# ANNUAL RESULTS REPORT 2016

# About this report

As per the statutes of International IDEA, the Secretary-General reports to the Council of Member States on the overall implementation of the Institute's activities.

In April 2014, as part of the Mid-Term Strategy Review, Member States recommended that the organization continue to strengthen its communication about results. This fifth International IDEA Annual Results Report therefore presents improved qualitative reporting of results, giving more information beyond the simple implementation of activities.

## Full accountability at outcome level

Part 1 of this report features a cross-section of democracy events and processes world-wide and International IDEA's contributions to them throughout 2016.

Parts 2 and 3 of this report present progress reports towards each of the annual goals (programmatic outcomes in Part 2, institutional objectives in Part 3) that International IDEA set for itself. These sections are meant for reference and hence apply the planning framework as per the Programme and Budget 2016.

Outcomes are goals that International IDEA intends to contribute to through its activities (outputs). Embedded in larger processes, and subject to other stakeholders' actions, they are beyond the control of International IDEA. At country or regional level, International IDEA's annual goals refer to specific partners and stakeholders, as they move towards their own democracy-related goals, for instance regulating the use of state-owned media in elections. At the global level, International IDEA's annual goals typically relate to the availability of global comparative knowledge, and to setting democracy themes on global agendas, for example in the context of the adoption of the 2030 Agenda for Sustainable Development.

## Appreciation of relevance and effectiveness

From the progress reports, it is possible to learn how, globally (and in different continents, countries and contexts) electoral authorities,

constituent assemblies, civil society, governments or other stakeholders are progressing to build stronger democracies. The reports also gives an account of International IDEA's specific contributions to these processes and of the partnerships that made this possible. This information, combined with information about respective democracy contexts and milestones, should enable readers to appreciate the relevance and effectiveness and, to a lesser degree, sustainability and impact of International IDEA's work.

Obstacles and challenges are included in the report for reasons of professional openness and integrity. It is intended to make the report a useful tool enabling internal and external stakeholders to hold International IDEA accountable.

## Acknowledgements

The progress reports are built from structured conversations held with country, regional and global teams at the end of 2016, complemented by regular monitoring information. Teams then further developed the progress texts.

Special thanks go to Lisa Hagman (Publications) Raul Cordenillo (Communications) and Curtis Budden (consultant) for extensive writing and editing work. Alistair Clark and Shana Kaiser (Africa West Asia Programme), Nyla Grace Prieto (Asia Pacific Programme), Flor Kinglow (Latin America and the Caribbean Programme), and Midori Kosaka (Global Programme) coordinated team's feedback. Miguel Angel Santángelo (consultant) was responsible for the layout. William Sjöstedt (Research Assistant) provided invaluable assistance in editing and coordinating team inputs. Thiyumi Senarathna (Budget and Programme Performance) coordinated the staff contributions and acted as the lead editor and the project manager for this report.

## Reading the results in parts 3 to 8

Strategic Objectives 2015-2017

1. **Planned Outcomes 2016**
   Progress Reports

- advanced
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# Foreword

## H.E. Tsend Munkh-Orgil, Minister of Foreign Affairs of Mongolia

As the Chair of International IDEA's Council of Member States in 2016, I am pleased to welcome the Annual Results Report for 2016, which introduces the activities and results achieved by the organization during the year. Mongolia, who joined International IDEA in 2011, selected the topic 'Learning from Democratic Transitions' for its chairship of the organization in 2016. We recently celebrated the 25th anniversary of our first democratic elections and chose this theme as a way of sharing the lessons learned from our democratic transition with countries undergoing transitions in Asia and across the globe. In June, Mongolian citizens exercised the power of the ballot box in a peaceful parliamentary election that resulted in the formation of a new government.

Mongolia is gradually building its track record of strengthening democratic institutions and processes at home and abroad. In 2005 Mongolia set up and institutionalized Millennium Development Goal 9 on democratic governance and human rights. From 2011 to 2013 Mongolia chaired the Community of Democracies, and in 2016, the 71st session of the UN General Assembly unanimously adopted a resolution on education for democracy at Mongolia's initiative. The theme of our chairship resonates with the spirit of these actions. Building the capacity of institutions and citizens to improve democracy, sharing lessons learned and promoting education on democratic values are the common threads that run through our approach to democracy cooperation. The Government of Mongolia cannot achieve these tasks single-handedly. We need to work with citizens, political parties, civil society, academia, the private sector and internationals organizations such as International IDEA and the United Nations.

International IDEA was a valuable partner for Mongolia throughout the year. On 21–22 March Mongolia and International IDEA hosted a seminar called *Democratic Transitions in Asia: Lessons Learned from Transitional Elections*. Participants came from 10 Asian countries, including Afghanistan, Bhutan, Cambodia, Indonesia, Kyrgyzstan, Laos, Myanmar, Nepal, Sri Lanka and Timor-Leste, and shared their experiences of key elements of their own democratic transitions, such as the timing of elections, voter education and campaign conditions. Mongolia and International IDEA also organized the Institute's Annual Democracy Forum on 25–26 August, titled *Learning from Democratic Transitions: An Inter-Generational Dialogue*, which welcomed participants from International IDEA Member States and neighbouring countries in the Asia–Pacific region. At the global level, Mongolia, International IDEA and the International Development Law Organization held a side event at the UN High-Level Political Forum on Sustainable Development on 15 July called *Making the People Count: Democratic Accountability and the 2030 Agenda for Sustainable Development*. The event underlined the importance of democratic accountability to achieving the entire range of Sustainable Development Goals and targets.

International IDEA complemented these dialogue platforms with programmatic cooperation, such as the plans of the Governor's Office of Ulaanbaatar and the Mongolian Academy of Sciences to use citizen-centred democracy assessment tools. In Bhutan, International IDEA has worked for over four years to support the country's new democratic institutions. Following the same peer-to-peer exchange model of spreading International IDEA's comparative knowledge, the Elections

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Tech Tour of Asia featured Mongolia's experiences of introducing technology in our electoral process and helped increase the visibility of knowledge tools related to electoral processes. I am pleased to see International IDEA's efforts last year to make its excellent comparative knowledge tools available to the people for whom they matter the most, such as through the Digital Parties Portal and the Electoral Risk Management Tool.

The milestones achieved in 2016 reflected the message of our chairship on the need for continuous learning and democracy education, especially to reach young people and future leaders to give them the skills needed to effectively take part in democratic processes and to reinforce a democratic culture. One example in this direction is the launch of a Master's in Electoral Policy and Administration in July in collaboration with UNITAR and the Sant'Anna School of Advanced Studies in Pisa. Another example is International IDEA's Office in Tunis, Tunisia, beginning its implementation of the youth democracy curriculum, which is designed to enable young people to explore their democracies and foster a better understanding of democratic principles and processes so they can effectively lead the change they would like to see within their democratic contexts.

At the institutional level, Mongolia is pleased to welcome the accession of Benin and Brazil as new Member States during the year, increasing the organization's membership to 30 countries. Member States form the basis of the organization's legitimacy by sharing our diverse experiences from across the globe and by supporting the non-prescriptive and collaborative approach to strengthening democracy.

In 2016 Mongolia and the organization's other Member States began developing a new institutional strategy for International IDEA. We look forward to setting an ambitious and realistic vision for the organization and finalizing the strategy under the leadership of Peru as the Chair of International IDEA in 2017. We are confident in the success of International IDEA under the guidance of its new strategy and are convinced of the validity of the organization's approach to meeting the challenges facing both aspiring and established democracies today.

**H.E. Tsend Munkh-Orgil**, Minister of Foreign Affairs of Mongolia

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# Preface

## by International IDEA's Secretary-General

While the democracy landscape contains numerous challenges, we should also be mindful of the many opportunities on the horizon. For example, progress in democracy-building continues in countries undergoing democratic transitions, including Myanmar and Tunisia. Peaceful democratic transitions have taken place in different countries on the African continent. The awarding of the Nobel Peace Prize to Colombian President Juan Manuel Santos provides international recognition to the efforts being made to advance the Colombian peace process and gives hope for long-term peace in the country.

Despite these positive achievements, there is no denying that there exists a multitude of serious challenges to democracy. These include the intensification of conflicts (e.g. in Syria and Iraq), setbacks on the rocky road to peace in countries such as Colombia and the Democratic Republic of Congo, the increasing radicalization and spread of terrorism worldwide, the crisis of representation—especially in the Western world—resulting in advances in populism and increasing political polarization, democratic setbacks in countries such as Venezuela and Turkey, the shrinking space for civil society and restrictions on freedom of expression in many parts of the world (e.g. Bangladesh, Egypt, Ethiopia, Turkey) and the challenges linked to climate change.

While International IDEA cannot address all these challenges on its own, we have a key role to play in supporting and strengthening democratic processes worldwide in partnership with governments, civil society and non-governmental organizations, political parties, other multilateral organizations and bilateral donors. Only strong and stable democracies will ultimately build the necessary basis to effectively tackle the numerous challenges facing the world in the years to come.

I would like to take this opportunity to thank International IDEA staff, our Board of Advisers and our partners for the relentless efforts they made throughout 2016 to address some of these challenges within the scope of our mandate, our strategic framework and our capabilities in terms of both financial and human resources. I would also like to thank our Member States for their continued trust in, and support of, International IDEA.

2016 was a challenging year, not only for democracy, but also for International IDEA as an institution, due to funding cuts in our core financial contributions as a result of financial reprioritization in response to the ongoing migration crisis. As a result, we had to adjust and scale down our programmes, while making greater efforts to reach out to other external donors for project financing. In 2016, we raised a total of 12.9 million euros for specific projects to help finance our activities at the global, regional and country levels in addition to the core contributions received from contributing Member States (10.8 million euros), for which we are very grateful. I am proud of what International IDEA has continued to achieve despite these constraints, and I would like to highlight just a few of our main institutional and programmatic achievements in 2016.

A significant milestone for International IDEA in 2016 was the expansion of our membership from 28 countries to 30 with the accession of Brazil in April and Benin in December.

I would also like to take this opportunity to thank Mongolia for its excellent leadership as the Chair of International IDEA in 2016. In their leadership of the Council, Mongolia emphazised the need for continuous learning and democracy education, especially to reach young people and future leaders

to teach them the skills needed to effectively take part in democratic processes and reinforce a democratic culture. Furthermore, the partnership between Mongolia and International IDEA was strengthened during the year thanks to joint initiatives such as the Annual Democracy Forum held in Ulaanbaatar in August.

The Institute's many global achievements included the launch of the Digital Parties Portal, which is a repository of information and communications technology and good practices that political parties may use to raise funds, reach constituencies and manage the conduct of internal and external voting.

In July we launched an online Master's in Electoral Policy and Administration (MEPA), in collaboration with UNITAR and the Scuola Sant'Anna, which provides comprehensive advanced learning on electoral processes for current and aspiring election professionals. We also published four studies on illicit finance in elections, political parties, public service delivery and local democracy, which include case studies from various regions of the world on how illicit finance can infiltrate these processes and measures that can be taken to counteract the phenomenon.

We published a volume called *Constitution Assessment for Women's Equality*, which helps users analyse a constitution or draft constitution from the perspective of the substantive equality of women. And in December International IDEA co-organized a global conference called *Global Constitutional Discourse and Transnational Constitutional Activity* with the Venice Commission and the International Association of Constitutional Law.

At the regional level, a major highlight in October was the inauguration of International IDEA's new regional office for Latin America and the Caribbean in Santiago de Chile (financed by a generous contribution from the Government of Chile).

In Asia and the Pacific, an important achievement was the extension of the memorandum of understanding between International IDEA and Myanmar's Union Election Commission (UEC). The UEC and International IDEA have been strategic partners since 2014 under the flagship programme 'Support to Electoral Processes and Democracy in Myanmar' (STEP), which is financed by the European Union.

International IDEA's reinvigorated and restructured Africa and West Asia programme is now in its second year of implementation, during which it has expanded its programmatic activities and its fundraising efforts, undertaking some 110 programme initiatives in 2016, including the continued strengthening of our relationship with the African Union. International IDEA, in partnership with the University of Ghana, organized a round-table debate on the 2016 general elections in Ghana. More than 170 students and approximately 30 journalists attended the event.

An important milestone for International IDEA was the launch of a new regional programme for Wider Europe, which was formally approved by the Council of Member States in June and started operating in The Hague in October. While initial efforts focused on scoping and determining a niche for International IDEA in the region, our focus on implementation also increased. In February IDEA organized a conference on money in politics in Central and Eastern Europe, with partners that included the Council of Europe and

the Organization for Security and Co-operation in Europe. Some of its most popular publications were translated into Russian and Ukrainian.

A key milestone for International IDEA in 2016 was the successful completion of the European Union Pillar audit of International IDEA's financial, reporting and procurement systems. International IDEA also raised its financial reporting level to full compliance with International Public Sector Accounting Standards (IPSAS) for the first time.

We made significant advances in increasing our visibility and outreach. We launched International IDEA's new and revamped website, which will help us to further increase our visibility and impact internationally. We also redesigned our publications strategy, with the introduction of a more stringent process of quality control and a move away from hard-copy printing to a greater emphasis on communications products adapted to today's digitalized world.

We continued to make strides in increasing International IDEA's outreach and visibility, from our headquarters in Stockholm, in our Member States, in the international media and in the regions where we operate.

An important announcement in 2016 concerned the launch of an International IDEA secondment programme, which welcomes Member States' participation for specific employment opportunities within IDEA, mainly at the regional and country level.

2017 marks the last year of International IDEA's current six-year strategy. Therefore, the main focus will be on taking stock of the lessons learned from the current strategy, and wrapping up existing programmatic and institutional commitments, while continuing a process of internal reform that will help build the basis for a stronger, more visible and more relevant International IDEA in the new strategy period.

**Yves Leterme**
Secretary-General

# Executive Summary

This report presents International IDEA's activities in 2016 and highlights significant strategic milestones in the Institute's work and organisational development. The report is divided into three parts. Part I presents particular programme results of note during 2016.

Part II expands on the Institute's activities as a whole throughout the year, including at the global programming and region-specific level. Part III reflects on the Institute's management objectives and achievements.

## Democratic developments

In 2016, the landscape might best be defined as one in which a general pessimism towards democracy's ability to deliver was the most notable feature. The complexity of issues involved does not allow for simple generalisation. However, the landscape continued to be influenced by the dynamics of development, of conflict and security challenges, of global power shifts, of citizenship and state sovereignty and by transnational dynamics such as large-scale refugee and asylum-seeker movements.

The rapidly changing environment, in which international IDEA operates, creates both opportunities and challenges for implementing the organization's strategy.

## Programmatic results

### Electoral Processes

As part of the national and international efforts to achieve regional and national stability and to contribute to human security, International IDEA provided advisory support to the Colombian peace process between the Colombian Government and the Revolutionary Armed Forces of Colombia (FARC). This advice particularly concerned the aspects of the peace agreement that sought to ensure broad political participation by all interested parties. Collaboration included the exchange of knowledge and advice on political and electoral reform, focusing on transparency and efficiency, fair elections and gender equality. Continuing its highly successful assistance to Myanmar for the 2015 elections, International IDEA supported the country's Union Electoral Commission to address a wide range of challenges in the development of legal procedures relating to elections. This intervention will have direct utility in the management of by-elections to be held on 1 April 2017, and which coincide with the first anniversary of the formation of a national government led by Aung San Suu Kyi's National League for Democracy.

In Zimbabwe, International IDEA facilitated dialogue between political parties, civil society organizations and electoral management bodies from across Africa, as well as other electoral stakeholders. International IDEA also provided technical expertise in the introduction of new technology in electoral processes particularly focusing on biometric voter registration and the protection of personal data. Such technology represents a new frontier in ensuring fair and credible elections, and has also been introduced in Indonesia, Mongolia, The Philippines and the Republic of Korea.

In Haiti, International IDEA worked closely with all electoral stakeholders to support a sustainable electoral management body which delivered presidential elections in November that—while still flawed—were not marred by violence. Ahead of the general elections in Peru, International IDEA conducted a citizens' awareness campaign, including supporting three nationally televised presidential debates as well as the first-ever vice-presidential debate. International IDEA also developed easy to use web-based applications that allowed journalists and citizens to get a real time overview of candidates' campaign expenditures and donations. It is a mark of the value of this information that the website

hosting the application briefly crashed due to the extraordinary volumes of users accessing the data before the election.

International IDEA participated in the Second Forum of Citizen Observers organized by the European Commission in Brussels and had a chance to present its Electoral Risk Management Tool (ERMTool). International IDEA has directly assisted 26 countries in the use of this well-developed tool over the years and was therefore in a good position to discuss a vast range of issues pertaining to risk management in elections with CSOs, EU Member States' delegates and, in particular, domestic election observation groups from around the world. As a follow-up to International IDEA's Electoral Risk Management Conference in Addis Ababa, Ethiopia, in 2015, Mexico's Instituto Nacional Electoral organized, in collaboration with the Community of Democracies, the first international specialized course on electoral risk management. At this event, International IDEA had the opportunity to provide useful knowledge resources and share its experiences with others.

International IDEA increased its footprint in the Wider Europe region by providing on-demand expertise on the role of money in politics at the Eastern European Summer Camp on Electoral Observation, in Chisinau, Moldova. This conference sought to deliver comparative knowledge on political and campaign finance built on International IDEA's in-house expertise.

## Political Participation and Representation Processes

To provide tools to mitigate the crisis of representation facing political parties, International IDEA launched its Digital Parties Portal in May. This dedicated website that was developed in collaboration with a wide range of political parties, highlights tools to help parties 'go digital'. The site features a variety of useful tools, and user guides designed to improve digital communications, voter outreach and engagement. It also offers innovative solutions and information on party financing, data analysis and e-voting. In July International IDEA's presented its work on interparty dialogue to the African Union Heads of State and Government Summit in Kigali, Rwanda, to promote political consensus among parties. A training session for over 50 youth leaders from

all over Africa took place alongside the summit and provided International IDEA a valuable opportunity to influence future political leaders in their efforts to build bridges and reinforce the socio-political fabric of many countries in the region by replacing mistrust with trust and constructive dialogue.

Building on the success achieved by International IDEA's contribution to the 'New Delhi Declaration on Political Finance Regulations in South Asia' last year, the Institute continued its awareness-raising and capacity-building efforts in South Asia in collaboration with the Electoral Commission in Nepal, the Election Working Group in Bangladesh and the Centre for Monitoring Violence in Sri Lanka. In Japan, seeking to address challenges to gender equality in politics, International IDEA, together with the Sasakawa Foundation, facilitated debates and discussions on gender quotas for a key Japanese parliamentary committee. These initiatives received considerable media attention, thereby further expanding the room for discussion on women in politics and bolstering International IDEA's reputation in Japan, which is currently an Observer to IDEA's Council of Member States. International IDEA worked with the legislative assemblies of regional governments in Cochabamba, Santa Cruz and Tarija in Bolivia in a series of activities supporting legislation for the inclusion of young people and women, making strategic plans and conducting training for women in politics and platforms for youth in politics. The Institute also facilitated discussions between political parties in Peru and groups representing the lesbian, gay, bisexual, transsexual, queer, intersex (LGBTQI) communities, as well as the indigenous and Afro-Caribbean communities and disabled people.

In Georgia, International IDEA, together with the Georgian State Audit Office and other major international and national technical assistance providers, organized a regional conference on money and politics. The conference discussed regulatory trends, practical improvements and outstanding challenges in political finance reforms and it developed concrete recommendations for future action. International IDEA provided substantial support throughout the process of setting up a political finance reporting system for the State Audit Office in Georgia, promoting accountability and transparency in political finance regulations.

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## Constitution-building Processes

Following the long-awaited promulgation of Nepal's Constitution in 2015, and in response to requests from Nepalese stakeholders, International IDEA developed and implemented its Constitutional Assessment for Women's Equality tool. A series of review sessions conducted following the assessment brought together women from various ethnic groups, including the Dalit, indigenous, Madhesi and Muslim communities, thus increasing inclusivity.

International IDEA began work on a report on gender case law in collaboration with UN Women to highlight landmark gender-equality cases. The report draws upon 50 post-2000 cases selected from Africa, Asia and the Pacific, Latin America and the Caribbean, and the Middle East and the North African regions. This report will shed light on crucial topics such as gender-based violence and women's access to public life. Furthermore, International IDEA published a report called *Judicial Review Systems in West Africa: A Comparative Analysis*. The volume compares constitutional justice institutions in 16 West African countries.

Contributing to the development of a sustainable and functioning body of civil society organizations that have the ability to communicate social interests in constitution-drafting processes, International IDEA, together with Open Society Afghanistan, engaged with Afghan civil society for the first time in a project to contribute to participatory and inclusive constitutional reform processes. International IDEA also provided considerable, tailored advice to national participants in constitution-building processes in Benin, Chile, Mali, Myanmar, Thailand and Yemen.

In 2016, International IDEA's online platform ConstitutionNet continued to grow, with an average of 43,240 visitors per month.

## Democracy and Development

To support reconstruction efforts following the devastating Typhoon Haiyan, which tore through the Philippines in 2013, International IDEA supported a citizen-led assessment of democratic accountability in service delivery in 2015. The assessment was finalized and published in 2016, and identified issues in accountability processes and providing concrete suggested improvements.

International IDEA produced two videos called *Democratic accountability in service delivery: Make a difference in your community*, which explains the concept and its utility, and *Assess Democratic Accountability in Your Community*, which presents the Democratic Accountability in Service Delivery assessment framework. The videos were presented at various global venues.

To increase the capacities of political parties in governing natural resources in Ghana, International IDEA, in collaboration with the Natural Resources Governance Institute, provided support to all four major Ghanaian political parties in finalizing policy positions on natural resources governance for inclusive development ahead of 2016 elections.

In Peru, International IDEA created a voter advice application, a website where voters answer a set of policy-related questions, and the site matches them with the party or candidate closest to them ideologically. International IDEA collaborated with all of the country's political parties, which answered policy questions directly, a process in which parties committed to programmatic policy positions and affirmed their policy stances. The application was promoted in collaboration with a media house, tracking substantial media coverage through Peruvian TV, radio and social media.

## Democracy Assessment, Analysis and Advisory

The newly created Democracy Assessment, Analysis and Advisory unit complemented International IDEA's analytical capacity in its key impact areas with capacity to monitor, analyse and contribute to the debate on broader developments that impact democracy and democracy assistance. International IDEA initiated a biennial signature publication that analyses global and regional trends impacting democracy together with a topical theme to position International IDEA as an agenda setter in the field of democracy.
To explore opportunities to promote and discuss the potential use of the State of Local Democracy (SoLD) and Democratic Accountability in Service Delivery (DASD) frameworks, International IDEA undertook scoping missions in Côte d'Ivoire, Moldova and Ukraine. Similarly, training workshops were conducted in Bhutan, Fiji, Moldova, Mongolia and Ukraine to promote these citizen-centred assessment tools.

In overcoming the challenges of gender-equality issues faced by women in politics, local councillors from Indonesia, Kenya, Macedonia, Namibia, South Africa, Turkey, Uganda and Ukraine benefitted from the annual training session *Internal Party Democracy through a Gender Lens*.

## Across Thematic Areas

The IRDD strengthened its partnership with International IDEA's regional partners, including the African Union, ASEAN, the Council of Europe, the European Union, the League of Arab States, the Organization of American States, the Pacific Islands Forum and the SAARC, as well as the Community of Democracies and the United Nations. Throughout 2016, these organizations reaffirmed their commitment to the platform, and expressed the value of having such an instrument to identify synergies and develop channels of cooperation.

## Publications and Databases

The Institute published 132 knowledge products in 2016. Highlights included a report on political finance and the equal participation of women in Colombia; a policy paper highlighting essential considerations when introducing electronic voting; a comparative analysis of judicial review systems in West Africa; a discussion paper on using sanctions, rewards and learning to enforce accountability; a series of reports on the state of political finance regulations in Africa, Canada, Latin America, the United Kingdom, the United States and Western Europe; and a series of reports on mitigating the role of illicit financial networks in politics.

Throughout the year the Institute further updated and improved its Global Databases on Elections and Democracy and the ConstitutionNet website, and it contributed to updates to the ACE Electoral Knowledge Network website. The Institute added a new section to its ICTs in Elections Database that captures online data publication by EMBs. The International IDEA Gender Quotas and Political Finance Databases continue to be some of the Institute's most consistently referenced and used data resources.

## Institutional Management

International IDEA's outreach efforts resulted in two new Member States in 2016. We are very proud to welcome Benin and Brazil to our organization, and we have already engaged substantively with both in 2017.

2016 was a good year for restricted (grant) funding at International IDEA. The donor portfolio was diversified, and the addition of private foundations should be highlighted, in particular. Already International IDEA's fourth-largest donor in 2016, the EU has, as a result of the Institute's passing of its EU pillar assessment, become an even closer partner for International IDEA.

International IDEA's financial statements for 2015 were compliant with International Public Sector Accounting Standards (IPSIS) for the first time. The Institute place a renewed focus on procurement in 2016, with the establishment of a dedicated position with an organization-wide scope. Simplification and streamlining of policies and procedures began in 2016 and will be completed in 2017.

In 2016, we took a deep look at how we handle our IT. The two main results include the use of more cloud-based services and significant cost reductions.

During the planning for 2017 International IDEA introduced the obligatory use of the SMART methodology for results and indicator formulation at the outcome and output levels.

The newly established operations and risk management position has resulted in increased security awareness and the development of a new approach to risk assessment and incident reporting.

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# Abbreviations and Acronyms

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| **AACL** | Arab Association of Constitutional Law (Tunisia) |
| **ACBF** | African Capacity Building Foundation |
| **ACDEG** | African Charter on Democracy, Elections and Governance |
| **ASEAN** | Association of South Asian Network |
| **AU** | African Union |
| **AUC** | African Union Commision |
| **AUC/DPA** | African Union Commission Department of Political Affairs |
| **AWA** | Africa and West Asia |
| **BPP** | Budget and Programme and Performance |
| **BRIDGE** | Building Resources in Democracy, Governance and Elections |
| **CBP** | Constitution Building Processes |
| **CDA** | Constitution Drafting Assembly (Libya) |
| **CEP** | Conseil Electoral Provisoire (Haiti) |
| **CEWS** | Conflict Early Warning System (African Union) |
| **CIC** | Civic Initiative Centre (India) |
| **CMB** | Constitutional Management Bodies |
| **CMEV** | Centre for Monitoring Election Violence (Sri Lanka) |
| **CPA** | Cotonou Partnership Agreement |
| **CRM** | Customer relationship management |
| **CSO** | Civil society organization |
| **DASD** | Democratic Accountability in Service Delivery |
| **DG** | Director General |
| **DIPD** | Danish Institute for Parties and Democracy |
| **DPA** | African Union Department of Political Affairs |
| **DRI** | Democracy Reporting International |
| **ECB** | Electoral Commission of Bhutan |
| **ECF SADC** | Electoral Commissions Forum of South African Development Community countries |
| **ECN** | Electoral Commission of Namibia |
| **ECN** | Election Commission of Nepal |
| **ECOWAS** | Economic Community of West African States |
| **EISA** | Electoral Institute for Sustainable Democracy in Africa |
| **EDD** | European Development Days |
| **EEAS** | European External Action Service |
| **EED** | European Endowment for Democracy |
| **EIB** | European Investment Bank |
| **EIDHR** | European Instrument for Democracy and Human Rights |
| **EMB** | Electoral management body |
| **ENoP** | European Network of Political Foundations |
| **EPD** | European Partnership for Democracy |
| **ERGS** | External Relations and Governance Support |
| **ERM** | Electoral risk management |
| **ERP** | Enterprise Resource Planning |
| **ESAG** | Electoral Security Advisory Group |
| **EU** | European Union |
| **EUPOL** | European Union Police Mission |

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| **FARC** | Revolutionary Armed Forces of Colombia |
| **FLACSO-Chile** | Latin American Faculty on Social Sciences |
| **FENAFEMH** | National Federation of Women Mayors of Haiti |
| **FNF** | Friedrich Naumann Foundation |
| **FUSADES** | Salvadoran Foundation on Economic and Social Development |
| **GAC** | EU General Affairs Council |
| **GI** | Global Initiative against Transnational Organized Crime |
| **GIZ** | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| **HBO** | Hornbill Organization |
| **HNEC** | Libyan High National Election Commission |
| **HR** | Human resources |
| **ICLD** | International Center for Local Democracy (Sweden) |
| **IDRC** | International Development Research Centre (Canada) |
| **IEBC** | Independent Electoral and Boundaries Commission (Kenya) |
| **IFES** | International Foundation for Electoral Systems |
| **IHEC** | Independent High Electoral Commission |
| **IIIDEM** | India International Institute of Democracy and Election Management |
| **INE** | Instituto Nacional Electoral (National Electoral Institute of Mexico) |
| **INGO** | International non-governmental organization |
| **IPSAS** | International Public Sector Accounting Standards |
| **IRDD** | Inter-Regional Dialogue on Democracy |
| **IRI** | International Republican Institute |
| **ISIE** | Instance Supérieure Indépendante pour les Élections |
| **ICT** | Information and communications technology |
| **IDLO** | International Development Law Organization |
| **IFOS** | Institut de Formation du Sud (Haiti) |
| **IPU** | Inter-Parliamentary Union |
| **IT** | Information technology |
| **JNE** | Jurado Nacional de Elecciones (National Jury of Elections in Peru) |
| **KIC** | Swedish Christian Democratic International Center |
| **KPRC** | Knowledge Product Review Committee |
| **LGBTQI** | Lesbian, gay, bisexual, transgender, queer and intersex |
| **LRG** | Legislative Review Group (Nepal) |
| **MoU** | Memorandum of understanding |
| **MP** | Member of parliament |
| **NDI** | National Democratic Institute for International Affairs |
| **NEC** | National Electoral Committee (Egypt) |
| **NLD** | National League for Democracy (Myanmar) |
| **NIMD** | Netherlands Institute for Multiparty Democracy |
| **NRGI** | Natural Resource Governance Institute |
| **OAS** | Organization of American States |
| **OEP** | Plurinational Electoral Body (Bolivia) |
| **OHCHR** | Office of the United Nations High Commissioner for Human Rights |
| **OMRH** | Public Administration's Human Resources Management Office (Haiti) |
| **ONPE** | National Office for Electoral Processes (Peru) |
| **ORPP** | Office of the Registrar of Political Parties (Kenya) |
| **OSCE** | Organization for Security and Co-operation in Europe |
| **OSCE/ODIHR** | OSCE Office for Democratic Institutions and Human Rights |
| **PCDCR** | Palestinian Centre for Democracy and Conflict Resolution |

| | |
|---|---|
| **REC** | Regional Economic Communities |
| **SAARC** | South Asian Association for Regional Cooperation |
| **SADC** | Southern African Development Community |
| **SDG** | Sustainable Development Goal |
| **SEC** | State Election Commission (Macedonia) |
| **SI** | Swedish Institute |
| **SIDA** | Swedish International Development Cooperation Agency |
| **SMART** | Specific, measurable, relevant and time-bound |
| **SoD** | State of Democracy |
| **SoLD** | State of Local Democracy |
| **SUCDEV** | Solidarité Universitaire et Citoyen pour le Développement (Haiti) |
| **SWP** | German Institute for International and Security Affairs |
| **TEPJF** | Tribunal Electoral del Poder Judicial de la Federación (Electoral Tribunal of the Federal Judiciary in Mexico) |
| **UCAB** | Andrés Bello Catholic University of Venezuela |
| **UEC** | Union Election Commission (Myanmar) |
| **UN** | United Nations |
| **UNDP** | United Nations Development Programme |
| **UNDPA** | United Nations Department of Political Affairs |
| **UNDSS** | United Nations Department of Safety and Security |
| **UNEAD** | United Nations Electoral Assistance Division |
| **UN ECPS** | United Nations Executive Committee on Peace and Security |
| **UNITAR** | United Nations Institute for Training and Research |
| **UNOG** | United Nations Office at Geneva |
| **UNOSESGY** | United Nations Office for the Special Envoy for the Secretary General for Yemen |
| **USAID** | United States Agency for International Development |
| **V-Dem** | Varieties of Democracy |

# Expanding International IDEA's membership and global reach through new Member States Brazil and Benin

International IDEA's membership grew from 28 to 30 countries in 2016 with the accession of Brazil (April) and Benin (December) as new Member States.

'The accession of Brazil is very significant. It is the world's fourth-largest democracy, the fifth-largest country and within the block of the ten largest economies in the world. Brazil becomes International IDEA's eighth Latin American and Caribbean Member State. I view this as a mutually beneficial relationship, a win-win situation where both International IDEA and Brazil have much to gain from the partnership', highlighted Secretary-General Yves Leterme.

At the official accession ceremony held in Brasilia on 27 April 2016 the President of the Superior Electoral Court, José Antonio Dias Toffoli, remarked that 'as president of the [Court], I am not only satisfied that we have made a step towards the promotion of the Brazilian electoral system's image to the exterior, but [you should also have] absolute confidence that this association between the [Court] and IDEA will have a long and fruitful life'. Brazil has cooperated with International IDEA in the past, for example through the partnership between the Superior Electoral Court and International IDEA aimed at strengthening institutions, as well as on a number of electoral issues and processes that promote democracy. Brazil's accession complements International IDEA's membership and contributes to deepening International IDEA's footprint and engagement in the Lusophone world.

In welcoming Benin to International IDEA, Secretary-General Leterme emphasized that: 'Benin will not only be the first Member State from the African Francophone community, but [it will] also be of particular value to International IDEA's Africa West Asia Programme and [will] strengthen our presence and relevance in West Africa. I am delighted to note the solid popular support for democracy in Benin and its strong commitment to democratic institutions and practices. I believe that Benin's democratic progress and real-life experiences can provide useful lessons to other countries in the region. International IDEA is keen to draw on the lessons from Benin to enrich our comparative knowledge resources and to collaborate with Benin on relevant issues and processes, such as the constitutional review process, political finance and the role of civil society organizations in democracies.'

Ambassador Eusèbe Agbangla, Benin's representative to International IDEA remarked that: 'The President of the Republic of Benin and his government have deemed it necessary for Benin to become a Member of International IDEA, as a win-win for both parties, to share the rich experiences of Benin's democratic experience with other democracies in the world with a view to ensure an evaluation and better participation of citizens in the management of public affairs'. Benin will be the seventh country from the African continent to become a Member State of International IDEA.

From left: Daniel Zovatto, Regional Director for Latin America and the Caribbean (International IDEA), Marcos Vinicius Pinta Gama, Ambassador of Brazil to Sweden; and Yves Leterme, Secretary-General of International IDEA. © International IDEA, Lisa Hagman.



From left: Yves Leterme, Secretary-General of International IDEA and Ambassador Eusèbe Agbangla, Embassy of Benin in Copenhagen (accredited to Sweden). © International IDEA, Tomas Spragg Nilsson.

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ELECTORAL PROCESSES—GLOBAL

# The evolution of electoral systems design

How are votes translated into seats in parliament? How are presidents elected? These are crucial questions about democracy that *The International IDEA Handbook of Electoral System Design* and the *Electoral System Design Database* can answer. The handbook and database have proven popular, with the handbook being International IDEA's most frequently downloaded publication, while the database was visited by more than 67,000 users in 2016.

The database, which covers all the countries in the world, previously provided only current data. In 2016, however, the database was enriched with historical data covering the period from 1990 up until each country's most recent elections. This update allows users to see developments over time, including any change in electoral system, the nature of the change and global trends in preferences.

ELECTORAL PROCESSES—AFRICA AND WEST ASIA

# Supporting the institutionalization of electoral risk management in Kenya

In line with its application of International IDEA's Electoral Risk Management Tool, Kenya's Independent Electoral and Boundaries Commission (IEBC) appointed county risks champions in early 2016.

The role of these risk champions included; collecting and collating risk data at the county level and the transmission of these data to IEBC headquarters. The Directorate of Risk at IEBC headquarters then analysed the information to update Kenya's risk profile. This information allowed the IEBC to formulate and implement risk mitigation strategies in line with Kenya's electoral risk management policies. International IDEA provided technical and financial support for the training of the county risk champions in December 2016. This training

allowed the IEBC to clarify roles, achieve group cohesion and lay the foundation for work in the field. Obadiah Keitany, IEBC's Director of Audit, Risk and Compliance, stressed that 'this is the first time we are meeting [the] risk champions since we appointed them. We are very grateful to International IDEA for making this possible. The risk champions are now aware of what is expected of them, and they have been technically equipped through this training to carry out their work.'

ELECTORAL PROCESSES—AFRICA AND WEST ASIA

# Citizen rights and the future electorate



Attendants of the workshop including Immaculate Kassait Director of Voter Registration and Electoral Operations, Independent Electoral and Boundaries Commission of Kenya, Ernest Nya Dolo of the African Union Peace and Security Department and Hery Rakotomanana, Chairperson of the Madagascar Independent Electoral Commission.
© International IDEA, Gonzalo Guajardo

In Africa, there are more than 70 million children below the age of five who were not registered at birth and an even greater number who do not have birth certificates. This poses complex challenges for electoral administrators in creating accurate, inclusive and credible voter registries. On 29–30 September, 75 experts in electoral administration and civil registration from 31 countries participated in a technical workshop on civil registration and elections in Africa that was held in Addis Ababa, Ethiopia. The workshop was jointly organized by International IDEA, the African Union (AU) and the International Organisation of La Francophonie in collaboration with RECEF, a network of Francophone EMBs.

ELECTORAL PROCESSES—LATIN AMERICA AND THE CARIBBEAN

# Supporting the conduct of elections in Peru

The 2016 Peruvian elections were held in the midst of electoral reforms and a political finance scandal, which invited a lot of critical public scrutiny. Thus, Peruvians attached enormous importance to knowing and understanding the platforms and plans of each of the candidates.

In partnership with the National Electoral Jury, International IDEA organized presidential debates to ensure that citizens were better informed about the relevant issues. The debates were held not only in Lima, but also, and for the first time, in Piura. International IDEA introduced a number of citizen-focused innovations during the debates.

For example, citizens were able to participate online by submitting questions that could then be selected at random and presented to the candidates. The three rounds of debates also allowed candidates to address more issues than had been the case in the past.

In the same spirit, International IDEA organized five fairs called *Let´s take the square*, which were organized all over Peru, including at Exposition Park in downtown Lima. These fairs raised awareness about the elections, the candidates and the importance of voting. They also encouraged the participation of a large number of organizations, which highlighted the diversity of stakeholders in Peru. These included Ashanti Peru (a Peruvian network for people with African heritage), SODIS (for handicapped people), CAAAP (for indigenous people) and #No Tengo Miedo (an LGBQI collective group).



The first ever vice-presidential debate in the first round of elections in Peru. From left to right: Lourdes Flores, Vicepresidential candidate for Alianza Popular.
Víctor Andrés García Belaúnde, Acción Popular.
José María Salcedo, Debate moderator.
Martín Vizcarra, Peruanos Por el Kambio. Current Peruvian Vicepresident
© International IDEA, Arturo Huerta.

