

Annual report NIMD Colombia – 2017

1. Political update

The implementation of the Peace Agreement signed by the National Government and FARC-EP was at the centre of the social and political agenda in Colombia during 2017. In this process significant advances have been made regarding the concentration and demobilization of ex-combatants, as well as in issuing laws and decrees that set the foundations for developing public policies established in the Agreement. Nonetheless, critical concerns have been raised by national and international actors over the persistent delays and difficulties for the implementation of key measures of the Agreement, partly due to deficiencies in the Government's capacity and the fierce opposition of political and economic sectors.

In terms of the political participation measures contemplated in the Agreement, developments in three areas may be highlighted: constitutional and legal amendments, political reincorporation and violence against social leaders and Human Rights defenders. The second chapter of the Accord established four critical constitutional and legal reforms aimed at making the political system more open, transparent and inclusive: the political opposition law, a comprehensive electoral reform, a change in the rules for political parties functioning and the creation of 16 special peace districts in traditionally marginalized territories. Despite the Government's efforts and the advantages of an abbreviated legislative procedure known as "fast track", only the political opposition bill was issued in 2017, while the others lacked the necessary support of the congress members at the final stage of the voting process.

The difficulties for passing these constitutional amendments came from the disintegration of the Government's coalition in the Congress with the proximity of the national elections, the transition of one of the biggest political parties -*Cambio Radical*- to the opposition and the use of filibuster tactics to prevent the voting of the bills. In the case of the political and electoral reform, the recommendations delivered by the Special Electoral Mission (SEM) were only marginally incorporated and the negotiations between political actors weakened the initial intention of opening the political system, which led the SEM and the National Government to withdraw their support to the bill. Meanwhile, the creation of the special peace districts is still a matter of controversy as there are different interpretations on the number of votes the project needed to pass in its last debate, which is yet to be settled in the Courts.

Contrary to the low implementation of the normative measures, significant progress in the political reincorporation of FARC was achieved in the second semester of 2017. Indeed, once the delivery of arms to the United Nations was completed, FARC conducted its first national convention as a political organization in which 1.200 ex-combatants participated to collectively define its name, statutes and programmatic platform. The new political party preserved the organization's acronym but change the name to "*Fuerza Alternativa Revolucionaria del Común -FARC*" and was formally recognized by the National Electoral Council, which gives it access to public financing, free spaces in the national media, nominating candidates for elections and other rights. For the congressional elections of 2018, FARC presented lists of candidates formed by ex-combatants -former secretariat members- and non-combatants that will compete in equal conditions with candidates of other political organizations, although FARC will have access to a minimum of 10 seats in the Congress regardless of its electoral results as established in the Peace Agreement.

The recurrent attacks against social leaders and Human Rights defenders have been a crucial concern over the past year, as this type of focalized violence has been on the rise since the signature of the

Peace Agreement. According to the United Nations, 105 social leaders were assassinated in Colombia during 2017, while 23 FARC's ex-combatants were killed after the demobilization of the guerrilla, which demonstrates the presence of actors in different territories that are using violence to oppose the implementation of the Agreement and the reforms it encompasses. In spite of these alarming figures, the office of the Attorney General and the Ministry of National Defence have dismissed the systematicity of the crimes and refused to acknowledge the resurgence of the political violence phenomenon, hindering the formulation of effective strategies to counteract this trend.

Lastly, national elections in 2018 and the peace negotiation between the Colombian Government and the ELN guerrilla are also central to the political context of the country. Fragmentation and polarization among political parties have increased as congressional and presidential elections approach, in a context of stark divisions over the implementation of the Peace Agreement and historically low legitimacy of political parties among the citizenry. Meanwhile, peace dialogues with the ELN have reached a stagnation point as the ceasefire declared in September has been repeatedly violated by the parts, which led the National Government to change its negotiating team to hasten the pace of the process.

2. Problem Analysis & Theory of Change Update

Although the Multiannual Plan for DfS was formulated before the signature of the Peace Agreement in Colombia, and this was possibly one of the most relevant events in the country's recent history, it is possible to say that, in general terms both the analysis of the problem and the Theory of Change proposed initially were valid for the year 2017:

As for the Colombian political system, it still can be considered as a closed one, with limited options for the emergence of political alternatives. Even though this was identified as an issue to address in the second point of the Agreement between FARC- EP and the Colombian Government, the institutional measures for overcoming this situation have not been put in place due to the delayed implementation and the opposition of many political actors at the national level to the constitutional amendments that attempted to open the political system, as explained in the previous section.

