The House Democracy Partnership

Supporting the Development of Independent Legislatures

EXTERNAL REPORT

A Review of Programs Between 2016 and 2020

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During our many years working in the United States House of Representatives, our involvement in the House Democracy Partnership (HDP) has provided us with countless rewarding moments and opportunities to experience the best of what our U.S. Congress and parliaments around the world have to offer – effective, transparent, and independent institutions working to represent and respond to the diverse interests of our societies. This is why we serve on this bipartisan commission: to collaborate, exchange views, and impart our best practices while learning those of other legislatures.

As the partnership enters its 16th year, we commissioned this review to ensure that our efforts are continuously evolving to meet the needs of our members and staff in the United States and abroad. Much of this report is dedicated to evaluating our commission's challenges, to find ways to address them and improve our efforts moving forward. Doing so requires the strong and continued support of our leadership, members, staff, and partner agencies. We are grateful and thankful for their steadfast support and collaboration.

We are encouraged by the findings of this review, looking back at recommendations made during our 10-year retrospective which identified specific areas to address. HDP's programming has shown itself to be adaptable, expanding the breadth of our activities to meet the needs of our partners and adapting quickly to the challenges presented by the COVID-19 pandemic. We understand much work remains to be done but are eager to tackle the work that lies ahead.

The more we engage with our partner legislatures around the world, the stronger our institutions become, benefitting not only citizens, but the very foundations of democracy that good governance is predicated on.

Respectfully,

David Price
Member of Congress
Chairman, House Democracy Partnership

Vern Buchanan
Member of Congress
Co-Chair, House Democracy Partnership

DEFINITION OF TERMS

Assessments: Assessment missions are authorized by HDP's co-chairs and are facilitated by the International Republican Institute (IRI) and the National Democratic Institute (NDI) to determine the viability of partnership or strategic engagement of an identified legislature.

CODELs: Official U.S. Congressional Delegations (CODELs) with members of the U.S. Congress that travel to a country to bilaterally engage with legislative peers.

External partnerships: Legislatures and organizations that partner with HDP to participate in, provide expert technical assistance, and/or support the organization of HDP programming. External partnerships include parliaments outside the official HDP partner legislature circle and include, but are not limited to, the Parliament of Scotland, the Open Government Partnership (OGP), Argentine Chamber of Deputies, The George C. Marshall European Center for Security Studies, and others.

HDP Capitol Hill events: HDP-organized events that commemorate or recognize the accomplishments and/or historical moments of partner legislatures.

House Democracy Partnership (HDP) alum(s): Participants of HDP programming, including both members of parliament (MPs) and legislative staff.

Inbound exchanges: A type of HDP program that is an in-person exchange held in the United States, and includes members of parliament and/or parliamentary staff from multiple HDP partner legislatures.

Institutes: The International Republican Institute (IRI) and the National Democratic Institute (NDI).

Institute staff: Staff of the International Republican Institute (IRI) and/or the National Democratic Institute (NDI).

Strategic observer legislatures: Legislatures that have been assessed by HDP for potential partnership, but are not currently official partner legislatures. At the time of the writing of this report, this includes the legislatures of Nepal and The Gambia.

Partner legislatures: HDP's official partner legislatures, which include: Afghanistan, Armenia, Burma/Myanmar, Colombia, Georgia, Guatemala, Haiti, Indonesia, Iraq, Kenya, Kosovo, Kyrgyzstan, Lebanon, Liberia, North Macedonia,[1] Mongolia, Pakistan, Peru, Sri Lanka, Timor-Leste, Tunisia, and Ukraine.

Regional exchanges: A type of HDP program that is an in-person exchange held outside of the United States, and generally includes members of parliament and/or parliamentary staff from multiple partner legislatures in surrounding regions and may be inclusive of members of parliament or staff from legislatures outside of the official partnership (external partners, as defined above). Regional exchanges can be co-hosted with a partner organization or legislature, and aims to discuss topics of mutual regional interest.

Technical assistance consultancies (TACs): A type of HDP program that is held in-person between U.S. and partner country peers in the partner country that focuses on a specific issue or set of topics of interest to that partner directly.

U.S. partners: Current or former members of Congress, as well as current or former Congressional staff, including those of independent agencies and offices, such as the Congressional Research Service (CRS) and the Congressional Budget Office (CBO), who participate in HDP programming.

Virtual exchanges: A type of HDP program held virtually that can include multiple members of parliament and/or legislative staff from one or multiple HDP partner legislatures. Virtual exchanges have been utilized since the onset of the global COVID-19 pandemic in early 2020.

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[1] In January 2019, Macedonia's parliament approved a constitutional amendment to change the country's name to the Republic of North Macedonia.

EXECUTIVE SUMMARY

HDP Chairman, Congressman David Price (D-NC), and HDP Co-Chair, Congressman Vern Buchanan (R-FL) take questions from partners during the HDP Leadership Forum.

The House Democracy Partnership (HDP) is a bipartisan commission of the U.S. House of Representatives chaired by Representative David Price (D-NC) and Representative Vern Buchanan (R-FL) that connects members and staff from the U.S. Congress with legislators and staff from around the world to help strengthen independent legislative institutions. Five years ago, HDP conducted a ten-year retrospective review of HDP's work from its founding in 2005 through 2015. To capture information on program results, as well as gather insight into future programming recommendations, the National Democratic Institute (NDI) and the International Republican Institute (IRI) conducted an additional retrospective review of the past five years of programming. This five-year review offers another opportunity to examine the longer-term impact of HDP's work since the 2015 review and to shape project planning, design, and implementation in the future.

This review includes both general findings and country-specific results achieved through HDP and demonstrates the continued value HDP provides to partner legislatures as they seek to strengthen their institutions. Key general findings, based on interview and survey data, include:

WHAT HDP ALUMS ARE SAYING	
99%	(61 of 62) of HDP alums, U.S. partners, and implementing partner staff interviewed highly value the HDP program.
98%	(101 of 103) of HDP alums surveyed responded that they gained skills or knowledge through HDP programming that enhances their ability to fulfill their legislative responsibilities.
93%	(96 of 103) of HDP alums surveyed felt that HDP had influenced their work positively and regularly, and the skills acquired through HDP were helpful in their daily responsibilities.
40%	(16 of 40) of interviewed HDP alums could identify changes in their legislative development or practices they attributed to their involvement with HDP.
50%	Over 50% (21 of 40) of HDP alums interviewed expressed a willingness to share their strengths with other partners in various thematic areas.
28%	(11 of 40) of interviewed HDP alums launched initiatives to better engage citizens and be more responsive to their input.

In addition to distilling general results, HDP identified numerous country-specific successes achieved over the past five years. Multiple HDP partners reported directly implementing lessons learned from HDP exchanges in the form of new initiatives, including at least two partner legislatures launching digital apps to facilitate citizen engagement, the creation of a budget and finance office in another partner country, and the organization of a partner legislature's first ever public hearing, among many other specific successes. This review demonstrates that partner countries with which HDP engaged at least twice in the past five years achieved positive results.[2]

While HDP programming has achieved notable results with partner legislatures, interview respondents provided recommendations on how HDP programming may be improved to become even more impactful. Recommendations and lessons learned that emerged from the review include:

- Expanding mentorship opportunities among partner legislatures;
- Increasing support for richer network building and stronger information sharing;
- Increased development of written resources, reference materials, and knowledge products;
- Continuing experimentation with virtual technologies and networking platforms;
- Adding relevant topics to adapt to the evolving needs of partner legislatures;
- Increasing the frequency and length of programming to aid further learning.

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[2] Due in part to challenges arising from fragile and/or volatile political environments and security contexts, HDP's engagement with Burma/Myanmar and Pakistan was more limited over the past five years than with some other partners. Although HDP was able to engage with both countries at least twice over the past five years, they were not included as part of this review.

THE HOUSE DEMOCRACY PARTNERSHIP:
EMPOWERING LEGISLATURES SINCE 2005

Overview

Established on March 14, 2005, the House Democracy Partnership, a twenty-member Congressional commission, works directly with legislatures in partner countries around the world to support the development of effective, independent, and responsive legislative institutions. HDP uses peer-to-peer exchange programs through in-person and, more recently because of the COVID-19 pandemic, virtual convenings between U.S. Congressional members and staff and their global counterparts to build capacity in key legislative issue areas such as legislative oversight, budget analysis, legislative procedure, committee operations, constituent engagement, and library and research services, among others.

IRI President, Dr. Daniel Twining (L) and NDI President, Ambassador Derek Mitchell (R) join together to tape a video in honor of HDP's 15-year anniversary.

2016 - 2020 HDP HAS CONDUCTED IN TOTAL	
10	Inbound Exchanges
39	TACs
14	Virtual Exchanges
12	Regional Exchanges
6	Assessments
25	Visits by CODELs to partner countries
12	Events

These engagements are conducted through a variety of program styles, including inbound exchanges, regional exchanges, technical assistance consultancies (TACs), and virtual programs. Additionally, HDP conducts country assessments with prospective partner legislatures, organizes Official Congressional Delegations (CODELs) through the U.S. House of Representatives, and produces knowledge products, such as toolkits and research papers. Underpinning all of this is a 'light touch' program model that aims to be responsive to partner legislature needs with flexible, targeted, shorter-term programming, often organized in response to specific emerging needs identified by partner legislatures or IRI and NDI (collectively, the Institutes) staff. This 'light touch' approach also facilitates HDP's ability to complement and amplify ongoing U.S. Agency for International Development (USAID) programming taking place in-country.

Since its creation more than 15 years ago, HDP has contributed to the legislative institutional development of partners in: Afghanistan, Armenia, Burma/Myanmar, Colombia, Georgia, Guatemala, Haiti, Indonesia, Iraq, Kenya, Kosovo, Kyrgyzstan, Lebanon, Liberia, North Macedonia, Mongolia, Pakistan, Peru, Sri Lanka, Timor-Leste, Tunisia, and Ukraine, among others.[3] HDP programs are implemented by NDI and IRI with funding from USAID through the Consortium for Elections and Political Processes Strengthening (CEPPS).

The CEPPS partners, through their work in over 150 countries and combined field office presence in 75 countries around the world, have been able to leverage their robust global networks and deep technical experience for richer, and more sustainable HDP initiatives with partner parliaments. CEPPS partners provide critical support by following up on specific HDP activities, by building buy-in and bolstering political will with local stakeholders, and by strengthening legislative capacity in-country. Additionally, CEPPS partners work to ensure other foreign funded projects and initiatives aimed at legislative strengthening are complementary to HDP activities.

Five years ago, CEPPS partners conducted a ten-year retrospective review of HDP's work from its founding in 2005 to 2015. This review helped to document the work that HDP achieved since its inception, summarized key findings, captured HDP's short- and long-term impact with partner countries, and informed subsequent program strategy. Since the conclusion of the review in late 2015, in addition to continuing inbound and regional exchanges, HDP programming has evolved to include two new forms of engagement.

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[3] Current observer legislatures include: Nepal and The Gambia

Tunisian legislators shake the hand of IRI President Dr. Daniel Twining (right) and Justin Wein (left), Chief of Staff to HDP Chairman David Price.

NDI President, Ambassador Derek Mitchell greets the Sikyong of the Central Tibetan Administration at an event at the U.S. Capitol organized by HDP.

First, as a direct result of the 2015 retrospective review, HDP added technical assistance consultancies as an element of peer-to-peer guidance and exchange. Second, in response to the COVID-19 pandemic and to continue supporting legislatures, while obeying health and safety protocols, HDP convened virtual exchanges on issues of importance to participating legislatures.

For a country-by-country disaggregation of activities conducted between 2016 and 2020, see Annex I. In order to capture information on program results, as well as gather insight into future programming recommendations, the Institutes conducted a follow-on retrospective review of the past five years of programming.[4] This five-year review offers another opportunity to examine the longer-term impact of HDP's work since the 2015 review, and to shape project planning, design, and implementation in the future. The following sections capture those findings.

HDP Accomplishments in the Last Five Years

The following is a summary of the key accomplishments and general findings identified by the Institutes throughout the review process. While more country-specific information and highlights can be found later in the report, this section intends to summarize the cross-cutting results HDP has successfully achieved, as well as document the ways in which U.S. members of Congress and staff benefited from their participation in HDP programming.

The findings are informed by an information-gathering effort, conducted jointly by the Institutes, including interviewing and surveying selected members of parliament and legislative staff from HDP partner parliaments.

