



**IDEA Programme of Operations 2008-2010**  
**Approved by the Board**  
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## **1. INTRODUCTION**

In June 2006, IDEA's member states adopted a new strategy, initiating a transformation of the organization's operations in several ways: more active member states; making better use of IDEA's convening potential; a stronger South-South dimension; integrating IDEA's expertise; stronger partnerships; and a more diversified range of products and activities.

This Programme of Operations 2008-2010 lays out the main institutional objective, the expected results, and a framework for performance indicators, and provides an overview of IDEA's main programmatic platforms and initiatives for the next three years. One year after the adoption of the Strategy, much of the definition and planning of programming to realize it is in place, and this Programme is thus more substantial than its predecessor for 2007-2009 in detailing operational priorities to continue the realization of the Strategy.

## **2. OVERVIEW**

The **objective** of IDEA's operations is to strengthen democratic institutions and processes worldwide. In working towards this objective, IDEA recognizes that the environment for democracy building is becoming increasingly difficult. Challenges include the association of democracy as a specific agenda driven by the West, failures to deepen and consolidate democracy following initial transition, and questions relating to the quality and depth of citizens' ownership of and commitment to democracy. In responding to these challenges, IDEA emphasizes the fundamentally political nature of the process of democracy and its long term nature, and the principles of sustainability, non-prescriptiveness, dialogue, and local ownership. In addition, IDEA recognizes that the reality of the democracy building process involves simultaneous and interlinked activity and change in many areas, and that it is neither desirable nor helpful to consider the process as divided into discrete pockets. Throughout IDEA's work, the need to ensure that outputs reflect this reality through an integrated view of democracy building and democracy support will be paramount.

In this light, IDEA seeks to meet its single **objective** by aiming at **three expected results**:

- *Knowledge resources*: IDEA will provide knowledge resources and tools for democracy building. These are intended to be freely available to global, regional and national actors engaged in the process of democracy building.
- *Policy development*: IDEA will contribute to policy development designed to provoke policy action change in the areas of democracy building and democracy support. The policy proposals will be provided to global, regional and national actors.
- *Democratic reforms*: IDEA will contribute directly to selected processes of democratic reforms. In order to achieve this, IDEA will assist regional, national and local actors.

Six major **initiatives** will contribute to these expected results:

- Initiative One: Integrated Democracy Building
- Initiative Two: Electoral Processes
- Initiative Three: Political Parties
- Initiative Four: Constitution Building Processes
- Initiative Five: Democracy and Gender
- Initiative Six: Citizen Assessment of Democracy

The programme will primarily emphasize these **regions**:

- Africa, and gradually expanding activities in the Arab World
- Latin America, with a particular focus on the Andean region
- Asia/Pacific, where a new programme is in the process of definition

At the national level, Sudan, Bolivia and Nepal will be three focus countries.

### **3. EXPECTED RESULTS AND PROGRAMMATIC PLATFORMS**

The three expected results define the programmatic platforms for IDEA. The relationships between the results, the initiatives and the global, regional and national dimensions of IDEA's work are explained in narrative form below. They are also shown in diagrammatic form in Appendix 1. For each of the expected results, this Programme of Operations defines a framework of performance indicators, which is shown in Appendix 2.

Planned outputs within each programmatic platform are as follows:

**Knowledge Resources**: IDEA will provide comparative knowledge, expertise networks and capacity building tools for democracy building, and will work to see them increasingly used by global, regional and national actors.

Within this programmatic platform, IDEA will provide expertise and tools on:

- electoral assistance and post-electoral planning
- electoral legal frameworks
- design of electoral systems
- electoral management
- electoral justice
- external voting
- electoral security
- electoral observation
- access to electoral processes
- participation and voter education
- direct democracy

- political party laws
- political party funding
- internal functioning of political parties
- constitution building processes
- women's representation, including quotas
- political violence against women
- assessment of democracy from within society at both national and local levels
- political party systems in conflict-prone societies
- political party dialogue
- substantive content of constitutions in post conflict or transition to democracy environments
- integrating gender into electoral reform, political party development and constitutional processes
- gender perspectives within democracy assessments

Furthermore, IDEA will seek to establish and coordinate a Democracy Building Resource Partnership, engaging institutions that support democracy building in key areas outside IDEA's specific expertise – including, for example, rule of law, devolution and decentralization, legislative development and anti-corruption issues. With these partners, IDEA will seek to develop a one-stop electronic resource centre for democracy building (comparative knowledge and analysis, expert networks and capacity building tools).

**Policy Development:** With its knowledge resources, and by way of dialogue, IDEA will seek to influence the democracy-building policies of global, regional and national actors. Policy recommendations will aim to provoke debate and action not only within the community of democracy building actors but in areas such as the development and conflict management spheres. IDEA's approach will be fine-tuned according to the requirements of the specific phase(s) of the policy cycle to be addressed - problem identification, agenda setting, implementation, monitoring and evaluation. Policy development and the promotion of policy change will be strengthened through the active engagement individually and together of concerned member states.

