specific learning questions that relate to the (four pathways in the) ToC. Within these, the concept of Adaptive Programming is operationalized as this determines the way to review and adapt, and therefore shapes the learning process and cycle. All in all, the key lessons on learning from the evaluations of DfS and SPDD are also taken into account and weaved through this approach.

5.1.1 Thematic learning

- *Feminist leadership development, research, documentation and policymaking*

AMwA organized a training on Gender Transformative Approaches with representatives of consortium members and partner organizations from Kenya, Uganda, Sudan, Ethiopia, Tunisia and Senegal and Netherlands. The training took place on 5th, 12th and 19th October, and created a learning space for participants to adopt and apply Gender transformative approaches as a means to achieving gender equality in their specific country and programming contexts. The outputs were a training report, and

jointly developed action plan to integrate gender transformative approaches in the Power of Dialogue programme. Moreover, a learning paper on gender transformative approaches to women's political leadership will be developed for publishing and circulation on the Knowledge Hub.

- *Innovative tools and strategies to engage youth in decision-making processes*

CEMI organized a conference in Hammamet Tunisia on 15-16 October on Arab Youth and Political participation: Contexts, issues, challenges, and comparative experiences. Various experiences and sub-topics were discussed with several international speakers from the MENA region.

- *Tools and strategies for conflict prevention, peacebuilding and regional L&A*

GORIN produced a research on institutional stability in the Sahel, and subsequently organized a multi-stakeholder dialogue seminar and an annual symposium to strengthen alliances with Civic Groups at national and regional level. The overall aim was to set the stage to lobby ECOWAS and G 5 Sahel to exercise their strategic influence on governments to comply with policies and international legal framework with respect to the promotion of women and youth's voices in peacebuilding and conflict prevention and political decision-making.

- *Policies and practices on trust-building and dialogue, and international L&A*

NIMD invested further in its thematic lead role around dialogue and trust building. This started with setting up a dedicated Dialogue & Trust-building team within NIMD Headquarters to support the PoD network, which is now up and running. This team has implemented several interventions to support the PoD network on dialogue and trust-building, including:

- the multi-day training course 'Introduction to Political Dialogue' for all new PoD staff accessible in English, French and Spanish;
- the 'Just Talk' learning report, which discusses all the successes and failures of dialogue and trust-building based on 5 years of external evaluations on NIMD's dialogue interventions;
- Several 'Talking about Dialogue' sessions, showcasing new and existing approaches to dialogue from within the PoD network and outside of it. Sessions included 'Engaging with religious actors' and 'Why women have (no) influence in dialogue'.

On the International Lobby and Advocacy activities, please see the dedicated section under 5.4 below.

- *Overall thematic knowledge support and dissemination*

NIMD as coordinating knowledge lead is responsible to bring the different themes and strands together. A key role in supporting this is for the Knowledge Hub, originally an NIMD resource that is now available for the full PoD consortium as online resource and repository of knowledge. In addition to supporting communities of practice, hosting and sharing resources, the consortium members are also supported in their thematic work by linking to other programming experience in NIMD, especially related to Women Political Participation, Youth in Politics and Responsive Political Actors. These are all key knowledge themes for NIMD that benefit the PoD consortium as well. For instance the Political Economy of Youth Participation report reviewed all PEAs to capture the different barriers for youth participation and the lessons learned on this from the network.

Moreover, by request of the Consortium Steering Committee, the PoD Secretariat organized 'the month of Democracy Education' in November, consisting of weekly online sessions involving the entire

network. This learning month aimed to offer a learning space to exchange experiences and best practices in setting up democracy schools in four different contexts:

The first case was presented by NIMD's Country Office in Guatemala, who sets democracy schools for existing politicians and young people, with special attention for the inclusion of women and indigenous people and they use dialogue as a key tool across their democracy schools.

The second session was presented by AMWA, which has a feminist leadership Academy aiming to create a new generation of African women leaders. AMWA presented their gender transformative model for political leadership.

The third case was shared by our long term and strategic partner CEMI, which is instrumental in supporting the network in setting up a number of Democracy Schools around the world. CEMI continues to invest in a new generation of leaders to be able to practice a new brand of politics.

Finally, the last case was presented by former NIMD partner Eastern European Centre for Multiparty Democracy (EECMD), which has a long hand experience in setting up democracy schools in Eastern Europe and Central Asia. EECMD presented their holist approach in democracy education and their continuous search for innovative approach for democracy education.

The learning experience focused on various areas such as the target group (selection criteria, profiles, politicians and CSO activists), the offer (curriculum, coaching, network and hands on experience, access to politicians and decision making) and how to make use of the alumni network.

