

ANNUAL REPORT 2016

PARTIES MUST INVOLVE YOUTH



DIPD

DANISH INSTITUTE FOR
PARTIES AND DEMOCRACY

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NEW APPROACHES NEEDED

It is impossible to encapsulate global developments in 2016 in the area of **DEMOCRACY** in general and **DEMOCRACY SUPPORT** in particular in one word. However, it would not be an exaggeration to state that democracy came under pressure in most corners of the world.

In our own part of the world, we saw many examples of the traditional political parties being challenged by parties claiming that they represent the real needs and wishes of the 'people', versus the 'elite' protected by the traditional parties. In other parts of the world, many governments further strengthened the tendency to question the legitimacy and necessity of what we have so far considered to be universally agreed **VALUES AND PRINCIPLES**, like access to information, free and fair elections, accountability, and the rule of law.

These global trends have not affected the daily work of the institute in any dramatic manner, but they have certainly not made it any easier to operate in some of our partner countries. For the global democracy support community, it has been an opportunity to discuss the link between what we practise at home and what we advise our partners around the world to do.

Considering that DIPD has branded itself strongly on the best practices from our own country, it has naturally been an issue for debate when delegations visited Denmark. We have welcomed these debates, in line with our understanding that DIPD is a platform for **MUTUAL SHARING AND LEARNING**. The business of democracy support is a two-way street, not a business of exporting what we believe to be the best solution for others.

This line of thinking was also at the heart of a new partnership between the new Danish party 'The Alternative', which won seats in parliament for the first time in the 2015 election, and the new Nepali party called 'New Force', formed by people from the Maoist party. While very different in ideology, the two parties share a vision of **DOING POLITICS DIFFERENTLY**, meaning being more inclusive and less prescriptive, engaging youth and thinking out of the box, in an effort to respond to the criticism from voters all over the world.

Another example of breaking new ground was the cooperation between two Danish parties representing different ideological blocs in the party landscape, the Liberal Party and the Socialist People's Party. Both parties have strong youth wings and believe in the importance of **INVOLVING AND MOBILISING YOUTH** for political participation. In coming together, they are sending a strong and important message to parties in Malawi about the need to involve youth, as well as the need for different political parties to work together peacefully.

Finally, in 2016 two regional programmes were added to the existing country-based programmes. One was regional cooperation on **WOMEN IN POLITICS** between Nepal, Bhutan and Myanmar, to upscale existing activities. Another was the Social Democrats working with partners in the Philippines, Nepal and Myanmar to **STRENGTHEN POLICY DEVELOPMENT** by sharing experiences. These approaches on the one hand allow the Danish partner to share Danish experiences, while at the same time allowing partners in the region to benefit from each other without interference from the Danes.

The results of these new dimensions will only materialise some years down the road. They were therefore not reflected in the findings from the **THREE REVIEWS AND EVALUATIONS** undertaken by external groups of consultants in 2016. One focusing on youth, commissioned by DIPD itself; one focusing on the programme in Myanmar, commissioned by the EU; and one with a focus on DIPD overall, commissioned by the Ministry of Foreign Affairs.

It will come as no surprise that we are happy to note that the overarching conclusion from the three reports combined is that **DIPD IS ON THE RIGHT TRACK**. The strategy approved by the Board in 2014 is a sound and useful platform for our activities. Partnerships have developed well and already offer results that benefit the partners.

However, we have also carefully noted the many constructive recommendations in the reports on how DIPD can deliver even more effectively in the future. Our preparation of programmes and the decision on which instruments should be used in each case can be improved, and we need to monitor the achievements of benchmarks even better. DIPD also needs to take a critical look at how we can **STRENGTHEN OUR FOCUS** and deliver more effectively in the areas, where we have the best expertise.

This will be important inputs to the process of implementing a revised strategy for DIPD, and this will be a key agenda in 2017.

Henrik Bach Mortensen, Chairman
Rasmus Helveg Petersen, Director

ANNUAL REPORT 2016

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COALITION BUILDING

DANISH EXPERIENCES FOR INSPIRATION

Through decades of practice, political parties in Denmark have developed a tradition for broad political settlements and coalition governments. While this is closely linked to the Danish party system and resulting from proportional representation in both parliament and municipal councils, our partners around the world have expressed an interest in learning from this tradition. This resulted in a publication explaining the Danish approach, while also examining alliances and coalition building elsewhere in the world.



NOT ONLY A DANISH TRADITION

Members of Parliament from both ruling and opposition parties gathered in parliament to launch the publication titled “Coalition Building — Finding Solutions Together”.

While the focus at the launch was on getting the perspectives from the politicians, who need to find solutions together on a daily basis, the two academics who wrote the major part of the publication, **ROBERT KLEMMENSEN** and **FLEMMING JUUL CHRISTIANSEN**, were also present. They reminded the audience that the Danish proportional electoral system has great significance for the practices of coalition building and political settlements. It is simply a necessity to make the Danish political system work. During more than 100 years, no single party has won a majority. From 1982 until 2015, all governments had been coalitions of two or more parties.

In addition, **DENIS KADIMA**, director of the Electoral Institute for Sustainable Democracy in Africa and a co-author of the publication, clarified that coalition building and political settlements are both necessary and widespread across many African countries. Therefore, many Danish experiences are relevant and useful as inspiration, even though the political context is naturally different.

VIEWS FROM THE POLITICIANS

Former Minister of Foreign Affairs, **MARTIN LIDEGAARD**, from the Social Liberal party, argued:

“In Denmark we have something special to offer when it comes to dialogue and the practice of coalition building. This is possible because of our political culture — we have a non-partisan central administration and a strong civil society. In many of DIPD’s partner countries, this is not the case. A small party can gain great influence, but can also risk minimizing its political party profile, because one has to defend compromises. It is actually an art to create a balance between loyalty to your mandate and the necessity of settlements, and being able to communicate this to the public.”





The spokesperson on development cooperation from the ruling Liberal Party, **MICHAEL AASTRUP JENSEN**, emphasized:

"We try to create settlements, which bind us together and create continuity as well as direction in Danish politics. In a way, one enters a marriage of common sense, and we look at how to proceed together by finding solutions that can benefit all of us."

YILDIZ AKDOGAN from the Social Democrats agreed, but also added some dimension from an opposition party perspective:

"Yes, coalitions provide continuity and results around central issues in society, which require solutions that extend beyond just one election period. The ability and the will to enter into political settlements is also an important way for the opposition party to signal its politics."

Another former Minister of Foreign Affairs, **HOLGER K. NIELSEN** from the Socialist People's Party, pointed to both positive and negative aspects:

"We have a democracy characterised by conversation, built over a long period. We do not have a system, where the winner takes it all. We are used to the winner also becoming the loser one day. This is an important dimension to consider. Maybe things have also gone too far, with too many settlements. This runs the risk of depoliticizing and creating less transparency when it comes to the parties in the coalition, and it neither stimulates the public debate, nor the debate and negotiations in the committees in Parliament."

Leader of the new Alternative Party, **UFFE ELBÆK**, explained that a good political settlement builds on trust and ownership. However, he also noted the existence of a 'dark' side of Danish political culture:

"The trust between voters and politicians is fragile. The level of confidence is low, and few people have the desire to enter politics. So how can we rebuild this trust and move from a representative democracy to an 'involving' democracy?"

Representing the Red-Green Alliance, **CHRISTIAN JUHL** agreed with many of the arguments, but he also raised a concern:

"There is still a need to develop and improve Danish democracy. It would actually be a bit refreshing to have a couple of referendums every year, and to use this as an opportunity to increase contact between the politicians and the voters".

BHUTAN

SOLUTIONS THE BHUTANESE WAY

Organized by the Bhutan Democracy Dialogue and the Election Commission, members of the five parties discussed how the Danish experiences could be used. From Denmark came former MP, minister and leader of the Conservative Party, Lars Barfoed, and Deputy Mayor, Kirsten Jensen, representing the Social Democrats. The former Chief Election Commissioner of Bhutan graced the occasion.



As explained by the former Chief Election Commissioner, **KUNZANG WANGDI**, democracy in Bhutan is still young, and the country needs to find its own feet first. It is the role of the parties to present their positions to the electorate; but they also share a responsibility to find solutions for all Bhutanese.

Danish experiences can certainly be useful for the continuing development of a democratic culture in Bhutan. However, it is also true that not all Bhutanese have embraced the idea of democracy. They see political parties creating conflicts among and within families! The political parties must develop a peaceful and responsible democratic culture.

LARS BARFOED argued that we need coalitions and cooperation both at the global and national levels, and he gave examples of building coalitions and finding solutions together from his time as party leader, both as a member of a ruling coalition and in opposition:

“There can of course be both winners and losers when you seek solutions together, but it is clear that society at large will often require long-term agreements. Take the huge investments needed in infrastructure over many years. This will not work if every new government makes changes.”

KIRSTEN JENSEN used her experience from a large municipality to mention two very different types of coalitions:

“One is a coalition of different parties that agree to utilize the votes given to them to elect a party leader as the future Mayor. This is a pre-election type. Another type is when parties agree on the long-term development of the school system. This is what parents, teachers and students are interested in, and the need to agree is more important than each party showing its special profile.”

