

POLITICAL PARTY SUPPORT MATTERS

Annual Report 2014



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SUPPORTING POLITICAL PARTIES IN NEW DEMOCRACIES

“Democracy develops slowly over the long term and there are often steps back as well as steps forward.” Hans Bruning, Executive Director of NIMD, reflects on 2014. “There have been positive developments such as in Tunisia, the one lasting success story from the Arab Spring, where they have approved a new constitution which has been widely praised as one of the most progressive in the Arab world and which includes the creation of a Constitutional Court. There’s also Myanmar which despite many challenges has seen further progress towards democracy in 2014 and where there is the prospect of genuine free and fair elections in 2015. However, it has not been good news for democracy everywhere. In Egypt the government has continued to suppress democracy in a number of ways including banning the leading opposition party and repeatedly postponing the parliamentary elections. Egypt has also been enforcing an old law which gives it the power to restrict the activities of non-governmental organizations. Azerbaijan introduced a similar law in 2014 and Uganda is considering introducing one too.”

“Our mission is to help democracy to become more established in countries where it is relatively new”

“These are all countries where we work,” Hans continues. “In a nutshell, our mission is to help democracy to become more established in countries where it is relatively or completely new. These countries may be moving towards democracy from an authoritarian regime or after a period of civil war or there may be other circumstances which have not allowed democracy to become properly established. Our particular focus is supporting political parties in these countries to function well. Political parties are central to achieving pluralistic, consolidated multiparty democracies which deliver on citizens’ aspirations and lead to sustainable development.”

Interparty Dialogue

One of NIMD’s core strategies for supporting the development of political parties is facilitating interparty dialogue. Hans explains, “At the most basic level this means encouraging the political parties to talk to each other. It may sound simple, but at the start of this process, in many of the countries where we work, there is often very little trust between the political parties. Sometimes, especially after a period of civil war, they may see each other as sworn enemies rather than political opponents. The work starts with persuading the parties to talk to each other, bringing them together in a safe space where they can get to know each other and start to build the trust necessary to work together. When that trust is strong enough, we help the parties to work together to agree the form of democracy that they want in their country.”

HANS BRUNING,
EXECUTIVE DIRECTOR NIMD

“Our focus is supporting political parties to function well in their democracy”



Facilitating interparty dialogue is a long-term process but there were some specific results that could be seen in 2014. For example, in both Ghana and Uganda, interparty dialogue led to proposed election reforms and in Mali, it contributed to the final adoption of legislation that gives the opposition and its leader more rights in parliament.

Building Party Capacity

The political parties in the countries where NIMD works often don’t have the knowledge and skills to work effectively because they lack experience with democracy. NIMD’s second strategy is helping them to learn the knowledge and skills that they need. A significant part of this work is providing training for politicians to, for example, consult with their party members and use those findings in making a set of policies for the party. NIMD is impartial, so

most groups that receive these training sessions are made up of a mixture of politicians from different political parties. The aim is to help them to improve how well they play their role in the democracy.

One example of this work in 2014 was in Guatemala, where NIMD trained 50 politicians from different political parties in how to develop and implement plans to address challenges such as malnutrition, security and employment. Meanwhile in Benin, NIMD worked with partner organization AWEPA (The Association of European Parliamentarians with Africa) to facilitate multiparty groups of Members of Parliament holding public consultations on topics such as agricultural development and basic facilities.

“The work starts with persuading political parties to talk to each other, bringing them together in a safe space where they can start to build the trust necessary to work together”

Linking with Civil Society

“Our third strategy is about promoting a democratic culture and interaction between political parties and civil society organizations. Linking with civil society is important for political parties to be able to function effectively,” Hans explains. “It is, for instance, an important theme in the Democracy Schools which we run in a number of countries where we work. These are training programmes where participants acquire the basic skills and knowledge needed to work effectively in a multiparty democracy.”

Two different examples of this work in 2014 come from Mozambique and El Salvador. In Mozambique, NIMD set up an Election Observation Room where key electoral stakeholders, including political parties, were able to discuss real-time information about irregularities during the election and resolve them without confrontation. In El Salvador, in response to an increasing shortage of clean water and facilitated by NIMD, representatives from the private sector, civil society and politicians discussed proposed water management legislation.