5.1.2 ToC Learning Questions

Out of the list of learning questions that relate to the ToC, and more specifically the four related Pathways of Change, the Consortium in its first year focused concretely on the following activities for each pathway:

- *Pathway 1. To what extent and how are Consortium, partner networks and local civil society organizations effective enablers of change?*

One important activity to support this main learning question has been the capacity scans done conducted in 2021. They form the basis to strengthen the Consortium partners to effectively support the targeted change. By assessing the core needs and current state of capacity of these partners based on a breadth of capabilities, the preconditions can be supported to allow them to become effective enablers of change. More details on this are provided in section 5.3 on Capacity strengthening.

Additionally, in early 2021, the Dutch Knowledge Platform for Security and Rule of Law (KPSRL) opened a call for proposals under their Knowledge Management Fund (KMF). NIMD responded to this call with a research proposal under the theme of 'asymmetrical power relations' in its operations and programming. The first case study focused on relations within the Power of Dialogue consortium, specifically the relationship between GORIN and NIMD. The findings and potential action points will be discussed within the PoD Consortium in the first semester of 2022.

- *Pathway 2. To what extent and how are aspiring young and women political and civic leaders becoming influential actors of change?*

Building on the lessons from SPDD and DfS programme evaluations, the subject of women's political participation remains a key priority for NIMD to be better supported and monitored. The Women

Leadership and Participation for Peace (LEAP4Peace) programme that NIMD is implementing with IN another consortium, offers great opportunities for cross-fertilization and exchange of lessons. The core knowledge product 'Pillars for Peace', which originated from the LEAP4Peace programme, has been supplemented by and shared with partners in PoD. The research [paper](#) examines the roles that women and women's rights and women-led civil society organizations have played in peace and democratic processes in 7 countries (Burundi, Colombia, El Salvador, Guatemala, Honduras, Myanmar and Uganda) and draws key recommendations for national and international stakeholders.

- *Pathway 3. To what extent and how are political and civic actors collaborating peacefully on the basis of trust?*

As part of the efforts to better document and collect experiences on building trust between political actors, but also between political and civic actors, NIMD initiated an action research in support of the PoD programme to evaluate the range of dialogue and trust-building interventions from the last few years. This resulted in the Just Talk report, evaluating five years of political dialogue and trust-building. It highlights the successes, failures, and lessons learned about the political dialogues NIMD facilitates and is built on all the (external) evaluations done between 2015 and 2020. It shows that dialogue interventions are not 'just talk' but make meaningful contributions to democracy. However, this approach needs continuous reflection and adjustments. This report was and will be used to showcase and structure the range of interventions so it acts as key resource for the PoD network and partners.

- *Pathway 4. To what extent and how have political and civic actors strengthened democratic space?*

The learning activities under this pathway have been forced to focus first on a halting of the rapidly shrinking democratic space around the world and in the programme countries. A good example was the analysis report NIMD developed with L&A partner EPD on 'Repression and Resilience – Diagnosing Closing Space Mid – Pandemic'. The [study](#) illustrates how democratic space was affected by the global pandemic, drawing on case studies from Burundi, Colombia, El Salvador, Guatemala, Honduras, Indonesia, Kenya, Uganda and Venezuela, as well as the wider research community. The research points to the important role of country-specific political developments and other concurring crises in defining the impact of the global pandemic on each country's democratic space. Across case studies and other literature, we find that the pandemic has aggravated and accelerated existing trends of democratic backsliding. Authorities have been hiding behind pandemic management to further clamp down on civic space, create an uneven level playing field, and undermine the system of democratic checks and balances.

5.1.3 Embracing Adaptive programming

Learning is closely linked to the process of making programme adaptations based on the basis of evidence gathered from (updated) PEAs, from ongoing monitoring and backstopping, and from dedicated results monitoring data, in particular Outcome Harvesting.

Following the development of the PoD Learning Agenda in the first semester of 2021, the focus has been mainly on developing and establish a common language, knowledge, tools and skills around **adaptive programming** across PoD partners' network. The starting point for this are the now developed country PEA and baseline studies for all programmes, and their related Actor-Based Pathways of Change (ABPoC). This huge investment over the first implementation year is the foundation to work with adaptive programming. Regular and rigorous monitoring, checking and

learning then needs to take place so that programme development is adjusted, while navigating a changing political context in order to ensure sustainable change.