One of the issues that was addressed was the absence of regulations and effective guarantees for the exercise of political opposition. The Congress of Colombia approved a law in this sense during the first semester of 2017 but has not been enacted yet since it must be approved by the Constitutional Court, it is expected to observe its practical implementation in the upcoming elections on 2018. On the other hand, the situation regarding the fragmentation of political elites and the polarization between ruling parties and the opposition and minority groups, has deepened because of opposing views about the implementation of the Peace Agreement.

In terms of political actors, most of the Colombian political parties still have limited interaction with their constituencies and the public, especially marginalized social groups like country-dwellers, women, youth, ethnic minorities and LGBTI people. Despite NIMD's interventions, some parties still lack systematic internal policies for transparency and accountability, while political leadership is characterized by excluding and personalistic practices. High levels of secrecy and low institutionalization of internal democratic procedures for decision-making within political parties, coincide with the organizational weakness of parties' think tanks and underdeveloped programmatic platforms, which becomes more evident in this pre-electoral period. In addition, there are few opportunities for interaction with relevant stakeholders in their analysis and design of public policies, particularly with marginalized sectors of society.

Concerning Colombian political culture, misinformation and negative prejudices about the functioning of the political and electoral system and the implications of the Peace Agreement by society is still predominant. There is limited access to relevant information about the political system and political parties, which hinders participation and accountability. Moreover, there are few channels of diffusion and social consultation on national regulations that affect the functioning of the democratic system, including those related to the implementation of the Peace Agreement, especially for marginalized populations.

Although, in the Theory of Change proposed it was stated that Colombian political and civil society lack reflection on the role of existing and emerging political parties in an expected post-conflict scenario, the implementation of the Peace Agreement has been useful to promote public involvement in this issue, but it remains focused on the elites at the national level.

Furthermore, there is little awareness about conflict resolution techniques and other instruments to deal peacefully with social demands. This has been demonstrated by the increasing number of social leaders assassinated after the Peace Agreement approval, which put the political violence at the core of the issues that need to be addressed. This, combined with the very few guarantees for the existence of minority political groups and emerging political movements, could impede the peace-building process.

Finally, in terms of inclusiveness and gender equality, political institutions in Colombia operate under formal and informal patriarchal and undemocratic rules, forming multiple barriers for marginalized groups (women, youth, ethnic minorities and LGBTI people) to access and participate in the political system. The political elite is male dominated and has little interest in pursuing an equality agenda, which has led to the underrepresentation of marginalized groups in political parties and the Congress, this situation became apparent when opponents of the Peace Agreement used arguments against the gender approach included in the Agreement.

In practice, the implementation of measures in this regard has been quite limited, due to the low institutional capacity to design and implement affirmative actions to promote the inclusion of marginalized groups in political parties and elected bodies. Lastly, the limited interest of most of the political actors to address social demands around sexual diversity and gender issues remains evident.

3. Programme results and deviations

3.1. Political System

2017 presented a unique opportunity for NIMD to influence the Colombian political agenda for promoting a more open and inclusive political system, in the context of the implementation of the Peace Agreement, positioning the organization as a key reference in the field of political participation in the country. The designation of NIMD as the technical secretariat of the Special Electoral Mission - SEM-, a high-level expert commission created by the Peace Agreement that functioned between January and April 2017, was instrumental in shaping a policy proposal for the integral reform of the political and electoral systems in three areas: electoral institutional design, political financing and party system.

NIMD provided a platform for dialogue between the SEM and political parties, civil society organizations, public institutions and international experts about the changes needed to improve the functioning of the democratic system, including a multi-actor national event with top-level government officials and MPs. As the technical secretariat of the Mission, NIMD guaranteed the participation of parties and movements across the political spectrum, as well as women, youth, ethnic and LGBTI organizations. Also, NIMD served as the focal point for official external communications of the SEM, including interactions with media and announcements to the public. Following the consultation process, an integral political and electoral reform proposal was presented by the SEM to President Juan Manuel Santos on April 17th, which served as a foundation for the constitutional amendment that the National Government filed to the Congress in June. However, as explained earlier, the attempt of reform was obstructed by various political actors and the amendment was voted negatively by the majority of the Senate in the final stage of the legislative process.

