



EFF

*Eduardo Frei
Foundation*



Eduardo Frei Foundation

Annual Report

2014

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I – Preface

Marnix van Rij – Chairman Eduardo Frei Foundation

“Geo-politics is back on the agenda”, Jaap de Hoop Scheffer rightfully states in his op-ed in the CDV Fall 2014 publication. The aggressive and assertive stance of Russia on Europe’s eastern border mirrors Russia’s very public foreign policy since 2006. In addition, in the West we are now confronted with said policy’s consequences. On the other hand, this is counteracted by the European Union’s “soft power” approach; an approach whose strength is economic growth coupled with solid and democratic governance. Our programme shares this approach: help build dependable (political) institutions that can help societies and individuals develop in a sustainable and free manner.

Does our work still matter? My answer to that question is: more than ever! Contributing to democratic development from a Christian democratic point of view is something that we do with great conviction. With this in mind, we set up training courses for youth in Morocco together with the Dutch NIMAR (“Nederlands Instituut Marokko”). Many Moroccan youth want to bring about change, but they have become disillusioned with politics. Nonetheless, they want to learn how democratic countries work, and we can impart knowledge and encourage them to take on responsibility in their own society.

In Bosnia Herzegovina we set up training courses that focused on bringing together five ideologically similar political parties with the aim to make them think about a shared political agenda. It is important to focus a great deal of attention on the Balkan region as these countries represent our hinterland and warrant our contribution to helping them on the road to EU accession. With respect to our other activities, I advise you to read our report.

Our training courses could not be held without the staunch effort and voluntary support of our trainers. We are grateful that our international counterparts, the KAS and IRI among others, are most impressed with our trainers’ expertise. Our cordial exchange with the Ministry of Foreign Affairs and the various embassies in our target countries are of great importance to our work.

In conclusion, we want to thank the CDA Foreign Affairs Committee, the CDAV (Women’s Appeal), the CDJA (Youth Appeal), the CDA Scientific Institute, and the CDA’s Executive Committee – all of whom we can count on time and again.

II – The Eduardo Frei Foundation

Introduction and goals of the Eduardo Frei Foundation

In 2014, the CDA Foundation for International Solidarity “Eduardo Frei” was able to carry out projects on behalf of the development of Christian democracy in Central and Eastern Europe as well as in a few countries in the Arab region. This takes place based on the Societal Transformation Programme (MATRA) subsidy scheme.

Below follows an introduction to the EFF’s working procedure subsequently followed by in-depth accounts of the activities and results of the past year.

The EFF has set out three goals:

- Advocate Christian democratic thinking with regard to international cooperation in general and especially that of development cooperation and human rights;
- promote continuous awareness in abovementioned fields among CDA members and affiliated organisations; and
- develop and support initiatives, especially in Central and Eastern Europe and developing countries, aimed at promoting Christian democratic thinking.

Central and Eastern Europe: working procedure

The EFF Board of Directors acts on behalf of the CDA as receiver and custodian of the funds received. The EFF has a strategic, long-term policy plan (2014-2017) as well as an annual plan and works mostly with established partners in the target countries. The EFF Board convened five times in 2014.

The EFF secretariat receives project proposals from sister parties in Central and Eastern Europe. For each project a goal description, a draft programme and a budget proposal have to be submitted. The proposals are then assessed by the Board. After the programmes have ended, evaluations are submitted by the trainers.

If, in any one country, several political parties share a Christian democratic ideology, then these aligned parties will be grouped together during the training where possible. Moreover, in the Balkan several project participants are selected to encourage cooperation. Nonetheless, it remains apparent what difficulties the participants encounter when trying to forego national perceptions.

Projects in Central and Eastern Europe

In order to facilitate collaboration with political parties in Central and Eastern European countries and countries in the Arab region, the EFF Board has determined six categories in which projects can be classified: education and training courses; conferences and congresses; regional projects; technical assistance; student exchanges; and orientation visits.

EFF Board of Directors (as at December 2014)

Mr. M.L.A. van Rij, *Chairman*

Mr. C. Çörüç

Ms. A. Doesburg

Mr. W. Hoff, *Treasurer*

Ms. M. Keijzer

Ms. J.E. Nijman

Mr. D. Vriesendorp

Ms. C.M. Wortmann-Kool

Mr. B.F.C. Pot, *Secretary to the Board*

III – MATRA Projects in South-Eastern Europe

III.1 – Bosnia Herzegovina

Partner: Center for New Initiatives

Participating parties: SDA, HDZ-BiH, HDZ 1990, PDP and SDA

Trainers: *Coskun Çörüz, Hans Demoed, Jos Denissen and Arjan Erkel*

Two training courses for political parties

The first training course that was held in Banja Luka focused on the economy, employment, and the role of local government from a Christian democratic viewpoint. The second training course in Sarajevo started with an analysis of the participants' individual strong and weak points and what each individual can do of their own will. Next a link was made with local governance and how you can become a trustworthy official. Lastly, EU values were discussed, and how said values should be upheld in order to be able to accede to the EU.

