Annual Plan 2017

Strategic Partnership NIMD-AWEPA

Conducive Environment for Effective Policy Influencing: the Role of Political Parties and Parliaments

31 October 2016

This document is part of the ‘Dialogue and Dissent Programme’ that is being implemented by NIMD and AWEPA in partnership with the Dutch Ministry of Foreign Affairs.
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1. Introduction

This document presents the NIMD-AWEPA Annual Plan for 2017, that is being implemented under the 2016-2020 Strategic Partnership (SP) with the Dutch Ministry of Foreign Affairs (MFA). The SP Programme between NIMD, AWEPA and the MFA focuses on strengthening the lobby and advocacy role and capacities of political actors, and the creation of an enabling environment for inclusive development, so that lobby and advocacy efforts by civil society fall on fertile ground.

The core of the programme constitutes of interventions that are implemented at a country level\(^1\), based on a country-specific Theory of Change. During the first six months of 2016, the focus has been on putting in place the necessary systems and processes for the programme to take off. In a number of countries NIMD and AWEPA established or selected new local implementing partners and offices (e.g. in Kenya, Uganda, Mali and Indonesia), in-country coordination meetings took place between NIMD and AWEPA partners and a tailor-made M&E framework was developed for the programme, including a data collection toolkit and PME manual. Kick-off meetings were organised in all regions to jumpstart the programme and to roll-out the baseline measurements for all countries. Through a participative baseline process, the implementing partners and staff selected baseline data for all countries, serving as a basis for future programme planning and monitoring. The process was intensive and time-consuming, but worthwhile. It provided NIMD and AWEPA with a set of practically appropriate and programmatically relevant baseline reports, and contributed to the PME capacity development of both NIMD and AWEPA, as well as the local implementing partners and staff. Due to the intensity of the baseline process and the opening of new offices, the implementation of activities in most countries started only in the second half of the year. At HQ level, 2016 has been used to set-up effective coordination mechanisms between NIMD and AWEPA, to jointly develop a Learning Agenda and International Lobby and Advocacy (ILA) Strategy and to explore the possibilities for a potential programme in Ethiopia.

Now that the basic systems and frameworks are in place, and all programmes are up and running, in 2017 the focus will be on the further implementation of the programmes. NIMD and AWEPA will continue to support the roll-out of the M&E efforts at a country level, including the measurement of intermediate indicators and the gathering of human interest stories to complement the quantitative data collection. Furthermore, NIMD and AWEPA will start implementing specific components of the ILA strategy and the Learning Agenda, to support the country programmes in their efforts to achieve an enabling environment for policy influencing. Finally NIMD and AWEPA seek to further increase the collaboration and coordination with the Embassies in the programme countries and intensify the strategic partnership relation with the MFA.

In the next sections, an update will be provided on the programme context (§2) and theory of change (§3), including highlighted country cases, an updated outcome indicator framework and a summary of the main programme interventions in 2017. After that, a number of cross-cutting themes and programmes will be highlighted, including ILA, the Learning Agenda, capacity building for partner organisations and country offices and PME (§4). In §5 the main changes in programmes and budgets are highlighted and explained.

2. Programme update

Given the wide variety of countries in which the programme is operating and the variety of lobby and advocacy themes the programmes are working on (see Annex 1), providing a summarised update on the programme context is a challenge. In general however, we can say that many of the countries in which NIMD and AWEPA work experience a trend of a closing democratic space. E.g. in Uganda, where elections took place early 2016 amidst a climate of voter intimidation and repeated arrests of opposition politicians. Or in Mozambique, where the political situation is very agitated, and occasional attacks between the government army and troops of the opposition party are occurring. These increasing tensions between ruling and opposition parties limit the role and influence of both political and civic actors in policy making processes, as all attention is being drawn towards

\(^1\) The SP Programme is implemented in Benin, Ghana, Kenya, Mali, Mozambique, Uganda, Zimbabwe, Georgia, Indonesia, Myanmar and Central America (Guatemala, Honduras and El Salvador).
maintaining peace and stability in the country. Highly centralised and informal power structures and exclusionary practices amongst political elites, such as in Zimbabwe, Georgia, Honduras and Uganda, further limit the enabling environment for effective policy influencing. Moreover, informal rules of the game in the political arena, moral codes of conduct, and undemocratic norms and behaviour constrain political and civic actors in their effort to influence policies. Through democracy education programmes in Benin, Georgia, Indonesia, Myanmar and Central America, where current and potential politicians are brought together to familiarize themselves with democratic culture and engage in skills training and knowledge development with regard to democratic reforms and policy development, NIMD and AWEPA aim to contribute to shaping of an enabling environment and to bridge the gap between political and civil society.