TANZANIA

CHAIRMAN LAUNCHES KISWAHILI VERSION

With the rising political tensions and the challenges facing the democratic transition and process of consolidating a multi-party democracy, inspiration on the Danish culture of dialogue and tradition for long-term settlements was welcomed by the political parties in the multi-party platform in Tanzania. The launch of the publication was organized by TCD, the Tanzania Centre of Democracy.

The Chair of DIPD, **HENRIK BACH MORTENSEN**, described how the institute since 2012 has been engaged in fostering multi-party democracy through partnerships around the world. For DIPD it was important to offer inspiration and sharing of experiences. He also argued that both electoral systems — proportional as in Denmark or ‘the winner takes it all’ as in many countries in Africa - and the internal cultures of parties defines how parties engage in political cooperation and settlements:

“In countries where the overshadowing desire is to gain access to power through the electoral coalitions, the sustainability of those may not last long after election day. Contrary to this, settlements on political agendas with importance for the direction of development of the society can provide continuity and solutions beyond the election period.”

The discussion highlighted that coalitions can offer both great potential for parties to gain influence despite their size, but also the risk of being invisible to the electorate. Constituencies may feel that the party departs from its core values. The sustainability and effectiveness of a coalition therefore depends on the ability of the party coalition leaders to maintain permanent dialogue and address differences through dialogue. Such an approach is likely to help reinforce a sense of mutual respect between partners. However, many participants were more interested in exploring the benefits of broader political settlements on key national policy issues.



NEPAL

COALITIONS ARE PRACTISED IN NEPAL

The successful launch in Kathmandu included the participation of former Prime Ministers and present political leaders. The meeting was hosted by a platform of six major political parties known as the Joint Mechanism for Political Parties, JOM-POPS. The Danish ambassador also participated, as did a member of the Danish parliament.



In her opening remarks, Ambassador **KIRSTEN GEELAN** said that this was a useful publication in Nepal, although there are many differences in the two political systems. She raised concern over what she found to be lack of transparency in the political processes in Nepal, and stated that ‘fertilizing’ democracy and

developing democratic institutions is hard work. Nepal has come a long way, but she was concerned about the lack of young people’s involvement in politics.

Member of Parliament **RASMUS NORDQVIST** from the new party ‘The Alternative’ highlighted how his party believes that new global challenges also call for new ways of conducting politics. He identified three major global challenges:

“We have an empathy crisis, a climate crisis, and a system crisis. We have formed our new party to respond to these new challenges and secure a more inclusive and engaging way of practicing democracy with diverse groups in society. It is not only important to form alliances between parties, but to form coalitions with people and parties.”

Three former Prime Ministers from the three largest parties shared their experiences of managing coalition governments. They reflected on the importance of the publication in the post-constitution-making phase where Nepal has to develop a new multi-party democratic culture requiring consensus and coalition building.

Former Prime Minister **JHAI NATH KHANAL** from the Communist Party argued for the need to redefine the electoral system in Nepal. He saw this as the biggest obstacle to the stability of governments. He also talked about challenges of coalition governments in new democracies that are not yet institutionalized.

Former Prime Minister **BABURAM BHATTARAI** from the Maoist Party stated that he saw two kinds of political coalitions in Nepal:

“During my time as Prime Minister, I had to enter a ‘forced marriage’ simply to create a majority. Stability continues to be a challenge in politics in Nepal due to the electoral laws, but also because politics in Nepal is influenced by caste and ethnicity. Therefore, we need our own model of a political system.”

Finally, the former Prime Minister **SHER BAHADUR DEUBA** from the Nepali Congress Party shared his experience of running several coalition governments in Nepal. He said that the coalition guide launched by DIPD would be very helpful for Nepalese leaders.

MYANMAR

MANY PARTIES REQUIRE ALLIANCES

The seminar gathered 58 different political parties and provided an opportunity to discuss local experiences and understandings of political accords in the very special political dynamics of Myanmar. Cooperation is essential for sustainable solutions for peace, democracy and social development. Coalitions and political accords may be useful.



In his opening remarks, EU Ambassador **ROLAND KOBIA** emphasized the importance of dialogue and coalition building. He shared examples from the European Union in reaching consensus, and noted:

“The context for coalition building in Myanmar is a complex one, driven by a political history where opportunities for alliance and coalition building were limited due to a lack of political space.

Coalition formation is also influenced by ethno-regional diversity and historical marginalization of communities by ethnicity, region, or religion.”

KHIN ZAW WIN, Director of the Tampadipa Institute, noted that many of Myanmar’s political parties are ethnic parties, and the role of the military will continue to be prominent in any efforts at coalition formation in the near future. These historical experiences necessitate a more nuanced approach to coalition building.

“In Denmark, parties seem to compete to cooperate! Managing diversity is a key challenge in our time. Coalition governance can be one way of offering solutions to this challenge.”

The multiparty delegation of Danish politicians highlighted trends in coalition building in Denmark.

LONE LOKLINDT of the Social Liberal Party emphasized the value of broad coalitions, where eighty percent of legislation in parliament is supported by more than eighty percent of the members.

LARS BARFOED of the Conservative Party pointed to the importance of negotiating with the opposition to ensure that legislation has the support of a majority of parliament.

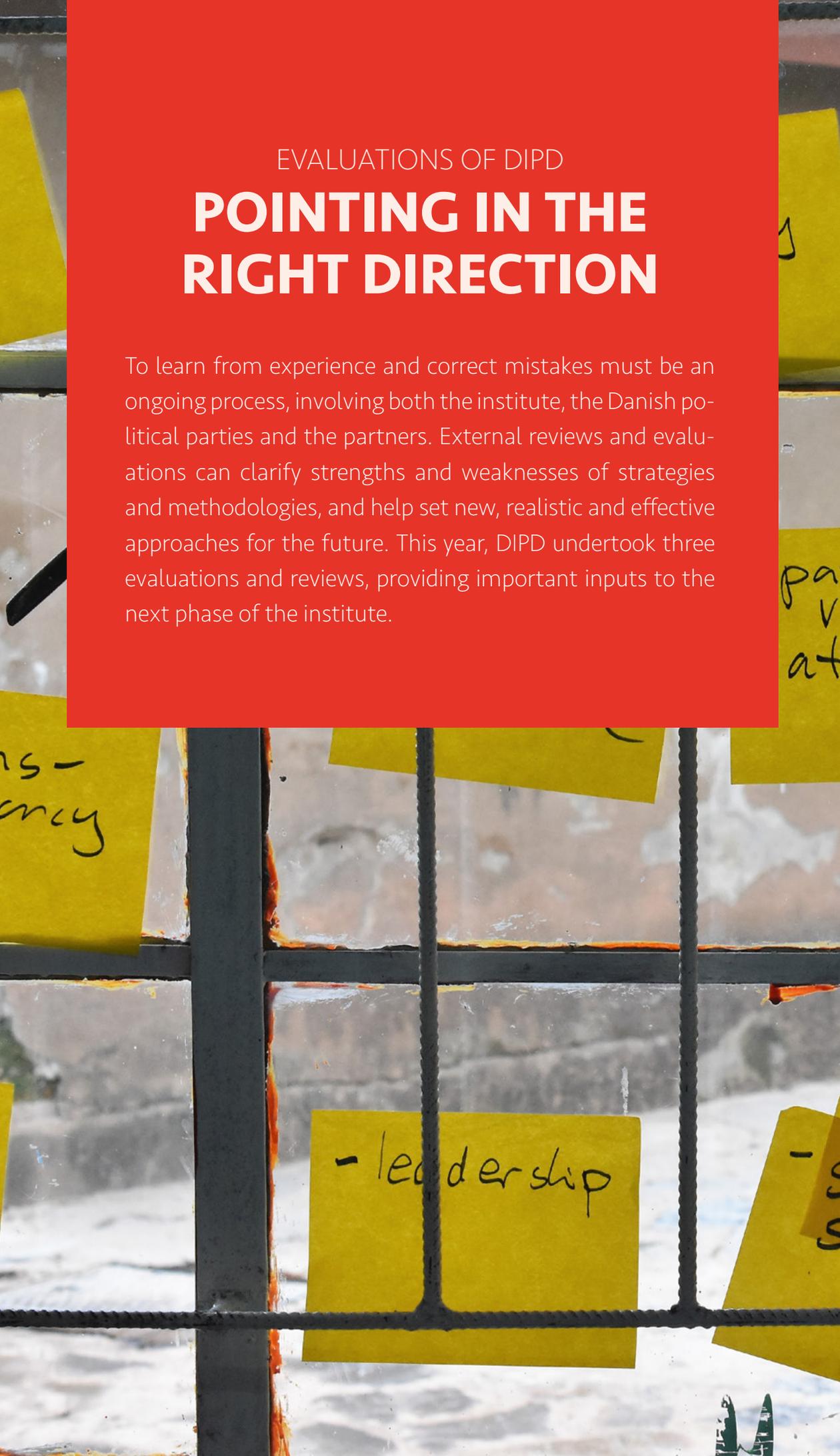
STEEN GADE of the Socialist People’s Party encouraged parties to take a broad view, noting that although parties will one day stand against each other as competitors in elections, we need to work together in parliament tomorrow.