Conclusion

In 2014, the EFF chose a new partner for Bosnia Herzegovina: the CNI. Bosnia Herzegovina has seen very little progress and its population has turned pessimistic. This, in turn, has affected the training courses' participants who now need to be coaxed into changing the way they think and act. It appears to be difficult for them to believe that politics can change for the better. By bringing together youth from five different political parties, the EFF wants to offer encouragement and contribute to mutual understanding.

III.2 – Kosovo

Partner: Konrad Adenauer Foundation (KAS)

Participating party: LDK (Kosovo)

Trainers: *Petra Groeneweg, Irene Janssen, Bieke Oskam, Hillie van de Streek and Hester Tjalma*

Three training courses for LDK women

In 2014, three training courses were held in Gjilan, Mitrovica and Prizren. All three training courses focused on encouraging political activism among women by offering skills-based training in effective communication skills and in-depth training in how to set a political agenda. Also, attention was focused on the internal party structure of the LDK, and how internal party democracy can be reinforced so that women can attain positions with the party.

Conclusion

The training courses went well and were highly appreciated by the women participants who turned out to be most eager to learn. The trainers were well equipped to keep the dialogue going and understand the LDK party's internal mechanisms. However, it must be said that most participants were apprehensive at first. This can be attributed to the inherent culture of being told how things should be done instead of learning by doing.

III.3 – Macedonia

Partner: Konrad Adenauer Foundation (KAS)

Participating party: the Conservative Party (VMRO-DPMNE)

Trainers: Nico van Buren, Petra Groeneweg, Matthijs Schüssler, and Christof Wielemaker

Political Academy: local politics (in Berovo)

From June 21-24, a Political Academy course was held for 64 newly elected town councillors in Berovo. The VMRO-DPMNE party has attracted many new local people's representatives after the local elections, many of whom are young and inexperienced. In order to ramp up the efficacy of the courses, four EFF trainers took on the first two days of the training course and presented the following topics:

- the importance of local politics;
- show how Christian democratic parties can present a discernible political agenda that takes into account the difference between metropolitan and smaller communities;
- implementing Christian democratic ideology in practice;
- assisting participants in developing youth policies;
- making participants aware of the role of integrity in their political dealings; and
- assisting participants in starting a dialogue with their constituents.

The training courses started off with a theoretical case study, after which the participants in groups of four each worked on assigned projects together with their individual group trainers. So-called roadmaps were used in order to systematically tackle local problems by means of target descriptions and plans of action. The topic of compromised integrity was discussed as well.

Conclusion

This was the first EFF-lead Political Academy in Macedonia for councillors. The party has many newly elected councillors who have received limited training thus far in view of their roles of local official or councillor. This course taught the participants how to start a dialogue with their constituents and comprehend new political developments coming their way. In addition, they learnt how to implement policies based on shared Christian democratic principles and about the value of integrity in politics.

III.4: Robert Schuman Institute

Partner: Robert Schuman Institute (RSI)

Participating parties: several EPP-affiliated parties from Central and Eastern Europe

Trainers: Jos Denissen, Nic van Holstein, Matthijs Schüssler, Gerard van Wissen and Jan Mulder

Three 'Young Leaders' training courses

In January, the third and final Young Leaders (series XX) training course was held. In this training course, the topic "Challenges in Economic and Social Life" stood central. The week started off with a thorough SWOT analysis on economic chances for each represented nation. Throughout the week, attention was focused on globalisation, entrepreneurship and what each country could add that is of value if it were to accede to the EU. The trainer also focused on the so-called Rhineland model (which is the opposite of the Anglo-Saxon model of capitalism), that calls for ownership and subsidiarity to shape a country's economy. Finally, skills-based training was offered with regard to planning, monitoring and effective communication techniques.

In September, the first course in the Young Leaders XXI series started with new participants. The theme of the course was “The Basics of a Democracy”; this theme also served as the introduction to the week-long course.