In line with its mandate in the international accompaniment to the Peace Agreement, NIMD produced technical inputs for supporting the implementation of the political participation chapter: Firstly, the report 'Roadmap of the political reforms for peace', provided a complete overview of the procedures required to properly implement the political and electoral reforms established in the second chapter of the Agreement. Secondly, in response to a request by the Constitutional Court during the study of the Political Opposition Law, NIMD produced a concept note supporting the issuing of the bill, which represents a significant advance for guaranteeing the rights of independent and opposition political parties. And thirdly, NIMD produced monthly internal reports on the progress of the political participation measures included in the Agreement, which served as inputs for the verification tasks that conducts the Kroc Institute and CINEP.

Considering the risks that high political polarization poses for the implementation of the Peace Agreement and stability in Colombia, NIMD led the multi-actor initiative 'Politics, post-conflict and governance' that promoted international experiences exchange and dialogue among political actors on the transition of political systems in post-conflict settings. The initiative involved two cycles of seminars and multiparty meetings that addressed the issue of political polarization and its effects on the development of national elections, as well as the need to foster inclusive settlements as the basis for democratic governance in the country. In these events, politicians from Guatemala, El Salvador, Chile and Spain were invited to share their experiences with MPs, government officials, party representatives and civil society organizations, drawing lessons for the process in Colombia. The meetings managed to bring together diverse political actors, inspiring reflections and motivating initiatives to reduce polarization and prevent the use of violence in the electoral process.

In addition, as part of NIMD's interventions aimed at promoting reconciliation and conflict resolution in the political sphere, a pilot mediation process was conducted with political parties at the local level

in *Florencia, Caquetá*, a region that has been historically affected by armed confrontations between guerrillas, paramilitaries and State forces. The mediation process revolved around a dispute between left-wing and right-wing political parties originated by anonymous intimidations and threats received by both sides. NIMD acted as a conciliator, applying conflict resolution techniques in bilateral and multiparty meetings, which led to the signature of an agreement by political parties to prevent the escalation of violence and for the establishment of a permanent multiparty dialogue initiative.

3.2. Political actors

Strengthening political actors' capabilities and responsiveness constituted a key area of intervention for NIMD in 2017, since the proximity of national elections demanded intense internal preparation processes by political parties. In this sense, four political parties were supported to conduct strategic planning processes and developed action plans for improving their organizational structures and performance. For the first time in Colombia, NIMD conducted a general strategic planning process with *Partido Cambio Radical* -that is expected to play a crucial role in the next congressional and presidential elections-, which included rigorous diagnostic and planning sessions with top-level management and MPs. As a product of this process, NIMD delivered an integral action plan for the party in the period 2017-2018, as well as a monitoring and evaluation tool to measure the execution progress of the plan.

Other planning exercises were developed with the Think Tank of *Partido de la U* and the Communications Office of *Partido Unión Patriótica*, in preparation for the electoral process. Also, NIMD contributed to develop a programmatic evaluation instrument for *Partido ASI*, in which the ideologic orientation of its affiliates and representatives was characterized and compared to the Party's programmatic platform as an input for the formulation of its electoral strategy. Furthermore, aiming to improve our understanding of parties' think tanks in Colombia, NIMD conducted a study on their functioning -structure, financing, roles- that included desk research and a survey applied to 11 parties. The results of the study will be published in 2018 and will serve as a source of information on these party units, as well as to refine NIMD's technical assistance approach.

Promoting transparency in the functioning of political parties and campaigns is one of the main challenges of the Colombian political system, given the recent corruption cases that have deepened citizens' distrust in political actors. In this sense, NIMD continued to strengthen party units responsible for transparency through multiparty and bilateral assistance: three workshops were conducted with the staff of *Partido ASI* and *Partido Alianza Verde*, and a transparency improvement plan was formulated by the latter using the self-assessment tool included in the app "Transparent political organizations: step by step", developed by NIMD in 2016; a workshop on transparency and access to information for the national elections of 2018 was carried out with representatives of 9 political parties, in which a timeline of transparency actions and best practices during the electoral process was presented and served as the basis for participants to develop a self-assessment of their organizations' capacities; a multiparty dialogue was held to share the experience of Spanish political party PODEMOS in developing transparency and accountability strategies, members of 7 political parties, 4 new political organizations and electoral bodies learned and discussed about the use of technology to improve access to information and communication with the citizenry.