Throughout 2021 the Consortium has built these foundations and promoted the concept of adaptive programme management in the country programmes and with the partners. Moreover, an updated annual programming cycle, with related formats and guidelines has been developed. There are now two defined moments designed to accommodate adaptations and learning: right before the new annual planning cycle starts (September), and a Programme Review and Results Reflection (April). Outcome Harvesting data is used to match Actor-Based Pathways of Change ambitions and assess if change is happening, interventions are effective, and assumptions in the TOC hold.

In 2021, a training cycle on how to approach PEA based on NIMD's model was organized to explain, update and refine this process in all countries. It focused on explaining the process of going from making a PEA report, to applying the PEA Implications for Programming Tool session, and finally the PEA Strategy Note. In addition, the method of Outcome Harvesting has been explained and rolled-out via several online trainings, and is now used also for results monitoring. The further details of these are to be found in the PME Section of this report below.

5.2 Planning, monitoring and evaluation

The global PoD PMEL activities of 2021 were heavily focused on supporting Consortium Partners, country offices and partners in developing the baseline study and finalizing the inception phase deliverable, including PEAs, contextualized ToCs, review of the indicator framework and the development of Actor-based Pathways of Change (ABPoC). Additional support was provided on the Outcome Harvesting (OH) methodology.

In order to receive quality inception phase deliverables, the PoD Secretariat delivered and facilitated 2 sets of online trainings, totaling 9 sessions for all in-country PoD programme staff and M&E focal points, as listed below.

1. PoD PME training:

- Introduction to PoD PMEL system (04-03-2021)
- Indicator framework and baseline study (11-03-2021)
- Actor-based Pathways of Change (18-03-2021)
- ProjectConnect for PMEL (25-03-2021)

2. NIMD OH for monitoring training:

- 2.1 Introduction to Outcome Harvesting (20-05-2021)
- 2.2 Harvesting and Reporting Outcomes (27-05-2021)
- 2.3 Harvesting and Reporting Outcomes Feedback Session (03-06-2021)
- 2.4 Outcomes Use and Analysis (08-06-2021)
- 2.5 Substantiation (15-06-2021)

The trainings were found useful and evaluated very positively (based on Menti polls and evaluation forms after all sessions).

In addition to the trainings, five open Q&A sessions on the inception phase deliverables were held in July. On top of that, each country team has participated in at least one 1-on-1 online support session with PMEL team. Subsequently the PMEL team provided extensive feedback on each of the inception phase deliverables before final versions were successfully submitted to the MFA.

In addition, the PoD Secretariat developed a number of guiding documents, including OH guidelines for monitoring, reporting templates and indicator reference sheets. The Secretariat also provided input to institutional processes that support the PoD programme reporting, implementation and outcomes, including:

- Set-up of a new information management system (ProjectConnect);
- Formalization of organizational procedures and processes, including PMEL processes (in light of ISO certification, multi-annual plan and the reorganization);
- Monitoring and evaluation tools for Democracy Education interventions.

5.3 Capacity strengthening

Within the POD programme, the Consortium Partners committed themselves to strengthening the capacity of the network as a key objective to ensure they are effective enablers of change. The first year was used to implement a capacity building trajectory aimed at strengthening southern leadership of the different partners in the Consortium, while also securing better quality and successful implementation of the programme. To this end, a large-scale capacity building scan process for all PoD partners and country offices was developed, covering both institutional capacities and thematic expertise.

The first round of capacity scans were conducted in the second half of 2021 through in-depth online sessions with all NIMD country office teams. On the institutional component, the capability areas reviewed related to PMEL, safety and security, sustainability and operational set-up. With regards to the thematic component, the scan reviewed the key knowledge theme capacity and experience to assess current knowledge levels. The scan identified that although all offices work on women's political participation, the general knowledge and capacity on this theme is still relatively weak.

This analysis offer the opportunity to better tailor the different capacity areas per partner. Based on the results of the scans, each country office has developed a capacity development plan, which in turn informed the development of a global support programme to be implemented by the Consortium from 2022 onwards.

5.4 International Lobby & Advocacy

The PoD ILA approach relates to targeting relevant international actors to build support for the Consortium's objectives, and to link the country and region-based work from LTO4 to international (external) pressure points. This means country analysis and programme results need to be linked to an overarching strategy to influence actors and policies. In parallel, a dedicated global strategy for advocacy is needed that links to the PoD approach and objectives, and to the learning agenda and thematic priorities.

