

Annual Report 2018

Dialogue for Stability (DfS) Programme

April 2019

Contents

- 1. Introduction 3
- 2. Programme update..... 4
 - 2.1 Burundi..... 4
 - 2.2 Colombia 4
 - 2.3 Tunisia 5
 - 2.4 Ukraine..... 5
 - 2.5 Jordan..... 6
 - 2.6 MENA Region 6
 - 2.7 Knowledge & Innovation..... 7
 - 2.8 Fundraising & Positioning..... 7
 - 2.9 City Deals..... 8
- 3. Update on ToC 8
 - 3.1 Programme progress 9
 - 3.2 Country TOCs update..... 9
- 4. Monitoring & Evaluation 11
 - 4.1 PME activities..... 11
 - 4.2 Summary of Mid-Term Review process 11
- 5. Financial update..... 12

- Annex A: Financial Overview*
- Annex B: Intermediate outcome measurements*
- Annex C: Mid-term outcome measurements*
- Annex D: Human Interest Stories*

1. Introduction

This document presents the 2018 Annual Report for the programme '*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 works in Burundi, Ukraine, Tunisia, Jordan, and Colombia. Next to the five country programmes, the programme invests in deepening NIMD's knowledge base, skills-set and capacity to develop tools and instruments regarding interparty dialogue, capacity strengthening, political culture, and gender equality and inclusion. A specific part of the knowledge agenda focuses on developing strategies, skills and expertise for working in fragile and conflict affected settings, recognizing the fact that working in such sensitive contexts requires a tailored approach. Furthermore, the programme focuses on new thinking about participatory democracy, stimulating and exploring programmatic and political innovation in programme countries and in further diversifying NIMD's funding base.

A clear highlight in 2018 was the execution of the mid-term review (MTR) and outcome harvesting pilot for DfS. Both reviews have been set up as internal learning processes and have produced valuable recommendations to make our programming even more politically astute and adaptive. The MTR found that NIMD's programmes are grounded in a thorough understanding of the political context. Furthermore, it underlines the relevance of NIMD's work in complex political environments and presents clear evidence of progress towards the intermediate outcomes set for the programme, as well as early signs of change towards the outcomes. The DfS programme interventions in the different countries are found to be working in line with expectations, and likely to achieve most of the anticipated results. Progress has been consistent across the board, with particular progress being seen in our work reaching out to young political leaders, especially women. Halfway through the implementation time of the programme, these findings are highly encouraging, especially in increasingly difficult settings such as Burundi.

Working in fragile settings requires constant adaptation and reorientation, as the Burundi case clearly demonstrates. In stark contrast to the previous year, the political environment sharply deteriorated in 2018. Following the referendum on the constitutional revision, the intimidation and suspension of activities of opposition parties intensified, leaving little scope for interparty dialogue. This situation, combined with the lack of clarity on the re-registration requirements, affected NIMD's activities. Following the disruption of a number of Democracy School activities, NIMD suspended its activities and instead, used silent diplomacy to re-engage with the ruling party. This has had the desired effect; towards the end of March 2019, activities restarted again. The relationship with the authorities and the scope to operate in an independent way continues to be a source of concern.

This Annual Report presents an update on each of the programmes included in DfS: Burundi, Colombia, Jordan, Tunisia, Ukraine and the MENA region (chapters 2.1-2.6), as well as the thematic focus areas of Knowledge & Innovation (chapter 2.7) and Fundraising & Positioning (chapter 2.8). Chapter 3 contains reflections on the Theory of Change for each country, followed by a section on monitoring and evaluation (chapter 4) and a financial update (chapter 5). In the Annexes, we subsequently present the financial overview (Annex A); the intermediate outcome and outcome measurements (Annexes B & C); and human interest stories from Burundi (on inclusive politics through interparty dialogue training) and Ukraine (on leadership empowerment) (Annex D).

2. Programme update

2.1 Burundi

A major event affecting the political and electoral framework of Burundi and its application was the revision of the Constitution. This revision was voted by referendum on 17 May 2018 after a parallel dialogue and consultation process by the Burundian Government led to the final report of the National Commission of Inter-Burundian Dialogue, advising this constitutional revision. There was an active campaign around the referendum, and some contestation on the process and results proclaimed afterwards. Still, it has passed as a topic of debate and can be treated as a *fait accompli*. The amendment is widely regarded as a unilateral move away from the elite deal struck in the Arusha Accords in 2000 and had no buy-in from the opposition. This is combined with continuing political intimidation; a *de facto* suspension of activities of all non-aligned political parties, free press and human rights organizations; and a lack of participation of the Burundian Government in mediation initiatives from the region. The result is that prospects for inclusive dialogue on the preconditions needed for elections in 2020, and the normalization of the political system and landscape in general, were almost non-existent throughout 2018.