The participants received thorough training in democracy, and in particular in the role of minorities, the rule of law and integrity. In addition, the impact of policies and its unintentional side effects were also discussed as well teambuilding, skills-based training, media communications and public speaking.

In November, the second Young Leaders XXI series training course – “International and Security Issues” - was held on the following topics: the OSCE, NATO, the UN and the EU and how to establish conflict reducing strategies by means of international negotiations.

Conclusion

The training courses offered relevant topics for participants from countries that are in the EU accession stage or from the European Neighbourhood region. Because the youth are active members of political parties they are expected to share their newly gained training with other members of their parties. The number of different topics makes it possible for the young participants to relate said topics with ideological principles and enables them to communicate these in public debates. A sizeable group of former participants has since forged a career in politics back home. And some of them have even won seats in their town council, regional parliament or even become a government minister. Others have focused on “train the trainer” activities and are engaged in sharing knowledge with colleagues.

III.5: Serbia

Partner: Konrad Adenauer Foundation (KAS) - Belgrade Open School (BOS)

Participating parties: Bosnia Herzegovina: SDS and HDZ1990. Croatia: HDZ. Macedonia: VMRO-DPMNE. Montenegro: NOVA. Serbia: Dosta je bilo – Restart, SNS, URS and Nova Stranka

Trainers: Annet Doesburg and Jan Mulder

Balkan School of New Leaders – ‘New Opportunities’

From July 23-27, the training course “New Leaders, New Opportunities” for 20 youth was held in Serbia. The course aimed to enrich the participants’ knowledge about politics, democracy in general and enable them to professionalize their own party’s work culture. In addition, the course aimed to strengthen the mutual and cross-border ties between the participants in light of the upcoming accession to the EU.

The training course focused on the basics of different political systems, democratic values, the separation of powers, and modern political ideologies. During the sessions attention was geared toward European institutions and the role Christian democracy plays in European unification. Finally, sessions were dedicated to team working, reflecting on one’s own role and how to solve conflicts.

During the course of one day, the Dutch trainers focused specifically on international crisis management, Christian democratic ideology and how to differentiate from other political ideologies such as social democracy and liberalism.

Conclusion

After the training, the participants indicated they had learnt more about Christian democracy, the EU, international crisis management and the affiliated institutions that play a role in said crisis management, and how to differentiate themselves from other political ideologies when

deliberating political issues. The participants greatly appreciated the training and awarded the trainers with a high approval rating. The interactivity component of the training was much appreciated as well as the chance to meet with participants from different parties and countries.

III.6 – Turkey

Partner: International Republican Institute

Participating parties: political parties from Turkey (AKP and the opposition) and parties from Eastern Europe (EPP-affiliated parties)

Trainers: Peter Stein and Joery Strijtveen

Euro-Mediterranean Leadership training

In November, a training course was held for 25 participants, between the age of 18 to 25, from Turkey and the Balkan. The first training course focused on campaigning and communication skills. The second day of the training course was lead by EFF trainers and focused on politics and ideology and integrity.

Conclusion

The course's main goal was bringing together participants from different countries, irrespective of the fact whether or not they were members of a political party. The EFF trainers focus on having the participants think about their own political dealings and facilitate this thought process by means of communication techniques. This year the participants gained insight into how quickly integrity is compromised.

IV – MATRA Projects in the Arab Region

IV.1: Cooperation with the IRI

Partner: International Republican Institute (IRI)

Participating parties: multiple parties

Trainers: *Jos Denissen, Annet Doesburg and Ingeborg ter Laak*

Seven training courses in the Arab Region

On February 21-22, a training course was held for 20 women from Ramallah, all of whom are actively involved in civil society or local politics. The trainer focused on communication techniques and taught the women basic skills that would help them deliver their message effectively. Representatives from both the Netherlands and US embassies attended a training session on location.

In 2014, the EFF met up with the Syrian documentary maker Bahraa Hijazi in Jordan. Her work draws attention to the plight of refugees in refugee camps in Lebanon. This large group of refugees inflicts enormous pressure on Lebanon's social welfare system. The EFF invited Bahraa Hijazi to give a speech on this particular topic in the Netherlands on September 10, 2014, during a public event.

From September 12-14, an EFF trainer taught a training course for 16 Egyptians, who work mainly for human rights NGOs, on the following topics: effective coalition building, drafting a strategic political agenda and communication skills. The topic of women representation in politics is on the agenda in Egypt. The affiliated organisations are actively engaged in recruiting potential women candidates. Their goal is to make sure that all political parties are made up of at least 30% women.