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES—GLOBAL

# Political parties digitalizing to reconnect with citizens

The nature of political participation and engagement has shifted radically. Where rallies, demonstrations and street canvassing were the most common methods for influencing political opinions and encouraging civilian opposition in the past, political interest has now shifted to the online sphere. Connecting and interacting with citizens is more difficult when flawed communication systems or inefficient internal party processes hinder progress and consume resources.

To support political parties in their efforts to connect with people, International IDEA has developed the **Digital Parties Portal** (**digitalparties.org**), an online platform that introduces a variety of software solutions for common challenges that political parties face. These includes digital communications, voter outreach and engagement and the portal offers innovative solutions for party finance, data analysis and e-voting. Because broadband connectivity is not widespread or reliable everywhere, the portal also introduces a variety of tools that do not require Internet access, relying instead on telephone or radio.

All the software solutions featured use the same approach: they introduce the software, the problem it addresses and how the tools works. The portal also presents how other parties have used the application before, allowing political parties to learn from peers who have gone through a similar process.



**DIGITAL PARTIES PORTAL**

KEYWORD (Type keyword here)

Search by category >

**Featured tools**

**Facebanking**
*Outreach and Communication, Social Media*
Facebanking identifies possible voters and customizes campaign messages on Facebook

**Twitter**
*Outreach and Communication, Social Media*
Twitter reaches large numbers of citizens with core messages and generates public debate

**Codigital**
*Policy Making, Project Management*
Codigital allows users to propose, discuss, and vote on projects and policies

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES—GLOBAL

# From declaration to reality: money in politics in South Asia



Election Commission. Chairman Mahinda Deshapriya addressing political party representatives and potential local government election candidates, Colombo, Sri Lanka, 2 December 2016.
© International IDEA, Adhy Aman

Chairman Mahinda Deshapriya of the Sri Lankan Electoral Commission: 'I am not saying the law is bad. I am not saying the politicians are bad. We simply need to advance our regulations. Money should be obtained through legal means.'

Money in politics, if poorly regulated and managed, can have a corrosive effect on democracy, especially in cases of corruption. In December 2015 International IDEA and the Election Commission of India co-hosted a South Asian conference involving political parties, election officials, academics and civil society leaders that produced the New Delhi Declaration on Political Finance Regulation in South Asia. The declaration lays out principles and guidelines for regulating and implementing political finance. While it is based on global principles and experiences, the conference refined these to fit into the South Asian context.

In 2016, International IDEA worked with partners in Bangladesh, Nepal and Sri Lanka to adapt the declaration to specific national contexts. Together with the Election Commission of Nepal, high-level meetings with political parties were held and television and radio talk shows were arranged in order to provide an opportunity for citizens to learn about the declaration and its role in the regulation of political finance. The Election Working Group of Bangladesh organized a meeting of political party executives, mostly at the subnational level, seeking an endorsement of the declaration on the part of political parties. International IDEA's partners in Sri Lanka—the Centre for Monitoring Electoral Violence and the People's Action for Free and Fair Elections—are working with the Election Commission to advocate for better regulation of political finance.



**South Asia Regional Conference on the Use Money in Politics and its Effects on People's Representation**

Participants from across the globe participated in discussions and shared experiences during a two-day conference on the topic of money in politics and its effects on people's representation. After detailed in-depth discussions on different aspects of the problems, the conference unanimously endorsed the New Delhi Declaration on Political Finance Regulation.

The overarching principles and guidelines which form a part of the declaration serve as a framework for all stakeholders—EMBs, political parties, media, academia, civil society organizations and NGOs to ensure compliance and adherence to the guidelines and provide an improved electoral system for voters to choose their governments without fear or favour.

# Expanding parliamentary outreach via television and radio in Bhutan

One of the challenges that the Speaker of the National Assembly of Bhutan, Jigme Zangpo, highlighted in early 2015 was the limited capacity on the part of members of parliament (MPs) to communicate with the general public through mass media. The airtime that was available to MPs was limited to the parliamentary sessions, which only take place for 10 weeks every year.

To address this gap, International IDEA partnered with the Parliamentary Centre to organize training on mass communications for the National Council and the National Assembly. This included strategies for raising public awareness about issues being debated in parliament.

International IDEA provided support for talk shows on both television and radio that featured MPs speaking about issues related to parliament, how it works, how it is structured and how the general public can engage with it. The talk show series, called *Gyalyong Tshokhang* (Parliament), was broadcast weekly for 20 weeks between July and November 2016, in between the end of the summer session and the start of the winter session. All but two were broadcast in both Dzongkha and English through television and radio channels belonging to the Bhutan Broadcasting Systems (BBS), Bhutan's largest media network.

After participating in one of the talk shows, the National Assembly Speaker said that this programme allowed him to disseminate the views of legislators, and he added that, as elected representatives, constant communication with the public was a must. Others involved in the talk shows stated that they were useful for promoting a better understanding of how the Bhutanese Parliament works. Future talk shows are envisaged to allow citizens to submit live questions online and via social media.



Episode 10 of *Gyalyong Tshokhang* (The Parliament) discussing women in politics. From left to right: Sherab Zam, host of the programme, Tshewang Jurmi, MP, Novin Darlami, MP, Leena Rikkilä Tamang, Regional Director, International IDEA's Asia and the Pacific programme © International IDEA, Adhy Aman

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES—AFRICA AND WEST ASIA

# Supporting women political leaders in Tunisia

Tunisia's new government of national unity was sworn in on 27 August and included more women than any previous Tunisian government, doubling the representation of women in the previous government from 10 per cent to 20 per cent. To leverage this increase into meaningful change for women in the Tunisian political system, International IDEA facilitated a training-of-trainers programme for women parliamentarians. One participant in the programme was Neziha Labidi, who was subsequently appointed Minister of Women, Children and Family Affairs. Shortly after her appointment as minister, Ms Labidi took part in the final workshop and later affirmed that she had replicated each of the programme's modules within her political party, creating a ripple effect of empowerment.

The programme, which was launched in 2014 in collaboration with the Netherlands Institute for Multiparty Democracy (NIMD), was implemented over nine months, bringing together 22 women from eight political parties. Training modules included public speaking and media relations, negotiation and mediation skills, strategic planning and election campaign management, as well as training techniques that the participants could use to train their fellow party members.

Since the completion of the training programme, International IDEA has provided support to 19 women in eight political parties to replicate the training in their home constituencies. As a result, 133 women have been trained throughout the country.



*Noelle Laouini, Ennahdha party and Olfa Helali, Harak Tounes Al-Irada party
and Marie-Claude Schultz, during one of the training sessions
© International IDEA, Hamza Amor*

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES—AFRICA AND WEST ASIA

# Enhancing political financing regulatory frameworks in the region of the Southern African Development Community

While a number of countries in southern Africa have adopted positions on political party financing regulations, others have not. There is an imperative for a policy dialogue to raise awareness of, and build consensus concerning, the influence of money in politics, and to make some headway in enacting robust regulatory frameworks.

International IDEA, in partnership with the Electoral Commission of Namibia (ECN) convened a southern Africa regional policy dialogue in Windhoek, Namibia, on the theme of money in electoral processes. The dialogue session was convened following a decade that had seen increased spending in African elections, as well as an increase in compelling debates in southern Africa on the quality of electoral democracy. Accordingly, the dialogue's overarching objective was to assess the sources of money that influence elections, patterns of influence wielded and its impact on the quality of democracy in the region. In doing so, participants identified key reform interventions that will require the attention of political leaders, EMBs, civil society and regional organizations such as the Southern African Development Community (SADC). The regional policy dialogue brought together 65 experts (24 women and 41 men) from 11 countries of southern Africa, including representatives of EMBs, political parties, members of parliament, civil society, academia, diplomatic missions, the African Union and International IDEA.



Experts at the Regional Policy Dialogue Session. Hilton Hotel, August 2016, Windhoek, Namibia.

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES—WIDER EUROPE

# Building a political finance reporting system in Georgia

Currently only a few countries enable political parties and candidates to file their financial reports online. This situation is quickly changing, and there is considerable interest among political finance oversight agencies to introduce online systems. In 2016 the State Audit Office of Georgia reached out to International IDEA before initiating work on such a system. International IDEA was able to draw upon its research and consultation with other countries with experience building such systems to assist in the process.

International IDEA delivered in-country support to the State Audit Office in the form of workshops in April and September 2016. The first offered an introduction to the topic and helped Georgia decide what type of online reporting system

would be most suitable for its context and needs. By September, the State Audit Office had almost finished building the new system, and International IDEA focused its support on the development of user guidance material. By the end of the workshop, the participants had jointly drafted a user manual for the new system. This assistance was then complemented via written guidance to the State Audit Office before it held a training-of-trainers session ahead of the system's launch.

International IDEA's role in sharing comparative knowledge and experience on this niche topic was greatly appreciated by the State Audit Office and contributed to the successful launch of Georgia's online reporting system at the end of 2016.

CONSTITUTION-BUILDING PROCESSES—ASIA AND THE PACIFIC

# Protecting inclusiveness and diversity in Nepal's constitutional implementation

For constitutional implementation to be inclusive, diligent external review and advocacy are often needed. To this end, International IDEA supports efforts to ensure that the constitutional values of inclusiveness and diversity are respected in the implementation of Nepal's new constitution. In June 2016, International IDEA established the Legislative Review Group (LRG) to review select bills as they are tabled in parliament. The LRG is a group of lawyers who reflect Nepal's diversity. It is composed of women and men, and includes members of the Brahmin, Chettri, Dalit, indigenous, Madhesi and Muslim communities. Most of the members of the LRG have worked with International IDEA since 2006, first in drafting the constitution and now in its implementation.

The LRG prioritizes the bills that are most important to the implementation of the constitution and the values of inclusiveness and diversity, and then review them holistically to generate recommendations. The members' diverse backgrounds guarantee that numerous perspectives are taken into account while maintaining an inclusive review process.

Since its inception, LRG members have met with relevant actors to discuss their conclusions and recommendations, including indigenous members of parliament, parliamentarians from various committees and subcommittees and the minister of law, justice and parliamentary affairs. In the wake of the LRG's lobbying efforts, three

out of four judiciary-related bills incorporated every one of the group's recommendations. In addition to being shared with influential lawmakers, recommendations on six constitutional commission bills were also shared during regional consultations, thus broadening input.

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'After presenting my recommendations on the Madhesi Commission to the Parliament's Human Rights and Social Justice Committee, all members of parliament present, no matter their political affiliation, agreed that the bill should be amended as per my comments. This makes me very confident that the changes I proposed will be incorporated in the final bill. I was later told that the presentation I had used that day was being distributed during the regional consultations on the bill. The vice-president of the Terai Madhes Democratic Party, Brikesh Chandra Lal even shared my presentation on his Facebook page, free for all to download!'

*Dipendra Jha, advocate, author and chair of the Terai Human Rights Defenders Alliance*

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'The meetings and discussions among the LRG members are easing the consolidation of, and consensus on, ideas on proposed bills. I believe this is why we have succeeded in influencing the insertion of the principle of proportional inclusion in some bills, including the Judicial Council Bill. Similarly, almost all members of parliament from marginalized groups agreed to include a provision on intra-/inter-group inclusion in all of the inclusion constitutional commission bills that I discussed with them during various consultations and meetings.'

*Yam Bahadur Kishan, author, researcher, lawyer, civil rights activist and social inclusion expert*

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CONSTITUTION-BUILDING PROCESSES—ASIA AND THE PACIFIC

# Constitution-building for gender equality

The constitution-building process provides an excellent opportunity to shape democratic institutions to promote gender equality. International IDEA has been working in Nepal for almost 10 years on such issues, culminating last year in an assessment of women's equality in the country's new Constitution. Building on the Nepal experience, *Constitution Assessment for Women's Equality* was developed and published in the autumn of 2016. A first of its kind, this tool is designed to be implemented in any country.

The results of the assessment carried out in Nepal were used in 2016 to bring together women stakeholders from diverse communities—Dalit, indigenous, Madhesi and Muslim—to identify issues to be tackled and to set a corresponding advocacy agenda. To this end, a series of Gender and Intersectionality workshops were held in Kathmandu in June 2016.

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'All discussions were productive and well received by members of the various communities consulted. Certain conclusions may be drawn specific to some gendered concerns, along with more general conclusions about enhancing cooperation between and within diverse groups in Nepal. Through cooperation and understanding of varying positions, gender advocates will be able to more efficiently effect changes in advancement not only of women's rights, but also of the marginalized individuals within already marginalized communities in order to discourage elitism from within the intersectionality agenda.'

*Geeta Pathak Sangroula, Professor, Kathmandu School of Law*

### Constitution Assessment for Women´s Equality
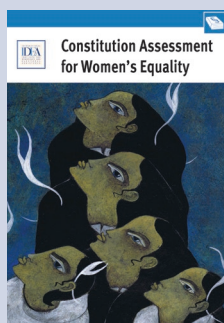
Gender equality is a cornerstone of a democratic and just society. The constitution-building process provides an extraordinary opportunity for women and gender-equality advocates to participate in the framing of democratic institutions.

*The Constitution Assessment for Women's Equality* helps users analyse a constitution or draft constitution from the perspective of the substantive equality of women. Using a series of questions, short explanations and example provisions from constitutions around the world, the Assessment guides you through an examination of the most critical constitutional issues that affect women's rights and gender equality.

DEMOCRACY AND DEVELOPMENT—ASIA AND THE PACIFIC

# Rebuilding better after Typhoon Haiyan

Following the strongest typhoon to hit the Philippines in recent history reconstruction efforts were rampant with allegations of corruption, lack of accountability and inefficiency. To investigate these claims, identify other areas of concern and suggest reform initiatives, International IDEA supported a citizen-centred assessment of democratic accountability in service delivery.

An assessment report *Building Back Better: A Democratic Accountability Assessment of Service Delivery after Typhoon Haiyan*, was published and focused on housing efforts in the towns of Leyte and Palo. Making use of International IDEA's new citizen-led framework on Democratic Accountability in Service Delivery, the assessment was implemented by the Center for Integrative and Development Studies of the University of the Philippines, the Guiuan Development Foundation and Politracs. The report emphasized the role of local government in creating mechanisms to effectively respond to post-disaster needs and enforcing accountability mechanisms in the delivery of services.

To promote the report's findings and advocate for reform, International IDEA worked with national and local stakeholders to organize a series of policy dialogues. These platforms emphasized the power of citizens to influence and improve housing provisions by getting involved in disaster preparedness and rehabilitation efforts. While government is responsible for ensuring that

appropriate feedback mechanisms are in place, citizens are encouraged to take the initiative, to find out who is responsible for delivering services and to enforce demands for the proper and timely provision of services.



Amy Melendress of the Housing and Urban Devlopment Coordinating Council (HUDCC), Philippines presents the government housing plans
© UP CIDS

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'[Young people] should not think that governance is only for ...adults. You, too, have [the] right to be heard. My being a former youth leader has inspired me to be what I am now. So I would like to encourage you to be heard because that is one way of helping your respective communities.'

*Janice Estribella*
*City Councillor in Dulag, Leyte*

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'The assessment is a trigger to action.'

*Edna E.A. Co*
*Executive Director, Center for Integrative and Development Studies*
*University of the Philippines*

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DEMOCRACY AND DEVELOPMENT—AFRICA AND WEST ASIA

# Natural resource governance for inclusive development in Ghana

For many Ghanaians, newly discovered oil, as well as the country's other natural resources, provide one of the most direct paths to development if used and managed in a responsible manner. During the run-up to the country's 2016 general elections, there was a prominent debate concerning legislation governing oil revenues and how to manage those revenues as well as their impact on the country's economy. As a vibrant multiparty democracy with a tremendously active citizenry, the debate on the topic was heated.

Therefore, International IDEA, together with the Natural Resource Governance Institute (NRGI), continued its intense engagement with all four parliamentary political parties in Ghana. The organizations supported the process of developing coherent, fact-based policy positions on natural resources, as well as platforms to communicate those proposals to the general public.

Supporting the public debate on the parties' policy positions, a broader communications and outreach campaign was developed. A website called *Oil Matters* presented the parties' policy positions, clips from radio debates and an Oil and Gas Voter Compass. Users were given an opportunity to answer a set of key questions on natural resources governance, and the site also provided advice about which party was ideologically closer to the user. Oil Matters received 1.5 million views, with nearly 125,000 users answering the above-mentioned key questions during the campaign.

Outreach from the website was complemented by a public debate between the candidates, radio events, a text message campaign and intense outreach on social media. The project was jointly implemented by International IDEA and PenPlusBytes, a civil society organization focused on media and communications in Ghana, and it enjoyed support from the UK Department for International Development's (DFID) Ghana Oil and Gas for Inclusive Growth platform.

DEMOCRACY ASSESMENT, ANALYSIS AND ADVISORY

# The Global State of Democracy: International IDEA's signature publication

International IDEA has set out to develop a publication on the global state of democracy, to be produced on a biennial basis. Providing a periodic reflection on key challenges impacting on democracy, it aims to serve as a key information resource for policymakers and democracy practitioners worldwide, to inform policy interventions, to identify problem-solving approaches and thus to contribute to democratic reform based on an analysis of the state of global democracy.

Unlike other publications that measure the quality of democracy, International IDEA's signature publication will focus on analysing and assessing global democracy trends based on International IDEA's broad and inclusive definition of democracy combined with a specific democracy theme anchored within the Institute's mandate and areas of expertise. It is envisioned

that the carefully selected theme will be useful for setting both global and in-country priorities for democratic development and reform, providing new insights about pressing global concerns or positive developments that emerge out of the analysis and contributing to an international debate on the state of democracy around the world.

The publication will also include the *Global State of Democracy Indices* based on International IDEA's State of Democracy assessment framework, providing the publication with a conceptual base and framework for the indices and with a unique, diverse data set for trend analysis.

In 2017, the publication and the indices will be published and launched at selected international and regional events around International Democracy Day.

DEMOCRACY ASSESMENT, ANALYSIS AND ADVISORY

# Setting standards for gender equality in EMBs and political parties

To support efforts aimed at achieving the UN's Sustainable Development Goal (SDG) 5— achieving gender equality and empowering all women and girls—International IDEA published *A Framework for Developing Internal Gender Policies for EMBs* and *A Framework for Developing Gender Policies for Political Parties*. Both EMBs and political parties are key stakeholders in any democracy, and their contributions are indispensable to realizing SDG 5.

Although no single strategy can completely address the gender inequalities that span the world in all spheres of life, including in democracy-building processes, both EMBs and political parties can contribute to the achievement of gender equality by the manner in which they manage their internal operations and processes.

Both of the above-mentioned frameworks have already garnered interest from various democracy support organizations, such as the UN Organization Stabilization Mission in the Democratic Republic of the Congo ahead of planned elections in 2017. They will be translated into Arabic, French and Spanish in 2017.

ACROSS THEMATIC AREAS

# Learning from democratic transitions

The 21st century has brought about new demands for more direct accountability, participation and more inclusive economies by ordinary citizens. Governments need to respond to women and younger generations. If this does not happen, there is a risk that Asian democracies could backslide. As one panellist at the 2017 Annual Democracy Forum in Ulaanbaatar, Mongolia, said: 'Still, it remains a puzzle to me why we should choose a strongman to solve our problems at this time, rather than slowly build on the gains of a three-decade-long practice to create stronger and functional institutions.'[1]

Individuals who witnessed and participated in Asian transitions in Indonesia, Mongolia and the Philippines about a generation ago, and also in Bhutan, Fiji and Nepal more recently came together in the Mongolian capital to share and discuss their experiences. The lessons they learned focused on how critical the aftermath is to transition. Many Asian countries have been

able to consolidate their democracies through constitutional reforms, regular elections and relative economic gains, while dealing—with differing levels of success—with challenges related to ethnic, religious and linguistic diversity. The key questions to address are: how to consolidate the gains made; how to avoid the elite capture of new institutions; and how to make sure that leaders pass on power to younger generations.

Mongolia, as Chair of International IDEA's Council of Member States, and International IDEA organized the Annual Democracy Forum in Ulaanbaatar on 25–26 August 2016, which brought together around 100 participants from IDEA Member States and neighbouring countries in Asia and the Pacific.

1. R. David, 'Thinking about democracy in Mongolia', Inquirer.net, 28 August 2016, <http://opinion.inquirer.net/96858/thinking-about-democracy-in-mongolia>.



© Ministry of Foreign Affairs of Mongolia

ACROSS THEMATIC AREAS

# The Inter-Regional Dialogue on Democracy: forging partnerships and empowering women

The Inter-Regional Dialogue on Democracy (IRDD) strengthened its partnerships with International IDEA's regional partners, including the African Union, ASEAN, the Council of Europe, the European Union, the League of Arab States, the Organization of American States, the Pacific Islands Forum and the South Asian Association for Regional Cooperation, as well as the Community of Democracies and the United Nations. Throughout the year, these organizations reaffirmed their commitment to the IRDD's platform and articulated the value of having such an instrument to identify synergies and develop channels of cooperation.

Michael Møller, Director-General of the United Nations Office at Geneva (UNOG), highlighted the unique role of International IDEA as the driver of the IRDD and offered the UNOG's full support to hold an IRDD high-level event sponsored by his office.

As one of International IDEA's most engaging platforms and the only one of its kind worldwide, the IRDD successfully broadened its scope and programmatic engagement to bring together the Community of Democracies and the United Nations Development Programme for the implementation of Regional Consultations on Gender Equality and Political Empowerment of Women. The European Commission kindly provided a financial contribution for the implementation of this initiative.

As part of its work aimed at achieving Sustainable Development Goal 5the IRDD focused on the broad topic of gender equality and the political empowerment of women, and it is already developing a *Policy Guidebook on Gender Equality* to be published at the end of 2017.



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ACROSS THEMATIC AREAS

# Engaging youth in democracy through art

Twenty young Haitian artists and photographers competed in a competition called *Art and Democracy* that focused on the realities of democracy in Haiti. Since art can be used to reach out to young people and help shape a dynamic and innovative perspective on democracy, International IDEA initiated the contest in collaboration with Le Centre d'Art and the National School of Arts in an effort to encourage debate and analysis.

Free to explore and express their personal understanding of the meaning and realities of democracy in Haiti, the competitors created four collective pieces of art under the tutelage of four well-known artists. Some rejected the prescriptive approach to democracy that foreign organizations often adopt in Haiti, while others discussed the need to ensure freedom of the press or saw democracy as a global project that should also take key environmental issues into consideration.

In presenting their work, some simply described their pieces, others recorded a video or performed a short play, while others chose to say nothing, stating simply that their art was self-explanatory. Allowing free expression among young people about democracy breeds innovation, while also encouraging them to take ownership over related processes.



Anne Marlyn Percy, one of the creators of the winning art piece
© Gasner François, Le Centre d'Art

ACROSS THEMATIC AREAS

# Steering the democracy agenda at the International Political Science Association World Congress 2016

International IDEA has traditionally been instrumental in creating knowledge and guiding discussions regarding democracy and good governance. Staff from the Institute participated in the 2016 International Political Science Association (IPSA) World Congress, which was held in Poznań, Poland, with approximately 3,000 participants.

International IDEA had also participated in previous editions of the World Congress, but the level of involvement in 2016 was unprecedented. For example, the Institute organized an Electoral Integrity Project Workshop that examined and explained the consequences of contentious elections for regime stability and change.

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The Institute also held two panels with the participation of relevant experts in their respective fields. One panel, *Insights from Regional Organizations: How to Tackle Inequality and Exclusion*, aimed to advance policy discourse about the role of regional organizations in identifying potential challenges and opportunities in matters related to inequalities in power, wealth, human rights, democracy and security. The second panel, *Money in Politics: Regional Approaches Tackling a Global Concern*, focused on political finance and

how a shift can be made from simple recognition of the problem to a solution-based discussion where best practices are known, shared and encouraged.

For the first time, International IDEA had a dedicated exhibition booth, which showcased the Institution's key publications and knowledge resources and provided information on the organization's mission, vision, objectives and programmes worldwide.

INSTITUTIONAL DEVELOPMENT

# Opening the door for philanthropic foundation support to International IDEA

2016 saw the signing of three successive grants from the Ford Foundation, two grants from the Open Society Foundations and one grant from the Robert Bosch Foundation. This signifies the success of efforts over the last five years to reach out to private foundations in light of the growing role of the philanthropic foundations as funders of democracy cooperation.

International IDEA's programme to support the Arab Association of Constitutional Law managed to secure three successive grants from the Ford Foundation and one from the Open Society Foundations. This funding will help the Association contribute to democratization efforts in the AWA region by making its comparative expertise available to reform efforts, providing objective technical analysis of constitutional frameworks and promoting intraregional learning.

The partnership with Open Society Afghanistan, valued at USD 190,000, will build the capacity of Afghan groups to engage in any upcoming process of constitutional change. In November 2016 International IDEA signed a grant agreement with the Robert Bosch Foundation with funding of EUR 220,000 for a project on refugees, asylum seekers and democracy.

International IDEA will continue to develop its approach to harnessing the potential of partnerships with private foundations in the coming years by highlighting the way that IDEA's partnerships and comparative knowledge tools strengthen the capacity of local actors and civil society to drive the democracy reform agenda in their countries.

INSTITUTIONAL DEVELOPMENT

# Reporting under International Public Sector Accounting Standards

In 2016, International IDEA presented, for the first time, its prior-year financial statements in accordance with International Public Sector Accounting Standards (IPSAS). IPSAS are the prevailing standards for financial reporting by international public organizations, and their adoption exemplifies International IDEA's commitment to being at the forefront of transparency and reporting among its peers.

International IDEA's financial regulations do not specify adherence to any specific set of standards but make reference to 'international standards'. In the past and in common with many international organizations, International IDEA had established its own reporting standards, which were broadly in line with International Financial Reporting Standards (IFRS). IPSAS has thus replaced IFRS, which is deemed more appropriate for commercial organizations.

INSTITUTIONAL DEVELOPMENT

# Improvements of internal controls and procedures

In accordance with the European Union's financial regulations, the EU has the option of entrusting certain international organizations and state authorities with budget implementation tasks for which the EU itself would ordinarily maintain control.

In 2015, International IDEA started a process of reviewing its internal controls, financial reporting, policies and procedures to ensure alignment with the EU's exacting requirements and in order to prepare for an assessment of the strength of these functions by an EU-approved auditing firm.

The audit assessment was completed in 2016, and International IDEA successfully passed all five of the assessed pillars: its internal control system, accounting system, independent external audit, system of procurement and sub-delegation.

The European Commission confirmed the positive results of the assessment in December. As a consequence, the EU may now contract with International IDEA under specific indirect management delegation agreements.

The UK Department for International Development (DFID) undertook an in-depth assessment of International IDEA's capacity to implement significant projects. This was done in advance of signing a significant grant for International IDEA for its work with the African Union.

The assessment covered four pillars: governance and control, ability to deliver, financial stability and downstream delivery. In all of these areas, the Institute was assessed positively, and the grant was duly signed. Furthermore, while the process was related to a single grant, the assessment is of general applicability to International IDEA in all areas of its work.

Since internal controls and procedures require constant evaluation and improvement, International IDEA welcomes the recommendations of all external evaluators—in particular those of the EU and DFID assessments and USAID's assessment in 2014—and its own internal audit function and is committed to implementing them. Progress on implementation is reported biannually to the Finance and Audit Committee for its review.

PUBLICATIONS AND DATABASES

# Publications

## Electoral Processes

**Voter Turnout Trends around the World**
2016, 54 pp.
ISBN: 978-91-7671-083-8

**Electoral Justice Regulations Around the World**
2016, 70 pp.
ISBN: 978-91-7671-043-2

**Risk Management in Elections**
2016, 68 pp.
ISBN: 978-91-7671-075-3

**Prioritizing Justice: Electoral Justice in Conflict-Affected Countries and Countries in Political Transition**
2016, 48 pp.
ISBN: 978-91-7671-061-6

**Дизайн системи адміністрування виборів: виправлене і доповнене видання** (Electoral Management Design: Revised edition)
*International Foundation for Electoral Systems (IFES)*
2016, 503 pp.
ISBN: 978-91-7671-077-7

**การออกแบบ การจัดการการเลือกตั้ง: ฉบับปรับปรุง (คัดสรรมาบางบท)** (Electoral Management Design: Revised Edition)
*The Institute of Human Rights and Peace Studies, Mahidol University*
2016, 78 pp.
ISBN: 978-91-7671-039-5

**Memberikan Suara dari Luar Negeri: Buku Panduan Baru International IDEA** (Voting from Abroad: The International IDEA Handbook)
*Perkumpulan untuk Pemilu dan Demokrasi (Perludem), Federal Electoral Institute of Mexico*
2016, 335 pp.
ISBN: 978-602-73248-4-8

**Desain Sistem Pemilu: Buku Panduan Baru International IDEA** (Electoral System Design: The New International IDEA Handbook)
*Perkumpulan untuk Pemilu dan Demokrasi (Perludem)*
2016, 233 pp.
ISBN: 978-602-73248-5-5

**Introducing Electronic Voting: Essential Considerations** (Myanmar)
2016, 45 pp.
ISBN: 978-91-86565-21-3

**La réforme de la loi électorale en Afrique : Aperçu du rôle et des approches d'engagement des OGE**
(Electoral Law Reform in Africa: Insights into the Role of EMBs and Approaches to Engagements)
2016, 36 pp.
ISBN : 978-91-7671-045-6

**Manajemen Kepemiluan Selama Masa Transisi: Tantangan dan Peluang** (Electoral Management during Transition: Challenges and Opportunities)
2016, 58 pp.
ISBN: 978-602-73248-6-2

**Event reports**
» *Emerging Trends and Challenges of Electoral Democracy in Africa*
» *Increasing youth participation throughout the electoral cycle: entry points for electoral management bodies*
» *Electoral Risk Management Tools in West Africa*
» *La promotion de la participation politique des jeunes au cycle électoral : Points d'entrée des organes de gestion des élections (Increasing youth participation throughout the electoral cycle: Entry points for electoral management bodies)*
» *Outils de gestion des risques électoraux en Afrique de l'Ouest (Electoral Risk Management Tools in West Africa)*

**Discussion papers**
» *Electoral Crisis Mediation: responding to a rare but recurring challenge*

**Policy Briefs**
» *A participação de jovens em processos eleitorais: novos papéis para os órgãos de gestão eleitoral africanos (Youth Participation in Electoral Processes: New Roles for African Electoral Management Bodies)*
» *Participation des jeunes aux processus électoraux: nouveaux rôles des organes africains de gestion des élections (Youth Participation in Electoral Processes: New Roles for African Electoral Management Bodies)*

**Fact sheets**
» *Laws establishing electoral observation (English and Myanmar)*

# Political participation and representation processes

The Policy Positioning Tool for Political Parties: A facilitator's guide
*Netherlands Institute for Multiparty Democracy*
2016, 68 pp.
ISBN: 978-91-7671-044-9

Political finance and the equal participation of women in Tunisia: a situation analysis
*Netherlands Institute for Multiparty Democracy*
2016, 44 pp.
ISBN: 978-91-7671-062-3

Political finance and the equal participation of women in Colombia: a situation analysis
*Netherlands Institute for Multiparty Democracy*
2016, 50 pp.
ISBN: 978-91-7671-076-0

Politics Meets Policies: The Emergence of Programmatic Political Parties (Myanmar)
*Myanmar School of Politics*
2016, 246 pp.

عندما يلتقي العمل السياسي بالسياسات: نشوء الأحزاب السياسية البرامجية
(Politics Meets Policies: The Emergence of Programmatic Political Parties)
2016, 147 pp.
ISBN: 978-91-7671-059-3

Финансирование политических партий и избирательных кампаний: Руководство по финансированию политической деятельности
(Funding of Political Parties and Election Campaigns: A Handbook on Political Finance)
2016, 308 pp.
ISBN: 978-91-7671-064-7

Фінансування політичних партій та виборчих кампаній: Довідник з фінансування політичної діяльності (Funding of Political Parties and Election Campaigns: A Handbook on Political Finance)
2016, 226 pp.
ISBN: 978-91-7671-066-1

The Cost of Democracy: Essays on Political Finance in Latin America
2016, 122 pp.
ISBN: 978-91-7671-032-6

**Event reports**
» *South Asia Regional Conference on the use of Money in Politics and its Effects on People's Representation*
» *Asian–African Practitioners' Meeting on Political Finance Regulation and the Eradication of Corruption*

**Discussion papers**
» *The state of political finance regulations in Africa*
» *The state of political finance regulations in Western Europe*
» *The state of political finance regulations in Canada, the United Kingdom and the United States*
» *The state of political finance regulations in Latin America*

**Policy Brief**
» ფული პოლიტიკაში (*Money in Politics*)

# Constitution-Building Processes

Constitution Assessment for Women's Equality
2016, 214 pp.
ISBN: 978-91-7671-049-4

Constitution Assessment for Women's Equality (Myanmar)
2016, 289 pp.
ISBN: 978-91-7671-071-5

Annual Review of Constitution-Building Processes: 2015
2016, 124 pp.
ISBN: 978-91-7671-070-8

Sequencing Peace Agreements and Constitutions in the Political Settlement Process
2016, 64 pp.
ISBN: 978-91-7671-074-6

Yemen's 'Peaceful' Transition from Autocracy: Could it have succeeded?
2016, 88 pp.
ISBN: 978-91-7671-046-3

إنتقال اليمن "سلمياً" من الحكم الإستبدادي: هل كان النجاح ممكناً؟
(Yemen's 'peaceful' transition from autocracy: could it have succeeded?)
2016, 81 pp.
ISBN: 978-91-7671-072-2

Judicial Review Systems in West Africa: A Comparative Analysis
2016, 184 pp.
ISBN: 978-91-7671-052-4

Assessing the Performance of the South African Constitution
2016, 120 pp.
ISBN: 978-91-7671-053-1

**Event reports**
» *The Judiciary and Constitutional Transitions*
» *Constitution Building in Political Settlement Processes: The Quest for Inclusion*
» *ICTs and Constitution-Building Technology Fair 2015*

**Discussion papers**
» *From paper to lived reality: gender-responsive constitutional implementation*
» *Constitutional Transitions and Territorial Cleavages (Arabic)*

**Constitution-Building Primers**
» *What is a Constitution? Principles and Concepts*
» *Non-executive Presidents in Parliamentary Democracies (English and Arabic)*
» *Dissolution of Parliament*
» *Judicial Appointments*
» *Direct Democracy*
» *Local Democracy (Arabic)*
» *Presidential Veto Powers (Arabic)*
» *Federalism (Arabic)*
» *Religion–State Relations (Arabic)*
» *Bicameralism (Arabic)*
» *Social and Economic Rights (Arabic)*

# Democracy and Development

Responsabilização Democrática na Prestação de Serviços: Um guião prático para identificar melhorias através da avaliação (Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 98 pp.
ISBN: 978-91-7671-080-7

Үйлчилгээ үзүүлэх явц дахь ардчилсан хариуцлага: Үнэлгээ хийх замаар сайжруулах зүйлсийг тодорхойлох гарын авлага
(Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 114 pp.
ISBN: 978-91-7671-081-4

Uwajibikaji wa Kidemokrasia katika Utoaji wa Huduma: Mwongozo wa kiutendaji katika kubainisha maboresho kupitia tathmini
(Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 100 pp.
ISBN: 978-91-7671-078-4

Democratic Accountability in Service Delivery: A practical guide to identify improvements through assessment (Myanmar)
2016, 120 pp.
ISBN: 978-91-7671-073-9

**La responsabilité démocratique dans la prestation de services publics : Identifier les améliorations à apporter au moyen d'une évaluation : guide pratique** (Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 107 pp.
ISBN: 978-91-7671-060-9

**Демократична підзвітність при наданні державних послуг: Практичний посібник для пошуку можливостей вдосконалення за допомогою оцінювання** (Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 114 pp.
ISBN: 978-91-7671-056-2

**Демократическая подотчетность в системе предоставления государственных услуг: Практическое руководство по выявлению возможностей совершенствовани** (Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 126 pp.
ISBN: 978-91-7671-055-5

**Rendición de cuentas democrática en la prestación de servicios: Una guía práctica para identificar mejoras a través de la evaluación** (Democratic Accountability in Service Delivery: A practical guide to Identify Improvements through assessment)
2016, 98 pp.
ISBN: 978-91-7671-048-7

**Building Back Better: A Democratic Accountability Assessment of Service Delivery after Typhoon Haiyan**
2016, 79 pp.
ISBN: 978-971-742-110-0

**Event reports**
» *Democracy Assistance and Results Management: Ownership and Learning in Action*
» *Democracy and Service Delivery*
» *Démocratie et prestation de services (Democracy and Service Delivery)*
» *Democracy Assistance and Results Management: From upward accountability and control to ownership and learning*

**Discussion papers**
» *Flexibility, learning and ownership: new trends in democracy assistance, results management and evaluation*
» *Unravelling Parliamentary Instability: Ministerial Durations in Papua New Guinea, 1972–2012*
» *Sanctions, Rewards and Learning: Enforcing democratic accountability in the delivery of health, education, and water, sanitation and hygiene*

**Policy Briefs**
» *Flexibility, learning and ownership: innovative results management and evaluations in democracy assistance*
» *Private sector development and democratization*
» *Democratic accountability in service delivery: lessons from Africa*
» *Democratic accountability in service delivery: lessons from ASEAN states*
» *Democratic accountability in service delivery: lessons from South Asia*

# Across thematic areas

**Democracy Assessment**
**Marco para la evaluación del estado de la democracia local** (State of Local Democracy Assessment Framework)
2016, 112 pp.
ISBN: 978-91-7671-034-0

**Conflict & Security**
**Protecting Politics: Deterring the Influence of Organized Crime on Elections**
*Netherlands Institute of International Relations (Clingendael Institute)*
2016, 74pp.
ISBN: 978-91-7671-069-2

### Protecting Politics: Deterring the Influence of Organized Crime on Political Parties
*Netherlands Institute of International Relations (Clingendael Institute)*
2016, 91pp.
ISBN: 978-91-7671-068-5

### Protecting Politics: Deterring the Influence of Organized Crime on Local Democracy
*Global Initiative against Transnational Organized Crime*
2016, 71pp.
ISBN: 978-91-7671-065-4

### Protecting Politics: Deterring the Influence of Organized Crime on Public Service Delivery
*Global Initiative against Transnational Organized Crime*
2016, 65pp.
ISBN: 978-91-7671-067-8

### Event reports
» الديمقراطية وحقوق الإنسان: دور الأمم المتحدة
(Democracy and Human Rights: The Role of the United Nations)
» Демократия и права человека: роль Организации Объединенных Наций
*(Democracy and Human Rights: The Role of the United Nations)*
» 民主与人权： 联合国的作用
(Democracy and Human Rights: The Role of the United Nations)
» *Démocratie et droits de l'homme: Le rôle de l'ONU (Democracy and Human Rights: The Role of the United Nations)*
» *Democracia y derechos humanos: El rol de las Naciones Unidas (Democracy and Human Rights: The Role of the United Nations)*

### Gender and Democracy
### A Framework For Developing Internal Gender Policies For Electoral Management Bodies
2016, 32 pp.
ISBN: 978-91-7671-079-1

### A Framework for Developing Gender Policies for Political Parties
2016, 21 pp.
ISBN: 978-91-7671-063-0

### Women in Conflict and Peace (Myanmar)
2016, 89 pp.
ISBN: 978-91-7671-036-4

### أطلس أنظمة الحصص الانتخابية على أساس النوع الاجتماعي
(Atlas of Electoral Gender Quotas)
*Inter-Parliamentary Union, Stockholm University*
2016, 268 pp.
ISBN: 978-91-87729-09-6

### Regional Focus
### The Quality of Democracies in Latin America
2016, 218 pp.
ISBN: 978-91-7671-050-0

### Situation Analysis: Niger (February 2016)
2016, 18 pp.
ISBN: 978-91-7671-040-1

### Analyse de l'actualité au Niger (Février 2016)
(Situation Analysis: Niger (February 2016))
2016, 18 pp.
ISBN: 978-91-7671-041-8

### Discussion Papers
» *The Role of Regional Organizations in the Protection of Constitutionalism*
» *Lessons from the Arab Awakening*
» *The Organization of American States mission to support the peace process in Colombia*
» *The European Union's democracy-building efforts in conflict-affected states in the South Caucasus*
» *The complexities of democracy-building in conflict-affected states: the role of ECOWAS and the African Union in Côte d'Ivoire*
» *Democracy-building in conflict-affected and fragile states: the role of the African Union*
» *The role of the Organization of American States in conflict-affected states in the Americas*
» *Coordination between the African Union and the Regional Economic Communities*
» *The role of the Association of Southeast Asian Nations in post-conflict reconstruction and democracy support*
» *The role of the European Union in democracy-building in Central Asia and the South Caucasus*

### Policy Briefs
» *Promoting democracy and peace in Africa: the role of the African Union*
» *Supporting democracy in the EU Neighbourhood: the Eastern Partnership*
» *Supporting peace in the Americas: Lessons from the Organization of American States*

## Democratic Transitions

Democratic Transitions: Learning from World Leaders (Myanmar)
2016, 486 pp.
*Club de Madrid*
ISBN: 978-91-7671-033-3

Transiciones democráticas: Enseñanzas de líderes politicos
*Galaxia Gutenberg (external publisher)*
2016, 660 pp.
ISBN: 978-84-1649-570-2

De weg naar democratie: lessen van wereld leiders
*Polis (external publisher)*
2016, 592 pp.
ISBN: 978-94-6310-036-6

Transitions démocratiques: Conversations avec des chefs d'État
*Les petits matins (external publisher)*
2016, 600 pp.
ISBN : 978-2-36383-187-3

تجارب التحول الى الديمقراطية: حوارات مع القادة السياسيين

*Shorouk Publishing (external publisher)*
2016, 669 pp.
ISBN: 978-9-77093-371-8

PUBLICATIONS AND DATABASES

# Databases and Networks

## 1. Voter Turnout Database

<<u>http://www.idea.int/data-tools/data/voter-turnout</u>>

The Voter Turnout Database contains the most comprehensive global collection of voter turnout statistics in the world. Data covers the voter turnout percentage according to region and can be determined down to the country level as well.
- Where is voting compulsory?
- How many people voted in Brazil?