As indicated in the PoD Annual Plan 2022, a joint ILA strategy for the PoD Consortium is currently being developed to ensure a more integrated and efficient approach in the coming years. In the meantime, NIMD HQ initiated a number of activities to address the above-stated LTO4 objectives, which are summarized below:

Diagnosing Closing Space Mid-Pandemic

The past decade has been challenging for democracies worldwide. In fact, many experts point to a trend of ‘democratic backsliding’ or ‘autocratization’, characterized by continued attacks on democratic space. The COVID-19 pandemic has further complicated the picture. Overriding public health concerns often forced authorities to implement drastic measures. Yet, the crisis has also forced governments to tread a thin line between admissible health measures and the blatant abuse of emergency powers, to the detriment of democratic space.

Based on this context, NIMD has teamed up with the European Partnership for Democracy to launch a new paper called [Repression and Resilience: Diagnosing Closing Space Mid-Pandemic](#). The paper illustrates how democratic space was affected by the COVID-19 crisis, drawing on case studies from Burundi, Colombia, El Salvador, Guatemala, Honduras, Indonesia, Kenya, Uganda and Venezuela, as well as the wider research community.

Roundtable on democracy and governance in Mali: which political answers at the European level?

NIMD organized a small restricted online meeting on new responses that the European Union and its member states can make to the Sahel crisis, prioritizing governance issues over the security approach. The panel of keynote speakers included Mrijam Tjassing, former NIMD Sahel Representative and Nicolas Normand, former Ambassador of France in Mali. The panel was followed by a discussion involving representatives from several Member States, including The Netherlands.

Opportunities for Iraq: an online event

Since 2019, Iraq’s streets have regularly filled with protesters. In all parts of the country, and as witnessed in NIMD’s democracy school, young people are calling on politicians to implement political reforms. And to commit to jobs and better services to citizens.

On 8 June NIMD teamed up with *Het Grote Midden Oosten Platform* to organize a discussion on the future of the country. Along with a host of experts and politicians, the participants explored what the Netherlands can do to contribute to democracy in Iraq. The video recording of the event can be accessed [here](#).

Linking Latin America event

Democracy is facing many challenges across Latin America today, with a rise in populist leadership, challenges to the rule of law, and crackdowns on dissent. But what role does the shifting geopolitical influence of the United States, the European Union, and China have on political developments in the region?

These issues were the subject of lively discussion and debate at our Linking Latin America event in The Hague on October 25. This event was organized by NIMD in collaboration with CNV International, PAX, Free Press Unlimited, Both ENDS, Impunity Watch, Support Group Nicaragua and the Centre for Latin American Research and Documentation. The conclusions from the event can be found [here](#).

NIMD together with FPU also organized a seminar in Brussels on Shrinking Space in Latin America for COLAC members, focusing on current developments and indicating possible responses towards shrinking space.

Joint EPD Statement on President Biden's Summit for Democracy

Before his inauguration as US President, Joe Biden committed to holding the world's first international "Summit for Democracy". The global Summit represents an opportunity for partners across the globe to reaffirm the importance of democratic governance after 15 years of democratic decline. Given the internal challenges facing democracies of all stripes and the challenges on the international stage, the time is ripe for reflection and for action.

That's why NIMD has joined our fellow members of the European Partnership for Democracy (EPD), a network of not-for-profit organizations working on supporting democracy worldwide, to sign a statement on the Summit for Democracy. Together, we call for steps to be taken to ensure the Summit for Democracy fulfils its potential to support real democratic change.

The full statement can be found [here](#).

NIMD, as a member of the *Breed Mensenrechten Overleg* (BMO), engages regularly with DMM to support the development of human rights and democracy policy in line with the conclusions and recommendations of the Biden Summit and with the EU Action Plan for Democracy and Human Rights.

Cost of Politics website

NIMD has teamed up with Westminster Foundation for Democracy (WFD) to launch a new website on the cost of participating in politics in different countries around the world. Through this Cost of Politics website, NIMD and WFD aim to make this problem more visible, highlighting the causes and consequences of the high cost of political participation.

The website is based around a series of studies, analyze the situation in 17 countries from across West Africa, East Africa and Eastern Europe. The analysis allows to draw conclusions and recommendations for each country, and to get an idea of trends that drive the cost of politics around the world. It is a first joint step to start to tackle the problem, along with partners in programme countries. The website can be consulted [here](#).

Pillars for Peace

The '[Pillars for Peace](#)' paper was written with the purpose of exploring this topic by showcasing the work of the LEAP4Peace Consortium on women's meaningful participation in peace processes. The paper is based on country-specific case studies and papers submitted by all consortium members and NIMD offices in Uganda and Central America, as a way to build synergies between PoD and LEAP4Peace programmes. It serves as a first step to map existing experiences of women peacebuilders, politicians, human rights defenders and activists.