Besides a shrinking democratic space, most countries continue to experience a lack of capacity on the side of political actors to effectively perform their roles in linking the state to society. E.g. in Central America, as well as in Mali and many other countries, political parties and parliaments have a limited resource base and lack structures that are firmly rooted in society. Furthermore the systems in which they operate are not inclusive. Fortunately, there are also some promising signs. E.g. in Benin, where elections took place in a peaceful climate in March 2016, resulting in a victory for a reform-minded president. This offers a window of opportunity to address some of the democratic deficits holding Benin’s democratic reforms back, such as a constitutional reform.

In 2017, apart from in Kenya and Honduras, no elections are foreseen in the SP programme countries. That in itself provides a good window of opportunity in terms of lobby and advocacy, as the policy reforms are more likely to fall on fertile ground in the period between elections, than in a period when political actors are caught up in electoral campaigns and political tensions.

In the context of this annual plan, we would like to highlight a number of country programmes for 2017: Kenya and Mali, in light of the political and programmatic developments and Ethiopia, being a new programme.

**Kenya**

In Kenya, both NIMD and AWEPA in Kenya bring in different strengths. Where NIMD’s local partner, CMD-K works with political parties, AWEPA works with parliamentarians. In this regard, the scope of work is very clearly defined making it easy to work together on the programme objectives. Within the framework of lobbying and advocacy, CMD-K focuses on issues such as the political parties act, the electoral laws, etc while AWEPA engages the parliamentarians on legislature over various issues such as anti-FGM and the two thirds gender rule. When dialogue activities are held involving the civil society and parliamentarians, each organization provides support in inviting and engaging different stakeholders. In the course of 2016, the Kenya programme has strived for the advancement of women parliamentarians on various issues related to gender and inclusion. The 2010 constitution establishes a two-thirds gender rule, which requires that no single gender make up more than two thirds of the National Assembly. Based on this provision, the current Parliament will be unconstitutional if it does not vote for the amendment of the Constitution. The consequences include disbanding the current Parliament. In response to this, AWEPA Kenya pushed for the training of parliamentary caucuses and the establishment of caucuses before the 2017 general election in close collaboration with the Kenya Women Parliamentary Association (KEWOPA). This was done to strengthen women’s power and ability to build their numbers in the next Parliament as a way of actively seeking to have more women in parliament. The programme carried out several sessions of lobbying and advocating for the two-thirds gender bill by bringing together parliamentarians across party lines to share experiences and promote the vote in the house. Unfortunately, in May, 2016, the bill failed to be passed. Currently, a retreat is planned with the Justice and Legal Affairs Committee in Parliament to hold a dialogue on the current two-thirds gender bill as tabled before parliament, in order to include the views of other key stakeholders and improve the bill.

In addition to the constitutional crisis of the two-thirds gender rule that was mentioned earlier, an additional concern is on a crisis of confidence in the Independent Electoral Boundaries Commission (IEBC) that oversees the elections of the nation. In April 2016, the opposition CORD coalition started weekly demonstrations demanding
the disbandment of IEBC which they accused of partiality and lack of integrity. They demanded dialogue with the ruling Jubilee coalition outside Parliament which the latter rejected. The demonstrations continued and resulted in deaths of demonstrators. They threatened to spill out of control in May and June 2016. In response, CMD-Kenya convened a first stakeholders dialogue forum on May 17th 2016 which was attended by top Jubilee and CORD leadership, CMD-Kenya member political parties, IEBC, and others. This dialogue contributed to the eventual consensus between the Jubilee and CORD coalitions to disband the IEBC due to allegations of poor integrity. CMD-K will continue to provide a platform for the political parties to dialogue about the IEBC and its actions in the run up to the elections. The party landscape is expected to turn volatile in the run-up to the elections in 2017. It is for this reason that AWEPA Kenya has fast-tracked various activities such as the caucus establishment and the parliamentary outreach forums; after April 2017, most parliamentarians will be on the campaign trail and hence not available for scheduled activities. During this campaign season, the AWEPA programme will work to strengthen the capacity of parliamentary staff. The mainstream activities with parliamentarians in 2017 will run from January to April and then again from September to the first week of December before the parliamentarians go on recess. AWEPA will engage in cohesive outreach forums in the first four months of 2017 as a way of mitigating conflict. Towards the end of this year, and the first quarter of 2017, CMD-K and AWEPA plan a few activities to seek collaboration and build trust and mutual understanding between political and civic actors as a bid to promote cohesion ahead of the 2017 general elections. This will be through trust building activities as well as outreach activities across party lines engaging parliamentarians in sport activities as well as dialogue forums through the media. It is expected that this will contribute to peaceful elections and that a repetition of the ‘post-election violence’ felt after the 2007 elections can be prevented.

