

Netherlands Institute for
Multiparty Democracy

Dialogue for Stability (DfS)

Annual report 2016



Contents

1. Introduction.....	3
2. Update per programme.....	4
2.1. Burundi	4
2.2. Colombia.....	4
2.3. Tunisia.....	5
2.4. Ukraine	5
2.5. South Sudan.....	6
2.6. Middle East exploration countries	6
2.7. Knowledge & Innovation	7
2.8. Fundraising & Positioning.....	8
3. Update on the Theory of Change	8
4. Monitoring & evaluation	10
5. Financial update	10
Annex A: overview of intermediate indicator measurements	12
Annex B: financial overview	13
Annex C: human interest stories	14



1. Introduction

This document contains the 2016 Annual Report for the programme entitled 'Dialogue for Stability: inclusive politics in fragile settings' (DfS), which aims to contribute to open and accessible political systems and the legitimacy and responsiveness of political actors in countries affected by conflict and fragility.

Under the DfS programme, NIMD concentrated its efforts in 2016 on four countries: Burundi, Ukraine, Tunisia and Colombia, where it builds on its existing political and partner networks, knowledge base and infrastructure. In the fifth country in our regular country portfolio, South Sudan, programme development has unfortunately been put on hold due to the deteriorating political and security situation in 2016. In addition to these four regular country programmes, explorations have been undertaken in Jordan, Lebanon, Kurdistan and Israel and the Palestinian territories in the first half of 2016, with the aim of assessing the political environments and potential entry points for NIMD engagement. Finally, the DfS programme invests in deepening NIMD's knowledge base and developing new and innovative tools and instruments for its work in various contexts and in the strategic positioning of the organization.

This Annual Report presents an update on each of the programmes included in DfS: Burundi, Colombia, Tunisia, Ukraine, South Sudan, the Middle East exploratory countries (chapters 2.1-2.6), and the thematic focus areas of Knowledge & Innovation (chapter 2.7) and Fundraising & Positioning (chapter 2.8). In chapter 3, an update of the Theory of Change is provided, followed by a section on PME (chapter 4) and a financial update (chapter 5).

Highlight from 2016

Colombian peace process

The peace process between the Colombian Government and the FARC-EP that has taken place over the last four years constitutes a very important window of opportunity for opening up the political system and strengthening representative democracy in Colombia. The rejection of the Peace Agreement in a referendum temporarily stalled its implementation and underlined the stark divisions in Colombian society. The need to improve the political system to make it more inclusive and representative is therefore more pressing than ever. The approval of the second version of the agreement by the National Congress at the end of 2016 has made it possible to introduce this much-needed reform of the political system.

NIMD is convinced that inclusive dialogue and the promotion of democratic culture are key to overcoming polarization and reaching long-lasting peace in Colombia. Therefore, we have pursued an active role in this process. And with great success: NIMD is the only Dutch NGO that was mentioned by name and awarded two roles in the Peace Accord, which gives us a direct seat at the table during the drafting of the political reforms. NIMD was tasked with implementing the second chapter on 'Political participation: opening democracy to build peace'. As part of the implementation, NIMD participated in the selection of six experts to the Special Electoral Mission, a high-level technical committee that will provide recommendations to the National Government on reforming the electoral system in order to improve its inclusiveness, transparency and efficacy. Currently NIMD leads the technical secretariat of this Mission. In this capacity, NIMD is the main voice of the Mission, chairs most meetings and uses its contacts with all existing political parties to make sure that their diverging views are taken into consideration by the Mission. Secondly, NIMD will support the implementation of the political participation agreements by monitoring progress in meeting the agreements and providing expertise on this topic.