For the launching of the paper, NIMD organized a virtual event in collaboration with Gender Action for Peace and Security (GAPS). The virtual event took place via Zoom on December 1st 2021 on a co-chaired two panel format that included several speakers from country offices, partner organizations & international organizations amongst others, and more than 80 attendees. During the course of the LEAP4Peace programme, the consortium will aim to build on this expertise.

Dutch MFA Strategy Days

NIMD contributed to the Dutch MFA Strategy Days with a session about possible Democracy Scenarios after COVID. These scenarios were commented upon by the Swedish ambassador for Human Rights, Democracy and Rule of Law and by a representative from the Open Society Foundation (OSF).

6 Local ownership

During 2021 NIMD paid special attention to the promotion of collaboration between local partners and stakeholders in order to ensure local ownership of the projects.

In this regard, the **Sahel** region has seen important developments, as GORIN has promoted substantive and independent analysis and transfer of ownership through capacity building, knowledge generation, and also fostered learning and information dissemination. GORIN has already cultivated enduring partnership with CSOs and Women and youth-led Organisations in the targeted countries throughout its existence; and also networked and maintained professional working relationship with political leaders and academic authorities in the target countries. These actors were involved in the planning of various actions, and also benefited from training sessions and multi-stakeholder dialogues programmes implemented. In Mali there was a close monitoring in the implementation as well as in the financial and accounting management which required a dynamic communication and created a synergy of actions between NIMD and its partners. Similarly, Burkina Faso developed a co-construction process at all stages and in many cases, the NIMD team provided technical expertise and follow-up advice to country partners, both in the preliminary phases and during the implementation of activities. Niger also focused on making sure that the formulation of the projects is carried jointly in a spirit of sustainability and that most of their current projects involving collaboration with partners have an echo beyond the capital Niamey so people from other regions can also benefit from them. In addition, the contents are broadcasted by the national channels, which contributes to the popularization of the work done.

Furthermore in the **MENA** region, Jordan established communication with various actors on programming. The SoP program conducted in partnership with MoPPA, the SoP capacity building program with emphasis on students working on projects to produce reform proposals and policy papers in areas they consider most pressing. Several political dinners were held to support the political development of youth and the “dialogue incubator” as a pilot in the Karak governorate amongst others. On its part, CEMI helped strengthening its local partners by providing the training of trainers (TOT) programme. These newly graduated experts will be the core who will allow each party to reinforce its own training academy. All local CEMI’s partners are members of the CEMI advisory board, they comment on the different conducted activities and suggest for planned ones for the following academic year.

In the **Horn of Africa**, NIMD Uganda collaborated with local partners on the IPOD dialogue initiative and political stakeholders took initiative to plan the agenda for their council meetings and the summit as well as planning for the ceremonial events. In Ethiopia, all the work with the exception of EDAC is done through local partners. Through a bilateral relationship, NIMD tries to ensure partners are fully on board with all the initiatives.

In addition, NIMD **Guatemala** has collaborated with different partners and local stakeholders to carry out technical assistance and support, it is important to note that all their interventions begin by analyzing and discussing with partners and local stakeholders. This is done with the purpose of drawing up a Schedule of activities to identify what the support will consist of. In **Mozambique**, the local stakeholders with which the program collaborated were essentially political parties and within these, the women's and youth leagues. Collaboration with this actor consisted in the anticipated discussion and joint preparation of training, where some themes were indicated by the actor taking into account the internal needs of capacity building but without harming the objectives and results of the program.

7 Risk assessment

The PoD risk management system consists of the risk analysis tables submitted as part of the Annual Plan, which constantly monitored and regularly reviewed. While many risks materialized in several countries over the course of the past year, the planned mitigation measures provided a clear guidance to deal with them. This section provides a brief overview of some of the some risk that occurred in 2021 and how they were mitigated.

In the **Sahel, Mali** presented a poor involvement of international partners in internal affairs, resistance to change by target groups and difficulties with the representativeness and political participation of women; for this, mitigation measures such as Lobby and Advocacy with the international community, strengthening networking among political parties and civil society and paying attention to the mechanisms and tricks that favour the participation of women proved to be very effective. Meanwhile in **Burkina Faso**, two risks emerged during 2021, the risk related to the authorization of the NIMD Burkina office and the limited capacity of two partner organizations: Anndal Institute and the *Association des Bloggeurs du Burkina* (ABB). However, the mitigation measures for the risks identified proved to be effective and made it possible to resolve the problems identified to some extent. For example, the team was able to get in touch with the first officials of the Ministry in charge of issuing the accreditation. Thus, NIMD's accreditation, which constitutes the legal basis for the operation of NIMD in Burkina and the implementation of its activities, was obtained in June 2021. Regarding the limited capacities of Anndal Institute and ABB, the mitigation measures have allowed to accompany these structures, the team at the regional and national level has provided technical support measures to these two partners. In the end, the project was carried out and results were achieved with Anndal Institute.