**Mali**

The first year of collaboration between AWEPA and CMDID, NIMD’s local partner in Mali, has brought significant and concrete results. Apart from the activities targeting Parliament and political parties, implemented separately by AWEPA and CMDID, the two organizations have jointly supported a review process of the Malian Electoral Law. A workshop with political party representatives, Civil Society Organizations and Members of Parliament was organised in May 2016, with the objective of formulating recommendations on how to improve the current Electoral Law. Following the workshop, a committee composed of a sample of participants was established and given the mandate to lobby and advocate for the recommendations to be included in the revised Electoral Law.

In July 2016, the Malian Government prepared a new version of the Electoral Law and officially submitted it before Parliament. The follow-up committee established by AWEPA and CMDID took this opportunity to organise a retreat with the MPs from the Law Committee, which was specifically in charge of reviewing the draft Electoral Law. Political party representatives and Civil Society Organizations had the opportunity to sensitize the MPs on their recommendations and to discuss how to integrate them into the Law. Following this retreat, the Law Committee submitted 92 amendments including a large number of recommendations from the workshop. Out of these 92 amendments, 88 were passed by Parliament in August 2016. This review process is a good example of how AWEPA and NIMD can join forces and connect political and civic actors for more inclusive reforms of the political system.

In 2017, AWEPA and CMDID are planning to follow the same path with regards to the Constitutional Review which is expected to be brought before Parliament in 2017. Another topic targeted jointly by AWEPA and CMDID is the review process of “La Charte des Partis Politique”, which provides the legal framework for political parties to operate and to be financed. In 2017, AWEPA will also continue its activities focused on improving relations between the Parliament and citizens; providing citizens with knowledge on the functioning of the Parliament, as well as recent bills and legislation that have been passed; and collecting input from citizen to support the representation function of MPs. These so called “parliament-chez-vous” outreach missions are held in the main city of the concerned region and are open for the public with national radio and television broadcasting as well as international media attention.

**Ethiopia**
Under the flexible fund facility that NIMD and AWEPA created and which makes an integral part of the SP programme and budget, the possibility to respond swiftly to emerging political trends, openings and developments in new countries or regions. In 2016, the possibilities for a possible programme in Ethiopia were explored. A first scoping mission took place in April 2016, after a number of exploratory discussions between the Dutch MFA, the Dutch Embassy in Addis Ababa and NIMD-AWEPA. The outcome of the assessment was that there is interest in and room for a joint NIMD-AWEPA programme, although it should be developed and implemented gradually, through a ‘phased approach’. The conclusions of the assessment were shared and discussed with the NL MFA in July and a summary report was presented to Ethiopian stakeholders in August 2016. The assumptions and conclusions were positively confirmed and have laid the foundations for the development of a country programme in Ethiopia in 2017. Given the political context in Ethiopia, the programme will start with capacity building for political actors as a first entry point. Through this capacity building, the building of trust among the political actors can be facilitated; this trust could then lay the basis for interparty dialogue in the future. Given the country’s federal arrangement, a two-tiered intervention approach is proposed - at both the Federal and Regional levels. At a regional level the strategy is to start with Oromia, being by far the largest region, and then move to engage, as necessary, other regions depending on demand. The presence of political leaders willing to explore more democratic avenues of engagement, can only help to facilitate this process. The first phase programming is foreseen for two years (2017-2018), after which an assessment will be made on the actual political space to continue with the programme. In order to accommodate the start-up of the Ethiopia programme, a reallocation of the flexible funds is foreseen (see §5). The recent developments, mainly the public unrest and repressive government response, changes in the ruling party coalition and possible overtures on substantive political reforms have prompted NIMD and AWEPA to seek additional funding from the MFA to respond to these dynamics in the coming two years. This will be complementary to the start-up phase of the Ethiopia programme.

3. Update on Theory of Change

In 2016 all programme countries conducted a baseline for the programme and further refined their country specific Theory of Change based on the outcomes of this process. All country programmes concluded that there was no need to revise or adapt the Theory of Change significantly, as it is still valid in the light of the political context in which they are operating.

Based on the outcomes of the country baselines, we would however like to present an updated outcome indicator framework for the SP, including the most relevant intermediate indicators for 2017. The below table provides a summarized overview of the outcome indicators that have most frequently been selected across the various country programmes, and that will be used by NIMD and AWEPA to report on towards the MFA in 2017. A number of outcome indicators have been changed compared to the formulations contained in the original SP Programme Document. This is done for two reasons:

1) Because in some cases the baseline studies revealed that even after contextualization and operationalization, an indicator proved to be less appropriate to capture the exact outcome level change desired.