2. Update per programme

2.1. Burundi

The political crisis that erupted in 2015 continued to cast a shadow over Burundi's political landscape in 2016. One of the major challenges for NIMD and its partner BLTP was to continue to organize regular multi-party dialogue meetings to build a basis for sustainable cooperation between the main political parties in Burundi. This was possible at the provincial level though not at the national level. This was a remarkable achievement especially in light of the breakdown of almost all other forms of dialogue between government and opposition parties. NIMD and BLTP also organized trainings for political parties on a range of topics like non-violent political communication, dialogue skills and conflict resolution. Finally, the democracy schools continued actively in 2016, with a total of 420 graduates, including 300 community leaders and members of political parties and 120 police officers.

NIMD's programme in Burundi is a multi-donor programme, which, apart from DfS, is financed by the Royal Netherlands Embassy, USA CSO, the Swiss Ministry of Foreign Affairs and the UN Peacebuilding Fund. Though none of the activities described above can be solely attributed to the DfS programme, the latter did contribute to them in a significant way. The level of funding from other donors means that budget savings were made on the DfS programme which will be carried forward to 2017.

The main focus area of the DfS programme was supporting BLTP for continued engagement with Burundi in the coming years, taking into account the complex political environment in which it operates. This was achieved by strengthening the capacities of BLTP, refining programme approaches and helping it to position itself in the new political landscape. This included carrying out the baseline measurement of outcome indicators and strengthening the organizational capacities of BLTP, including a new organizational structure to enhance the effectiveness and efficiency of BLTP to carry out the DfS project in 2017-2020. In addition to this, regular consultations were held with representatives of Burundian political parties to assess their positions with regard to the ongoing dialogue processes which aims to resolve the political crisis. A strategic planning project and approach for political parties in Burundi was developed and funding was secured from the Swiss MFA. NIMD's iLEDA Leadership and Politics module was adapted to be used to train youth representatives of political parties in 2017.

2.2. Colombia

The most important result in Colombia in 2016 did not relate to one of the outcomes foreseen in the DfS programme, but did mark a major step forward for NIMD: our designation as a key actor in the implementation of the second chapter of the Peace Accord. This has already been described in some detail above. The peace process, especially the delay in the signature of the Peace Agreement, also had an impact on some planned activities. Discussions on the transition of former armed movements such as the FARC to political parties had to be postponed. Instead, resources were re-allocated to dialogue and technical support on environmental governance. NIMD did undertake preparatory work such as devising a strategy for supporting the new political parties. Therefore, we are well positioned and ready to play a role in the conversion of former armed movements into political parties in the coming years.



In 2016, NIMD facilitated a number of high-level dialogue events on issues ranging from LGBTI political participation to the challenges of political parties in post-conflict settings. On this last theme, experts from Guatemala and El Salvador shared lessons learned in their countries. NIMD worked with Colombian political parties to strengthen their capabilities for the development of internal democracy processes, strategic planning, transparency practices, youth political participation and the construction of programmatic agendas. A new democracy school was launched, adapting the methodology developed in other NIMD country programmes to the local context. NIMD also designed an innovative digital community for facilitating communication and accountability between MPs, experts, local communities and political parties for managing social and environmental conflicts in the territories.

2.3. Tunisia

The focus areas of the programme in Tunisia are overcoming barriers between political parties; strengthening the policy function of political parties; and improving the political participation of youth and women. In 2016, NIMD and its partner CEMI introduced a new inter-party dialogue platform. The platform started with representatives of eight political parties and expanded to 15 parties. NIMD introduced its strategic planning tool to ten political parties. Each of these parties commenced work on their own strategic plans by defining organizational objectives and devising a strategy for achieving these objectives. Finally, NIMD continued to support the Tunisian School of Politics, which in 2016 welcomed 45 young members representing nine political parties to its year-long training programme. The Tunisian School of Politics also organized debates and so-called ‘couscous politiques’, informal gatherings of alumni and other politically active youth to discuss relevant political issues. Each of these meetings was attended by a minister or state secretary, indicating strong interest from high-level politicians in our activities.