**2016 statistics**

399,099 users; decrease from 2015: 12 per cent.

**2016 updates**

Continuous

## 2. Electoral System Design Database

<<u>http://www.idea.int/data-tools/data/electoral-system-design</u>>

The Electoral System Design Database contains data on more than 200 countries worldwide.
- How are votes counted in different electoral systems?
- How can electoral systems increase the representation of women?

**2016 statistics**

67,253 users; growth from 2015: 2 per cent

**2016 updates**

Continuous

## 3. Electoral Management Design Database

<<u>http://www.idea.int/data-tools/data/electoral-management-design</u>>

The Electoral Management Design Database contains data on EMBs in various countries, including the number of members and terms of office.
- How are electoral commissions organized in different countries?

**2016 statistics**

2,043 users; growth from 2015: 2 per cent.

**2016 updates**

Continuous

## 4. ICTs in Elections Database

<<u>http://www.idea.int/data-tools/data/icts-elections</u>>

Information and Communication Technologies (ICTs) can help speed up and streamline several procedures during electoral cycles, such as the registration of voters, casting votes and processing results. However, technologies can also create complex challenges for election operations.
- Which technologies are being used to speed up the registration of voters, the casting of votes and the processing of results?

**2016 statistics**

9,014 users; decrease from 2015: 7 per cent

**2016 updates**

Continuous

## 5. Direct Democracy Database

<<http://www.idea.int/data-tools/data/direct-democracy>>
The Direct Democracy Database provides in-depth analysis of the direct democracy instruments used in various countries.
- What are the specific types of direct democracy instrument and what is the legal basis for them?
- How can we strengthen citizens' active participation in political decision-making?

**2016 statistics**

7,825 users; decrease from 2015: 4 per cent

**2016 updates**

Continuous

## 6. Electoral Justice Database

<<http://www.idea.int/data-tools/data/electoral-justice>>
The Electoral Justice Database allows stakeholders to learn about and compare how election-related disputes are handled.
- How can political parties, candidates or citizens process their election-related complaints?

**2016 statistics**

3,857 users; decrease from 2015: 33 per cent

**2016 updates**

Continuous

## 7. Voting from Abroad Database

<<http://www.idea.int/data-tools/data/voting-abroad>>
Whether people who live outside their home country can exercise their right to vote from abroad has long been an issue in electoral design and management. The Voting from Abroad Database provides global comparative data on how out-of-country voting practices are organized worldwide.
- How can people vote from abroad?

**2016 statistics**

1,289 users; decrease from 2015: 21 per cent

**2016 updates**

Continuous

## 8. Political Finance Database

<<http://www.idea.int/data-tools/data/political-finance-database>>
Search laws and regulations on political finance from 180 countries.
- How is money in politics controlled and regulated?
- How do countries limit political parties' dependence on large donations?

**2016 statistics**

67,840 users; growth from 2015: 2 per cent

**2016 updates**

Continuous

# 9. Global Database of Quotas for Women

<[http://www.idea.int/data-tools/data/gender-quotas](http://www.idea.int/data-tools/data/gender-quotas)>
The Quota Project is co-managed by International IDEA, the Inter-Parliamentary Union and Stockholm University.
- What types of gender quotas are used in various countries?
- Do they work?

### 2016 statistics

14,243 users; decrease from 2015: 11 per cent

### 2016 updates

Continuous

# 10. ConstitutionNet

<[http://www.constitutionnet.org/](http://www.constitutionnet.org/)>
The ConstitutionNet website helps legislators, constitutional lawyers and constitutional practitioners find useful and relevant information and share knowledge on constitution-building processes.
- Who should write a country's constitution? Should reproductive rights be protected in a constitution?
- Why do coups happen?

Managed by International IDEA and the Government of Norway.

### 2016 statistics

518,885 users; growth from 2015: 23 per cent

### 2016 updates

Throughout the year, International IDEA produced 46 new *Voices from the Field* articles, as well as 12 newsletters. ConstitutionNet videos were viewed a total of 160,000 times in 2016.

# 11. iKNOWpolitics

<[http://www.iknowpolitics.org/en](http://www.iknowpolitics.org/en)>
Provides practical information and comparative experiences for candidates, political parties and election officials interested in advancing women in politics.
- How can you organize a political campaign with limited funds?
- Do women make political parties more successful?

### 2016 statistics

283,858 users; growth from 2015: 144 per cent

### 2016 updates

iKnowPolitics expanded its virtual library with relevant material on women's political participation, currently making available 7,864 resources. During the reporting period, 1,202 resources (73 in Arabic, 208 in English, 88 in French and 81 in Spanish) were added to the library.

# 12. AGORA

<[http://www.agora-parl.org/](http://www.agora-parl.org/)>
AGORA is the leading global knowledge platform on parliamentary development.
- How have women achieved better representation in parliament?
- How can parliament curb corruption?

### 2016 statistics

205,933 users; growth from 2015: 100 per cent

### 2016 updates

Continuous

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Latin America and the Caribbean

Wider Europe

Institutional Management

Annexes

## 13. Administration and Cost of Elections (ACE): The Electoral Knowledge Network

<http://aceproject.org/>
Providing customized information from a database, ACE is also a platform for provision of peer-to-peer advice through a network of over 1,000 active members from the field of elections.
- What are best practices in election audits?
- What laws are used to regulate campaign finance?
Operated in partnership with the Electoral Institute for Sustainable Democracy in Africa (EISA), Elections Canada, the National Electoral Institute of Mexico (INE), the International Foundation for Electoral Systems (IFES), the Carter Center, the United Nations Development Programme (UNDP) and the United National Electoral Assistance Division (UNEAD).

### 2016 statistics

2,806,124 users; growth from 2015: 24 per cent

### 2016 updates

International IDEA's contributions in 2015 included translations of topical databases into Arabic and French, a new focus area on campaign finance and the addition of eight new case studies.

## 14. Building Resources in Democracy, Governance and Elections (BRIDGE)

<http://www.bridge-project.org/en/>
BRIDGE is a modular professional development programme, with a particular focus on electoral processes, which aims to enhance the skills of stakeholders in the electoral process while promoting internationally accepted principles of democracy and good electoral practice.

### 2016 updates

International IDEA contributed to the BRIDGE version 3 update of two training modules—'Voter Registration' and 'Electoral Systems'—and to the development of a new module called *Strategic Planning in Electoral Management*.

## 15. State of Democracy Frameworks

<http://www.idea.int/data-tools/tools/state-democracy-assessments>
International IDEA's State of Democracy assessment methodology helps citizens assess the quality of their democracy and determine priority areas for policy and democratic reform.

### 2016 statistics

7,900 users; decrease from 2015: 60 per cent

## 15. Best Electoral System Design Test

<http://www.idea.int/data-tools/tools/best-election-system-test>

### 2016 statistics

2,108 users; growth from 2015: 163 per cent

### 2016 updates

Continuous

PUBLICATIONS AND DATABASES

# Popular infographics 2016



**WHICH ELECTORAL SYSTEM DO DEMOCRACIES PREFER?**

The choice of an electoral system is affected by many factors. Depending on circumstances each system can work to ensure democratic representation. However, the recent global data shows that Proportional Representation system is being used in majority (53%) of democratic countries.

Free countries according to Freedom House

Mixed — 14%

53%

Majoritarian — 33%

Data for 182 countries

Proportional Representation

Sources: IDEA databases: www.idea.int/esd; Freedom House: www.freedomhouse.org



**OPTIONAL REFERENDUM IN THE WORLD**

Optional referendum is a vote of the electorate which is not required by the constitution or by other law.

No optional referendum — 31%

Optional referendum — 64%

No optional referendum, but ad hoc referendum is possible — 5%

Data for 191 countries

Countries for which no data is available
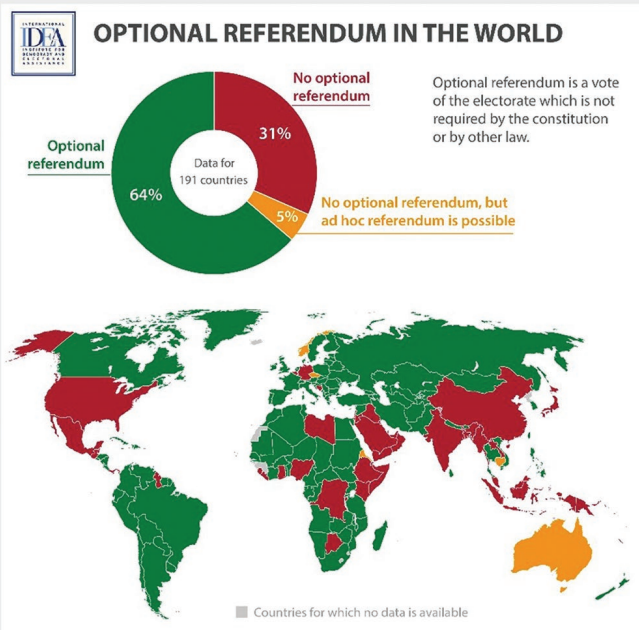
Source: www.idea.int/elections/dd

# Improving citizen's lives—democratic accountability in service delivery in Ulanbaatar

In June, in cooperation with the Governor's Office of Ulaanbaatar and the Transparent Ulaanbaatar Academy, International IDEA held a three-day training workshop in Mongolia's capital on two of International IDEA's citizen-centred assessment tools. Representatives of civil society organizations, academia and local government administrators attended the workshop. The diverse composition of participants fostered an open discussion about the current state of local democracy and democratic accountability in service delivery, areas for improvement and concrete ideas and proposals on how to achieve results. The outcome of the workshop will enable the development of locally owned democracy indicators and reform-oriented recommendations to further enhance Mongolia's democratic processes.

### State of Local Democracy Assessment Framework
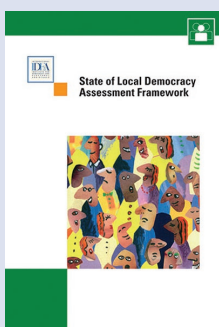
The State of Local Democracy (SoLD) assessment framework is designed to facilitate a citizen-centered and citizen-owned approach to assessing the quality of democracy at the local level. It is a practical resource for citizens to conduct self-assessments of democratic life in their locality, identify democratic strengths and weaknesses, and translate these into reform agendas for further broadening and deepening of their local democracies.

SoLD assessments capture the voices of men and women at the local level, and contribute to strengthening local and national governments' responsiveness to the needs and aspirations of its citizens. It is intended to be as much an exercise in assessing the quality of local democracy as it is an opportunity for citizens to further deepen their democracy and democratic accountability.

### Democratic Accountability in Service Delivery: A practical Guide to identify improvements through assessment
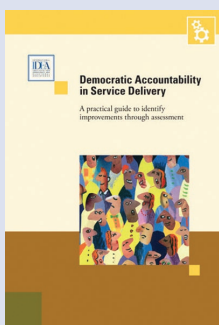
Countries with low levels of service delivery tend to have one thing in common: they have little or no provisions for effective sanctions or rewards. So although democracy is often equated with an assumption that accountability mechanisms are at work, the reality is much more complex.

There are many different variables affecting service delivery and the way accountability mechanisms work. Such mechanisms are often non-existent, barely functional or discriminate on the basis of identity, sexual orientation, age, income, disability or power. This guide contains an assessment methodology to identify improvements in democratic accountability mechanisms.

# Global Level

### *Reading the result reports*

**Strategic Objectives 2015-2017**

**1. Planned Outcomes 2016**
   Progress Reports

| ■ advanced | ■ delayed |
|---|---|
| ■ on track | ■ cancelled |

GLOBAL

# Global democracy trends in 2016

International IDEA's 2016 programme was implemented in a context characterised by pessimism towards democracy, owing to a complex set of issues and developments. The global democracy landscape continued to be influenced by the dynamics of development, of conflict and security challenges, of global power shifts, and by transnational dynamics such as large-scale refugee and asylum-seeker movements.

The optimism of democratic transitions following the Arab Spring was quickly replaced by growing disillusionment with political processes worldwide, in the Africa and West Asia region particularly, as some uprisings gave way to violent chaos and insecurity. In Latin America and Africa, democratic mandates were weakened due to postponed elections and extended presidential terms and mandates. In Europe, declining political party memberships, declining voter turnout since the 1980s and the negative influence of money in politics, including from illicit sources, continued to pose a real threat to the legitimacy of democracy.

A decline in global oil prices and China's decreased demand for raw materials caused anxieties about the capacity of political institutions, particularly those in natural-resource-exporting countries, to deal with these challenges. As many such countries had based their ambitions on the high commodity prices that are now in freefall, they are facing a new reality of slow growth and worrying uncertainty. The economic crises of recent years have triggered popular protests exacerbated by deteriorating social conditions and citizens' mistrust of the political system, as well as increased economic inequality, poor-quality public services and political corruption.

The conflict in Syria continued for yet another year, taking a massive toll on the Syrian people. While Syria's neighbours have borne the brunt of refugee intakes, the political implications of refugee movements for the future of the European Union, together with the rise or strengthening of populist, xenophobic anti-immigration political parties and their candidates and their influence on politics throughout the EU and the United States, continued to test democracy's resilience.

GLOBAL

# Electoral Processes

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 100.0% | Budget | 1,208,312 | 0 | 1,208,312 |
| Restricted (RES) | 0.0% | Actuals | 1,113,783 | 0 | 1,113,783 |
| **Total** | **100.0%** | *% execution* | *92%* | *-* | *92%* |

0.0%

■ Unrestricted (UNR)
■ Restricted (RES)

100.0%
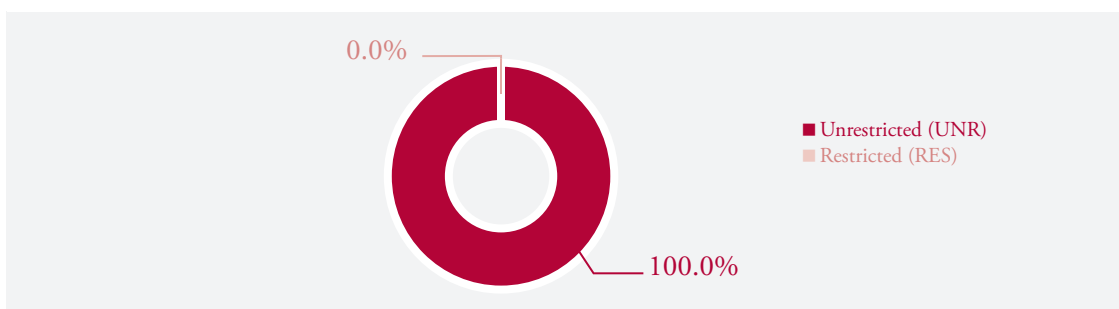
## Elections and conflict

**1.** | **Globally, more EMBs take steps to endorse risk management at the organizational level.**

Elections are intrinsically conflictual processes. Confrontations over political views and competition for power are important pillars of credible electoral processes; however, they can increase tensions and at times trigger violence, which may be devastating for democracy. To promote the institutionalization of risk management as a standard in holding credible elections, International IDEA published a policy paper called *Risk Management in Elections*. It features seven case studies, five of which were provided by Member States: Australia, Canada, India, Mexico and South Africa, which contributed their experiences of current practices in electoral risk management.

Due to International IDEA's role as an agenda setter within the area of electoral processes, the Institute was invited to support EMBs in institutionalizing electoral risk management. International IDEA took part in the first International Specialized Course on Electoral Risk Management organized by INE Mexico in collaboration with the Community of Democracies. International IDEA also provided publications and took part in expert meetings of the Electoral Commission of India on the institutionalization of electoral risk management.

**2.** | **International IDEA's ERMTool is successfully and increasingly applied to manage electoral risks.**

Since being launched as a global public good in 2013, licences for International IDEA's ERMTool have been issued to 170 users in 60 organizations worldwide. In 2016, version 7 of the tool was launched with menus in Arabic, English, French, Myanmar language, Russian, Spanish and Thai, with installers in Arabic, English and French, allowing for an expanding user base in non-English-speaking territories.

■ advanced  ■ on track  ■ delayed  ■ cancelled

International IDEA helped organizations in 10 countries learn about and implement the ERMTool. This included helping the electoral commissions of Fiji, Iraq, Kenya, Libya, Macedonia, Nepal and Thailand use the tool, as well as training the African Union Peace and Security Department on the tool's knowledge resources related to risks to electoral processes. In addition, the India International Institute of Democracy and Election Management (IIIDEM) included an introduction to the ERMTool in its international training programme.

## Institutionalizing risk management in elections

Elections are complex undertakings. Regardless of where they take place, EMBs face numerous risks in organizing them. Legal ambiguities, malfunctioning equipment, electoral malpractice, disputed election results and outbreaks of election-related violence are just some of the scenarios that concern election officials in both established and transitional democracies.

International IDEA's Electoral Risk Management Tool (ERM Tool) is designed to enhance users' understanding of electoral risk factors, its capacity to collect and analyse risk data and to encourage prevention and mitigation actions.

**Growth of the ERMTool license holders**
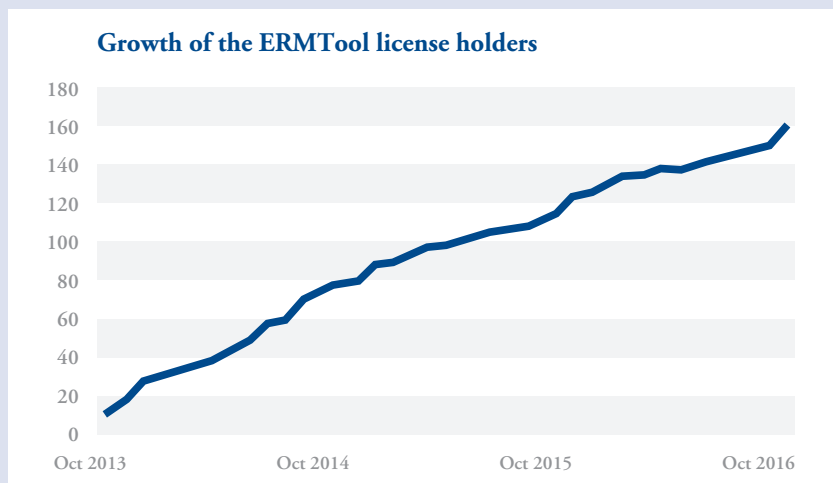


To date, International IDEA has shared the ERM Tool's software licence with 160 organizations from over 70 countries worldwide. Moreover, International IDEA has supported stakeholders in over 20 countries in adopting and utilizing the ERM Tool, including Bosnia and Herzegovina, Fiji, Iraq, Kenya, Kyrgyzstan, Libya, Macedonia, Myanmar, Nepal, Nigeria and South Africa, to mention a few.

**Elections and the media**

**3.** | **Increased knowledge related to the work and impact of CJEPs.**

International IDEA focused on the role of citizen journalists who use the Internet and social media to publicize their own personal election stories and who often showcase what the traditional media cannot. There is little research available on such journalists or their work, motivations and impact. In order to address this gap, International IDEA produced a Facebook-based project called *Vote Watchers: Views and Voices on Elections*, which uses video clips to make it more interesting for general audiences.

**4.** **Practitioners, EMBs, CSOs, academics and the general public will be more informed about how social media is being used in elections around the world.**

In 2015 International IDEA produced a film called *Power in our Pockets: Social Media, Money and Politics in the Digital* Age, which discusses the power of social media to boost public participation and raise funds in politics, as well as the long-term negative consequences of money in politics and social media. International IDEA launched the film in 2016 in Washington, DC and in Bonn, Germany. It was also made available online. The film highlights experiences from Barack Obama's landmark success in using social media to the broad range of new social media innovations related to elections in Indonesia, the 'social media capital of the world'.

**5.** **Increased knowledge about how people engage in their electoral processes.**

International IDEA started a Facebook initiative called *Biographies of the Ballot Box* to learn about and publish personal stories on how elections affect people. The initiative involves sharing meaningful and interesting stories written by people not working in the electoral field about how they have taken part in elections.

## Transparency in the electoral process—access to the right data

When promoting transparency in elections, voters, civil society actors and the media require easy access to election-related data maintained by electoral management bodies (EMBs). The data should include information about voter and candidate registration, election results, seat allocation and candidate/party financing reports. Making this data openly available to the public is a very important requirement to ensure the transparency of electoral processes.

International IDEA launched a new database, called the *ICTs in Elections Database*, which provides global data on how EMBs make the above-mentioned election-related data publicly available online. Data is collected from 177 countries across the world. The compiled data seeks to inform global practices in online data publication and transparency.

**Electoral databases and statistics**

**6.** **Increased access to information on national electoral practices and legislation around the world for practitioners, legislators, NGOs/ CSOs, academia, research centres, media and other actors involved in policymaking, research, communications and advocacy.**

Since its beginning, International IDEA has been collecting elections- and democracy-related comparative data from around the world, and it currently maintains seven electoral databases that provide comparative knowledge on practices and legislation related to elections around the world. The databases provide end users with the reliable and up-to-date global comparative data in the field of elections. Global comparative data helps actors on the national level learn about international practices and make better-informed decisions, while also creating awareness of global trends and developments. In 2016 the databases were expanded to include a new section in the ICTs in Elections Database called *Online data publication by EMBs*. Data for the section was collected from 177 countries. These databases serve a broad range of users, including electoral practitioners and legislators, universities and research centres, and the media. In 2016 9,014 users accessed the databases, which was a 7 per cent decrease in usage compared with 2015. This was primarily due to a new website, which made the databases inaccessible in November and December.

■ advanced    ■ on track    ■ delayed    ■ cancelled

Data from the databases was used for two reports, 'Electoral Justice Regulations Around the World: Key findings from International IDEA's global research on electoral dispute-resolution systems'; and 'Voter Turnout Trends around the World'. Twelve infographics on electoral processes were produced in 2016, providing easy-to-understand visualisations of available data. The databases were also cited in various media, including Le Monde, The Telegraph, Expresso (a Portuguese newspaper), US News and Last Week Tonight with John Oliver, and also by the host of CNN's flagship international affairs programme GPS, Fareed Zakaria.

## Informed electoral processes

**7.** **Increased access to a practical course for practitioners who wish to supplement their knowledge regarding electoral management and administration.**

International IDEA collaborated with the United Nations Institute for Training and Research (UNITAR) and the Scuola Sant Anna to develop a Master in Electoral Policy and Administration course. International IDEA developed two modules for the course on Electoral Justice Systems and Political Advice and Electoral Reform. The Institute also developed several modules within the electoral management area. The course was taught for close to 100 students, including high-level electoral stakeholders such as electoral commissioners.

**8.** **Increased knowledge about the impact and consequences of the timing of elections in transitional contexts.**

Elections are important undertakings practised by every democratic society. When elections take place following violent conflicts or in the context of profound political crises, their significance is even greater and extends beyond a country's borders. A decision on the timing and sequencing of elections may alleviate the risks of prolonging instability or returning to conflict and authoritarian rule. However, it may also have the opposite effect. Therefore, a series of activities were conducted in 2016 to ensure an understanding of key dilemmas related to decisions on how to time and sequence transitional elections, including the organization of an agenda-setting workshop in October in Accra, Ghana, with the participation of experts from all over the world. Inspired by insights from the workshop, the 'Timing and Sequencing of Elections' project was formally initiated in 2017.

**9.** **Increased access to knowledge resources related to electoral justice, including a diagnostic questionnaire and a catalogue of potential remedies (Electoral Justice Toolkit).**

In order to broaden the group of actors who can engage with electoral system reforms, International IDEA began conceptualizing its Electoral Justice Toolkit. The aim is to make it possible for anyone who can conduct research to assess electoral justice frameworks and suggest possible remedies based on examples from the practices of other countries. International IDEA piloted the toolkit in Ghana and Sweden, where it assessed the electoral justice system in its entirety, including the courts and EMBs. Completion of the toolkit was delayed in part due to the length of the piloting process. It will be finalized in 2017.

**10.** **Increased knowledge about the importance of ensuring electoral justice in countries transitioning to democracy.**

To help countries understand the importance of creating electoral justice frameworks early in transition, before their initial elections, International IDEA produced a policy paper called *Prioritizing Justice: Electoral Justice in Conflict-Affected Countries and Countries in Political*

*Transition*. The aim of the policy paper is to ensure that electoral justice systems in transitioning democracies can fulfil their role in ensuring just electoral processes, even with limited resources and capacity.

## Collaborative electoral policy and advocacy

**11.** **Increased knowledge and understanding of electoral processes among electoral practitioners.**

International IDEA maintains its strong commitment to mutually beneficial collaboration with practitioners in the field of electoral processes through the ACE Electoral Knowledge Network and the Building Resources in Democracy, Governance and Elections (BRIDGE) project. Following an update to, and translation of, the ACE encyclopaedia, implementation of a social media plan, increasing the number of newsletters and a revamp of the ACE website to make it more dynamic, website penetration grew by 24 per cent, reaching an audience of 2.8 million visitors. As the website contains over 10,000 pages of up-to-date election-related information written by experts, the growth in users signifies a great increase in knowledge on these topics.

In its collaboration on the BRIDGE project, International IDEA contributed to the BRIDGE version 3 update of two training modules—'Voter Registration' and 'Electoral Systems'—and the development of a new module called *Strategic Planning in Electoral Management*, thereby increasing the options for available training for electoral administrators. International IDEA also took part in ACE steering committee meetings and BRIDGE partner meetings throughout the year. International IDEA coordinated the ACE Coordination Unit, composed of staff from all ACE partners, on behalf of the ACE steering board in 2017.

**12.** **Improved policy on electoral processes.**

Partnerships are essential in influencing democratic processes. Through partnerships, the Institute can build synergies, avoid duplication of efforts and promote and disseminate its knowledge products. International IDEA took part in various conferences and workshops to network and share knowledge with relevant actors. For example, staff from International IDEA attended the Council of Europe's 13th EMB Conference in Bucharest, Romania, and disseminated 150 publications at the event and participated in a meeting and a workshop on Human Rights and Electoral Standards jointly organised by the Carter Center and the OHCHR.

**13.** **Increased knowledge regarding money in politics around the world.**

Plans to develop a book on the topic of money in politics were cancelled in favour of producing infographics that tie into current events and ongoing debates.

**14.** **Increased knowledge and understanding of electoral processes among electoral practitioners through the ACE platform.**

Outlines for new and updated topic areas on the ACE website were developed in 2016 and shared with ACE partners. The updated topic area on elections and technology and the new topic area on elections and conflict will broaden the types of resources available on the ACE website and increase the availability of expert-driven information on these topics. The new and updated topic areas will be shared with ACE partner organizations and published in 2017.

■ advanced    ■ on track    ■ delayed    ■ cancelled

## Elections and ICT

**15.** **Electoral management bodies make better-informed technology choices.**

It is a common misconception that the introduction of technology applications in electoral processes will necessarily enhance their effectiveness and transparency. While certainly useful, there are many challenges to their effective implementation. International IDEA deepened its focus on the use of technology by EMBs and conducted a series of activities in this topic area. International IDEA hosted a panel on open data at the Global Electoral Organization conference, featuring representatives from every continent and drawing a crowd of 650 participants.

Based on the panel discussion and in cooperation with one of the panellists, a guide was drafted on the use of open data in elections and is scheduled for publication in 2017.

Based on these activities, a publication on biometrics was drafted and scheduled for release in 2017.

## GLOBAL—ELECTORAL PROCESSES

# Key outputs in 2016

### Agenda-setting and convening

1. International IDEA held an agenda-setting workshop in October in Accra, Ghana, with the participation of experts from all over the world. Using insights from the workshop, the 'Timing and Sequencing of Elections' project was formally initiated.

2. Following the International IDEA Electoral Risk Management Conference in Addis Ababa, Ethiopia, in 2015, the Instituto Nacional Electoral (INE) Mexico organized, in collaboration with the Community of Democracies, the first International Specialized Course on Electoral Risk Management for which International IDEA provided critical knowledge resources and experiences.

3. International IDEA attended the Council of Europe's 13th EMB Conference in Bucharest and participated in the third meeting and second workshop on Human Rights and Electoral Standards co-sponsored by the Carter Center and the OHCHR, as well as the Global Electoral Organization conference.

4. Following a request from the Council of Europe, International IDEA took part in an expert group drafting new European standards for electronic voting meant to replace standards established in 2013. These include recommendations on the legal, technical and operational aspects of electronic voting.

### Substantive support to the regions

5. A policy paper was published called *Risk Management in Elections*, which features case studies from Australia, Bosnia and Herzegovina, Canada, India, Mexico and South Africa, as well as a comparative study on Kenya, Nepal and Nigeria.

6. International IDEA launched a film called *Power in our Pockets: Social Media, Money and Politics in the Digital Age.*

7. A policy paper was produced on the role of electoral justice mechanisms in the early stages of transition titled 'Prioritizing Justice:

Electoral Justice in Conflict-Affected Countries and Countries in Political Transition'.

8. International IDEA also produced various election-related materials, including five case studies and five newsletters in Arabic,

English and French. Updated and translated for the ACE Electoral Knowledge Network encyclopaedia together with ACE partners.

9. International IDEA produced two database reports to facilitate better accessibility to the Electoral Processes Database.

### Substantive support to the regions

10. International IDEA facilitated a tour of roundtables on the topic biometric data through Indonesia, Mongolia, the Philippines and the Republic of Korea. A representative of the Mongolian Election Commission took part in the tour and presented Mongolia's experience. These activities fed into the drafting of a publication on the use of biometric data to be published in 2017.

11. At the request of the Union Election Commission (UEC) of Myanmar, International IDEA produced a comparative

legal research report providing examples of the way that other countries have addressed a range of challenges related to the fair and efficient regulation of the electoral process. The topics for review were selected by the UEC and identified by International IDEA following a series of face-to-face interviews with diverse representatives of Myanmar's political and legal spheres, as well as civil society. The report has been translated into Myanmar language and was presented to the UEC in June 2016.

GLOBAL—ELECTORAL PROCESSES

# Partners

| **Advisory services provided to:** |
| The State Election Commission of Macedonia |
| **Implementing partners:** |
| International IDEA coordinated the ACE Coordination Unit, composed of staff from all ACE partners, on behalf of the ACE steering board in 2016. ACE partners include: the Electoral Institute for Sustainable Democracy in Africa (EISA), Elections Canada, the Instituto Nacional Electoral (INE), the International Foundation for Electoral Systems (IFES), International IDEA, the United Nations Development Programme (UNDP), the Electoral Assistance Division of the UN Department of Political Affairs (UNEAD) and the Carter Center. |

GLOBAL

# Constitution-Building Processes

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 0.1% | Budget | 2,618 | 1,632,911 | 1,635,529 |
| Restricted (RES) | 99.9% | Actuals | 2,136 | 1,557,502 | 1,559,638 |
| **Total** | **100.0%** | *% execution* | *82%* | *95%* | *95%* |

0.1%

■ Unrestricted (UNR)
■ Restricted (RES)

| RES Donors |
|---|
| Norway (Framework Agreement) |
| Open Society Foundation |

99.9%

## Knowledge-sharing on CBP across the region and beyond

**1.** | **Increased knowledge and awareness regarding constitution-building processes among the constitution-building community.**

The ConstitutionNet site, a central source for news, analysis and knowledge resources about constitution-building around the world, continued to expand with new content, including 46 in-depth Voices from the Field pieces highlighting experiences of ongoing constitution-building processes from those involved, as well as over 600 news items. The steady stream of new and highly relevant content ensures that the site remains a prime resource for increased understanding of constitution-building processes and places International IDEA in a position to set the agenda in the constitution-building community.

**2.** | **Website maintains full functionality and increases functionality.**

The content management system for ConstitutionNet was updated in 2016, ensuring the site's usability in the coming years and mitigating risks of bugs and extended downtime.

International IDEA developed a case law database focusing on West African countries, allowing for users to access approximately 200 constitutional case law reports translated into English. Currently in beta form, the database will be added to the ConstitutionNet site in 2017.

**3.** | **Increased knowledge and awareness regarding ConstitutionNet among the constitution-building community.**

Since its creation in 2012, the ConstitutionNet website has become the central source for news, analysis and knowledge resources for those interested and active in constitution-building around the world. In 2016 significant effort was put into outreach for ConstitutionNet, leading to a 23 per cent increase in site views compared with 2015, totalling 518,885 in 2016. The site's

associated social media accounts also grew, with ConstitutionNet's Twitter account doubling its followers to 3,000, while its Facebook page grew from 174 followers at the end of 2016 to 1,720. The increased interest in ConstitutionNet puts International IDEA in a good position to influence the constitution-building community and agenda in the coming years.

Videos produced on constitution-building uploaded to the ConstitutionNet site in Arabic, Armenian, English, Hungarian, Spanish and Ukrainian were watched 160,000 times in 2016, reaching audiences in diverse contexts.

## Constitutional implementation

**4.** | **Increased capacity of the youth constitution-building community in Africa to engage in constitutional transitions.**

International IDEA continues to increase knowledge and understanding regarding the constitution-building process among national and international actors, including youth in Africa. Thus, International IDEA supported Central European University in implementing a training course for young African constitution builders and civil society in handling constitutional transitions. The Institute assisted in designing the course curriculum and also held training sessions with a primary focus on constitutional assessments for women's equality, utilizing an International IDEA niche.

**5.** | **Increased global knowledge regarding constitution design solutions for inclusion of non-economic elites.**

International IDEA produced and disseminated a discussion paper called *Constitutional Responses to Oligarchic Democracy* on designing constitutions for the inclusion of non-economic elites, following feedback from the academic community. While a significant contribution in its own right, the drafting of the discussion paper will lead to further engagement with this topic.

**6.** | **Better knowledge of comparative systems of judicial review in West Africa among judges and academics.**

International IDEA produced a report called *Judicial Review Systems in West Africa: A Comparative Analysis*, which compares the constitutional justice institutions in 16 West African countries and analyses the diverse ways in which these institutions render justice and promote democratic development. As its primary audience are academics and judges working in West Africa, a translation into French followed and was launched at an event celebrating Benin becoming an International IDEA Member State.

**7.** | **Increased knowledge and understanding of post-conflict constitution-building processes among the constitution-building community.**

Following up on the second Edinburgh Post-Conflict Constitution-Building Dialogue, held in December 2015, International IDEA produced a policy paper called *Sequencing Peace Agreements and Constitutions in the Political Settlement Process* and a 2015 workshop report. The policy paper analyses the sequencing of constitutional arrangements and peace agreements to enhance understanding of when and why processes succeed or fail. The policy paper was disseminated at the third consecutive Edinburgh Post-Conflict Constitution-Building Dialogue, held by International IDEA in cooperation with the University of Edinburgh, and was presented at the United Nations in New York and the Carnegie Foundation in Washington, DC.

■ advanced   ■ on track   ■ delayed   ■ cancelled

**8.** **Increased knowledge and understanding regarding the implications of instituting semi-presidentialism among Ukrainian governmental and non- governmental actors and stakeholders directly or indirectly engaged in the constitution-building process.**

International IDEA produced a draft manuscript for a report on the institution of semi-presidentialism in Ukraine. However, its finalization and publication have been postponed until 2017 to allow for additional in-country consultations.

**9.** **Increased knowledge about specific constitutional design choices among the constitution-building community.**

International IDEA produced five primers on constitutional design choices that are included to provide an introduction to related topics and a refresher for those involved in the constitution-building community. The printing of the primers has been delayed, and they will be printed and disseminated in Q2 2017.