2) Where the operationalization process proved that a pre-conceived indicator could not be measured efficiently and cost-effectively in a quantitative way, an indicator had to be turned into a qualitative one, for example changing from “% of parties that...” to “extent to which parties...”. Finally, three outcome indicators have been dropped altogether because of its infrequent use across country programmes, and the practical need to work with a limited set of most common outcome indicators.

The intermediate indicators as presented in the last column provide an illustration of the types of interventions that are foreseen in the various programmes in 2017. The intermediate indicators are derived from the annual plans of the individual country programmes, and have been selected based on their relevance and frequency of use.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Outcome</th>
<th>Outcome indicator</th>
<th>Intermediate indicator 2017</th>
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<tbody>
<tr>
<td><strong>System level</strong>&lt;br&gt;An enabling environment exists at national, regional and international levels for political and civic actors to interact and play their roles in inclusive policy making</td>
<td>1. A level playing field, for all political actors, based on trust, including civic actors wanting to influence politics</td>
<td># of inclusive law making processes, including # of inclusive law making processes with active CS consultation + # consensual law making processes (KEN, MAL, HON, GUA, IND)</td>
<td>% of political actors who indicate that they regularly work together with other political actors (MMR, SAL, UGA, IND, HON, GUA)</td>
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<td>Trust in the political process by different groups and citizens, including % of Latino and Afro barometer respondents (IND, MMR, BEN, MALI, GHANA, GEO, UGA, KEN, HON, GUA, SAL)</td>
<td># of policies formulated based on consultation with interest groups, local experts, CS (GHA, UGA, IND, HON, GUA, SAL)</td>
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<td></td>
<td>% of political actors that experience an enabling environment in which they are involved in inclusive policy making (BEN, MAL, GHA, UGA, MOZ, IND)</td>
<td>% of political parties that experience that their contribution to policy processes are more effective (HON, SAL, MMR)</td>
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<td></td>
<td>Extent to which civic actors experience an enabling environment in which they can influence/are involved in inclusive policy making (GHA, MOZ, MMR)</td>
<td>Level of diversity and inclusivity of actors participating in the policy platform (MOZ)</td>
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<td></td>
<td>2. Safe (and institutionalized) space for dialogue between all relevant political (and civic) actors</td>
<td># of structural changes opening up space for greater engagement by political and civic actors, including # of laws, structural changes and new mechanisms for greater engagement by political and civic actors + # of laws and mechanisms ensuring safe engagement between political and civic actors; (BEN, MAL, HON, GUA, SAL)</td>
<td>Level of participants in the dialogue initiatives (BEN, ZIM, UGA)</td>
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<td></td>
<td># of functional interparty dialogue platforms (BEN, GHA)</td>
<td># of functional interparty dialogue platforms (BEN, GHA)</td>
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<td></td>
<td>3. Formulation of, proposing to, and approval of jointly formulated policies in parliament securing civil and political rights</td>
<td># of (inclusive) policies jointly submitted to Parliament by the ruling and opposition parties (taking part in the dialogue platforms) (UGAN, KEN, MOZ)</td>
<td># of policies and proposed amendments jointly formulated for submission to Parliament by the ruling and opposition parties taking part in the dialogue platforms (BEN, MAL, KEN, UGA, MOZ, ZIM, MMR)</td>
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<tr>
<td></td>
<td></td>
<td># of policies securing civil and political rights (KEN, UGA, MOZ)</td>
<td># of policies securing civil and political rights (KEN, UGA, MOZ)</td>
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<td>4. A more conductive environment for inclusive participation of women and political processes and policymaking includes the voice of women and minority groups, and gender equality agenda receives wider support in and out of parliament</td>
<td># of policies proposed by political parties that reflect national minority needs and interests (GEO)</td>
<td>% of women involved in politics that feel they are able to take part in decision making processes (BEN, MOZ, MMR, HON, GUA, GEO)</td>
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<td></td>
<td># of concrete proposals/Bills developed on inclusiveness of women/youth (BEN, MAL, UGA)</td>
<td>% women participants in programme activities (BEN, MAL, GH, UGA, KEN, ZIM, IND, MMR)</td>
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<td></td>
<td></td>
<td># of legislative and policy initiatives initiated by Women MPs (BEN, MAL)</td>
<td>% of legislative and policy initiatives initiated by Women MPs (BEN, MAL)</td>
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<tr>
<td><strong>Actor level</strong>&lt;br&gt;Political actors are embedded in society and</td>
<td>5. Political actors that voice and monitor citizen interests</td>
<td># of published political documents (manifestos, election programmes, position papers, policy proposal) by political actors based on inputs from a defined support base (on improving gender equality and/or on inclusion) (MAL, UGA, KEN, MOZ, IND, MMR, HON, SAL, GEO)</td>
<td># of political actors who have been trained on the importance of the CS dialogue (MAL, IND, MMR, SAL, BEN, HON)</td>
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<td></td>
<td></td>
<td># of political actors who since the training have increased their interaction with CS (MAL, IND, SAL, MMR, HON)</td>
<td>% of political actors who since the training have increased their interaction with CS (MAL, IND, SAL, MMR, HON)</td>
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responsive to citizens.