Peer exchanges

NIMD also organizes exchanges where politicians from one country can meet and learn from politicians in another country. A good example of that from 2014 was an exchange programme through which representatives from the main parliamentary parties in Zimbabwe went to Tanzania and Kenya to learn about how the parties there have developed interparty dialogue.

“Democracy is only true democracy if all the groups in society have a voice and the opportunity to participate. NIMD declared 2014 its Gender Year”

GENDER AND DIVERSITY YEAR

As part of promoting democracy, NIMD considers it important to focus on the inclusion of women, young people and minorities in political life. Or, as Hans puts it, “Democracy is only true democracy if all the groups in society have a voice and the opportunity to participate.”

In 2014 NIMD decided to take a more in depth look at further developing its approach to enabling the political participation of women. It declared 2014 its ‘Gender Year,’ collected data from within its programmes and from external sources and has been reflecting on the work that it has done so far in this area.

As part of this process, NIMD ran three major regional conferences on women’s political participation in Honduras, Malawi and Colombia, where it shared information and ideas with academics, diplomats and politicians from various countries. In 2014 NIMD also started a new programme to strengthen the political leadership of women in Colombia, Kenya and Tunisia.





Financial capacity training for the finance officers of NIMD's implementing partner organizations and country offices, organized by NIMD headquarters



Working group Global Partnership for Multiparty Democracy consisting of NIMD staff and several of NIMD's partners

Looking Ahead

NIMD has been providing democracy assistance for almost 15 years and is committed to continuing its work in what many, including leading academic in the field of democracy assistance, Thomas Carothers, describe as a 'markedly harsher environment'.¹ Carothers identifies global trends which make democracy assistance work more difficult than it used to be. These include fewer good news stories about more countries becoming democracies, more governments in non-democratic countries restricting democracy aid, western democracies no longer looking as though they have all the answers and more competition from other non-democratic political models.

Hans sees this too. "We very much recognize the trends and challenges that Carothers writes about and this makes it all the more important that we continue to critically reflect on our activities and the role that NIMD plays. In 2014, we

worked on our strategy for the next five years. Important elements in this strategy are innovation, investing in knowledge and knowledge sharing and more focus on a regional approach."

"Innovation and investing in the skills and knowledge of the staff have always been important for us. In the next few years we intend to establish a "knowledge unit" at our headquarters in The Hague in The Netherlands. This unit will be responsible for NIMD's on-going search for the most effective tools and approaches.

While programmes focusing on supporting political parties in different countries remain the core work of NIMD, we recognize that countries don't exist in a vacuum and that developments at the level of the region are becoming increasingly influential and important. That is why in the coming years NIMD will also look into how it can better include the regional focus in its country programmes."

Global Partnership for Multiparty Democracy

Working with partner organizations has always been an essential part of NIMD's approach because local knowledge, local contacts with the politicians and local ownership are all very important for the effectiveness of its work. NIMD also works in partnership with international democracy assistance organizations in order to have a bigger impact as a result of combining funding, expertise or networks.

NIMD is now working on taking this collaboration with its partners to the next level by setting up the 'Global Partnership for Multiparty Democracy.' In 2014 NIMD and several of its partners formed a working group and prepared a proposal for how this global partnership would work. This proposal will be presented to the partner organizations of the countries in 2015 and the plan is for the global partnership to be formally established in 2016. Hans says, "It will be