EVALUATIONS OF DIPD

POINTING IN THE RIGHT DIRECTION

To learn from experience and correct mistakes must be an ongoing process, involving both the institute, the Danish political parties and the partners. External reviews and evaluations can clarify strengths and weaknesses of strategies and methodologies, and help set new, realistic and effective approaches for the future. This year, DIPD undertook three evaluations and reviews, providing important inputs to the next phase of the institute.



- code
of
conduct

- Walk the
talk

- walk
the talk

- have a
leader
from
the next

- one
clear
slogan
message

- systems

Simple
systems

- Human
resources

EVALUATION OF YOUTH IN POLITICS

Capacity development to strengthen the democratic involvement of youth in political parties is one of the strategic focus areas of DIPD since the very beginning in 2011. Both party-to-party and multi-party activities have embraced this focus. It was therefore agreed by the Board that progress in this area should be investigated by an independent evaluation.

Based on field studies in Palestine and Kenya, and document studies combined with interviews on the projects in Myanmar and Egypt, the evaluation found that DIPDs strategic targeting of young, politically active people is a relevant measure to reach the overall objectives of the institute.

DIPD has been able to skilfully identify and make use of opportunities that open up, such as in Egypt or Myanmar. Interventions have already led to viable networks, youth forums, civic education platforms and the emergence of youth policy programmes. Projects have served as learning arenas that have offered the participants the skills and self-confidence to take up political positions. Youth are more involved in parties and county level politics, and youth issues are now part of party manifestos.

Most successful in terms of results are the multi-party projects aiming at preparing the ground for the development of mutual respect among political adversaries and capacities to communicate across party lines. The DIPD methodology of bringing young people together for training and trips has created networks that already produce outcomes and may continue to do so going forward. Personal acquaintances and mutual respect will hopefully survive the project period and lead to longer-term outcomes.

We are dealing with long-term processes and not surprisingly, so far it has been impossible to identify wider outcomes in terms of a significantly stronger position for young people in the parties (inclusion). However, there are many examples of young project participants who have risen in the party ranks.

While increasing youth representation in political parties and elected bodies through capacity-building and knowledge-sharing has proved possible, and strengthening youth dialogue across parties through multi-party platforms works well, the idea of improving accountability seems to be much more challenging and difficult.

FIVE KEY RECOMMENDATIONS

- ✓ Further develop and apply a multi-level, integrated strategic mix of project activities.
- ✓ Continue to combine party-to-party managed by the parties and multi-party projects managed by the institute.
- ✓ Utilize the interfaces between Danish parties and partners in the South through more peer-to-peer activities on concrete issues.
- ✓ Give more priority to study visits to Denmark as a learning and awareness-raising method.
- ✓ Promote networks among current and former project participants, and establish in-country mentorship schemes.

MID-TERM EVALUATION IN MYANMAR

The Myanmar Multiparty Democracy Programme (MMDP) has been operating in Myanmar since 2012. The objectives are two-fold: to support multiparty dialogue and cooperation on key issues of national interest, and to enhance the capacity of political parties to perform their democratic functions of representation and accountability. Since 2014, MMDP has been part of STEP Democracy (Support to Electoral Processes and Democracy), funded by the EU.

The engagement in Myanmar is based on the principles of local ownership, a neutral and non-partisan approach, mutuality in partnership relations and transparency and trust. Experience has shown that the strategic approach is working well and delivering results, and this was confirmed by the mid-term evaluation of STEP Democracy. The evaluation also concluded that STEP Democracy has responded well to emerging and local needs and priorities of the target beneficiaries, including the political parties that DIPD has been targeting.

FOUR KEY CONCLUSIONS:

- ✓ The inclusion of the four key electoral stakeholders (the election commission, political parties, civil society and voters) under one project is innovative and relevant and allows the project to position itself strategically to achieve its overall objective to support inclusive and peaceful electoral processes and to empower electoral stakeholders and strengthen the democratic transition.
- ✓ Another example of collaboration was the development of the code of conduct for political parties, supported by the Swiss Embassy. DIPD ensured access to political parties, while a series of negotiations took place to develop the code. The process took place over several months, and DIPD was pivotal in ensuring the bringing together of political parties to discuss the draft of the code.
- ✓ As is the case with the whole project, DIPDs approach to building capacity of the political parties adopts a multi-strategic approach, whereby it seeks to impact not only on individual parties but also between parties themselves and with the election commission.
- ✓ DIPD had already started working with the political parties prior to the start of the EU-funded project, and DIPD has employed a number of strategies to reach out to the parties. These strategies include trainings on particular issues, political cafés and bringing different stakeholders together to discuss the key issues.

The evaluation also concludes that the impact of the activities have been largely positive and have produced results. The main recommendations point to the need to continue and strengthen the multi-stakeholder approach, while seeking more synergies within key strategic objectives. A number of recommendations also concern the management and governance of the STEP consortium as a whole.

REVIEW BY THE MINISTRY

It is part of the agreement between DIPD and the Ministry of Foreign Affairs that a review of the work of the institute takes place towards the end of a funding period. Such a review will then form part of the baseline for the next funding period. A first review took place in 2013, and this second review took place towards the end of 2016.

The overall conclusion is that DIPD has performed well across the programme portfolio and has come far during its still rather short lifetime. DIPD has made good progress in all areas of concern raised by the 2013 Review. Criteria have been defined for selection of countries and partners to engage with, and a new reporting structure has been put in place and communicated to all partners.

STRATEGIC APPROACH

In its efforts to strengthen the democratic culture in partner countries, the strategy builds on a twofold approach focusing on support to capacity development of political parties through ‘party-to-party’ partnerships and multi-party dialogue engagements through multi-party partnerships. The review found that the rather broad strategy has been too encompassing at engagement level, and it is therefore necessary to revisit the strategy in order to use the experiences to sharpen and fine-tune the focus. This process has already been initiated.

IMPLEMENTATION

DIPD has implemented activities across all focus areas and a good portion of them in a timely manner. The review found that DIPD has obtained similar level of results achieved under both strategic objectives, with more than half of the planned activities and results achieved in both instances.

However, not all projects are delivering on time. This is linked to assessments of fiduciary risks, unstable political situations in partner countries, weak partner capacity and issues with reporting requirements. This may indicate that DIPD and the parties should consider the realism of the timeframes for implementation. DIPD and the Danish political parties are also vulnerable to changes in partner countries, and this can be difficult to manage when there is no permanent representation on the ground. Only Myanmar and Nepal have small DIPD offices.



MANAGEMENT

DIPD has built a comprehensive reporting structure, supported by standard templates that allow flexibility in reporting. However, the flexibility results in different ways of reporting by the many programmes, thus making it hard to produce aggregate analysis and conclusions on performance, progress and results across programmes.

Political parties use different models in organising their engagements. Some have hired consultants to administer the engagements, while others have engaged individuals from the parties on a voluntary basis. The need for assistance from the secretariat varies, but it appears to be needed by all political parties at some point.

The review found that all parties encounter difficulties with regard to monitoring and reporting on progress, results and performance, and there is a need for stronger management support. In particular, smaller parties in particular experience challenges caused by a lack of administrative capacities.

Consequently, it is necessary to find a way to establish a capacity that may assist the political parties directly with their management and monitoring needs. This could be done by hiring staff with the dedicated focus of supporting political parties, or by establishing a joint management and monitoring outfit.

This would strengthen DIPD's organisational and managerial capacity and improve its capability to ensure synergies and report on results and achievements across the entire programme portfolio. It could also assist the political parties in scaling up their programmes on an equal footing with the multi-party platforms.

FOUR KEY RECOMMENDATIONS

- ✔ Focus the strategy in areas where DIPD and its partners have shown particular strengths with regard to achieve good and sustainable results that in turn may lead to results at the impact level, such as women and youth.
- ✔ Partners to be required to demonstrate how the continuation of co-operation will continue to pursue opportunities for the exploitation of synergies across the two approaches of party-to-party partnerships and multi-party platforms.
- ✔ Implement a structure for reporting results that includes narrative annual work plans to be used as a management tool to ensure that implementation is on track and to make necessary adjustments in the plans at defined points in time.
- ✔ Find a model to systematically assist the political parties with the management and monitoring of their programmes, so they are able to focus their efforts and resources in their areas of expertise, namely political party support and capacity development.

All the reviews and evaluations are available on www.dipd.dk together with the response by the Board to the recommendations.



NEWS FROM PARTNERS

ELECTIONS AND EXCHANGES

Over the years, most of the Danish political parties have built party-to-party partnerships with at least one party in countries in Africa, Asia, the Middle East and Latin America. In addition, the institute has established multi-party partnerships in several countries. Starting in 2016, we have also seen promising examples of cross-party projects, as well as more programmes with a regional dimension. Some of the highlights of the year are listed in this section.





BHUTAN

BNEW PUSHING FOR WOMEN IN LOCAL ELECTIONS



The Bhutan Network for Empowering Women worked hard for many months in every corner of the mountainous country to mobilise, encourage, support and train women to stand for office in the municipal elections that took place in October. The target of moving from six to twenty percent women elected was very ambitious. At the end of the day, the votes cast showed that more than 12 percent of locally elected representatives are now women, and many of those not elected came very close. Women representation is still not strong enough, but the result was still a fantastic achievement in this young democracy.