**10.** **Increased knowledge regarding the implications of territorial cleavages in constitution-building processes around the world among the constitution-building community.**

Collaboration with the Forum of Federations to develop a manual on territorial cleavages policy was postponed until 2017.

**11.** **Increased knowledge regarding the implications of territorial cleavages in constitution-building processes around the world among the constitution-building community.**

A report on security-sector reform was postponed until 2017 due to external delays with the partner organization.

**12.** **Increased knowledge regarding public participation among the constitution-building community.**

In collaboration with the Centre for Direct Democracy, International IDEA developed *Principles for Public Participation*. A draft was produced in 2016, and a review by practising constitution-makers was initiated. They will be published in 2017.

**13.** **Increased knowledge and understanding regarding key constitutional law cases in West Africa among the constitution-building community and West African judges.**

In its efforts to increase knowledge and understanding regarding key constitutional law cases in West Africa among constitution-building communities and West African judges, International IDEA started a process to develop a database of West African case law that will gather key cases of importance to democracy in West Africa. The database will contain cases, rulings and analysis, as well as reports produced by International IDEA, to create a comprehensive understanding of these processes in the region and a tool for robust comparison between countries. The case law database is currently in beta form and will be finalized in 2017.

**14.** **Increased knowledge and understanding regarding landmark gender-equality cases among gender activists and judges.**

A report on gender case law to highlight landmark gender-equality cases was started by International IDEA in collaboration with UN Women. It will draw upon 50 post-2000 cases selected from Africa, Asia and the Pacific, Latin American and the Caribbean and the Middle East–North Africa region on the topics of gender-based violence, family matters and women's access to public life. The report is expected to be finalized in 2017.

**15.** **Increased coordination among constitution-building external assistance providers.**

Throughout the year, International IDEA convened a series of meetings with the prominent organizations working in the area of constitution-building to avoid duplication of work and to build synergies in implementation. This included meetings with the UNDP, the UNDPA, Democracy Reporting International and the Venice Commission. The efforts in this area further solidify International IDEA as a key convener in the field.

**16.** **Increased awareness regarding complexity and diversity of approaches in constitution-building assistance among Venice Commission members.**

International IDEA co-organized a conference with the Venice Commission and the International Association of Constitutional Lawyers in Venice in December. The conference was well received by the Venice Commission president and staff, and the paper presented by International IDEA at the conference will be published in 2017.

**17.** **Increased understanding of constitutional gender sensitivity among users of gender audit tool.**

Based on a successful pilot completed in Nepal, International IDEA developed the *Constitutional Assessment of Women's Equality* tool to allow women and gender-equality advocates to participate in the framing of democratic institutions. This tool for a thorough examination of the most critical constitutional issues that affect the substantial equality of women. Global dissemination and implementation of the tool will begin in 2017.

**18.** **Increased knowledge and understanding of challenges to gender-sensitive implementation of constitutions among Nepalis, and broader constitution building community**

Following the constitutional assessment report of women's equality in Nepal published in January, International IDEA held a workshop called *From paper to lived reality: Implementing women's constitutional rights* in Kathmandu, Nepal, in February. During the workshop, experiences from Afghanistan, Costa Rica, France, Kenya, Mexico, Nepal, South Africa and Tunisia were shared to compare and contrast processes and outcomes in geographically and culturally diverse contexts. A discussion report based on these experiences was drafted and finalized in 2016 and is to be published in 2017.

**19.** **Increased understanding of how to measure the performance of constitutions.**

Following up on what was initially started in 2015, International IDEA developed a citizen-led methodology for assessing the performance of constitutions and suggesting improvements. It is designed to be useful during drafting and in assessing constitutions when considering constitutional change. The tool was piloted in South Africa together with the University of Johannesburg in 2015 and 2016, and an assessment of the South African Constitution was

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published in May 2016. To launch the publication, International IDEA hosted a conference in Johannesburg attended by academics and politicians from the country, sparking debate between generations of politicians on the legacy of the constitution-building process.

**20.** | **Increased capacity of national actors to develop democratic constitutions.**

International IDEA remains agile in responding to calls for assistance in ongoing constitution-building processes by national actors. International IDEA provided continuous advice to the Chilean Government as it designed and implemented public participation in the constitution-building process, organized a set of meetings with Yemeni actors in The Hague on constitution-building, organized a forum together with the University of Melbourne to discuss territorial autonomy and constitutions in the Asia–Pacific region and provided input on the Philippines' draft constitution. International IDEA also provided advice and support to actors in Benin, Mali, Myanmar and Thailand.

## Regional and field offices

**21.** | **Capacity of the constitution-building team is developed; advisors contribute to the design and implementation of programmes.**

International IDEA ensured that its programming in the constitution-building field is relevant and well designed by receiving ongoing advice from senior technical advisors, as well as by having its publications peer-reviewed.

**22.** | **CBP develops coherent inclusion programming.**

Plans to develop a strategy for inclusion-focused programming on constitution-building have been postponed until 2018 due to institutional reprioritization.

**23.** | **Key Afghan civil society actors have an increased knowledge and understanding of constitution-building processes and design and will, in the future, be able to contribute to a broad, inclusive and participatory constitutional reform process in Afghanistan.**

A body of civil society organizations that are able to better communicate social interests to those responsible for negotiating and drafting the content of a constitution is paramount in both functioning democracies and in a functioning constitution-building process. A civil society also plays a key role in monitoring the activities of the constitution-making body in communicating the progress to the broader public, mobilizing individuals and playing a significant role in educating the population on the content of the constitution and its reform process. With this in mind, International IDEA, in collaboration with the Open Society Afghanistan, engaged with Afghani civil society for the first time in a project to contribute to a participatory and inclusive constitutional reform process. This involved training 15 civil society members for a month on these processes. Following the training, one participant developed a proposal to raise public awareness on constitutional issues utilizing lessons learned from the training, and the proposal received funding from the Open Society.

GLOBAL—CONSTITUTION—BUILDING PROCESSES

# Key outputs in 2016

### Agenda-setting and convening

1. International IDEA organized and took part in activities with all prominent actors in the constitution-building field, including, the UNDP, the UNDPA, the Forum of Federations, Democracy Reporting International and the Venice Commission.

### Producing global comparative knowledge resources

2. "The Constitutional Assessment of Women's Equality" tool was developed to enable women and gender-equality advocates to participate in the framing of democratic institutions.

3. The ConstitutionNet website was continuously updated.

4. A discussion paper on designing constitutions for the inclusion of non-economic elites was produced to enrich debates and enhance the work of constitution-building officials worldwide.

5. A report called *Judicial Review Systems in West Africa*: *A Comparative Analysis* was published comparing the constitutional justice institutions in 16 West African countries.

6. International IDEA produced a policy paper on sequencing of constitutional arrangements and peace agreements titled 'Sequencing Peace Agreements and Constitutions in the Political Settlement Process'.

7. International IDEA published three primers on constitutional design issues.

### Substantive support to the regions

8. International IDEA trained 15 civil society members from Afghanistan for a month to promote participatory and inclusive constitutional reform.

9. Technical support and substantive advice was given to actors working in constitution-building processes in Benin, Chile, Mali, Myanmar, Thailand and Yemen.

GLOBAL—CONSTITUTION—BUILDING PROCESSES

# Partners

| Advisory services provided to: |
| --- |
| Government of Chile (Ministry of the Presidency), Office of the United Nations Special Envoy for Yemen and International Commission of Jurists, Thailand |
| **Implementing partners:** |
| Centre de Droit Constitutionnel, Cotonou, Benin, Comparative Constitutions Project, University of Edinburgh, Hanns Seidel Foundation West Africa, University of Melbourne, Center for Constitutional Transitions, Venice Commission, International Association for Constitutional Law and Central European University |

■ advanced   ■ on track   ■ delayed   ■ cancelled

GLOBAL

# Political Participation and Representation Processes

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 93.3% | Budget | 544,349 | 21,044 | 565,393 |
| Restricted (RES) | 6.7% | Actuals | 544,472 | 39,344 | 583,816 |
| **Total** | **100.0%** | *% execution* | *100%* | *187%* | *103%* |

6.7%

■ Unrestricted (UNR)
■ Restricted (RES)

**RES Donors**

Switzerland

93.3%
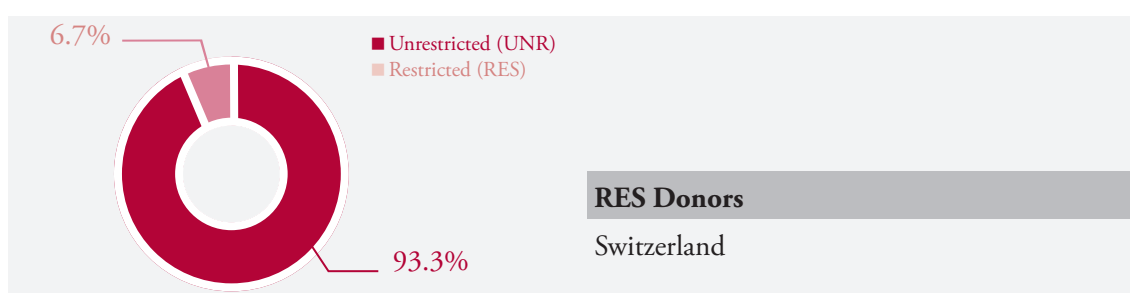
**Money and politics**

1. **Oversight agencies have greater knowledge of digital systems for political finance reporting and disclosure.**

   Too often, money weakens a democracy instead of strengthening it, undermining principles such as equal opportunity, political participation in politics and equal representation. International IDEA is working to address a number of particular challenges, including the lack of transparency surrounding party and campaign finances, the imbalance that often exists between public and private funding of political parties, the widespread lack of compliance and enforcement of existing political finance regulations and the particular obstacles faced by women in raising and accessing funds necessary to compete in politics on an equal footing with men. International IDEA strives to address these challenges through the development of comparative knowledge products. One such product is a guide for political finance oversight agencies on digital reporting and disclosure systems for political finance, which was developed throughout 2016. A training module to accompany the guide was also developed to provide substantial support to oversight agencies. It was tested and revised in Bosnia and Herzegovina, Georgia, Moldova and Nepal. The guide will be published in 2017 to facilitate the development of high-quality online reporting and disclosure systems worldwide for political party and campaign financial data.

2. **Relevant information and knowledge on political finance is more accessible.**

   The Political Finance Database is a repository of regulatory frameworks from 180 countries from around the world. During 2016  67 countries were identified that had introduced changes and updated the database accordingly. In 2017, the database will be subject to a major update and thematic revision to be in tune with the new challenges regulatory frameworks are trying to address.

**3.** **Leading politicians, CSOs, journalists and academia demonstrate increased awareness about problems and possible solutions related to political finance.**

As money in politics has developed as a key niche topic for International IDEA, the Institute gave a series of presentations at different international venues, including a panel at the 24th World Congress of Political Science hosted by the International Political Science Association, thereby improving synergies with the academic community.

International IDEA launched a microsite on money in politics in 2016 that contains news, events and knowledge resources on the topic. Several infographics on the subject were uploaded to the site, as was a newly developed video called *Money in Politics: Problems and Solutions*.

**4.** **Political parties, MPs and assistance providers are more aware of the leverage that a reform of party law can provide.**

International IDEA supported the Georgian State Audit Committee in creating a digital political finance reporting system by organizing an introductory workshop and providing in-person and remote advice during key junctures in the process, including the development of a user manual for the new system and training trainers just ahead of the system's launch. International IDEA also shared its experience with the Central Electoral Commission of Bosnia and Herzegovina, the Central Elections Commission in Moldova and the Election Commission of Nepal.

In November, International IDEA organized a peer study visit to the political finance oversight agency of Estonia, which provided an opportunity for staff from the Georgian State Audit Committee, Ukraine's National Agency for Prevention of Corruption, the Central Electoral Commission of Moldova and the Corruption Prevention and Combating Bureau of Latvia to learn more about developing online reporting and disclosure systems. All of this helped oversight agencies gain greater knowledge of both the content and the process for developing such systems.

In December, International IDEA was part of an expert team for an NDI-led assessment of political parties' internal financial practices in Albania. The team engaged with all major political parties, as well as the Central Election Commission.

## Political party dialogue

**5.** **Politicians enhance their interparty dialogue skills on sensitive topics such as electoral violence and natural resource governance (Cameroon, Congo-Brazzaville, Ghana, Kenya, Tanzania).**

From Nepal to Myanmar and Indonesia, Peru to Haiti and Mexico, and to several countries in the African Great Lakes region, intrastate conflicts have been the dominant form of violent conflict since the end of the Cold War. Intrastate conflicts (such as civil wars) damage the socio-political fabric of societies and countries and deepen mistrust within and between communities and political actors. To achieve the necessary minimum level of political consensus on key issues of national interest, interparty dialogue is the best way to address complex, often decades-long underlying causes of intrastate conflicts and usher in democratic reforms. As a trusted convenor and facilitator of dialogue between political parties for many years, International IDEA developed a training module specifically on interparty dialogue that was implemented through training for leaders of political parties, EMBs and representatives of CSOs from 10 countries mostly in Africa.

■ advanced   ■ on track   ■ delayed   ■ cancelled

These training sessions included one for youth political leaders from nine political parties in Kenya, which was implemented in partnership with the Swedish Democratic International Center (KIC), and another for a group of women political leaders at the local level representing 12 countries in Africa, Asia and Europe, which was implemented in partnership with the Swedish International Centre for Local Democracy.

**6.** **Enhanced awareness and application of International IDEA's knowledge resources and expertise on interparty dialogue.**

The International IDEA and NIMD joint training module was disseminated to over 2,000 relevant stakeholders, including political party assistance organizations, party dialogue platforms at the national level and through International IDEA focal points in Member States. International IDEA's work in the area of interparty dialogue was also presented at the African Union Heads of State and Government Summit in Kigali, Rwanda, in July 2016, including a training session for over 50 youth leaders from all over Africa on the margins of the summit. Through advisory services and presentations at national, regional and global discussions, International IDEA's work in interparty dialogue was showcased and discussed in Cabo Verde, Cameroon, Congo-Brazzaville, Ethiopia, Norway and Switzerland.

## Programmatic parties

**7.** **Political parties apply policymaking tools to improve the policy focus on natural resources management.**

International IDEA works to support developing the capacities of political parties to address substantial issues of inclusive development. International IDEA works to this end in two ways: between elections through its natural resources policy development tool; and during election campaigns by using its policy position tool, *GPS Politico*, to develop campaign positions, specifically in Peru's general elections.

Progress on this outcome related to implementation in Ghana is reported under the Democracy and Development section under the outcome 'Political parties in a resource-rich country engage in internal discussions to clarify and strengthen their strategic views on democratic governance of natural resources'.

## Effective institutions of representation

**8.** **Enhanced awareness on the part of political parties and assistance providers of the impact of citizen movements on political parties: pressing global shortcomings identified in the responsiveness of parties to demands underlying citizen movements; recommendations for parties identified for becoming more responsive to citizen demands.**

Activities related to this outcome were cancelled due to internal reprioritization.

**9.** **Increased availability of global comparative knowledge on the effectiveness of political party and parliamentary assistance.**

In 2014, International IDEA published *Political Parties and Citizen Movements in Asia and Europe*. In 2015, this publication has been launched in Brussels, The Hague, Manila, Seoul and Stockholm. The resulting global discussion to improve the responsiveness of parties to citizen demands will likely continue over the coming years. Following this, International

IDEA collaborated with a group of organizations to create the Political Finance Community of Practice with the ambition of facilitating internal discussion to improve practices and to be at the forefront of agenda-setting on the topic.

The Political Finance Community of Practice met in Prague in April to share the experiences of various groups that support more transparent and democratic financing of politics worldwide, to discuss joint strengths and weakness and potential areas of overlap, and also to find relevant synergies.

The Political Party Peer Network met in Utøya, Norway, in May, where members agreed to take a more radical and in-depth look at the causes of, and possible solutions to, the crisis of legitimacy that parties are facing. This includes issues related to political parties' financial accountability and transparency, the links between the tech world, such as app developers and start-ups focused on governance, and the world of political parties; intensifying learning about more rigorous, more credible and more utilization-focused approaches to evaluations of political party support programmes; and greater emphasis on South-to-South learning, as well as improvement of the regulatory and enforcement capacities of legislatures and oversight agencies.

**10.** **Political parties have better access to information on ICT tools for political party work.**

Countries around the world have, in recent years, experienced large-scale citizen protests. These demonstrations have been aided by the power of social media and ICTs to convene people quickly and in large numbers. What has been called a wave of anger is often aimed at political parties and political leaders.

Many feel that there can be no democracies without political parties, although parties must also find better ways to respond to citizen demands. This should include the use of ICTs to reach out to citizens in a more interactive way.

In 2015 a recommendation to invest in political parties' usage of ICT and social media led to International IDEA's development of a portal on ICT tools for political parties. In May 2016 International IDEA launched its Digital Parties Portal, a website highlighting tools to help political parties go digital. Every tool features a description of the tool's utility, how it works, which parties have used it before and to what effect. The site has been promoted through its own Twitter handle, @PartiesDigital, a mass email to over 900 party officials around the world and in meetings at ODIHR, USAID, the IRI, the PPPeer Network and with political parties in Belgium and Ukraine, among other places. Since its launch, the site has been updated with new featured apps, thus keeping it relevant as technology develops.

GLOBAL—POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES

# Key outputs in 2016

## Agenda-setting and convening

1. Promoting dialogue and peaceful democratic competition by strengthening dialogue skills, including with a focus on youth and female political leaders in several countries around the world.

2. Contributing to shaping high-level political discussions about democratic discourse, for instance in Africa, by sharing International IDEA's work and knowledge resources at high-level meetings convened by the African Union and other regional discussions.

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3.  Adding value for International IDEA Member States by providing expertise in interparty dialogue to institutions, including political-party-affiliated institutions in Cabo Verde, Ghana, Norway, Sweden and Switzerland.

4.  Contributing to the strengthening of political parties' programmatic capacities by facilitating party policy development processes, such as in Ghana.

5.  Co-organizing a regional conference on money in politics, held in Tbilisi, Georgia, which advanced the debate on this issue and focused on viable solutions to common challenges.

## Substantive support to the regions

6.  In May, International IDEA launched its Digital Parties Portal, a website highlighting tools to help political parties go digital.

7.  International IDEA developed a guide called *Digital Reporting and Disclosure Systems for Political Finance* that is expected to be published on 2017.

## Substantive support to the regions

8.  Providing support for various discussions and workshops organized in Africa on topics that included peacebuilding, democratic governance of natural resources and improving the internal democracy of political parties.

9.  Providing support to Nepal and Haiti on aspects related to strategic planning for political parties, as well as on intra- and interparty dialogue.

10. International IDEA worked in Wider Europe on the development of a training curriculum for digital solutions for political finance reporting and disclosure, which was then implemented in several countries in the region, such as Bosnia and Herzegovina, Georgia and Moldova.

GLOBAL—POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES

# Partners

**Advisory services provided to:**

NDI, in December, when International IDEA was part of an assessment team in Albania for an NDI-led project assessing the internal financial practices of political parties.

'International IDEA had an impact in starting the process, supported it at every stage with sharing international experience and expert consultations, and provided important information and practical ideas to fulfill the goal of making an online reporting system for political parties in Georgia.'

*Zurab Aznaurashvili, Head of the Financial Monitoring Service at the Audit Office*

GLOBAL

# Democracy and Development

*in EUR*

| Funding (Actuals) | |
|---|---|
| Unrestricted (UNR) | 100.0% |
| Restricted (RES) | 0.0% |
| **Total** | **100.0%** |

| Budget Execution | UNR | RES | Total |
|---|---|---|---|
| Budget | 534,053 | 0 | 534,053 |
| Actuals | 542,349 | 0 | 542,349 |
| *% execution* | *102%* | | *102%* |



0.0%
100.0%
■ Unrestricted (UNR)
■ Restricted (RES)
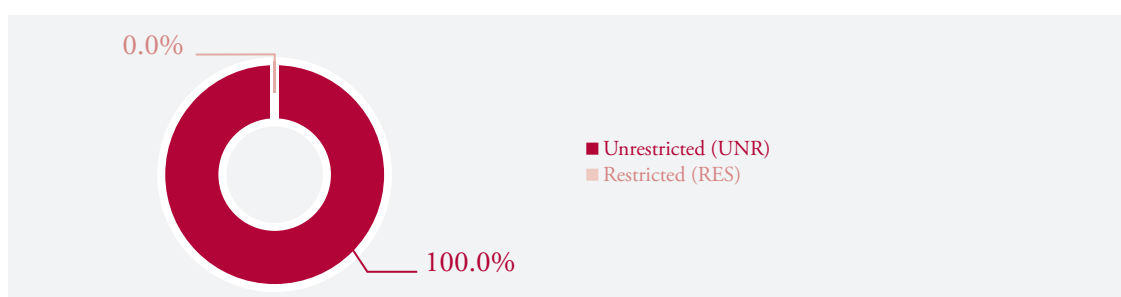
**Democratic accountability in service delivery**

1. | **Authorities publicly discuss the possibilities of incorporating proposals for reforms of assessment teams.**

In 2015 International IDEA supported a citizen-centred assessment of democratic accountability in service delivery for the reconstruction effort in the Philippines following Typhoon Haiyan. The assessment was finalized in 2016 and a report was published in September that identified issues in the accountability processes and suggested areas where improvement was needed. The assessment showed that in order to strengthen people's belief in democracy as a system that can protect their human rights, public officials need to follow democratic principles in everyday interactions, particularly those of accountability and transparency. Only when citizens are convinced of the integrity of democratic decision-making processes does their trust in democracy increase.

In an effort to effectively advocate for reform by utilizing the assessment's findings, International IDEA organized several post-assessment activities in the Philippines, including a traditional launch of the report, press conferences and several policy forums with public officials where reform proposals were openly discussed. Participants in the national launch mainly discussed disaster-related shelter provision and agreed that the report's launch was only the first step on the road to reform-oriented action and a discussion that will feed into the Philippines' continued improvement of shelter delivery. A two-day workshop was held in the Mindanao region, which was not affected by the typhoon but that nevertheless showed great interest in discussing the implications of reforms for accountability for the autonomous region of Mindanao.

2. | **Increased knowledge among the target audience globally about how democratic accountability in service delivery supports development.**

There is global demand for increasing levels of accountability by governments and authorities. At the forefront of this demand is a clear understanding of the role of accountability in

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**77**

such processes. It is only when governments and authorities are answerable, responsive and face consequences when needed that they are fully accountable to their populations. Yet, a democracy will only be able to deliver when it is both socially and politically accountable. To find potential solutions to issues related to accountability and service delivery, International IDEA has been at the forefront of increasing interest in accountability, mostly through research and the development of guides, tools, policies and other knowledge products related to this theme.

Continuing with its work on democratic accountability in service delivery, International IDEA produced two videos, *Democratic accountability in service delivery: Make a difference in your community*, which explains the concept and its utility, and *Assess democratic accountability in your community*, which presents the Democratic Accountability in Service Delivery assessment framework. These videos, which provide a platform for succinctly and effectively explaining the concept of democratic accountability, were presented at the OSCE/ODIHR Human Dimension Implementation Meeting in Warsaw, Poland, at an International IDEA-hosted side event in New York during the UN High Level Political Forum on Sustainable Development and at the World Water Week in Stockholm, among other places. The videos are also effective tools for promoting the above-mentioned assessment framework and have been part of International IDEA's promotion of democratic accountability on social media.

ICLD/Sweden requested that a workshop on democratic accountability be delivered as part of its training programme for around 30 local government representatives from the Balkans, Eastern Europe and Georgia.

**3.** **Increased knowledge and awareness of the importance of accountability in the global debate on democracy and development, including the 2030 Agenda for Sustainable Development.**

Throughout the year, International IDEA worked on strengthening the role of accountability in the achievement of the SDGs and democratic accountability in SDG 16 on peaceful and inclusive societies for sustainable development, access to justice for all and effective, accountable and inclusive institutions at all levels. International IDEA produced and published a discussion paper called *Sanctions, Rewards and Learning: Enforcing democratic accountability in the delivery of health, education, and water, sanitation and hygiene* and an accompanying policy brief that aim to fill a knowledge gap on how democratic accountability can best be enforced. It is argued that people should be able to raise their concerns when services are not delivered or when the quality is below standards. This is why accountability can be crucial in ensuring that public officials take responsibility for their duties and are answerable for their actions. To ensure compliance, sanctions, rewards and learning from experience would be of critical importance if applied in democratic ways and according to human rights standards and principles. The discussion paper and policy brief were launched at a workshop during the annual World Water Week in Stockholm.

## Democracy that delivers

**4.** **Political parties in a resource-rich country engage in internal discussions to clarify and strengthen their strategic views on democratic governance of natural resources.**

In 2016 International IDEA, in collaboration with the Natural Resource Governance Institute (NRGI), supported all four parliamentary parties in Ghana in finalizing their policy positions on natural resource governance for inclusive development ahead of the 2016 elections. The development of these policy positions will strengthen the capacity of government to manage natural resources in two ways: first, the policy positions are coherent, as they are based on proper research; and, second, they will increase governmental accountability since they have been made publically available. International IDEA and the NRGI supported an outreach and

dissemination campaign for the policy positions to enhance accountability and public debate. The policy positions were made public at a press conference in February, followed by four radio debates and one public debate, as well as a cohesive social media campaign that got the hashtag #GHoilelections trending in the country.

**5.** **Political parties in at least one resource-rich country use a final draft version of the guide to create a strategic vision of natural resources governance.**

A draft of the guide *Policy Position for Political Parties on Natural Resources* was completed in collaboration with the NRGI. The guide is designed to help political parties replicate the process in Ghana and develop coherent policy positions based on their ideology. This process is designed for political parties to design policy for inclusive development. Initially planned to be published in 2016, the guide has been delayed until 2017 in order to meet the highest standards.

**6.** **Increased voter education on oil and gas in Ghana ahead of national elections.**

International IDEA collaborated with the NRGI and PenPlusBytes with funding from DFID's Ghana Oil and Gas for Inclusive Growth initiative in creating the website <http://oilmatters. info>. Designed as a civic education platform to increase voters' understanding of political parties' oil and gas policies ahead of the 2016 elections, the site featured party manifestos and a series of recorded radio debates. It also featured a policy compass, where voters could answer a set of questions and were subsequently guided as to which party was closest to them ideologically. The website received nearly 1.5 million visitors, and the policy compass was used 123,742 times ahead of the elections, contributing to a better understanding of the issues among the electorate.

## Representation that matters

**7.** **Political parties have open access to information about applying ICTs in their day-to-day work.**

Progress for this outcome is reported in the Political Participation and Representation Processes section under the outcome 'Political parties have better access to information on ICT tools for political party work'.

**8.** **Increased importance of programmatic policy positions through application of the GPS tool in at least one country.**

In Peru, International IDEA created a voter advice application, a website where voters answer a set of policy-related questions, and the site matches them with the party or candidate closest to them ideologically. International IDEA collaborated with political parties, which answered policy questions directly, a process in which parties committed to programmatic policy positions and affirmed their policy stances. The application was promoted in collaboration with a media house, thereby increasing reach on TV, radio and social media.

The project also included an evaluation that allows for lessons learned to be transferred to other contexts to implement similar applications. Plans were made throughout the year to apply voter advice applications in other countries. The experiences from this project and the code for the application were used to create the voter advice application on oil and gas in Ghana (see Outcome 6).

■ advanced    ■ on track    ■ delayed    ■ cancelled

**9.** **Increased knowledge of IDEA's programmatic vote advice application among political actors and policymakers in target countries.**

International IDEA published *The Policy Positioning Tool for Political Parties: A Facilitator's Guide* in early 2016. The guide presents the necessary steps for any organization interested in creating a voter advice application ahead of elections. The use of a voter advice application in Peru brought attention to the tool and showed its relevance.

**10.** **Needs of political actors assessed in target countries to inform future assistance programmes.**

In May 2014 International IDEA published *Politics Meets Policies: The Emergence of Programmatic Political Parties*, which identified the effect of programmatic parties (as opposed to personality-based or clientelistic parties) on inclusive development. In the following years, initiatives such as the Digital Parties Portal, voter advice applications and support for the development of policy positions on natural resources were based on the research that informed Politics Meets Policies. To continue innovating in supporting programmatic parties, International IDEA held internal and external consultations throughout the year, and the resulting strategic orientation will feed into the development of the new institutional strategy for 2018–22.

## Democratic accountability of political executives

**11.** **Policy recommendations feed into reform proposals to improve democratic accountability of political executives in Melanesia.**

Due to reprioritization, activities related to this outcome were cancelled in early 2016.

## Democracy in the development agenda

**12.** **Increased access to knowledge about how to monitor the 2030 Agenda for Sustainable Development in people-centred ways by political actors in states committed to inclusive monitoring.**

International IDEA produced three region-specific policy briefs on the role of democratic accountability in achieving the SDGs that feature regional policies and national practices from member states of ASEAN, the AU and SAARC. These policy briefs emphasize the enabling effects of democratic political processes and peoples' own assessments of accessibility and quality of services in the SDG monitoring process. The policy briefs were launched at an event co-hosted with the Permanent Mission of Mongolia to the UN, the then-chair of IDEA's Council of Member States and the International Development Law Organization (IDLO) in conjunction with the UN High Level Political Forum on Sustainable Development in New York.

**13.** **Increased access to knowledge about the relationship between private-sector development and democracy-building within the EIB, other international financial institutions, development banks, representatives of government, parliaments, political parties, academia and NGOs.**

In 2015 International IDEA and the European Investment Bank (EIB) completed a joint study on the role of private-sector development in democratization processes. Building on this study, the Institute published a policy brief featuring recommendations for other international

financial institutions to support the democratization process or to mitigate the risk of supporting authoritarian regimes and backsliding. The report was presented at the EIB, which has now incorporated several recommendations from the report in its workflow with loans and equity and also in its monitoring procedures.

**14.** **Comparative knowledge about innovative approaches to results management in democracy assistance, with a focus on local ownership of results, is made publicly available.**

In 2014 and 2015 International IDEA hosted agenda-setting workshops on innovative approaches to results management and evaluations in democracy assistance with practitioners and policymakers. In 2016 this work culminated in a two-day workshop where implementers, donors and evaluators shared experiences with emerging innovative methods in monitoring and evaluating support for parliaments, political parties, civil society or media. Drawing on these workshops, the Institute produced a discussion paper and a policy brief titled 'Flexibility, learning and ownership: innovative results management and evaluations in democracy assistance'. An audio collage featuring interviews conducted during the workshop is also planned. The workshops and the variety of knowledge products allowed International IDEA to expose different audiences, from practitioners to lawmakers, to innovations that could facilitate their changing policies and practices.

**15.** **Increased access to knowledge about democracy and development tailored to feed into the implementation of the 2030 Agenda for Sustainable Development.**

Due to internal reprioritization, activities related to this outcome were cancelled.

## GLOBAL—DEMOCRACY AND DEVELOPMENT

# Key outputs in 2016

### Agenda-setting and convening

1. International IDEA hosted a concluding senior-level workshop for practitioners, donors, implementers and consultants in the democracy assistance field to discuss innovative methods of using results management and evaluations to improve learning and ownership with a view to making democracy assistance more relevant and effective and enabling a greater impact. Some 74 per cent of participants considered the workshop to be a very good learning opportunity, and several participants committed to further actions. International IDEA's efforts to initiate a relay of like-minded actors engaging in this topic generated and inspired at least one new workshop series, with the first workshop organized by a strategic civil society network in Brussels in November.

2. To support the accountability reform agenda in the Philippines following the launch of the Democratic Accountability in Service Delivery assessment in that country, International IDEA convened a two-day workshop on the implications of suggested reforms in the Mindanao region, a post-assessment evaluation session in Manila, and participated in two national policy forums organized by the Philippine Legislators' Committee on Population and Development.

3. In collaboration with the NRGI, International IDEA successfully completed the process of helping four parliamentary parties in Ghana develop their policy positions on the governance of the oil and gas sector, and these policy positions featured prominently in the 2016 national electoral debates and election campaigns.

advanced ■ on track ■ delayed ■ cancelled ■

4. Ahead of the general elections in Ghana in 2016 International IDEA led a group of implementing partners in increasing the amount of information available to citizens on the political positions of candidates on natural resources. This topic was a key component of the political campaign, and International IDEA's work was paramount in enhancing the level of the debate among the general public and also among political parties. One of the key instruments of this, the Policy Compass, was used by more than 120,000 Ghanaians in the weeks before the elections.

## Producing global comparative knowledge resources

5. International IDEA published a discussion paper on the enforceability aspects of democratic accountability called *Sanctions, Rewards and Learning: Enforcing democratic accountability in the delivery of health, education, and water, sanitation and hygiene*, which was launched at a workshop on realizing SDGs through sanctions, rewards and learning from experience at the annual World Water Week in Stockholm.

6. A discussion paper focused on democracy assistance organizations using innovative methods in results management to achieve a greater impact was published titled 'Flexibility, learning and ownership: new trends in democracy assistance, results management and evaluation', as was an accompanying policy brief with the same title.

7. Three region-specific policy briefs were published on the role of democratic accountability in service delivery in the 2030 Agenda for Sustainable Development for the AU, SAARC and the ASEAN states.

8. A policy brief on the role of private-sector development in democratization aimed at international financial institutions was published based on a joint study with the European Investment Bank.

9. To support the awareness and usage of the citizen-centred Democratic Accountability in Service Delivery assessment framework, two videos were produced on why democratic accountability matters and how assessments of democratic accountability are carried out. Presentations of the framework were given in Moldova, Mongolia, the Philippines, Poland, Sweden, Ukraine and the United States.

## Substantive support to the regions

10. International IDEA supported all four parliamentary parties in Ghana in developing comprehensive policy positions on natural resource governance, conducting interparty dialogue and informing the public of their policies.

11. In Peru, International IDEA contributed support and technical assistance to the deployment of a voter advice application ahead of that country's elections, and conducted an evaluation of its reach and impact.

12. International IDEA supported the preparatory, analytical and outreach phases undertaken by partners in the Philippines with regard to '*Building Back Better: A Democratic Assessment of Service Delivery after Typhoon Haiyan*'.

13. International IDEA/The Democracy and Development Team provided substantive support for a workshop on democratic accountability in service delivery and the state of local democracy hosted by the mayor of Ulaanbaatar, Mongolia.

GLOBAL—DEMOCRACY AND DEVELOPMENT

## Partners

| Advisory services provided to: |
|---|
| City of Södertälje, the parliamentary parties of Ghana, the Public Accounts Committee of the Parliament of Myanmar, the Mayor's office, Ulaanbaatar, Mongolia and SDC, Moldova |
| **Implementing partners:** |
| NRGI, Forum Syd, The UNDP Water Governance Facility at Stockholm International Water Institute, ICLD, UNDP Oslo Governance Center, The Steering Committee of the Program for Young Politicians in Africa, BBC Media Action, NDI, NED, Global Partners Governance, SDG16 Data Initiative (including the Transparency, Accountability and Participation Network), NIMD and Swedish Development Forum |

GLOBAL

# Democracy Assessment, Analysis and Advisory

*in EUR*

| Funding (Actuals) | |
|---|---|
| Unrestricted (UNR) | 71.8% |
| Restricted (RES) | 28.2% |
| **Total** | **100.0%** |

| Budget Execution | UNR | RES | Total |
|---|---|---|---|
| Budget | 1,475,083 | 480,860 | 1,955,943 |
| Actuals | 1,268,175 | 498,067 | 1,766,242 |
| *% execution* | *86%* | *104%* | *90%* |



- Unrestricted (UNR)
- Restricted (RES)

28.2%

71.8%
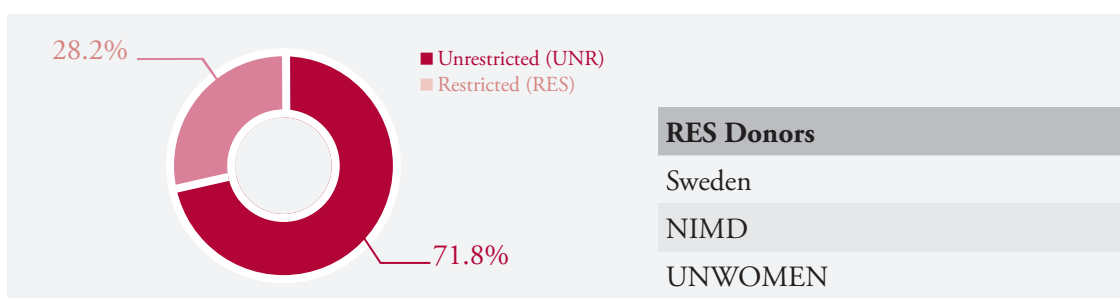
| RES Donors |
|---|
| Sweden |
| NIMD |
| UNWOMEN |

**Informed policymakers**

1. | **Knowledge resource available for policymakers and democracy practitioners to inform policy interventions and democratic reform.**

An era of optimism about the future of democracy seems to be coming to an end; instead, the current context is characterized by scepticism. To directly counteract this trend and to continue providing effective problem-solving approaches to address the challenges impacting democracy, International IDEA seeks to be recognized as agenda setter in the democracy-building field, as well as a producer of global knowledge resources and provider of substantive support for

■ advanced   ■ on track   ■ delayed   ■ cancelled

democratic transition processes. The ability to influence global agendas necessarily requires that International IDEA have more analytical capacity on developments around the world and how they affect democratic development and to strengthen the impact of its knowledge products, including by making them more visible.

It is in this context that an International IDEA-wide initiative aims to produce a biennial signature publication analysing global and regional trends impacting democracy together with a topical theme so as to position International IDEA as an agenda setter in the field of democracy.

Following an Institute-wide consultation process, International IDEA determined an outline for its signature publication. The chosen overarching theme, exploring democracy's resilience, aims to provide policymakers, governments and civil society with problem-solving approaches to strengthen and protect democracy in the face of contemporary challenges, including economic inequalities, money in politics and migration. The publication will also feature key policy recommendations. The first draft will be peer-reviewed in 2017, and the publication is set to be published in November 2017.

## 2. Developing a Global Democracy Index that captures global democratic trends to inform quantitative and qualitative analysis in a systematic and scientific way.

With the world seeing an increasing number of democracies since the early 1970s, there has been a greater focus on democracy and governance as a legitimate area of international assistance. Quantitative measures in particular, especially those presented in the form of single scores or indices, have gained currency globally and are widely used for policy analysis and advocacy purposes. To contribute to this growing body of measurements of democracy and governance, International IDEA developed a conceptual methodology, including indicators, and collected secondary data to construct Global State of Democracy Indices as an evidence base for International IDEA's signature publication, *The Global State of Democracy*. Based on International IDEA's State of Democracy framework, the indices allow a trends analysis of comparative data on the country, regional and global level in relation to democracy. The indices will be published alongside the signature publication in 2017.