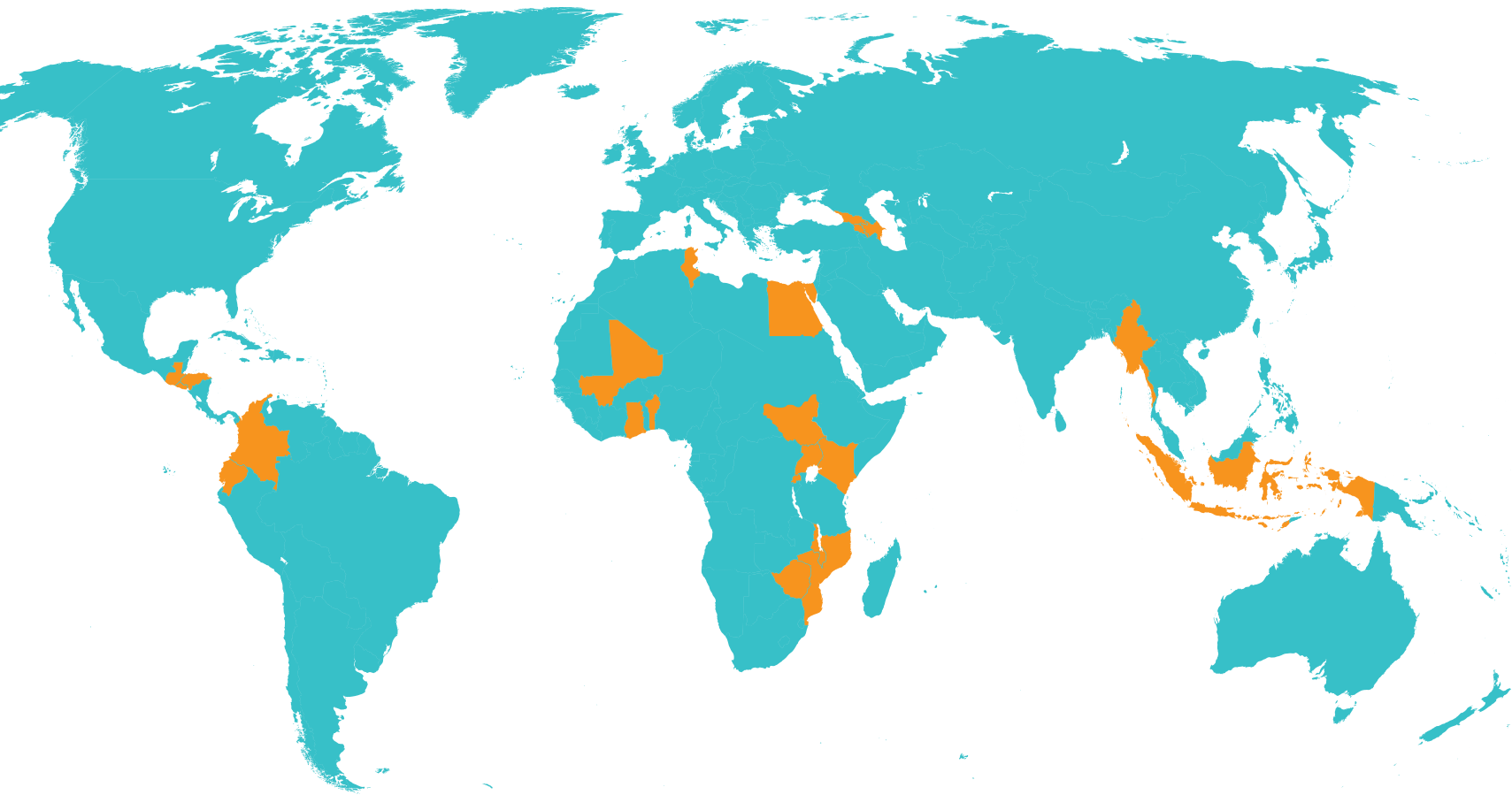
a global network for every organization that provides political party assistance from a multiparty perspective to share experiences, work together and advocate for this kind of democracy assistance."

So despite the environment that Thomas Carothers describes, Hans is feeling positive about the future of NIMD. "With our new strategic plan in place, we are all set to build on our established track record as a niche organization and achieve our ambition of being the leading global centre for political party support. Together with our partners, we look forward to becoming even more effective in our work. Political party support matters!"

"We are all set to build on our established track record as a niche organization and achieve our ambition of being the leading global centre for political party support"

¹ Thomas Carothers: Democracy at 25: Time to choose, Journal of Democracy January 2015, Volume 26

NIMD IN 2014



Benin

As a result of facilitation by NIMD, multiparty delegations of Members of Parliament held public consultations around the country on topics of concern to citizens, such as agricultural development and basic facilities.

Burundi

As part of supporting their participation in the 2015 elections, NIMD helped the main 13 political parties to develop their programmes in consultation with their members. (See page 15)

Colombia

NIMD contributed to the establishment of a youth caucus in Congress, where young parliamentarians from different political parties discuss and promote youth issues.