BCMD PUBLISHES GUIDEBOOK ON DEMOCRACY



The Bhutan Centre for Media and Democracy is one of the first civil society organisations established in Bhutan, and the only one with a focus on building capacity for citizens to access information and engage in the institutions and processes of the young democracy. A guidebook on democracy was revised with additional information on women and elections and translated into the national language Dzongkha. It was used in preparation for the local elections held in the latter half of 2016.

BDD TRAINING IN THREE COUNTRIES

In 2015, the five political parties in Bhutan agreed to establish a platform called 'Bhutan Democracy Dialogue'. This followed a study tour to Denmark in 2014. During 2016, representatives from all parties visited different countries and institutions to learn the 'tricks' from established democracies. The Philippines and Mongolia offered opportunities from the region to learn about issues of leadership, election campaigning, and the management of political parties. In November, a delegation of 12 representatives spent a week in Denmark, learning from academics, party officials, MPs and members of municipal councils and local party branches.





BOLIVIA

BOLIVIAN “CONFLICT MANAGERS” INSPIRED BY DENMARK



The Socialist People’s Party has supported the governing party to strengthen capacity to manage internal and external conflicts constructively, training leaders and parliamentarians in tools of conflict management. A team of 25 young party members from all parts of the country has been trained as a ‘pro-active task force’ of conflict facilitators. Three members of the task force came to Denmark in August to discuss conflict management with the Municipality of Lejre and de, exchange experiences with local party officials and discuss the culture of conflict solution education in schools and kindergartens. They stated that they returned to Bolivia with lots of inspiration and reflection about how to transform conflicts to benefit all, which is what they want to promote in the party and in Bolivia.



DENMARK

PEOPLE MEET POLITICIANS ON THE ISLAND OF BORNHOLM

The idea of bringing people and politicians together on the small island of Bornholm started in 2011 and is now a permanent institution. The informal setting offers a great opportunity for discussions on democracy, as well as the day-to-day issues people are concerned about.

This year, the Liberal Party invited the Chairman of the Centre for Multiparty Democracy in Kenya to share his ideas on dialogue and democracy with the Danes. He did so with great enthusiasm and humor, and he noted a number of areas where Kenya and Denmark have to find answers to the same challenges.

The Socialist People’s Party organized a discussion about the importance of youth participating in our democracy, encouraging young people to join the political parties. The guest from Kenya participated, and he noted the importance of involving and training young people to participate peacefully in his own country, where electoral violence has been a serious problem.





During the spirited debate, Danish youth politicians shared their experiences from workshops with youth in Kenya, Malawi and Myanmar. They all pointed to the importance of parties giving priority to issues that are relevant for youth; and they argued that youth wings of the parties should be somewhat independent from the mother party, to allow new ideas to be generated.

The Alternative Party, elected to parliament in June 2015 for the first time, organized a debate on how our democracies can manage in times of global and national turbulence. The DIPD director participated, using the work in Nepal as an example of how you can manage the diversities that exist in all societies.



EGYPT

YOUTH NETWORK MEETS MAYORS AND PARTY LEADERS

Youth politicians from the Danish-Egyptian Political Party Youth Network (a DIPD-DUF-DEDI partnership) gathered in the northern part of Denmark, to look into the dynamics of Danish democracy at local level. A restructuring of local government was on its way in Egypt, and the youth representatives wanted to learn from the Danish structure to inspire their input to this process. Apart from meeting the Mayor of a municipality, participants also attended the opening of the Social Democratic annual party congress.



RESHAPING THE TRAINING OF THE DEMOCRACY SCHOOLS

After five years with a tried-and-tested approach to democracy education, DIPD and DEDI decided to seek new inspiration for the Democracy Schools. The source of inspiration was found in the Danish Folk High Schools, which is an 'education-for-life' institution going back almost 175 years. The schools have been changed into a number of residential democracy camps, where young Egyptians learn and practice core democratic values and functions.





GHANA

SUPPORTING SMALL PARTIES IS AN UPHILL BATTLE

In mid-May 2016, the Danish Social Liberal Party embarked on a new journey with their Ghanaian partner IDEG. They gathered a number of small parties sharing the challenge of being side-lined in Ghana's de facto two party system. Together, they sought to find common challenges and offer the Ghanaian people alternatives to the two dominating parties, at the December 2016 elections and beyond. The election result did not change the political landscape. The two dominant parties NPP and NDC shared all of the contested seats.



KENYA

DIALOGUE AT COUNTY LEVEL

A partnership between the Danish 'Liberal Alliance' party and the Kenya Association of Manufacturers, African Students for Liberty and Eastern Africa Policy Centre is working to foster issue-based political dialogue between civil society coalitions and political candidates. In October, a seminar discussed ways to improve the participation of CSOs and the public in county-level governance, especially on matters relating to public finance, as well as preparing candidates for their role in the devolved governance system. Presentations looked at the county budget cycle with emphasis on formulation, approval, implementation, and oversight; and the need for society to embrace a culture of shared interests of all of society. Participants agreed to enhance public participation in governance, with the end goal of promoting socioeconomic and political development.



PREPARING FOR THE NEXT ROUND OF ELECTIONS

Ahead of the 2017 general elections, the Liberal Party and the Centre for Multiparty Democracy gathered a broad selection of political parties to strengthen their capacity to develop and deliver issue-based policies for the Kenyan voters. Throughout 2016, more than 100 branch officials from 10 political parties have participated in consultations, dialogues, trainings and exchange visits, with a special emphasis on the involvement of youth in the political parties.



MALAWI

A CALL FOR YOUTH WINGS

The Danish Socialist People's Party and the Liberal Party may not agree on very much in Denmark, but they agree that youth wings are valuable and meaningful for political parties, and for democracy. The two parties have joined forces in a partnership with the Malawi Centre for Multiparty Democracy, involving five political parties. Focus is on youth and the involvement of young people in Malawian politics in a constructive way. Compared to Denmark, parties in Malawi are more geographically based and dependent on powerful party leaders. In the workshop, party members therefore reflected on ideology and policy issues, and in a simulation of a democratic policy development process, participants had the possibility of suggesting an amendment to a political position.



WOMEN SEE THINGS CAN CHANGE



Through the Centre for Multi-party Democracy, DIPD supports empowerment of women through mentoring, capacity building in political leadership and dialogue, and lobbying for the inclusion of gender principles and women's rights in political party constitutions. Mentors and mentees have been meeting twice a month. In January, a cross-party event allowed the parties to share the progress made, milestones achieved and challenges encountered with the National Directors of Women. New editions of the 'Women in Politics Newsletter' were distributed in a total of 800 copies to the political parties, like-minded CSOs, government departments, development partners and embassies.



MYANMAR

YOUNG POLITICIANS MEET DANISH COLLEAGUES

The November 2015 elections resulted in an increase in the number of youth represented in national parliament as well as in regional and state parliaments, but many challenges remain regarding youth participation in politics. In the meetings, Eva Flyvholm (MP for the Red-Green Alliance), Alexander Ryle (International Secretary for the Liberal Alliance Youth) and Esben Korsgaard Poulsen (former International Secretary for the Social Democratic Youth) had the opportunity to discuss and share ideas with youth representatives from three large parties and three party alliances.



VOICE AND ACCOUNTABILITY NEEDED



In the new political landscape emerging after the watershed 2015 parliamentary elections, both parties and the media will have a prominent role. To promote these objectives, DIPD collaborated with the Myanmar Journalism Institute to host a seminar about how media and parties can cooperate to promote democratic dialogue. Representatives from 37 parties and 18 media houses and organizations discussed how they could work together as two of the pillars of democracy to enhance accountability of government and give greater opportunity to make citizen voices heard. While both media and parties recognise that the challenges ahead are considerable, they were optimistic that they can make a positive contribution.



NEPAL

TRAINING OF TRAINERS TO DEVELOP LOCAL PARTY BRANCHES

A group of 24 politicians from the six JOMPOPS parties attended. They were members of parliament as well as district level leaders. A remarkable aspect was the presence of a substantial number of women. The training was based on the Guide for Strengthening Political Parties at Local Level, developed jointly by Danish and Nepalese politicians. Four Danish facilitators from municipal councils travelled to Kathmandu to participate as facilitators and dialogue partners, and they gave presentations on the various themes.



THE ALTERNATIVE SUPPORTING A NEW PARTY

After successfully participating in their first ever parliamentary election in Denmark in June 2015, winning 9 seats on a green platform and a vision of changing the political culture, the 'Alternative Party' embarked on a new adventure at the start of 2016. Together with the new Nepalese party, Naya Shakti (New Force), they have taken aim at Nepal's political culture, hoping to spark a friendly revolution based on values such as transparency, empathy and humor. Former Prime Minister Baburam Bhattarai launched the party in June 2016. With capacity support from The Alternative, they are now developing an inclusive communication platform that will help the party engage youth, women and minorities.



DIPD CHAIRMAN VISITS JOMPOPS



In April, Henrik Bach Mortensen, Chairman of DIPD, visited the multi-party platform JOMPOPS. The visit involved a seminar in Pokhara west of Kathmandu, where officials from all the political parties were invited to participate in discussions on leadership and women. The Chairman also met with leaders from several of the parties, allowing for frank discussions on the key challenges facing Nepal and how DIPD could support the process after the new constitution had been agreed by a majority of parties. Before leaving Nepal, the Chairman opened the Training of Trainers seminar on the local level branches of the political parties.