The political and electoral reforms derived from the Peace Agreements were supposed to allow the emergence of new political parties at the national and regional level, with the transition of FARC from an armed group to a legal political organization at the centre of the process. In this context, NIMD has been preparing for providing suitable technical assistance to emergent parties through a variety of strategies that comprise: research and international experiences-exchange on post-conflict transition processes; production of a toolbox for emergent parties, containing legislation, manuals and international best practices on political and electoral action; exploratory meetings with civic

organizations interested in transitioning to political parties, including two ethnic -afro Colombian-collectives.

Regarding the transition of FARC to a political party, NIMD has conducted eight bilateral meetings with representatives of its Secretariat to design a specific technical assistance approach. This process included a mission to a ZVTN in *Cauca*, where the staff had the opportunity to dialogue with ex-combatants to assess their needs and interests in the formation of FARC's political party. Moreover, NIMD promoted two peer-exchanges between members of CSIVI-FARC and *Voces de Paz* -the political organization created to facilitate FARC's reincorporation- and Latin-American politicians from demobilized guerrillas to share experiences and lessons in the transition: a meeting between *Voces de Paz* and a former FMLN guerrilla member from El Salvador; and a meeting between CSIVI-FARC members and a former Uruguayan MP from the guerrilla *Movimiento de Liberación Nacional-Tupamaros*.

NIMD continued to promote the environmental governance approach to the extractive sector with political actors, as a key element of the national development agenda and a way to mitigate recurrent social conflicts in the territories. In this sense, NIMD supported MPs and political parties to formulate concrete strategies for improving the governance of extractive industries by promoting community participation, transparency and sustainable development: the two-day workshop 'Environmental problems and ecosystem services in Colombian moorlands' was held, in which representatives of nine political parties discussed crucial aspects of the 'Moorlands bill' that is currently under Congress revision; the paper 'Environment, Mining and Postconflict in Colombia' was launched, as a strategy to draw attention to the challenges of sustainable mining in a peace-building context; NIMD participated in the production of the working paper "Inputs to rethink the mining sector in Colombia", which served as an input for discussing a mining code reform proposal with MPs and representatives from the private sector and civil society organizations; finally, the environmental unit of *Partido Centro Democrático* was assisted to conduct a strategic planning exercise in order to influence the programmatic platform of the party in the next elections.

Finally, as a contribution for the formulation of strategies to prevent and mitigate political violence in the electoral process, NIMD held two seminars on 'Pacts to overcome political violence', one in *Florencia* in the framework of the Democracy School and other in Bogota. The seminar in Bogota analysed the phenomenon of political violence from three different perspectives: key actors of political parties, who manifested their concerns over the increase of attacks against social leaders, who are in turn potential political actors, and other forms of aggression such as threats, defamation and dissemination of fake news in the social media; expert civil society organizations that presented the changing trends of political violence in the country; and leaders from different territories that described how every-day violent acts impact politics in the regions. The main conclusion of the seminar was the need to achieve a nation-wide commitment by actors across the political spectrum to refuse the use of violence and to promote effective and comprehensive protection policies for social and political leaders in conflict-affected territories. NIMD has been partnering with other international and civil society organizations to prepare a communication and mobilization campaign against political violence in 2018.

3.3. Political culture

The first two local editions of the Democracy School (DS) were implemented in Colombia between March and November 2017, as NIMD's main strategy for the promotion of democratic values, leadership and reconciliation. These editions took place in the cities of *Florencia (Caquetá)* and *Ibagué (Tolima)*, located in severely conflict-affected regions that have recently become an epicentre for the implementation of the Peace Agreement. The School brought together participants between the ages of 20 and 40 that represented 12 political parties and numerous civil society organizations,

including women, youth, ethnic minorities and LGBTI collectives. The DS combined virtual and classroom methodologies in four thematic modules: electoral and political system; peace, conflict and negotiation; guarantees for political participation and opposition; election day, political debate and construction of political settlements. Each module was developed with the participation of national and local experts and special guests, whose diverse expertise and approaches fed the exchange of ideas, arguments and initiatives among the students.