Moreover in the **MENA** region, for **Jordan** one of the identified risks was that MoPPA would change its priorities, and this would impact their running program if called by MoPPA to modify the program. This risk did materialize but at the end of 2021, which means that they were able to deal with the change of priorities on a timely manner at the start of the 2022 program rather than changing the 2021 program in its mid-course with all that this may have brought with it in terms of potential discontinued work. In **Tunisia**, the adoption of exceptional measures on July 25th resulting in the suspension of the constitution and the establishment a provisional organization of public powers presented a great risk as the exacerbation of the polarization and the division that followed in the political sphere made the execution of the MDP programme (multi-party dialogue platform) rather difficult. However, CEMI has worked to adapt their activity to the new political context and to overcome the challenges we have encountered in the implementation of our programme, in this regard CEMI has worked in re-launching the dialogue between the political parties through the alumni network, political parties and CSOs representatives, as well as establishing the Youth Dialogue Initiative which worked on a Charter that was later adopted and signed by other alumni and non-alumni youth.

In **Uganda**, the year 2021 witnessed unprecedented shrinking of the civic space especially in period leading to and immediately after 2021 general elections but the use of available advocacy platforms and multi-stake holder dialogues allowed NIMD Uganda to raise some of the critical issues affecting the shrinking civic space and operating environment of NGO. The country Director has raised the issues with the Dutch embassy, with a view to same being raised by the Dutch ambassador in the periodic high level engagements with the president and other government officials, similarly, NIMD led a team of IPOD members to dialogue with Electoral Commission on the possibility of influencing equal access to media Platforms by all Political actors during the Elections held in restrictive environment occasioned by covid19 protocols. In **Ethiopia**, the civil war and the resultant insecurity has led to the sudden increase on the risk of our work. On the other hand, the regular context updates and PEA has enabled NIMD Ethiopia to identify the risk factors and apply measures to reduce the risk.

Four risks materialized in **Colombia**, including the risk associated with COVID-19 staff infection, the risk associated with riots and socio-political instability, the risk associated with sexual harassment and gender-based violence by beneficiaries and the risk associated with threats from illegal actors. In response to this, NIMD Colombia made use of its mitigation measures by temporarily replacing staff, rescheduling Democracy Schools after the National Strike, implementing the Gender Based Violence Prevention Protocol and prioritizing the rights of the victims and by activating the Security Protocol after 12 students from the Democracy Schools were threatened for their political, social and community leadership. Competent authorities were informed about this and two of these students received monetary support from the Delegation of the European Union.

Lastly, in **Myanmar** the military coup posed an immediate threat to the safety and security of staff and alumni which meant the Myanmar mission was set out to explore the feasibility of supporting Myanmar democracy from outside of the country. As the scoping mission to Thailand was carried out, there were also problems that involved protests occurring regularly against the Thai government and the new draft law that requires all not-for-profit groups to register with the government, declare the source of all their funding each year and how they spend it, and turn in annual audits and tax returns. In regard to the mitigation measures, MySoP prioritized staff safety above all. Staff was not required to go to the office since the coup, all work-related devices and documents have been either uploaded to the server and deleted or shredded, and daily check-ins through messaging apps are routine. In regards to the risk of the NGO bill in Thailand, the MySoP mission operating for Myanmar from Thailand has openly expressed and acted on their intent to register, report, and remain transparent about their objectives since the beginning of their presence in Thailand through legal channels. Therefore, after careful consideration of the risks and potential for mitigation through consistent desk research and relationship-building with relevant officials, MySoP can reasonably assume that if and when the law is redrafted and proceeds down the lengthy path of approval, its activities and operations as a registered NGO will be wholly lawful and will not adversely affect the organization's legal status or that of any of the individuals involved.

8 Financial overview

Overall, the total costs for 2021 are **5,560,129 Euros**. The budget for 2021 was estimated at 6,664,178 Euros. This means an underspending of 1,104,049 euros, 17% less costs compared with the approved budget. As explained in the introduction (section 1), the main reasons for the lower level of expenditures were the contextual changes in programme countries, the implementation delay due to the inception phase and baseline study, as well as the impact of COVID 19. The specific reasons for deviations between the approved budget and the actual costs are explained below, per cost categories, per country and per LTO.