Within this programmatic platform, IDEA will:

- promote holistic and integrated democracy building policies based on ownership, inclusiveness, sustainability, non-prescriptiveness, process orientation and the mainstreaming of gender and conflict management aspects
- provide policy development inputs to strategic partners and support policy development in regional organizations in the field of democracy, electoral institutions, political party systems, constitution building processes, and representation of women in politics
- develop policy options which link the processes of democracy building and state building
- promote effective electoral assistance by reorienting bilateral donors, multilateral agencies and regional organizations to move beyond election observation towards the establishment of sustainable national electoral frameworks
- provide policy options for external voting, increasing voter participation and identifying effective approaches to civic education
- develop and promote policies for effective political party system building and assistance (including options on political party laws and internal functioning)

- gather and share best practices for political parties on increasing women's participation and representation
- develop and promote policies for effective constitution-building processes
- facilitate regional initiatives aimed at sensitizing national political actors to discuss national development priorities and articulate relevant proposals
- promote policies that aim at achieving a broader participation of national political actors in debates on international development cooperation issues
- influence regional and subregional organizations and national actors to develop policies on citizen led democracy self-assessments
- encourage regional and national actors to assess, discuss and share experiences on approaches to address issues related to diversity
- support regional organizations and policy makers in the sharing of experiences on the use and relevance of traditional practices of democracy

**Democratic Reforms:** Starting with the principle that democratic reforms should be generated and implemented by national actors, IDEA will be ready to support reform efforts by such actors seeking to deepen democracy in Latin America, Africa and the Arab World, and the Asia/Pacific region. Key regional institutions identified for cooperation with IDEA include the African Union, the League of Arab States, the Organization of American States, and potentially ASEAN and the Pacific Islands Forum. Concerted efforts will be made to foster closer cooperation among these regional organizations and also with national actors to ensure maximum benefits from South-South cooperation and from knowledge and experience sharing.

IDEA's activities will promote cross-fertilization between the three priority countries of Sudan, Bolivia and Nepal within the framework of South-South cooperation.

While ensuring that its efforts will remain firmly targeted, IDEA will further develop its ability to respond to selected requests from actual and potential national and local partners for advice and support to key aspects of specific democratic reform processes. Selection will be made in line with the principles of integration and ownership which underlie this Programme and in line with IDEA's areas of specific knowledge, expertise and policy development, and will usually take the form of commitment to analysis and consequent support over a substantial time period rather than specific short term, event-driven interventions.

Within this programmatic platform, IDEA will:

- contribute to the strengthening of electoral systems and processes, political parties and political party systems, institutional design of the State and constitution-building processes, and the relationship between democracy and development
- facilitate assessments based on the State of Democracy methodology
- encourage regional and sub-regional organizations to use the State of Democracy assessment methodology in their democracy building efforts
- support dialogue between national political actors on agendas for democratic reform, in particular based on and following through State of Democracy assessment processes
- support the mainstreaming of gender equality in democratic reform
- as part of an integrated approach to democratic reform, address other core issues in the process of transition in the three priority countries, such as transformation of rebel groups into political parties or autonomy/devolution of power arrangements

#### 4. PRINCIPLES

The main principles underlying this Programme of Operations are:

- **Aligning initiatives to the Strategy.** The Strategy adopted by the member states is the policy document providing guidance to IDEA's operations for the five years to 2011, including the period of this 3-year programme.
- **Programmatic integration.** Common themes will unite different Initiatives within the same programmatic platform. For example, the Policy Development platform will consistently tackle implications for effective democracy assistance in areas addressed by a number of the Initiatives, feeding the results of this analysis into both the activity on integrated institutional design and processes and the refinement of the SoD assessment methodology. The Knowledge Resources platform will use a common approach to generating and disseminating capacity building tools, extending the methodology successfully pioneered in the area of electoral administration to constitution building and the broader development of good governance capacity.

Other common themes will use work within one or more Initiatives towards one expected result to contribute to the basis of work towards another. For example, work in support of the OAS Democracy Charter, the AU Democracy Charter and the African Peer Review Mechanism under the Democratic Reforms platform will inform the development of the SoD methodology under the Knowledge Resources platform. Work to build comparative resources on political party laws and internal regulations under the Knowledge Resources platform will provide the foundation for policy options which lead towards the adoption of political party building principles by the African Union under the Policy Development platform. Work on constitution building resources under the Knowledge Resources platform will both feed into and draw from the practical experience of support to constitution building processes in Bolivia and Nepal under the Democratic Reforms platform.