2016 has demonstrated the difficulty of working with political parties in a dynamic political environment. In particular, the dialogue platform and political party capacity strengthening activities are vulnerable to political crises. However, we have also seen that NIMD and CEMI are increasingly well regarded by the political parties as reliable and capable organizations, as showcased by the fact that, after a brief interruption, activities were able to continue before. This gives us confidence for the future of our work supporting the Tunisian political parties in the ongoing democratic transition.

2.4. Ukraine

The programme in Ukraine commenced in 2016. For this reason, most efforts throughout the year focused on preparatory work, such as establishing an office, identifying partners and exploring interest for programme activities. NIMD also organized a number of activities for politicians and political parties. In March, the Fourth Forum of Young Politicians of the South Caucasus and Ukraine took place in Tbilisi, featuring UK Foreign Secretary Philip Hammond and Dutch former Minister of Defense Eimert van Middelkoop. In November, NIMD organized a training on the facilitation of inter-party dialogue (conducted by NIMD’s in-house advisor) for a group of NGOs and a training on social media strategies (facilitated by Dutch campaign experts from the BKB Academy) for politicians from seven different political parties. These activities were instrumental in helping NIMD to build its reputation in Ukraine and establish trust among the political parties.



NIMD commissioned policy papers on political party finance reform, the current state of political education and women's political participation. These policy papers will be followed up with round table meetings with political parties to discuss the conclusions of the reports. NIMD conducted consultations with 19 stakeholders, including political parties, NGOs and universities to discuss modalities for the launch of democracy schools in Ukraine. Finally, a local office was set up in Kiev and two staff members were recruited.

2.5. South Sudan

In the multi-annual plan for South Sudan, the following preconditions were identified for reengagement with the programme: the formation of a transitional government of national unity; the perspective of at least partial implementation of structural reforms as spelled out in the peace agreement; and a basic level of security in Juba and surroundings with acceptable safety conditions for staff. Throughout the year, these conditions were not met. The situation is so unstable that it is not possible to conduct an extensive assessment at this point to form the basis for determining the possibilities for re-engagement. A new assessment will be conducted mid-2017 but the outlook continues to be poor.

2.6. Middle East exploration countries

In 2016, NIMD explored the feasibility of starting up new country programmes in Jordan, Lebanon, Iraqi Kurdistan, Israel and the Palestinian territories. This included desk reviews, scoping missions and pilot activities. Based on these efforts, NIMD concluded that Jordan and Lebanon were the most feasible programme countries. Pilot projects in Israel and the Palestinian territories did not yield results that formed a solid basis for the start of a new programme, while the political situation in Iraqi Kurdistan was deemed too unstable and unpredictable at this time. NIMD presented its recommendations to the Ministry of Foreign Affairs in October 2016.

In both Jordan and Lebanon, we observed a momentum for change, which provides a unique opening for democracy support. In Jordan, there is an impulse for change in the form of a new electoral law. In Lebanon, various new political movements are challenging the status quo and garnering substantial electoral support. In doing so, they force the established parties to reflect on how they can recover their legitimacy. Both countries face a youth bulge and are in urgent need of legitimate political leaders, especially in light of the turmoil in the surrounding region and the refugee influx that puts pressure on public goods and services. Finally, both countries offer a conducive environment in that there is a clear demand for support from various political actors and a minimum level of stability and security.

Based on these findings, we recommended starting up new country programmes in Lebanon and Jordan with a focus on investing in a new generation of leaders and supporting initiatives to improve the political participation of citizens to make the political system more responsive and inclusive. Each programme would consist of a set of interrelated activities, geared towards educating young politicians and youth with political aspirations from both traditional parties and new political movements, supporting them with viable advocacy initiatives aimed at achieving systemic change and building relationships and networks between them. NIMD conducted validation missions to Jordan and Lebanon in November and December 2016, respectively.



During these missions, we met with stakeholders and organized focus group discussions with the proposed beneficiaries and experts to refine the proposed programme approach.