This explains why the year 2018 presented difficulties for facilitating interparty dialogue between political parties. This is in stark contrast with 2017, when NIMD regularly brought all main parties together to discuss key political and technical issues related to the environment for political parties. Despite these challenges, NIMD provided support to 11 main political parties through a process called strategic planning. This process consisted of helping the parties to analyse their strengths and weaknesses, develop a strategy to address them, and set up a working team to communicate and implement this strategy within the party. In a year in which the legal and practical space for opposition parties to operate further decreased, this strategic planning helped these opposition parties to be more resilient in the face of mounting pressure. Notably, the referendum to adapt the Constitution saw active and peaceful participation of the main opposition parties throughout the country, a momentous achievement in the current context.

2.2 Colombia

The congressional and presidential elections that took place in 2018 were crucial to shaping the country's political landscape. The results brought a conservative-oriented Government, often lacking majority in both chambers of the Congress, and an emerging opposition front formed by alternative political forces. Mr. Iván Duque Márquez, who had served as Senator for the Centro Democrático party, was elected president with 10 million votes. He ran against Gustavo Petro, who brought together the leftist parties in the second round, and reached 8 million votes. Centro Democrático took first place in the Senate and second in the House of Representatives. This party had led the political opposition for the past 4 years, campaigning against the Peace Agreement between the Government of Colombia and the former guerrilla of FARC.

During these elections, NIMD, in partnership with other civil society organizations and the Government, developed the Pact for Non-Violence during Political Campaigns. This Pact aimed to reduce the deep polarization which was becoming evident during the electoral race. On 24 May, all four presidential candidates signed the Pact publicly and encouraged their members and supporters

to join the initiative. NIMD supported the development of a social media campaign based on the hashtag #DebatirSinAgredir (Debating not Attacking). In fact, this hashtag was the 13th Twitter trend in Colombia during the public signing of the Pact. In the first and second rounds of the presidential elections, after both the signing of the Pact for Non-Violence during Political Campaign and the implementation of NIMD's communication strategy, the percentage of intolerant messages on social media decreased significantly.

2.3 Tunisia

Tunisia saw the re-emergence of protests at the start of 2018, and local elections were held in May. These were the first municipal elections since the 2011 revolution, and the first free and fair local elections in the country's history. They were seen as key to the democratic transition and a chance to establish local governance and strengthen the decentralization process. This is because there was hope that the elections would bring more legitimate and transparent local authorities with greater control over regional development. However, the voter turnout was low due to ongoing national dissatisfaction with traditional political parties, the Government's economic austerity policies, as well as stalled anti-corruption and decentralization efforts.

The results of the municipal elections, which saw independent candidates gain more votes than major political parties (such as *Ennahda* and *Nidaa Tounes*), made political actors keen to reengage with younger voters in particular. To help them achieve this, NIMD's partner, the *Centre des Etudes Méditerranéennes et Internationales* (CEMI), hosted 15 sessions for parliamentarians on political communications, campaigning and creating strategic alliances. During these sessions, parliamentarians had a rare chance to freely debate the issues that were the root cause of the protests and mattered most to young voters, namely the decentralization process, preventing domestic violence, regional politics and economic policies.

2.4 Ukraine

2018 was a pre-elections year in Ukraine, characterized by high-level confrontations between political parties and political actors. Besides the main and "traditional" candidates for the presidency, new and unexpected participants appeared, such as comic artist Volodymyr Zelenskyi who has no prior political experience (and has been elected President in 2019). On the anti-corruption front, the year was marked by a never-ending fight between the National Anti-Corruption Bureau of Ukraine (NABU) and the Specialized Anti-Corruption Prosecutor (SAP). This was very negatively perceived by ordinary Ukrainians who demand real anti-corruption changes, instead of the limited effectiveness of anti-corruption agencies.