- **Mainstreaming Conflict issues.** There is a strong expectation by many actors that democracy building support in post-conflict situations will play a dual role supporting and reinforcing both peacebuilding and democracy building. IDEA will place emphasis on minimizing the potential of political change to induce conflict and enhancing the conflict management features of reform processes, based on the principle that democratic governance based on inclusiveness and participation is the most effective conflict management tool. To that effect, IDEA will use conflict mainstreaming checklists, and will further strengthen in-house conflict management capacity through a regular exchange of information, experience, lessons and best practices - both between democratic reform work in Sudan, Bolivia and Nepal and central knowledge resource and policy development work, and with international, regional and national entities working in the field of conflict management and conflict prevention.
- **Mainstreaming Gender issues.** The ultimate objective is to achieve an equal and equally valued participation and role of women and men in all democratic institutions and processes. This requires increasing the level of women's representation and participation in decision making bodies, well developed information strategies, understanding of hindrances to women's participation such as political violence against women, and a commitment to ensuring that gender perspectives are integrated into all aspects of programme development. All programme staff will carry the responsibility for mainstreaming gender issues within their specific assignments.

A Gender Mainstreaming Checklist has been prepared and will be implemented throughout IDEA's programming.

- **South-South cooperation:** The international environment for democracy support and the increasing range of South experience, example and good practice in democracy building both lead IDEA to emphasize the importance of South-South dialogue on democratic practice and the importance of South input to the development of knowledge and policy resources. The 2007 conference 'Sustaining Africa's Democratic Momentum' in Johannesburg was a first concrete realization of this emphasis. Research, publications and dialogue processes will be further developed to strengthen the South-South dimension throughout IDEA programmatic platforms, in particular through building partnerships with regional organizations.
- **Addressing Democracy and Development: these two complex processes are mutually related.** Development cooperation policies need to be the result of nationally driven democratic dialogues. Equally, democracy support can benefit from a development perspective. IDEA will seek to act as a catalyst for policies which indicate the necessity for space for politics and for alternative options in national and local debate on development and on development cooperation, to sensitize actors at international, regional, sub-regional and country level to the need for policies that maximize the synergies between democracy and development, and to draw out links between democratic frameworks and successful development. Further, many political actors need to enhance their capacity to engage in debate on key developmental issues in order to be credible. In engaging in this work, IDEA will draw both on its own experience (derived for example from its work on capacity building methodology, on inter-party dialogue in Latin America and Africa, and through the State of Democracy in South Asia assessment) and on external partnerships.
- **Addressing Democracy and Diversity:** Inclusiveness is a key feature of democracy. Due to globalization and mass migration flows, few nation states are left with homogeneous populations. Diversity is a source of creativity but also poses challenges to the building of democratic institutions and processes. IDEA will gather and share comparative knowledge and best practices on different experiences, challenges and options in "managing" diversity in democratic frameworks, with particular emphasis on the post-conflict context.
- **Mainstreaming Communication** of IDEA tools, materials and activities, with an increasing emphasis on their availability in Spanish and other languages in addition to English. All programmatic planning will identify target audiences and users and contain its communication and dissemination strategy as an integral part of its definition, informed by the communication strategy adopted in 2007.
- **Strengthening operational partnerships.** Partnership development will be an Institute wide exercise. It will particularly focus on those specialized agencies of the United Nations which play a key role in each programmatic platform, and on mechanisms, funds and processes like the UN Peacebuilding Commission (PBC), the UN Democracy Fund (UNDEF) and the International Conference of New or Restored Democracies (ICNRD). The Office of the Permanent Observer to the UN now established in New York has a central function in this respect. Stronger partnerships involving regional organizations are also vital for IDEA's programmatic effectiveness: these include the African Union, League of Arab States, Organization of American States, UNECA and UNESWA in Africa and the Arab World respectively, and potentially ASEAN and the Pacific Islands Forum. Further cooperation with the

European Union, especially in working on regional issues, is also foreseen. IDEA may also selectively seek downstream collaboration with sub-regional bodies in Africa, the Asia/Pacific region, and Latin America. The further development of IDEA's existing partnerships for the production, dissemination and use of knowledge resources, for example the ACE Electoral Knowledge Network, the BRIDGE capacity building partnership and the iKNOW Politics network of women in politics, is of vital importance in widening access to IDEA's and partners' existing work on knowledge resources and ensuring that it has the widest possible reach. The planned Democracy Building Resource Partnership will similarly seek to engage the strengths of both existing and new operational partners.

- **Focusing on planned results but retaining the capacity to respond to new opportunities** where these match the programmatic platforms and IDEA's strengths.

## 5. PROGRAMME MECHANISMS

The effective implementation of the Programme of Operations will be supported by the following mechanisms:

- **Quality control.** Criteria for quality control of IDEA's products will be: legitimacy; comparative perspective; increased emphasis on South-South experience; relevance and usefulness to intended audiences; user-friendliness; and practical value.
- **Comprehensive Planning and Budgeting.** The Programme of Operations has been designed to form a coherent whole focused on the single objective, the expected results, and the initiatives. In building this Programme, packages have been defined in some areas which define expected results, initiatives and activities in individual areas of work at the global, regional and/or country level, fully aligned to the strategy adopted by IDEA's Council. These packages will be submitted to interested member states or other donors for specific funding.
- **Evaluation.** A programme evaluation plan for the three year period is planned for submission to the 2008 Board/Council meeting. This will make use of the results framework in this Programme of Operations and related indicators to be developed in the 2008 work plan for the assessment of relevance, efficiency and effectiveness.

