

Netherlands Institute for
Multiparty Democracy
المعهد الهولندي للديمقراطية متعددة الأحزاب

Evaluation Matrix for Political Parties

Prepared By Wael Abu Anzeh



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“Political Parties Empowerment Model”

Introduction

Voting turnout and seats won are probably the most important indicator of a party’s overall strength. However, they do not provide a detailed and comprehensive diagnosis of weaknesses and strengths. In its mission to provide targeted technical support for parties around the world, The Netherlands Institute for Multiparty Democracy (NIMD), and in particular the Jordan office, have sought to create a tool that would be used to evaluate multiple aspects of political parties, and can be used by parties themselves or other actors such as researchers and/or donor organizations to establish a clear picture of the status-quo of political parties in a given country. The tool was made in a flexible manner to enable it to be amended as needed per different countries’ profiles, and is not dedicated to be used as a rigid tool rather than a guide for stakeholders interested in conducting an evaluation of political parties. Moreover, the tool still has its own limitations that are yet to be overcome. The matrix was originally created as part of an attempt to assess parties’ effectiveness and measure the feasibility of working with them (rate of return on activities implemented).

Methodology

Five areas of evaluation have been identified to measure the current capacity of political parties, the feasibility of working with them, as well as the expected rate of return on activities conducted with them. The identified areas would give useful insights to multiple areas of work.

The evaluation areas include the following:

- 1- Policy-Based & Programs
- 2- Internal Democracy & Party Institutionalism
- 3- Outreach (Responsiveness to current members, the public, other parties, & Local Stakeholders)
- 4- Inclusion (Of Youth, Women, Disabled People, & Other Minorities)



5- Geographical Coverage & Spread

The matrix includes a set of 120 questions that measures the aforementioned areas, with a total of 120 marks. The questions are all quantitatively measurable and have been phrased positively to level measurements. Each question is answered with (Yes/No) and each positive answer yields one mark. The total number is then divided by three and parties will be grouped within three categories that would describe their effectiveness status. The three categories are as follows:

- Ineffective (Not worth working with, would need vast amount of resources)
- Somewhat Effective (Worth working with. Could use some assistance and would yield good results)
- Effective (Worth working with. However, probably does not need any assistance and could manage on their own)

“Ineffective Parties” lack the very basic grounds for party work; therefore, the organization that is providing technical assistance would need to utilize large resources to achieve so little, and with very little guarantees that there would be tangible results. “Somewhat-Effective Parties” have the basic grounds for party work, but very little or no experience in utilizing their resources, and could use technical assistance to achieve progress. The organization that is providing technical assistance could work with these parties to elevate their capacities, with the condition of providing guarantees to ensure that capacity building activities and recommendations will be adopted and implemented by the party. “Effective Parties” are the ones that have the basic grounds for party work, as well as the experience to implement them and utilize their resources, but have not reached their maximum utility. The organization that is providing technical assistance could work with these parties to advance their capacities. However, these parties might not be in need of any assistance, and if they did, the provided assistance would yield so little results as there is not much room for improvement, and resources could be invested elsewhere for those in need and that would yield greater results.

Parties that score between (0 – 40) fall under “Ineffective”, between (46 – 80) fall under “Somewhat Effective”, and between (81 – 120) fall under “Effective”.

Rather than following a simplistic needs assessment and targeting those actors most in needs, we depart from a more political economy actor analysis and with our modest means and influence target the more self-driven and ambitious “Somewhat Effective” parties as they provide the biggest chance for added value impact and tangible results. As for parties that fall under the “Ineffective” and “Effective” categories, the organization that is providing technical assistance would either need to invest large amount of resources to reach a satisfying level in the case of the former, or would have very little resources to offer, which could be put in parties that need it more, in the case of the latter.



Lastly, the evaluation should be done by an independent stakeholder to avoid bias, and whenever needed for some questions as indicated below, evidence/examples must be provided in case of a positive answer (Yes) in order to validate the response, and thus should be noted in the justification column.