The findings are informed by an information-gathering effort, conducted jointly by the Institutes, including interviewing and surveying selected members of parliament and legislative staff from HDP partner parliaments. Additionally, the Institutes interviewed former and current staff of the U.S. Congress, as well as staff from IRI and NDI. Please see Annex III for a more detailed overview of the review methodology, as well as Annex IV for an overview of results by thematic area of engagement.

The findings of this section and those that follow underscore the continued importance of HDP; the Institutes found that HDP, over the last five years, achieved significant, measurable results that empowered legislatures, strengthened individual and institutional capacity, and enhanced responsive and accountable governance.

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[4] To better understand and evaluate program results, the review included interviews with HDP alums, U.S. partners, and Institute staff from HDP's inbound exchanges, regional exchanges, TACs, and virtual exchanges. In total, 62 interviews were conducted with 35 men and 27 women. Additionally, surveys were distributed to more than 250 HDP alums, of which 103 were completed by HDP alums in at least 15 countries.

HDP alums indicated that the support provided through HDP programming meets the needs of partners.

- 99% (61 of 62) of HDP alums, U.S. partners, and Institute staff interviewed highly value the HDP program.

- 98% (101 of 103) of HDP alums surveyed responded that they gained skills or knowledge through HDP programming that enhances their ability to fulfill their legislative responsibilities.

- 93% (96 of 103) of HDP alums surveyed felt that HDP had influenced their work positively and regularly, and skills acquired through HDP were helpful in their daily responsibilities.

HDP assistance has contributed to positive changes in legislative practices and development in HDP partner countries.

- 40% (16 of 40) of interviewed HDP alums could identify changes in their legislative development or practices they attributed to their involvement with HDP.

- Procedures in legislatures and committees, as well as the structures within, were enhanced because of their involvement with HDP, according to interviewees.

- HDP alums expressed that they and their colleagues perceived a change in culture in their legislatures and an increased willingness to work across party lines.

HDP programming has contributed to the increased capacity and empowerment of individual participants.

- 35% (14 of 40) of HDP alums interviewed could describe how participation in HDP exchanges increased their individual capacity.

- HDP alums appreciated the ability to build networks and access global contacts through HDP as they develop legislation and policy, which offers new and useful perspectives on issue areas.

- HDP supported personal and professional growth over time to legislators and legislative staff, and allowed HDP alums to share information with their colleagues who may not have participated in HDP programming.

- Over 50% (21 of 40) of HDP alums interviewed expressed a willingness to share their strengths with other partners in various legislative areas.

HDP programming has contributed to the ability and willingness of legislators and legislatures to be representative and responsive to citizens.

- 28% (11 of 40) of interviewed HDP alums launched initiatives to better engage citizens and be more responsive to their input.

- Following HDP programs, alums conducted meetings with constituents, both in-person and virtually, in ways that had not been previously attempted.

HDP programming has enhanced the technical capacity and ability of U.S. partners to effectively perform their jobs.

- 67% (six of nine) of interviewed U.S. partners reported that their experience with HDP increased their technical capacity or deepened their understanding of democracy strengthening.

- Remarks from U.S. partners such as "[HDP] created opportunities for self-reflection on why the U.S. system is set up as it is and how our process works and doesn't work," and "This project is the most rewarding thing that I have worked on; it is like an ongoing comparative politics class," were common among U.S. partners.

Members of parliament take photo from the U.S. Capitol while in Washington, D.C. for the HDP Leadership Forum.

Members of the U.S. Congress, along with members of Parliament from Liberia, Kenya, Kosovo, and Nepal discuss strategies to enhance women's participation in parliaments worldwide.

HDP congressional experts join together in Kenya with the Speaker of Parliament, MPs, and parliamentary staff for an exchange on parliamentary ethics and integrity.

Former member of Congress John Faso (R-NY) listens as a Guatemalan participant speaks at the Americas Summit for Transparent Legislatures in Buenos Aires, Argentina.

Former HDP Chairman, Congressman Peter Roskam (R-IL) and former HDP commission member, Congresswoman Susan Davis (D-CA) listen to their colleague, a member of the Colombian Congress, share her perspectives during the HDP Women Lead Inbound Seminar.

Parliamentary staff from Haiti, Kenya, Kosovo, Liberia and Tunisia pose in front of the U.S. Capitol during a 2018 parliamentary staff institute.

Program Innovation and Progress Over the Past Five Years

In HDP's ten-year retrospective report developed in 2015, the Institutes made six recommendations for consideration to enhance HDP program implementation moving forward. This 15-year retrospective review found meaningful progress on all six recommendations, summarized below:

Progress on: Approach HDP Partner Membership with Greater Flexibility - To provide a rich and collegial opportunity for information exchange, HDP has added new member legislatures, continued to work with strategic observer countries in increasingly innovative ways, invited non-members to engage in programs, and has sought out experts with diverse technical experience. By using these flexible programmatic approaches, HDP brought together a more diverse array of legislatures to learn from one another, engage, and share experiences on legislative successes and challenges.

Progress on: Exploring Additional Types of Partnership with HDP Countries - HDP has explored 'additional types of partnership,' including utilizing member legislatures as mentors, inviting countries who are not HDP members to self-fund their participation in regional and inbound exchanges, and collaborating with organizations and legislatures outside of the partnership to host and engage in exchanges. Collaborations with external partners such as the George C. Marshall Center, the e-Governance Academy of Estonia, the Argentine Chamber of Deputies, the Scottish Parliament, and OGP, among others, has expanded HDP partner access to larger international networks and opportunities for experience-sharing among a larger range of peers. By developing these new partnerships, HDP has expanded on areas of technical expertise, included a broader community of global peers, and leveraged networks that connect HDP partners with those outside of the commission to build new relationships.

Progress on: Long-Term Staff for the Commission - The commission hired a full-time executive director. This regular and dedicated staffing has resulted in a more stable set of strategic engagements with Congressional staff and commission members to build awareness of the work of HDP on Capitol Hill. The executive director has also streamlined coordination between commission members and the Institutes, and has expanded the program's institutional and sustainable capacity.

Progress on: Expanding the Range of HDP Activities - Over the last five years, the Institutes utilized new approaches to programming, including TACs, regional exchanges, and virtual engagements. These programs have created new opportunities to engage partners, facilitated greater responsiveness to partner requests, and increased the number of partners reached. Additional advancements include regional thematic cooperation, such as anti-corruption in Latin America and security assistance in Eurasia. Progress on responsive programming includes expanding technical assistance areas to include security operations, intergovernmental collaboration, and a more focused approach to inclusive law-making. Innovation on HDP activities remains an ongoing priority.

Progress on: Embracing New Technologies to Increase Engagement - In response to program implementation limitations caused by the COVID-19 pandemic, HDP adopted a virtual approach. Despite their origin as a temporary measure, virtual engagements have amplified the capacity and reach of partner engagements. For example, virtual exchanges have expanded opportunities to engage with partners that were previously inactive due to travel restrictions or security concerns. Virtual engagements have also increased the speed at which events can be organized and conducted, in addition to their frequency. Further, virtual engagements are lower in cost, and often easier for members, staff, or experts to attend without substantial prior notice. These virtual opportunities will be a positive complement to future in-person programs.

Progress on: Improving Opportunities for Skills Transfer with Peers - Opportunities for skills transfer and knowledge-sharing continues to be an HDP flagship. Specifically, the program has adapted to provide institutional guidance through the development of knowledge products and reference materials, which are useful for partners and implementers alike, and aid in the sustainability of capturing lessons learned in the long-term. Additionally, to address high turnover in legislatures, HDP will continue to focus on engagements with professional staff to ensure lessons learned are not lost despite potential electoral turnover.

Programmatic Challenges

In addition to identifying results and progress in strengthening democratic processes, this review process raised specific limitations and challenges HDP programming has faced over the past five years, including the following:

The 'Light Touch' Model Limits Deeper Learning and Sustained Impact: HDP's model of brief, targeted interactions creates flexible, responsive and short-term programming, or a 'light touch' model, but limits momentum for lasting change and the continuation of peer relationships. HDP alums reported that while specific HDP programs by themselves may have been impactful, a lack of consistent follow-on efforts - outside the scope of HDP - limited the sustainability of positive and lasting impacts. Methods to address this challenge include considering programmatic approaches that facilitate more sustained engagement and connection among partner parliaments, such as establishing an HDP alum network to provide more sustained support, or increasing the overall frequency of HDP programming to better engage partners. Additionally, increased coordination between HDP and existing USAID legislative strengthening and other governance programs in HDP partner countries could aid in closing this gap.

Legislator Turnover Decreases Retention of Institutional Knowledge: High turnover in parliaments and fragile and/or volatile political situations can limit the implementation of lessons learned, as HDP alums might leave office soon after they participate in programming. Methods to mitigate this challenge are to develop more programming that invests in professional legislative staff, target working with newly elected MPs, and provide assistance that is sensitive to election cycles.

Legislators and staff from across Latin America gather in the Argentine Chamber of Deputies during the Americas Summit for Transparent Legislatures in Buenos Aires.

LOOKING AHEAD: THE NEXT FIVE YEARS

Based on the information shared by HDP alums, U.S. partners, and Institute staff throughout the interviews and surveys that informed this report, five new recommendations were derived for HDP consideration moving forward:

Continue and Expand Mentorship Opportunities. HDP's unique flexibility in engaging with partners globally offers a rich opportunity for exchange and experience-sharing. HDP should foster mentorship opportunities among HDP partner legislatures as well as with parliaments and legislative assistance organizations outside of the partnership. HDP can build upon existing relationships with mentors such as the National Congress of Chile, ParlAmericas, the Open Government Partnership (OGP) and others, as mentioned above, to expand mentorship opportunities as many partner countries have indicated an interest in either serving as a mentor or receiving mentorship. This continued flexibility, in addition to expanding opportunities for increased engagement with other regional actors and organizations and continually seeking additional external partners, will deepen HDP's impact and the development of strong, capable legislative institutions worldwide.

Expand HDP Institutionalization through Knowledge Product Development. HDP's unique model of skills development through peer-to-peer guidance-sharing offers an innovative way to advance international legislative development. By expanding the development of reference materials and curricula[5], peer guidance may be captured in more sustainable forms for both members and staff globally. Further, by focusing materials and program activities on specific case studies, as well as increasing regional programming and follow-on activities where possible, participants will gain more consistent and long-term knowledge.

Increase Sustainability Through New Technologies. Though the COVID-19 pandemic forced virtual programming adaptations, such efforts also expanded opportunities for global engagement. Recommendations include continuing the use of video conferencing platforms, increasing use of social media and other networking platforms, and utilizing more webinars and training session recordings to create and maintain a digital library of educational resources for partners. The use of this new technology can additionally aid in facilitating more sustained relationships for HDP alums, as digital tools can be used to facilitate networking and communication for U.S. and international past participants. New technologies will continue to provide useful tools to supplement and reinforce lessons learned from in-person engagements.

Add New and Innovative Topics. Legislatures are on the front lines of representative government and require evolving skills and solutions to tackle growing global challenges. One of the most unique and dynamic elements of HDP is its ability to provide adaptive and responsive guidance to legislatures on a variety of issues and topics. The evaluations recommend that HDP expand these topics and, where relevant, explore new issues, such as engaging with the media, advancing digital democracy, improving oversight of intelligence services, and enhancing audit systems and laws, among others.

Increase Program Frequency and Length. The benefits of HDP programming clearly provide opportunities for learning, information exchange and relationship development across cultures and political systems. HDP alums overwhelmingly shared, in both surveys and interviews, that more frequent engagement and longer programs are needed to impart further learning, as well as more sustained dialogue both with U.S. experts and among HDP alums. An overwhelming majority of survey respondents requested an increase in the 'frequency of engagement,' 21 percent requested additional 'opportunities to reinforce skills,' and 37 percent indicated interest in 'longer program length/duration.' In total, 95 percent of respondents expressed a desire for more interaction overall with HDP. Increased frequency of engagements and increased program length could specifically address these requests and better serve HDP's partner legislatures. More frequent engagements and longer programs will support the momentum needed to drive change and can reinforce the development of democratic practices.

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[5] Following the onset of the COVID-19 pandemic, the Institutes initiated the creation of a number of knowledge products and reference materials to better support legislative partners. At the time this report was finalized, the Institutes had several knowledge products in development, including research papers on parliamentary adaptations and economic responses to the COVID-19 pandemic, guides on cybersecurity and new member orientations, and curricula on disinformation and oversight.