WORKING TOGETHER TO END VIOLENCE AGAINST WOMEN

Members of the six party multi-party platform called JOMPOPS have taken several initiatives within their respective parties, and they have been collaborating on initiatives in Parliament to end violence, like the Anti-Witchcraft Act and the Sexual Harassment in Workplace Act. A seminar discussed the recommendations from five regional seminars. It was decided that JOMPOPS should collaborate more closely with relevant partners in civil society and government institutions to better address the challenges, and both groups were invited to seminars to present their experiences.





NORWAY

NORDIC MEETING ON UTØYA



In July 2011, Anders Breivik killed 69 young social democrats on this beautiful island in a lake west of Oslo. Now, political parties and democracy support institutions from Norway, Finland, Sweden and Denmark convened on the island for the 4th Nordic Meeting, a tradition started by DIPD in 2012.

At a time when support to and engagement in our own political parties is declining, and the legitimacy of our famed political system is being challenged, participants discussed the need to also look inwards. We need to be honest on the weaknesses of our own system, when we promote parts of our own democracy.

Part of reinventing our own democracies is to insist on peaceful and respectful political dialogue between opposing political parties. Dialogue is often seen as an integral part of the Nordic democratic culture. This was also part of the strong message sent by the former Minister of Foreign Affairs and present leader of the Norwegian Social Democratic party, Jonas Gahr Støre.

“The democratic crisis we are experiencing is a golden opportunity for us to promote and engage in cross-political dialogue across the Nordic countries and learn from our international partnerships,” Marianne Victor Hansen from the Danish Socialist People’s Party insisted.





PALESTINE

RED-GREEN ALLIANCE HELP FORGE NEW ALLIANCES



Four years into their cross-political cooperation, the partnership between the Red-Green Alliance and Swedish VIF and DFLP, PPP and FIDA bore tangible fruit, when two of the three youth organisations decided to set up a joint youth platform. The partnership seeks to strengthen youth and women's collaboration in the three leftist parties, and this merger had long been a goal for the youth.



PHILIPPINES

SOCIAL DEMOCRATS LAUNCH REGIONAL PROJECT

The new partnership between the SDP and SocDem Asia is a new form of collaboration at the regional level. It seeks to bring social democratic values, themes and processes from the regional to the national level. In a seminar in Myanmar, the parties shared ideas on analysis and agenda setting, as well as policy formulation and development on the topics they had chosen. Nepali Congress decided to work on social inclusion in the newly ratified constitution; Akbayan Citizen's Action from the Philippines selected universal healthcare; and DPNS and SNLD from Myanmar decided to work towards developing a policy that could feed into the ongoing peace process in the country. The Danish experience of inclusive policy-making was presented by Member of Parliament, Lars Aslan Rasmussen.





SWAZILAND

THE YOUTH IS THE FUTURE



SWADEPA Youth Secretary General, Manqoba Zamokuhle Jonga, and four fellow activists visited Denmark, where they attended the first Danish National Youth Meeting and also visited a local youth branch of the Social Democratic party. Jonga explained that the youth wing in Swaziland has grown exponentially in recent years. The cooperation with the Social Democrats has given SWADEPA the opportunity to reach people in the entire country and to begin a dialogue with them about what it actually means to be a member of a political party. One must remember that the government of Swaziland has demonized political parties as long as people can remember.

RED-GREEN ALLIANCE

Even though the space and environment for political parties in Swaziland remain extremely restrictive, the Red-Green Alliance continued their ongoing partnership with the People's United Democratic Movement (PUDEMO). To be openly affiliated with PUDEMO has had dire consequences for many political activists throughout the party's existence, and sustaining strong leadership at local levels is therefore highly challenging. In 2016, the partnership conducted a number of leadership schools locally, with the Women's and Youth Leagues benefitting from the trainings.





TANZANIA

THE OPPOSITION ONE YEAR AFTER THE ELECTION

Representatives from one of the two largest opposition parties, CHADEMA, were invited to Denmark by the Conservative Party, to participate in the annual congress of the party, and also to be part of training seminars. In a public meeting, developments since the ruling party, CCM, won the election were discussed. The new president, John Magufuli, has set about changing the face of Tanzanian politics and society. His crackdown on corruption has been hugely popular, but opposition party activities have been banned; opposition politicians have been arrested; a newspaper has been closed and freedom of expression is under threat.



BUILDING CAPACITY TO FIGHT CORRUPTION

The Danish Social-Liberal Party and the Civic United Front met for two training seminars for newly elected members in Parliament and members of District and City councils. The purpose was to share experiences on fighting corruption, budget planning and monitoring, cooperation with media and civil society, initiatives to increase employment, how to manage when you are in opposition, as well as women and youth involvement in politics. Danish politicians Lone Loklindt, Camilla Hersom, Christian Scharling and Henrik Brade Johansen participated in the training.

TENSIONS BETWEEN RULING PARTY AND OPPOSITION



The annual Strategic Meeting of the Tanzania Centre for Democracy is normally attended by representatives of foreign embassies and UN agencies. This was not the case this year, because the government elected in 2015 now require all interaction with embassies and UN agencies to be organised through the Ministry of Foreign Affairs. DIPD Chair, Henrik Bach Mortensen, stressed the importance of multi-party dialogue and the respect for human rights, and this was echoed by the TCD Chair. It was clear that recent political developments have impacted negatively on inter-party tolerance, and the tension has also affected the functioning of TCD. In such a situation, the religious leaders in an ecumenical platform have convened several multi-actor meetings and requested to meet the President in an effort to avoid that tensions escalate.



ZAMBIA

OPEN DOOR NATIONAL CONVENTION OF NAREP

Life as an opposition party in a first-past-the-post-system like Zambia is not easy. This is only the second time for the seven years old National Restoration Party to hold a proper convention. NAREP does not have any representatives elected at local or national level. Still, the convention was an important step forward for a small party with big ambitions. Party President, Elias Chipimo, welcomed delegates from ten of eleven provinces. He also acknowledged the presence of journalists and independent observers. This is an example of how NAREP is trying to preach and practice a different approach to politics in Zambia. The President ended with the introduction of a new mobilization strategy for the preparations for the 2021 general election.