In order to address this issue, NIMD's implementing partner the Eastern European Centre for Multiparty Democracy (EECMD) runs Democracy Schools in Ukraine and just opened the Poltava Democracy School, its third in the Ukraine besides Kiev and Lviv. The three Democracy Schools are now well-established platforms for organizing discussions on topical issues in Ukrainian politics such as gender equality, youth participation and preventing corruption. With a local presence in Poltava, EECMD can pursue its locally-informed agenda. Furthermore, female politicians were trained in the intricacies of writing financial plans and creating communication campaigns around fundraising

activities. Grassroots level civic leaders in Ukraine also went through intensive anti-corruption training, in which they were shown how publicly available data can be used to identify corruption. These skills are already being put into practice ahead of elections scheduled for March 2019.

2.5 Jordan

Following the financial allegations against its Jordanian implementing partner in 2018, Identity Center, NIMD commissioned a management consultancy firm to assess the financial management of Identity Center in order to have better insight into their financial policy and procedures and identify potential financial risks. The assessment report was finalized in July and highlighted serious concerns about the poor financial management and weak financial system/procedures. Given the financial and the brand risk involved, NIMD ended its partnership with Identity Center in August 2018. Following its decision to end this partnership, NIMD decided to explore the various scenarios for implementing the DfS programme in Jordan. After some exploration for potential new partners and considering that NIMD is planning to expand in the MENA region and establish a regional hub, NIMD opted for direct implementation by establishing a country office in Amman. Several missions to Jordan were conducted by NIMD staff in 2018 to prepare for establishing a local office and for the relaunch of School of Politics.

As King Abdallah II explicitly directed the Government to support the development and empowerment of political parties, as well as calling for youth political engagement, the newly established NIMD country team made use of the last quarter of 2018 to prepare for the relaunch of the School of Politics. The School of Politics will target political parties as well as young men and women with a strong political aspirations through cooperation with Ministry Of Political and Parliamentary Affairs (MOPPA) and the Ministry of Youth, aiming to help them develop their capacity and prepare for the general elections planned for 2020.

2.6 MENA Region

In June 2018, NIMD submitted a concept note to DSH for a MENA regional programme focusing on supporting the engagement of young men and women in the formal political system. The note described the multi-country pilot project that NIMD wants to implement to strengthen youth engagement in political parties and promote youth leadership through Democracy Schools in Jordan and Tunisia with a possible extension to other countries at a later stage. Following the approval from DSH, the design process of the regional programme has started in cooperation with NIMD's partner in Tunisia, CEMI, and its country office in Jordan. It aims to create a regional political forum, bringing together the experiences of NIMD and CEMI in Tunisia and Jordan, as well as exploring the possibilities of integrating Lebanon and potentially Iraq.

The objective of the regional cooperation is to enhance the inclusiveness of political party systems in the MENA region by facilitating country-to-country cooperation and creating a multi-country network of young multiparty advocates. Throughout this cooperation, young leaders and female politicians from Tunisia and Jordan will be equipped with knowledge and skills, and linked together into a network to advocate for inclusive political parties.

2.7 Knowledge & Innovation

In 2018, the Knowledge and Innovation unit focused firstly on harmonizing NIMD's democracy education approach. This harmonization is designed to ensure a common and tested approach towards educating the next generation of democrats. The idea of streamlining the Democracy Schools across the NIMD network was discussed at a conference in Georgia in May that brought together NIMD and its partners to reflect on all the network's democracy education programmes. The objective was to compare programmes, learn from each other and agree on the harmonization of several dimensions related to participant selection, curriculum development, school operations and alumni management. This was followed by a feasibility study to identify the roadmap for rolling-out the identified best practices. The roadmap was presented and adopted during the NIMD partner event at the end of November.

In addition to viewing the roadmap, NIMD and its partners were invited to engage with the theme of innovation during the November partner event (#INNDem2018). They explored the latest technological developments that can assist political parties to become more responsive to their support base. This type of development was tested in practice during a pilot in Colombia where political parties were provided with a software tool (CiviCRM) to help them interact with their supporters and party affiliates. The project will continue to support at least two main parties to adopt this tool.

In addition, a policy training for political parties was developed and tested in Ethiopia. The training was contextualized to the need and situation in Ethiopia, and took into consideration how policy development actually takes form and how political parties can realistically influence this process. It also applied elements of adaptive programming and identified what type of interventions would be required to further support the political parties to become programmatic.

The Political Economy Analysis (PEA) approach continued to be a key focus of the unit's efforts to support NIMD's adaptive programming needs. Various forms of analysis to support programming were tested, including a visualization software for power relations. In line with the mid-term evaluations, the PEA approach was further developed and a process with support by Clingendael was agreed for roll-out in 2019.