**Afrobarometer score on “Public perception on how well MPs listen to the needs of their constituency”**

<table>
<thead>
<tr>
<th>6. Improved capacity of local partners (based on adapted 5-Capabilities scan)</th>
<th>Local implementing partners increased their scores on NIMD’s and AWEPA’s 5-C organizational scans (MAL, GHA, UGA, KEN, BEN, MOZ, IND, MMR, HON, GUA, SAL, GEO)</th>
<th>Score on capability to relate and attract (MAL, GHA, UGA, KEN, MOZ, IND, MMR, HON, GUA, SAL, GEO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. Improved capability to attract and relate of political actors</td>
<td># of active alliances between political actors and/or between political actors and CS stakeholders (MOZ, HON, GUA, SAL)</td>
<td># of events to consult citizens on their concerns (GUA, IND)</td>
</tr>
<tr>
<td>8. Distinctive programmatic profiling - internal, public and in parliament - in relation to electorates and support bases of political actors</td>
<td># and % of political parties that base their political and policy proposals on a distinctive profile (BEN)</td>
<td># of political parties that report progress on developing capacities in policy making, management and intra/party democracy inclusion (GEO)</td>
</tr>
<tr>
<td>9. Political actors have increased capacity to oversee, scrutinize government legislation, policy implementation and performance</td>
<td># of instances oversight instruments were used (questions, interpellations, missions of enquiry, etc.) (BEN)</td>
<td># of participants in capacity-building activities (BEN, MAL, GH, UGA, KEN, ZIM, IND, MMR)</td>
</tr>
<tr>
<td>10. Political actors understand the legislative process and have increased capacity to develop and formulate policy ideas into legislation</td>
<td># of Private Members’ Bills moved and % adopted (BEN, MAL, UGA, KEN, ZIM)</td>
<td>Extent to which awareness is raised, attitudes are altered and knowledge base had increased (BEN, MAL, GHA, UGA, KEN, ZIM, IND, MMR)</td>
</tr>
<tr>
<td><strong>Culture level</strong></td>
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<td></td>
</tr>
<tr>
<td>A culture of accommodation and consultation between political actors and with civic actors exists that also facilitates system and actor level change</td>
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<tr>
<td>11. Interest in consulting, collaborating, harmonizing, being responsive and a sense of trust and mutual understanding among and between political and civic actors</td>
<td>% of political actors who indicate that they collaborate with other political actors at least x times per year (KEN, MMR, BEN, GUA, IND, MAL)</td>
<td># of consultation meetings/ # of events organised to consult civil and political actors on democratic practice (BEN, UGA, MAL, KEN, GEO)</td>
</tr>
<tr>
<td></td>
<td>% of political actors who indicate that they collaborate with other civic actors at least x times per year (GHA, KEN, MMR, HON, GEO, BEN, MAL)</td>
<td>% of civic actors that indicate that they experience an increased willingness-to-interact from political actors (MAL, GHA, HON, SAL)</td>
</tr>
<tr>
<td>12. Political actors are more aware of and have internalised democratic values, rule of law and gender sensitive &amp; inclusive politics.</td>
<td>% of political actors that reference the following topics in their manifesto/public statements, other publications - democratic values and/or rule of law and/or gender sensitive &amp; inclusive politics (UGA, MMR, HON, BEN, GUA)</td>
<td># of graduates from democracy and political education schools (disaggregate sex, age, social group etc) (MMR, HON, GUA, SAL, GEO)</td>
</tr>
</tbody>
</table>
4. Cross-cutting themes and programmes

Within the SP programme, a number of programmes and themes can be identified that are cross-cutting. In this section, these cross-cutting programmes and themes will be highlighted:

1) International Lobby and Advocacy
2) Learning Agenda
3) Capacity building for partner organisations and local offices
4) Planning, Monitoring and Evaluation (PME)

4.1 International Lobby and Advocacy (ILA)

Within the SP programme, a separate International lobby and advocacy (ILA) strategy has been developed aimed at supporting the strategic goals in the country programmes to push for integrating political parties and parliaments as essential actors in international development policies. By creating more space for political actors in development at a national, regional and international level, and by creating interlinkages between the lobby and advocacy activities at the various levels, the impact of lobby and advocacy efforts on issues that emanate from national policy agendas is sought to be maximised. In the course of 2016 NIMD and AWEPA developed an ILA strategy for the SP Programme and discussed this with the local implementing partners and the MFA. For 2017, the following objectives can be highlighted:

1) Strengthening the ILA capacities at a national level
Local implementing partners will be capacitated on the policy influencing possibilities towards a selected number of institutions - the European Union (EU), the African Union (AU), and the Eastern African Community (EAC). Besides that, practical advice and support will be provided to the local partners in terms of EU proposal development and targeted country-level EU lobby and advocacy.