#	Evaluation Measures	Justification	(Yes/No) Score (0 – 1)
Area 1: Policy-Based & Programs			
1	The party (or coalition if part of one) develops and publishes alternative proposals on political issues (Provide examples)		
2	The party (or coalition if part of one) develops and publishes alternative policy proposals on economic issues (Provide examples)		
3	The party (or coalition if part of one) develops and publishes alternative policy proposals on thematic issues such as: health, education, social protection, etc... (Provide examples)		
4	The party's views are constantly debated (Provide an example)		
5	The party has a political orientation/ideology (What is it?)		
6	The party has an economic orientation/ideology (What is it?)		
7	The party has a policy for gender equality (Provide examples)		
8	The party is willing to make compromises in order to form alliances (Provide examples)		
9	The party has a manifesto and is based on a recognizable ideology (What is the ideology?)		
10	The party has published views on the competence of executive, legislative and judiciary powers (Provide examples)		
Area 2: Internal Democracy & Party Institutionalism			
11	The party is always eligible for state funding (if not, mention how many times the party did not receive funding and why)		
12	The party has other financial resources other than the state's funds (Provide examples)		
13	The cutoff of state subsidies does not affect party's performance		



14	The party is capable of implementing its activities even if its financial inflows drop beyond the expected		
15	There are rules on rotation of secretary general in party statutes, and are practiced in reality (Provide examples)		
16	The party has transparent process for leadership transition (secretary general/party president) (Explain how?)		
17	The party holds internal elections and with a consistent frequency (When were they last held?)		
18	The party has had a successful leadership transition (secretary general/ party president)		
19	Running for internal election positions is open to all members and is mentioned in party statutes (Provide examples)		
20	Candidates for elections are selected through an internal and inclusive dialogue process (Provide examples)		
21	The party's internal bodies & committees are elected (When was the last elections held?)		
22	The party utilizes vertical and horizontal communication channels with its members, has a communications policy, and uses various tools such as emails, texts, memos, etc... (mention examples and all that applies)		
23	The party provides all kinds of resources to its candidates (financial, training, etc...) Please be detailed and provide examples		
24	The party has an actual – rather than mere registered office space, and regional offices (How many?)		
25	The party has a membership register		
26	The party collects annual membership fees from its members		
27	The party has plans to win locally, regionally and nationally (Provide examples)		



28	The party had at least one candidate in each governorate/district in the last parliamentary elections (directly or through coalitions) (if not, mention how many)		
29	The party had at least one candidate in each governorate/district in the last municipal and governorate councils' elections (directly or through coalitions) (if not, mention how many)		
30	The party has a strategic plan, guiding the work of paid staff and senior members (board etc...) (Provide examples)		
31	The party's strategic plan is developed internally with the participation of members in different levels		
32	The party's manifesto is developed internally with the participation of all members in all levels		
33	The party's financial annual audit report is published (Provide examples)		
34	Independent disciplinary committees conduct investigations and sanction party members who do not follow party rules, regulations and values (Provide examples)		
35	Party leaders' expenditures are monitored (Benefits are published to party members) (Provide examples)		
36	Donations to the party are disclosed to the public (Provide Examples)		
37	The party's statute has conflict of interest agreements for party officials and candidates (Provide examples)		
38	The party contracts include ethical and anti-corruption clauses (Provide example)		
39	The party's central committee's decisions are shared with all party members (Provide examples)		
Area 3: Outreach (Responsiveness to current members, the public, other parties, & local stakeholders)			