Ecuador

NIMD brought together representatives of all the political parties for training sessions on subjects including strategic planning, financing and think tanks.

Egypt

Democracy Schools produced 64 alumni who are now better equipped to use their democratic knowledge and skills in their work within political parties and civil society organizations.

El Salvador

In response to an increasing shortage of clean water and facilitated by NIMD, representatives from the private sector, civil society and politicians discussed proposed water management legislation.

Ghana

NIMD facilitated interparty dialogue resulting in a list of proposed election reforms.

KEY COUNTRY RESULTS

Guatemala

NIMD trained 50 politicians from different political parties in how to develop and implement plans to address challenges such as malnutrition, security and employment.

Honduras

In response to the changed political landscape, NIMD supported several parliamentary parties to establish long-term development plans for themselves.

Indonesia

215 more people completed democracy school training and 179 Democracy School alumni were candidates in the local elections. 16 were elected into local parliaments.

Kenya

593 political party representatives from 21 parties in 7 counties were trained in key principles and practices of devolved government.

Malawi

Following troublesome elections, NIMD helped the political parties to explore how interparty dialogue can help them to overcome mistrust and develop a common agenda.

Mali

NIMD facilitated interparty dialogue which contributed to the final adoption of legislation that gives the opposition and its leader more rights in parliament.

Mozambique

NIMD set up an Election Observation Room where key electoral stakeholders, including political parties, were able to discuss real-time information about irregularities during the election and resolve them without confrontation.

Myanmar

Myanmar's first School of Politics was opened. (See page 16)

South Caucasus

As a result of interparty dialogue facilitated by NIMD, all the parties in the Georgian Parliament agreed to commit some of their own public funding to identify and train potential women candidates to be Members of Parliament.

South Sudan

Due to continuing violence and political instability, NIMD's work in South Sudan was put on hold.

Tunisia

63 School of Politics alumni were candidates in the national parliamentary elections, 10 were elected and 3 became ministers.

Uganda

NIMD continued to facilitate interparty dialogue which in 2014 resulted in all 6 parliamentary parties reaching agreement on 43 amendments to the electoral system. (see page 13)

Zimbabwe

NIMD organized an exchange programme through which representatives from the main parliamentary parties went to Tanzania and Kenya to learn about how the parties in these countries have developed interparty dialogue.

peer exchanges in **12** countries

22 peer exchanges involving **296** politicians

OVERVIEW OF NIMD’S IMPLEMENTING PARTNERS AND COUNTRY OFFICES

Local ownership is an important guiding principle for NIMD. That is why NIMD works with local partner organizations. They have local knowledge and contacts with the politicians which are all very important for the effectiveness of NIMD’s work. In a number of countries NIMD has country offices staffed by local people. These offices fulfil the role of a local partner organization in implementing the work together with NIMD’s head office.

<u>Implementing partners in programme countries</u>	<u>NIMD country offices</u>
Burundi Burundi Leadership Training Programme	Benin (AWEPA-NIMD Country Coordinator)
Egypt Danish Egyptian Dialogue Institute	Colombia
Ghana Institute of Economic Affairs	Ecuador
Indonesia Komunitas Indonesia untuk Demokrasi	El Salvador
Kenya Centre for Multiparty Democracy Kenya	Guatemala
Malawi Centre for Multiparty Democracy Malawi	Honduras
Mali Centre Malien pour le Dialogue Interpartis et la Démocratie	Mozambique
Tunisia Centre Études Méditerranéennes Internationales	Myanmar (joint office with DEMO Finland)
Zimbabwe Zimbabwe Institute	South Caucasus (Georgia, Armenia, Azerbaijan)
	South Sudan (managed from NIMD headquarters)
	Uganda

FACILITATING INTERPARTY DIALOGUE

dialogue platforms in **11** countries

In developed democracies we take for granted that different political parties talk to each other and debate important issues while respecting certain ground rules. In many countries where NIMD works this is not the case. There are often high levels of tension between the parties and parliament is often dominated by the ruling party, which means that it is not always possible to discuss political reform.

NIMD brings together politicians from parties across the political spectrum and facilitates conversations in a safe space. The first stage is often about helping them to get to know each other and overcome barriers to build the trust and confidence to work together. Once they have reached that point NIMD helps the politicians to agree their own agenda for political reform.