OUR PARTNER LEGISLATURES

Central to HDP's work is its model of experience sharing between global legislative peers. This peer-to-peer cooperation among legislators and staff in the partnership builds technical expertise intended to advance partner legislature[6] accountability, transparency, independence, access to information, and government oversight capacities. HDP currently works with more than 20 legislatures worldwide through a variety of programs and initiatives with assistance from USAID, NDI and the IRI. The following section outlines partnership backgrounds and stories of impact as experienced by HDP member countries.

Top: Speaker of the U.S. House of Representatives, Rep. Nancy Pelosi (D-CA), and Chairman of the House Democracy Partnership, Rep. David Price (D-NC), address participants at HDP's 2019 Leadership Forum.

Bottom: U.S. Congress and Congressional Budget Office staff meet with staff of the Assembly of North Macedonia to discuss legislative budgeting and oversight.

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[6] Due in part to challenges arising from fragile and/or volatile political environments and security contexts, HDP's engagement with Burma/Myanmar and Pakistan was limited over the past five years, and they were not included in this review. HDP will continue to monitor political conditions in all partner countries to determine the potential for future engagement.

Afghanistan

Partnership and Engagement with the National Assembly of Afghanistan

HDP established a partnership with the National Assembly of Afghanistan in March 2006. **Over the past five years, HDP has conducted two programs with MPs in the Afghan National Assembly (disaggregates shown in the chart).**

Impact and Programmatic Highlights

Demonstrated Intent to Address Corruption: Alums expressed a shared commitment to combating issues related to corruption in government, and discussed how HDP has supported the National Assembly's efforts on this issue in the past, as well as how the partnership can further legislative efforts to conduct oversight. Through the review process, an Afghan HDP alum said, "The program with HDP really helped us in terms of preparing for the oversight of the government that we need to do in the hopes of joining the international community. Especially since the international community has donated billions of dollars. So, our main purpose and our main goal is: we want to prevent corruption." Another Afghan alum said, "HDP could build more relationships with the Afghan Parliament, especially around oversight issues related to money allocated by donating countries" demonstrating that HDP efforts are valued and that alums in Afghanistan are interested in sustaining their partnership with HDP.

Number of Engagements between 2016 – 2020

Regional Exchanges
1

TACs
0

CODELs
0

Virtual Exchanges
0

Inbound Exchanges
1
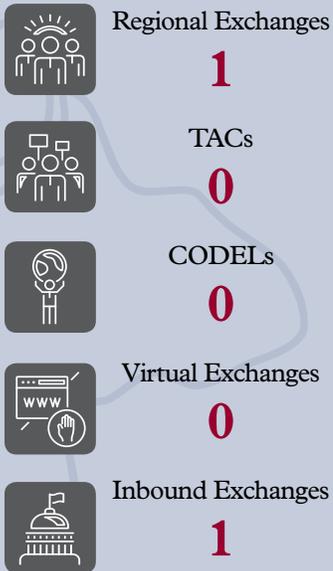
"[Regarding impacts achieved through HDP] I saw it there [in Afghanistan]. I saw what we did to empower women last a long time. HDP has had in the 15 years…a lot of success stories. And maybe they're not something that has changed the course [of history], but it has created change."

- U.S. Partner

Armenia

Partnership and Engagement with the National Assembly of Armenia

HDP established a partnership with the National Assembly of Armenia in 2020. Though a formal partnership was established in 2020, **HDP has engaged with the National Assembly of Armenia since 2019, including conducting five programs with the National Assembly (disaggregates shown in the chart); these engagements included both MPs and staff.**

Impact and Programmatic Highlights

Demonstrated Sustained Interest in HDP Programming: Since 2019, HDP has organized several exchanges in partnership with the National Assembly of Armenia in support of U.S. and Armenian legislators and staff exchanging information and building relationships. These exchanges provided opportunities for HDP and the National Assembly to engage on critical legislative issues and led to sustained participation among Armenian MPs and staff in HDP programming. An Armenian alum commented, "We continue to receive attention from HDP, they continue to provide support and focus on the parliament. The HDP intervention was a good effort to adapt subsequent training sessions. We had joint meetings with other colleagues and their feedback about HDP was very positive. The program was engaging [and had] an inviting nature, it allowed us to share work, progress and results."

Advances in eGovernance: Armenian alums have engaged on issues related to e-governance, including through participation in an HDP regional exchange organized in Tallinn, Estonia. Reflecting upon how the exchange supported capacity-building on this subject, one HDP alum remarked, "I knew things already, but the systematic approach and how the citizens are engaged was interesting and useful." Additionally, alums applied information shared during e-governance programming in coordination with legislative peers; one Armenian alum reported holding a series of debates with colleagues on e-governance themes, specifically on how to unite e-governance mechanisms between branches to better implement legislative initiatives.

Number of Engagements between 2016 – 2020

Regional Exchanges
1

TACs
1

CODELs
1

Virtual Exchanges
1

Inbound Exchanges
1

Colombia

History of Partnership and Engagement with Congress of Colombia

HDP established a partnership with the Congress of Colombia in September 2006.

Since 2016, HDP has conducted 16 programs (disaggregates shown in the chart) with Colombia; these engagements included both MPs and staff.
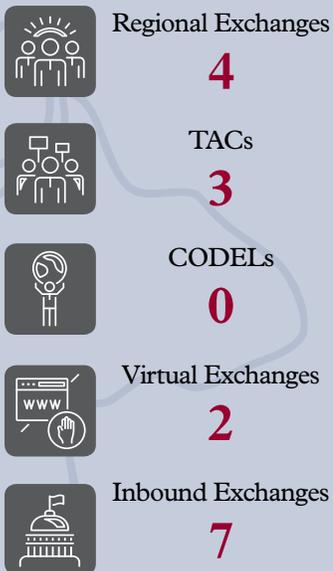
Impact and Programmatic Highlights

Transparency, Anti-Corruption, and Citizen Engagement: One of the largest initiatives between HDP and the Colombian Congress is the ongoing work toward creating a more transparent and accessible legislature. Between 2016 and 2019, HDP provided technical support to the Congress to develop a mobile software application called "Mi Senado" (My Senate), including the incorporation of input from U.S. partners with digital expertise into the design of the app. Mi Senado allows citizens and Senators to participate in plenary sessions, explore legislative activities and texts, and access real-time results. It can also display citizens' votes on issues to inform legislative decision-making during plenary and debate sessions. The application has received a positive reception from citizens, both in terms of the number of downloads and usage. During a 2017 HDP regional exchange on legislative transparency, a discussion helped inspire the Colombian Senate to make the app open source. Since then, Colombia has presented the mobile app to international and regional partners who have shown interest in developing similar apps. An Institute staff person familiar with the project said that, "They [the Colombian legislature] are working to improve it every legislative turnover," suggesting that Mi Senado will continue to evolve and better serve citizens and legislators in Colombia and potentially influence other HDP partners in the region.

Establishment of Network for Nonpartisan Research and Access to Information: In 2017, a series of engagements over the course of eight months between HDP and the Centro de Investigaciones y Altos Estudios Legislativos (CAEL)[7] in Colombia resulted in the expansion of CAEL's capacity to support the Senate of Colombia. CAEL, with the support of HDP, created a robust research framework and standards that its independent research network can utilize, enabling CAEL to respond in a timely and uniform manner to inquiries from members and staff of the Senate of Colombia. Following the final engagement, CAEL formally launched a research network involving nearly one hundred universities in Colombia, as well as access to the executive branch's research and science agency. HDP will continue to support CAEL as it evolves its capacity to support the Senate.

Number of Engagements between 2016 – 2020

Regional Exchanges
4

TACs
3

CODELs
0

Virtual Exchanges
2

Inbound Exchanges
7

"I can say that transparency in Colombia has moved forward [as a result of developing Mi Senado]. It improved the way I facilitated public access to my team and me [sic] and made our work more accessible and visible."

- HDP alum, Colombia

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7 In English, the Center for Research and High Legislative Studies.

The Gambia

History of the Partnership and Engagement with the National Assembly of The Gambia

HDP began engagement with the National Assembly of the Republic of The Gambia as a strategic observer following a May 2019 assessment in Banjul. The assessment found that conditions existed for an HDP observer relationship to support the National Assembly at a potentially pivotal and transformative time for democracy in The Gambia.

Since the strategic observer partnership was formalized in 2019, HDP has conducted two engagements with the National Assembly of the Republic of The Gambia; these engagements included both MPs and staff.

Impact and Programmatic Highlights

Increased Confidence in MP and Staff Roles and Responsibilities: The 2017 National Assembly elections resulted in an Assembly with over 90 percent of members who had never held elected office and an institution which previously was only a rubberstamp parliament during the Jammeh era. With the new government and the development of a new constitution, the National Assembly, including staff, are relatively new to the duties expected of them. During an interview, one HDP alum said, "The key things a legislature needs are authority, attitude, and ability. Ability is the key issue; we have very good intentions, but we don't have the 'know how.' Everything is a new process." One HDP alum said that, in comparison to other international development and legislative strengthening partners, "HDP stands out. Members of Congress came to physically be with us." The interviewee also explained that their understanding of parliamentary proceedings stems from HDP programming. HDP interventions increased the confidence of National Assembly Members (NAMs) to be independent from the executive, increased their understanding of oversight powers and responsibilities in relation to the executive, and brought greater awareness to professional staff on the types of technical support they can and should provide to NAMs.

Number of Engagements between 2016 – 2020

Regional Exchanges
0

TACs
1

CODELs
1

Virtual Exchanges
0

Inbound Exchanges
0

Georgia

Number of Engagements between 2016 – 2020

Regional Exchanges
5

TACs
3

CODELs
2

Virtual Exchanges
2

Inbound Exchanges
5
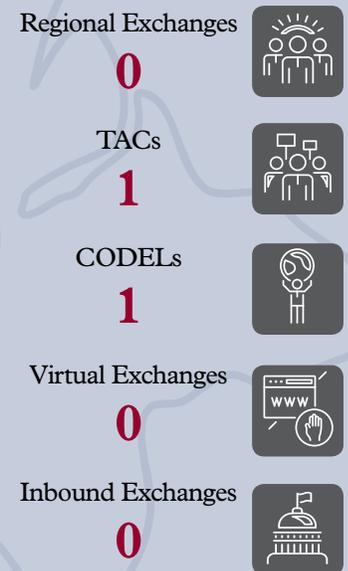
Partnership and Engagement with the Parliament of Georgia

HDP established a partnership with the Parliament of Georgia in 2006.

Since 2016, HDP has conducted 17 programs with the Parliament of Georgia (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Established and Improved the Parliamentary Code of Ethics: With the help of HDP technical experts in 2016, parliament developed the initial version of the ethics code, which it adopted in 2019. Thereafter, HDP supported the Council of Ethics in developing a series of documents that helped set the Council's rules of procedure and establish operating guidance in a collaborative process. One HDP alum noted: "Over the last four years and the last decade our parliament has gone through a lot of changes. It is very beneficial and needed to have HDP support. The Ethics Council is a good example, we went through a very difficult process with HDP's help. The [Ethics] Council was already forming and HDP helped develop the documents, I can say that this help was very relevant."

Implementation of e-Governance Initiatives for Open Committee Hearings: HDP programs focused on e-governance, and specifically programming held in partnership with the eGovernance Academy, exposed MPs to new digital methods of governance and citizen engagement, resulting in more transparent government processes. Following these programs, Georgian MPs implemented digital initiatives to facilitate more direct citizen engagement. In addition to changing chamber rules to allow citizens and CSO groups greater access to hearings, a digital platform was developed to facilitate citizen input in the lawmaking process: "Committee hearings are public, NGOs always participate, [a] new platform was instituted where drafts of legislation are published and citizens have a chance to comment or propose changes on those drafts." Another HDP alum highlighted the implementation of e-petitions, explaining "We've implemented many changes to allow citizens to be more involved in the parliament. Committees now discuss proposals submitted by citizens, an idea taken from Estonia [the eGovernment Academy program]…We have implemented a mechanism for the "people's initiative" - if a petition is electronically signed by 30,000 citizens, the parliament must consider it."

Guatemala

Partnership and Engagement with the Congress of Guatemala

HDP established a partnership with the Congress of the Republic of Guatemala in June 2017. The partnership began after an assessment was conducted by HDP in October 2016. The assessment found that, at the time, conditions existed for an HDP partnership to support the Congress of Guatemala at a pivotal and transformative moment for democracy in the country.