On 27-28 September, a training course was held for 64 women in Marrakech, Morocco, on "Women leaders: between failure and success". The training focused on encouraging women to take part in political and societal processes. By means of interactive exercises, chances, challenges and obstacles were made visible. The women participants learnt how to draw up a plan of action, set a strategic agenda, understand a SWOT analysis and recognise their own potential.

From 5-7 December, a three-day training course was held in Agadir, Morocco. The training focused on encouraging women to take part in political decision making processes and standing in local elections. In total 50 participants took part, 75% of whom were women. Personal potential, knowledge of political ideologies and their effect on policy making, setting a strategic agenda and presentation skills were discussed with the aid of different techniques.

On December 18, a training course was held in Essaouira (Morocco) for 31 active regional members of RNI, UC, PPS, PJD, MP, PUD and Istiqlal, this time without EFF trainers. The course focused on women participation in political parties and the working relationship between Rabat as the political centre and Essaouira as a regional town. How a local politician can best represent his/her constituents and give them a voice was the topic of the discussion. The participants greatly appreciated the chance to sit together with so many different parties and called for yet more activities to be organised in 2015.

On December 20, a training course was held in Taroudant, in southern Morocco, for 40 youth in order to encourage them to take part in local politics and foster interest in civil society. This training was led by the IRI; EFF trainers were not present.

The course guided the youth in identifying obstacles in their immediate surroundings, and step by step work on drafting a plan of action and liaising with officials in order to identify and solve problems.

Conclusion

Together with the IRI, several training courses were held in the MENA region. It was good to see that the topic of “women and politics” was brought under the attention of men. Both women and youth are perturbed by corruption, the fact that politicians show up during elections only and merely carry out instructions, and that schools’ curricula do not feature subjects such as sociology. The training courses were much appreciated, but are only the first step for many participants on the road to gaining yet more insight into how they can reshape local politics.

IV.2: Tunisia

Partner: Konrad Adenauer Foundation (KAS)

Participating party: Nidaa Tounes

Trainer: Kilian Wawoe

Training course in capacity building

On June 14-15, 27 participants from the Nidaa Tounes party attended the training course on campaigning and communication strategy. The training consisted of separate sections in which the participants worked on establishing a relevant campaign message, how to communicate effectively and how to establish a united message coming from different candidates. A local speaker focused on the technical and legal aspects of elections.

Conclusion

The training course was successful and greatly appreciated by the participants. In particular the practical and interactive components, introduced by the trainer, were popular. This was the first time that the EFF held a training course for one single political party in Tunisia.

IV.3: Morocco

Partner: NIMAR

Trainers: Ada Boerma, Aart van Bochove, Nico van Buren, Hans Démoed, Peter Noordhoek, and Ingeborg ter Laak

Five training courses for youth

In 2014, two separate groups of youth attended training courses.

The first group attended three separate training courses. The first training course focused on nation building. The trainers challenged the participants to draft a socio-political analysis of their country and name those institutions that are involved in tackling problems in Moroccan society. The second training course was a multiparty training session in cooperation with the VVD and the PvdA. During this session, the participants gained insight into the three main political ideologies. The participants were challenged to form a political party, establish which problems needed solving and which values underpin the political choices. The third and final training focused on establishing the tools that encourage political and societal activism as well as on inspiring, mobilising and harvesting feedback and appreciation. The training course provided the tools for understanding and managing change processes.

After the summer, a second group of youth was selected who attended a training course in October and November. The first training focused on decentralisation and the role of local governance.

Prior to the training the participants had to visualize certain local problems by means of a photo reportage. During the course, plans of action were drawn up and the role of civil involvement and politics in particular with regard to solving problems were discussed.

In particular attention was focused on “checks and balances” in local governance and on being able to exert influence on local political processes. The second training focused more specifically on active listening skills and what good governance really means. Both trainers explained how to actively listen by taking the participants to the streets of Rabat and have them poll passersby, which the participants considered to be very extraordinary.

Conclusion

Both groups of Moroccan participants had different backgrounds. Their visions of Morocco varied from conservative to progressive, but all shared a sense of trust in Moroccan politics. After the training course, the participants showed their newly gained insights in the responsibilities of holding political office. They also learnt how to act and deliberate analytically with regard to policy making. Some of the participants mentioned they now wanted to join a political party in order to shape Morocco’s future. Others indicated they wanted to help shape reforms by joining civil society institutions.