UGANDA

NIMD started facilitating interparty dialogue in Uganda in 2009 and the process has continued since then. At first it focused on building trust and achieving small successes. Gradually the parties were able to be more ambitious in the topics that they worked on. In 2014 the point was reached where all 6 parliamentary parties agreed a proposal for electoral and constitutional reform. This was a list of 43 amendments to the electoral system designed to make it a more level playing field.

The Prime Minister was one of the key drivers for this process on the government side and during 2014 he was replaced. At first this looked like a setback for the process, but the agreement was reached despite his departure. This showed that the agreement was not just dependent on one person but had broader support.

The new Prime Minister has indicated that these proposed reforms will be considered for inclusion in a government draft Bill on electoral reform to be debated in Parliament in 2015.

EL SALVADOR

In El Salvador local councils used to be run by just one party. In 2015, following a change in legislation, El Salvador will vote for the first time for multiparty local councils. This will be a big change for the politicians as they are not used to working together with other parties. Many politicians were concerned about what this would mean in practice and whether it would be possible to govern at the local level in this way.

To address this, in 2014, NIMD worked with all the political parties that may be represented on the local councils after the elections. NIMD helped them to understand the new legislation and gave them advice on how to prepare for this new way of working. As part of this, NIMD designed training programmes for the politicians to develop the skills (such as consensus building) that they will need to work together effectively with the other parties on the local council.

BUILDING PARTY CAPACITY

172 political parties
supported by NIMD

NIMD works in countries where democracy is relatively or completely new. In many of these countries political parties are based around the personality of the leader rather than having a long-term identity based on policies. Many parties see winning the election as the main goal. In addition, they are often poorly organized and lack the skills and experience to fulfil their role.

NIMD supports political parties to build their capacities in a variety of ways and the exact approach varies to fit the context of each country. Sometimes the support is as basic as making sure that they have procedures in place for managing their finances, recruiting staff and organizing elections for key positions in the party. NIMD has also developed a strategic planning tool for helping parties to analyze their organizational strengths and weaknesses and to develop an action plan for functioning better.

NIMD organizes training on a range of themes such as how to write a manifesto and how to consult members in the process of developing policies. Because NIMD is impartial and supports all the main political parties, training is usually organized for groups with representatives from different parties. However training is also run separately for individual parties, for example, when it involves discussion of confidential internal party matters.

In Ghana, Zimbabwe and Uganda, NIMD has been experimenting with enabling each party to have a policy officer whose role is to research policy options and help the party to decide what their policies on a range of key issues will be. NIMD also stimulates parties and voters to see policies as an important part of political life by organizing live radio and TV debates between politicians on specific issues or by stimulating political parties to participate in a votematch. This is a comparison website or app to help voters see the policy differences between parties and decide who to vote for.

NIMD's ultimate goal with these activities is for parties to become more policy-based and more focused on a long-term agenda for the good of their country.

BURUNDI

After the 2010 elections – which many opposition parties boycotted – Burundi has experienced several years of serious political deadlock, including a period when the different parties would not meet each other and several opposition leaders were in exile.

As part of a strategy for unlocking this political deadlock, NIMD, and its partner organization, the Burundi Leadership Training Programme (BLTP), managed to engage the main 13 political parties in an 18-month capacity building project. This was a series of training sessions on how to develop a party political programme, including topics such as how to write a programme, how to develop policy positions and how to involve members in such a process. These were multiparty training sessions which means that representatives of all the main 13 political parties attended the programme together. So at the same time as providing training on very useful and uncontroversial information and skills, this was also a significant move towards building trust between the parties. In addition to the different multiparty trainings, NIMD also facilitated the process of parties holding internal party discussions, including consulting with their members in several provinces, and helped them to translate these discussions into policy positions on key issues.

2014 saw the last 6 months of this project and the start of a second project focusing on helping the parties to prepare for participating in the elections in 2015. This consisted of training sessions on topics such as how to select candidates, how to observe elections, how to work within the new electoral legislative framework and how to develop communication strategies for getting messages across to the electorate. NIMD and BLTP also arranged for the independent electoral commission to participate in some of these sessions to enable them to exchange information with the political parties and to increase trust in the management of the electoral process.