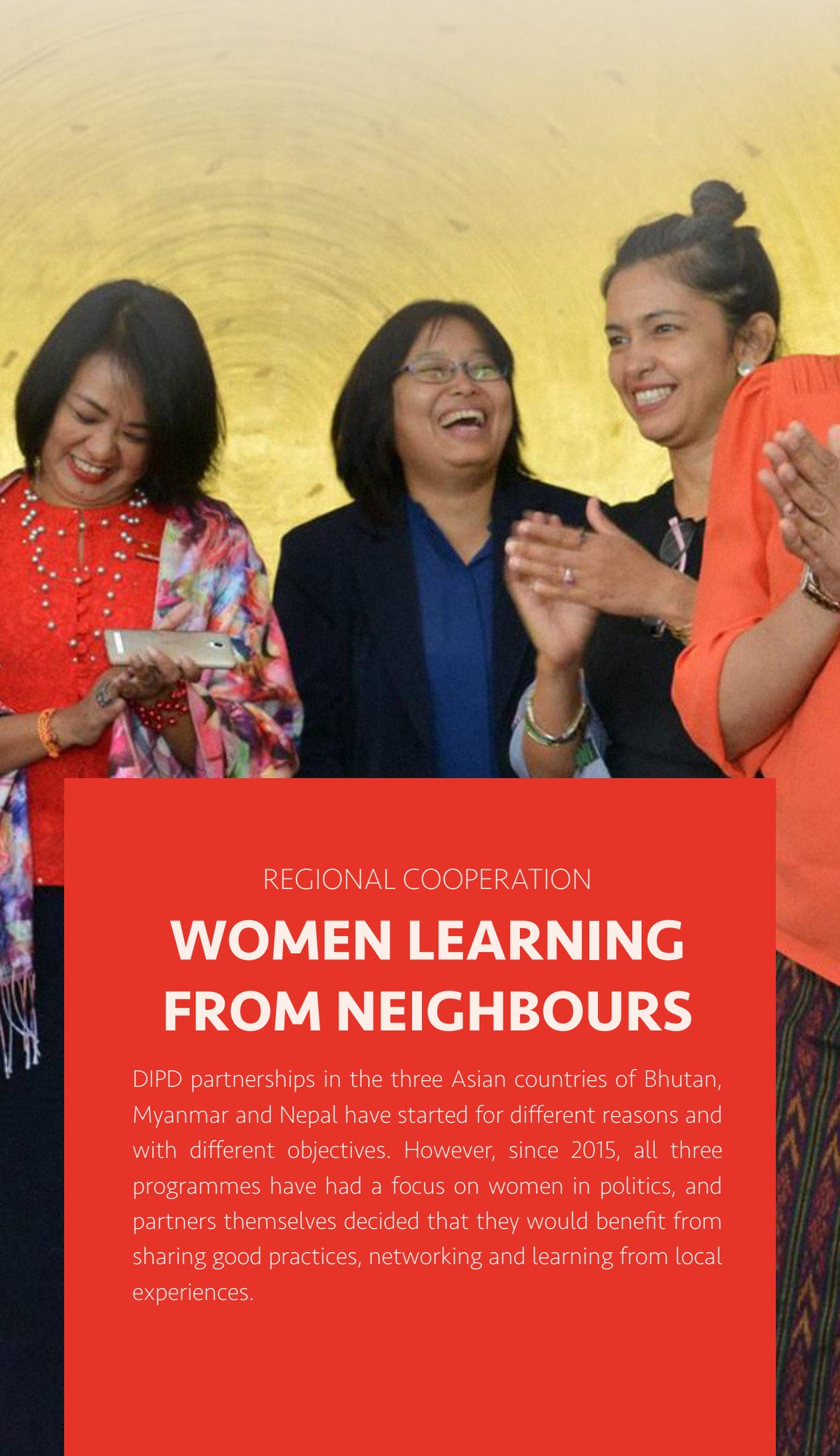
ZIMBABWE

A MEETING OF THE SECRETARY GENERALS

It has been an uphill struggle for Zimbabwe Institute, supported by DIPD and NIMD, to formalize a multi-party dialogue among the three parties represented in Parliament – the ruling ZANU-PF party of President Robert Mugabe; the MDC-T party led by former Prime Minister Morgan Tsvangirai; and the small MDC party of Welshman Ncube. It finally happened in October, when each party appointed delegates for a seminar outside Harare to discuss the way forward. The outcome was a list of agreed principles and prioritized policy issues, which can be the basis for a long-term programme. Only time will show if this is possible in a country, which is already preparing for the 2018 elections.







REGIONAL COOPERATION

WOMEN LEARNING FROM NEIGHBOURS

DIPD partnerships in the three Asian countries of Bhutan, Myanmar and Nepal have started for different reasons and with different objectives. However, since 2015, all three programmes have had a focus on women in politics, and partners themselves decided that they would benefit from sharing good practices, networking and learning from local experiences.

PURPOSE OF THE REGIONAL APPROACH

Three energetic, creative and committed women — Thazin Myint in Myanmar, Phuntshok Choden in Bhutan and Shrishti Rana in Nepal — have been in charge of the national ‘women in politics’ programmes supported by DIPD. They are also in charge of the regional programme.

While agreeing that the inspiration from Danish politicians visiting was important, or their own politicians visiting Denmark for that matter, they also believed that sharing of lessons learned and best practices from parties and politicians in the three countries could be useful.

Through the regional dimension, it would be possible to strengthen the commitment of party leadership and the skills and confidence of women from political parties in Bhutan, Myanmar and Nepal. It would also expose barriers to and promoters of women’s political leadership in neighbouring countries, as well as best practices to help advance women’s political leadership and an enabling environment.

At the end of the programme, a book will be developed by the three local managers, compiling country findings and bringing out relevant experiences and challenges from the three countries. It will focus on the approach taken by DIPD in working with women in politics: capacity development and empowerment of women through networks and mentoring; changes in internal party structures; and high-level advocacy to change legislation and outlook of society at large.





SEMINAR IN MYANMAR

The first seminar with a regional perspective took place in Nay Pyi Taw, the capital of Myanmar, to coincide with International Women’s Day on 8 March. A total of 91 women and men from 19 parties and 13 civil society organizations in Myanmar participated in the seminar, together with politicians from Nepal, Bhutan and Denmark. The event was organised in cooperation with the Parliamentary Committee on Women and Children’s Rights in the Upper House.

DR. MYA THAUNG, keynote speaker and Chairperson of the Parliamentary Committee, outlined the situation in her country:

“Women were not very active in the country’s politics during the period of military rule. In the recent elections, women made significant gains in representation, now constituting 13 percent of elected representatives. This is still low compared to many countries in the region. Women still lack equal rights in the workplace, the education sector, and in the family. We all have to work together to have more women participation in politics.”

First, participants focused on the general sentiments around the issue of gender equality in social and political life.

From Bhutan, **TSHEWANG LHAMO** from the National Commission for Women and Children, pointed to the importance of leadership. Gender equality has been a focus of government plans since 1981. The current plan includes ‘enhancing women’s participation in governance’ as a component. There are provisions for nursing mothers and changing the educational system to be supportive.

From Nepal, **SHRISHTI RANA**, the DIPD Representative, highlighted that women still lack a strong voice in the top decision making levels of political parties, despite women having made significant gains in legislative positions. Only 20 percent of party members are women, and this makes it less likely that parties will address gender equality as a high priority. She also pointed to women facing the threat of violence and insecurity, due to rape, killing related to

dowry issues, female infanticide, and other forms of violence against women.

From Denmark, **FATMA ØKTEM**, former MP for the Liberal Party, stated that while Denmark has progressed very far on many gender issues, issues such as violence against women and low levels of women in top leadership of companies persist. Political parties and women in parties have embarked on campaigns like the “NO means NO” campaign against rape, using social media and other tools.

WOMEN IN LOCAL LEVEL POLITICS

Another panel shared experiences and strategies on ways women can be elected to local office and serve as effective representatives.

From Myanmar, **DAW AYE CHO SEIN**, former MP from the Shan State Hlut-taw, explained that women frequently have a voice at the community level, but are often not motivated to stand for elected office. Today, at the ward and village level in Myanmar, there are almost no elected women representatives. The biggest challenge is to change the mindset that women are not capable in politics. If at least one or two women are represented at each level, then women’s interests will be better served.

From Bhutan, **WANGDI GYELTSHEN**, Director General in the Department of Local Government informed about upcoming elections for its 20 districts and 205 counties on a no-party basis. Right now, women only constitute seven percent of the totally elected 1.454 local government representatives. One reason is education. Women have to pass a functional literacy test to qualify for local government, but the literacy rate is only 56 percent.

From Denmark, **FATMA ØKTEM** explained that local governments are responsible for a wide range of services including schools, care for the elderly and health care. Women’s representation is less than at the national level, with only 27 percent of elected officials at municipality level being women, and only nine percent of the mayors. This is partly because serving as a local councilor is a part-time, voluntary activity, and women may be more reluctant to get involved due to their responsibility in raising children and domestic work.

HOW TO MOVE FORWARD?

After discussing what the political parties could do internally, the participants finally debated the merits of different types of affirmative action.

Under a system of **VOLUNTARY PARTY QUOTAS**, parties would commit to a certain percentage of candidates (like 30 percent) being women. Such voluntary party quotas are easy to introduce if parties are willing, and they do not require any legal or constitutional amendments. However, parties could decide to reduce the impact by nominating women for seats the parties know they are likely to lose.

With a system of **LEGISLATED QUOTAS**, the law would set a minimum percentage of a party’s candidates to be women (like 30 percent). However, such quotas require amendment to existing election laws, and there may be considerable resistance. Again, parties may reduce the impact of legislated quotas by nominating women for seats they know they are likely to lose.

A third approach would be to guarantee **RESERVED SEATS** by law in the Parliament, per township, district or state/region. One experience is that reserved seats can confine women's participation to the reserved seats as legislated, with male politicians identifying those seats as 'women's seats' and the rest of the seats as 'men's seats'.

Most of the party members present at the seminar seemed to agree with either voluntary party quotas or the legislated party quotas as the best way to increase women's representation. There was, however, a small group of vocal proponents of reserved seats, and they increased their support somewhat during the debate.



CONFERENCE IN NEPAL

More than 120 parliamentarians, political leaders, civil society activists, and gender experts from Nepal, Bhutan, Myanmar and Denmark gathered in Kathmandu in September 2016 to discuss gender equality and the promotion of women in politics and their intrinsic, inescapable relationship with social justice. The event was organised by the Social Justice and Human Rights Committee of Parliament

The two-day conference saw about two dozen sessions with more than 40 speakers, moderators and chairs contributing their views, perspectives and remarks on specific topics. Question-and-answer sessions following panellists' presentations helped learn and share more.

In his opening remarks, the Chair of the Committee in Parliament, **SUSHIL KUMAR SHRESTHA**, referred to the provisions of Nepal's new constitution, promulgated in September 2015:

"The constitution covers many important rights for women, which I hope will contribute to ending gender discrimination and, at the same time, increase participation of women at local, state and federal levels. Presently, three of the top four government positions are held by women, and women hold almost one third of the parliamentary seats. More needs to be done!"

BARRIERS AND SOLUTIONS

Presentations during the two days were rich with both personal stories and analysis of why progress is still too slow, in not only Nepal, Bhutan and Myanmar, but also globally. The audience listened attentively, and many were eager to ask questions and add their own perspectives.

From Bhutan, the first and still only female minister, **LYONPO DORJI CHODEN**, emphasized the importance of education, and used her own career as an example. Women have to work much harder than men to achieve the same level. That being the case, the importance of backing by, and mutual understanding of, the family for the participation of women in politics is evident.

From Denmark, former Minister for Equality, **MANU SAREEN**, noted that representation and participation of women was not easily acceptable even in Denmark. Although important milestones have been achieved over the last 100 years, there are still big challenges in engaging men to fight for women's issues. This will require changes in their overall attitude towards understanding gender equality issue.

From Myanmar, representing the Chin Progressive Party, **CHERRY ZAHAU**, shared that society in Myanmar viewed leadership as associated with good educational, intellectual and financial capabilities. Political and cultural practices over the last six decades result in people believing that only men are capable of possessing these traits, though some charismatic women have risen to the top.