For the DS of *Florencia*, in total, 63 out of 102 (62%) students graduated, 57% of which were women. It is significant that, for the first time, local council members and public officials participated actively in the DS, contributing to raise its influence in the local political context and to link the process to other long-term initiatives in the territory. In the DS in *Ibagué*, in total, 57 out of 138 (41%) students graduated, 42 % of which were women. According to self-assessments by the DS students, their capacities for negotiation, cooperation, collective learning, communication, critical thinking and conflict resolution have increased significantly after participating in the Schools.

In implementing the DS, a challenge arose in sizing up the difficulties implicit in understanding the particularities of the territorial political context of the country - outside Bogota -. To mitigate the risks associated to this challenge, four (4) exploratory missions were made to some of the territories deeply affected by the conflict, in which NIMD expects to implement actions (including DS) in the future. Those missions comprised risk assessments as well as intervention feasibility protocols, taking in consideration including variables such as the local security status, presence of local non-government organizations, logistical conditions, active presence of legal political actors, etc.

NIMD has managed to maintain an active DS alumni network through various activities in the territories and in Bogota. Initiatives related to NIMD's innovation strategy served to bring together DS alumni along other political parties' members and staff: NIMD supported the creative development of a mobile app by participants of the DS Bogotá, called '*El Condor*', which aims to connect people interested in promoting social projects in their territories with political parties and movements that can leverage the initiatives; DS alumni from Bogota, Florencia and Ibagué also participated in DemocraTIC, a political innovation lab held during the second semester of 2017. Additional strategies to keep an active DS alumni network include constant interactions via social networks, sharing relevant information and involving them in NIMD's regular events.

As part of its innovation strategy, in partnership with the Natural Resources Governance Institute and Foro Nacional por Colombia, NIMD designed and developed a website that facilitates multi-actor interaction and dialogue over environmental conflicts linked to extractive industries in the Colombian territories. The website (www.comunidadambientalcolombia.com), which is on-line since June 2017, allows different types of users -citizens, Congress members, political parties, specialists and public institutions- to register and map environmental conflicts; sponsor conflicts to contribute to its solution; consult documentation on environmental governance and extractive industries; ask questions to specialists; publish accountability reports, among others. After launching the website, the organizations have developed a digital marketing strategy to increase the Community's presence in social media and a communications strategy that served to find key partners for the initiative, such as the Ministry of Information and Communication Technologies.

3.4. Marginalized groups

In the context of the Peace Agreement, social mobilization by traditionally marginalized groups like women, youth, ethnic minorities and LGBTI people, increased considerably. During the 2017, NIMD continued to support these groups to effectively translate their mobilization capacity into higher levels of inclusion and participation in the political system. This was done mainly by strengthening internal party units that represent youth, ethnic and LGBTI population, aiming to increase their influence in parties' internal decision-making processes, particularly in a pre-electoral setting.

In this sense, NIMD provided technical assistance to five parties to improve their youth and ethnic minorities structures: in the frame of national conventions, NIMD developed strategic planning processes with the youth units of *Partido ASI*, *Partido Unión Patriótica* and *Voces de Paz (Juventud Rebelde)*, and with the ethnic minorities unit of *Partido de la U*. These planning sessions served to define the organizations' structures, objectives, action plans and monitoring instruments, with emphasis in their electoral strategies. Also, a virtual training session on strategic communications and marketing in electoral campaigns was conducted with the youth unit of *Partido Conservador Colombiano*.

As the technical secretariat of the SME, NIMD supported the formulation of policy proposals for improving the political participation and representation of women, youth and LGBTI people in the political and electoral system, some of which were adopted and included in the final report of the SME. To further analyse the effects of the electoral reform proposal in the participation of young people, in partnership with the National Youth Multiparty Table and *Santo Tomás* University, NIMD conducted the seminar 'Political reform and youth political participation' in which members of several political parties shared their proposals and expectations on the topic. Furthermore, NIMD held the multiparty workshop "Youth agenda", in which DS alumni and members of 7 political parties, including FARC, reflected about their power to influence the agenda for the national elections and include critical issues that affect young people.

In the framework of the Observatory of Political Participation of LGBTI People, NIMD held a meeting with MPs and other relevant actors from seven political parties to discuss the current situation of LGBTI people's rights in Colombia. This dialogue was motivated by the continuous attacks of political leaders against LGBTI people during the referendum campaign for approving the Peace Agreement and by the discussion in the Congress of a referendum proposal to restrict the possibility of same-sex couples to adopt. The meeting allowed participants to reflect on the use of homophobic discourses as a political and electoral strategy, its practical effects for the LGBTI population and potential strategies to counteract this trend.