In 2017, the first priority for Jordan will be to identify local partners, develop a Theory of Change and start the first activities. In the case of Lebanon, progress has been stalled as a result of discussions with the Ministry of Foreign Affairs on the inclusion of members of Hezbollah in the programme. Based on the outcome of these discussions NIMD will assess the viability of Lebanon as a programme country under DfS.

2.7. Knowledge & Innovation

Since April 2016, the Knowledge & Innovation unit has been in place as part of the NIMD Knowledge and Strategic Relations (KSR) Team. Besides focusing on compiling policy notes which build on the core NIMD strategies (Interparty Dialogue, Programmatic Parties and Democracy Education), an exhaustive demand-driven NIMD Learning Agenda was developed. In addition, the specific focus of DfS was translated into an aspect of the NIMD approach in Fragile and Conflict Affected Settings (FCAS). This was done through a storytelling exercise that captured the personal experiences of NIMD country programme staff, and the development of a research paper and subsequent expert meeting on the FCAS focus area ‘working in synchronicity with international conflict resolution and peacebuilding interventions’. For the exploration countries in the Middle East, a political context scan tool was developed and applied for Jordan and Lebanon to support the exploratory formulation missions. As key instrument, the Interparty Dialogue training module was finalized and rolled out, firstly, using the module for Training of Trainers and building the facilitation skills of NIMD staff in The Hague and specifically in Myanmar, Tunisia, Ukraine, Colombia, Guatemala, El Salvador and Honduras. In total, over 50 staff members from NIMD and its partners around the world participated in the training. Secondly, this was done by directly supporting the implementation of the training in DfS country programmes aimed at political party representatives in Tunisia, Myanmar and Ukraine.

Under the thematic focus of ‘innovation’, emphasis was placed on the theme of ‘participatory budgeting’ as a means to reinvigorate public participation in policy making, through the publication of a policy paper on the subject, and through an ongoing effort to keep abreast of the rapidly developing field of technological innovation for better governance and democracy. This mapping of trends was translated to NIMD’s field of work by identifying two trajectories in Myanmar and Colombia where pilots will take place to better equip political parties with digital tools. The outline and operating manual for these Democracy Labs were developed using a Booksprint methodology, and already in Colombia, a pre-pilot activity took place whereby participants of the democracy schools – identified concepts for new digital tools and apps that would benefit Colombian parties. This took place during a two-day workshop in the form of a competition.

In the Netherlands, the Innovating Democracy programme collaborated with the Leiden University Centre for Innovation and the Socioneers to organize an international symposium in the Pakhuis de Zwijger in Amsterdam on 1 December. In addition, the dedicated website for the programme was developed and launched and can be found at: <http://innovatingdemocracy.io/>.



2.8. Fundraising & Positioning

The NIMD fundraising strategy in 2016 focused on improving internal processes to facilitate the diversification of funding in terms of better assessments and streamlining of proposal development. In the programmes, regional fundraising strategies were developed and implemented by producing over 16 concept notes and proposals. In total, 9 new contracts were signed representing €2.9 million, while the total part of the budget coming from sources other than the Dutch MFA is roughly 20%.

Strategic positioning of the organization focused on raising the profile of NIMD in Brussels, by organizing several events aimed at the European Commission. On 7 June, a panel discussion on 'Moving from thinking politically, to acting politically', took place. It was hosted by the Netherlands Permanent Representation and included a keynote address by Christian Leffler, Deputy SG of the EEAS, followed by a roundtable discussion to provide input for the implementation of the EU Action Plan for Human Rights and Democracy. On 14 June, during the European Democracy Days, a Lab Session on Women's Political Participation was organized.

During the NIMD partner week, which was held in October, the Global Partnership for Multiparty Democracy (GPMD) was officially launched, and the first Board meeting held. All 18 organizations that work to support multiparty democracy are united in this strategic platform to organize joint lobbying and knowledge exchange. For the first two years, NIMD will act as Secretariat for the working group. Other relevant meetings were the Political Party Peer network Global Meeting in Utoya, Norway, and the NIMD symposium on Ukraine and the South Caucasus.