40	The party has a clearly defined manifesto, and is published and available to the public (please provide copies if the answer is yes)		
41	The party implements a mechanism to identify potential allies to form coalitions (Explain how?)		
42	The party conducts interparty dialogue at a regular basis (Provide examples)		
43	The party initiates invitations to interparty dialogue (Provide examples)		
44	The party has membership quotas for youth, women, and certain regions		
45	The party communicates its views and positions through party newspapers, newsletters, website, and social media (mention all that applies) (Provide examples)		
46	The party has institutionally-claimed email accounts (Provide examples)		
47	The party has a mailing list		
48	The party trains its members to advocate for their party's positions		
49	The party has won the seat in the last presidential/prime minister elections		
50	The party has won seats in the last parliamentary elections (if yes, how many?)		
51	The party has won seats in the last decentralization/regional/provincial elections (if yes, how many?)		
52	The party has won seats in the last municipal/local elections (if yes, how many?)		
Area 4: Inclusion (Of Youth, Women, Disabled People, & Other Minorities)			



53	When developing the party's strategic plan, the party takes into consideration youth, women, disabled people, and minority members (Provide examples)		
54	The party has a youth wing		
55	The party has a women wing		
56	The party ensures an adequate presence of youth at all levels in relation to the size of its members and the areas it represents		
57	The party ensures an adequate presence of women at all levels in relation to the size of its members and the areas it represents		
58	The party ensures an adequate presence of PWD's at all levels in relation to the size of its members and the areas it represents		
59	The party had at least one youth (under the age of 30) candidate in each governorate/district in the last parliamentary elections (If not, mention how many)		
60	The party had at least one female candidate in each governorate/district in the last parliamentary elections (If not, mention how many)		
61	The party had at least one PWD candidate in each governorate/district in the last parliamentary elections (If not, mention how many)		
62	The party had at least one youth (under the age of 30) candidate in each governorate in the last decentralization/regional/provincial councils' elections (If not, mention how many)		
63	The party had at least one female candidate in each governorate in the last decentralization/regional/provincial councils' elections (If not, mention how many)		



64	The party had at least one PWD candidate in each governorate in the last decentralization/regional/provincial councils' elections (If not, mention how many)		
65	The party had at least one youth (under the age of 30) candidate in each governorate in the last municipal/local councils' elections (If not, mention how many)		
66	The party had at least one female candidate in each governorate in the last municipal/local councils' elections (If not, mention how many)		
67	The party had at least one PWD candidate in each governorate in the last municipal/local councils' elections (If not, mention how many)		
68	There are strategies, either based in the party statutes or more informally practiced, to promote youth political participation as the party's candidates at the national, provincial and local levels (Provide examples)		
69	There are strategies, either based in the party statutes or more informally practiced, to promote women political participation as the party's candidates at the national, provincial and local levels (Provide examples)		
70	There are strategies, either based in the party statutes or more informally practiced, to promote PWD's political participation as the party's candidates at the national, provincial and local levels (Provide examples)		
71	The party employs mechanisms for removing restrictions on youth participation in internal/local/national elections (Provide examples)		
72	The party employs mechanisms for removing restrictions on women participation in internal/local/national elections (Provide examples)		



73	The party employs mechanisms for removing restrictions on disabled people participation in internal/local/national elections (Provide examples)		
74	The party encourages and/or facilitates mentoring opportunities for youth or more inexperienced party members to receive the support and advice of established party leaders (Provide examples)		
75	The party encourages and/or facilitates mentoring opportunities for women or more inexperienced party members to receive the support and advice of established party leaders (Provide examples)		
76	There are mechanisms, either based in the party statutes or more informally practiced, to guarantee that youth candidates are fielded by the party, mechanisms such as quotas or candidate selection processes that work to balance the number of young and senior candidates (Provide examples)		
77	There are mechanisms, either based in the party statutes or more informally practiced, to guarantee that women candidates are fielded by the party, mechanisms such as quotas or candidate selection processes that work to balance the number of women and men candidates (Provide examples)		
78	There are mechanisms, either based in the party statutes or more informally practiced, to guarantee that PWD candidates are fielded by the party, mechanisms such as quotas or candidate selection processes (Provide examples)		
79	Follow up on the previous questions: the mechanisms and strategies, whether written or informal, are practiced in reality (Provide examples)		
80	The party's mandates include parts to recruit youth to run for local/national elections (Provide examples)		