2.8 Fundraising & Positioning

In 2018, NIMD ran its first-ever social media campaign entitled 'Democracy is'. The objective of the campaign was to appeal to the urgency of supporting democracy and to highlight NIMD's work in this regard. The campaign ran for four months on Facebook, Twitter, YouTube and LinkedIn and was very successful in increasing visibility for both the organization and the topic. It resulted in 46,000 new unique visitors to our website, over 1,2 million views on Facebook of the specifically developed videos, and almost 20,000 people engaging with the campaign via Twitter.

In line with the campaign and the need to highlight the message to stop taking democracy for granted, NIMD co-organized a large international conference in Brussels on Representation in the Age of Populism, together with OSCE/ODIHR, International IDEA and Westminster Foundation for Democracy.

It brought together distinguished leaders such as Michelle Bachelet, Enrico Letta and Kizza Besigye, renowned experts such as Cas Mudde and Nic Cheeseman, and practitioners from around the world to discuss how to address populism in its various shapes and forms.

As for Fundraising, NIMD was operating 25 contracts by 15 different funding sources, an increase of four contracts. In terms of funding diversification, the Dutch MFA is still the largest donor, but at 71% the target of 30% other funding sources has almost been met, in line with NIMD's target to reach 40% at the end of 2020. The European Union is clearly becoming the second most important donor, supporting almost 15% of NIMD's funding needs in 2018.

2.9 City Deals

As part of its ambition to start working at the sub-national level to support new forms of inclusive democratic urban governance, NIMD has been working with VNG International to develop a programme proposal for an 18-month pilot to innovate legitimate governance at the local level. The pilot programme aims to test approaches that promote inclusive democratic urban governance and explore if these different approaches can be scaled and replicated.

The programme is based on three pilot projects in three diverse urban contexts in Ethiopia, Mali, and Tunisia. Each project will focus on facilitating local actors (local government, political parties, citizens, and other stakeholders) to address a concrete problem related to urban development. The projects aim to bring together local (and related regional and national) actors to analyse and form solutions to a specific urban development problem. They will then reach an agreement – a City Deal– that commits different stakeholders to resolve this problem. The approach is informed by new and innovative ways of developing and implementing policies in urban environments, and will combine the experience and approaches of NIMD and VNG International to facilitate political and policy dialogue processes as well as political participation.

The first scoping missions took place in the second half of 2018 and a final concept note will be presented to DSH in the first quarter of 2019, informed by the findings of all three scoping missions.

3. Update on ToC

The Theory of Change (ToC) explains the changes NIMD wishes to contribute to; the strategies and interventions that are put in place to contribute to those changes; and the underlying assumptions. Country teams reflect on these ToCs twice per year: during the mid-year review, which serves as input for the annual plan for the following year, and in the annual report. In doing so, they take into account results achieved at intermediate outcome (for the full measurements see annex 1) and outcome levels (for the overview of outcome measurements see annex 2), as well as the changes in the political context.

Some reflections on the DfS programme ToC are listed below, followed by reflections on the individual country ToCs. Following the programme mid-term review (see next section for more details) both the programme level ToC and the country ToCs have been revised as part of the PME regional meetings in 2018.

3.1 Programme progress

At *system* level, the DfS programme aims to contribute to open and inclusive political systems that favour legitimate stability. One of the major instruments to achieve this is supporting interparty dialogue for inclusive policymaking. In 2018, NIMD supported dialogue platforms in all programme countries, each featuring political parties from both ruling and opposition groups. A total of 50 meetings were held and 35 policies jointly formulated and proposed to the parliament. These dialogue encounters focused on contentious issues like political party finance, local elections and implementing the peace agreement, thereby facilitating inclusive policymaking on these issues.

At *actor* level, DfS aims to contribute to legitimate and capable political actors in fragile and conflict affected settings. A total of 95 political parties were trained in all programme countries, enabling them to improve their programmatic and organizational capacities, and therefore, to participate in the political process more effectively and legitimately.

At *culture* level, DfS aims to work towards a political practice that is based on democratic values. The main instrument to achieve this is by training politicians in Democracy Schools. 984 (aspiring) politicians graduated from Democracy Schools in five countries (Burundi, Colombia, Jordan, Tunisia and Ukraine) in 2018. These students were trained in democratic values, leadership and cooperation with other political and civic actors. This contributes to several objectives: the participants do not only develop their personal skills but also have an often unique opportunity to meet with and learn alongside their counterparts from opposing political parties, forming relationships which last beyond the duration of the training programme. This is especially meaningful when alumni reach positions of influence within their own parties or in the Government, or when they transfer their skills in inclusive policymaking, citizen consultation and accountability to their political parties.