## 6. INITIATIVES

The six Initiatives will integrate institutional/process design and assessment/analysis issues at global, regional and national levels. They will gather together IDEA's projects and activities, making use of both core and project funding. Each of the six Initiatives will contribute to achieving each of the three expected results: Knowledge Resources, Policy Development, and Democratic Reforms. Stakeholders and target groups for the outputs of the Initiatives will – to a different extent for each – consist of legislators, executive government, political parties, civil society organizations, technical advisers, electoral management bodies, academics, media, and other stakeholders in reform processes, and in addition Ministries of Foreign Affairs and donor agencies.

The need for greater integration of democracy building efforts will be a particular concern of IDEA's work in Bolivia, Nepal and Sudan, in each of which IDEA has already launched projects in the areas of political party dialogue, constitution building and institutional reform.

The six Initiatives are as follows:

- **Initiative 1: Integrated Democracy Building<sup>1</sup>**

This Initiative is inspired by the need for democracy building actors to engage a wide range of institutional, process and political context issues simultaneously. It will therefore address not only the demand for support in discrete thematic areas, but the relationships and links between these areas. This is designed to lead to an increase in democratic, stable and effective political structures which are able to meet unpredictable challenges, in particular those posed by conflict and by human security issues, and to lead to improvements in service delivery, poverty reduction and government accountability. IDEA will seek to generate and make available one-stop knowledge resources (comparative analysis, expert networks and capacity-building tools) and lessons learned from democratic reforms, paying specific attention to the regional perspective.

The Initiative will identify partners for a Democracy Building Resource Partnership, which will enable IDEA's expertise in electoral processes, political parties, constitution building, and democracy and gender to be combined with expertise in other areas. The resulting resource will enable actors engaged in democracy building, development and conflict management to gain understanding of links between constitutions, electoral systems and arrangements, political party systems, legislatures, judiciary, central and local government, formal and traditional government and other elements of institutional frameworks, and of timing, sequencing and windows of opportunity in political reform processes. The Initiative is designed to make this resource available in a user-friendly form to participants in reform processes and to regional and global political stakeholders. The Initiative will also identify common South experience and expertise, and build networks to enable this to be accessed and developed.

- **Initiative 2: Electoral Processes**

This Initiative builds on the central role of electoral processes in democracy. It is based on the principle that the design and conduct of elections and referendums are vital to democratic development and cannot be viewed merely as technical events. IDEA will continue to lead the policy shift from event-driven to process-driven electoral support with a specific emphasis on capacity development, gender and conflict management issues by influencing key electoral assistance providers and donor agencies. To achieve this, IDEA will continue to generate user-friendly knowledge resources, capacity development tools and policy recommendations aimed at the reform and consolidation of sustainable and credible locally-owned electoral processes. Building on the achievements of IDEA's previous work in the electoral area, the Initiative will include three main components:

- a) Integrated knowledge resources and comparative databases, further development and strengthening of the ACE Electoral Knowledge Network and implementation of the BRIDGE electoral capacity development curriculum (in particular in Africa and the Arab World) as cost-effective and vital instruments of the assistance strategy;

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<sup>1</sup> The integrated approach to institutional architecture will not be a mechanical search for single solutions. Institutional architecture is a political process which involves change through time and the ability by stakeholders to identify windows of political opportunity.

- b) Development of policy recommendations on electoral systems and processes, participation and direct democracy, and contributions to specific reform efforts both at national and regional levels which include supporting the establishment of an Arab Regional Electoral Forum, providing technical assistance to the African Union's initiatives, and supporting electoral reform processes in Latin America; and
- c) Strengthening of the strategic partnership with the EU and the UN by providing recommendations and technical assistance to their electoral support programmes.

- **Initiative 3: Political Parties**

This Initiative recognizes that, outside microstates, political parties and political movements are the essential mechanisms through which the preferences and desires of citizens can be aggregated, articulated and represented in legislatures and executive institutions of government. The conduct of party politics strongly influences democratic governance, levels of conflict and social cohesion and prospects for economic and social development. However, regard for political parties is almost universally low. Based on IDEA's comparative knowledge resources on the legislation, regulation and functioning of political parties, this Initiative is developing tools to address party finance, effective party assistance, national political party legislation and regulations, and internal democracy. IDEA is also seeking to engage parties and their critics in policy dialogue to develop guidelines for building party systems which contribute to sustainable and legitimate democratic institutions, processes and reforms. IDEA seeks to advance the international agenda regarding strengthening political parties as actors of democratization and regarding party aid.