V – MATRA Projects Eastern Partnership countries

V.1 – Armenia

Partner: Konrad Adenauer Foundation (KAS)

Participating parties: ARF Daschnakcutyun, Heritage Party, Hntschakyan (member of the Armenian National Congress), Prosperous Armenia, Orinats Yerkir and the Republican Party of Armenia

Trainers: Peter Stein and trainers from the PvdA and VVD foundations

Multiparty training

In 2014, a multiparty three-day training course was held in Armenia. On the first day, in-depth analysis on the concept of ideology was followed by an introduction to three separate ideological currents: social democracy, liberalism and Christian democracy. After the training course the participants reflected on values that make individuals become politically active and that politics is not about just winning elections. On the second day of the course communication skills stood central, and the participants learnt how to draft a communication strategy. During the morning session, the participants were invited to practise their presentation skills and later judge their recorded presentations.

Conclusion

In total eight political parties with four participants each were present. At first, it was challenging to get the participants to mix freely, but once the participants did they appreciated this particular group setting. The course's added value lies in the multiparty set-up that shows the participants how to cooperate constructively. After the training course, the participants had become well versed in communicating the importance of values in politics and how to communicate said values effectively.

V.2 – Georgia

Partner: Konrad Adenauer Foundation (KAS)

Participating party: United National Movement

Trainers: Wim Eilering and trainers from the PvdA and VVD foundations

Tenth multiparty training

On July 11, the tenth multiparty training was held in Georgia by the PvdA, the VVD and the CDA. In total, youth from eleven parties and NGOs attended. On the first day of the course, "values in politics" stood central; the individual political affiliation less so. On the second day, the training was more practical: SWOT analyses were made of each represented political party. In the evening, the tenth anniversary of the multiparty training was celebrated with a dinner that was attended by alumni and the Netherlands' ambassador to Georgia who gave a speech. On the final training day, communication skills and techniques as well as norms and values were taught; the participants' sessions were recorded in order to facilitate a feedback session.

Conclusion

The mutual cooperation between the Dutch foundations shows that cooperation is possible despite the obvious political differences. The training course underpinned the fact that cooperation is possible, even in a country such as Georgia where polarisation is rife.

V.3 – Ukraine

Partner: Institute of Political Education (IPE) - Ukraine

Participating party: UDAR

Trainers: Jan Mulder and Bert van Steeg

Training course for UDAR youth

On June 24-25, a training course was held for 35 UDAR youth near Kiev. The EFF trainers focused on the organisation of a youth wing, how to reach out to civil society and how to draft impactful statements. Also, an afternoon session was dedicated to NATO and the EU and the role they play in international crisis management.

Conclusion

UDAR is an ambitious party that has grown substantially in a short number of years. It is important that this party's grassroots base grows and develops the ability to listen to what preoccupies society at large. This training has provided the tools for said goals. The UDAR youth also wanted to learn more about the EU as well as discuss the conflict in eastern Ukraine.

V.4: Belarus

Partner: Educatio

Participating parties: Belarusian Popular Front Party, Youth of Christian Social Union, United Civic Party, Movement for Freedom, Young Front, Youth of UCP, and Belarusian Christian Democrats

Trainers: Nico van Buren, Hans Démoed, Gerben Horst and Eiko Smid

Two training courses for the Belarus opposition parties

In July and August two training courses were held for approximately 20 youth of Belarus opposition parties. The first course focused on HR policies of political parties and in particular on recruiting and deploying volunteers as well as educating potential candidates for election purposes. The second course focused on how to communicate with civil society and citizens and how to galvanize grassroots initiatives.

Conclusion

The second training course in particular was well received as it shows that opposition parties can raise their profile and manage to communicate with citizens. The first training course was useful, but the country's pervasive reality makes HR management a prickly topic.

VI – Annual Accounts 2014

Statement of financial performance 2014

The following statement of income and expenditure has been derived from the audited financial statements for the year 2014 of the Eduardo Frei Foundation. Mazars Paardekooper Hoffman N.V. expressed an unqualified (confirmative) opinion on these financial statements.