Deviations per cost categories

		Original Budget 2021	Actuals 2021	Budget - Actuals Variance	
		Euro	Euro	Euro	%
I. Direct staff costs					
IA	A. Staff costs	€ 667.719	€ 699.988	€ -32.270	5%
IB	B. Local staff costs	€ 1.487.250	€ 1.295.764	€ 191.486	-13%
IC	C. Consultants and advisers	€ -	€ -	€ -	0%
I	Subtotal I	€ 2.154.969	€ 1.995.752	€ 159.217	-7%
II. Other direct programme costs					
IIA	A. Activity costs	€ 2.140.201	€ 1.640.046	€ 500.155	-23%
IIB	B. Costs of consortium partners and local NGOs	€ 488.756	€ 426.421	€ 62.335	-13%
IIC	C. Activity-related travel costs	€ 381.385	€ 193.210	€ 188.175	-49%
IID	D. Project office costs (if applicable)	€ 346.105	€ 332.777	€ 13.328	-4%
IIE	E. Equipment and investments	€ 80.648	€ 98.537	€ -17.890	22%
IIF	F. Monitoring, evaluation and auditing	€ 388.323	€ 305.272	€ 83.051	-21%
II	Subtotal II	€ 3.825.417	€ 2.996.263	€ 829.154	-22%
	Total of I and II	€ 5.980.386	€ 4.992.015	€ 988.371	-17%
III. Overheads / indirect costs					
IIIA	A. Costs of support staff	€ 254.199	€ 186.872	€ 67.327	-26%
IIIB	B. Not directly allocable administrative costs	€ -	€ -	€ -	0%
IIIC	C. Other non-allocable costs	€ 429.594	€ 381.242	€ 48.352	-11%
III	Total of III	€ 683.793	€ 568.114	€ 115.678	-17%
	Total of I, II and III	€ 6.664.178	€ 5.560.129	€ 1.104.049	-17%
	Contingencies (max. 5 %)				
	TOTAL	€ 6.664.178	€ 5.560.129	€ 1.104.049	-17%

Figure 1 Budget versus Actuals 2021 per main cost category.

IA Staff costs: Slight increase of NIMD The Hague staff contributing directly to PoD.

IB Local staff costs: Less local staff costs due to higher financial contribution than foreseen from other projects in Colombia (SIDA) and Ethiopia (EI). The closure of the MySoP office in Myanmar also led to underspending. Additionally, no staff costs were made in Sudan and Iraq (see section 4 above).

IC Consultants and advisers: N/A

IIA Activity costs: Overall, less events and training sessions were organized physically and more – less costly - online activities were implemented. As explained in Section 4, the number of implemented intervention was limited in Sudan, Iraq and Myanmar. Additionally, the first semester of 2021 was heavily focused was on the inception phase and baseline study, leading to implementation delays.

IIB Cost of consortium partners and local NGOs: The underspending is mainly driven by staff costs, as less staff time than initially foreseen was written on the programme.

IIC Activity-related travel costs: International travel remained limited in 2021, as a number of intervention foreseen at regional and global level were either cancelled or implemented online. Consequently the related travel costs budget was only half spent.

IID Project office costs: The overall deviation of this budget line is limited.

IIE Equipment and investments: Several expenses that weren't initially foreseen occurred on this budget line. The main ones were the purchase of a minibus by CEMI to set up a mobile radio, to facilitate travel by politicians and members of the youth council to different corners of the country and to organize decentralized debates in 2022, as well the purchase of an accounting software by NIMD's offices in the Sahel.

IIF Monitoring, Evaluation and Auditing: The underspending is due to both staff time (less time written than foreseen) and activities. Specifically, the support foreseen for the inception phase and baseline study in all programme countries was provided online.

IIIA Costs of support staff: NIMD HQ allocated less indirect staff time than foreseen.

IIIB Not directly allocable administrative costs: N/A

IIIC Other non-allocable costs: Consortium Partner CEMI did not report any indirect costs, despite having budgeted 47,000 Euros.

Deviations per Country

The overview below presents the implementation of the project per Country compared with the planning foreseen for the PoD 5 year project. The average budget per annum has been used to estimate the 2021 budget because, since no specific 2021 country budget was submitted as part of the application phase.