Since the partnership was formalized and within the period of review, HDP has conducted 13 engagements with the Congress of the Republic of Guatemala (disaggregates shown in chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Building Relationships: Through its engagements in Guatemala, HDP seeks to build both the technical skills of partners and create a network of strong relationships. These relationships help legislators troubleshoot ideas and technical issues, and create a more trusting and comfortable exchange environment among partners and MPs of different parties. An alum said, "That is what HDP means to me. It is a network of contacts from HDP. I know representatives from Ecuador, Bolivia, from Chile, Argentina. I know people, representatives from Central America, Mexico, the United States, and not only from there, because when we've had other experiences with both Institutes. We've been able to meet representatives from Europe, Africa, Asia. And that's really very valuable. And believe it or not, we have communication almost daily. This morning, I was receiving messages from Argentina." Another interviewee noted how sustained relationships provide continued benefits to HDP alums, "[I] follow on Instagram and Twitter to keep up, [and] saw on social media a Chilean [I] had worked with through HDP presented a bill that may be useful in Guatemala, [I] texted her to see the bill and learn more about it."

Advances in Legislative Transparency: HDP programming has supported partners in creating more open processes and bolstering public access to information and legislative business. As one alum noted, "The most enriching thing was sharing things with other politicians. Some of their activities haven't made it to Guatemala so I brought them back to debate here and see if we could use them...An example is a transparency trip in Chile. I had a conversation with Congressman Price, and we debated the importance of strengthening public access to information. [HDP] helped in the preparation of a public access bill and I introduced the amendment...."

Additionally, others expressed, "Now...all of the sessions of the Congress are uploaded to YouTube, as well as the working sessions. The importance of being able to have greater access to initiatives and also to decisions. We were able to make significant progress. We were able to implement from an administrative perspective...This was not possible before HDP."

Number of Engagements between 2016 – 2020

Regional Exchanges
3

TACs
3

CODELs
1

Virtual Exchanges
4

Inbound Exchanges
2
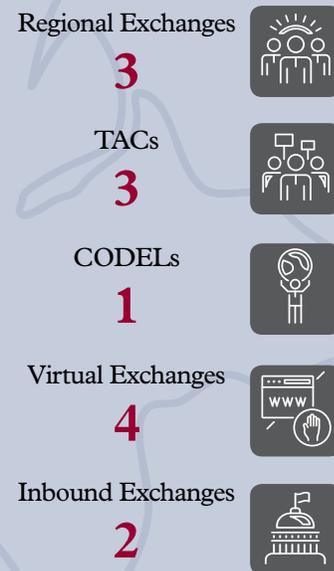
"When you get input from [a U.S. Congress member] with 20-30 years of experience, that is really helpful. Latin American legislators can learn from the U.S. Congress, and people from other regions who have been doing this for a long time."

- HDP alum, Guatemala

Haiti

Partnership and Engagement with the National Assembly

HDP established a partnership with the National Assembly of Haiti in September 2006.

Since 2016, HDP has conducted eight programs (disaggregates shown in the chart) that have included both MPs and staff of the Haitian National Assembly.

Impact and Programmatic Highlights

Legislative Progress and Commitment to Transparency: HDP alums from the National Assembly of Haiti have notably gained guidance on strengthening legislative openness and transparency. One interviewee commented that after attending a regional exchange on legislative transparency, they were inspired to work with NDI to draft a bill expanding public access to information. The alum described the experience, noting, "[We drafted] one bill on access to information with NDI. It was not voted upon because of organizational problems, not political ones. And after the experience [with HDP] in Argentina, I praised the organization and the conference and said we need to fight openly against corruption. This truly allowed me to engage on this issue that I've been working on for many years."

Focus on Constituent Engagement: In 2017, HDP engaged in a technical assistance consultancy focused on district communications and constituent engagement, and included U.S. Congressional staff and MPs from the lower house of the Haitian Parliament and the National Assembly. Though unable to interview alums from Haiti that participated in the TAC, an attending U.S. partner offered comments on the engagement: "We shared ideas that they hadn't thought about. [I stressed] they had to build trust and develop relationships [with constituents]." This U.S. partner added that in conducting HDP programming, it is important for MPs and legislative staff to understand "that [constituents] don't care about how much you know until they know how much you care," highlighting the need for sustained communication and outreach as keys to achieving legislative goals.

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
2

CODELs
0

Virtual Exchanges
1

Inbound Exchanges
3

Indonesia

Partnership and Engagement with the People's Representative Council of Indonesia

HDP established a partnership with the People's Representative Council of Indonesia in 2005.

Since 2016, HDP has conducted eight engagements with the People's Representative Council (disaggregates shown in the chart), including both MPs and staff.

Impact and Programmatic Highlights

Improved Budget Materials: Through an HDP program, legislative staff from Indonesia learned to create more useful budget reports for members, resulting in members having better tools to conduct their essential function of budget oversight of the executive. One HDP alum, responsible for budget analysis in Indonesia, said that after participating in an HDP inbound exchange, where the role of the U.S. Congressional Budget Office related to budget policy was discussed, they realized they needed to make reports more comprehensive. The interviewee discussed learning that reports should include information "summarized in tables and graphs that are easy to read," and to "make (reports) more attractive so MPs are interested in reading them. [Previously] our reports were very thick and did not communicate anything." According to information gathered during the review, this HDP skills-building exercise manifested in more digestible budget reports for legislators, which improved oversight mechanisms and practices for legislators. Multiple interviewees cited that much of the substance they gained from HDP programming came from engagement with the U.S. Congressional Budget Office. Though the alums said they did not have a CBO-equivalent at the time, seeing how the CBO functions helped them see what their legislature's budget process could be, and a budget analysis center was later established.

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
0

CODELs
1

Virtual Exchanges
1

Inbound Exchanges
4

Iraq

Number of Engagements between 2016 - 2020

Regional Exchanges
0

TACs
0

CODELs
0

Virtual Exchanges
2

Inbound Exchanges
1
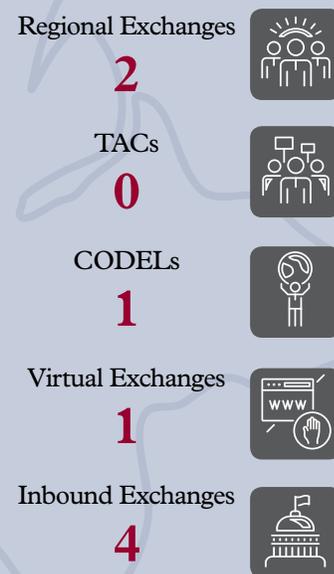
Partnership and Engagement with the Council of Representatives

HDP established a partnership with the Iraq Council of Representatives in 2011.

Over the last five years, the Council of Representatives of Iraq has engaged in three programs (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Advancements in Constituent Engagement: HDP alums are exploring new and innovative ways to engage constituents. Following an HDP virtual exchange focused on constituent engagement, an Iraqi alum who was struggling to meet the needs of the more than 850 thousand people they serve was able to utilize the knowledge they gained to better communicate and serve constituents. The alum commented, "We formed social networking groups on apps, and it helped us with constituent engagement. We used WhatsApp, Viber, and Facebook. My participation was very important, especially...during COVID and our difficulties in meeting our constituents [in person]."

Progress on Delivering for Women: A 2020 virtual regional exchange focused on supporting members with the development of comprehensive legislative policies on the impacts of the COVID-19 pandemic, and alums noted that they had gained valuable insight into specific legislative strategies to address issues that are disproportionately impacting women, such as sexual harassment, financial freedom, and the ability to confer citizenship to their children. An alum from Iraq noted that they were working alongside MPs to create a public campaign to pass legislation to combat domestic violence during the pandemic. By the conclusion of the event, and after months of planning and information gathering, Iraqi MPs officially launched their advocacy campaign under the slogan, "Through Shari'a and Legislation, You Won't Lose Your Family." HDP will continue to support the multi-partisan group of women MPs to leverage their leadership and work toward their goals, as well as the efforts of alums from other countries who were inspired by what they learned through the HDP exchange.

Kenya

Partnership and Engagement with the Parliament

HDP established a partnership with the Parliament of Kenya in 2006.

Since 2016, HDP has conducted 13 programs with the Parliament of Kenya (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Progress in Ethics Reform: In response to a direct request for support from Kenyan leaders in the National Assembly, Institute staff organized a technical assistance consultancy on the development of best practices in parliamentary ethics. U.S. partners worked with the Committee of Parliamentary Powers and Privileges to identify ten immediate takeaways and next steps for the National Assembly. These action items included establishing a formal training for MPs on ethics measures, rules related to financial disclosure, gifts and official travel for MPs, removal of the requirement that the Speaker chairs the Powers and Privileges Committee, creation of a formal manual on ethics guidelines similar to the U.S. House Ethics Manual, establishing fair labor standards for parliamentary staff, considering the creation of a formal Committee on Ethics and a formal Committee on Rules and Administration and establishing an educational arm of the Committee, similar to the structure present in the U.S. House Ethics Committee. As a result, the Speaker of the National Assembly stepped down from his role as chair of the Powers and Privilege Committee as recommended, but the Standing Orders are yet to be reviewed and reflect this change. The National Assembly has committed to implementing the other recommendations listed, but progress has been challenged by the COVID pandemic.

Evidence of Institutional Progress: An alum from Kenya stated, "When we needed the support of HDP for our legislators and for our Parliamentary Research Service we have had senior staff [of the U.S. Congress] come over here when we request assistance, it is always available, and this [relationship] has allowed us to mature faster, we are better than where we were ten years ago," indicating that the long-term relationship between HDP and the Kenyan legislature has had a noticeable impact in supporting institutional progress. In addition, a number of departments within the Kenyan legislature with joint services have participated in HDP programming, according to a Kenyan HDP alum, "There was a lot of demand for further support, particularly for the Parliamentary Research Service. HDP helped the library office learn how to catalogue laws in an exchange with the Library of Congress and now members of Parliament are accessing information more."

Demonstrated Sustained Interest in HDP Participation: During the review, Kenyan alums expressed interest in supporting the legislative skills development of their peers within the region through HDP, in a mentorship relationship. A Kenyan alum said that "Kenya can host other countries in the East Africa Group. Sometimes we find that the more developed democracies are too rigid, because of their steep traditions, but our democracy is younger and we are able to improve and make changes more easily," enabling Kenya's National Assembly to share experiences with other young democracies in a way that drives greater impact.

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
3

CODELs
1

Virtual Exchanges
1

Inbound Exchanges
6

"The emerging democracies will always have to borrow from the established ones, and it is in that spirit of borrowing and sharing that HDP does its work."

- HDP alum, Kenya

Kosovo

Number of Engagements between 2016 – 2020

Regional Exchanges
1

TACs
4

CODELs
1

Virtual Exchanges
3

Inbound Exchanges
6

"As for Kosovo, HDP programs offer something very necessary—the trainings have helped me and others to improve our work."

- *HDP alum, Kosovo*

Partnership and Engagement with the Assembly

HDP established a partnership with the Assembly of Kosovo in 2009.

Since 2016, HDP has conducted 15 programs with the Assembly of Kosovo (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Advances in Research and Budget Analysis: Building from NDI support to the Assembly of Kosovo with USAID funding to strengthen research and library services, HDP supported the Assembly of Kosovo's creation of the Department for Research, Archive and Library (DRLA), which was modeled after CRS and information researchers shared during exchanges. HDP has also worked with the Assembly to support the development of budget process and budget analysis capacities. One Kosovar alum shared that they received greater insight into the budget process from the U.S. perspective, as well as from their colleagues from other partner legislatures. The alums were able to gain a deeper understanding of the options that parliaments can select when implementing a fiscal year or a legislative budget review procedure and added, "There is not one right way to establish procedures and process. There are workable options across the partnership that member countries can learn about and try."

Demonstrated Professional Growth of HDP Alums: HDP has supported the personal and professional growth of alums. During an interview with an Institute representative, the interviewee noted that, "One person the [HDP] program impacted who has in turn impacted others is now a chairperson of a caucus in Kosovo. [The HDP alum] was a civil society leader, they received training in running campaigns; they won, and they are now one of the most active and responsible people in the legislature. They had two HDP visits and have really blossomed over the course of the time they have been associated with HDP; it really shows."

New Citizen Engagement Strategies: HDP alums from Kosovo are creating strategies for in-person engagements in new ways they had not previously used following HDP programming. For example, an alum from Kosovo said, "In the last election cycle, I was helping a member organize meetings all over the country with citizens. This was something new for me and something I got from HDP training."

Kyrgyzstan

Partnership and Engagement with the Supreme Council

HDP established a partnership with the Supreme Council of the Kyrgyz Republic (Jogorku Kenesh) in 2012.