IDEA will also seek to strengthen country level, regional and South-South dialogue between parties, and to support regional organizations, such as the African Union, to prioritize political parties in their development agendas. In both Sudan and Nepal, the transformation of rebel movements to political parties will be analysed and supported.

- **Initiative 4: Constitution Building Processes**

This Initiative originates in the principle that constitutions form the core agreement between the state and the citizen and are the central element of institutional frameworks. A constitutional process can lay the foundations for peace and development, or can exacerbate existing conflict or plant seeds of conflict. IDEA is developing knowledge networks and policy guidelines to support constitution building processes that are planned and carried out in an inclusive, participatory and effective way, resulting in constitutions that are nationally owned, sustainable, sensitive to conflict prevention and gender dimensions, and effective in responding to national priorities. The resulting knowledge resources will support actors involved in developing new constitutions, and provide tools to enable the review, support and protection of democratic constitutions against erosion or failure to consolidate. In addition, the Initiative will develop policy on effective assistance to constitution building processes by international and regional organizations, and will provide support to national actors participating in constitution building processes.

- **Initiative 5: Democracy and Gender**

This Initiative addresses how women and men access, shape and experience all dimensions of democracy, aiming to seek equity for women and men and to improve

access for women in the building of democracy in both substantive and procedural terms. IDEA will make use of its comparative resources and tools on how to advance gender and democracy issues in general, and how to promote the participation and representation of women in political life in particular.

The resources developed by the Quota Project will be used in conjunction with other findings on methods to achieve increased women's representation. The Initiative will further engage with strategic partners to continue expanding the International Knowledge Network of Women in Politics. Capacity building tools for integrating gender into electoral and party reform processes will be produced.

The initiative will also support agenda and target setting for women in politics by regional organizations. In particular, it will seek to generate concrete commitments by policy makers at regional and country levels to adopting agendas, policies and measures that will lead to an increased and increasingly effective participation of women in legislative bodies and the achievement of the "30 per cent Beijing target".

- **Initiative 6: Citizen Assessment of Democracy: State of Democracy (SoD) and State of Local Democracy (SoLD)**

This Initiative is designed to strengthen democratic institutions and processes through citizen led democracy assessments and analyses of priorities for policy development, democratic reform and effective democracy support. This will improve the home-grown analysis of democratic challenges as a basis for national and local definition of democratic reform agendas, and strengthen the capacities of regional organizations and national political actors to assess the state of democracy and implement regional peer mechanisms. In addition, in fragile and post-conflict situations, democracy assessments can assist in defining policies to address causes of conflict or fragility. At local level, assessments will focus in particular on fostering dialogues with elected local authorities and local government officials, the identification of priorities, and the setting of agendas on issues related to the delivery of basic public services.

IDEA will finalize the review and update of the State of Democracy assessment methodology already developed, complement it with a State of Local Democracy tool based on IDEA's existing assessment framework, build a State of Democracy practitioners' network, and produce user-friendly tools for local actors.

The Initiative will facilitate the conduct of SoD and SoLD assessments both as a means for supporting the implementation by regional organizations of Democracy Charters and as entry points for national dialogues on democratic reforms and policy development. It will provide the basis for analysis which will inform work within the other five Initiatives at both global and regional levels. Within these assessment processes and activities, special emphasis will be placed on issues of gender.

In addition, comparative knowledge will be built and shared, particularly within regional assessment processes, on ways to enhance political participation and debate on key issues of development, on the different options for "managing" diversity in a democratic framework, and on the use and relevance of traditional practices of democracy, particularly in a South-South context.

A more detailed summary of the specific areas of work to be undertaken is included in Appendix 1, which contains a matrix defining the Programme both by expected result and by initiative.