## 3. Available country data on democracy as part of an evidence-based platform.

Democracy practitioners and other users will have access to Varieties of Democracy (V-Dem) data, as well as other selected data sources, through the Global State of Democracy Indices in collaboration with V-DEM experts. V-DEM has one of the largest-ever social science data collections with a database containing over 16 million data points, covering 177 countries from 1900 to 2015.

International IDEA, in collaboration with V-Dem, collected data from external sources throughout the year to construct the Global State of Democracy Indices. Furthermore, International IDEA also put together an expert advisory board to scrutinize the data. All indicators have been subjected to rigorous validation and testing, and the conceptualization has been finalized.

## 4. Targeted policymakers are provided with knowledge resources, policy options and/or strategies to address challenges posed by issues/topical trends impact democracy, including to promote the inclusion of marginalized groups in decision-making processes and structures.

Social and political exclusion, along with public apathy in general, are recognized as being among the major barriers to democratic development. Thus, efforts to build functioning, sustainable and resilient democracies and genuine social transformation require institutionalized mechanisms advocating inclusivity for all marginalized groups within a society. To provide

policymakers with knowledge resources, policy options and strategies addressing the exclusion of marginalized groups from electoral processes, International IDEA held a workshop in November called *Marginalized Groups in Electoral Processes: Challenges and Strategies for Inclusion*, which involved key experts and partners in the election and diversity field. The lessons learned from this workshop will feed into a 2017 project called *Marginalized Groups in Electoral Processes*.

**5.** **Citizen-led assessments are increasingly acknowledged as tools for assessing the quality of democracy and informing policy agendas.**

Citizen-led and -owned democracy assessments based on SoD, SoLD, and DASD tools facilitate both national- and local-level dialogues among stakeholders as part of the assessment process.

To further extend the reach of the State of Democracy assessment tool at the national level, International IDEA engaged in two key technical support and outreach activities.

At the invitation of the Royal Research and Advisory Council of Bhutan, International IDEA conducted a training session for potential country assessors. Some 25 representatives of government institutions, political parties, academia and civil society participated in the training and learned how to assess the quality of democracy and to undertake a State of Democracy (SoD) assessment. The process was led by the Bhutan Royal Research and Advisory Council with support from International IDEA.

Another key activity in 2016 made use of the SoD assessment framework as a dialogue tool focused on the concept of democracy and a qualitative in-country assessment. The training was held in Cyprus for civil society representatives from Afghanistan who were participating in a larger constitution-building training session. The training sessions encouraged stakeholders to conduct a 'quick democracy scan', identify the main strengths and weaknesses of their democracy and formulate concrete recommendations for improvements (this activity is also reported under Global—Constitution Building Processes). A translation of the State of Democracy assessment guide into Burmese also expanded the potential geographical reach of the framework.

**6.** **Citizen-led assessments are increasingly acknowledged as tools for assessing the quality of local democracy and informing the policy agenda targeted at local democracy.**

International IDEA undertook a scoping mission to meet with the leading CSOs, think tanks and various experts to present and discuss the potential use of the SoLD and DASD frameworks. The consultations affirmed that an assessment of the quality of local democracy is a very timely exercise, as Moldova is currently implementing or planning democratic reforms that will have an impact on the functioning of local institutions and processes and also the daily life of citizens.

International IDEA, in cooperation with the Governor's Office of Ulaanbaatar and the Transparent Ulaanbaatar Academy, held a three-day training workshop in Mongolia's capital, Ulaanbaatar, in June on how to use two of International IDEA's citizen-centred assessment tools: State of Local Democracy and Democratic Accountability in Service Delivery.

Translations of the local democracy assessment guide into Mongolian, Russian and Ukrainian expanded the geographical reach of the framework and the use of the tools in specific country initiatives/activities.

International IDEA continued to contribute to the Expert Review Committee for the development of the Local Democracy Index in Curitiba, Brazil.

International IDEA contributed to its partnership with the International Center for Local Democracy by organizing a session in the yearly training for women local politicians. International IDEA's session focused on the theme 'Internal Party Democracy through a Gender Lens'. Last year's training session was held for local councillors from Indonesia, Kenya, Macedonia, Namibia, South Africa, Turkey, Uganda and Ukraine.

■ advanced   ■ on track   ■ delayed   ■ cancelled

**7.** | **Policymakers, media, International IDEA partners make critical and contextual use of democracy assessments, analysis and tools.**

Conventional democracy measures have been criticized for their lack of clarity in measurement, weaknesses in aggregation methods and a general lack of methodological transparency. It is in response to some of these weaknesses that International IDEA developed its citizen-centred assessment frameworks to support reform-oriented qualitative assessments of democracy. Citizen-led and -owned democracy assessments based on these frameworks facilitate both national- and local-level dialogues among stakeholders as part of the assessment process.

In facilitating this, International IDEA responded throughout the year to requests from a variety of stakeholders, including Member States, for analysis and advice on topics such as diversity, migration, religion and pluralism.

International IDEA contributed to an informal meeting of experts regarding the ways and means to enhance the rule of law in European Union Member States, following up on the Rule of Law Dialogue in the EU's General Affairs Council (GAC) and a peer-review initiative announced by Belgium at the May 2016 GAC meeting. The expert meeting took place at the Ministry of Foreign Affairs in Brussels on 20 July.

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**Inclusiveness in democratic decision-making**

**8.** | **Increased awareness and understanding throughout International IDEA of how to mainstream conflict and security, diversity and gender into programming.**

Based on the recommendations in an International IDEA report on mainstreaming cross-cutting themes from June 2015, discussions on how IDEA's cross-cutting teams can effectively support International IDEA's mainstreaming efforts were held in 2016.

These efforts included focusing on better linking or further activating the various cross-cutting mainstreaming tools, policies and processes that currently exist or are being developed at International IDEA. These included the work of International IDEA's Gender Committee, the application of the Institute's Mainstreaming Policy and use of the Diversity Toolkit and the mainstreaming of Conflict and Security.

In 2016 International IDEA conceptualized a mainstreaming hub or helpdesk to ensure the effective mainstreaming of gender, diversity and conflict into all areas of work at International IDEA. Using a needs assessment, International IDEA collected relevant resources and knowledge products to ensure the relevancy of the hub. International IDEA finalized a mainstreaming hub concept note, and the hub is expected to be made available in 2018.

**9.** | **Providing online access to a broad collection of resources on women in politics, comparative information on electoral gender quota practices and fostering policy-relevant debates on implementation of special measures for gender equality in politics.**

International IDEA continues its support of the International Knowledge Network of Women in Politics (iKNOW politics) platform to support women in sharing experiences, resources and advice, as well as collaborating on issues of interest. During 2016, some 16,000 resources, such as articles, were uploaded to the site in Arabic, English, French and Spanish. The site expanded its reach by 24 per cent, getting over 200,000 page views from throughout the world.

An evaluation of the platform was carried out to ensure continued improvements, especially in its key features, and the platform's management was restructured.

**10.** **Increased development of new, and use of existing, digital resources for products (focused on analysing/assessing democracy, including cross-cutting issues).**

International IDEA's Gender Quota Database continues to be one of the Institute's most consistently referenced data resources. To further improve efficient accessibility to the data in the database, International IDEA designed a new interface for the Quota project website in collaboration with the Inter-Parliamentary Union and Stockholm University. The new interface will be more user-friendly and will include better visualisation of data to ensure easier access to the Gender Quota Database, thereby facilitating a better understanding of the use of gender quotas in electoral processes globally. The interface is expected to be implemented in mid-2017.

**11.** **Global comparative knowledge produced and disseminated on gender-sensitive constitutional design and implementation.**

International IDEA drafted a comparative paper on gender-sensitive constitutional design and implementation, which contains in-depth analysis of gender-sensitive constitutional implementation, setting out future research and a policy reform agenda in this field. The paper will be published in 2017.

**12.** **Enhanced networking, exchanges of lessons and best practices in promoting gender equality in electoral management bodies and electoral processes.**

Activities and outputs related to this outcome were cancelled due to reprioritization by the partner organization.

**13.** **Stakeholders will have increased knowledge, including policy options, and skills with which to promote the inclusion of marginalized groups in decision-making processes and structures.**

Socio-political marginalization can have a detrimental impact on democratic development. Therefore, understanding the way in which various marginalized communities are trying to overcome political exclusion or have achieved political inclusion is paramount to processes that promote genuine social transformation.

International IDEA initiated the production of a film showcasing strategies for the political inclusion of LGBTQI people in electoral processes in Fiji, Malawi and Nepal. The film, which will be used in training sessions for the political inclusion of marginalized groups, will be completed and disseminated at the beginning of 2017.

**14.** **Increased understanding throughout International IDEA of the importance of having a conflict-sensitive approach regarding programming, including its impact on gender equality and/or minority groups.**

Based on a series of internal consultations, International IDEA finalized an Institute-wide policy on mainstreaming conflict sensitivity. The new policy provides an institutional framework to include a conflict-sensitive approach to all programming. The policy is designed to take stock of the conflict dynamics of the contexts in which International IDEA operates, and it requires proactive measures to minimize negative impacts while maximizing the positive impact during implementation.

advanced   on track   delayed   cancelled

**15.** | **Relevant policymakers and CSOs apply comparative knowledge (resources) when analysing and addressing the threat of organized crime to democratic politics.**

International IDEA developed its *IntegriTAS* threat assessment tool, based on the results of four years of research under the 'Protecting Politics' project, which began in 2011 and whose latest reports include the four reports launched in September 2016 on how organized crime affects elections, political parties, service delivery and local democracy. The first pilot of *IntegriTAS* was conducted in collaboration with Peru's Electoral Tribunal ahead of the country's general elections, and a beta version of the system's software was finalized, together with three supporting guides. The implementation and monitoring of the pilot of the *IntegriTAS* system in Peru helped the Peruvian EMB use *IntegriTAS* to assess the threats and risks to politics posed by organized crime. The implementation of a second pilot in South Africa is scheduled to run in collaboration with the Global Initiative against Transnational Organized Crime as a potential partner in 2017, with the aim of expanding its reach in the future to other organized-crime observatories in Africa.

## IntegriTAS: organized-crime threat assessment system

International IDEA is supporting political institutions in preventing and mitigating the influence of organized crime on democratic processes. The Institute focused its attention on practitioners in the field through the development of the IntegriTAS threat assessment system, a software-based tool that supports practitioners in their efforts to identify threats that increase the capacity of organized criminal groups to affect democratic processes, and that provides a platform to design prevention and mitigation strategies. IntegriTAS was piloted in collaboration with the Peruvian Electoral Tribunal ahead of the general elections in April. The pilot included the training of electoral officials, capacity-building and an intense data-collection period. The tool will be launched in 2017.

GLOBAL—DEMOCRACY ASSESSMENT, ANALYSIS AND ADVISORY

# Key outputs in 2016

### Agenda-setting and convening

1. International IDEA promoted the State of Democracy and State of Local Democracy frameworks globally in 2016, including during the European Development Days (EDD), the OSCE/ODIHR Human Dimension Implementation Meeting in Warsaw, Poland, the Civil Society Forum in Bucharest, Romania, and at an informal meeting of experts and EU Member States on a new rule-of-law peer-review initiative.

2. International IDEA conducted an interview with UN radio to promote its Protecting Politics reports; the interview was titled 'Growing problem' of organized crime corrupting politics worldwide.

3. International IDEA promoted its Protecting Politics reports in Berlin during the international workshop 'Building Community Resilience against Organized Crime: Prevention, People and Places', which was organized by the Global Initiative against Transnational Organized Crime (GI), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the German Institute for International and Security Affairs (SWP). The workshop gathered more than 30 policymakers, experts and NGO representatives.

4. Requests from Member States were also handled, including a request from the Swiss Ambassador for the development of a research note called *The impact of stricter EU asylum policies for women*.

## Producing global comparative knowledge resources

5. International IDEA held a workshop called *Marginalized Groups in Electoral Processes: Challenges and Strategies for Inclusion* in November involving key experts and partners in the election and diversity field. The lessons learned from this workshop will feed into a 2017 project called *Marginalized Groups in Electoral Processes*.

6. The Institute's signature publication was conceptualized and planned, and a first draft was produced, including all chapters and areas of focus. The related Global State of Democracy Indices were conceptualized, including the definition of the final datasets and indicators.

7. International IDEA launched four reports on the nexus of organized crime and politics, 'Protecting Politics: Deterring the Influence of Organized Crime on Elections', 'Protecting Politics: Deterring the Influence of Organized Crime on Political Parties', 'Protecting Politics: Deterring the Influence of Organized Crime on Local Democracy' and 'Protecting Politics: Deterring the Influence of Organized Crime on Public Service Delivery'. The reports were launched in The Hague, Geneva, New York and Stockholm. respectively. The launches were complemented by four webinars, reaching a different audience from the official launches so as to ensure effective advocacy. The Stockholm and New York launches were webcast, with over 1,000 views.

## Substantive support to the regions

8. International IDEA provided technical and advisory support on how to assess the quality of democracy and to undertake an SoD assessment for 25 potential country assessors in Bhutan at the invitation of the Royal Research and Advisory Council.

9. International IDEA undertook a scoping mission to meet with leading CSOs, think tanks and various experts to present and discuss the potential use of the SoLD

and DASD frameworks in Moldova. This endeavour resulted in an SoLD assessment being carried out in 2017.

10. International IDEA's expertise on gender inclusivity in political processes fed into the creation of the *Constitution Assessment for Women's Equality* Tool, which was further developed and implemented in Nepal.

GLOBAL—DEMOCRACY ASSESSMENT, ANALYSIS AND ADVISORY

# Partners

| Advisory services provided to: |
| --- |
| La Asamblea Legislativa Plurinacional and Órgano Electoral Plurinacional (Tribunal Supremo Electoral y Tribunales departamentales Electorales) |
| **Implementing partners:** |
| La Coordinadora de la Mujer, the International Center for Local Democracy (ICLD), Varieties of Democracy (V-Dem), Nottingham University via the 'Legacy of Authoritarian Regimes' research project, the Global Initiative against Transnational Organized Crime, the Netherlands Institute of International Relations (Clingendael), the Peruvian Electoral Tribunal (JNE), the NIMD, UN Women, the UNDP, the IPU, the Nordic Africa Institute and Robert Bosch Foundation |

■ advanced　■ on track　■ delayed　■ cancelled

GLOBAL—DEMOCRACY ASSESSMENT, ANALYSIS AND ADVISORY

## Quotes from Protecting Politics webinars

'This is the first time that a country will carry out such an analysis regarding the risk of infiltration of organized crime in politics. That is why it is so important that the process is successful, so that it informs similar analysis in other contexts.'

*An official from the Peruvian Electoral Tribunal*

'Hearty congrats to @Int_IDEA @GI_TOC @clingendael83 4 a set of cracking reports on crime #protectingpolitics. Glad to engage w them in Q&A'

*Vanda Felbab-Brown, Brookings scholar and host of the Protecting Politics Twitter debate*

# Africa and West Asia

## *Reading the result reports*

**Strategic Objectives 2015-2017**

**1. Planned Outcomes 2016**
   Progress Reports

■ advanced        ■ delayed

■ on track        ■ cancelled

AFRICA AND WEST ASIA

# Regional Initiatives

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 62.6% | Budget | 1,804,260 | 1,562,879 | 3,367,139 |
| Restricted (RES) | 37.4% | Actuals | 2,117,232 | 1,264,093 | 3,381,325 |
| **Total** | **100,0%** | *% execution* | *117%* | *81%* | *100%* |

37.4%

- Unrestricted (UNR)
- Restricted (RES)

62.6%
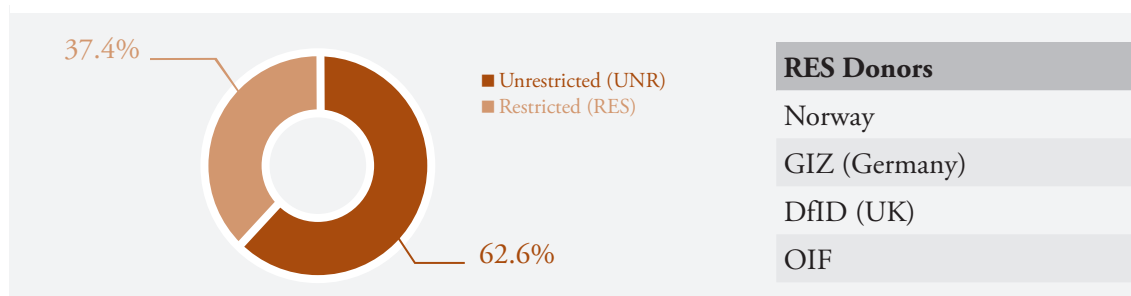
| RES Donors |
|---|
| Norway |
| GIZ (Germany) |
| DfID (UK) |
| OIF |

## Democratic context 2016

In 2016 the overall democratization context in the countries of the Africa and West Asia (AWA) programme was uneven. Electoral, constitutional and security-related issues were once again at the forefront of democratic developments. At least 30 AWA countries held national or local government elections, while several also conducted referenda to approve new or revised constitutions. While many of these elections served to consolidate democratic gains, in some cases they contributed to the outbreak of election-related violence and sparked mass demonstrations. The issue of constitutional term limits continued to dominate, with a number of countries deciding to scrap them altogether, while others decided to introduce new limits. Insecurity and instability affected democratic progress in several countries, with the conflicts in Iraq, Libya, South Sudan, Syria and Yemen continuing to claim many lives and displace millions.

Of those countries that held elections, outcomes varied from peaceful and credible in some instances to violent and problematic in others. Ghana and Benin saw peaceful transfers of power for the third and fourth time, respectively, thus further consolidating democratic gains in both countries. In contrast, the announcement of the

results of the elections in Chad, Congo, Gabon, Uganda and Zambia, all of which were closely contested affairs, led to mass demonstrations, violence and/or legal challenges in the courts. While elections in Morocco were conducted peacefully, they resulted in a coalition government that took almost six months to form.

The Gambian elections provided an unexpected, and historic, result, which led to the first change in the country's president since 1994 and the first constitutional transition since independence. The opposition formed a coalition of parties and presented an independent unity candidate, Adama Barrow, who was victorious in the election. However, President Yayah Jammeh, after initially conceding defeat, declared that he was annulling the results due to irregularities. This culminated in a political impasse that was resolved following an intervention on the part of ECOWAS, the AU and the UN, which worked closely together to persuade President Jammeh to step aside.

In Tunisia, Prime Minister Habib Essid lost a vote of no confidence, which led to his resignation and the formation of a new unity government with Yousef Chahed as Prime Minister. At 40, Chahed is Tunisia's youngest prime minister since

independence in 1953 and the seventh in less than six years. Parliament subsequently approved the unity government.

Voters in Cote d'Ivoire overwhelmingly backed a new constitution in October aimed at ending years of instability in the country. Senegal also organized a constitutional referendum that reduced the presidential term limit from seven years to five. Similarly, constitutional review processes were initiated in Benin, Mali and Nigeria, where the National Assembly started reviewing the 1999 constitution. Burkina Faso established a commission to rewrite its constitution following its return to democratic rule after elections in March.

## Shared visions for development

**1.** | **Key regional and national actors in particular Member States engage in regular policy dialogue on the state and evolution of democratic processes.**

Compared to 2015, which was a transitional year for the AWA team, 2016 saw significant progress. International IDEA, in collaboration with its partner organizations, the Netherlands Institute for Multiparty Democracy (NIMD), the Natural Resources Governance Institute (NRGI), the Organisation Internationale de la Francophonie and the African Capacity Building Foundation (ACBF), conducted eight high-level policy dialogues in Cape Town, South Africa; Cotonou, Benin; Addis Ababa, Ethiopia; Brazzaville, Congo; Praia, Cape Verde; Yaoundé, Cameroon; Abuja, Nigeria; and Tanzania. Key regional and national actors engaged in policy dialogue about issues concerning sustainable democracy in Africa, democracy and development, among others, and consultations were provided for representatives of heads of state, regional directors, MPs, political parties, civil society and intergovernmental organizations.

One of the main results of this dialogue was that different key players in the region and on the national level were able to share their experiences and develop new insights about sustaining political participation, increased inclusion, natural resource governance, and legal and institutional arrangements facilitated by International IDEA. Furthermore, since the regional policy dialogue was so effective, International IDEA was able to enhance its presence at the national level in both Francophone and Lusophone countries. Following these dialogue meetings, reports and recommendations were written and disseminated among the participants, who included ministers, ambassadors and MPs, as well as strategic partners.

Due to conflicting priorities and agendas that arose during the year, including the no-cost extension for the rollout of the DFID project 'Support for the Africa Union Pre-Election Assessment Unit', the *Quarterly Bulletin on Democracy Trends in Africa* was not developed.

**2.** | **Stakeholders from the private sector commit to an annual round-table for policy dialogue on democratic development.**

This event was postponed due to a lack of internal capacity and programme reprioritization. The desk research on democracy and development in Africa that will form the basis of the round-table has been concluded.

**3.** | **Regional institutions endorse the development of a democracy curriculum tailored to the needs of African practitioners (EMBs, CMBs, etc.).**

To prepare its curriculum on democracy, International IDEA consulted with numerous think tanks, organizations and educational institutions, including the African Union (AU), the Regional Economic Communities (REC) and the Third World Network Africa. A baseline study mapping the availability of resources and opportunities available to conduct training was completed.

■ advanced    ■ on track    ■ delayed    ■ cancelled

**Regional organizations**

**4.** | **The African Union's capacity to promote the Shared Values agenda is strengthened.**

Continuing its efforts to build the AU's capacity to promote the Shared Values agenda, International IDEA translated and reprinted 13,500 copies of the African Charter on Democracy, Elections and Governance (ACDEG) in Arabic, English, French and Portuguese. The availability of these translations will make it easier to incorporate the charter's provisions into domestic laws, which will, in turn, facilitate the AU's capacity to promote the Shared Values agenda. Additionally, in an effort to provide recommendations for the ratification of the ACDEG and the African Charter on the Values and Principles of Decentralisation on Local Governance and Local Development, International IDEA facilitated the participation of experts, parliamentarians, foreign ministry officials and CSOs in East African Member States. This event was hosted by Rwanda.

To extend its assistance and support for both the ratification and implementation of the ACDEG, International IDEA deployed two separate technical assistance missions.

**5.** | **Inclusive and participatory constitution-building processes in Africa fostered through building comparative knowledge and learning.**

International IDEA took part in several events that contributed to progress in fostering, through the sharing of comparative knowledge and learning, of inclusive and participatory constitution-building processes in Africa. The events included the International Colloquium to mark the 10th anniversary of the promulgation of the Democratic Republic of Congo's Constitution in February and a panel discussion on constitutional reform and constitutionalism in Bamako, Mali, in December, which provided a platform to engage Malian stakeholders and the public on key issues related to the constitutional reform process.

In addition, a workshop in Tunisia (25–27 April) to validate a discussion paper on reinforcing constitutional governance after conflict brought together members of the judiciary, academia and civil society, among others experts, practitioners and policymakers, to reflect on principles and standards that can guide political settlements in a number of specific situations in African countries. The workshop also focused on the implementation of the ACDEG and the DPA's preventive diplomacy.

**6.** | **The AU's capacity is enhanced to support African EMBs in addressing challenges stemming from election-related violence.**

To raise awareness of, and share knowledge about, risk management approaches in elections, with a view to strengthening electoral administration, International IDEA held several round-tables and workshops that were linked to the regional dialogue series, including 'Political Parties and Electoral Processes: Preventing Electoral Violence in Africa' and 'Emerging Trends and Challenges to Electoral Democracy in Africa', which were held in Cape Verde and Nigeria, respectively. The aim of these events was to assist in increasing understanding and awareness of the dynamics of common subregional electoral risk factors that can undermine the integrity of elections regionally and subregionally.

Additionally, in the process of enhancing the AU's capacity to help African EMBs address electoral violence, International IDEA and the DPA also co-organized two subregional workshops in May on electoral risk management. The workshop focusing on Central Africa

was held in Yaoundé, Cameroon, and the workshop on East Africa was held in Addis Ababa, Ethiopia. The workshops brought together EMBs, CSOs and other experts to reflect on trends and strategies to minimize electoral risks.

### 7. Support for capacity development for the AUC through staff secondment.

Seconded staff trained by International IDEA provided technical support to the DPA in the effective implementation of its mandate and programmes, including the promotion and consolidation of democratic governance in AU Member States, as outlined in the memorandum of understanding signed by the two organizations.

## Money, organized crime and politics

### 8. Increased awareness among political party leaders in four regions/countries of the role and influence of money and organized crime in politics.

International IDEA held a regional dialogue in Windhoek, Namibia, on money in politics with a specific focus on money in the electoral process in southern Africa, in partnership with the Electoral Commission of Namibia. More than 70 participants from academia, civil society, EMBs, electoral experts and political parties from 14 countries across the region participated in the event. During the dialogue, it was identified that the financing regulatory framework in SADC countries such as Botswana, South Africa and Zambia focuses solely on public funding and not private funding.

Follow-up events at the national level will be convened in 2017 targeting countries such as Zambia with the hope that such dialogues will encourage steps at the national level towards legislative reform on political party financing. This will further raise awareness among political leaders about the role and influence of money and organized crime in politics.

## Democracy at the local level

### 9. Local councils take measures to strengthen accountability in Malawi and acknowledge the need to strengthen democratic participation at the local level in Kenya.

Planned activities were not conducted due to budgetary constraints.

### 10. Recommendations and debates that emanate from assessments are welcomed, acknowledged and taken into account by advocacy campaigns and decision-makers.

Preparatory work for the rollout of the State of Democracy assessment in Malawi was finalized in consultation with lead partners, the Institute for Policy Interaction and Malawi's Office of the Ombudsman. Due to the lack of secured financial resources, however, further advancements could not be made. Preliminary contact was made with key stakeholders on the possibility of conducting SoD/SoLD assessments in Côte d'Ivoire. These contacts will continue in 2017. Once the assessments are conducted, the findings are expected to inform stakeholders' discourse on reforms. Strengthened capacities of women politicians at the local level.

■ advanced    ■ on track    ■ delayed    ■ cancelled

Planned initiatives for Namibia were postponed until 2017 at the request of the Ministry of Women's Affairs. Funds for these initiatives were reallocated to convene a national dialogue on the development of a strategy to nominate women candidates for political parties in Kenya. The strategy is expected to increase the number of women candidates nominated and thus increase women's representation in parliament.

To address issues related to the poor representation of women in politics in Kenya. International IDEA reached out to 21 political parties, the Kenyan EMB, the IEBC, in Kenya in partnership with the Centre for Multiparty Democracy in Kenya in October 2016.

## Electoral integrity

**11.** **EMBs in two countries have used International IDEA's recommendations for improved electoral frameworks.**

In Zambia, International IDEA provided input on a strategic plan for inclusion and mainstreaming of gender considerations in the Zambian Electoral Commission.

In Lesotho, International IDEA, in partnership with the AU, conducted three BRIDGE workshops: on behalf of the staff of the Electoral Commission, for headquarter staff and for the district staff to train them on strategic planning. These workshops provided the impetus for the Electoral Commission to introduce a strategic planning process.

As part of the joint collaboration between the AU, International IDEA and BRIDGE, International IDEA conducted two similar training sessions on strategic planning and relations with stakeholders in Madagascar and Lesotho.

In Lesotho, International IDEA drafted a legal assessment report on ongoing electoral reform work that was reviewed and approved by Independent Electoral Commission of Lesotho. A stakeholder workshop on electoral reform took place at the same time. The purpose of these activities was to provide substantial support to the local staff in the electoral reform process, which is expected to be rolled out in the next 18 months.

In Ethiopia, upon a request from the EU delegation, International IDEA developed a comparative analysis of electoral management design and electoral reform processes.

At the request of a number of Zimbabwean political parties, International IDEA organized a stakeholder workshop in South Africa about the essential considerations in the introduction of new technology in electoral processes, focusing on biometric voter registration and protection of personal data. Recommendations from the workshop were shared with CSO representatives, representatives of eight major political parties and representatives of the Zimbabwean Electoral Commission, the South African Electoral Commission, the Ugandan Electoral Commission and the Nigerian Electoral Commission. The Zimbabwean Electoral Commission has yet to adopt the final recommendations.

**12.** **EMBs have enhanced their awareness of strategies to promote youth participation in electoral processes.**

International IDEA continued to promote a gender equality and social inclusion policy in electoral reform regarding the participation of young people, women and people with disabilities in relation to voter registration and access to elections. The final expected outcome of this project was to help the electoral commission develop and implement a gender policy and to implement it. International IDEA also plans to provide support for the formation of a gender and inclusion committee that is to monitor the implementation of the policy.

**Elections and conflict**

**13.** | **Policymakers apply comparative knowledge and tools to reduce the risks of conflict around electoral processes.**

International IDEA provided technical training for the Electoral Commission of South Africa that provided its members with the skills necessary to begin monitoring electoral risks ahead of the 2016 local government elections—which in practise meant the adoption and implementation of the ERMTool and the application of comparative knowledge regarding the monitoring of electoral risks in order to reduce electoral violence.

International IDEA presented the ERMTool to staff from the African Union's Conflict Early Warning System (CEWS) in Addis Ababa, Ethiopia.

**14.** | **The AU Department of Political Affairs applies profiles of election countries and countries at risk of an unconstitutional change of government for contingency planning.**

International IDEA completed 12 separate activities, including several post-election assessment missions in Kenya, Nigeria and Uganda, to discuss recommendations made by AU electoral observation missions and to assess plans for the implementation of the recommendations ahead of the next electoral cycle in each of these countries.

Additional technical assessment missions were conducted in Burkina Faso and the Central African Republic. International IDEA also completed several country profiling missions, including in Liberia and Somalia. Furthermore, a desk study on democracy and political contextual peculiarities in Gambia was completed, which will lead to a profiling mission.

**15.** | **The AU's DPA is provided with necessary input to assess the state and level of preparedness of AU Member States' electoral institutions ahead of elections.**

International IDEA conducted five pre-election assessment missions to the Democratic Republic of Congo, Gabon, Ghana, Mauritania and Zambia, and the resulting reports were shared with the AUC/DPA in order to provide the necessary input to facilitate an accurate assessment of the state and level of preparedness of AU Member States' electoral institutions.

International IDEA is also training and developing the capacity of three recruited staff who are to equip the workforce of the AUC.

## Strengthened democratic governance through the African Union

International IDEA and the African Union (AU) have been promoting and consolidating democratic governance in AU member states since 2007. On 15 April, the two organizations reaffirmed their commitment by signing a new memorandum of understanding on future cooperation, which will serve as the cornerstone for activities conducted by the AU's Department of Political Affairs (DPA).

As part of the DPA's preventive diplomacy efforts, it collects information to help assess contextual issues that could influence the holding of periodic elections. Such information was collected last year through a number of pre-election, post-election and technical assessment missions in Burkina Faso, the Central African Republic, Congo, Gabon, Ghana, Kenya, Mauritania, Nigeria, Uganda and Zambia.

■ advanced   ■ on track   ■ delayed   ■ cancelled

AFRICA AND WEST ASIA

# Key outputs 2016

1. International IDEA has entered into two memorandums of understanding with the Constitutional Courts of Benin and Mali. The memorandums were signed during events designed to promote peer exchange on issues related to constitutional reform and constitutionalism.

2. International IDEA Introduction and three case studies published on the ACE Electoral Knowledge Network documenting the experiences of EMB engagement to promote youth participation in Ghana, Kenya and Nigeria.

3. International IDEA, in collaboration with the ECF SADC, completed an orientation programme for new commissioners. The objective of the programme (22–24 June), conducted in Zimbabwe, was to gather new and recently appointed members of EMBs to train them on mechanisms, principles and good practices within the field of elections. Eighteen participants from Botswana, Malawi, Zambia, and Zimbabwe took part in this endeavour. In connection to this programme and previous programmes conducted on behalf of EMBs since 2012, a training curriculum was completed.

4. International IDEA organized a technical workshop on civil registration and elections in Africa in partnership with the Organisation International de La Francophonie and the African Union Department of Political Affairs. The workshop brought together close to 80 participants from 35 different countries, including representatives of EMBs, state agencies managing civil registration, academics and representatives of international organizations. The workshop also resulted in the identification of Guinea and Niger as potential locations for pilot projects in 2017.

5. International IDEA, in partnership with the University of Ghana, organized a round-table debate on the 2016 general elections in Ghana. More than 170 students and close to 30 journalists attended the event.

6. International IDEA organized two subregional workshops (Central and East Africa) to develop policy recommendations on managing electoral risks.

7. International IDEA organized a global agenda-setting workshop on the timing of elections in Accra, Ghana (24–25 October), bringing together 20 experts from all regions to assess how lessons from past experience with relation to the timing and sequencing of elections can be applied to future transitional elections.

8. International IDEA provided technical and advisory services and a platform for dialogue on the introduction of biometric technology in electoral processes for stakeholders from Zimbabwe. The Institute produced a workshop report on the introduction of biometric technology in elections. Workshop discussions and the content of the report were used to inform Zimbabwean stakeholders.

AFRICA AND WEST ASIA

# Partners

**Advisory services provided to:**

Southern African Development Community (SADC) Secretariat, African Commission for Human and Peoples' Rights, Institute for Policy Interaction Malawi, Office of the Ombudsman Malawi, Mozambique Centre for Multiparty Democracy, Independent Electoral and Boundaries Commission, Kenya, Office of the Registrar of Political Parties, Kenya, Independent Electoral Commission, Lesotho, Commission Électorale Nationale Indépendante, Madagascar, Independent Electoral Commission of South Africa, African Union Commission, Peace and Security Department, Conflict Early Warning System, National Electoral Board of Ethiopia and Zimbabwe's Electoral Commission.

**Implementing partners:**

African Union Commission Department of Political Affairs, African Peer Review Mechanism, African Capacity Building Foundation, West Africa Institute, The Independent National Electoral Commission of Nigeria, The Centre for Democracy and Development, Nigeria, International Organisation of La Francophonie, SADC Electoral Commissions Forum, Constitutional Court of Mali, University of Ghana, Department of Political Science, Réseau des Compétences Électorales Francophones, Netherlands Institute for Multiparty Democracy, Natural Resource Governance Institute, Electoral Commission of Namibia, Tanzania Centre for Multiparty Democracy, Centre for Multiparty Democracy Kenya, Tanzania Centre for Democracy, Hanns Siedel Foundation and Association Béninoise de Droit Constitutionnel

AFRICA AND WEST ASIA

# Kenya

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 1.8% | Budget | 6,814 | 379,903 | 386,717 |
| Restricted (RES) | 98.2% | Actuals | 5,433 | 302,893 | 308,326 |
| **Total** | **100.0%** | *% execution* | *80%* | *80%* | *80%* |

1.8%

98.2%

■ Unrestricted (UNR)
■ Restricted (RES)

**RES Donors**

Sweden
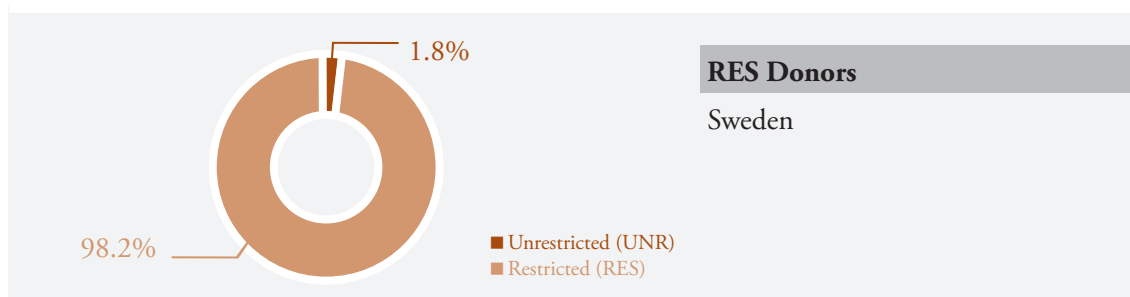
## Democratic context 2016

General elections in Kenya will take place on 8 August 2017. This will be the second general election after the enactment of Kenya's 2010 Constitution, which ushered in significant changes to the country's form of government, including the creation of county governments. Whereas the presidential election remains the main arena of national political competition, there is immense interest in the election of county governors, posts that will be fiercely contested in most parts of the country. Last-minute changes to electoral laws and deep-seated mistrust between key political groups have had negative effects on general preparedness for the elections, placing the Electoral Commission on difficult political terrain.

### Effective institutions and representation

1. **The Independent Electoral and Boundaries Commission (IEBC) and the Office of the Registrar of Political Parties (ORPP) improve coordination and apply comparative knowledge to review and enforce the electoral legal framework, including provisions for sound political finance, democratic standards and gender equality in the nomination of candidates.**

   International IDEA supported the IEBC in numerous activities, including developing, drafting and presenting the campaign finance regulations to Kenyan political parties, government agencies and the media. In addition, the Institute provided consultations about campaign spending limits spearheaded by the IEBC and supported the publication of campaign spending limits in order to further improve campaign finance regulations in the country.

   To share the latest developments regarding the implementation of the Election Campaign Finance Act International IDEA held a workshop for political parties on regulations to implement the act and on campaign spending limits in Maanzoni (6–7 December) to raise awareness of implementation requirements.

International IDEA also provided support for the ORPP in two separate areas: clearly identifying priorities for capacity development and developing a checklist for political parties regarding compliance with the 2011 Political Parties Act.

**2.** | **The IEBC enhances the electoral risk management capacity for Kenya's 2017 elections.**

International IDEA provided support for several workshops, data collection and analysis and results mapping related to electoral risks, as a result of which, the IEBC developed a baseline for electoral risks with an initial prevention and mitigation action plan that enabled it to elaborate a comprehensive operational plan for data collection and analysis. In addition, staff from the IEBC's Risk and Compliance Department, particularly those appointed as so-called risk champions, were trained on the use of International IDEA's Electoral Risk Management Tool (ERMTool), which they will apply in coordinating risk assessment and mitigation activities in the 47 counties throughout the country.

AFRICA AND WEST ASIA—KENYA

## Key outputs 2016

1. A three-day workshop on electoral risk management was held in October in Nairobi, Kenya. Organized by the IEBC and International IDEA, the workshop brought together participants to review the ERMTool and to determine how it could best serve to map out and mitigate electoral risks in the forthcoming general election in Kenya. Participants included staff from the IEBC's Risk Department and other departments, staff from state security agencies, private security associations and the UWIANO Platform for Peace.

2. International IDEA held consultative meetings on enforcement of the Election Campaign Finance act and campaign spending limits on the basis of a publication titled Elections Campaigns Spending Limits. Two meetings were held with young leaders on 15 and 24 August. Young leaders of political parties, civil society and the business sector attended the first meeting, while the second meeting took place in the form of a film festival organized by Kenyatta University.