3. Update on the Theory of Change

The DfS programme aims to contribute to the inclusiveness of political systems and the legitimacy of political actors. These objectives have proven to be highly relevant for the countries in this programme. Experiences from the first year have shown that our local partners are increasingly well positioned to operate in unstable political environments. However, we have also seen that the unpredictable nature of the political context in these countries can sometimes make programme planning difficult, leading to activities being delayed or cancelled. This means that we have to explore how we can maintain a multi-annual approach while being flexible enough to respond to political developments in often rapidly changing political environments.

In *Burundi*, the political crisis that erupted 2015 has evolved into an uneasy status quo. The need to address the inclusiveness of the political system and strengthen the legitimacy of political parties is as urgent as ever. The difficult political circumstances require creativity and flexibility in programming and mean that it is difficult to plan for the long-term. In 2016, the programme was based on the expectation that the status quo, however unstable, would continue. As long as no further deterioration or significant breakthrough takes place, this approach remains valid. NIMD and BLTP will continue to monitor the situation and assess to what extent the assumptions in the Theory of Change continue to be valid and relevant. In light of the situation, intermediate indicators were not measured in 2016.

The Dialogue for Stability framework remains highly relevant for the country programme in *Colombia*. The multi-annual plan anticipated the signing of the peace agreement and the new political reality this would bring about. For this reason, the programme focuses on promoting inclusive political processes and legitimate and capable political actors. Some activities, especially



those relating to the conversion of armed movements into political parties, had to be postponed due to the delay in the signing of the peace agreement, but the assumptions put forward in the Theory of Change remained valid. With the peace agreement finally in place, NIMD is in a good position to respond to the new political reality and contribute to building an inclusive and representative democracy. Interest in NIMD's work is clear from the results obtained in 2016 (see indicator framework in annex 1), with 24 democracy school graduates, 10 political parties participating in trainings and workshops and 13 parties represented in the inter-party dialogue platform. Furthermore, within the framework of the interparty dialogue platform supported by NIMD, the parties formulated and submitted to the Parliament for the approval a draft law on political opposition, which is crucial to ensuring stability in Colombia.

One of the main challenges of the democratic transition in *Tunisia* is the weakness of the political parties. The programme addresses this with activities designed to strengthen the capacities of parties, train individual politicians and facilitate dialogue between political parties. During the course of 2016, the programme trained 45 participants of Democracy Schools and 10 political parties. It also established an interparty dialogue platform representing 15 political parties and focusing on the issues of decentralization and local elections in Tunisia. Despite the highlighted results, political circumstances made it difficult to implement all of the planned activities with political parties, especially those that required the attention and involvement of party leadership. For example, only eight inter-party dialogue meetings were realized while more were planned, and the process of strategic planning was commenced but not completed in 2016 (see also indicator framework). However, the events of 2016 also showed how important it is to invest in the capacities and legitimacy of political actors. As the political situation has stabilized at the end of the year, we anticipate being able to continue these activities as planned.

The first year of the programme in *Ukraine* was mostly dedicated to preparatory activities like setting up an office, recruiting staff, identifying partners and analyzing the political context. Preliminary activities such as the Regional Youth Forum and various consultations with political parties and other stakeholders helped to establish NIMD's reputation and showed that there is sufficient interest in the organization's work. Seven political parties participated in our first training and three multi-party dialogue events were organized. Based on these first experiences, NIMD concluded that it is best not to focus our efforts solely on political parties, which are strongly personality-based and organizationally weak. A more promising strategy is to identify and work with reform-minded individuals and groups such as the Euro-optimist caucus in parliament, as well as working with democratically minded civil society groups and activists through democracy schools. These lessons have been incorporated into programme planning for 2017.