2) ILA towards the EU
In 2016 the focus of the ILA strategy was mainly on the ILA efforts towards the EU, in light of the current review of a number of EU funding instruments (EDF and EIDHR), which provide an opportunity under the SP to encourage greater funding to political parties and parliaments. A number of specific activities were implemented through the European Partnership for Democracy (EPD) as well as with AWEPA’s Sections and members in the parliaments in Europe (including the European Parliament). In 2017 the ILA efforts towards the EU and in cooperation with AWEPA’s Sections will be continued, with the aim to influence the funding review processes and development policies, and to create more awareness on the critical role of parties and parliaments in development.

3) Exploring ILA towards regional organisations in Africa and Asia:
In 2017 the focus will be on assessing the possibilities for targeted ILA efforts towards a number of regional organisations. To this end a regional assessment will be conducted in cooperation with ECDPM, aiming to compare the policy issues emanating from the national policy agenda’s from the country programmes with the policy priorities and influencing channels of the African Union (AU) and Eastern African Community (EAC) in order to identify potential entry points for an ILA strategy towards these regional bodies. Based on the findings, and the consultations with the local partners, a more detailed strategy for working with regional organisations will be developed. In addition to that, potential entry points for NIMD’s ILA efforts in the Asian region will be explored. In light of the regional ILA, AWEPA will further intensify its cooperation with the ACP-EU Joint Parliamentary Assembly in 2017.

4.2 Developing a Learning Agenda

Within the SP Programme, joint learning is a key priority. In the course of 2016, a learning agenda for the SP Programme has been developed and discussed with the local implementing partners and the MFA. For 2017, the following objectives can be highlighted:
Objective 1) To increase the efficiency and effectiveness of the programmes and ensure the innovation of programme intervention strategies

In 2017 the focus will particularly be on drawing lessons learned with regard to the main programme interventions and the identification of best practices that can be shared between programmes. To this end NIMD and AWEPA will organise strategic reflection meetings at least twice a year at a local level and at NIMD and AWEPA HQ level. At a regional level, in 2017 a strategic reflection meeting is foreseen in Africa. Besides programmatic reflections, these meetings provide an opportunity to staff and partners to provide input to, and inform themselves on new tools and knowledge products that have been developed.

Objective 2) To strengthen country programmes by deepening our knowledge base

Based on an analysis of the thematic issues that characterise the individual country programmes under the SP, three core themes have been identified and discussed with the NIMD and AWEPA partners:

1) The cooperation between parliament and political parties
2) The shrinking democratic space
3) The role of parliament and political parties in ensuring that the views and opinions of societal groups are reflected in policymaking and the national budget cycle

Currently more detailed ToRs are being worked out for each of the abovementioned core themes, which serve to improve programme design as well as programme intervention strategies. For 2017 the focus will be on the development of the first knowledge products under each of the themes.

4.3 Capacity building for partner organizations and country offices

The Strategic Partnership policy framework has as a central objective to increase the capacities of implementing and partner organizations from the South to lobby and advocate. The main focus of NIMD and AWEPA in the context of the SP is to build capacity of political stakeholders to influence policy and be receptive for civil society’s demands and proposals. This is also what the Theory of Change is constructed around. In addition to that, NIMD and AWEPA work on capacity building of local implementing partners and offices. During the country baseline measurement in 2016, capacity assessments of all local implementing partners were conducted. Both NIMD, through its 5C organisational capacity scan, and AWEPA, through its local offices 5 capabilities scan, have used this information to determine priorities for capacity development interventions. For 2017, the local partner organisations and staff have formulated targeted interventions to improve their organisational capacity. For many of the local implementing partners and staff, securing a sustainable/additional funding base is an important focus area.

E.g. in the case of Kenya, the new SP funding framework meant a considerable cut in funding for NIMD’s partner, the Centre for Multiparty Democracy (CMD-K). This made it a necessity for CMD-K to look for other donors to significantly contribute to their institutional costs. The outcome of the organizational scan, reiterated that there was a need for capacity building in fundraising. Due to the failure of CMD-K to attract funds in the short term, the organization is currently going through a reorganization which will lead to a slimmer organization ready for the future. NIMD is supporting this reorganization by providing technical and financial support to execute the reorganization plan. As CMD-K is an independent organization run by the political parties in Kenya, the success of the reorganisation also depends on the political will of the stakeholders. The process is closely monitored by NIMD and will remain a point of attention in 2017.