Since 2016, HDP has conducted 12 programs with the Supreme Council (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

HDP and Unanticipated Impacts: HDP exchanges have impacted Kyrgyz partners and institutional processes. During the review process, an Institute staff person observed, "Kyrgyz exchanges have value beyond what they are designed to do. They [HDP alums] come back with ideas you have never thought of. For example [a Kyrgyz alum] visited D.C. and returned to mimic the weekly press conferences Speaker Pelosi does. They also were impressed with the work ethic of Members of Congress."

Number of Engagements between 2016 – 2020

Regional Exchanges
4

TACs
0

CODELs
2

Virtual Exchanges
1

Inbound Exchanges
5

Number of Engagements between 2016 – 2020

Regional Exchanges

0

TACs

0

CODELs

0

Virtual Exchanges

1

Inbound Exchanges

1
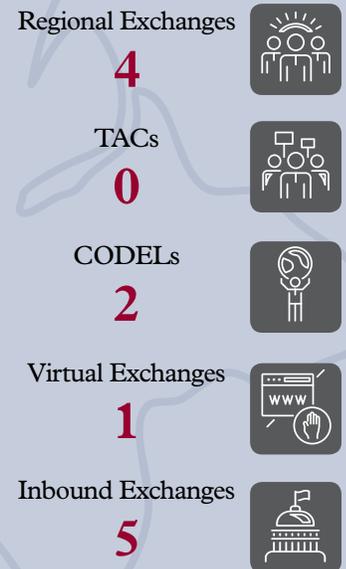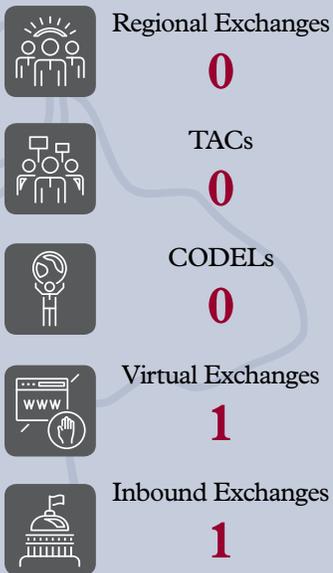
"I found the conference very helpful. I learned a lot from colleagues in Morocco on health issues, and I gained better insights as to how to make citizens at the center of policymaking. The pandemic shows this has not been the case."

- HDP alum, Lebanon

Lebanon

Partnership and Engagement with the Parliament

HDP established a partnership with the Parliament of Lebanon in March 2006.

Since 2016, HDP has conducted two programs with the Parliament of Lebanon (disaggregates shown in the chart) which included MPs from Lebanon.

Impact and Programmatic Highlights

Advances in Legislative Responses that Support Women: During HDP programming, MPs share experiences on the most salient and critical legislative issues they may be facing, and how to develop policy responses focused on addressing those issues. During a 2020 virtual regional exchange focused on supporting members with the development of comprehensive legislative policies on the impacts of the COVID-19 pandemic, participants said that they had gained valuable insight into specific legislative strategies to address issues that are disproportionally impacting women, such as sexual harassment, financial freedom, and the ability to confer citizenship to their children.

Liberia

Partnership and Engagement with the Legislature

HDP established a partnership with the Legislature of Liberia in July 2006.

Since 2016, HDP has conducted 13 programs with the Legislature of Liberia (disaggregates shown in the chart), which have included both MPs and staff.

Impact and Programmatic Highlights

Advances in Procedures: HDP alums from Liberia discussed how procedures and institutional structures have shifted within committees because of their participation in HDP programming. An HDP alum from Liberia noted, "What we learn from HDP is very rewarding and extensive. My colleagues participated and they are on the Public Account and Expenditures Committee, [HDP] influenced our procedures and approach to accounting." HDP alums from Liberia also reported having success in mentoring others on procedural practices gained through HDP participation.

Increased Interest in Constituent Engagement: A number of interviewees also noted that they observed an increased interest in constituent engagement more broadly within the legislature, with MPs and staff recognizing they serve at the pleasure of the people. As an alum from Liberia summarized, "[The program] made me more accountable to the people I serve; I am more aware of what I am doing. We can't fully adopt everything, but ethical standards [and] transparency are important." HDP has also successfully supported legislative staff in Liberia to work with lawmakers to publish information on constituent meetings, which allows constituents to be more engaged and increases transparency and accountability. A Liberian alum working on constituent engagement said, "They showed us [how to conduct] quality town hall meetings, how to talk to constituents, [it was] very good."

Advancements in Institutional Structures: HDP programming that has focused on supporting the development of library and research services has been especially beneficial, and as one Liberian alum surveyed explained, "I found those skills excellent and beneficial for library improvement, and when implemented in my role there was a massive improvement." Another alum expressed, "I learned how to research and access documents for members of parliament and staff, and how to manage the library, and what is expected of [my role], in line with my day-to-day legislative duties."

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
2

CODELs
2

Virtual Exchanges
1

Inbound Exchanges
6
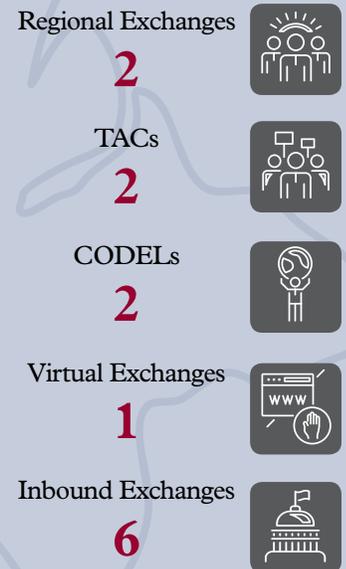
"The skill(s) I have in legislative procedures [gained through HDP] have enabled me to [advance in my] position in my legislature and enable me to assist… staff…who have not had the opportunity to participate in the HDP program."

- HDP alum, Liberia

Mongolia

Partnership and Engagement with the State Great Hural

HDP established a partnership with the State Great Hural of Mongolia in May 2006.

Since 2016, HDP has conducted six programs with the State Great Hural (disaggregates shown in the chart), which engaged both MPs and staff.
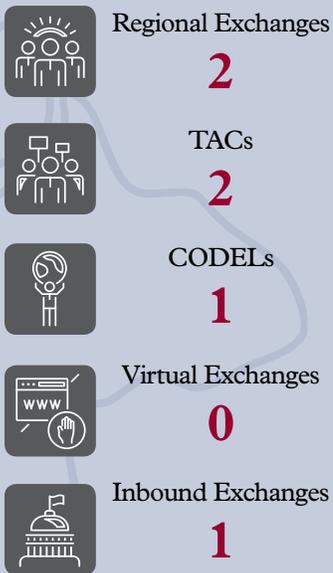
Impact and Programmatic Highlights

Increased Oversight Through Public Hearings: Following a three-year campaign between HDP and Mongolia's State Great Hural on the necessity of public hearings, the State Great Hural held its first ever public hearing following HDP programming on the topic.[8] These engagements resulted in changes in individual and institutional behavior within the State Great Hural. For example, an HDP alum reported that learning about public hearings through HDP increased their understanding of public hearing procedure, saying, "In 2015 we adapted our law on public hearings - the law was on general regulation. People knew about the law only in general terms, but we had not implemented the law much. But after the participation in the [HDP] program, I learned the procedure of how to hold these public hearings. We held public hearings for two consecutive days, so it reached the public. Our secretariat and the parliament acknowledged the importance of public hearings after this event was held, so I think it [the HDP program] was very effective and useful." Another HDP alum better understood how to engage citizens in government processes through public hearings, and indicated a public hearing led to the appointment of a commissioner: "In December 2018, I participated in the public hearing seminar and it helped me a lot. [W]e were talking about how to involve the public in our process and we were talking about their involvement in public hearings. We later amended our national criminal rights law and, for the first time, we held a public hearing to appoint the federal Human Rights Commissioner. The knowledge I gained from this workshop was very valuable and helped me assist in organizing this public hearing."

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
2

CODELs
1

Virtual Exchanges
0

Inbound Exchanges
1

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[8] The Standing Committee on Environment, Food and Agriculture organized the public hearing on the implementation, funding, and impact on Mongolia's air pollution. Seventy-one people were in attendance, including representatives from different levels of local and federal government, international non-governmental organizations, domestic non-governmental organizations, companies, and the general public.

Nepal

Partnership and Engagement with the Federal Parliament

HDP began its engagement with the Federal Parliament of Nepal in 2015.

The majority of HDP's engagement with Nepal has come since 2016, through five programs (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Increased Understanding of the Role of the Legislative Branch:
Legislative institutions - and the processes and operations therein - develop in unique ways, but HDP programming has allowed for alums to share and connect on challenges that many may be facing. Following an HDP exchange focused on ways legislatures can safeguard democratic institutions, a Nepali alum said, "In Nepal, the government [executive branch] formulates the bills, and in the U.S., the legislature does. They have rich and knowledgeable staff. We learned we don't need to panic, this is a learning process and we are developing. It was helpful for my work in committees, [to have] more discussions and expert input. We now invite many stakeholders to give input. I learned that a lot of the MPs from other countries are just like us, not very organized, not any better than us."

Learning on COVID-19 Response Strategies: An HDP virtual exchange in the midst of the COVID-19 pandemic in 2020 allowed for senior Nepali politicians to engage with U.S. representatives on strategies to counter COVID-19 through policy. It allowed for a frank conversation on specific challenges and experience-sharing, and also supported the process of relationship-building across the two countries' Houses. An alum from Nepal recalled that "the interaction allowed us to understand that COVID response is a very challenging endeavor and mired with difficult decisions and implementation challenges for every country, no matter the size or economic prosperity."

Number of Engagements between 2016 – 2020

Regional Exchanges
0

TACs
1

CODELs
1

Virtual Exchanges
2

Inbound Exchanges
2
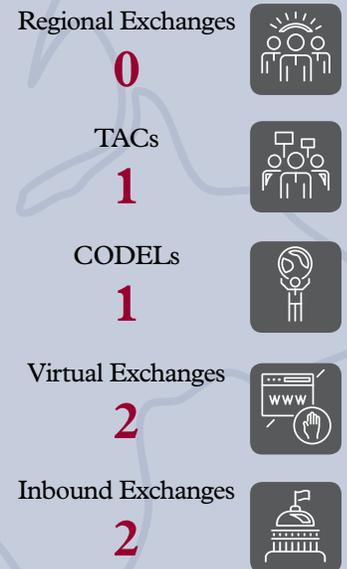
North Macedonia

Partnership and Engagement with the Assembly

HDP established a partnership with the Assembly of the Republic of Macedonia in 2006.

Since 2016, HDP has conducted 14 total programs with the Assembly (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Implementation of New Policy Initiatives: Alums in North Macedonia reported implementing a number of new initiatives inspired by their experiences and lessons learned through HDP, including the formation of an information literacy group following participation in an e-governance regional exchange. The goal, inspired by lessons learned during the regional exchange, was to assemble MPs with strong digital skills to act as an informed filter to review draft laws related to information and digital literacy. Although no longer in existence, this example captures the inspiration for new initiatives HDP can provide. Additionally, alums have implemented special bodies that coordinate oversight efforts in the Assembly, a strong example of HDP alums actively implementing lessons learned.

HDP Alums Advanced Leadership Positions: Programming with the Assembly encouraged many MPs and staff to become more engaged in their role, and even to pursue leadership positions, following their engagement with HDP. For example, one alumna became Minister of Labor and Social Policy (and is currently serving at the time of this report's publication) in the government of North Macedonia, another parliamentary staff alum was appointed deputy-secretary of parliament and another alum leveraged lessons and skills learned during an e-governance program to advance their role to a leadership position in the Ministry of Information Society and Administration, while another alum rose to a leadership position in the Ministry of Agriculture, Forestry and Water Supply.

Demonstrated Sustained Interest in HDP Partnership and Democratic Advancement: The Assembly has increasingly demonstrated a willingness and interest in strengthening its democratic systems through its partnership with HDP. In 2017, HDP hosted a working dinner with the recently elected Speaker of the Assembly, as he wished to have open dialogue with the democracy community in Washington D.C. Additionally, in 2019, HDP received a direct request from the then-Chairman of North Macedonia's Standing Inquiry Committee for Protection of Civil Rights and Freedoms in Parliament to help strengthen the Committee's capacity. Outreach and engagement such as this is indicative of the important role HDP plays in supporting the sustained interest of the Assembly to continue to advance democratically.

Number of Engagements between 2016 – 2020

Regional Exchanges
4

TACs
1

CODELs
3

Virtual Exchanges
2

Inbound Exchanges
4

"Since the last visit in Washington D.C., we have reached the conclusion that we need to coordinate in order to have oversight over the executive branch to better understand who is responsible to whom. We now have special bodies for coordination that did not exist before the HDP program to coordinate within the institution."