Appendix 1: SUMMARY OF IDEA's RESULTS FRAMEWORK AND INITIATIVES 2008-2010

<p><b>Expected Results (Programmatic Platforms)</b></p>	<p><b>Knowledge Resources:</b>  <b>Democracy Building knowledge resources and capacity building tools provided to and increasingly used by global, regional and national actors</b></p>	<p><b>Policy Development: Democracy Building policies, informed by IDEA's work, developed and implemented by global, regional and national actors</b></p>	<p><b>Democratic Reforms: Reforms generated and implemented with IDEA's support by national actors</b></p>
<p><b>Initiative 1: Integrated Democracy Building</b></p>	<ul style="list-style-type: none"> <li>• <b>Democracy Building Resource Partnership:</b> formation of partnership and forum to enable one-stop access to knowledge and policy resources and analysis of links between knowledge areas;</li> <li>• <b>Capacity building tools on democratic processes and participation;</b></li> <li>• <b>Democracy and Development:</b> South-South experiences and best practices informing update and extension of knowledge resources</li> <li>• Experiences shared on “<b>management</b>” of diversity in a democratic framework, including post-conflict issues</li> <li>• <b>South-South</b> experiences on informal and ‘<b>traditional</b>’ democratic practices</li> <li>• <b>Democracy and Security:</b> experiences shared</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Effective electoral and political party assistance:</b> dialogue and support for continuing policy development and change, leading to recommendations on <b>principles for effective democracy building assistance;</b></li> <li>• <b>Africa:</b> Effective support to implementation of the <b>Charter on Democracy, Governance and Elections;</b></li> <li>• <b>Latin America:</b> Recommendations on <b>application of OAS Democratic Charter;</b></li> <li>• Policy options on <b>Cuba in a regional context;</b></li> <li>• Enabling <b>policy change</b> by regional organizations and the donor community to <b>enhance political participation in debate on development</b></li> <li>• Policy updates on <b>democracy-building in the context of peacebuilding</b> and on <b>assessing the role of the UN in democracy assistance</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Latin America:</b> Political reform in Bolivia, Chile, Colombia, Dominican Republic, Ecuador, Mexico, Peru; Mercosur countries to be actively considered; possible limited interventions in Central America;</li> <li>• <b>African Union:</b> Support towards Charter implementation in AU member states;</li> <li>• <b>Asia/Pacific:</b> <b>Capacity building tools on institutional design and good governance,</b> possibly piloted in Melanesia; political reform process in <b>Nepal;</b> possible support to political reform in Timor-Leste;</li> <li>• <b>Conflict management aspects mainstreamed in the reform processes</b> in Bolivia, Nepal, Sudan;</li> <li>• <b>Political dialogues created on natural resources, poverty reduction and governance,</b> including Bolivia and the Andean region</li> </ul>

Expected Results (Programmatic Platforms)	Knowledge Resources	Policy Development	Democratic Reforms
<p><b>Initiative 2: Electoral Processes</b></p>	<ul style="list-style-type: none"> <li>• <b>ACE Electoral Knowledge Network:</b> building a fully effective global network of regional resource centres;</li> <li>• <b>BRIDGE electoral professional development course:</b> dissemination and showcasing to maximize use by EMBs and other stakeholders, establishing BRIDGE as the global standard for electoral capacity building;</li> <li>• <b>Electoral participation and civic education:</b> capacity development tools: new comparative materials in LA;</li> <li>• <b>Direct democracy:</b> Dissemination of global and LA regional tools on appropriate use of DD and its effective design and implementation;</li> <li>• <b>Electoral Justice:</b> Dissemination of new handbook;</li> <li>• <b>Integration of electoral databases and of electoral knowledge dissemination,</b> bringing together all IDEA electoral knowledge tools globally and in LA</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Effective electoral assistance:</b> strengthening partnerships and providing policy inputs;</li> <li>• Policy recommendations on <b>UN electoral needs assessment mission methodology;</b></li> <li>• Policy development on <b>post-election review mechanisms;</b></li> <li>• Policy inputs on <b>electoral participation and civic education</b> and on <b>external voting;</b></li> <li>• Policy inputs on <b>second and third elections after conflict;</b></li> <li>• World Conference on <b>appropriate use and effective design and implementation of direct democracy;</b></li> <li>• <b>Use of electoral observation in a development perspective,</b> to inform technical assistance throughout the electoral cycle;</li> <li>• <b>African Union policy recommendations on strengthening electoral institutions and networks</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Latin America:</b> electoral reform in Bolivia, Chile, Colombia, Dominican Republic, Ecuador, Mexico, Peru; Mercosur countries to be actively considered; technical support to Bolivian EMB during 2008 referendums; EMB capacity building through BRIDGE;</li> <li>• <b>Arab World:</b> Arab Regional Electoral Forum;</li> <li>• <b>Arab World, Africa:</b> BRIDGE development (French, Portuguese, Arabic);</li> <li>• <b>Africa:</b> Ghana (external voting); Sudan (electoral law reform); SADC (guidelines on EMB independence and effective funding);</li> <li>• <b>African Union:</b> using the Charter to promote democratic electoral reform;</li> <li>• <b>Asia/Pacific: Nepal:</b> Capacity building of EMB and other stakeholders through BRIDGE; review of the electoral system/ election law.</li> </ul>