In addition, NIMD held the multiparty dialogue 'Impacts of political reform in the LGBTI people within implementation of the peace agreements', in which representatives of political parties discussed the possible implications of the political reform on LGBTI political participation, including the deepening of internal democracy mechanisms and the increase of public financing for electoral campaigns. Lastly, in 2017 NIMD became a member of the organizing committee for the campaign 'Vote for Equality' that intends to give visibility to LGBTI candidates and policy proposals for the national elections, as well as promoting a free and informed vote by the LGBTI population IN 2018.

4. Bottlenecks and challenges

One of the main bottlenecks for the operation of the Programme in Colombia has been the delay in the implementation of the Peace Agreement, especially the political participation chapter, since it has caused political parties to focus on defending their acquired privileges within the political system, neglecting activities for the improvement of their structures. A strategy to mitigate this was to advocate for new incentives for the parties to strengthen organizationally within the framework of the political reform.

However, the Congress failed to pass the constitutional amendments to the electoral and political systems established in the Peace Agreement, losing a rather exceptional window of opportunity to opening the political space for new organizations and strengthening political parties. The uncertainty about the compliance of such important provisions as the electoral reform, the creation of the

special peace districts and the new rules for party formation and functioning, presents a significant challenge for NIMD's technical assistance to new parties and accompaniment to the implementation of the Peace Agreement. A measure to deal with this uncertainty consists in continuing to advocate for the approval of recommendations made by the SEM such as the militant registration, affirmative actions for marginalized groups, a more equal and transparent public financing system and the autonomy of the electoral authority.

Finally, as far as gender and inclusion are concerned, the challenges remain enormous, especially given that gender equality and the effective inclusion of LGBTI people was one of the arguments that most affected the approval of the referendum on the Peace Agreement in 2016. In this regard, strategies have been put in place for training women and youth political leadership and for their inclusion within political parties, from the WPR Program. Likewise, it is hoped that the "Vote for Equality" strategy can generate a more cooperative and respect context for the underrepresented groups who need institutional and social support, especially LGBTI people.

5. Lessons learned

- During 2017, NIMD in Colombia experienced a significant growth both in terms of internal capacity and external influence, mainly derived of its central role in the implementation of the political participation chapter of the Peace Agreement. This entailed, on the one hand, standardizing administrative processes, as well as developing new technical tools and methodologies; and on the other hand, enhancing its staff's skills to interact with top-level national and international public officers, communicate with the media and mediate between conflicting interests of different actors.
- Maintaining an impartial approach and working with all the political parties continues to be NIMD's trademark in Colombia. Bilateral, fluent communication with all the political actors has been the key to allow the organization to navigate in a highly polarized political context and maintain the trust of actors with divergent perspectives.
- Innovation has been central in maintaining the interest of political parties and actors in NIMD's work. This was achieved by using new technologies to solve 'old problems' and finding collaborative ways to create and share knowledge in multiparty settings. Showing international best practices and experiences in terms of political innovation has the potential to create 'imitation effects' and activate creativity pockets within political parties.
- Working in different regions of the country with the Democracy Schools has required an in-depth knowledge of the context and the actors that operate in it, which in turn demanded building trust with local organizations, doing systematic research and formulating specific approaches to each scenario. The principle of 'do no harm' is crucial when working in conflict-affected settings and training participants in mediation techniques can be very useful to deescalate conflicts.

6. Fundraising & partnerships.

Partnerships with organizations have been key to advance activities that meet the objectives of NIMD. Civil society organizations such as *Misión de Observación Electoral*, *Transparencia por Colombia*, *Fundación Viva la Ciudadanía*, among others, have been crucial to deepen the impact of NIMD interventions.

NIMD also has established collaboration relations with several organizations in the international assistance field such as the National Democratic Institute, FES Colombia, as well as some agencies from the United Nations System (UNDP, UN WOMEN, etc.), and government institutions including the Ministry of Internal Affairs, the High Commissioner for Peace Office. NIMD also collaborates closely with the Netherlands Embassy in Colombia.