- HDP alum, North Macedonia

"[HDP] provides an opportunity for new members to reach out and have direct communication with members abroad. It broadens their minds, and they are more open to the lessons HDP has to teach and in discussing the topics when they return home."

- HDP alum, North Macedonia

Peru

Partnership and Engagement with the Congress

HDP established a partnership with the Congress of the Republic of Peru in June 2009.

Since 2016, HDP has conducted 14 total programs with the Congress (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Relationships Developed through HDP Continue to Benefit the Peruvian Congress: Multiple HDP alums indicated relationships established with other participants directly benefited the Peruvian Congress. At least one alum continues to use WhatsApp to communicate with fellow HDP alums and relies on information exchanged to help with legislative challenges, such as how to best craft an amendment to address an agrarian issue in Peru.

HDP Programming Helped Strengthen the Congress' Legislative Drafting: As a result of HDP engagements, multiple alums indicated their understanding of, and capacity to, engage in the legislative process was strengthened. One alum reported a strengthened capacity to identify inherent deficiencies in the legislative process and an increased awareness of the need for quality information to inform decisions. Increased capacity has resulted in a number of concrete successes, including one HDP alum who was able to contribute to the development of a law to prohibit those with a judicial sentence on their record from running for public office. Additionally, as a result of information exchanged regarding parliamentary immunity laws during a 2019 regional exchange on transparency and ethics, an HDP alum assisted in creating a proposal to end parliamentary immunity in Peru; at the time of this writing, the proposal is currently on the agenda for a vote of approval.

Increased Awareness of Global Challenges and Best Practices: HDP offers a distinct opportunity to develop awareness of ongoing challenges and potential solutions among legislatures within the partnership. Multiple HDP alums reported this increased awareness helped them to more holistically understand issues such as transparency and corruption, increased their sense of empowerment with the knowledge that many legislatures faced similar challenges to those that exist in Peru, and inspired alums to consider solutions from a different perspective.

Number of Engagements between 2016 – 2020

Regional Exchanges
3

TACs
1

CODELs
2

Virtual Exchanges
2

Inbound Exchanges
6
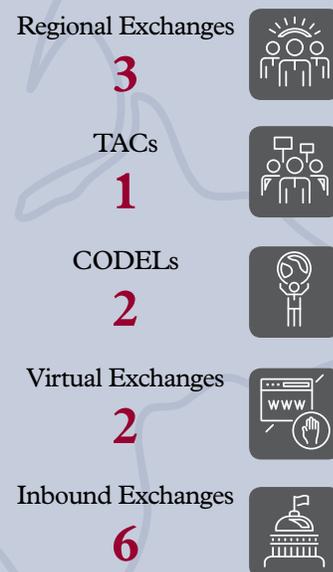
"Participating in [HDP programming] was quite interesting; it allowed participants to know more about how American institutions work, as well as in other countries' from participants who were represented. We could exchange information about similar issues…Sometimes institutions function differently, but the objective is the same. The experience was very useful."

– HDP alum, Peru

Sri Lanka

Partnership and Engagement with the Parliament of Sri Lanka

HDP established a partnership with Sri Lanka in July 2016 following a legislative assessment.

Since 2016, HDP has conducted nine engagements with the Sri Lankan Parliament including with both MPs and staff.

Impact and Programmatic Highlights

Increased Commitment to Parliamentary Openness: HDP engagements with the Parliament of Sri Lanka have focused on several key themes, including legislative oversight, openness and transparency, and ethics. In addition to supporting overall capacity development of MPs and staff in these areas, HDP engagements have especially contributed to the Sri Lankan parliament's expansion of legislative openness and transparency commitments. Based on interviews conducted over the course of the review, alums from Sri Lankan relayed that programs inspired them to engage more openly with constituents through increased action on social media and by promoting public access to committee hearings and plenary debate. A few programs were highlighted, including HDP's inclusion of Sri Lankan members and staff in pre-conference events to Open Government Partnership (OGP) annual meetings in 2017 and 2019; these events also contributed to the Sri Lankan government's development of two separate OGP National Action Plans, of which the government has since fulfilled 15 openness commitments, including one to increase public access to government information; formation of an Open Parliament Caucus including three CSOs as members; and the development and tabling of an Open Parliament Plan. Additionally, in 2019, following a visit by the Sri Lankan Deputy Speaker to the U.S., where he met with members and staff in Congress, the Speaker relayed commitments to improving public access to committee hearings and legislative debate in the Parliament of Sri Lanka based on lessons learned from interactions with his U.S. counterparts. These have already been carried out in some committees on the basis of direction by the respective Committee Chair.

Number of Engagements between 2016 – 2020

Regional Exchanges
3

TACs
1

CODELs
1

Virtual Exchanges
0

Inbound Exchanges
4

Timor-Leste

Partnership and Engagement with the National Parliament

HDP established a partnership with the National Parliament of Timor-Leste in 2006.

Since 2016, HDP has conducted two inbound exchanges and one technical assistance consultancy with the National Parliament; these engagements included both MPs and staff.

Impact and Programmatic Highlights

Strengthening Research Capacity: HDP alums shared how engagement with HDP programming helped to strengthen both their individual and the parliament's institutional capacity to conduct research. One HDP alum described how, following an HDP TAC, the National Parliament's research practice had a stronger foundation for independent legislative research. The alum noted, "With support from HDP, we could establish the foundation of the research center in our parliament. We started out knowing very little about how to conduct legislative research, but through HDP there was a foundation established." Additionally, another HDP alum, who participated in a previous TAC, focused on sharing U.S. CRS best practices for conducting and analyzing rigorous research, such as using reliable news outlets. The Timorese alum said, "Before, we did not know how to conduct research. We learned what is defined as legit[imate] resources for research. We learned to appropriately analyze."

Number of Engagements between 2016 – 2020

Regional Exchanges
0

TACs
1

CODELs
1

Virtual Exchanges
0

Inbound Exchanges
2

Tunisia

Partnership and Engagement with the Assembly of the Representatives of the People

HDP established a partnership with the Assembly of the Representatives of the People (ARP) of Tunisia in 2016, following a CODEL led by U.S. Representatives and HDP Co-Chairs David Price and Vern Buchanan.

Since 2016, HDP has conducted 12 total programs with the ARP (disaggregates shown in the below chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Increased Willingness to Conduct Citizen Engagement: One of the core topics throughout HDP engagement with the ARP has been the importance of citizen engagement. Over the past five years, the ARP has indicated an increased willingness to engage with constituents as a result of lessons learned during HDP programming. Inspiration for a digital platform to improve constituent engagement was a result of a 2017 regional exchange to Ukraine. An HDP alum was inspired to improve engagement and transparency with civil society by creating the digital platform to allow more direct insight into parliament's work.

MPs and Staff Increased Capacity to Fulfill their Roles: Multiple HDP alums reported an increased ability to effectively serve in their role as an MP or legislative staffer as a result of their participation in HDP programming. Reported skill gains included increased ability to support MPs in setting the strategy of their work; increased ability to properly organize seminars; and an ability to establish a program agenda that is responsive to the country's economic situation.

Increased Interest in Democratic Advancement: Over the past five years, the ARP has increasingly demonstrated a willingness and interest in strengthening its democratic systems through its partnership with HDP. For example, the ARP initiated a request for support from HDP to help strengthen their legislative drafting processes; HDP was able to provide support in the form of a TAC. Additionally, several MPs engaged by HDP programming on oversight in early 2020 engaged in follow-on trainings on the same topic, organized under a separate grant, to deepen their knowledge and oversight skills. These are encouraging signs of an appetite for culture change and legislative growth by the Assembly, encouraged by engagement with HDP.

Number of Engagements between 2016 – 2020

Regional Exchanges
1

TACs
2

CODELs
2

Virtual Exchanges
3

Inbound Exchanges
4

"[HDP programming] has had a positive impact on my role with parliament and civil society. Upon return, we created a digital platform for civil society and parliament where everyone can see what the various committees are working on. The idea came from HDP."

- HDP alum, Tunisia

"We're still in democratic transition in Tunisia and HDP is one of our major supporters… Democratic transition is not in one month, not in one year. We are still facing several difficulties, so I believe these programs are helpful."

- HDP alum, Tunisia

Ukraine

Partnership and Engagement with the Verkhovna Rada

HDP established a partnership with the Verkhovna Rada of Ukraine in November 2006.

Over the past five years, HDP has conducted seven total programs with the Verkhovna Rada (disaggregates shown in the chart); these engagements included both MPs and staff.

Impact and Programmatic Highlights

Advanced Role in Peer-to-Peer Mentorship: In 2017, the Verkhovna Rada served as a co-host, alongside HDP, in the organization and facilitation of a regional exchange involving 10 partner parliaments. The program was entitled "Open Parliaments: Parliamentary Ethics and Digital Outreach, and was organized as a pre-conference to the Global Legislative Openness Conference subsequently held in Kyiv, Ukraine. In acting as a co-host during the regional exchange, the Rada was able to share progress and challenges with its fellow HDP partner countries, strengthening its role as a peer-to-peer mentor in the partnership.

Sustained Interest in Advancing E-Governance: Regional exchanges that representatives from the Rada joined over the past five years have focused on advancing e-governance and digital initiatives. The continuation of involvement on programs focused on this theme indicates a sustained interest amongst the Rada in sharing and advancing digital initiatives to the betterment of the institution's governance. An HDP alum indicated that the Rada was inspired to pursue assistance from the Government of Estonia, the co-host of HDP's 2019 regional exchange, to support the introduction of Trembita, an e-system facilitating interaction of the Ukrainian state electronic information resources. Sustained engagement on this topic is a positive indication of the progress the Rada hopes to make in e-governance and the utility HDP programming provides in their efforts to advance.

Number of Engagements between 2016 – 2020

Regional Exchanges
2

TACs
1

CODELs
3

Virtual Exchanges
0

Inbound Exchanges
1
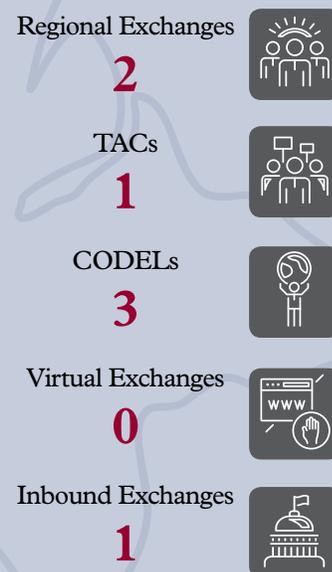
"I consider these skills extremely important for the representative of the legislative body of the country, and therefore useful for a position of the People's Deputy of Ukraine. [Including]skills related to committee operations; skills related to legislative transparency; skills related to legislative procedure; skills related legislative drafting"

- HDP alum, Ukraine

Conclusion

After 15 years, HDP continues to demonstrate its notable impact in advancing the capacity of independent, democratic legislative institutions worldwide. Over the past five years, HDP's work has allowed partners to make concrete advances in areas such as constituent engagement, legislative ethics frameworks, transparency and openness initiatives, legislative procedure, executive oversight, and overall member and staff capacity. The program has also facilitated connections and expanded networks between and among thousands of legislative peers, allowing for the continued exchange of best practices and experience sharing. The lasting relationships that go beyond programs continue to support the development of solutions to shared global challenges faced by legislators at a time when legislative oversight, representation, and informed lawmaking is more critical than ever.

Based on the information conducted over the course of this review, HDP will also explore several areas of growth to expand its reach and support for global partners, by engaging more partners on a greater variety of key topics, developing knowledge products and reference materials by peers for peers on key topics of legislative development, and expanding opportunities for sustainable engagement to strengthen partner institutional capacity.

HDP remains invested in maintaining awareness of the core needs of legislatures globally and will utilize the results of this review to better inform program design and structure moving forward. The partnership also remains committed to developing techniques that advance its sustained positive impact across all countries and partners with which the program engages.