ILLICIT NETWORKS – LATIN AMERICA

In some Latin American countries the ability of political parties to function democratically is seriously undermined by the influence of organized crime and other illicit activities. For example, in some places there is so much money from organized crime coming into politics that it is difficult for people without that backing to compete.

To address these issues, NIMD, together with Clingendael's Conflict Research Unit and the International Institute for Democracy and Electoral Assistance (International IDEA), commissioned research into these problems in Latin American (focusing particularly on Colombia, Peru, Guatemala, Honduras and Ecuador.) This research was started in 2012, completed in 2014 and published as a book called 'Illicit Networks and Politics in Latin America'. The findings have also been presented internationally including at the UN headquarters in New York.

Of course these issues are not confined to Latin America. The aim of this work is to raise awareness of this growing global problem and the kinds of co-ordinated international approaches that are needed to address it. The conclusions will be used as input for NIMD's future programmes.

FRUITFUL INTERACTION BETWEEN POLITICAL AND CIVIL SOCIETY

8 Democracy Schools

695 graduates

24 network events
for alumni

Interaction with civil society organizations is important for political parties to be able to function effectively and promoting this is an integral part of NIMD's work. Part of it is raising awareness in political parties of the relevance of working with civil society organizations and giving them the knowledge and skills to do this effectively. Sometimes it is about helping to build trust between the political parties and civil society organizations. In its 'Environmental Dialogue' project, NIMD takes this further and facilitates conversations between politicians, civil society organizations and other stakeholders in order to help them to address particular issues.

NIMD also supports the development of links between political and civil society through its Democracy Schools. Democracy Schools are political education and training programmes that give participants the knowledge and skills that they need to work in politics in a multiparty democracy. Some Democracy Schools have groups of participants consisting of a mixture of (aspiring) politicians and people from civil society organizations. In these schools making the link between these two groups is at the very heart of how they operate. Other schools focus specifically on providing training to politicians but here too the skills and concepts of working with civil society organizations are a core part of the programme.

MYANMAR

In 2014, Myanmar's first School of Politics opened. Achieving this was a complex task in such a delicate political environment and consequently required a great deal of work on trust building with, first and foremost, political parties at national and regional level but also with Myanmar's Election Commission as well as chief ministers in regional government. The parties needed to see that NIMD, and partner organization DEMO Finland, were organizations that they could work with and that have the sensitivity and impartiality to work in this political climate. Once they saw this, they were particularly interested in training in skills such as campaigning and communication as well as knowledge in areas such as democratic principles, democratic institutions and roles of the various democratic actors.

It was also essential to build trust and a relationship with Myanmar's Election Commission, whose permission was necessary for this work to be legal and possible. If that permission had not been given the political parties would not have wanted to participate for fear of potential repercussions in the future.

Several civil society organizations were involved in delivering sessions at the school, for example on the peace situation, governance and workers' rights.



The first class of the Myanmar School of Politics

ENVIRONMENTAL DIALOGUE – LATIN AMERICA

In several Latin American countries, civil society organizations have little access to politicians and therefore little chance for their concerns to be heard. Many of the governments are perceived as being aligned with the interests of multinationals and not taking into account the concerns of ordinary people or the good of the country. Decisions made about big mining projects are a good example of this. The decision to allow this kind of project to go ahead is often taken by the national government without local community support. This can lead to conflict, including violence.

NIMD is working in Guatemala, El Salvador and Columbia together with Cordaid to facilitate dialogue between politicians and civil society organizations around this sort of environmental conflict. NIMD and Cordaid have both been able to use the networks they have built up during previous work to bring representatives of different groups together to talk. The aim is to improve environmental governance with one of the benefits of that being reduced conflict.

In 2014 in El Salvador, NIMD has helped the Ministry of Environment and Natural Resources to set up a special unit for environmental conflict resolution. NIMD's role was to help develop guidelines for the ministry and train ministry staff in conflict resolution and environmental governance. NIMD has also helped civil society organizations in El Salvador to form an integrated platform and to work together on a common agenda. In addition, NIMD has taken major steps forward towards getting different groups together to start discussions on creating a water law.