Exploratory efforts in *Jordan* and *Lebanon* showed that the main objective of the DfS programme, the realization of inclusive and legitimate political processes in fragile settings, is highly relevant to these countries. The region is in dire need of a new generation of legitimate and capable leaders. The new country programmes will invest in future leaders and equip them to challenge the closed and exclusive political systems, which characterize their countries. In 2017, one of the first steps will be to devise theories of change for each of these countries.



4. Monitoring & evaluation

During the reporting period, the primary focus from an M&E viewpoint was on measuring the programme's intermediate results. This was achieved by collecting data on the intermediate indicators that each country team identified as relevant and appropriate for its respective programme. As it was the first time this exercise was held, NIMD devoted a great amount of attention to facilitating and supporting the process for its partner organizations. Apart from providing technical support, the NIMD M&E team delivered three workshops to over 12 representatives of NIMD partner organizations. The partners were assisted in the contextualization and operationalization of the intermediate indicators, as well as in the actual data collection process. Extensive sessions on qualitative, quantitative and mixed data collection methods were held, as well as the exchange of best M&E practices between the country teams.

The workshops also served as an opportunity to jointly identify and decide on the way forward on the following PME-related challenges:

- Some partners encountered challenges in data collection due to the security situation and political sensitivity considerations. This was particularly the case in Burundi. In Ukraine, substantial effort was devoted to establishing an office for the programme, as well as building partnerships to support it, thus at the moment of writing, the results accounted are still limited. Consequently, where necessary, the country programmes will be required to select an alternative set of intermediate indicators with more feasible data collection possibilities for the next reporting period.
- Challenges were also encountered in the application of the indicators and the quality of the data obtained. Further coaching for NIMD partners and further fine-tuning of the intermediate indicators will be required to address this issue.
- While contextualization of the intermediate indicators was welcomed by the partner organizations, the high level of contextualization presented a challenge in terms of data aggregation and synthesis. We propose the development of an additional set of more generic indicators to be measured in all countries in the future. Another possibility is applying additional programme result measurement techniques, in addition to the pre-set indicators.
- Contributing to inclusive politics in fragile settings is a complex, long-term process, requiring interventions triggering behavioural changes and sometimes even a change in socially established practices or, in other words, outcome-level change. It proved to be challenging to analyze the contribution of output-level results to the higher-level objectives of the programme.
- Finally, the exercise highlighted the need to provide further M&E support to the partner organizations. In some DfS countries, availability of skilled M&E professionals is limited and thus NIMD will aim to compensate with exchange of best M&E practices and peer learning between the partners.

5. Financial update

DfS focuses on fragile settings and this has an impact on programme planning and implementation. The implementing partners operate in a political context that is constantly changing which sometimes makes it difficult to implement the programme according to plan. This, along with the fact that some of the countries were new for NIMD, is reflected in a total budget expenditure of €2.073.743 against the total approved budget of €2.843.468, reflecting a budget depletion of 73%.

More details are provided in the financial overview in annex B. Explanations are provided for deviations of more than 10% as compared to the original budget for country programmes and cross-cutting programmes.

Since no activities could be implemented in South Sudan in 2016, it was not included in the budget for 2017. The remaining funds from the exploratory countries in the Middle East have been added to the budgets for the new country programmes in Lebanon and Jordan.

In 2016, a budget line was reserved in each country programme for capacity building of local partners on PM&E. These funds were not exhausted because it was insufficiently clear to partners what kind of expenses were eligible. In 2017, this will receive extra priority. Investing in local PM&E capacity remains highly important when working in these highly dynamic political contexts.

Although not all deliverables for the Knowledge & Innovation budget were finalized during the calendar year 2016, most processes and developments have been set in motion. As for innovation, the symposium and network events took place and all preparations for the country pilots were made with the Democracy Lab outline, but in-country implementation was moved to 2017. This is reflected in the budget depletion, which is lower than planned.