From UN Women, the representative **WENNY KUSUMA** noted that globally a larger number of women were increasingly asserting themselves as voters and running for office. Where women's representation increased, change has followed. For changes to take place, political parties must act on the clear evidence that promoting women in politics is a winning proposition for all. Special measures like quotas are a fast track to change the political landscape in a meaningful and transformative way. She finally quoted Michelle Bachelet, President of Chile:

“When one woman is a leader, it changes her. When more women are leaders, it changes politics and policies.”

THE KATHMANDU DECLARATION

In the final session of the conference, participants were divided into groups to explore how to make political parties gender-equal; how to encourage the participation of women at local level; how to enhance regional cooperation to promote gender equality; how to ensure gender equality measures in parliament; and how the Social Justice and Human Rights Committee can play a role.

After deliberating on the themes, the groups presented their recommendations, some of which were:

- ✔ Initiate amendments in the political parties' internal constitutions as per the spirit of the new Constitution of Nepal that stipulates full gender equality.
- ✔ Ensure that meetings and activities of political parties are responsive to the needs of women – like avoiding too early or too late time for meetings.
- ✔ Allocate budget inside the parties for enhancing the necessary skills for women politicians, and train women candidates at the local level to compete in the elections.
- ✔ Sensitize men on the importance of women's participation in politics at the local level, and create a cross-country internship programme for women's capacity building.

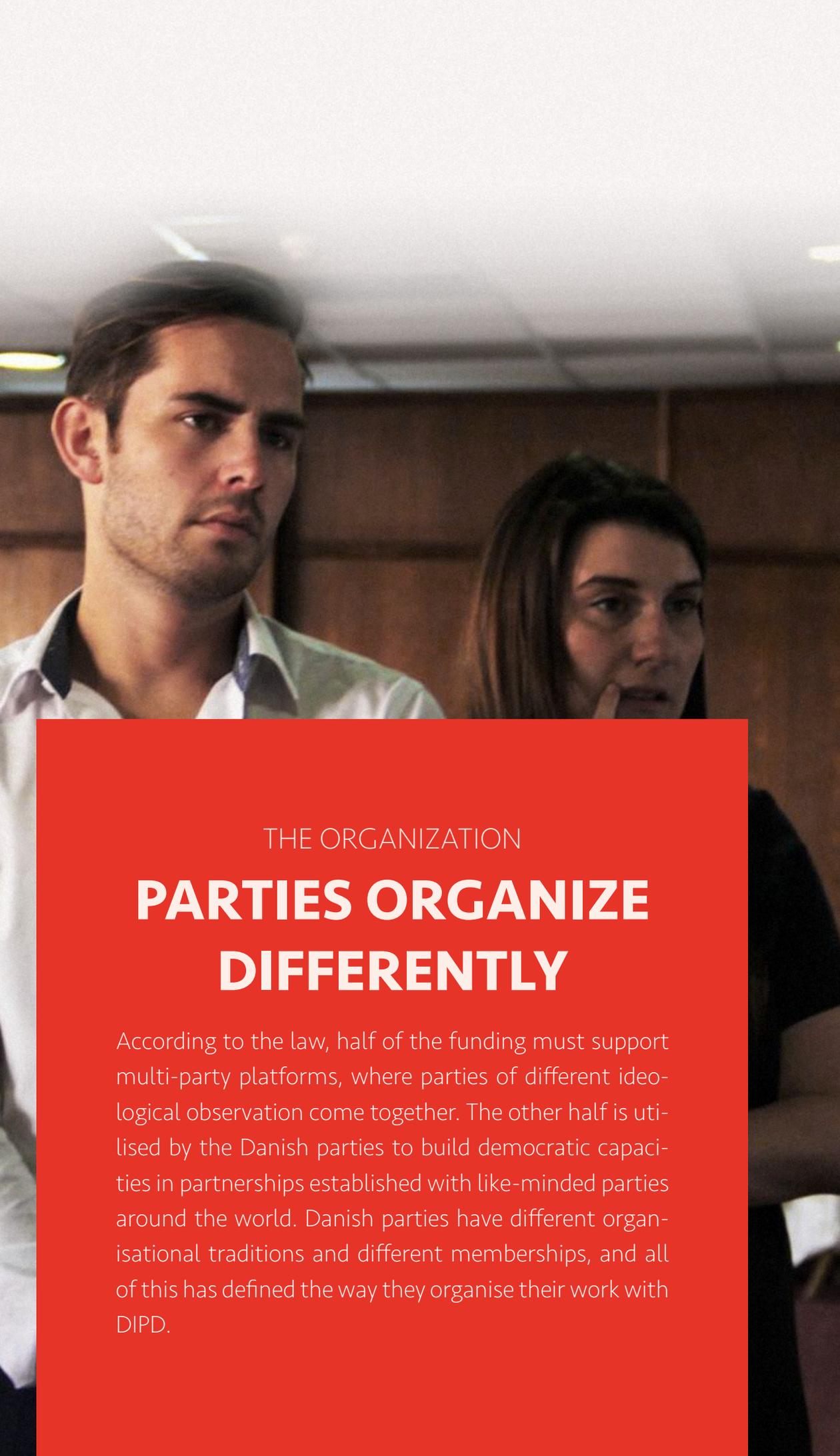
Before closing the conference, the Chair of the parliamentary SJHR Committee presented the text for a declaration to be adopted by the participants. It was passed with a round of applause, and the participants made a beeline for signing on the flex print hung from a side of the wall of the conference hall. The introduction reads:

“Embracing the conclusions of the Kathmandu Conference and acknowledging that issues of gender equality are not only related to women, but are fundamental to the success of democracy and social justice, participants from Nepal, Bhutan, Myanmar and Denmark to this Conference express their commitment to ensure full gender equality.”

See www.dipd.dk for the full reports from the conferences in Myanmar and Nepal.







THE ORGANIZATION

PARTIES ORGANIZE DIFFERENTLY

According to the law, half of the funding must support multi-party platforms, where parties of different ideological observation come together. The other half is utilised by the Danish parties to build democratic capacities in partnerships established with like-minded parties around the world. Danish parties have different organisational traditions and different memberships, and all of this has defined the way they organise their work with DIPD.

RECRUITING A NEW DIRECTOR

As per tradition, the fifteen member Board representing all political parties in parliament, academia and civil society organisations held five meetings, where the normal business of investigating new proposals, reporting on ongoing partnerships and monitoring of financial resources were deliberated. However, in 2016 some extraordinary issues attracted special consideration.

A critical issue was the decision by the Ministry of Foreign Affairs to extend the three-year funding period with six months to the end of 2017. In principle, this was a no-cost extension, with a small compensation to allow the institute to operate without major constraints.

External assessments of DIPD also required discussions and decisions by the Board. Both the youth evaluation and the mid-term evaluation on Myanmar were finalized before the end of the year. The review of DIPD was submitted in December and therefore had to be discussed in the early part of 2017.

The third issue of major interest was the recruitment of a new Director. From the very beginning in 2011, it was decided that the first Director would serve two three-year periods. This would allow the institute to be firmly established before the next Director came on board - with a strategy, a methodology, and with tested operational guidelines as well as experiences from working with both multi-party and party-to-party partners.

Recruitment was the responsibility of a small committee of the Chair, the two Deputy Chairs and two additional members. However, the approval of **RASMUS HELVEG PETERSEN** as the next Director was the responsibility of the entire Board, and the decision was unanimous.

With a strong track record as a former Minister of Development as well as Minister of Energy, member of Parliament for the Social Liberal Party and before that professional positions in several Danish NGOs, Rasmus Helveg Petersen is well equipped to take DIPD through its next phases



Previous years have seen some going and coming of members, partly because of parliamentary elections. This was not the case in 2016, except for one party member who decided to leave her party and consequently had to be replaced.

BOARD MEMBERS NOMINATED BY PARLIAMENT

Henrik Bach Mortensen, <i>Chairman</i>	Venstre (Danish Liberal Party)
Mette Gjerskov, <i>1st Deputy Chair</i>	Socialdemokraterne (Social Democrats)
Michael Aastrup Jensen, <i>2nd Deputy Chair</i>	Venstre (Danish Liberal Party)
Steen Thomsen	Dansk Folkeparti (Danish People's Party)
Rolf Aagaard-Svendsen	Konservative Folkeparti (Conservative Party)
Dennis Nørmark	Liberal Alliance (Liberal Alliance)
Hanne Agersnap	Socialistisk Folkeparti (Socialist People's Party)
Henning Nielsen	Radikale Venstre (Social Liberal Party)
Christian Juhl	Enhedslisten (Red-Green Alliance)
Mikkel Nørskov Kjær, <i>Observer</i>	Alternativet (The Alternative)

BOARD MEMBERS NOMINATED BY ORGANISATIONS

Marie Borum	DUF (Danish Youth Council)
Jens Husted	DUF (Danish Youth Council)
Peter Kurrild-Klitgaard	Rektorkollegiet (Danish Universities)
Elsebeth Krogh	NGO Forum (NGO Forum)
Lisbet Ilkjær	IMR (Danish Institute for Human Rights)

BOARD MEMBER NOMINATED BY THE MINISTER FOR DEVELOPMENT

Anne Mette Kjær	Århus University
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POLITICAL PARTIES ORGANISE DIFFERENTLY

The law establishing DIPD defines how financial resources should be divided among the Danish political parties according to their representation in parliament. However, there is no prescription as to how the parties should organize internally to manage resources, develop programmes and implement activities.