During the baseline studies it also became apparent that the partner assessment methodologies that NIMD and AWEPA use (the BART organizational Scan and the AWEPA Parliamentary Scan) provide a useful benchmark of partner capacities to support policy influencing efforts of political actors, but that at intermediate beneficiary level, monitoring is needed of how capacities of political parties themselves can be developed over time. In 2017 therefore, NIMD aims to further invest in the development of practical tools for political parties to assess their organisational and policy influencing capacities.
4.4 Planning, Monitoring and Evaluation

The PME programme for 2017 will have as its main focus to measure and show the preliminary results that are being achieved through the SP. This will be done by intermediate results monitoring and reporting under the SP results measurement framework. The specific objectives that have been formulated under this focus are:

1) Capacity-building of partners and country-offices for data-collection and reporting

Although activity monitoring takes place on a continuous basis, early 2017 will see the first time that comprehensive data collection for intermediate results will take place, looking back at results of implemented activities over the second half of 2016. This will be done on the basis of the intermediate indicators that each country team has identified as relevant and appropriate, and included in the baseline studies. A two-day workshop is planned again in each programme country, or for several countries in a geographically central location where possible, to facilitate this process. During these Results Measurement Retreats, the NIMD-AWEPA M&E team will assist in the contextualization and operationalization of the intermediate indicators and facilitate the actual data collection process, in order to fill in the M&E Plans, and to prepare data for uploading into IATI. The partners and country-offices will be trained on how to measure less tangible results, such as changes in attitudes, knowledge, skills and behaviour. This capacity-building approach to monitoring and data-collection will be continued throughout 2017, whereby it is anticipated that HQ M&E support missions may continue to be necessary to some countries for subsequent measurement in 2017.

2) Gathering of human interest stories to enrich PME data

A first step in developing a complementary, qualitative approach to providing insight into programme results has been taken in the last quarter of 2016, when an initial brief was given to Programme Managers on how to identify human interest stories in the SP country programmes as they develop. These story ideas, one or two per country per year, will be checked by the M&E team for programme monitoring relevance, together with the Communications team for storytelling power. The ambition is to develop stories that tell a convincing story of programme interventions’ first effects on programme beneficiaries, success stories of lobby and advocacy for specific topics, or general trends in a country. Local partners and country-offices will be encouraged to take the lead in producing such stories and they will be accompanied with trainings in interviewing-techniques. The first stories will become available in the first half year of 2017, and on basis of these first experiences a refined methodology will be developed for use in the remainder of the SP programme. Also, alternative delivery media will be explored in 2017 for these stories, so that broader audiences can be reached and a wider public understanding of the results of the NIMD-AWEPA SP can be achieved. Towards Q3 of 2017, NIMD and AWEPA will organise a workshop with Westminster Foundation for Democracy (WFD) is foreseen, where the human interest stories approach and the stories themselves will be compared with WFD’s approach also being piloted in 2017.
5. Highlight of the main changes in programmes and budgets

The annual budget approved by the Dutch Ministry of Foreign Affairs for 2017 is €6,540,286. The forecast for the 2017 budget NIMD and AWEPA is €7,199,077. This difference of €658,791 Euro is covered by:

1) Mainly a roll-over of the expected underspending for 2016 to 2017\(^2\) (expected roll over is €421,410).

2) For a number of country programmes (Kenya and Mozambique) a limited amount (expected €99,621) of the 2018 budget will be reallocated to 2017\(^3\)

3) A part of the flexible fund budget for 2017-2020 will be reallocated to the start-up phase for the Ethiopia programme (budgeted €137,760).

A more detailed overview is presented in the annual budget.

Programme budget deviations
For the country programmes and general budgets, explanations are provided for deviations of more than 10%, as compared with the original budget. The general explanation for most of these deviations is an underspending in 2016 and roll over of that budget to 2017. In most countries we started with the inception phase in 2016, which resulted in a delay in programme implementation. In Mozambique and Kenya there is reallocation of 2018 funds to 2017 foreseen.

For the International Lobby & advocacy and Learning agenda, in which the focus in 2016 was on programme design and drafting a framework for implementation. It is expected that delays in programme implementation will be made up for in 2017 in most countries. In some cases a reallocation of 2018 funds to 2017 is foreseen which is separately explained in the budget file.