AFGHANISTAN

Activities

- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)

Themes	Participant Numbers - MPs and Staff
Oversight, Transparency	3 MPs

ARMENIA

Activities

- CODEL (2019)
- Inbound Exchange: Leadership Forum (2019)
- TAC: Legislative Oversight, Citizen Engagement and Constituent Services (2019)
- Regional Exchange: Regional eGA (2019)
- Virtual Exchange: Building Citizen Trust in Times of Crisis (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Oversight, Constituent Engagement	64 Participants: 27 MPs (14 women), 37 Staff (24 women)

COLOMBIA

Activities

- TAC: Colombia CAEL (2016)
- TAC: Supporting Technological Innovation for Transparency and Citizen Engagement (2016)
- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Constituent Engagement (2017)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: Parliament's Role in Strengthening Citizen Security through Democratic Engagement and Economic Development (2017)
- Regional Exchange: Building Transparency, Open Data, and Citizen Engagement (2017)
- Inbound Exchange: Women Lead Seminar (2018)
- Regional Exchange: Strategies for Building Citizen Trust: Countering Corruption, Increasing Transparency & Working Together (2018)
- TAC: Legislative Transparency and Openness (2019)
- Inbound Exchange: Leadership Forum (2019)
- Regional Exchange: Beyond the Walls of Parliament: Strengthening Oversight (4th gathering of parlamericas) (2019)
- Regional Exchange: The Americas Summit for Transparent Legislatures (2019)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)
- Virtual Exchange: Maintaining Legislative Authority During a Crisis (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Oversight, Roles and Responsibilities, Ethics, Transparency and Openness, Legislative Procedure, Constituent Engagement	438 Participants: 40 MPs (16 women) 398 staff (132 women)* *Some program data did not have gender disaggregates available

THE GAMBIA

Activities

- TAC: The Core Functions of a Strong Legislature: Budget, Citizen Engagement, Committees and Policy (2019)
- CODEL (2019)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities	36 Participants: 30 MPs (3 women), 6 Staff (1 woman)

GEORGIA

Activities

- TAC: Building Robust Parliamentary Ethics Systems (2016)
- Regional Exchange: HDP e-Government Seminar (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- CODEL (2017)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: Building Citizen Trust through Improved Parliamentary Communication and Citizen Engagement (2017)
- Regional Exchange: Building Modern, Professional and Representative Parliaments (2018)
- TAC: Developing Parliamentary Rules of Procedure and Effective Oversight of Defense and Security Services (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- CODEL (2019)
- TAC: Defense and Security Sector Oversight (2019)
- Inbound Exchange: Leadership Forum (2019)
- Regional Exchange: Parliamentary Oversight of the Security Sector (2019)
- Regional Exchange: Engaging Citizens in Building a Secure E-Society (2019)
- TAC: Holding Members and Staff to Account, the Importance of a Committee on Ethics (2020)
- Virtual Exchange: A Parliament's Role in Responding to Unprecedented Crisis (Overview of Legislative Importance in Economic & Agricultural Crisis Responses) (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Oversight, Transparency and Openness, Constituent Engagement, Ethics, Research	104 Participants: 50 MPs (16 women), 41 staff members (21 women)∗ ∗Some program data did not have gender disaggregates available. ∗∗ 13 participants were not disaggregated between MPs and staff.

GUATEMALA

Activities

- CODEL (2016)
- TAC: An Effective and Representative Legislature: Creating, Collaborating and Communicating (2017)
- TAC: Guatemala: Parliamentary Procedure and Legislative Research (2017)
- Regional Exchange: Building Transparency, Open Data and Citizen Engagement (2017)
- Regional Exchange: Strategies for Building Citizen Trust: Countering Corruption, Increasing Transparency & Working Together (2018)
- TAC: Encouraging Economic Growth and Developing Ethical Guidelines (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- Regional Exchange: The Americas Summit for Transparent Legislatures (2019)
- Inbound Exchange: Leadership Forum (2019)
- Regional Exchange: Beyond the Walls of Parliament: Strengthening Oversight (4th gathering of parlamericas) (2019)
- Virtual Exchange (three part series): Economic Reform in the time of COVID19; Immigration during COVID19; Strengthening of the Women's Caucus (2020)
- Virtual Regional Exchange: Maintaining Legislative Authority During a Crisis (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Transparency, Legislative Procedure, Oversight, Ethics, Constituent Engagement	206 Participants: 61 MPs (33 women), 14 staff (3 women)* * Some program data did not have gender disaggregates available. ** 131 participants were not disaggregated between MPs and staff.

HAITI

Activities

- TAC: Developing Legislative Skills and Legislative Agenda (2016)
- TAC: Constituent Engagement and Strategic Communications with Parliamentarians (2017)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Regional Exchange: Building Transparency, Open Data and Citizen Engagement (2017)
- Inbound Exchange: Women Lead Seminar (2018)
- Inbound Exchange: District Office Communications and Citizen Engagement (2018)
- Inbound Exchange: Leadership Forum (2019)
- Regional Exchange: Beyond the Walls of Parliament: Strengthening Oversight (4th gathering of parlamericas) (2019)
- Virtual Exchange: Advancing Committee Functions (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Constituent Engagement, Ethics, Transparency and Openness	131 Participants: 79 MPs (6 women), 52 staff (9 women)* *Some program data did not have gender disaggregates available.

INDONESIA

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Regional Exchange: E-Governance Seminar (2017)
- Inbound Exchange: Women Lead Seminar (2018)
- Inbound Exchange: Leadership Forum (2019)
- CODEL (2019)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Ethics, Transparency and Openness, Research, Legislative Procedure, Constituent Engagement	18 Participants: 7 MPs (3 women), 11 staff (8 women)∗ ∗Some program data did not have gender disaggregates available.

IRAQ

Activities

- Inbound Exchange: Leadership Forum (2019)
- Virtual Exchange: Legislative Responses to the Gender Impacts of COVID-19 (2020)
- Virtual Exchange: Effective Constituent Engagement During COVID-19 (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Constituent Engagement	18 Participants: 3 MPs (2 women), 15 Staff (1 woman)

KENYA

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Budgetary Processes (2016)
- TAC: Roles and Responsibilities: Citizen Outreach, Intergovernmental Communication and Policy Implementation (2017)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: District Office Communications and Citizen Engagement (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- Kenya Self Funded Visit (2018)
- Regional Exchange: Africa Regional -- Representing Constituents Through Effective Communication and Policies (2018)
- Inbound Exchange: Leadership Forum (2019)
- CODEL (2019)
- TAC: Holding Members and Staff to Account: The Importance of a Committee on Ethics (2019)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Oversight, Roles and Responsibilities, Constituent Engagement, Transparency and Openness, Legislative Procedure, Ethics	151 Participants: 61 MPs (19 women), 71 Staff (12 women)∗ ∗Some program data did not have gender disaggregates available. ∗∗This figure includes a small number of Liberian participants. ∗∗∗ 19 participants were not disaggregated between MPs and staff.

KOSOVO

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Restoring Citizen Trust by Bolstering Ethics Systems and Establishing a Code of Conduct in the Assembly of Kosovo (2016)
- TAC: Constituent Engagement (2017)
- CODEL (2017)
- Regional Exchange: Building Modern, Professional and Representative Parliaments (2018)
- TAC: Building Modern, Professional and Representative Parliaments (2018)
- TAC: Party Caucus Staff Academy (2018)
- Inbound Exchange: District Office Communications and Citizen Engagement (2018)
- Inbound Exchange: Leadership Forum (2019)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)
- Virtual Exchange: Bilateral Discussion (2020)
- Virtual Exchange: Legislative Responses to the Gender Effects of the COVID-19 Crisis (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MP's and Staff
Roles and Responsibilities, Constituent Engagement, Ethics, Research, Legislative Procedure, Transparency and Openness	124 Participants: 54 MPs (28 women), 70 staff (28 women)∗ ∗Some program data did not have gender disaggregates available

KYRGYZSTAN

Activities

- TAC: Committee Oversight (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- CODEL (2016)
- Inbound Exchange: The Representative Role of a Member of Parliament: Serving Constituencies Effectively and Resourcefully (2016)
- Regional Exchange: HDP E-Government Seminar (2016)
- Inbound Exchange: Building Citizen Trust through Improved Parliamentary Communication and Citizen Engagement (2017)
- Regional Exchange: Building Modern, Professional and Representative Parliaments (2018)
- Regional Exchange: Parliamentary Oversight of the Security Sector (2019)
- Inbound Exchange: Leadership Forum (2019)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)
- Virtual CODEL (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Oversight, Roles and Responsibilities, Transparency, Constituent Engagement, Ethics	95 Participants: 35 MPs (10 women), 60 Staff (26 women)* *Some program data did not have gender disaggregates available

LEBANON

Activities

- Inbound Exchange: Leadership Forum (2019)
- Virtual Exchange: Legislative Responses to the Gender Impacts of COVID-19 (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities	4 MPs (2 women)

LIBERIA

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- CODEL (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Budgetary Processes (2016)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- TAC: Legislative Orientation (2018)
- Inbound Exchange: District Office Communications and Citizen Engagement (2018)
- Regional Exchange: Africa Regional -- Representing Constituents Through Effective Communication and Policies (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- Inbound Exchange: Leadership Forum (2019)
- CODEL (2019)
- TAC: Liberia Political Party Caucuses Legislative Agenda Development (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Oversight, Constituent Engagement, Ethics, Legislative Procedure, Transparency and Openness	198 Participants*: 86 MPs (13 women), 112 Staff (13 women) *This figure includes a small number of Kenyan participants.

MONGOLIA

Activities

- CODEL (2016)
- Inbound Exchange:The Representative Role of a Member of Parliament: Serving Constituencies Effectively and Resourcefully (2016)
- Regional Exchange: HDP E-Government Seminar (2016)
- TAC: Advancing and Strengthening Public Hearings (2016)
- Regional Exchange: E-Governance Seminar (2017)
- TAC: Public Hearings (2017)
- TAC: Public Hearings: A Tool for Oversight and Developing Inclusive Legislation (2018)

Themes	Participant Numbers - MPs and Staff
Roles and responsibilities, Constituent Engagement, Oversight	230 Participants: 37 MPs (9 women), 193 Staff (92 women)

BURMA/MYANMAR

Activities

- Inbound Exchange: The Representative Role of a Member of Parliament: Survey Constituencies Effectively and Resourcefully (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Library and Research Services (2016)
- Ukraine Regional: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Regional Exchange: E-governance Regional Seminar (2017)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Ethics, Transparency and Openness	12 Participants: 9 MPs, and 3 staff∗ ∗Some program data did not have gender disaggregates available

NEPAL

Activities

- CODEL (2016)
- Inbound Exchange: Parliament's Role in Strengthening Citizen Security through Democratic Engagement and Economic Development (2017)
- Inbound Exchange: Leadership Forum (2019)
- TAC: Citizen Engagement and Parliamentary Research (2019)
- Virtual Exchange: Navigating the COVID-19 Response at the Member, Committee and Party Levels (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities	114 Participants: 53 MPs (4 women), 61 Staff (1 woman) ∗ ∗Some program data did not have gender disaggregates available

NORTH MACEDONIA

Activities

- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- CODEL (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- Inbound Exchange: Building Citizen Trust through Improved Parliamentary Communication and Citizen Engagement (2017)
- Regional Exchange: E-Governance Seminar (2017)
- TAC: Constituent Engagement (2017)
- Regional Exchange: Building Modern, Professional and Representative Parliaments (2018)
- CODEL (2018)
- CODEL (2018)
- Regional Exchange: Engaging Citizens in Building a Secure E-Society (2019)
- Regional Exchange: Parliamentary Oversight of the Security Sector (2019)
- Inbound Exchange: Leadership Forum (2019)
- TAC: Parliamentary Budgeting and Appropriations (2019)
- Virtual Exchange: Building the Capacity of the Standing Inquiry Committee for Protection of Civil Rights and Freedoms in Parliament (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Constituent Engagement, Roles and Responsibilities, Oversight, Transparency and Openness, Ethics	109 Participants: 57 MPs (19 women), 52 Staff (5 women) Some program data did not have gender disaggregates available

PAKISTAN

Activities

- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)
- Ukraine Regional: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Ethics	5 Participants: 5 MPs (1 woman)

PERU

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: The Role of Parliament in Strengthening Public Integrity Systems (2016)*
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Legislative Research and Budget Analysis (2016)
- Inbound Exchange: The Representative Role of a Member of Parliament: Serving Constituencies Effectively and Resourcefully (2016)
- Regional Exchange: Building Transparency, Open Data and Citizen Engagement (2017)
- CODEL (2017)
- TAC: Becoming an Effective Member of the Legislative Process: Collaborating, Communicating and Representing (2017)
- Regional Exchange: Strategies for Building Citizen Trust: Countering Corruption, Increasing Transparency & Working Together (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- Inbound Exchange: Leadership Forum (2019)
- Regional Exchange: The Americas Summit for Transparent Legislatures (2019)
- Regional Exchange: Beyond the Walls of Parliament: Strengthening Oversight (4th gathering of Parlamericas) (2019)
- Inbound Exchange: Holding the Executive Branch to Account through Legislative Oversight (2020)
- Virtual Regional Exchange: Maintaining Legislative Authority During a Crisis (2020)
- Virtual CODEL (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Oversight, Roles and Responsibilities, Transparency and Openness, Legislative Procedure, Constituent Engagement, Ethics	255 Participants: 27 MPs (12 Women) 228 Staff (40 women)* *Some program data did not have gender disaggregates available