Considering the different organisational traditions in Danish parties, as well as differences in size and experience of working internationally, it is not surprising that the parties have also organized themselves differently in managing DIPD resources. The parties have adopted one of the following three models, where the closeness to other decision-making organs in the party vary:

1. An independent board separate from the traditional party structure and with dedicated staff recruited to manage the partnerships.
2. The international committee of the party with dedicated staff seconded to the international department.
3. Management by groups of interested members volunteering, and coordinated by the international department.

This has been discussed in the Board as part of the effort to strengthen the capacity of the Danish parties to engage. One position has been that each party should of course build on the traditions of the party; another view has been that the small parties in particular could benefit from closer cooperation. This could even include sharing a small secretariat to manage the technical aspects of the partnerships.

The Nordic Meetings in 2012 and 2014 have offered opportunities for DIPD and the parties to compare notes. Parties in both Sweden and Norway also organize themselves differently. However, in the case of Sweden, there is more funding available to cover the basic costs for preparing and monitoring partnerships. There are also financial incentives for closer cooperation. The experience of the United Kingdom based Westminster Foundation for Democracy (WFD) could also be relevant for Denmark. WFD is the institute managing support for political parties in the same way that DIPD is doing. Funding is distributed according to both votes and seats won in the recent election, resulting in the two dominant parties, Conservatives and Labour, receiving the major part.

However, recognizing the problem of size, the small parties are allowed to spend a higher percentage on administrative costs than the two large parties. In addition, the five smallest parties have come together to create an office with a coordinator taking care of contracts and communication with the WFD secretariat. This allows each party to focus on the substantive relationship with the partner.

DISTRIBUTION OF FUNDING

The law states that funding for party-to-party and multi-party activities should be divided on a 50-50 basis, with the party-to-party activities being implemented by each Danish political party, and the multi-party activities being implemented by the secretariat. All partnerships must be approved by the board.

Partnerships today involve around 40 political parties in 16 countries. Overall, the distribution indicates that partners in Africa have received the largest share with around half of all funding, followed by partners in Asia with one third of total funding, and with partners in the Middle East and Latin America sharing the remaining.

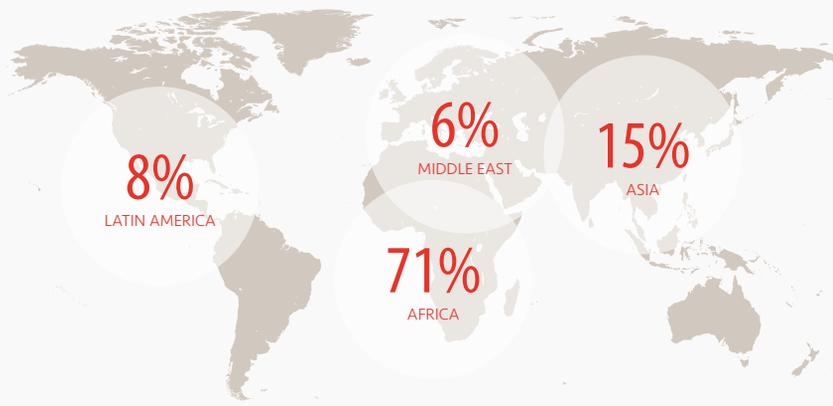
This distribution is very much in line with the position taken years back by the Board of having a high focus on Africa. This also happens to be a tradition for official Danish development cooperation in general.

However, the geographical distribution for part-to-party activities is very different from the distribution of multi-party activities.

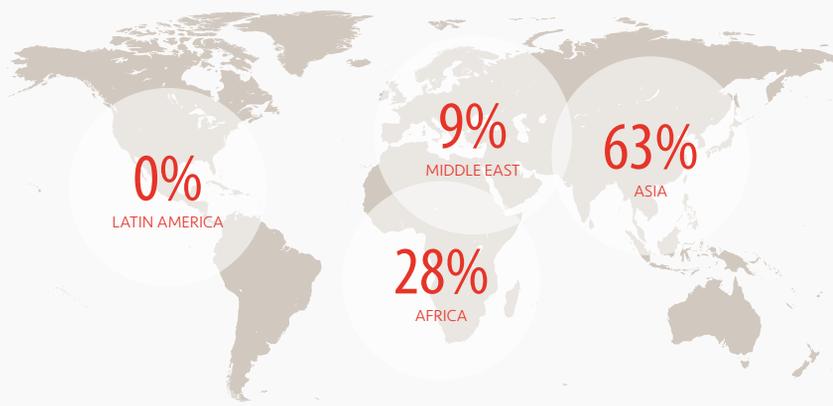
For the political parties, Africa plays a very dominating role — with countries like Tanzania, Kenya, Malawi, Zambia and Swaziland in Eastern and Southern Africa, and Ghana to the west. With the exception of Swaziland, all of these countries have also been key partners for official Danish cooperation. Today, this is only the case for Tanzania, Kenya and Ghana.

Contrary to this, the multi-party work has a much stronger focus on countries in Asia, with Nepal, Bhutan and Myanmar dominating. All of these countries have also been important official cooperation countries, but today only Myanmar remains on this list.

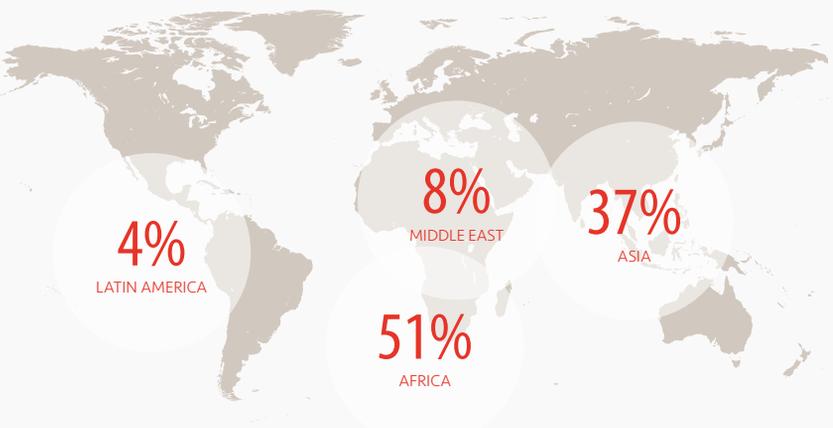
DISTRIBUTION OF PARTY-TO-PARTY FUNDING BY END OF 2016



DISTRIBUTION OF MULTI-PARTY FUNDING BY END OF 2016



DISTRIBUTION OF TOTAL FUNDING BY END OF 2016



THE SECRETARIAT

At the end of 2016, there were 6 full-time and 1 part-time staff members. In addition to the core staff, there have been some students. The list also mentions two international staff members: Ms Shrishti Rana as the Representative for DIPD in Nepal, and Ms Khin Tazin Myint as the Representative for DIPD in Myanmar. In both countries, there is additional local staff members.

STAFF WORKING FOR DIPD IN 2016

Bjørn Førde	Director
Hanne Lund Madsen	Senior Advisor
Flemming Astrup	Administrator (starting 1 March)
Susanne Adelhardt	Project Coordinator (resigned 29 February)
Mathias Parsbæk Skibdal	Project Coordinator
Mette Bloch Hansen	Project Coordinator (26 February – 31 December)
Shrishti Rana	DIPD Representative in Nepal
Khin Thazin Myint	DIPD Coordinator in Myanmar
Heidi Borg Jørgensen	Financial Manager and Accounting
Petra H. Lassen	Financial Assistant (started 1 January)
Rebecca R. Vilhelmsen	Student (started 15 February)
Miriam Nawaz	Student (resigned 31 March)
Iben Merrild	Student (resigned 30 June)



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Edited by Bjørn Førde, former Director of DIPD, supported by Camille Steen, Student Assistant, with contributions from DIPD staff and political party Coordinators.

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- Page 25 bottom top: Bent Nicolajsen/Liberal Party.
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- Page 27 bottom: Sebastian Maundu.
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- Page 28 middle: Bent Nicolajsen/Liberal Party.
- Page 28 bottom: Vincent Fumulani.
- Page 32 top: Red-Green Alliance.
- Page 32 bottom: Social Democrats.
- Page 33 top: Social Democrats.
- Page 33 bottom: Red-Green Alliance.
- Page 34 all: Rolf Aagaard-Svendsen, Conservatives.
- Page 35 top: Bent Nicolajsen/Liberal Party.

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Thank you to Bjørn!

In many languages and in many countries, people know 'Bjørn'. At the end of last year, Bjørn Førde said goodbye to DIPD and started retirement, after six years as the tireless director of the institute. Representatives from all political parties were present at his farewell reception in Parliament, and they agreed that Bjørn's patient and wise efforts, and his abilities in both diplomacy and action, have been critical in the development of DIPD. His efforts have shaped the commitment that the Danish parties today show in their work with democracy and political parties in developing countries. We would like to thank Bjørn for his contribution.

Rasmus Helveg Petersen, Director, DIPD