Expected Results (Programmatic Platforms)	Knowledge Resources	Policy Development	Democratic Reforms
<p><b>Initiative 3: Political Parties</b></p>	<ul style="list-style-type: none"> <li>• <b>Web-based resources</b> and possible dissemination of updated handbook on <b>political party funding</b>;</li> <li>• <b>Web-based resources</b> on <b>political party laws</b> and <b>internal functioning of political parties</b>;</li> <li>• <b>Country level and regional website resources developed for political parties in LA and Africa</b></li> <li>• Publication on <b>Party Development in Conflict-prone Societies</b>;</li> <li>• <b>South-South</b>: Best practice sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Convene political party community and other stakeholders towards guidelines for <b>Effective Political Party Assistance and Effective Democracy Assistance</b></li> <li>• Contributing <b>policy options in the area of international assistance to political parties</b>, with regard to party laws and regulations and transformation of rebel movements into political parties;</li> <li>• Development of <b>policy options in the area of political party finance</b>;</li> <li>• Policy inputs on <b>dialogue with the opposition in post-conflict situations</b>;</li> <li>• Researching <b>relationships which may link party regulation and internal functioning of political parties to development, democratic governance and effective service delivery</b>;</li> <li>• Researching <b>the role of faith based political parties</b>;</li> <li>• <b>Africa</b>: Partnership with the African Union towards policy options for parties and party systems</li> <li>• <b>Asia/Pacific</b>: Policy options for party and party system reform.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Latin America: Regionally-led capacity building and inter-party dialogue to address development issues; democracy and development on the agenda</b> of legislatures and parties; <b>training on national development and party and electoral reform</b> for political leaders in the Andean countries; <b>party funding issues, parties and legislatures</b> (Peru, Chile, Costa Rica, Mexico, Dominican Republic; Mercosur countries to be actively considered; possible limited interventions in Central America), <b>policy-making and poverty</b> (Peru and Colombia);</li> <li>• <b>Africa</b>: Policy dialogue in Sudan and Ghana; Partnership with African Union on targeted projects;</li> <li>• <b>African Union</b>: hosting a <b>pan-African conference on political party strengthening</b>;</li> <li>• <b>Arab World</b>: Morocco, Egypt and Yemen (or another country);</li> <li>• <b>Asia/Pacific</b>: design of party systems; developmental and pro-poor party programmes; platform on party reforms in Nepal</li> </ul>

Expected Results (Programmatic Platforms)	Knowledge Resources	Policy Development	Democratic Reforms
<p><b>Initiative 4: Constitution Building Processes (CBP)</b></p>	<ul style="list-style-type: none"> <li>• <b>Constitution building process and substance handbook;</b></li> <li>• <b>ConstitutionNet, Constitution Building Practitioners Network and virtual resource centre;</b></li> <li>• <b>CBP curriculum</b> on process and substance to build capacity of national actors and advisors;</li> <li>• Facilitate <b>South-South learning and sharing of knowledge</b></li> <li>• Research and systematization of knowledge on the <b>Culture of the Constitution</b> (Central America and Dominican Republic, Andean Region)</li> <li>• <b>Role of political parties in constitution building:</b> knowledge tools and processes developed in LA and Africa</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Development of policies for Constitution Building Assistance</b> through dialogue and consultation with policy, academic and multilateral partners from different regions.</li> <li>• South-South discussion and debate on <b>Making Presidential Systems Work</b> (initial focus in LA), leading to best practice sharing on <b>Presidentialism and Parliamentarism</b> in LA, Africa and Asia/Pacific;</li> <li>• <b>Policy paper on comparative constitution building processes</b> in LA and Africa;</li> <li>• Policy inputs on <b>constitution building in post-conflict settings</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Support to national and multilateral actors, regional organizations and donors involved in constitution-building processes</b>, starting with Bolivia and Ecuador (<b>Latin America</b>) and Nepal (<b>Asia/Pacific</b>), possibly also Sudan, Kenya, Nigeria and one/two Asia/Pacific countries</li> <li>• <b>African Union: Continental conference on constitution building</b></li> <li>• <b>Nepal: Support to the constitution building process:</b> support for the production of material and to nationally owned political dialogues aimed at consensus on constitutional options</li> </ul>

Expected Results (Programmatic Platforms)	Knowledge Resources	Policy Development	Democratic Reforms
<p><b>Initiative 5: Democracy and Gender</b></p>	<ul style="list-style-type: none"> <li>• Maintenance and selective further development of the <b>Quota</b> project and translation of relevant material into Arabic, Spanish and French;</li> <li>• <b>Web-based resources:</b> “iKNOW” Politics web portal and networks;</li> <li>• <b>Capacity building tools</b> for integrating gender into electoral reform processes</li> <li>• Comparative study on <b>politically motivated violence against women</b>;</li> <li>• Analysis generated on <b>constitution building processes and gender perspective</b> in Ecuador and Bolivia</li> <li>• <b>South-South discussion of best practices</b> for political parties on increasing women’s participation and representation;</li> <li>• South-South and North-South knowledge and experience (including <b>achievements of IDEA member states</b>) shared to support the above processes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regional organizations (AU, OAS, Arab League)</b> sensitized and encouraged to set agendas and adopt measures to enhance women’s participation and role in politics;</li> <li>• AU and OAS democratic charters used as basis to promote the <b>setting of regional policy targets</b></li> </ul>	<p><b>Latin America:</b></p> <ul style="list-style-type: none"> <li>• <b>Institutional reforms</b> for increased political participation of women (Bolivia, Chile, Colombia, Dominican Republic, Ecuador, Peru and the Mercosur countries);</li> <li>• <b>Capacity building and inter-party dialogue</b> promoted through women’s legislative caucuses. <b>Training programme</b> developed for women party leaders, candidates and elected members.</li> <li>• <b>Data on political participation of women</b> collected and disseminated.</li> </ul> <p><b>Africa:</b></p> <ul style="list-style-type: none"> <li>• <b>African Union:</b> support to AU Gender Unit to promote gender mainstreaming;</li> <li>• <b>Sudan:</b> Enhanced women’s participation through electoral and political party laws; gender mainstreaming at local level;</li> </ul> <p><b>Arab World:</b> Regional forum on women’s political participation;</p> <p><b>Asia/Pacific:</b> Gender mainstreaming in constitution building</p>