3. The Coalition for Accountable Political Financing, the National Democratic Institute for International Affairs (NDI) and International IDEA co-organized a national conference for political parties on 24–25 November in Nairobi. The conference facilitated constructive dialogue on the state of implementation of core party laws by key influencers, stakeholders and relevant organizations.

■ advanced    ■ on track    ■ delayed    ■ cancelled

## Partners

| Advisory services provided to: |
| --- |
| The IEBC and the ORPP |

| Implementing partners: |
| --- |
| The IEBC, the ORPP, the Elections Observations Group, NDI, the Centre for Governance and Development, the Oslo Centre, the Center for Multi-Party Democracy and Kenyan governmental agencies, including the Kenyan Revenue Authority, the Ethics and Anti-Corruption Commission, the Kenyan Law Reform Commission and the National Treasury on Elections Campaign Financing Regulations. |

AFRICA AND WEST ASIA

# Tunisia

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
| --- | --- | --- | --- | --- | --- |
| Unrestricted (UNR) | 34.2% | Budget | 418,017 | 969,512 | 1,387,529 |
| Restricted (RES) | 65.8% | Actuals | 412,770 | 792,848 | 1,205,618 |
| **Total** | **100.0%** | *% execution* | *99%* | *82%* | *87%* |



34.2%

65.8%

■ Unrestricted (UNR)
■ Restricted (RES)
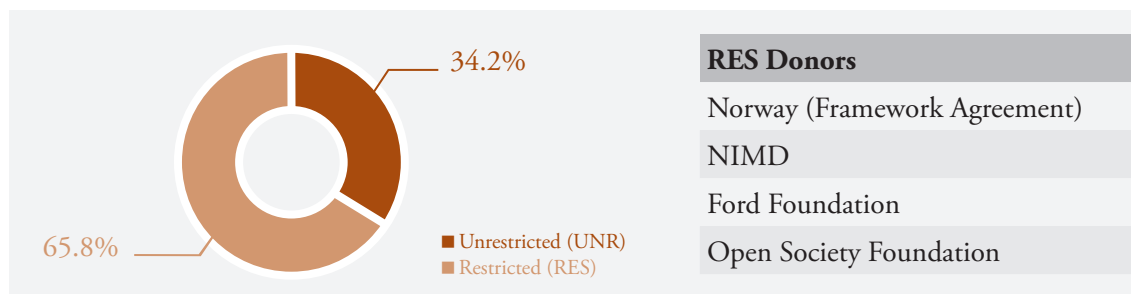
| RES Donors |
| --- |
| Norway (Framework Agreement) |
| NIMD |
| Ford Foundation |
| Open Society Foundation |

**Informed constitution-building**

1. **Consolidating the independence and long-term sustainability of the Arab Association of Constitutional Law to ensure that it will play a key role in democratic reforms throughout the Arab region.**

   The Arab Association of Constitutional Law (AACL) began operating in 2012, making it the first network of experts on constitutional law in the region. Its new Secretariat is currently working to build its network through expansion and new recruitment.

**2.** **Contributing to the debate on the region's difficulties in the field of constitution-building, searching for solutions and serving as a reference and resource for future constitution-building processes.**

Two round-table conferences were held in Fez, Morocco, and Oran, Algeria, with the participation of nearly 100 constitutional experts and practitioners at each event, including a number of judges, lawyers, academics and activists from various countries, such as Algeria, Egypt, Iraq, Jordan, Kuwait, Morocco and Tunisia, among others. The round-tables facilitated platforms for networking, debates and sharing knowledge on constitutional reform issues within the region. By creating platforms for experts to meet and engage with one another and by publishing research and policy papers on constitutional developments in the Arab region, progress was made on ensuring contributions to the debate on the region's constitutional issues.

**3.** **Creating a platform that will allow for a new generation of constitutional experts to become involved in the discourse on constitutional reform in the region.**

Continuing the progress achieved in 2015, the second edition of the AACL Academy was held in December in partnership with the University of Tunis Carthage. The academy brought together six fellows from across the region to engage on the theme of security-sector reform. Encouraging gender-balanced participation among these fellows, four women, three men from seven Arab countries and four scholars took part in this endeavour. The academy was created as a platform to allow a new generation of constitutional experts to engage in in-depth discussions, to share their knowledge and to explore possible solutions to their common dilemmas.

To further bolster the platform, a compilation of submitted research called the *ACL Yearbook* was also produced.

**4.** **Improving the quality of scholarship on constitutional law issues in the region.**

Accumulating all the research and other material from round-table discussions that took place in 2016, a public website is planned that will provide information about both past and current constitutions and drafts within the West Asia and North Africa region. The website will highlight high-quality content related to constitution-building in the Arab region and will thus contribute to improving the quality of scholarship on constitutional issues.

**5.** **The Constitution Drafting Assembly (CDA) applies knowledge of international good practice to the constitution-drafting process.**

Due to the unstable political context in Libya, the activities and outputs related to this outcome were cancelled.

**6.** **The CDA implements outreach activities that target all segments of the population equally.**

Due to the unstable political context in Libya, the activities and outputs related to this outcome were cancelled.

7. **Decision-makers and the legal community in West Asia and North Africa are better informed about lessons learned from the constitutional-building and implementation process since 2011.**

Efforts continue to sensitize policymakers to the challenges of constitution-building. This is particularly the case in Libya, Yemen and other countries that are in a state of conflict and whose conflicts began at least in part as a result of constitutional issues. These efforts are being carried out through the publication of research papers and through the organization of dialogue sessions related to previous constitution-building processes and the lessons learned from them. In addition, International IDEA contributed to several global conferences and discussions on various areas within the field of constitution-building.

## Elections and conflicts

8. **Enhancing the capacity of the Iraqi Independent High Electoral Commission (IHEC) in the field of risk management.**

Responding to a request for increased knowledge on risk management in electoral processes, International IDEA hosted an introductory workshop on the ERMTool for Iraqi commissioners and staff members in Amman, Jordan. A follow-up workshop was conducted in Tunis, Tunisia, to provide further details about the tool and to work with the selected commissioners and staff members implementing it in the country. A memorandum of understanding providing for further support for the EMB was signed with the IHEC in the third quarter of the year.

## Increased inclusiveness

9. **Increased access to comparative knowledge on democracy-building in Arabic.**

Several publications on topics related to democracy-building and gender equality in elections and politics were translated and disseminated in order to increase access to comparative knowledge on democracy-building in Arabic.

10. **Increased capacity of youth to effectively engage in democratic institutions and processes in their countries.**

A request for partnership from the Palestinian Centre for Democracy and Conflict Resolution (PCDCR) led to the showcasing of the youth democracy curriculum and State of Democracy Assessment tools in Ramallah in August. A partnership has since been established, and fundraising for the curriculum's implementation is ongoing.

Preparations for the implementation of the youth democracy curriculum in Tunisia in 2017 continued in partnership with the Canadian International Development Research Centre (IDRC). Activities ahead of the curriculum's implementation in 2017 included the customization of the curriculum to the Tunisian context, the selection and training of facilitators through two dedicated workshops and the selection of participants.

**11.** **By 2018, 50 per cent of the executive leadership bodies of political parties in Tunisia will have implemented at least one new reform for improving the participation and leadership of women in political parties.**

With the goal of increasing women's participation and leadership in political parties in Tunisia, International IDEA produced a second draft of its gender assessment for political parties and guidelines for gender-sensitive internal regulations. A presentation of the findings will be discussed with political parties in early 2017 for final confirmation before publication.

International IDEA organized a two-day workshop on gender-sensitive strategic planning for political parties in Tunis with the participation of 12 representatives of political parties (five men and seven women). In addition, four technical meetings on gender sensitivity within political parties were organized with the Afek Tounes, Congress for the Republic (CPR), Enaahdha and Nidaa Tounes parties.

International IDEA also organized two workshops on the importance of women and youth sections in political parties in Tunis in June, with the participation of the President of the Liberal Party of Canada, a Member State of International IDEA, and the President of the National Women's Liberal Commission. In total, 13 women MPs and 11 members of Tunisian political parties attended. A documentary sharing stories of women in politics and expressing the support of male politicians for female politicians was postponed until early 2017.

**12.** **By 2018, the participation and leadership of women in political parties in Tunisia will have increased and the capacity of politicians on gender-sensitive policymaking and legislation will have improved.**

International IDEA organized a training-of-trainers programme designed to increase the capacity of women in political parties and to teach them how to effectively disseminate the skills and knowledge they gained. The Institute followed up on the programme to ensure that each party held one training session on a topic they deemed to be of utmost importance for their membership. In total, 133 women were trained across the country.

International IDEA provided women parliamentarians with training on public speaking and media relations. As a further step to increase inclusiveness, three workshops were held across the country on the subject of violence against women in politics that were aimed at gaining better insight into the different barriers faced by women in politics and developing strategies to surmount them. The workshops informed a research paper on the same topic that will be published in early 2017.

## Electoral integrity

**13.** **Based on the lessons learned from the 2014 national elections, the ISIE is able to better manage electoral risks during the municipal elections using the ERMTool.**

Since municipal elections were not held in 2016, the outputs and activities under this outcome were postponed.

**14.** **The ISIE will improve its risk management during the 2016 municipal elections by using International IDEA's ERMTool and based on the lessons learned from the 2014 national elections.**

Since municipal elections were not held in 2016, the outputs and activities under this outcome were postponed.

■ advanced    ■ on track    ■ delayed    ■ cancelled

**15.** The ISIE is continuing to consolidate its internal administrative structures.

The EMB's work on its organigram was postponed, with discussions to resume in early 2017.

**16.** The ISIE has established a research centre that is used by ISIE staff and other stakeholders as a platform for research and sharing knowledge on democracy.

Discussions on the implementation of the research centre resumed, with its launch foreseen for 2017.

**Constitutional implementation**

**17.** The Tunisian legal community takes better-informed decisions on the implementation of the limitations based on comparative good practice.

International IDEA held discussions with Tunisian and international constitutional experts towards the compilation of a comparative study on limitations clauses in relation to Article 49 of the Tunisian Constitution. The expected impact of producing such a study is to support the Tunisian legal community in taking better-informed decisions on limitations on human rights as governed by the constitution. A peer-to-peer session was organized with 11 international and Tunisian judges and constitutional experts. Technical support and the provision of peer-to-peer knowledge-sharing for the development of a legal framework for the administrative courts in Tunisia is ongoing.

During the first quarter of 2016, an in-depth report about Yemen's constitutional negotiations and transitional process—the first of its kind—was published. Subsequently, International IDEA organized two dialogue sessions on constitutional issues with key parties to the Yemeni conflict, in support of peace negotiations in cooperation with the UN's Office of the Special Envoy to Yemen.

AFRICA AND WEST ASIA—TUNISIA

# Key outputs 2016

1. International IDEA supported the establishment of the Arab Association of Constitutional Law's Secretariat and conducted efforts to ensure its independence and consolidate its long-term sustainability.

2. International IDEA supported Yemen's constitutional process by providing the first-ever in-depth report on the country's constitutional negotiations and transitional process, while also organizing two dialogue sessions on constitutional issues.

3. To support the Tunisian legal community in implementing limitations, International IDEA facilitated a peer-to-peer session with international and Tunisian judges and provided technical support throughout the year.

4. In Tunisia, International IDEA conducted a series of activities promoting the political rights of women within political parties, including a workshop on gender-sensitive strategic planning, two workshops on the importance of women and youth sections in political parties and four technical meetings on gender sensitivity.

5. International IDEA followed up on a training-of-trainers programme for women parliamentarians and ensured that training on important topics was replicated in all of the country's main political parties.

6. Preparations were undertaken to implement the youth democracy curriculum in 2017, including customizing the curriculum for the Tunisian context and training facilitators. The curriculum was also showcased for the PCDCR.

## AFRICA AND WEST ASIA—TUNISIA

# Partners

**Advisory services provided to:**

EMBs across the region, including in Iraq, Libya and Tunisia, Tunisian political parties, including Ennahdha, Nidaa Tounes, Machrou' Tounes, the Popular Front, the Free Patriotic Union, Afek Tounes, Harak Tounes Al-Irada, Al-Moubadara, Attayar, the People's Movement (Echaab) and The Lebanese Association for Democratic Elections.

**Implementing partners:**

United Nations Office for the Special Envoy for the Secretary General for Yemen, Harvard Law School The Tunisian Association of Constitutional Law, The Administrative Judges Union, The University of Tunis Carthage, Democracy Reporting International, The Arab Association of Constitutional Law, The Algerian Constitutional Council, The University of Oran, The University of Fez, International Development Research Centre (Canada), The Netherlands Institute for Multiparty Democracy, The Palestinian Centre for Democracy and Conflict Resolution, The Swedish Institute in Alexandria and UN Women.

■ advanced    ■ on track    ■ delayed    ■ cancelled

# Libya

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 26.9% | Budget | 36,335 | 56,841 | 93,176 |
| Restricted (RES) | 73.1% | Actuals | 36,504 | 99,092 | 135,596 |
| **Total** | **100.0%** | *% execution* | *100%* | *174%* | *146%* |



26.9%

73.1%

■ Unrestricted (UNR)
■ Restricted (RES)

**RES Donors**

Norway (Framework Agreement)
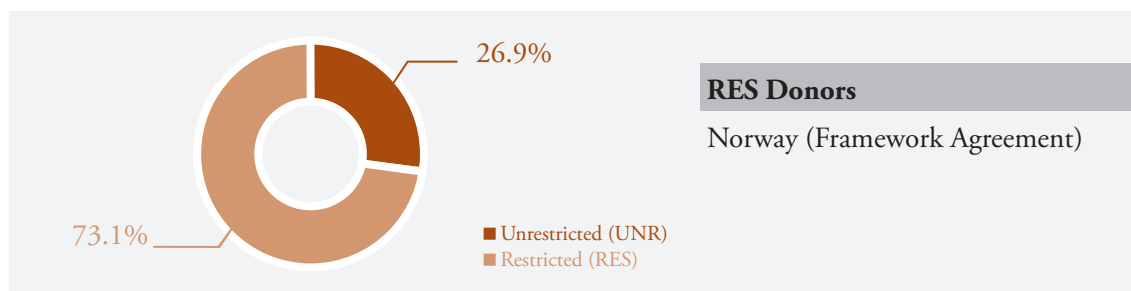
## Democratic context 2016

The Libya Political Agreement, signed in December 2015, provided for a new government of national accord in 2016. This government, brokered by the United Nations, was formed in an attempt to bridge the differences between the two governments formed after the fall of Muammar Gaddafi in 2011. Despite this new government, divisions remained during the course of 2016, and the year ended with Libya's democratic future remaining precarious, as no government was able to gain country-wide legitimacy and put an end to the ongoing conflict.

### Elections and conflict

1. **Enhanced capacity of the HNEC to use the ERMTool to identify and mitigate electoral risks during the constitutional referendum.**

   To increase the capacity of the HNEC to forge relationships with CSOs, to strengthen partnerships at the national, regional and communal levels and to work on tools to promote peace and security as an effective means of conflict prevention and possible early intervention, International IDEA has been training trainers and providing substantial advisory services in Libya. Continuing the Institute's earlier work with the Libyan EMB, a three-day training session on the ERMTool was conducted for 20 Libyans working at local branches of the EMB. These EMB members subsequently returned to different regions in Libya, where they endeavoured to collect information from, and share acquired knowledge with, Libyan civil society.

## AFRICA AND WEST ASIA—LIBYA

## Key output 2016

1.  International IDEA supported the institutionalization of risk management in Iraq and Libya by holding two workshops introducing the ERMTool to the Iraqi EMB and by holding a training session with local EMB practitioners from Libya.

## AFRICA AND WEST ASIA

# Egypt

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 53.8% | Budget | 89,540 | 98,111 | 187,651 |
| Restricted (RES) | 46.2% | Actuals | 118,866 | 102,120 | 220,986 |
| **Total** | **100.0%** | *% execution* | *133%* | *104%* | *118%* |



53.8%

46.2%

- Unrestricted (UNR)
- Restricted (RES)

**RES Donors**

Norway (Framework Agreement)
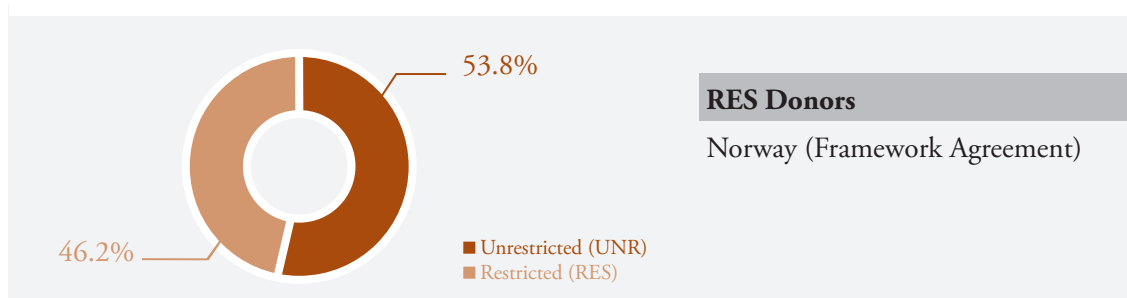
## Democratic context 2016

Parliamentary elections in late 2015 brought in a new legislative body initially charged with reviewing numerous laws adopted by the president in the years following his election in 2013. There are more women and other underrepresented groups, such as Christians, in the current parliament than in any prior parliament.

Despite this, challenges to Egypt's democratic consolidation remain, particularly in the economic, security and institutional spheres, as the country ended the fifth year after its revolution calling for bread, freedom and justice. Following consultation with Member States a decision was made to terminate the Egypt country programme.

1.  | **The permanent new National Election Committee (NEC) started implementing a plan to manage electoral processes based on comparative information and practice.**

The progress on this outcome was delayed since the development and implementation of the NEC was postponed.

advanced ■   on track ■   delayed ■   cancelled ■

**2.** **Members of the non-discrimination commission and other relevant governmental commissions have enriched their practice by applying comparative knowledge.**

The progress on this outcome was delayed since the development and implementation of these commissions was postponed.

**3.** **Women parliamentarians have the capacity to participate effectively, and parliamentary committees have mainstreamed gender and diversity issues on their agendas.**

A needs assessment workshop to develop a project for potential implementation with the Swedish Institute in Alexandria and UN Women was held for 15 female members of parliament from across the region. The workshop outlined areas of support that the three organizations could offer in order to further build the capacities of women in parliament.

# Asia and the Pacific

*Reading the result reports*

**Strategic Objectives 2015-2017**

**1. Planned Outcomes 2016**
  Progress Reports

| | advanced | | delayed |
| - | - | - | - |
| | on track | | cancelled |

# Regional Initiatives

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 100.0% | Budget | 1,096,351 | 0 | 1,096,351 |
| Restricted (RES) | 0.0% | Actuals | 1,044,787 | 0 | 1,044,787 |
| **Total** | **100.0%** | *% execution* | *95%* | *-* | *95%* |

0.0%

■ Unrestricted (UNR)
■ Restricted (RES)

100.0%
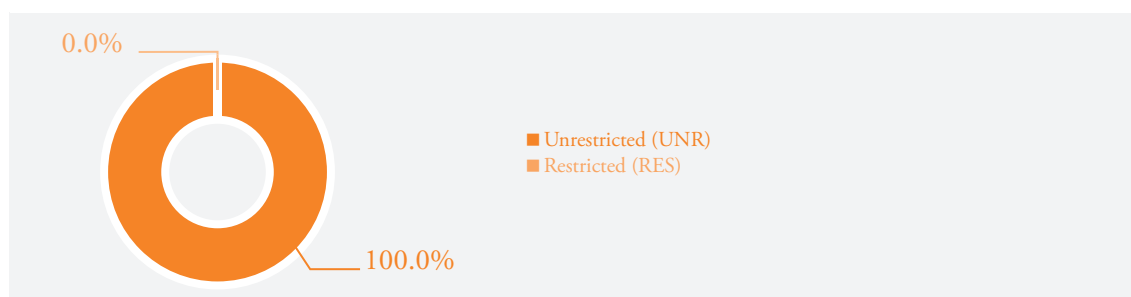
## Democratic context 2016

Corruption scandals marred politics in Malaysia, Papua New Guinea and the Republic of Korea in 2016. As a consequence, President Park Geun-hye of the Republic of Korea was impeached by parliament, and the case was upheld by the Constitutional Court. The impeachment process was triggered by an unprecedented citizen protest movement demanding the President's resignation. Presidential elections are to take place in early May 2017. By contrast, in Malaysia, Prime Minister Najib Rajak denied charges of wrongdoing and remains in power, and in Papua New Guinea, the prime minister survived a motion of no confidence despite allegations of corruption and student protests.

Constitutional reform and amendment processes advanced in Nepal, the Marshall Islands and Sri Lanka, whereas the reform process in Vanuatu was halted for now due to a lack of political backing. Preparations for a referendum on independence in Bougainville, Papua New Guinea, and in New Caledonia started, although without a national debate. In Thailand, a draft constitution was passed in a national referendum in August. According to the roadmap put forward by the

ruling military government, general elections will be organized as soon as the organic laws required for the elections are in place.

Mongolia's parliamentary elections brought the Mongolia People's Party (MPP) back to power. In Kyrgyzstan, a December referendum allowed constitutional reform to move forward with the aim of strengthening the prime minister's position.

The international community raised concerns about human rights violations against the Rohingya Muslim community at the hands of the Myanmar military. In an unprecedented move, State Counsellor Aung San Suu Kyi invited ASEAN foreign ministers for consultations on the matter in late December. The issue continues to divide the ASEAN member states, which are celebrating the organization's 50th anniversary in 2017.

## Electoral integrity

**1.** **EMBs and other policymakers in the region are more careful when using ICT tools for their electoral processes, thus avoiding high costs and loss of confidence later on.**

International IDEA distributed publications and information on ICT databases via social media, such as Twitter and the International IDEA website, ahead of elections that took place in Indonesia, Mongolia and the Philippines. Similarly, International IDEA promoted discussions among policymakers, practitioners and beneficiaries about specific electoral ICT issues in those same countries. Round-table discussions in these countries saw the added benefit of a representative of the Mongolian EMB presenting their experience as implementation of Mongolia's chairship of IDEA.

**2.** **Regional networks of EMBs conduct more mutually beneficial activities for their members and are recognized by regional organizations.**

International IDEA focused on the Association of South Asian Network (ASEAN) as a regional organization, working together with the Indonesian EMB and Ministry of Foreign Affairs in seeking support for the establishment of the ASEAN network of EMBs. Further consultations on the ASEAN network of EMBs also took place with Thai and Philippine EMBs. The ASEAN Secretariat took a positive stance regarding the establishment of such a network, and this will be followed up in 2017.

**3.** **Enhanced quality of electoral processes in countries implementing the ERMTool.**

In consultation with International IDEA, the Indian EMB conducted a feasibility study for customizing the ERMTool according to its specific needs. Under the guidance of International IDEA, Thailand conducted provincial-level ERMTool training and used the ERMTool in a limited way for its August referendum, and it also intends to broaden its use further. In accordance with International IDEA's advice and recommendations, Fiji adopted the ERMTool and subsequently created the Electoral Security Advisory Group (ESAG) comprising the Fijian Elections Office, the Fiji Police Force and the Fiji Independent Commission against Corruption, with the need of managing electoral risks in mind.

**4.** **Enhanced electoral processes and institutions in countries where International IDEA is engaged.**

International IDEA continued to facilitate high-level discussions towards reforming the electoral system in the Solomon Islands. International IDEA partnered with the Association for Elections and Democracy (Perludem) of Indonesia in holding technical discussions on the electoral system and parliamentary seat allocations in the Indonesian parliamentary context. International IDEA also provided expert commentaries on the draft Thai constitution in the lead-up to that country's referendum. International IDEA continues to seek partnerships with electoral stakeholders in other countries such as Fiji, Kyrgyzstan, Mongolia, Sri Lanka etc. to further enhance electoral processes and institutions.

■ advanced　■ on track　■ delayed　■ cancelled

**113**

**Money, organized crime and politics**

5. **Key stakeholders in at least three South Asian countries consider the contents of the New Delhi Declaration on Political Finance Regulation in South Asia to improve their countries' political finance regulations.**

Further building on the success achieved last year regarding the New Delhi Declaration on Political Finance Regulation in South Asia, International IDEA continued to raise awareness of the declaration among political parties, would-be politicians and civil society organizations in countries of the region. In continuous pursuit of improved political finance regulations in South Asia based on the declaration, International IDEA collaborated with the Electoral Commission of Nepal, the Election Working Group in Bangladesh and the Centre for Monitoring Election Violence (CMEV) in Sri Lanka, which are in close coordination with the Election Commission and People's Action for Free and Fair Elections.

**Citizen engagement**

6. **Increased and more effective engagement of state and civil society groups, including women and other marginalized groups, in discussions on democratic assessments and reforms at the national and local levels.**

Based on the requests received, International IDEA held several contextualized training workshops on undertaking citizen-centred democracy assessments within the State of (Local) Democracy and Democratic Accountability in Service Delivery (DASD) frameworks in Bhutan, Fiji and Mongolia together with prospective local partners. Building on the successes of these workshops, the Mongolian Academy of Sciences has shown further interest in conducting a State of Local Democracy assessment and a DASD assessment, which can help identify improvements in accountability mechanisms in the delivery of public services at the local level.

International IDEA followed up on a DASD assessment in 2015 on the relief efforts and housing allotment following Typhoon Haiyan in the Philippines. International IDEA facilitated discussions on relevant policy recommendations based on the assessment and presented them in various local policy forums (this activity was also reported under Global—Democracy and Development).

**Gender equality in politics, and political parties and electoral processes**

7. **Political parties and other political actors apply comparative knowledge to promote gender equality and enhance women's representation in decision-making.**

On request, International IDEA provided advisory services and facilitated arenas for discussion and debates on gender equality in politics and on political parties and electoral processes for the Japanese parliamentary committee on gender quotas. These initiatives, led by the Sasakawa Foundation together with International IDEA, received considerable media attention. Research on gender and political parties in Asia and the Pacific conducted by International IDEA in partnership with the UNDP and UN Women was concluded and is scheduled to be launched on 8 March 2017, International Women's Day.

**Democratic accountability of political executives**

**8.** | **Citizens, CSOs and oversight bodies apply comparative knowledge with regard to holding governments democratically accountable.**

Upon request by the Government of Papua New Guinea, International IDEA conducted an analytical assessment of the best way forward in changing the current electoral system. Furthermore, in contributing to regional dialogue on causes and solutions regarding recent political instabilities, corruption and shifting loyalties plaguing the Melanesian countries, International IDEA drafted two discussion papers that were disseminated and presented at a UNDP conference on political and parliamentary stability in Melanesia.

ASIA AND THE PACIFIC

# Key outputs 2016

1. Country-specific databases (Vanuatu 2012–16, Solomon Islands 2010–14, Papua New Guinea 1972–2012) on political executives are available, updated and utilized.

2. International IDEA conducted citizen-centred democracy assessment induction workshops in Bhutan, Fiji and Mongolia to increase participants' capacity to undertake assessments and to contextualize them according to the local setting. Participants in these training workshops comprised officials and staff from government agencies (national and local), professionals and experts from civil society organizations.

3. International IDEA presented the final findings of its DASD assessment after Typhoon Haiyan at a public forum in September 2016 attended by governmental agencies, legislative staff, academics and NGO representatives. This was followed by series of advocacy activities to ensure that the assessment findings were presented to a broad spectrum of national and local stakeholders and to contribute to discussions about policy reforms on the country's disaster management laws.

4. On request, International IDEA provided advisory services and facilitated arenas for discussion and debates on gender equality in politics and on political parties and electoral processes for a Japanese parliamentary committee and for political parties and civil society representatives.

ASIA AND THE PACIFIC

# Partners

**Advisory services provided to:**

The Solomon Islands Electoral Commission and generally to the Government of the Solomon Islands, the Constitutional Reform Committee (Vanuatu) indirectly through the provision of research and discussion papers on parliamentary instability in Papua New Guinea, ministerial tenure and duration in Vanuatu shared with Chairperson Hon Ralph Regenvanu MP Minister for Lands, Election Commission of Sri Lanka, the Election Commission of Thailand, the General Elections Commission of Indonesia, Fijian Elections Office, a Parliamentary Committee of the National Diet of Japan, the Royal Research and Advisory Council (Bhutan) and the City Governor's Office of Ulaanbaatar.

■ advanced   ■ on track   ■ delayed   ■ cancelled

**Implementing partners:**

The Center for Integrative and Development Studies, the University of the Philippines Tacloban, UP Politikon, the Philippine Legislator's Committee on Population and Development Foundation, the Alternate Forum for Research in Mindanao, the Institute for Strategic and Development Studies and Sri Lanka's Centre for Policy Alternatives.

ASIA AND THE PACIFIC

# Bhutan

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 0.0% | Budget | 0 | 309,667 | 309,667 |
| Restricted (RES) | 100.0% | Actuals | 0 | 210,249 | 210,249 |
| **Total** | **100.0%** | *% execution* | *-* | *68%* | *68%* |



0.0%

■ Unrestricted (UNR)
■ Restricted (RES)

100.0%
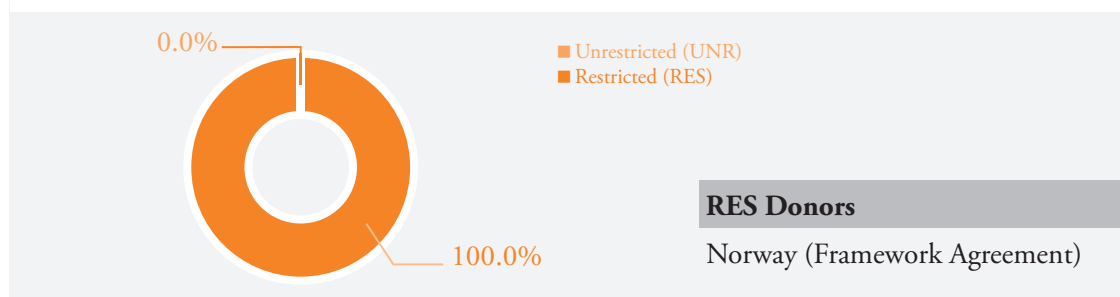
| RES Donors |
|---|
| Norway (Framework Agreement) |

## Democratic context 2016

Much political attention focused on the local government elections throughout 2016. The government reorganized local governance structures, thus requiring greater electoral preparations, although the reorganization had to be pushed back due to a Supreme Court ruling. Nevertheless, efforts were made to ensure that there were sufficient candidates running, including in terms of the number of women candidates. The elections went well, albeit with a slightly lower voter turnout than expected, and the number of candidates and the number of women elected both increased. Following the elections, however, it was discovered that some provisions of the Electoral Act were not compatible with the constitution. Therefore, the attorney-general, as chair of the National Law Review Taskforce, was tasked with conducting a comprehensive review of election-related laws ahead of the 2018 general elections. This review will no doubt be the subject of a great deal of political attention in 2017. A focus on deepening citizens' understanding of Bhutanese democracy and its processes remains essential.

**Electoral integrity**

1. | **The Election Commission of Bhutan has improved the quality of its outreach towards political parties, civil society actors, the media, scholars and voters.**

International IDEA provided support for voter education and a local government elections information campaign on the part of the Electoral Commission of Bhutan (ECB) through training and other forms of support for their staff to design their own posters, brochures and audiovisual materials and public service announcements.

International IDEA developed a Voter Information, Voter Education and Civic Education Strategy available for the ECB and Bhutanese CSOs to implement. Information regarding voter registration, inclusive participation of women candidates and voter turnout in the July local government elections was shared through posters, brochures and other audiovisual materials.

**Democratic accountability and parliamentary oversight**

2. | **Enhanced institutionalized capacity of the Secretariat to provide professional services to the National Assembly and National Council members and committees.**

Through the guidance and support provided by International IDEA, the Secretariat is expanding its capacity to serve relevant members and committees. The research mentorship International IDEA provided succeeded in encouraging not only successful research but also certain capacities among committee secretaries by reviewing how the latter work in providing support to their respective committee chairpersons. Furthermore, International IDEA drafted, translated and launched a new legislative drafting manual that provides guidance aimed at more efficient legislative drafting review in parliament.

3. | **Enhanced capacity of parliamentarians in the National Assembly and National Council to communicate with the Bhutanese public.**

International IDEA designed and developed 20 30-minute talk shows featuring Bhutanese MPs that aired on radio and TV for the general public. The talk shows were a success and received especially positive feedback from the speaker of National Assembly and chairperson of the National Council.

To investigate methods to improve the ability of parliamentary staff to serve the public, International IDEA developed a comprehensive e-parliament feasibility study.

ASIA AND THE PACIFIC—BHUTAN

# Key outputs 2016

1. International IDEA developed a Voter Information, Voter Education and Civic Education Strategy for the ECB and Bhutanese CSOs to implement.

2. International IDEA supported the ECB in the development and dissemination of print and audiovisual voter education and information materials ahead of local government elections.

■ advanced    ■ on track    ■ delayed    ■ cancelled

TOC

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Africa and West Asia

Asia and the Pacific

Latin America and the Caribbean

Wider Europe

Institutional Management

Annexes

3. International IDEA enhanced the parliamentary staff research capacity through a month-long research mentorship programme.

4. International IDEA and its partner, the Parliamentary Centre of Canada, supported the development of a legislative drafting manual for the Bhutanese Parliament.

5. International IDEA designed and developed 20 30-minute talk shows featuring Bhutanese MPs that aired on radio and TV for the general public.

6. International IDEA supported a feasibility study on developing e-parliament resulting in a medium-term roadmap for implementation.

ASIA AND THE PACIFIC—BHUTAN

## Partners

**Advisory services provided to:**

The Election Commission of Bhutan (ECB), the National Council of Bhutan (upper house of parliament) and the National Assembly of Bhutan (lower house of parliament), the Royal Research and Advisory Council and the Citizens Constitutional Forum.

**Implementing partner:**

The Parliamentary Centre of Canada

ASIA AND THE PACIFIC

# Myanmar

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 9.0% | Budget | 317,573 | 3,182,047 | 3,499,620 |
| Restricted (RES) | 91.0% | Actuals | 241,116 | 2,436,005 | 2,677,121 |
| **Total** | **100.0%** | *% execution* | *76%* | *77%* | *76%* |



9.0%

91.0%

■ Unrestricted (UNR)
■ Restricted (RES)
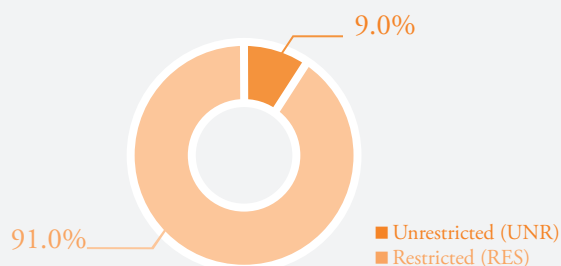
| RES Donors |
|---|
| EU |
| Norway |
| Canada |

## Democratic context 2016

The new President of the National League for Democracy (NLD), U Htin Kyaw, was sworn in on 31 March, marking a historic moment in Myanmar's history, in front of a parliament that included over 100 former political prisoners. The new cabinet sat for the first time on 7 April, with Daw Aung San Suu Kyi filling the role of Foreign Minister and Minister for the Office

of the President. Committees were reformed, including the Pyithu Hluttaw (Lower House) International Relations Committee, which is the conventional entry point for international organizations and donors to engage with parliament. On 6 April, Daw Aung San Suu Kyi was appointed as State Counsellor after a bill establishing the post was enacted. The peace process continues with negotiations between the signatories of the national ceasefire agreement and non-signatories, with new space for cooperation with the NLD government. At the same time, thousands fled as tensions escalated in the states of Kachin, Northern Shan and Kayin following the Union Peace Conference. This means that the government left room to grow up in negotiating between the Tatmadaw and the ethnic armed groups (EAGs).

The NLD's first 100 days in office left many pundits criticizing the government for inaction on a wide range of policy issues. In a sign of progress, however, more political prisoners were released; legislation requiring the local registration of overnight guests in households was overturned, which is seen as a sign of initial reform of the

General Administration Department's control of the local administration; the law governing public demonstrations was watered down, allowing for peaceful assembly with no requirement for police consent and reducing the notice period for a protest to 48 hours. The law also prevents protesters from being charged with multiple crimes and requires that charges be filed within 15 days.

The Union Electoral Commission (UEC) announced that by-elections would be held on 1 April 2017, exactly one year after the NLD entered power. The UEC continues to update and implement a range of legal and procedural changes to the electoral framework, including in the areas of electoral observation, campaigning, voter lists and advance voting. The by-elections will be a test for the new chair and board of commissioners both in terms of administering elections for the first time and in advance of general elections expected in 2020. This will also be a test in terms of electoral preparedness following praise of the 2015 general elections. Politically, the by-elections will also be a testing ground for public sentiment towards the NLD government.

**Increased capacity and understanding of electoral processes**

**1.** | **The UEC has enhanced capacity to administer key phases of the electoral cycle.**

International IDEA assisted the UEC in addressing recommendations made in observer reports and from the post-election review conducted in early 2016. International IDEA conducted a review of the legal framework for elections and produced a study on the campaign finance framework. Round-tables with political party members, CSOs and the UEC were held throughout 2016 on these issues.

A new chair and board of commissioners commenced their term in April, resulting in a slowdown in some areas. International IDEA supported a study mission on the part of the UEC chair and the Director General to Belgium, the Netherlands and Sweden, where peer exchanges were held with election management bodies from these countries. In addition, the chair was a keynote speaker at the International Day of Democracy commemorations in Brussels. During this trip, International IDEA and the UEC signed an extension to their memorandum of understanding until 2021. The announcement of by-elections to be held in April 2017 and the mid-term evaluation by STEP Democracy presented an opportunity to work with the UEC to consolidate gains made in administering the accreditation of observers, the release of voter education materials and in assessing electoral risk.

Along with STEP Democracy partners, International IDEA restructured many of its planned outputs and activities under the three-year STEP programme to deploy resources to support the by-elections. The restructured programme plans target increasing the capacity of the UEC in time for the by-elections to administer key phases of the electoral cycle in areas such as campaign finance, greater involvement of electoral observers throughout the electoral cycle and capacity-building for township-level electoral commission staff.

**2.** **The UEC has enhanced capacity to evaluate and manage electoral risk, including gender-related risks.**

International IDEA provided assistance to the UEC's Electoral Risk Management (ERM) Unit to produce special post-election ERM risk reports and maps in early 2016. The UEC continues to collect data from sub-commissions to inform the UEC leadership about particular risks and challenges during the main phase of the electoral cycle. As a result of these efforts, the ERMTool was adopted by the new board and chair. Six of the 19 seats contested under the by-elections will be in areas where elections were cancelled in 2015 for security reasons. This is why the work of the ERM Unit is essential to the UEC. Consequently the level of detail of the information collected through ERM questionnaires is expected to increase in the run-up to election day. From an organizational perspective the ownership of the ERM by the UEC is therefore expected to increase.