WORKING IN FRAGILE AND CONFLICT-AFFECTED SETTINGS

When a country has recently come out of a period of conflict, there are extra complications involved in establishing democracy. For example, the politicians may come from armed groups on opposite sides of the conflict and there may be more focus on old grievances than on trying to improve the current situation in the country. After some time ruling the country, they may feel frustrated and inadequate because they haven't been able to make as much progress as they had wanted, but may feel it is important to look confident and not ask for help.

In fragile and conflict-affected settings it is even more important to build trust and interparty dialogue, to strengthen the capacities of the political parties and give people from the former armed groups the skills to carry out political roles. This requires high levels of sensitivity, mediation and people skills as well as an excellent understanding of the context. NIMD's track record of tailored support for political parties in new democracies, including in fragile and conflict-affected settings, gives it the skills, experience and credibility to provide help in an appropriate way.

MALI

Mali is one of the poorest countries in the world, it lacks basic infrastructure and, although democracy and constitutional rule have been restored, the government remains weak. In addition to this general fragility, there is still ongoing conflict between various armed groups in the northern part of the country, where the government has little or no authority.

In 2014 negotiations started to try to reach a peace accord between the fighting groups and the state. The core issue is the demand of armed groups for autonomy for the northern region.

To facilitate the political parties having influence in these negotiations, NIMD supported the parties to come together and discuss the ongoing peace process. NIMD worked with the parties to identify their positions on the negotiations, discuss possible solutions and reach consensus where possible. NIMD also supported the parties to channel these views to the government and negotiators in the peace process.

In addition, NIMD organized TV and radio debates between the political parties on various topical issues, including the peace accord. These debates were also broadcast in local languages. The debates had two aims: firstly, to encourage the parties to clarify their positions and secondly to raise public awareness.

NIMD does all its work in Mali together with partner organization, Centre Malien pour le Dialogue Interpartis et la Démocratie.

GENDER AND DIVERSITY

NIMD's 2014 Africa Regional Conference in Malawi was about women's political participation. It was one of several conferences on this theme in 2014

NIMD is impartial and the agenda is always set by the political parties themselves, but there are also subjects that NIMD proactively stimulates. One of these is the representation of and participation by women and minority groups.

2014 was NIMD's 'Gender Year' and NIMD carried out work in several countries with the specific aim of enabling more women to participate in politics.

REGIONAL CONFERENCE ON WOMEN'S POLITICAL PARTICIPATION – HONDURAS

In Honduras, NIMD organized a conference on women's political participation. Here politicians, ambassadors and academics from several countries in Central and South America exchanged experiences and ideas. The conference covered several factors that influence women's political participation. These included cultural attitudes and stereotyping, legislation, quota systems and how political parties organize their lists of candidates. Many of the ideas exchanged during the conference will be incorporated into policy plans and programmes and the conference as a whole helped to keep the issue of women's political participation on the agenda.

RESPECT FOR WOMEN'S POLITICAL RIGHTS – COLOMBIA, KENYA, TUNISIA

In 2014 NIMD started a four-year programme with the aim of enabling more women in Colombia, Kenya and Tunisia, to participate effectively in politics. NIMD is organizing this programme together with three partner organizations: UNDP (United Nations Development Programme), International Institute for Democracy and Electoral Assistance (International IDEA) and the Centre for Multiparty Democracy Kenya. Examples of work from the programme in 2014: In Columbia, NIMD delivered training in how to write laws to 70 staff members of 29 women who are elected members of Congress. The aim is that with better trained staff the congresswomen will be able to achieve more.

In Kenya, NIMD worked with the main eleven political parties on assessing barriers to women becoming candidates. Based on this analysis the parties then developed action plans for increasing the number of women candidates in the 2017 elections.

In Tunisia, NIMD held several seminars on the issue of violence against female politicians. The aim was to raise awareness of this issue within the political parties and to encourage the identification of strategies to address the problem. After the October elections NIMD also facilitated the establishment of a women's caucus in Parliament.



In different countries around the world, various groups of people are experimenting with new ways of practising democracy, often using new technology. NIMD is building its knowledge of these innovations so that it can help political parties in emerging democracies to consider these options as well. Sometimes parties in new democracies may be more open to these innovations than political parties in countries with a long-established tradition and a fixed set of expectations about how democracy should work.