PoD Countries	Budget		Actuals 2021	
	2021-2025	Average per annum	in euros	budget vs actuals
Mali	2.778.812	555.762	667.770	-112.008
Burkina Faso	2.778.812	555.762	499.815	55.947
Niger	2.778.812	555.762	480.627	75.135
Senegal	1.341.300	268.260	244.743	23.517
Ethiopia	2.457.729	491.546	417.130	74.416
Kenya	2.457.728	491.546	426.721	64.825
Uganda	3.243.559	648.712	608.954	39.758
Sudan	1.636.975	327.395	38.080	289.315
Tunisia	2.281.953	456.391	341.274	115.116
Jordan	2.059.187	411.837	398.251	13.587
Iraq	1.238.433	247.687	186.280	61.407
Mozambique	2.059.186	411.837	418.349	-6.512
Colombia	1.854.889	370.978	273.675	97.302
Guatemala	1.854.889	370.978	345.864	25.113
Myanmar	1.854.890	370.978	212.595	158.383
Total	32.677.156	6.535.431	5.560.129	975.302

Figure 2 Budget versus Actuals 2021 per PoD Country

While the section above already explain some general causes for underspending in 2021, country specific budget deviations are explained below. Please refer to Section 4 of this report for more information on activities implemented and results achieved.

The relatively high overspending in **Mali** is mainly caused by the regional coordination role of the NIMD Country Office in Bamako. A part of the staff and office budget foreseen in the Burkina Faso and Niger budget has been allocated to the Mali office to fulfil this role. The Mali activity budget was implemented as foreseen.

The underspending in **Burkina Faso** and **Niger** is caused, besides the reasons described above, by the turnover of staff (IB) and slight delay in implementation of the activities (IIA).

Senegal is part of the regional programme implemented by GORIN, which was implemented as foreseen. The slight underspending is due to the underspending at overall programme level: the overall costs, for instance from NIMD HQ in The Hague, are allocated to all programme countries.

The underspending in **Ethiopia** is due to a lower activity implementation rate. This is due to the difficult political context, but also challenges related to COVID-19: the poor internet connexion resulted in difficulties to shift some planned activities to an online modality.

The programme in **Kenya** was implemented by Mzalendo in line with the approved budget. Next to this, NIMD reserved part of the Kenya budget to establish an NIMD presence in the country and work on complementary interventions. Little progress were made on this front in 2021, due to COVID-19 and priority setting, leading to an overall underspending on the Kenya budget.

The programme in **Uganda** is implemented by both AMWA and NIMD's country office in Kampala. The underspending is mainly due to the fact that AMWA implemented less activities than foreseen in 2021.

In **Sudan**, NIMD did not implement any activities in 2021, while AMWA did some preparatory work to include Sudan in its regional programme (see page 17).

Underspending in **Tunisia** is due to fact that CEMI implemented less activities than foreseen, particularly around multiparty dialogue (LTO 3). As mentioned above, the budget allocated to 'other non-allocable costs' was not spent.

The budget deviations in **Jordan** were limited in 2021.

In **Iraq**, NIMD organized one alumni event (including travel from NIMD HQ staff), as follow up of the Democracy School pilot project funded by UNDP and the RNE in Baghdad (see page 13).

IMD managed to implement all foreseen activities in **Mozambique**, with a limited overspending. .

In **Colombia**, the underspending is mainly due to the financial contribution to staff and office costs from an additional project funded by SIDA, which wasn't foreseen in the approved budget.

In **Guatemala** the limited underspending is due to delay in setting up the regional component of the programme, as the NIMD country office had to waiting for approval of the inception phase report to start implementing.

As explained in several sections of this report, NIMD decided to close its office in **Myanmar** as a result of the coup, leading to underspending on staff, office and activity costs.

Deviations per LTO

Despite the lower levels of activities implemented, the Consortium ensured that the costs were equally allocated to the 4 LTO's as foreseen in the planning.

	Original Budget 2021-2025		Actuals 2021	
	Euros	%	Euros	%
LTO 1	8.787.919	26,9%	1.397.362	25,1%
LTO 2	8.663.383	26,5%	1.566.082	28,2%
LTO 3	8.114.929	24,8%	1.431.353	25,7%
LTO 4	7.110.924	21,8%	1.165.332	21,0%
Total	32.677.156	100%	5.560.129	100%

Figure 4 Budget versus Actuals 2021 per Long Term Outcome 1-4.

9 List of annexes

Annex 1 – PoD Financial Report 2021

Annex 2a - Overview of the contribution of the PoD results to the Security, Rule of Law (SRL) and Strengthening Civil Society (SCS) frameworks

Annex 2b – Overview of deviation from targets per country