Bedragen x 1 euro	2014 werkelijk	2014 begroot	2013 werkelijk
BATEN			
Bijdragen derden			
Subsidie BiZa Zuid-Oost Europa	128.705	118.350	137.751
Subsidie BiZa Arabische Regio	51.754	59.150	38.693
Subsidie BiZa Oostelijke Partnerschap	57.372	-	87.880
Bijdrage CDA t.b.v. Matra	4.000	10.000	-
Totaal bijdragen derden	241.831	187.500	264.324
Totaal baten	241.831	187.500	264.324
LASTEN			
Apparaatskosten	72.376	66.657	81.323
MATRA Zuid-Oost Europa	92.927	88.750	95.370
MATRA Arabische regio	36.260	44.350	26.789
MATRA Oostelijk Partnerschap	40.196	-	60.842
Totaal lasten	241.759	199.757	264.324
Saldo van baten en lasten	72	12.257-	-

Please note that the Statement of Financial Performance was provided in Dutch by the auditors. Please contact the Eduardo Frei Foundation in case you require a translation of said Statement of Financial Performance.

VII – EFF Publications

Since its founding in 1990, the EFF has published several journals and articles, which are used for education and training purposes. A summary of these works that have been published since 2008 are listed below:

“Political Party Building in Eastern Europe”, Jan van Laarhoven in: “European View, Transition to Democracy”, volume 7, number 1, 2008

“A Plea for Democracy Beyond Borders: Defence, Development, Diplomacy, and Democracy”, Martin van Vliet, Jan Jaap van Halem c.s., 2008

“Rapport Over de Dijk, dilemma’s in ontwikkelingssamenwerking”, Jan Jaap van Halem, Arnold van Velzen, Martin van Vliet, Lizzy Beekman, Bronne Pot, 2009

“Society, Values, Politics, an Introduction to the Debate”, Jos van Gennip, 2009

“Religie, een blinde vlek in ons buitenland beleid, een DVD met zeven sprekers over de rol van religie in Ontwikkelingssamenwerking”, Jan Jaap van Halem, Arnold van Velzen, Bronne Pot en www.wijzinin.nl), 2010

“Leren participeren in de Zuid-Kaukasus”, in “Develop, kwartaaltijdschrift over Human Resourced Development”, Tjip de Jong, Bronne Pot en Pieter Jan van Wijngaarden, jaargang 6, nummer 4, winter 2010

“20 years of International Solidarity, the ongoing need for promoting democracy”, editor Elisabeth Wunderle, 2010

“Blik op Ontwikkelingssamenwerking”, redactie Elisabeth Wunderle, 2010

“Zenska Strana Parlamenta, Ucesce zena u skupstinskim sazivima 1946 – 2010 u Crjnoj Gori”, Nada Drobnjak, 2010

“Civic Education, methodological guidelines for School Teachers”, Pieter Jan van Wijngaarden, Tjip de Jong, Bronne Pot, 2010 (translations available in Georgian, Armenian and Azeri)

“Politics Based on Conviction, Taking Responsibility for Society: A Practical Guide to Christian Democratic Values”, Jos. A.T. Denissen, 2012 (translations available in English, French and Arabic)

VIII – Activities in 2014

The list below provides an overview of the EFF's programmes and activities in chronological order.

January	
20 – 24	Young Leaders XX-3, social economic policies, RSI
February	
21 – 22	Training women en communication, Ramallah
March	
29 – 30	Training women and politics, Kosovo
April	
12 – 13	Training Women and politics, Kosovo
26 – 27	Training local policies, Morocco
June	
7 – 8	Multiparty training, Morocco
13 – 15	Strategic campaign planning, Tunisia
21 – 22	Training planning and political programme, Morocco
20 – 22	Political Academy, Macedonia
24 – 25	Training Christian democracy and geopolitics, Ukraine
27 – 29	HRM policies in a political party, Belarus opposition
July	
3 – 6	fact finding mission to Bosnia-Herzegovina
11 – 13	multipartijentraining Georgia
23 – 27	Balkan Political Academy, Serbia
Augustus	
15 - 17	Multiparty training Armenia
23 - 24	Training local politics, Belarus opposition
September	
12 - 14	Female politicians from Egypt, Turkey
16 - 20	Young Leaders XXI, Basics of a democracy, RSI
28 - 29	Training for the female members of the LDK, Kosovo
28 - 29	Training women and politics, Morocco
November	
1 - 2	Youth training for five parties, Bosnia-Herzegovina
1 - 2	Youth training on local politics, Morocco
11 - 15	Young Leaders XXI, International politics, RSI
14 - 16	Youth training on ideology and politics, Turkey
21 - 22	Youth training on politics and communication, Morocco
29 - 30	Youth Training for five parties, Bosnia-Herzegovina

December

- 5 - 7 Training women and politics, Morocco
- 17 - 18 Training political parties and NGOs, Morocco
- 20 - 21 Training youth and women political parties, Morocco



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