**3.** **The UEC has enhanced capacity to implement current campaign finance reporting requirements and to develop a long-term plan for its engagement with political finance.**

International IDEA provided the UEC with advisory services, knowledge products on campaign finance, comparative frameworks and a post-election report on the implementation of campaign finance regulations. Additionally, International IDEA facilitated engagement between the UEC and political parties in order to reinforce a mutual understanding of the campaign finance framework and for the UEC to place the existing campaign finance framework in the context of wider ASEAN examples and international frameworks.

**4.** **The UEC demonstrates increased capacity to plan and undertake strategic, coordinated media communications.**

In advance of the by-elections, International IDEA is working with the UEC to produce four cartoons and radio spots in Myanmar language and six other languages to share key election information via the mass media. Further efforts to engage in strategic communications, as well as wider communications with the press, will be explored in 2017.

**5.** **The UEC has taken steps to improve the regulatory framework for electoral observation.**

With technical advice and advocacy from International IDEA, as well as support for multi-stakeholder dialogue between the UEC, CSOs and MPs on the topic of electoral observation, the UEC initiated and completed a review of the legal framework for domestic and international observation. Regulations and procedures were updated in a consultative manner with domestic observation CSOs, largely reflecting CSO recommendations, which is a significant achievement towards reforming aspects of the electoral framework in a collaborative manner. The implementation of the new regulations will be tested in advance of the 2017 by-elections.

**6.** **The UEC, political parties and CSOs advocate for democratic reforms for a strengthened electoral system and a pluralist political party system.**

Through the production and dissemination of knowledge products—information briefs, infographics, case studies, research papers and assessments—International IDEA and STEP Democracy partners worked with the UEC, CSOs and political parties to discuss reform options for the electoral framework during the post-election period. The dissemination of materials equipped parties and CSOs to formulate policy positions that they presented to the UEC or used in internal discussions. The announcement of by-elections shifted the focus to

preparations for the next election, while also providing another key opportunity for reforms in the area of electoral observation. In addition, municipal elections held in Mandalay and Chin and upcoming municipal elections in Yangon provided STEP Democracy partners with an opportunity to work on assisting subnational elections. These efforts contributed to advocacy for a strengthened electoral framework.

**7.** **Key electoral stakeholders, including political parties, media and CSOs, effectively articulate positions to strengthen the democratic framework.**

International IDEA, in collaboration with the STEP Democracy programme, held a series of multi-stakeholder events on topics such as electoral observation, campaign finance, electoral reforms and the legal framework for elections. An event to commemorate the International Day of Democracy was held in Yangon, with 229 people in attendance. This event explored electoral reform in Myanmar and comparative cases from India and Pakistan, and it was followed up by a smaller focused discussion with the UEC, political parties and CSOs on the details of these comparative examples.

Furthermore, International IDEA's work with STEP Democracy deepened engagement with its key beneficiaries by strengthening relationships and targeting key thematic areas of intervention. In this way, particular areas for democratic and legal reform, such as electoral observation and campaign finance, are targeted from different angles by different stakeholders, thus ensuring a consistent voice for change.

### Democratic accountability: parliamentary oversight

**8.** **MPs and parliamentary staff from key committees have enhanced knowledge of roles and responsibilities in the budget process.**

This outcome was predominantly achieved in 2015, with final project activities occurring in early 2016. Based on the continued relationship with the Joint Public Accounts Committee, a new three-year assistance programme was developed, which is due to commence in 2017. In 2016, a needs assessment was carried out, and programme development was finalized.

**9.** **Parliamentary leadership has taken steps to strengthen institutional capacity and strengthen the role of women.**

International IDEA, in collaboration with MPs and parliamentary staff, conducted a capacity needs assessment that was published in early 2016. The first round of the assessment covered 153 of 310 outgoing members, or approximately 49 per cent, representing 17 different political parties. The second round covered 175 out of 277 newly elected members, or approximately 63 per cent, representing a total of 10 political parties. The key findings were consulted with the directors-general and the deputy director-general of the parliament. At least 50 per cent of elected women parliamentarians were consulted during the assessment, and the recommendations and roadmap were finalized following consultations and shared with the parliamentary leadership.

**Constitution-building processes**

10. | **Enhanced capacity of lawmakers and political parties to reach informed decisions on key constitutional issues in countries where constitutional debate occurs.**

In response to a changing environment in relation to constitutional reform, International IDEA reviewed the constitutional landscape in Myanmar. A series of constitutional preference mappings were produced based on interviews with key political leaders, actors involved in the peace process, MPs, civil society and members of key constitutional bodies. The programme approach and partnerships focused on responding to current priorities, particularly around the peace process. Demand-based constitutional briefs were submitted to partners, advocacy tools were translated and a training curriculum was designed. The mapping informed the direction of the programme to ensure that it was targeting relevant stakeholders.

ASIA AND THE PACIFIC—MYANMAR

## Key outputs 2016

1. International IDEA significantly ramped up the scope of its assistance for the by-elections in Myanmar to be held in April 2017 by providing support to the UEC on a larger range of topics and on a larger scale. International IDEA continued to support the reform of the electoral legal framework in response to a post-election review that identified key areas for improvement prior to the 2020 general elections, including campaign finance, electoral observation, electoral risk management and strategic communications. A needs assessment of outgoing and incoming MPs was conducted and presented to Myanmar's Parliament, and this document was used by other development partners to inform their work processes.

2. International IDEA provided advisory services to the Constitutional Tribunal.

3. International IDEA collaborated with the Parliamentary Centre in administering two rounds of a survey of the views of its members: one among the outgoing cohort and one among the newly elected parliamentarians who had not served as elected representatives before.

4. A wide variety of parliamentarians, including the deputy speaker, the chair and members of the Public Accounts Committee and Bill Committee, parliamentarians from five ethnic parties and the directors-general of the parliament, shared and discussed the findings from the two needs assessment surveys conducted.

ASIA AND THE PACIFIC—MYANMAR

## Partners

| **Advisory services provided to:** |
|---|
| The Constitutional Tribunal, the Union Election Commission and the Parliament of Myanmar. |
| **Implementing partners:** |
| DIPD, DRI, FNF, HBO, SI, ME, NDI, Joint Public Accounts Committee. |

'That democratic achievements [that] looked completely [impossible] only a few months before the elections of November 2015 come as the result of a combination of factors, which include the numerous transparency measures implemented by the UEC…The electoral assistance provided by international organizations to the UEC contributed significantly to these democratic achievements.'

*U Hla Thein, UEC Chair, 28 September 2016*

ASIA AND THE PACIFIC

# Nepal

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 34.8% | Budget | 229,866 | 474,999 | 704,865 |
| Restricted (RES) | 65.2% | Actuals | 216,475 | 405,344 | 621,819 |
| **Total** | **100.0%** | *% execution* | *94%* | *85%* | *88%* |



34.8%

65.2%

■ Unrestricted (UNR)
■ Restricted (RES)

| RES Donors |
|---|
| Governance Facility |
| SABAH |
| Norway (Framework Agreement) |
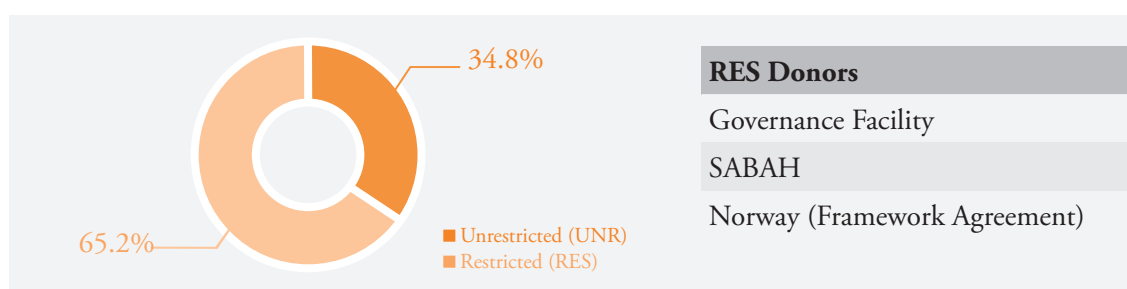
## Democratic context 2016

Following six decades of popular demands for constitutional change in Nepal, the Constituent Assembly promulgated a new constitution on 20 September 2015. The long-awaited document, which institutionalized numerous changes that resulted from minority groups' political movements, played a major role in Nepal's peace process. The promulgation represented a symbolic leap towards inclusion of diversity in the country.

Though many welcomed the constitution, some stakeholders, including the Limbuwan, Madhesi and Tharu ethnic groups, have demanded amendments to provisions on citizenship, inclusion and demarcation of provincial boundaries. In the months following the

promulgation, the country was mired in intense protests on the streets of Madhes and was subject to unofficial blockades on its borders with India.

Tensions were reduced when the government passed a first amendment to the constitution to address protesters' demands on 23 January, four months after its promulgation. While the amendment addressed some but not all of the demands of the Madhesh, they did not embrace it due to a lack of consultation and inclusion in the amendment process.

In July, a new government was formed with the stated objective of settling constitutional concerns, and negotiations between the parties are ongoing. At the same time, the government proceeded with

■ advanced    ■ on track    ■ delayed    ■ cancelled

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the legislative review and reform process in order to implement the constitution, which requires the formulation of numerous new laws and the revision of existing laws.

The government tabled several bills, including a second constitutional amendment bill on 29 November, amid protests by opposition parties. The bill was prepared by the coalition government in order to address the demands put forth by the Madhesi parties, who submitted several petitions to the Supreme Court against the bill, claiming that, since the bill intended to alter provincial boundaries, it had to be sent to the relevant provincial assembly for consent. The petitioners also argued that the bill should not move forward without that consent. One of the country's main political parties, the Communist Party of Nepal, came out against the second amendment of the constitution and, as a result, its MPs blocked parliamentary activities. The amendment process remained deadlocked at the end of the year.

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## Inclusiveness in the CBP

**1.** | **Increased ability of Nepal's Government and non-governmental actors to effectively implement the country's 2015 Constitution.**

International IDEA formed a Legislative Review Group (LRG) made up of constitutional legal experts to review bills required to implement the constitution as they are tabled in the Legislature Parliament (LP). This group of seven experts is intentionally diverse to ensure that such bills reflect or address issues related to Nepal's diverse society. The work of the LRG impacted the final versions of four judicial bills, as all of the recommendations provided were included in the legislation that was enacted. It is anticipated that the recommendations provided and widely advocated by this group will result in positive changes to the six Inclusion Commission bills that were before the LP at the end of 2016.

International IDEA conducted a series of activities with the Election Commission of Nepal (ECN) that addressed money in politics. These activities included a workshop with ECN commissioners and staff to assess the suitability of International IDEA's Political Finance Tool in Nepal.

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## Informed constitution-building

**2.** | **Target audiences have knowledge of the basic features of the new constitution, including its the federal arrangements and provisions on fundamental rights and local governance, and on the constitutional transition and implementation process.**

International IDEA conducted an assessment of Nepal's 2015 Constitution from a gender perspective, piloting International IDEA's new *Constitution Assessment for Women's Equality* tool. Furthermore, International IDEA shared the assessment widely with national and international advocates for women's rights in Nepal and conducted several meetings to review the assessment conclusions. These meetings brought together women from different ethnic groups, including the Dalit, indigenous, Madhesi and Muslim communities, thereby increasing inclusivity. From these meetings, International IDEA produced a gender intersectionality report that identified areas of commonality and a framework for a women's advocacy agenda. Related research on how Nepal's new constitution supports substantive equality was also conducted. The conclusions from this research will support the women's advocacy agenda. In its efforts to support and assist the promotion of gender equality through Nepal's new constitution, International IDEA identified the constitution's strengths and weaknesses in promoting women's equality and shared this information widely along with an action plan to further address its weaknesses.

**3.** | **Raising public awareness of the basic constitutional features of the new constitution, including its federal arrangements and provisions on fundamental rights and local governance, through high-quality media outreach.**

The CIVIP (Civic Participation in Peace Building and Democratic Development Project) broadcast 17 TV programmes with an estimated audience of 50,000 and 12 radio programmes with an estimated audience of 500,000. Through these broadcasts, the public was made aware of the provisions of the new constitution and was informed about the ongoing constitution implementation process.

International IDEA conducted a series of activities with the ECN to address money in politics, including four TV talk show broadcasts highlighting issues related to money in politics in Nepal and the publication and distribution of 14,000 copies of 'The Delhi Declaration', a document signed by eight South Asian countries that identifies principles for developing and implementing political finance frameworks by electoral commission.

**4.** | **Stakeholders at the local level are well informed about draft legislation relating to constitutional implementation, with an emphasis on federal arrangements, and have provided feedback that is shared with the LP and relevant ministries.**

International IDEA, in collaboration with the Nepal Law Society, informed community leaders, MPs (central level), the LP Secretariat and various target groups across the country about the basic provisions of the constitution and about bills tabled in the LP. This was done through the CIVIP in the form of legislative review workshops at the district level and constitutional literacy workshops at the provincial level.

**5.** | **Stakeholders are skilled in handling conflicts based on their interpretation of constitutional rights and resource claims through Civic Initiative Centre forums.**

To strengthen the capacity of local actors to handle constitutional conflicts, International IDEA held 14 conflict management training sessions with local Community Initiative Centres (CICs) throughout the year.

ASIA AND THE PACIFIC—NEPAL

# Key outputs 2016

1. International IDEA supported the formation of the LRG, which subsequently provided recommendations and reviews of four judicial bills (which were included in the legislation that was enacted) and also of six of the Inclusion Commission bills that were before the LP at the end of 2016.

2. International IDEA conducted an assessment of Nepal's 2015 Constitution from a gender perspective to pilot the *Constitution Assessment for Women's Equality* tool and disseminated the assessment report through a series of activities, including meetings with women from diverse backgrounds.

3. International IDEA conducted a series of activities related to CIVIP, including broadcasting 17 television programmes, 12 radio programmes and legislative review workshops.

4. International IDEA collaborated with the ECN to produce four television talk shows on money in politics in Nepal and published and disseminated 14,000 copies of 'The Delhi Declaration'.

■ advanced   ■ on track   ■ delayed   ■ cancelled

## Addressing money in politics in Nepal

The link between money, politics and corruption is among the greatest threats to democracy worldwide. In 2015, Nepal signed the New Delhi Declaration on Political Finance (Delhi Declaration), which identified principles for developing and implementing political finance frameworks to be established by the country's electoral commission. Subsequently, International IDEA supported the Election Commission of Nepal in developing a programme to improve its political finance regulations. The plan included a series of workshops complemented by nationally broadcast TV programmes on the role of money in politics, featuring the Chief Election Commissioner of Nepal.

*Considering the political and social situation [in Nepal] and the condition of our electoral management bodies, we must address [political finance regulation] in our legislation.*

Dr Ayodhee Prasad Yadav, Hon. Chief Election Commissioner of Nepal
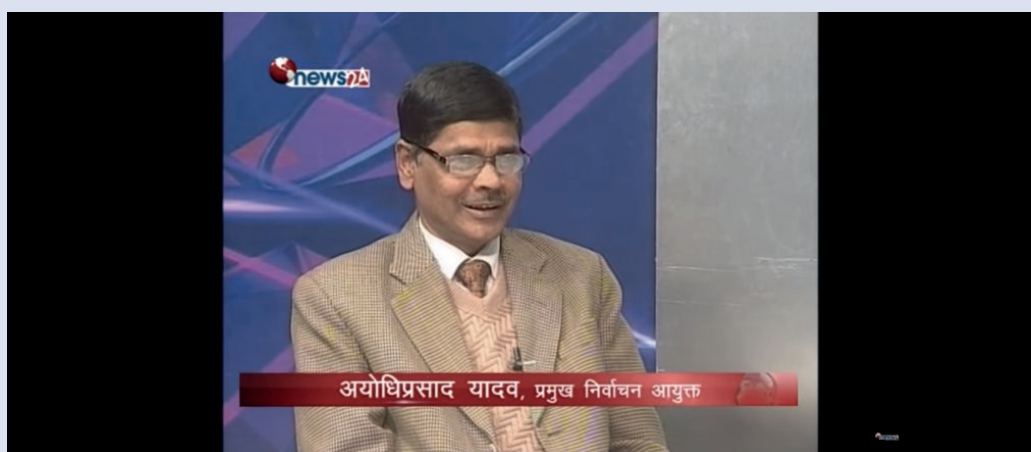


The Chief Election Commissioner of Nepal, Dr Ayodhee Prasad Yadav, discusses political finance reform on the nationally televised News24 Nepal programme 'Issue of the Day', 25 December 2016.

## ASIA AND THE PACIFIC

# Partners

**Advisory services provided to:**

The Legislature Parliament Secretariat, the Speaker of the Legislature Parliament, the Election Commission of Nepal, Members of parliament

**Implementing partner:**

The Nepal Law Society (CIVIP)

# Latin America and the Caribbean

## *Reading the result reports*

**Strategic Objectives 2015-2017**

**1. Planned Outcomes 2016**
Progress Reports

■ advanced    ■ delayed
■ on track    ■ cancelled

# Regional Initiatives

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 97.4% | Budget | 858,213 | 0 | 858,213 |
| Restricted (RES) | 2.6% | Actuals | 794,873 | 21,332 | 816,205 |
| **Total** | **100.0%** | *% execution* | *93%* | *-* | *95%* |

2.6%

■ Unrestricted (UNR)
■ Restricted (RES)

**RES Donors**

EU

97.4%
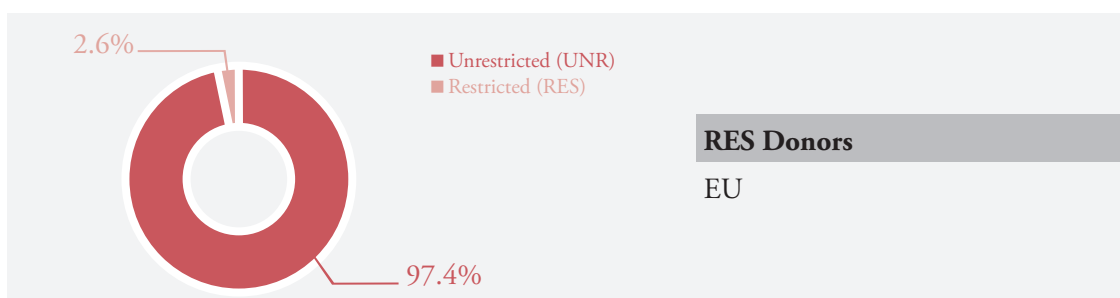
## Democratic context 2016

The Latin America and Caribbean region continues to face challenges to ensure the legitimate and reliable exercise of democracy. Democracies in the region show significant deficits concerning institutional issues that damage political stability, governance and the rule of law, leading to unequal political representation and participation. Furthermore, political parties are faced with a crisis of representation, an accountability deficit and a lack balance among the branches of power, leading to social discontent, poor economic growth and increasing social inequality. Political parties and candidates need adequate resources and must rethink their strategic role in democratic societies in order to fulfil their basic functions and strengthen democracy by re-engaging an increasingly disenchanted citizenry.

Across the region, political-financing and influence-peddling scandals are putting the issue of money and politics at the centre of public debate, as links between resources from illicit activities and politics are becoming more and more evident. In Latin America and the Caribbean, increasingly empowered and connected citizens are becoming less tolerant of pervasive corruption and are demanding that

state institutions respond accordingly. There are also regional statistics that indicate that gender imbalances persist, as women continue to be underrepresented in political institutions and receive considerably less campaign funding than men during their political careers and campaigns. Despite a significant increase in the percentage of female representatives and authorities, gender equality in politics remains an unresolved issue.

In the face of this, it is necessary to take action to strengthen and improve the performance of government institutions, EMBs and political parties by enhancing regulatory frameworks and reforming accountability systems. Mechanisms to ensure access to information, inclusion and the participation of women and vulnerable groups, including indigenous peoples and younger generations, should also be strengthened.

In order for these changes to be sustainable over time, it is essential to create more platforms for dialogue among various social and political actors, and to strengthen institutions' internal capacities.

## Electoral justice

**1.** **EMB officials in Latin America and the Caribbean apply regional comparative knowledge on electoral justice.**

In May representatives of electoral tribunals from 13 countries in Latin America and the Caribbean, as well as Spain, applied their comparative knowledge in Manaus, Brazil, in the framework of the eighth Ibero-American Conference on Electoral Justice organized by the Electoral Tribunal and International IDEA. As a result of this initiative, all relevant participants and electoral stakeholders signed the Declaration of Amazonas to stress the importance of electoral justice to constitutional rule of law and to strengthen political institutions and electoral integrity in Ibero-America.

## Democracy that delivers

**2.** **Enhanced awareness and increased understanding of the need to promote more inclusive political parties that incorporate gender equity as an operational pillar.**

On 15 November International IDEA, in cooperation with the UNDP and UN WOMEN, presented the experiences of the Mechanism for Accelerating Political Participation of Women (the ATENEA initiative), as well as the findings of the Political Parity Index in Argentina. These initiatives seek to encourage key national actors to articulate a more integrated vision of women's political participation. The collection of information was supported by ATENEA Peru, while ATENEA Guatemala provided technical assistance resulting and a document on the financing of gender participation in politics.

**3.** **Regional and international organizations enhanced the debate on the current state and quality of democracy in the region, including concerning the 2030 Agenda for Sustainable Development, and improved their collaboration and coordination.**

International IDEA, in coordination with the Brookings Institute, a Washington-based think tank, and the Organization of American States (OAS), designed a programme for the Third International Forum of Santo Domingo, which is expected to take place in the coming months once sufficient funding is secured.

International IDEA seized the opportunity to carry out other related activities such as participating in an international forum in Miami, where a fruitful discussion on threats to Latin American democracy took place, focusing on the experiences of Colombia, Nicaragua and Venezuela. Furthermore, staff from the Institute participated in a workshop called *Quality of democracy in Latin America*, which was organized by the Latin American Faculty of Social Sciences (FLASCO–Chile) and Fundación Chile 21, where International IDEA facilitated a debate among scholars on theoretical and empirical challenges in the study of the quality of Latin American democracy.

## Money, organized crime and politics

**4.** **Regional stakeholders apply comparative knowledge on political finance in ongoing electoral reform processes.**

International IDEA promoted the creation and sharing of comparative knowledge on political finance in ongoing electoral reform processes in the Southern Cone, including by co-organizing

■ advanced  ■ on track  ■ delayed  ■ cancelled

and participating in several forums on political finance. International IDEA acted as a platform for dialogue among political representatives, academics and civil society about the main challenges to democratic development in the region and provided technical expertise on the subject.

International IDEA participated in a Chilean–German forum called *Challenges for Democracy* held on 12–13 July. The seminar, which featured opening remarks by German President Joachim Gauck and Chilean President Michelle Bachelet, provided political representatives, academics and civil society representatives from both Chile and Germany with a platform for dialogue about the main challenges to democratic development in both countries.

International IDEA also participated in a seminar called *Political Finance: Challenges for Reform*, which was held on 28 July in Argentina. Institute staff contributed to a shared diagnosis of the strengths and weaknesses of the current system for financing political parties and campaigns. International IDEA's participation was very timely, as this activity was developed within the framework of the second stage of the political reform being promoted by Argentina's executive branch. The Institute co-organized and participated in an international forum in collaboration with the Uruguayan Senate and Electoral Court to discuss political finance issues. This forum included members of the EMBs from countries in the region, including Argentina, Brazil, Chile, Mexico and Peru.

In the process of developing comparative knowledge on political finance in electoral reform processes, International IDEA, along with the OAS and Inter-American Dialogue, a Washington-based think tank, published a landmark publication in February called *The Cost of Democracy: Essays on Political Finance in Latin America*, which provides key information, insights and recommendations for policymakers to deal with challenges related to links between money and politics in electoral processes. The book was officially presented at an event held at Costa Rica's Parliament that gathered more than 80 participants, including key regional stakeholders, leading experts, academics, journalists and members of the Costa Rican Electoral Tribunal.

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## Electoral integrity

**5.** **The EMBs of Argentina, Brazil and Uruguay apply regional comparative knowledge during ongoing electoral reform processes.**

International IDEA provided technical assistance and comparative knowledge by means of handbooks, databases and through the sharing of knowledge and good practices not only at the national level but also at the subnational level in Argentina's province of Cordoba. All of these tools facilitated the national electoral reform process, which resulted in the submission of a reform project before Argentina's Parliament in late June.

Likewise, International IDEA provided technical assistance at a seminar on political finance hosted by the secretary for political affairs of Argentina's Ministry of the Interior in the context of the new political–electoral reform process. In September, the Institute, along with the Electoral Court of Uruguay, co-organized an international seminar on political parties and electoral campaign finance.

**6.** **Mexico's democratic institutions and political parties apply regional comparative knowledge on ongoing electoral, political and constitutional reforms, as well as on participation and equitable representation.**

In August, International IDEA provided technical assistance on electoral justice and electoral integrity in the context of two forums held to commemorate the 20th anniversary of the establishment of the electoral justice system in Mexico. The forums—the ninth 'Electoral Judicial Observatory, 2006-16: Ten years of jurisprudence' and 'The evolution of electoral justice in Mexico'—were hosted by the Electoral Tribunal of the Federal Judiciary (TEPJF), with the aim of strengthening electoral justice and integrity ahead of the 2018 general elections.

International IDEA continues to engage in negotiations to secure a technical cooperation agreement with the National Electoral Institute (INE) and the TEPJF aimed at promoting knowledge exchange on electoral integrity, electoral justice, gender parity and intercultural democracy in Mexico.

**7.** **Central American democratic institutions and political parties apply regional comparative knowledge on ongoing electoral, political and constitutional reforms, as well as on participation and equitable representation.**

International IDEA provided technical support to the Electoral Court of Panama in the final stage of the Project on Electoral Reforms in Panama at the National Assembly, which was approved by the President of the Electoral Tribunal, Eduardo Valdes.

In September International IDEA provided advisory support for electoral studies conducted by the Salvadoran Foundation on Economic and Social Development (FUSADES) in El Salvador through participation in postgraduate education programmes to increase the comparative knowledge on ongoing electoral, political and constitutional reforms, as well as on inclusive participation and representation.

International IDEA signed a memorandum of understanding with the Superior Electoral Tribunal of Costa Rica to foster cooperation beyond the successful conclusion of the operation of the Institute's regional office in Costa Rica, which was relocated to Santiago, Chile, in October 2016.

**8.** **Political parties in the Dominican Republic have improved regulatory frameworks and management capacity to bridge gaps in representation and equal participation.**

International IDEA contributed to electoral and political party reform in the Dominican Republic, including through the dissemination of knowledge on electoral integrity and good electoral practices, through the use of the Institute's handbooks, databases and other sources of knowledge. While International IDEA's collaboration contributed to the drafting of a bill on electoral reform and political parties by the EMB that is currently being discussed in parliament, changes in the composition and leadership of the Central Electoral Board have delayed some activities and outcomes.

**Knowledge-sharing on CBP across the region and beyond**

**9.** **Chilean stakeholders apply regional comparative knowledge in the ongoing constitutional and electoral reform process.**

With the collaboration of Fundación Chile 21, a social democratic think tank focused on inclusive development and democracy, International IDEA presented its publication Democratic Transitions: Conversations with World Leaders. The aim of the event was to initiate, and learn from, a broad debate on subjects such as democracy and economic and social models from both a Chilean and comparative perspective.

Together with FLACSO-Chile, International IDEA also co-organized an international workshop called *Quality of democracy: New research agenda*, which was held in Chile on 14–15 September to discuss and deepen existing agendas in order to common spaces for reflection among members of various existing working groups and interested researchers. International IDEA contributed to the report and working group summary, as well as to the new research agenda to be presented by representatives of the organizing institutions in a hearing with the Chilean President Michelle Bachelet.

advanced   on track   delayed   cancelled   **131**

**Representation that matters**

**10.** | **Colombian stakeholders apply regional comparative knowledge in the ongoing constitutional and electoral reform process.**

In contributing to a pivotal moment in Colombia's history, under the memorandum of understanding (MoU) signed with the Ministry of Interior in 2015, International IDEA provided advisory support to the Colombian peace process, particularly regarding political participation as outlined by the peace agreement between the Colombian Government and the Revolutionary Armed Forces of Colombia (FARC) signed in August 2016. The MoU provides a clear framework for cooperation in the area of political and electoral reform with a special focus on transparency and efficiency, on knowledge exchange and on the topics of fair elections and gender equality.

In November Colombia's Parliament ratified the final peace agreement between the government and the FARC, marking the end of the 53-year domestic conflict. International IDEA is seeking to further contribute to the implementation of the peace process by strengthening stakeholders and implementing the political participation aspects of the agreement ahead of the forthcoming electoral processes.

**11.** | **Venezuelan stakeholders apply regional comparative knowledge in the context of the ongoing political crisis.**

International IDEA supported research, teaching and technical assistance activities to contribute to sustainable democracy in Venezuela, including by signing an MoU with the Andrés Bello Catholic University of Venezuela (UCAB), which established a collaboration mechanism between the two entities. International IDEA also presented its publication *From Authoritarian Rule Toward Democratic Governance: Learning from Political Leaders* at UCAB. Also, International IDEA and UCAB prepared a joint report to inform a presidential recall referendum process in 2016, which was disseminated among key partners, electoral organizations, International IDEA's Member States and other countries in the region, multilateral organizations and major media channels in Latin America and the Caribbean and outside the region.

LATIN AMERICA AND THE CARIBBEAN

# Key outputs 2016

1. International IDEA provided technical assistance on electoral justice and electoral integrity within the framework of the 20th anniversary of the establishment of the electoral justice system in Mexico. International IDEA continues to engage in negotiations to secure a technical cooperation agreement with the INE and the TEPJF aimed at promoting knowledge exchange on electoral integrity, money in politics, electoral justice, gender parity and intercultural democracy in Mexico ahead of the 2018 general elections.

2. International IDEA raised awareness on the links between money and politics and contributed to the growing debate on political financing issues by publishing and presenting the landmark publication *The Cost of Democracy: Essays on Political Finance in Latin America*, along with the Organization of American States and Inter-American Dialogue. The book was officially presented in February in Costa Rica's Parliament in front of key stakeholders and decision-makers.

3. International IDEA supported electoral reform in Panama by providing technical support to the Electoral Tribunal in the

drafting and negotiation of the electoral reform currently at the final stages of negotiation in parliament.

4. International IDEA contributed to monitoring electoral integrity in Venezuela through the elaboration and dissemination of a report on the presidential recall referendum. The Institute strengthened its strategic partnership with the Andrés Bello Catholic University by signing a memorandum of understanding to support research, teaching and technical assistance activities and to contribute to sustainable democracy in Venezuela.

5. International IDEA strengthened its ties with Colombia by providing advisory support for the Colombian peace process, particularly in relation to political participation as outlined by the peace agreement between the Colombian Government and the Revolutionary Armed Forces of Colombia.

6. International IDEA facilitated a regional debate on electoral justice by co-organizing the eighth Ibero-American Conference on Electoral Justice held in Manaus, Brazil, and helped achieve regional consensus on the importance of electoral justice mechanisms in promoting the rule of law as stated in the Declaration of Amazonas.

7. International IDEA facilitated a discussion on electoral campaign finance by organizing a seminar with the Electoral Court of Uruguay, with the support of the Uruguayan Senate.

8. International IDEA promoted the support of electoral processes, political inclusion of minorities, citizen participation and transparency in Paraguay through a cooperation agreement with the European Union to strengthen the capacities of the EMB.

9. International IDEA strengthened its presence in the Southern Cone and regional projection with the inauguration of its new regional office for Latin America and the Caribbean in Santiago, Chile. The launch of the regional office in October highlighted International IDEA's robust engagement with the region, as did the launch of the publication *Democratic transitions: Teachings from political leaders* with Sergio Bitar, a member of International IDEA's Board of Advisers. The event attracted key stakeholders, including renowned Chilean politicians such as former President Ricardo Lagos and former Education Minister Mariana Aylwin.

LATIN AMERICA AND THE CARIBBEAN

# Partners

**Implementing partners:**

La Coordinadora de la Mujer, the Organization of American States, Inter-American Dialogue, the Senate of Uruguay, the Electoral Court of Uruguay, the National Electoral Institute of Mexico, the Electoral Tribunal of the Federal Judiciary of Mexico, the Salvadoran Foundation on Economic and Social Development, the Superior Electoral Tribunal of Costa Rica, the Chile 21 Foundation, the Ministry of the Interior of Argentina, the Ministry of the Secretary-General for the Presidency of Chile, the Latin American Faculty of Social Studies and the Catholic Andrés Bello University of Venezuela

■ advanced    ■ on track    ■ delayed    ■ cancelled

# Bolivia

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 13.9% | Budget | 100,160 | 541,863 | 642,023 |
| Restricted (RES) | 86.1% | Actuals | 90,550 | 561,055 | 651,605 |
| **Total** | **100.0%** | *% execution* | *90%* | *104%* | *101%* |

13.9%

86.1%

■ Unrestricted (UNR)
■ Restricted (RES)

| RES Donors |
|---|
| Sweden |
| AECID (Spain) |
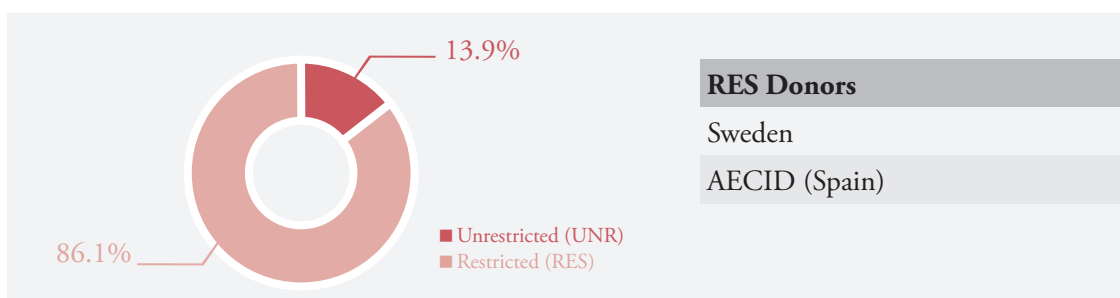
## Democratic context 2016

The constitutional referendum held on the initiative of President Evo Morales will bar him from re-election for a fourth term in 2019. The proposal was voted down with 51 per cent against. This was the most important episode in Bolivia's political–institutional context in 2016.

Beyond the political tension generated by the referendum process, reasonable doubts arose about the suitability (political independence, normative pertinence and operational efficiency) of the Plurinational Electoral Body (OEP). The deep crisis in which the OEP had been immersed as a result of the poor administration of the 2014 national elections and the 2016 departmental and municipal elections, resulted in the resignation of all members of the Supreme Electoral Tribunal (TSE) and the designation of others in June 2016.

The increasingly relevant presence of women in decision-making and political representation is having a significant influence on public policies and the management of these policies. Youth movements have been emerging, mainly through virtual networks, and are taking increasingly proactive positions on issues of public interest (the environment, employment, citizen security

and sexual rights, among others). This is another important and positive element in the democratic context.

Finally, eight years after a new constitution was promulgated, it is clear that the process of giving departmental governments full autonomy has still not been accomplished due to the persistence of the national government's centralist logic. Delays in the adoption of a fiscal pact clarifies the disagreement in terms of the distribution and management of public resources and the rigorous application of the autonomy system, which is the key indicator of the difficulties that the departmental governments must overcome disagreements to achieve adequate levels of efficiency in how they manage public resources.

## Constitutional implementation

**1.** **The strengthening of democratic institutions at centralized and decentralized levels in order to contribute to the development of a democracy that is inclusive, responsible, broadly representative, pluralistic, participative, transparent, with a capacity to respond opportunely, efficiently and effectively to society's needs and demands.**

International IDEA provided support to the legislative assemblies of the departmental governments of Cochabamba, Santa Cruz and Tarija through a series of actions. In Santa Cruz, key advice was given for the drafting and subsequent approval of a law on gender to promote economic opportunities for women and the development of the department's youth plan, a framework for specific public policy for inclusion.

In all three departments, International IDEA supported the drafting of strategic institutional plans by providing technical assistance and organizing workshops for officers and stakeholders. In Cochabamba and Santa Cruz, this process established relevant inputs related to the complex process of constructing institutions on the part of the municipalities and departments involved in it. Workshops were also held for departmental assembly members to strengthen their legislative capacities and normative framework, including two cycles of training and conferences about competition analysis and legislative techniques.

In these departments, the content of International IDEA's Democratic Accountability in Service Delivery Tool was also explained and showcased as a useful participation guide on six different occasions. The above-mentioned actions supported the legislative assemblies of departmental governments in their attempts to determine strategic development agendas, which, in turn, enabled them to promote prioritized laws.

**2.** **Strengthening the institutional management of the Plurinational Legislative Assembly and of the representatives of supranational parliamentary bodies for the building and consolidation of intercultural democracy.**

International IDEA joined efforts with the Plurinational Legislative Assembly in a period of polarization and confrontation between the majority and the opposition. To succeed in this outcome, International IDEA met with three stakeholders—the presidencies of both chambers of parliament, as well as central government actors. This strategy involved a series of dialogues used to define the role of citizens in the management of information and progress in terms of advancing the political rights of women. In addition, research on political violence against women at the national level was also conducted, complementing previous research on the municipal and regional levels that had been carried out in collaboration with the University of San Andres.

International IDEA conducted a diploma course on parliamentary affairs and integration for assembly members and officers and included specific areas such as gender, legislative diplomacy, international relations and economic integration, complemented by a course on strategic planning that helped participants develop strategic plans that were later launched.

**3.** **Strengthening, by means of coordinated action, the political participation of women in departmental public administration (executive and legislative) and the elaboration of departmental development agendas.**

International IDEA supported the articulation of a set of proposals for departmental and national public policies in terms of the women's political agenda, which is the main tool related to the strengthening of women's political participation, following outcomes achieved in past legislative. This agenda aims to further the achievements of women's organizations in terms of decentralization and the construction of a parity democracy.

■ advanced　　■ on track　　■ delayed　　■ cancelled

Thus, the Institute implemented seven training modules for female assembly members from departmental governments in Cochabamba, Santa Cruz and Tarija, which covered the following issues: healthcare economics, gender partnership, political violence, gender leadership, economic participation, gender budgeting and accountability.

4. | **Promoting the participation of young people in politics.**

International IDEA provided support for the articulation of the departmental platforms of three young political leaders in Cochabamba, Santa Cruz and Tarija. The Institute established the basis for a network that has great potential to deepen political dialogue and the democratic development of young people with the possibility of strengthening their capacities to influence public policy.