In terms of fundraising, during 2017 NIMD Colombia prepared and presented a project proposal for the European Union under the Stability Fund. The programme, called “Democratic Action for Peace” was approved by the end of the year, NIMD will be implementing it for 18 months (starting February 2018) and it includes a budget of 1.7 million Euros.

7. Gender and inclusion.

NIMD has positioned itself, among underrepresented groups, as an international organization that provides technical advice to meet the objectives of gender (women and LGBTI community) intern units in the political parties. In the DFS Program, the technical assistance was mostly focused in LGBTI people as it was described in the Marginalized Groups section.

As for promoting women political participation, the interventions and results were implemented through the Women’s Political Rights Programme.

NIMD COLOMBIA OFFICE FINANCIAL REPORT NOTE 2017

To the NIMD administration:

- By December 31st 2017, NIMD is up to date on tax payments and fiscal contributions (contracts with university interns for the DFS and WPR Programs).
- The management of the allocated resources during the year was carried out in an optimal way, no differences or payments have been found without justification.
- Regarding institutional capacity, two contracts with the interns ended by December 31st 2017. Additional contracts have been implemented under the service provision modality; none of the contracts generates any employment relation with NIMD.
- Consultations with the government control entities were made on the requirement (posted by the past audit) of including a Fiscal Supervisor within the office staff. The result is that such position is not mandatory for an organization of NIMD nature; therefore it is not possible to register it in the Chamber of Commerce. Due to those findings this process did not go any further. The funds available for this purpose were reallocated to the European Union proposal preparation consultancy, with previous approval of the Executive Director and the Programme Manager.
- In summary, by December 31st, based on office memo signed by the parts, the allocated budget corresponding to the NIMD Colombia was €224.705 (€76.576 for WPR y €148.129

for DFS), said budget was defined with an average exchange rate of \$3.300 COP resulting in a total budget of \$741.526.962 COP.

- The planned budget for the NIMD Colombia office was totally transferred. Moreover, €33.313 were transferred from HQ corresponding to 2016 surpluses. For implementing the Democracy Lab, €18.950 were transferred as an extra. In total €276.968 (equivalent to \$891.618.338) were transferred from HQ to NIMD Colombia in 2017. In addition, \$9.000.000 COP were transfer to NIMD Colombia from *Foro Nacional por Colombia* to implement the environmental governance digital tool, equivalent to €2.796.
- In total, for 2017, €279.764 (\$900.618.338. COP) were received in the NIMD Colombia bank account.

- The implementation of the initially planned activities, as well as the other that came along during the year (Democracy Lab and the exploratory missions for the upcoming Democracy Schools) used \$894.357.122 COP, equivalent to €277.763, the percentage of implementation is 99%, taking in considerations the funds transferred. There's a difference of \$6.261.216 COP equivalent to € 2.001 using the average exchange rate of \$3.129,04 COP.

- The surplus of 2017 (\$6.261.216 COP equivalent to € 2.001) and the bank interest of \$ 683,646.89 COP must be implemented in 2018. The accumulated surpluses of 2016 were fully executed in 2017.

- The balance of petty cash by December 31st. 2017 was \$ 500,000 COP.

INGRESOS CONTABLES (COP)	901,301,984.89
INGRESOS NIMD (COP)	900,618,338.00
INGRESOS INTERESES (COP)	683,646.89
DIFERENCIA (COP)	0.00

GASTOS CONTABLES (COP)	894,357,122.29
GASTOS DFS (COP)	570,455,717.24
GASTOS DEMOCRACY	65,423,390.69
GASTOS WPR (COP)	258,478,014.36
DIFERENCIA	0.00

GASTOS INCURRIDOS 2017 DFS (COP)	
Staff Salaries & Benefits	82,715,100
Office costs	75,969,011
PME	90,424,151
Activities DFS	321,347,456
TOTAL	570,455,717.24

GASTOS INCURRIDOS 2017 WPR (COP)	
Activities WPR	234,342,965
RENT	15,470,842
INDIRECT COST	8,664,208
TOTAL	258,478,014.36

GASTOS INCURRIDOS 2017 DEMOCRACY (COP)	
Activities	65,423,391
TOTAL	65,423,391

EXCEDENTES CONTABLES (COP)	
	6,944,862.60
EXCEDENTES NIMD-WPR-INTERESES (COP)	
	6,944,862.60
DIFERENCIA	(0.00)