Expected Results (Programmatic Platforms)	Knowledge Resources	Policy Development	Democratic Reforms
<p><b>Initiative 6: Citizens'-led democracy assessment at national and local level (SoD/SoLD) and other democracy assessment resources</b></p>	<ul style="list-style-type: none"> <li>• Updating, launching, validating and disseminating the <b>State of Democracy Handbook</b>;</li> <li>• Application of the <b>State of Local Democracy tool</b> and review and update of the methodology;</li> <li>• <b>Web-based SoD resources</b>;</li> <li>• <b>SoD Practitioners' Network</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regional organizations are sensitized and enabled to carry out policies to encourage and develop home grown democracy assessments, including:</b>  <b>Africa:</b> Supporting the African Union to initiate SoD and SoLD as a complement to the APRM;  <b>Latin America:</b> Supporting the efforts of the OAS to monitor the implementation of its Democracy Charter by using SoD</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Asia/Pacific:</b> SoD carried out in at least one further country in the region; regional and national SoD dialogues highlighting gender issues (South Asia);</li> <li>• <b>Africa:</b> Use of SoD in five countries and SoLD in six countries;</li> <li>• <b>Arab World:</b> Use of SoLD in at least three countries;</li> <li>• <b>Latin America:</b> SoD carried out in one country TBD, and a regional SoD in the countries of the Andean region with focus on issues of political representation;</li> <li>• SoD assessment processes include the <b>conflict-management dimension</b></li> </ul>

## Appendix 2: PERFORMANCE INDICATORS

### Expected Result 1

**Knowledge Resources: Democracy building knowledge resources and capacity building tools provided to and increasingly used by global, regional and national actors**

#### *Performance Indicators*

##### Quantitative:

- Statistics on access and use of IDEA's resources/networks/tools disaggregated by region, gender, type of user
- Number and of quotations of IDEA's materials (and other partners' resources accessed via IDEA's resource centre) by specialized and non-specialized media
- Number of institutions and countries in which the State of Democracy assessment framework has been used
- Increased external support for the conduct of SoD assessments by major donors

##### Qualitative:

- Practitioners' feedback on quality and usefulness of the available resources/networks/tools on the web (web survey as indicated by web action plan)
- Effectiveness of the partnership
- IDEA's democracy building knowledge bases build upon, identification of comparative experience from the North and the South (independent assessments and evaluations)
- Capacities developed on the basis of tools (trainees' ratings and post-training assessment of usefulness)

### Expected Result 2

**Policy Development: Democracy building policies, informed by IDEA's work, developed and implemented by global, regional and national actors**

#### *Performance Indicators*

##### Quantitative:

- Number of meetings at which IDEA contributes keynote speeches;
- Quotations of IDEA's materials in policy documents adopted by global / regional actors, and in individual donor policies, etc.

##### Qualitative:

- Policy makers' feedback on quality and usefulness of the available material on the web (web survey as indicated by web action plan)
- Policy changes at the global level influenced by IDEA's policy advocacy (key target by 2009: effective electoral assistance guidelines adopted by donors);
- Changes at regional/national levels resulting from the use of IDEA's tools as global public goods (key target by 2009: Lessons learned from the Democracy Charter of the Organization of the American States; AU policy formulation of key democracy building initiatives)

### **Expected Result 3**

#### **Democratic Reforms: Reforms generated and implemented, with IDEA's support, by national actors**

##### *Performance Indicators*

##### Quantitative:

- Number of countries in which the State of Democracy methodology was adopted as an assessment framework;
- Democratic reforms in Sudan, Bolivia and Nepal that benefited from IDEA's support
- Number of electoral administrators attending BRIDGE capacity building training in Latin America, Africa, the Arab World and Nepal
- Number of political actors attending IDEA's Capacity building and knowledge sharing activities in Latin America, Africa, the Arab World and in the Asia/Pacific region.
- Number of regional and country-level meetings where IDEA makes key contributions in the form of keynote addresses, expert advice, and/or other inputs with relevance to democratic reform;
- Number and extent of joint activities conducted with regional organizations such as the AU

##### Qualitative:

- Options for democratic reforms grounded on IDEA's knowledge base and policy advocacy made available to, and used by, reform-minded actors (particularly in IDEA's priority regions/countries), building on IDEA's expert networks and capacity building tools.
- Acknowledgment of beneficiaries and IDEA's partners on the relevance of the knowledge resources and activities undertaken in the regions.
- Additional capacity generated within the African Union for support of democracy building