3.2 Country TOCs update

Burundi: In light of the ongoing regression of the democratic situation in Burundi, and the further reduction of space for political parties and inclusive interparty dialogue, the ToC has been adapted. Although the outcomes can still be used to show the general direction of the programme, the ambition level was reduced in line with political developments and prospects for 2019/20. In general, the previously formulated outcomes are too broad and ambitious. On the system level, it is not foreseeable that “The environment can be created for peaceful inclusive and democratic elections”. Instead, when opportunities arise within Burundi, NIMD remained present and prepared to facilitate dialogue and add expertise on key issues around the political and electoral framework. In the absence of an inclusive framework and process for these discussions, however, NIMD focused on a structural and evidence-based lobbying effort targeting democracy-oriented strategic partners, including the Netherlands, Belgium, Switzerland, the UN, the EU, the AU, at representation and HQ level.

On the actor level, it is also not expected that “Political parties, especially those that have a history of armed struggle, will have strengthened their political party structures and democratic practices”, at least not fully. Concerning opposition parties, the focus moved from direct dialogue support and capacity strengthening to consulting with party leadership, and monitoring and exploiting opportunities to participate constructively in dialogue around the electoral and political framework towards and beyond the 2020 elections. The result sought is to have a minimum level of political opposition functioning, existing and participating constructively in dialogue.

At the culture level, it is unlikely that “Trust between main political parties increases”. NIMD continued to engage local representatives of political parties’ local administration with alumni from the Democracy Schools in multi-stakeholder dialogue. These activities can create room for political diversity and dialogue at the local level; promote joint responsibility and mutual understanding between parties, local administration, police and communities for a democratic, politically diverse and secure environment; and stimulate an upward flow of locally identified needs and problems through political parties that require a policy response.

The “Gender and Inclusive” objective is less categorically unachievable, but faces restrictions tightly linked to the inability of political parties to operate in a level playing field: “Marginalized groups are able to better participate and/or be represented in the political system”. NIMD continued to support the participation of women in political parties, by building on the action plans formulated by the parties in 2018.

Colombia: Both the problem analysis and the Theory of Change formulated at the beginning of the programme continued to be valid for the year 2018. The Colombian political system can still be considered as closed, with limited options for the emergence of political alternatives. Most of Colombia’s political parties still have limited interaction with their constituencies and the public, especially with marginalized social groups like country-dwellers, women, youth, ethnic minorities and LGBTI people. By developing actor-based pathways of change, NIMD Colombia identified several key actors for this programme: the National Electoral Council (NEC), the Congress, the Ministry of the Interior, political parties and Democracy School alumni who will run for the office in 2019. Lastly, by developing Democracy Schools for the Political Empowerment of Women, NIMD will specifically target women interested in running for office. That way, more women will be participating in politics under better conditions.

Jordan: The ToC remained mostly the same, focusing on young female and male political activists and political parties as key actors through which reform and a change can be achieved. This can be achieved internally within political parties as well externally by advocating for and nourishing democratic values. The participants in the School of Politics gained the capacities necessary to initiate reform in their own institutions and provide opportunities for more effective roles for these institutions.

Tunisia: The ToC remained valid in 2018. The main activities aimed to build trust between political actors through exposure and facilitate dialogue through the Tunisian School of Politics (TSoP). TSoP enhanced the knowledge and skills of the members of political parties related to their roles and responsibilities, through continuous learning and exposure to knowledge and good practices.

Ukraine: No elections were held in 2018 and there were no significant changes in the political landscape which would justify an alteration in the Theory of Change. Hence, NIMD’s partner, EECMD, continued to work to enhance mutual trust inside the Ukrainian political arena and build the institutional capacity of political actors. This work contributed to fostering sustainable political dialogue and developing a democratic culture in Ukraine.

4. Monitoring & Evaluation

4.1 PME activities

In 2018, standardized intermediate outcome indicators were integrated into the country programme annual plans and result tables. NIMD's implementing partners and country offices reported on common results bi-annually and communicated them to the outside world through the IATI platform. In order to complement the quantitative data reported in IATI to identify progress and impact, NIMD continued to invest in the development of human interest stories as a qualitative approach which provides insights into programme results (see Annex D for examples on Tunisia and Burundi). Furthermore, towards the end of the year, a mid-term outcome indicators measurement was carried out, providing more insight into programmes' progress toward their objectives (see Annex C).