SRI LANKA

Activities

- Inbound Exchange: Strengthening Legislative Effectiveness through Parliamentary Improved Library and Research Services (2016)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: Parliament's Role in Strengthening Citizen Security through Democratic Engagement and Economic Development (2017)
- Inbound Exchange: Building Citizen Trust through Improved Parliamentary Communication and Citizen Engagement (2017)
- Regional Exchange: E-Governance Seminar (2017)
- TAC: Developing a System of Checks and Balances Through Legislative Oversight and Executive Collaboration (2018)
- Regional Exchange: Building Modern, Professional and Representative Parliaments (2018)
- Inbound Exchange: Leadership Forum (2019)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Transparency and Openness, Constituent Engagement, Ethics, Oversight	119 Participants: 22 MPs, 97 staff (2 women)* *Some program data did not have gender disaggregates available

TUNISIA

Activities

- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- CODEL (2016)
- TAC: Methods for Collaboration with the Executive Branch (2016)
- Regional Exchange: Pre-Conference to the Global Legislative Openness Conference: Ethics and Integrity in Open Parliaments (2017)
- Inbound Exchange: Parliament's Role in Strengthening Citizen Security through Democratic Engagement and Economic Development (2017)
- TAC: Citizen Engagement: Techniques for Including Citizens in the Legislative Process (2018)
- Inbound Exchange: District Office Communications and Citizen Engagement (2018)
- Inbound Exchange: Women Lead Seminar (2018)
- CODEL (2018)
- TAC: New Member Orientation: Developing Inclusive and Effective Legislation (2020)
- Virtual Exchange: A Parliament's Role in Responding to Unprecedented Crisis (2020)
- Virtual Exchange: Legislative Responses to the Gender Impacts of COVID-19 (2020)
- Virtual Exchange: Providing Quality Research Services for Member and Committee Offices (2020)

Themes	Participant Numbers - MPs and Staff
Roles and Responsibilities, Constituent Engagement, Ethics, Transparency and Openness, Oversight	133 Participants: 96 MPs (68 women), 37 staff (24 women)∗ ∗Some program data did not have gender disaggregates available

TIMOR-LESTE

Activities

- Inbound Exchange: Macroeconomic Budget Forecasting and Analysis (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- TAC: Advancing parliament's External Relations and Research Services (2019)

Themes	Participant Numbers - MPs and Staff
Legislative Procedure	85 Participants: 22 MPs (8 women), 63 Staff (29 women)∗ ∗Some program data did not have gender disaggregates available

UKRAINE

Activities

- TAC: Building Robust Parliamentary Ethics Systems (2016)
- CODEL (2016)
- Inbound Exchange: Strengthening Legislative Effectiveness through Improved Parliamentary Library and Research Services (2016)
- Regional Exchange: HDP E-Government Seminar (2016)
- CODEL (2018)
- CODEL (2019)
- Regional Exchange: Engaging Citizens in Building a Secure E-Society (2019)

Themes	Participant Numbers - MPs and Staff
Transparency and Openness, Ethics, Constituent Engagement	92 Participants: 6 MPs (2 women), 1 staff (1 woman)** ** 85 participants were not disaggregated between MPs and staff.

TOTAL NUMBER OF PARTICIPANTS 2016 - 2020: 2,744

		Total Participation By Country, 2005-2020			
Country	Inbound and Regional Programs	Technical Assistance Consultancies & Staff Delegations	CODELs	Virtual Exchanges	Total Programs 2005-2020
Afghanistan	23	0	5	0	28
Armenia	2	1	1	1	5
Colombia	16	11	3	2	32
The Gambia	0	1	1	0	2
Georgia	14	20	7	2	43
Guatemala	5	3	1	4	13
Haiti	22	5	5	1	33
Indonesia	15	14	7	1	37
Iraq	2	0	2	2	6
Kenya	31	6	6	1	44
Kosovo	27	6	5	2	40
Kyrgyzstan	13	2	3	1	19
Lebanon	11	0	4	1	16
Liberia	27	5	5	1	38
Mongolia	21	8	4	0	33
Nepal	6	1	1	1	9
North Macedonia	29	5	6	2	42
Peru	29	4	3	2	38
Timor-Leste	17	6	6	0	29
Tunisia	5	2	6	3	16
Ukraine	9	3	7	0	19

[9] Due in part to challenges arising from fragile and/or volatile political environments and security contexts, HDP's engagement with Burma/Myanmar, Pakistan and Sri Lanka was limited over the past five years, resulting in their omission from this chart.

Informed by OECD/DAC evaluation criteria, this review aims to determine the relevance, cohesion, effectiveness, sustainability and effects of HDP programming over the last five years, and build upon findings from the ten-year report completed in 2015. The OECD/DAC approach provides a globally recognized and holistic framework for evaluation of international assistance efforts. In addition, questions relevant to HDP's specific programmatic goals and objectives were considered in the design of interview guides for U.S. partners, HDP alums, and Institute staff, as well as surveys distributed to HDP alums. A thorough desk review was also conducted to inform the review findings.

The Institutes utilized the review to distill programmatic results and future opportunities, guided by the below four evaluation questions:

1. What changes in legislative development or practices did HDP programming contribute to?

   a. To what extent has the HDP program contributed to individual participants' increased capacity and empowerment?

   b. How has HDP programming contributed to the ability and willingness of legislators and legislatures to be representative and responsive to citizens, including women and marginalized groups, both within legislatures and within the countries the legislatures seek to serve?

2. Which programmatic activities and programmatic strategy shifts since 2015 have been most effective and why?

3. How has HDP programming complemented or amplified other Institutes' country programming?

4. Did participants feel that the support provided to HDP partners met their needs? What are their major challenges moving forward and what types of support do they feel HDP could provide?

Data collection was primarily conducted through virtual interviews and online survey dissemination facilitated by the Institutes field teams, targeting three cohorts of participants, including 1) HDP alums, 2) Institute staff and 3) U.S. partners. A brief overview of criteria used to identify interviewees for each group is outlined below:

- **HDP Alums:** In order to establish criteria to determine which alums to interview, the Institute staff analyzed which thematic areas of engagement had the most programmatic activity and identified the following six thematic areas: *1) Constituent Engagement, 2) Oversight, 3) Roles and Responsibilities, 4) Ethics, 5) Legislative Procedure, and 6) Transparency.* The HDP team then weighted participation across each of the chosen thematic areas by country to determine approximately how many interviews were to be conducted in each thematic area in each of the countries.

- **Institute Staff:** Criteria for interviewing the relevant Institute staff, including staff in-country as well as U.S.-based staff, was centered on those who have deep experience supporting HDP programming and three or more years in their roles. The HDP team interviewed a total of 13 Institute staff (seven men and six women) to learn their impression of programmatic impact, challenges, and opportunities.

- **U.S. Partners:** The evaluation team interviewed U.S. partners with deep knowledge of the HDP program, including current and former staff of the U.S. Congress and the Congressional Research Service (CRS), and trainers and consultants who have participated in two or more programs. In total, Institute partners interviewed nine U.S. partners virtually (five men and four women). Questions for this cohort were designed to learn their impressions of programmatic impact, challenges, and opportunities.

Limitations of the Review

Given the COVID-19 pandemic, data collection was limited to being conducted virtually. This made it difficult to reach HDP alums, U.S. partners, and Institute staff in cases of limited or weak internet access. Additionally, virtual data collection limited the Institutes' ability to conduct thorough follow-up on survey collection and scheduling of

interviews, which limited the number of alums the Institutes were able to reach. The Institutes also faced limitations in the number of alums they were able to reach as records of alum contact information over the five-year period were sometimes incomplete, and at times outdated. The Institutes made efforts to remedy the situation and acquire additional contact data by reaching out to Institute country teams. Additionally, because the interviews were conducted by U.S.-based Institute staff and consultants, it is possible that alums were not completely forthcoming about their views regarding programmatic deficits so as not to offend. Biases relating to sampling and lack of ongoing critical reflection of methods during the process may have been introduced, which could have limited depth and relevance of data collection and analysis. Similarly, personal bias, which can occur during qualitative inquiries, may have influenced analysis of data. During the review, every effort was made to ensure participants that their identities would remain anonymous and confidential, and that their honest opinions were highly valued.

In addition to distilling general results, this review outlined findings in relation to six priority HDP program themes, including: *member and staff roles and responsibilities, legislative ethics, legislative openness and transparency, legislative procedure, constituent engagement, and oversight.* Given the significant focus of HDP programming on these thematic areas - **48 of the 55 (or 87.3 percent**) **total programs organized between 2016 and 2020**[10] **focused on these themes** - the review included specific lines of inquiry on HDP programming in these areas.

The findings were informed by several sources of data, including an extensive desk review, interviews with U.S. partners, HDP alums, and Institute staff, as well as surveys distributed to HDP alums. The below section outlines summaries, takeaways, and feedback from the activities carried out under each theme.

Theme I: Member and Staff Roles and Responsibilities - HDP develops and shares information regarding the unique responsibilities of elected officials and their staff within the legislative institution.

- HDP can mobilize quickly to the evolving needs of partner legislatures in better understanding their roles and responsibilities; HDP organized a roles and responsibilities exchange to support a partner legislature when parliamentary elections brought in over 90 percent of members who had never held elected office.

- HDP pivoted during the COVID-19 crisis and was able to conduct successful virtual exchanges on roles and responsibilities with multiple HDP partners.

- 98% (101 of 103) of survey respondents reported they gained knowledge and enhanced their ability to fulfill their responsibilities.

Theme II: Legislative Ethics - HDP shares best practices on the development of ethical guidelines and the importance of ethics committees, incorporating expert assistance from the U.S. House Ethics Committee, and U.S. members and staff.

- Alum feedback indicated HDP engagement is effective in supporting partner legislatures to make progress on ethics issues, in large part due to the expertise and credibility of U.S. partners.

- A sustained HDP approach over time can lead to reforms and opportunities to showcase legislative progress towards ethical guidelines, and can incentivize additional reform.

Theme III: Legislative Openness and Transparency - HDP shares experiences on methods to make legislative data available to the public to enhance citizen trust in institutions.

- HDP programming facilitates a common understanding of and commitment to transparency initiatives in partner legislatures (both legislators and staff alums).

- Sustained HDP engagement on reforms and initiatives related to transparency have supported the development of a public app that publishes legislative information and allows citizens to engage with their elected officials.

- HDP inbound and regional exchanges allow HDP participants to interact with peers who share similar experiences related to efforts to advance transparency.

Theme IV: Legislative Procedure - HDP advises MPs and staff on parliamentary procedure, legislative drafting, budget review process, and committee operations.

- HDP programming has resulted in the creation of offices, commissions and committees that improve current procedure or implement new processes within partner legislatures.

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[10] At the time the review methodology was finalized, in September 2020, HDP had conducted 55 total programs, including inbound exchanges, regional exchanges, TACs, and virtual exchanges. Virtual exchanges continued until the close of 2020.

- HDP programming contributed to improved technical skills in the areas of budget scrutiny, benefit-cost analysis, and other policy analysis tools to improve the legislative drafting process.

- HDP programming resulted in a deeper understanding of the legislative process overall for nearly half of all survey respondents.

Theme V: Constituent Engagement – HDP advises MPs and their staff on how to communicate legislative priorities and accomplishments, as well as answering constituent inquiries, concerns, and managing casework.

- HDP programming led to multiple new initiatives to improve constituent engagement, including creating a digital platform to publish and allow citizen commentary on draft legislation and developing a digital platform for e-petitions.

- Existing legislation and processes were improved to foster increased constituent engagement, including changing laws to increase citizen access to parliament buildings and increasing the organization of meetings with constituents outside of the capitol.

Theme VI: Oversight – HDP seeks to help improve the review, monitoring, and oversight of the executive branch.

- In response to increased consolidation of power by executives during the pandemic, HDP saw an increase in requests for oversight technical assistance.

- Following a three-year campaign with a partner legislature on using public hearings as a method for oversight, the legislature held its first public hearing following the final HDP oversight program.

- Following an HDP program, staff from a partner legislature implemented new skills to create more useful budget reports for members, leading to more fruitful budget scrutiny by members.