The direct staff costs 2017 overall the budget are corrected with 3 % annual inflation of costs. The overhead and office running costs are 12% of the overall budget, which is in line with the agreements. As there is an expected underspending of the overall budget in 2016, the contribution for overhead is also lower as budgeted (€59,982)

Reallocation of Flexible Fund to Ethiopia Programme
Based on an initial assessment NIMD and AWEPA estimate that an annual budget of €600,000 is required for the first phase of the Ethiopia Programme. In order to accommodate this start-up phase in Ethiopia, NIMD and AWEPA propose to reallocate €600,000 Euro of the remaining budget available under the Flexible Fund (€650,560) between 2017-2020 to a 24 month first phase programme (2017-2018) in Ethiopia, divided over 2 years (€300,000 Euro for 2017 and €300,000 for 2018). In addition to that, match funding will be sought to provide a solid base for a substantial programme. The remaining flexible fund budget for 2017-2020 (€50,560) will remain available for new initiatives (2019-2020).

\(^2\) The expected roll-over is an estimation, based on the 2016 mid-year reports. The final roll-over will be calculated in 2017, based on the 2016 financial reports.

\(^3\) The reallocation of the 2018 budget will depend on the final roll-over of the 2016 budgets for these countries.
## Annex 1 Overview of themes emanating from national policy agendas

<table>
<thead>
<tr>
<th>Country</th>
<th>Issues of interest</th>
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</thead>
</table>
| Benin    | - Political party-parliament cooperation and nexus  
- Oversight/watch-dog function of parliament  
- Political parties’ legislation (party structure and political party financing)  
- Parliament’s rules and regulations (floor-crossing, role of parliamentary groups, parliamentary internal regulations)  
- Constitutional law reform  
- Women’s rights and political participation of women and youth  
- Relations and cooperation mechanisms between political actors and civil society |
| Ghana    | - Interaction between political and civic actors  
- Inclusivity: equitable representation and participation for minorities and marginalized groups |
| Kenya    | - Political party-parliament cooperation and nexus  
- Political parties’ legislation (political parties act, registrar of political parties)  
- Electoral law reform  
- Oversight/watch-dog function of parliament  
- Interaction between political and civic actors to enhance the development of responsive and accountable policies  
- Inclusivity: equitable representation and participation for minorities and marginalized groups  
- The role of parliament and parties in ensuring that the views and opinions of societal groups are reflected in the national budgetary cycle |
| Mali     | - Electoral law reform (mode of voting, coupling or decoupling of elections)  
- Inclusivity: equitable representation and participation for minorities and marginalized groups  
- Oversight/watch-dog function of parliament  
- Interaction between political and civic actors to enhance citizen involvement in policy making  
- Political parties’ legislation (political parties act, registration and financing)  
- Women’s rights and political participation of women |
| Mozambique | - Electoral law reform and the role of parliament and political parties in creating a safe environment around elections  
- Oversight/watch-dog function of parliament  
- Legislative capacity of parliament  
- Women’s rights and political participation of women and youth  
- Interaction between political and civic actors to enhance the development of responsive and accountable policies  
- Peace building, reconciliation  
- The role of parliament and parties in ensuring that the views and opinions of societal groups are reflected in the national budgetary cycle  
- Political parties’ legislation (political parties act) |
| Uganda  | - Legislative reform (Public Law and Order Management Act, NGO bill)  
- The role of parliament and political parties in creating a democratic space for civil society  
- Inclusivity: equitable representation and participation for minorities and marginalized groups  
- Interaction between political and civic actors to enhance the development of responsive and accountable policies |
| Zimbabwe | - National peace and reconciliation  
- Oversight/watch-dog function of parliament |
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<tr>
<th>Region</th>
<th>Issues and Reforms</th>
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<tbody>
<tr>
<td>Central America</td>
<td>- Inclusivity: equitable representation and participation for minorities and</td>
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<td></td>
<td>marginalized groups</td>
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<td>- Public engagement and consultation to enhance citizen engagement in policy</td>
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<td>making</td>
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<td>- Women’s rights and political participation of women</td>
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<td>Georgia</td>
<td>- Political parties’ legislation</td>
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<td></td>
<td>- Electoral system reform</td>
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<td>- Regional integration (increased coordination between local, national and</td>
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<td>supranational levels)</td>
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<td>- Water management and water legislation</td>
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<td>- Women’s rights and political participation of women</td>
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<td>- Inclusivity: equitable representation and participation for minorities and</td>
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<td>marginalized groups</td>
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<td></td>
<td>- Transparency</td>
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<td>Indonesia</td>
<td>- Interaction between political and civic actors to enhance the development of</td>
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<td>responsive and accountable policies</td>
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<td>- Inclusivity: equitable representation and participation for minorities and</td>
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<td>marginalized groups</td>
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<td>Myanmar</td>
<td>- Legislative capacity of parliament</td>
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