81	The party's mandates include parts to recruit women to run for local/national elections (Provide examples)		
82	The party's mandates include parts to recruit PWD's to run for local/national elections (Provide examples)		
83	The party conducts trainings for youth candidates to improve their chances of being elected to office (Provide examples)		
84	The party conducts trainings for women candidates to improve their chances of being elected to office (Provide examples)		
85	The party provides training and/or financial support to the youth's wing, commission or branch (Provide examples)		
86	The party provides training and/or financial support to the women's wing, commission or branch (Provide examples)		
87	The youth's wing/commission/branch have a representation in the party's executive committee (Provide examples)		
88	The women's wing/commission/branch have a representation in the party's executive committee (Provide examples)		
89	The leader of the youth's wing/commission/branch group attends the annual party congress (Provide examples)		
90	The leader of the women's wing/commission/branch group attends the annual party congress (Provide examples)		
91	There is no difference in financial support provided to youth and senior candidates (Provide examples)		
92	There is no difference in financial support provided to male and female candidates (Provide examples)		
93	The party has an updated database and/ or lists of youth qualified for elected (and appointed) political positions at different levels of government (Provide examples)		
94	The party has an updated database and/ or lists of women qualified for elected (and appointed) political positions at different levels of government (Provide examples)		



95	There is a mandate or procedure for the party to increase the representation of youth in each party structure, including at the executive level (Provide examples)		
96	There is a mandate or procedures for the party to increase the representation of women in each party structure, including at the executive level (Provide examples)		
97	Follow up on the previous questions: These mandates/procedures practiced in reality (Provide examples)		
98	The party promote positive images of youth politicians when developing messages to the media and selecting a party spokesperson (Provide examples)		
99	The party promote positive images of women politicians when developing messages to the media and selecting a party spokesperson (Provide examples)		
100	The party consults with youth members to ensure they are playing an equal role in the party's procedures, policy and leadership (Provide examples)		
101	The party consults with women members to ensure they are playing an equal role in the party's procedures, policy and leadership (Provide examples)		
102	There is a formal mentoring program in which more experienced party members provide advice to emerging youth leaders (Provide examples)		
103	There is a formal mentoring program in which more experienced party members provide advice to emerging women leaders (Provide examples)		
104	There are special voting rights for the youth's wing, branch or commission (Provide examples)		
105	There are special voting rights for the women's wing, branch or commission (Provide examples)		



106	Gender is addressed in party statutes, regulations and/or platforms (Provide examples)		
107	The party have an equal opportunity committee that monitors and implements regulations for equal treatment of youth and senior members (Provide examples)		
108	The party have an equal opportunity committee that monitors and implements regulations for equal treatment of men and women (Provide examples)		
109	The party provides special support to youth seeking training opportunities (Provide examples)		
110	The party provides special support to women seeking training opportunities (Provide examples)		
111	The party leadership encourages and financially supports youth seeking training opportunities outside the party (Provide examples)		
112	The party leadership encourages and financially supports women seeking training opportunities outside the party (Provide examples)		
113	The party provides training to members and/or candidates on women's issues and/or gender sensitivity (Provide examples)		
114	The party supports legislation that meets the needs and concerns of female constituents (Provide examples)		
Area 5: Geographical Coverage & Spread			
115	The party holds partisan activities in all its branches (Provide examples)		
116	The party's branches cover at least 50% of the country's governorates/states/etc. (Provide examples)		
117	The party has branches in urban as well as rural areas (Provide examples)		



118	The party's branches are as equally equipped as the main branch		
119	The party's branches implement tailored activities in their respective areas (Provide examples)		
120	Party's branches have representatives of auxiliary groups such as youth and women wings (Provide examples)		