A programme Mid-Term Review was conducted and an Outcome Harvesting evaluation was in Colombia and Tunisia. Following the conclusions and recommendations from this review, a set of PME regional meetings was organized in September 2018, where country programmes revised their ToC and pathways of change. In order to strategize its efforts in the last two years of the DfS programme, NIMD took a pragmatic approach. By adopting an actor-based pathway approach for all its programmes and focusing on the key actors, NIMD plan to achieve its foreseen outcomes.

4.2 Summary of Mid Term Review process

NIMD appointed Global Partners Governance in partnership with Alina Rocha Menocal of the Overseas Development Institute (ODI) to conduct a Mid-Term Review (MTR) of the Dialogue for Stability (DfS) programme in March 2018. The purpose of the MTR was to assess the extent to which the DfS is contributing towards its stated objective of fostering inclusive and legitimate political processes in fragile settings in five focus countries: Burundi, Colombia, Jordan, Tunisia and Ukraine. It sought to provide an assessment of progress within the programme so far. Furthermore, the review also aimed to draw lessons to inform NIMD's reflections on how it currently works and how it can become more effective. The review placed a particular focus on how NIMD can improve its organizational knowledge, as well as its fundraising and positioning in the democracy/political party strengthening field.

The MTR found that NIMD's programmes are grounded in a thorough understanding of the political context. Furthermore, the review found that, through working with young political leaders, especially women, NIMD has established a clear niche in strengthening the quality of political parties and their effect on democratic governance in new and developing democracies. This is done through a comprehensive approach that seeks to foster inclusive and representative political systems. The DfS programme interventions in the different countries were found to be working in line with expectations, and likely to achieve most of the anticipated results. Progress has been consistent across the board in terms of reaching out to young political leaders in particular, especially women.

5. Financial update

The Financial Overview (Annex A) is reflected in a total budget expenditure of € 2.855.115 against the total approved budget of € 3.421.702, leading to a budget depletion of 83%. Explanations are provided below for deviations of more than 10% as compared to the original budget for country programmes and cross-cutting programmes.

- Country Programmes:

Burundi: There was a limited over expenditure in 2018 compared to the budget and planning (-11%). However, this was not on all budget lines.

1) Under System and Actor, several activities suffered from the non-participation of the CNDDFDD in NIMD's activities from the end of the first quarter, without which it was not possible to continue implementation of these activities.

2) The inability of NIMD to work with the party of Rwaswa, as well as the CNDDFDD, made for a lower expenditure

3) A general 3-month suspension of international activities in Burundi also affected the implementation of activities by NIMD and its local partner, BLTP. The suspension of activities was resolved at the end of February 2019.

On the other hand, an extra investment in the Democracy Schools was carried out, as this proved lower risk in the current Burundian implementation context.

Colombia: Overall, in the Colombia programme, there has been an underspending of 26% compared to the budget. This can be seen on all levels. Due to the security risks in the country, some of the activities on the Culture level could not take place. This explains the higher under expenditure on this level. In addition, part of the monitoring mission costs have been included under the newly signed EU-contract and therefore show a saving on the programme monitoring budget line and Local Office costs.

Jordan: Due to serious concerns about the poor financial management and weak financial system/procedures of the implementing partner (Identity Center) the relationship was ended. This is the main reason for the under expenditure that is shown (65% of the available budget). The NIMD team explored the opportunities to find a new partner to replace Identity Center. However, there were limited options; either a partner with limited capacity or a partner that is highly funded by many donors. Given that NIMD is planning to expand in the MENA region and establish a regional hub, NIMD opted for a direct implementation modality. Furthermore, some of the scoping missions carried out for a regional MENA programme (see 2.6 above) have been included under the Jordan budget.

- Organizational Development

Planning, Monitoring and Evaluation: Overall there was an under expenditure of 19% within PME. An extra investment in capacity within the office in The Hague has been made, which results in an over expenditure in the internal PME-capacity. Both the MTR evaluation and the IATI implementation were

below budget. Additional investment in Project Management Software will be done in 2019, as agreed with MFA.

Coordination: The costs are slightly below budget (12%), due to the fact the coordinator left NIMD in September 2018 and was not replaced immediately.

- Programme Overhead

Due to general underspending in 2018, the overhead (which is calculated based on a percentage of the direct costs) is also lower.

Annex A: Financial Overview

Annex B: Intermediate outcome measurements

Annex C: Mid-term outcome measurements

Annex D: Human Interest Stories