LIQUIDFEEDBACK – GEORGIA

In 2014, NIMD introduced a software called LiquidFeedback to political parties in Georgia. This innovative software can be used to create an on-line space where members of a political party can raise issues that are important to them, debate issues and vote on them. This means that instead of having a party conference where ordinary members and party leadership debate issues together once a year, this process of listening, consultation and debate can be on-going and members can potentially have much more influence.

After showing this to the political parties in Georgia and discussing how it could work for them, NIMD hopes to start piloting the use of LiquidFeedback in Georgia in 2015.

FINANCIAL RESULTS

FINANCIAL OVERVIEW

NIMD and its programmes are primarily financed by the Dutch Ministry of Foreign Affairs (Dutch MFA), mainly through the Political Parties 2 Fund which will end in 2015. Consequently, it was a top priority in 2014 to continue finding new donors to enable NIMD to continue its work in the future.

In 2014, NIMD has succeeded in finding a substantial number of new donors for its country programmes (see table). On top of that, NIMD joined forces with AWEPA (The Association of European Parliamentarians with Africa) to form a consortium which has been selected as one of the 25 Strategic Partners of the Dutch Ministry of Foreign Affairs to advance lobby and advocacy in the 2016-2020 period.

FINANCIAL SUMMARY

The total income in 2014 was € 10,815,259, which was slightly higher than the total income in 2013 (€ 10,499,613). The total expenditure in 2014 was € 10,264,779, which was slightly lower than the total expenditure in 2013 (€ 10,266,889). The surplus of € 550,480 will be used in 2015 partly as a contingency fund and partly for co-funding proposals where donors’ funding depends on NIMD’s contribution.

In terms of programme management costs, the total expenditure was € 0.33 million lower than budgeted, due to some small deviations. The actual expenditure on programme management costs – which includes direct staff costs and indirect overhead and administration – was 24 per cent overall, and 27 per cent specifically for funding received from the Dutch MFA’s Political Parties 2 Fund. 30% of the programme management expenditures is overhead and administration costs which is 12% of the total expenditures of NIMD.

OVERVIEW OF DONORS

In 2014, 15 new funding contracts were signed for a total amount of € 4.0 million (compared to 5 new contracts for a total amount of € 2.8 million in 2013.) This included 5 new donors (Swiss Federal Department of Foreign Affairs in Burundi, British High Commission in Georgia, Swedish International Development Cooperation (Sida) in Guatemala, Instituto de la Democracia (IDD) in Ecuador and WaterAid in Mozambique).

OVERVIEW OF THE DONORS AND THEIR EXPENDITURE IN 2014.

DONOR	NIMD PROGRAMME	EXPENDITURE (in €)
British High Commission	Georgia	54,268
Canadian Department of Foreign Affairs, Trade & Development (DFATD)	El Salvador, Mozambique	37,760
Danish Embassy	Mozambique	5,613
Danish Institute for Parties & Democracy (DIPD)	Egypt, Zimbabwe	71,869
Democratic Governance Facility (DGF)	Uganda	635,378
Dutch Ministry of Foreign Affairs – Political Parties 2 Fund	All programmes	7,446,322
Dutch Ministry of Foreign Affairs – Reconstruction Fund	Central America, Colombia	1,586,025
Dutch Ministry of Foreign Affairs – Human Rights Fund	Colombia, Kenya, Tunisia	273,725
Dutch Ministry of Foreign Affairs – Embassies	Burundi, Georgia, Honduras	223,012
European Commission	Burundi	177,691
European Partnership for Democracy (EPD)	Georgia, INSPIRED	48,369
Instituto de la Democracia (IDD)	Ecuador	28,436
International Institute for Democracy and Electoral Assistance (International IDEA)	Ecuador, Africa Regional Conference	99,297
Open Society Initiative for Southern Africa (OSISA)	Mozambique	69,464
Organization for Security & Co-operation in Europe (OSCE)	Georgia	9,061
Swedish International Development Cooperation (Sida)	Guatemala	23,927
Swiss Federal Department of Foreign Affairs (FDFA)	Burundi	17,556
WaterAid	Mozambique	7,486
	Total	10,815,259