The process was reinforced by two research projects of great relevance to promoting the political participation of young people. The first project, 'Participation and Representation of Youth in Political Organizations', diagnosed and measured the representation and participation of young people within the six most important political organizations in Bolivia. The diagnosis of the current political climate provided a path to targeted and effective action. The aim of this research project was to help with the drafting of relevant policies to improve the quality of democracy within political organizations.

The second project involves intercultural democracy and young people. The project produced a document that describes the democratic practices of the young people, who live in four indigenous municipalities, and the recent indigenous autonomous process.

5. | **The Supreme Electoral Tribunal and the departmental electoral tribunals have a diagnostic of its operation divided by areas that are known by political parties and legislative assemblies.**

International IDEA provided support to help the new TSE (which was recently appointed) to deal with issues related to subnational elections and the constitutional amendment referendum for the re-election of President Evo Morales. Fortunately, despite the TSE's hefty agenda and confirming that the issues identified by International IDEA are high priorities, it was possible to establish the basis for internal reform so as to consolidate the electoral body as a state power in the framework of a new model of institutional management that improves coordination between the TSE and the departmental tribunals.

LATIN AMERICA AND THE CARIBBEAN—BOLIVIA

# Key outputs 2016

1. International IDEA provided support to the department of Santa Cruz to help with the development of the country's first departmental law on gender and with the elaboration of a departmental plan for the political inclusion of young people.

2. International IDEA provided technical assistance and training to the departmental governments of Cochabamba, Santa Cruz and Tarija in developing institutional strategic plans, constructing metropolitan institutions and strengthening their legislative assemblies.

3. The institute provided a set of proposals for departmental and national public policies on the women's political agenda, which were complemented by a research project on political violence at the legislative level and seven training modules for women assembly members covering the following issues: healthcare economics, gender partnership,

political violence, gender leadership, economic participation, gender budgeting and accountability.

4. The departmental platforms of three young political leaders laid the basis for a network that has great potential to deepen political dialogue and the democratic formation. This was complemented by a diagnosis of youth political participation and representation and intercultural democracy and youth.

5. International IDEA supported the Plurinational Legislative Assembly by organizing training sessions and dialogue platforms through a diploma course on parliamentary affairs and integration.

6. In the framework of a new model of institutional management, the basis for internal reform was established to consolidate the OEP as a state power.

## LATIN AMERICA AND THE CARIBBEAN—BOLIVIA

# Partners

### Advisory services provided to:

The Plurinational Legislative Assembly, the Departmental Government of Santa Cruz, the Departmental Government of Cochabamba, the Departmental Government of Tarija and the Órgano Electoral Plurinacional (Tribunal Supremo Electoral y Tribunales departamentales Electorales)

### Implementing partner:

La Coordinadora de la Mujer

■ advanced   ■ on track   ■ delayed   ■ cancelled

TOC

Overview

Featured Results

Global Level

Africa and West Asia

Asia and the Pacific

Latin America and the Caribbean

Wider Europe

Institutional Management

Annexes

# Peru

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 16.4% | Budget | 309,709 | 1,667,507 | 1,977,216 |
| Restricted (RES) | 83.6% | Actuals | 298,806 | 1,518,117 | 1,816,923 |
| **Total** | **100.0%** | *% execution* | *96%* | *91%* | *92%* |

16.4%

83.6%

■ Unrestricted (UNR)
■ Restricted (RES)
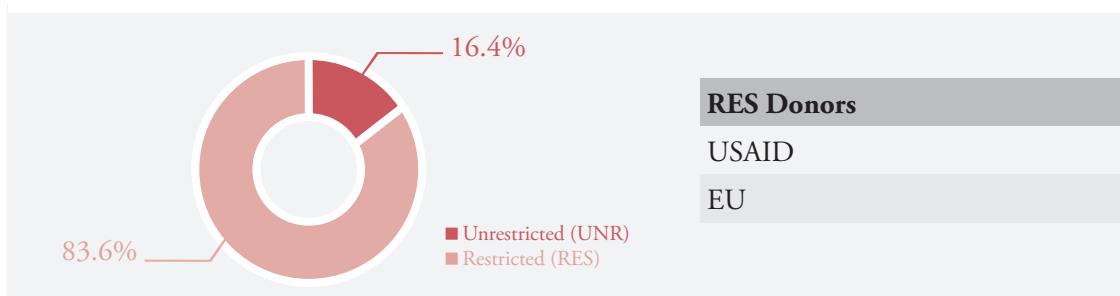
| RES Donors |
|---|
| USAID |
| EU |

## Democratic context 2016

At the beginning of 2016 Peru's electoral authorities began both presidential and congressional races for planned elections later in the year. With the registration of 19 presidential candidates, Peru was about to start its most controversial election period since 2000, when both domestic and international observers criticized the lack of transparency and fair play during the last electoral process organized under Alberto Fujimori.

The first quarter of the year was characterized by a very complicated electoral panorama with considerable electoral instability. During those months, the National Electoral Board (JNE) analysed and resolved cases of candidacies that were considered inadmissible or tainted for various reasons. The cases with the greatest visibility that gave rise to the most public debate were those of presidential candidates Julio Guzmán (Todos por el Perú) and César Acuña (Alianza por el Progreso). Both were removed from the electoral race, thereby generating a climate of great uncertainty in the electoral process.

On 11 April Keiko Fujimori and Pedro Pablo Kuczynski advanced to the second round of the presidential election. Both Fujimori and

Kuczynski were seen as right-wing candidates, and their platforms, though with different priorities, were both pro-market. For many observers, this provided a reason to expect a quiet and boring campaign.

The campaign became rather heated, however, in the last two weeks of May, mainly because of accusations that linked Fujimori's camp with illicit activities. Joaquin Ramirez, the secretary general of Fujimori's political party, Fuerza Popular, and financial backers of her campaign were accused of money laundering. These accusations dominated the public agenda for the rest of Fujimori's campaign.

Although one of the three exit polls on 5 June showed Fujimori ahead, the two most reliable polling firms confirmed that Kuczynski would be elected as the new president. On 10 June the National Office for Electoral Processes (ONPE) released its final count and confirmed Kuczynski's victory. The JNE affirmed the results on 1 July.

In July a new parliament was installed, and new parliamentary committees were set up. Most of the committees were chaired by parliamentarians from Fuerza Popular, which held 72 out of the 130 seats in parliament (55 per cent).

One of the first measures approved by the parliament was to set up a Political Reform Subcommittee under the Constitution Committee, whose responsibilities include preparing proposals to be submitted and discussed in parliament. The Subcommittee will be operational in April 2017.

Given the support provided by International IDEA, the subcommittee responsible for political reforms was able to create a working group of relevant advisors and experts who have since made significant contributions to the subcommittee's legislative output.

The first six months of Kuczynski's presidency featured ongoing tension between the government and the parliament under the influence of Fuerza Popular. Although the parliament adopted a package of legislative proposals, Fuerza Popular's parliamentary faction exercised a strong oppositional role by blocking and questioning various initiatives presented by the government, and in December Fuerza Popular was largely responsible for a majority vote in parliament to oust the education minister.

## Increased capacity and understanding of electoral processes

### 1. █ Voters have information and tools they need to better inform their vote.

Experts in Peru agree that organized crime is increasingly involved in politics, especially through illicit financing. It is also becoming increasingly common to see the formation of political parties based on personality and charisma rather than on programmatic platforms.

International IDEA developed three digital tools called *Candidatazos, Hacker del Financiamiento* and *GPS Electoral* to inform the electorate about party positions, campaign spending and donations to increase transparency and to push parties in a programmatic direction. *Candidatazos* is a web platform designed to provide information about the electoral process through the publishing of candidate lists, government proposals and animated videos that warn about the risks of illicit money in politics. The tool *Hacker del Financiamiento* was used by civil society to monitor the funding of candidates in five regions of the country, while *GPS Electoral*, a voter advice application, allowed users to take a test to see which party they were ideologically closest to.

International IDEA also engaged with the business community by organizing two seminars on transparency in political donations and the media aimed at finding avenues for proper campaign financing, thus removing the perception of illicit financing.

### 2. █ Media and opinion leaders influence political parties and voters' choice of trustworthy candidates.

The scope of work targeted political opinion leaders and the media.

International IDEA engaged with leaders by providing tools that allowed citizens to learn about candidates' background. In this context, in collaboration with the JNE, International IDEA developed a tool called the *Single Window* (Ventanilla Única), which makes it possible to cross reference confidential information from different public institutions. In 2016 more than 3,000 candidates were screened, and in more than 100 cases, candidates were found to have had links to illegal activities.

Peruvian political parties used this tool to monitor their candidates' backgrounds during the electoral process. Some candidates were even dismissed due to their ties to illicit financial networks. International IDEA also worked with the Electoral Reform Commission to propose new mechanisms for monitoring political parties.

International IDEA also established a significant strategic alliance with the main group of broadcasting stations in Peru, called the RPP, which includes the most popular nationwide news radio station, a TV channel and a web platform. Micro-programmes were developed to place alerts about the risks of the links between politics, corruption and money raised from illicit activities (illegal logging, illegal mining and drug trafficking). The RPP estimated that it members reached at least 6 million viewers with their programing.

Furthermore, International IDEA worked directly with a group of journalists in their efforts to investigate the issue of money in politics. A strategic alliance with OJO Público, an organization dedicated to digital investigative journalism, was established to create a tool to cross-reference public information on candidates, political parties and illegal activities (illegal mining, drug trafficking, wood trafficking, money laundering). The first findings came out in December 2016. This tool is expected to strengthen research work at the regional and municipal level.

Additionally, International IDEA worked on developing a national contest for investigative journalism on corruption and politics. During the contest, 33 reports related to these subjects were presented. The winner was 'El Plagio de Acuña', which narrates events surrounding a plagiarism scandal involving a leading presidential candidate, César Acuña, which resulted in his expulsion from the election campaign.

## Political participation of women and youth groups

**3.** **Political parties take steps to promote gender equality based on factual and comparative information.**

International IDEA encouraged a review of the effectiveness of the gender quota implemented during the country's electoral forum process and proposed complementary measures such as alternation and/or parity. International IDEA is working to provide technical assistance and comparative information in the region to make advances on this issue. It is expected that changes may be included in the electoral reform proposal for the first half of 2017.

Furthermore, International IDEA completed a research project about gender financing in Peru and Colombia. A policy document stemming from this research is forthcoming.

Sixteen out of 18 countries in Latin America have implemented some form of affirmative-action mechanisms for women in politics, and great strides have been taken to promote substantial political participation on the part of women in the region. Despite this, significant efforts will be needed to achieve actual equity. Building on the experience of collaborating with the UNDP and UN Women through the ATENEA initiative in Argentina, Chile, Guatemala, Panama and Uruguay, International IDEA also started implementing ATENEA, a system to monitor gender equality, in Peru in December.

International IDEA participated in a presentation of the gender parity index in Argentina, which was done in the Argentinian Congress by IDEA and the UNDP with the collaboration of parliamentarians and other political actors.

## Effective institutions of representation

**4.** **Improved conditions for the 2016 general elections to ensure a more democratic, inclusive and transparent process.**

International IDEA supported three presidential debates, the first-ever vice presidential debate and eight congressional debates. During the presidential debates, the Institute provided support and technical assistance to the National Electoral Board for the design and methodology; participated in technical meetings with political parties to help the parties determine the

topics, content and rules of their respective platforms; and advocated for the establishment of consensus among different political organizations. In addition, International IDEA organized one debate with vice-presidential candidates in collaboration with the RPP group. The congressional debates took place outside the capital: International IDEA arranged and conducted the debates in partnership with the JNE and the RPP.

During the 2016 elections, International IDEA implemented a number of digital tools, including Ojo a la Campaña, Neutralito, 'Compara ya and Verita, which enabled citizens to access updated information on the candidates, their compliance with financing rules, the representation of women on party lists and state neutrality.

For the first time in a Peruvian election, there was a debate on lesbian, gay, bisexual, transgender, queer and intersex issues (LGTBQI) involving parliamentarians, political parties and the media. Also for the first time, there was a discussion on the Afro-descendant population. To support this, International IDEA facilitated a series of dialogues between political parties and marginalized groups, including the LGBTQI, indigenous and Afro-Caribbean communities and disabled people.

**5.** | **Political parties, EMBs and parliamentarians apply comparative knowledge to improve the programmatic quality of political parties.**

In November International IDEA organized a seminar together with the partner Proética on political reform concerning money and politics, where international experts from Chile, Colombia and Peru shared their experiences to enhance each other's capacities.

International IDEA also provided technical assistance to four political parties on their internal processes, including internal elections.

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LATIN AMERICA AND THE CARIBBEAN—PERU

# Key outputs 2016

1.  International IDEA supported the holding of three presidential debates and the country's first-ever vice-presidential debate.

2.  International IDEA developed a series of applications that helped voters gain access to information on the candidates and on how the candidates financed their campaigns. The tools also helped political parties vet their candidates.

3.  International IDEA supported journalists through the use of web-based applications and in-person advice, as well as through the holding of a journalism contest.

4.  International IDEA developed a gender parity index to increase the participation of women in electoral processes.

5.  International IDEA supported a debate on issues of critical importance to marginalized groups, facilitated dialogue between political parties and representatives of the LGBTQI, indigenous and Afro-Caribbean communities, as well as disabled people.

■ advanced    ■ on track    ■ delayed    ■ cancelled

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## LATIN AMERICA AND THE CARIBBEAN—PERU

# Partners

| Advisory services provided to: |
| --- |
| Jurado Nacional de Elecciones (JNE), Oficina Nacional de Procesos electorales (ONPE) and the Congreso |
| **Implementing partners:** |
| TV Cultura, Proética, Ojo Público, Concejo de la Prensa Peruana, Radio Programas del Perú (RPP) and El diario la República |

## LATIN AMERICA AND THE CARIBBEAN

# Haiti

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
| --- | --- | --- | --- | --- | --- |
| Unrestricted (UNR) | 22.1% | Budget | 190,589 | 734,588 | 925,177 |
| Restricted (RES) | 77.9% | Actuals | 192,538 | 677,010 | 869,548 |
| **Total** | **100.0%** | *% execution* | *101%* | *92%* | *94%* |



22.1%

77.9%

■ Unrestricted (UNR)
■ Restricted (RES)
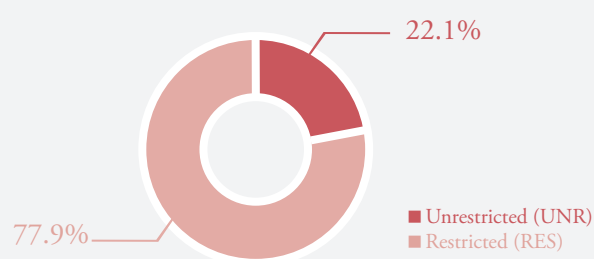
| RES Donors |
| --- |
| Switzerland |
| EU |
| Norway |
| Norway (Framework Agreement) |

## Democratic context 2016

In February, President Michel Martelly's term in office ended with no democratically elected president to replace him, as contested electoral results prevented the completion of the electoral process. A political agreement reached between Martelly and the presidents of the two houses of parliament allowed the establishment of a transitional government led by interim President Jocelerme Privert, whose mandate was to complete the elections and to hand over power to legitimate authorities.

In response to popular demand, as well as a request from the majority of the country's political parties and civil society organizations, provisional President Privert set up an independent electoral evaluation commission to assess the 2015 electoral process. As findings showed massive irregularities and fraud, the commission proposed that the presidential election be rerun. Of the 54 candidates for president, 27 confirmed their candidacy for the rerun.

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In October, Hurricane Matthew devastated the southern departments of Haiti, with hundreds of human causalities and a terrible impact on crops and livestock. The hurricane hindered the ongoing electoral process, as it hit Haiti seven days before the planned first round of presidential, legislative and local elections.

On 20 November, despite low turnout, the elections took place peacefully. Jovenel Moïse, from former President Martelly's PHTK party, was elected President in the first round with 56 per cent of the vote. After a 16-month electoral process, the newly elected president took office on 7 February 2017.

## Internal democracy

**1.** | **Political parties strengthen their ideological cohesion by establishing a forum.**

There are 180 political parties in Haiti, many of which are based not on a programmatic platform but rather on an individual basis. To facilitate a better understanding of the context and to support programmatic parties, International IDEA wrote a study on the main political and ideological trends in Haiti. This will help political actors mobilise together in cohesive structures. The publication has been finalized and will be published early 2017 and presented at the Forum at a later stage.

**2.** | **Political parties represented in parliament and MPs agree on a parliamentary agenda.**

The development of a parliamentary agenda was made increasingly difficult due to the fragile and complex political context. On the request of parliament, International IDEA prepared a manual on drafting a legislative agenda, which is awaiting the approval of the Chamber of Deputies before being published. The manual aims to support parliament in the coming year in overcoming the political crisis and establishing an agenda.

**3.** | **Civil society organizations have a clear strategy to support the Conseil Electoral Provisoire in view of making it a permanent body.**

Since the establishment of Haitian democracy in 1986, the constitution has contained provisions for the establishment of a permanent EMB, yet in over 30 years this has not been achieved. As a consequence, a new provisional EMB replaced the previous one after the contested electoral process in 2015. The rerun of the election in 2016 made capacity-building and institutional learning increasingly difficult. To support a sustainable electoral body, International IDEA conducted research into the institutional provisions and the current context, and it drafted a guide containing key recommendations for the establishment of a permanent EMB. The guide was delayed due to the 2016 electoral process and is expected to be published in 2017. It will be used as a key tool to foster public debate about the establishment of a permanent electoral council (the CEP).

To further support the process of professional electoral management in Haiti, International IDEA, in collaboration with the Scuola Superiore Sant'Anna, focused on the long-term process of developing the capacities of young professionals by providing three students with a scholarship for a Master's in Public Policy and Administration programme. This will make it possible to ensure that there are qualified staff for the future permanent electoral management body.

International IDEA encouraged voter turnout during the 2016 elections, especially among young people. In collaboration with the association Solidarité Universitaire et Citoyen pour le Développement (SUCDEV), an eight-day voter mobilisation campaign was conducted in Port-au-Prince.

■ advanced    ■ on track    ■ delayed    ■ cancelled

**4.** | **Capacities increased to implement gender quotas and promote effective political participation of women within political institutions and political parties in Haiti.**

Following the implementation of gender quotas to increase the political participation of women in Haiti for the first time at the municipal level, 143 women were elected as mayors. To help them enact change, International IDEA supported the creation of the Federation of Female Mayors. This included the elaboration of a road map to strengthening the federation. International IDEA, in cooperation with the Institut de Formation du Sud (IFOS), facilitated a three-day 'National Conference of Female Mayors of Haiti' in Côte des Arcadins. Among the 150 participants who attended the conference, 130 were female mayors from all 10 departments in the country. This conference allowed mayors to share their experiences in overcoming challenges pertaining to the political participation of women. The event was supported by the presence of the former president of the Female Mayors Association of Bolivia, who shared lessons learned from the Bolivian context. The session also involved seminars and training sessions on relevant key topics, including democratic accountability.

In collaboration with IFES, International IDEA conducted two BRIDGE workshops on the themes of gender and elections and media and elections. To conclude this five-year-long endeavour, International IDEA published a handbook on gender-sensitive budgeting that was later disseminated through a series of workshops and seminars on the topic, including with parliamentarians.

## Improving women's participation and media engagement in elections in Haiti

To support Haiti in conducting elections, International IDEA and the International Foundation for Electoral Systems (IFES), with the support of the Swiss Confederation and the United States Agency for International Development (USAID), organized two Building Resources in Democracy, Governance and Elections (BRIDGE) workshops on gender and elections and on the media and elections. These were conducted in December for representatives of the Haitian electoral body and the Provisional Electoral Council, 75 per cent of whom were women.

The gender and elections module focused on the importance of women's participation in the electoral process and the best combinations between electoral systems and implementation of gender quotas. The media and elections module offered participants an opportunity to draft a code of conduct for journalists on election-related issues.

**5.** | **Relevant political institutions take measures to strengthen their accountability to citizens at both the national and local levels.**

International IDEA worked with the government to strengthen accountability within the public administration. This involved providing technical expertise to the Public Administration's Human Resources Management Office (OMRH) to provide guidelines for public institutions on accountability. The policy on accountability in public administration is designed to be a reference document for ministries, parliament, public institutions and local administration to put in place measures to foster democratic accountability. A policy document was drafted, but its validation was delayed due to management changes in the ORMH. A validation workshop was held, and changes to the document were implemented based on the recommendations.

The Institute designed a training curriculum on democratic accountability, transparency and results-based management for local government actors on democratic accountability that will be implemented in 2017.

An public awareness-raising campaign was designed on the importance of democratic accountability in an attempt to support Haiti's reform agenda. The campaign will be held in 2017.

**6.** **Better-informed policy debate on key democratic issues in Haiti, particularly in the media and among young people.**

While Haiti has a culture of vibrant political debate, it often lacks scientific support and ideological cohesion. International IDEA facilitated a BRIDGE training session with key media organizations on the topic of media and elections in order to strengthen journalists' skills in covering the electoral process.

To promote the role of youth—a group often marginalised from political life—in democracy, International IDEA took an innovative approach by organizing an art contest featuring 20 young artists who created four collaborative works of art under the tuition of established Haitian artists. The art projects dealt with the topic of art and democracy and showcased rarely discussed dimensions of democracy and promoted an interesting debate with actors not typically reached by International IDEA.

International IDEA facilitated a participatory stage play with Haitian youth organizations in four public places in Port-au-Prince to promote citizen engagement and encourage public debate on key democratic issues.

## Building capacity of female local government executives in Haiti

Following the first implementation of a 30 per cent gender quota at the municipal level in Haiti, there are now 143 female mayors in the country. This positive development for women's political participation highlights the need to build and enhance capacity among newly elected female executives through peer-to-peer dialogue.

International IDEA organized a conference for the National Federation of Women Mayors of Haiti (FENAFEMH) in partnership with the South Training Institute on 27–30 November.

The historic event brought together 130 out of 143 female mayors from all over the country to discuss issues such as democratic accountability at the local level and gender mainstreaming in municipal politics.

LATIN AMERICA AND THE CARIBBEAN—HAITI

# Key outputs 2016

1. A capacity-building and experience-sharing event was held with Haiti's newly elected female mayors to support the newly created Federation of Female Mayors.

2. International IDEA conducted research on the implementation of a permanent EMB and supported capacity-building in the field by providing three students with a scholarship for the Master's in Public Policy and Administration programme developed by International IDEA in collaboration with the Scuola Superiore Sant'Anna.

3. An art contest was held to engage young people in democratic processes.

4. A training curriculum was developed on democratic accountability for local government actors.

5. Research was conducted on political trends and ideology in Haiti.

6. A manual on drafting a legislative agenda was created for parliament that is to be published in 2017.

■ advanced   ■ on track   ■ delayed   ■ cancelled

LATIN AMERICA AND THE CARIBBEAN—HAITI

# Partners

| Advisory services provided to: |
| --- |
| Political parties, Federation of Female Mayors of Haiti, Office for Human Resources Management and Haitian Parliament |
| **Implementing partner:** |
| International Foundation for Electoral Systems, South Formation Institute, Coalition of Haiti's Female Leaders and Scuola Superiore Sant'Anna |

# Wider Europe

*Reading the result reports*

**Strategic Objectives 2015-2017**

**1. Planned Outcomes 2016**
   Progress Reports

■ advanced    ■ delayed

■ on track    ■ cancelled

# WIDER EUROPE

| | | | | | *in EUR* |
|---|---|---|---|---|---|
| **Funding (Actuals)** | | **Budget Execution** | UNR | RES | Total |
| Unrestricted (UNR) | 87.8% | Budget | 341,644 | 46,292 | 387,936 |
| Restricted (RES) | 12.2% | Actuals | 274,910 | 38,170 | 313,080 |
| **Total** | **100,0%** | *% execution* | *80%* | *82%* | *81%* |

12.2%　　　　　　　87.8%



- Unrestricted (UNR)
- Restricted (RES)

**RES Donors**

Switzerland

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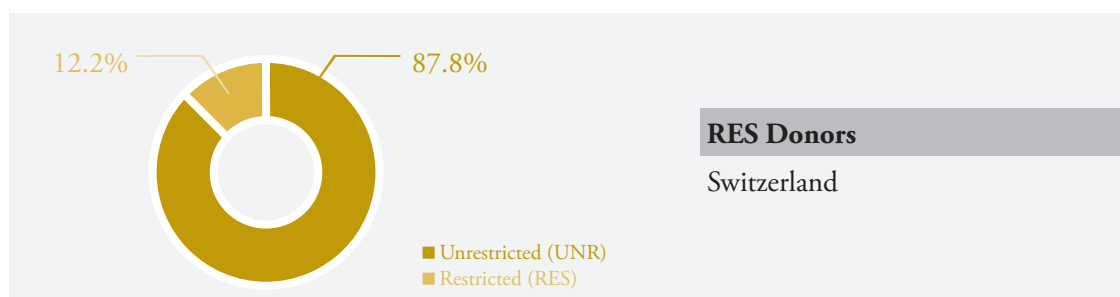
# Democratic context 2016

The state of democracy in Wider Europe presents an ambivalent picture. More European countries than ever before organize free and fair elections; strong democratic institutions have become the standard for most countries in the region; women's participation in political parties has increased; and media and digital technologies have made access to information significantly easier. Today, observers consider only three countries in Wider Europe—Azerbaijan, Belarus and Russia—to be non-democratic (Freedom House 2017).

At the same time, the merits of democracy are being questioned more openly than ever before during the past two-and-a-half decades. Post-Soviet Eastern European and South Caucasus countries are experiencing increased public demands for democratic institutions that can deliver on much-needed socio-economic development. Many Central European and Balkan democracies are threatened by a democratic regression, as large groups of elected representatives (e.g. in Hungary or Poland) question some core democratic principles and values. Furthermore, established democracies in Western Europe have been experiencing civil discontent in the form of street protests, growing support for populist political parties and a move towards direct forms of democracy. Citizens have been experiencing increased political corruption, leading to public outrage in places such as Romania. At the local level, citizens feel that democracy is not working for them and see a gap in democratic developments at the national level. These democracy debates, moreover, are happening in the wake of a string of continent-wide crises that have occurred in Europe over the last decade.

**Effective institutions and representation**

**1.** **Programme design: programming, funding and partnership opportunities identified through internal and external consultations in order for International IDEA to contribute to project outcomes 2 and 3.**

International IDEA developed and made regional and country scoping reports available for International IDEA staff and Member States.

Policymakers in a selected number of countries in Wider Europe have access to increased comparative knowledge on money in politics, citizen-led democracy and accountability assessment methods, as well as practical tools to combat the crisis of representation.

Comparative knowledge on money and politics translated into Russian and Ukrainian, including The Political Finance Handbook and Funding of Political Parties and Election Campaigns, were welcomed by recipients and/or participants at various events. The main venues of dissemination were the Political Party Experts Meeting in Kyiv, hosted by the OSCE's Office for Democratic Institutions and Human Rights, and the Warsaw Dialogue for Democracy.

International IDEA organized a regional conference on money in politics in Georgia jointly with the Council of Europe, the Organization for Security and Co-operation in Europe (OSCE), the State Audit Office of Georgia, the Netherlands Institute for Multiparty Democracy (NIMD) and the International Foundation for Electoral Systems (IFES). The conference provided a forum for practitioners to highlight areas of political finance regulations in the region in need of reform; to exchange information on the effective enforcement and monitoring of political finance legal frameworks; and to identify approaches, mechanisms and procedures for improving the implementation of existing regulations.

Following a scoping visit to Ukraine to ascertain opportunities for conducting State of Local Democracy (SoLD) and Accountability in Service Delivery assessments, the Institute organized a workshop aimed at introducing these assessment frameworks to national civil society watchdog groups. The workshop served as a starting point for a closer consultation with one of Ukraine's most active anti-corruption and local democracy advocacy groups, the Chesno network, on the implementation of an SoLD assessment in selected mid-size cities in Ukraine. The assessment is planned to be conducted in 2017.

International IDEA, in partnership with the Swiss Agency for Development and Cooperation, initiated an SoLD assessment in Moldova. The assessment will be implemented by one of the country's leading civil society groups, the Institute for Development and Social Initiatives (IDIS Viitorul), and will include a nationwide survey of citizens and regional consultations with civil society and expert groups.

International IDEA held launches of its Digital Parties Portal in various places, including in Kiev, Ukraine, Amsterdam, the Netherlands and Warsaw, Poland, in collaboration with OSCE/ODIHR, IFES, the NIMD and others during expert workshops on political parties. These events were attended by international experts and political party officials from Germany, Iceland, the Netherlands, Moldova and Spain whose portfolios include new technologies. The portal was presented to participants at the Robert Schuman Institute workshop 'Path to the Rule of Law in Eastern Partnership Countries', which brought together 20 representatives of political parties from Armenia, Belarus, Georgia, Moldova and Ukraine.

**2.** **Credibility of electoral processes strengthened.**

International IDEA implemented its Electoral Risk Management Tool in Macedonia, together with the OSCE. This generated 23 electoral risk maps, which, from the start of the project, allowed the State Electoral Commission (SEC) to improve situational awareness. Consequently, the SEC acted on three risk alerts. International IDEA also produced a publication called *Historical overview of risks to electoral processes in Macedonia 2008–14.*

■ advanced    ■ on track    ■ delayed    ■ cancelled

Due to the ongoing political crisis in the country, however, the SEC experienced significant capacity problems, which lowered its ability to collaborate with external stakeholders.

International IDEA provided on-demand expertise on money in politics, including in Chisinau, Moldova, at the Eastern European Summer Camp on Election Observation. This helped deliver comparative expertise on political and campaign finance by building on examples from Latin America.

## WIDER EUROPE

# Key outputs 2016

1. Political Finance Handbook was translated into Russian and Ukrainian and disseminated among political stakeholders, partners and donors in Ukraine and across the region.

2. Democratic Accountability in Service Delivery (DASD) and State of Local Democracy (SoLD) publications were translated into Russian and Ukrainian and disseminated among political stakeholders, partners and donors in Ukraine and across the region.

3. International IDEA presented its Digital Parties Portal to various relevant audiences, including for groups of political party officials, through several presentations and mentions in traditional and social media.

4. International IDEA held a regional conference on money and politics in Tbilisi, Georgia, bringing together over 80 representatives from national oversight agencies, civil society and expert groups and international assistance providers working in the field of political finance reform.

5. In Macedonia, International IDEA implemented its ERMTool together with the Electoral Commission, generating around 200 data sets, over 40 risk factor assessments, 78 risk maps and creating eight risk alerts.

## WIDER EUROPE

# Partners

| **Advisory services provided to:** |
| --- |
| State Audit Office of Georgia, Central Electoral Commission of Moldova, National Agency for the Prevention of Corruption (Ukraine), Central Electoral Commission of Bosnia, State Electoral Commission of Macedonia and international experts, academics, politicians and activists in various European countries, including Georgia, Moldova, the Netherlands, Poland and Ukraine. |
| **Implementing partners:** |
| OSCE/ODIHR, Council of Europe, Netherlands Institute for Multiparty Democracy (NIMD), Promolex (Moldova), IDIS Viitorul (Moldova) and IFES |

*Reading the result reports*

**Strategic Objectives 2015-2017**

1. **Planned Outcomes 2016**
   Progress Reports

■ advanced     ■ delayed
■ on track     ■ cancelled

# Institutional Management

# Secretary-General's Office and Director of Corporate Services

| | | | in EUR |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 809,684 | 0 | 809,684 |
| Actuals | 803,388 | 0 | 803,388 |
| *% execution* | *99%* | *-* | *99%* |

The Secretary-General's Office provides leadership, visibility and oversight for International IDEA. The Secretary-General's Office has throughout 2016 lead the Strategy development process and acts as the secretariat for the Management Committee Meetings. The Secretary-General's Office also oversees gender mainstreaming within the Secretariat.

The Director of Corporate Services provides leadership and guidance to all areas related to Finance and Strategic Planning, Human Resources, Information Technology, Facilities, Operations and Risk Management.

INSTITUTIONAL MANAGEMENT

# Director of Global Programme, Board of Advisers

| | | | in EUR |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 564,112 | 0 | 564,112 |
| Actuals | 491,673 | 0 | 491,673 |
| *% execution* | *87%* | *-* | *87%* |

The Office of the Director of Global Programme provides the overarching leadership and oversight for Global Programme. The Office also acts as the secretariat for the Board of Advisers.

## INSTITUTIONAL MANAGEMENT

# External Relations and Governance Support

| Budget Execution | UNR | RES | Total |
| --- | --- | --- | --- |
| | | | *in EUR* |
| Budget | 903,311 | 0 | 903,311 |
| Actuals | 774,738 | 0 | 774,738 |
| *% execution* | *86%* | *-* | *86%* |

**1.** | **Increased opportunities for key global actors to enrich International IDEA's knowledge development efforts in areas of interest to Member States.**

International IDEA's External Relations and Governance Support (ERGS) programme focused on building and strengthening relationships with international and democracy-related organizations to leverage synergies in support of democracy. As part of the Inter-Regional Dialogue on Democracy, International IDEA collaborated with the Community of Democracies and the United Nations Development Programme (UNDP) for the development of a policy guidebook on gender equality and political empowerment of women based on the similarities identified on the agendas of these organizations in the framework of the implementation of Agenda 2030 for Sustainable Development.

During the year, International IDEA formalized new partnerships by signing memorandums of understanding with a broad range of democracy-related organizations in Africa, Asia and the Pacific, Latin America and Europe, as well as with multilateral UN agencies, thereby creating synergies and determining a framework for joint efforts to support democratization.

Examples of key partnerships include those with the African Union Commission, Afrobarometer, the IPU, the South Asian Association for Regional Cooperation, the UNDP and UN Women, as well as with constitutional courts, EMBs and universities.

**2.** | **Increased and sustained engagement of International IDEA Member States in supporting the work of International IDEA towards implementing its Strategy 2012–17.**

International IDEA focused on strengthening the engagement of Members States in the governance of the organization and pursued a strategic expansion of its membership. Benin and Brazil joined International IDEA in 2016, bringing the total number of Member States to 30. Both were approved with unanimous support from the Council of Member States. Brazil is the fourth-largest democracy in the world, and the lessons learned from its 30-year consolidation process will be a valuable resource for International IDEA's work. Benin is the first Member State from Francophone Africa, and its transition towards democracy provides useful examples for the region and beyond.

The Government of Mongolia and International IDEA organized the Annual Democracy Forum on 25–26 August in Ulaanbaatar. The theme was 'Learning from Democratic Transitions in Asia and the Pacific: An Inter-Generational Dialogue'. Participants identified elements

■ advanced  ■ on track  ■ delayed  ■ cancelled

that helped shape previous democratic transitions and discussed how to apply the lessons learned from these processes to the contemporary challenges facing democratic transition and consolidation in the region.

Throughout 2016 International IDEA facilitated the active engagement by Member States in establishing a framework for the development of the next institutional strategy. These efforts included commissioning an external evaluation to draw lessons from the implementation of the current strategy period and consultations with Member States on the resource mobilization landscape and strategic choices for the next strategy cycle.

3. | **Increased and renewed financial support for International IDEA's work towards implementing the Strategy 2012–17 (including efforts to secure core and restricted funding).**

Following efforts in 2015 to strengthen International IDEA's fundraising systems, the Institute improved workflows and processes for writing and reviewing project proposals submitted to various donors requesting restricted funding. International IDEA secured restricted funding from donors such as DFID, SIDA, Switzerland and the EU for projects in Bolivia, Haiti, Nepal and Paraguay.

INSTITUTIONAL MANAGEMENT

# Global Advocacy

*in EUR*

| Funding (Actuals) | | Budget Execution | UNR | RES | Total |
|---|---|---|---|---|---|
| Unrestricted (UNR) | 95.6% | Budget | 1,170,285 | 48,000 | 1,218,285 |
| Restricted (RES) | 4.4% | Actuals | 1,034,564 | 48,000 | 1,082,564 |
| **Total** | **100.0%** | *% execution* | *88%* | *100%* | *89%* |



4.4%  95.6%

- Unrestricted (UNR)
- Restricted (RES)

**RES Donors**

Belgium
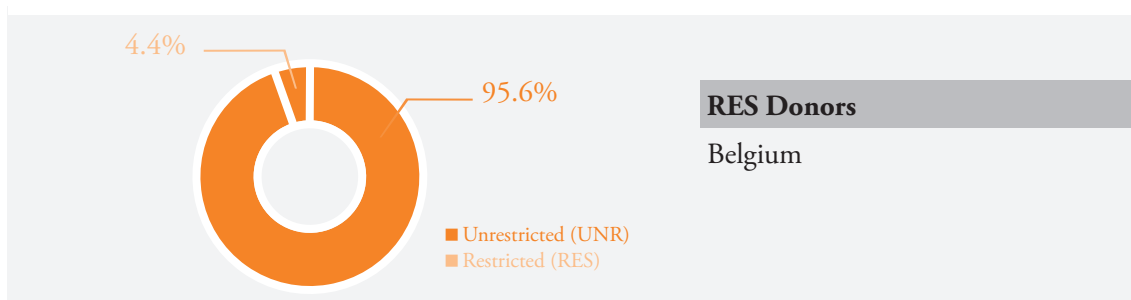
4. | **Increased consensus among UN stakeholders on the importance of democratic values and principles in the UN's work.**

International IDEA's work influenced the broader policy debate by means of close cooperation with key stakeholders at the United Nations through interactive events, strategic bilateral and multilateral outreach and advocacy, as well as knowledge resources. The Institution organized 12 meetings at the United Nations, engaging with strategic partners from UN agencies, its

Member States and the broader policy community. This included two special events as part of the Margaret Vogt Memorial Lecture Series on Democracy in collaboration with the UN ECPS Working Group on Democracy. The first, called *Democracy's Uncertain State*, featured Thomas Carothers of the Carnegie Endowment for International Peace, and the second, *What Impact of the Economic Crisis on Democracy?*, featured Leonardo Morlino from LUISS University. These lectures represent an important, sustained entry point through which International IDEA can influence the UN's overall policy agenda, especially in maintaining a focus on democracy and accountability in the future.

In addition, International IDEA organized side events at the 60th Session of the Commission on the Status of Women and the UN President of the General Assembly's High-Level Thematic Debate on UN Peace and Security, as well as two other side events at the High-Level Political Forum on Sustainable Development.

2016 also saw more in-depth cooperation with the various agencies through which the UN engages with the field. This cooperation took the form of a partnership with the ECPS Working Group on Democracy on 'Advancing the UN's Democracy Agenda', which aims to analyse the way democracy, through the UN Secretary-General's Guidance Note on Democracy, as well as the theme and targets of Sustainable Development Goal 16 (SDG16) of the Agenda 2030 for Sustainable Development, is manifested within its own work both with and between UN headquarters and the field. The results are currently being refined for dissemination among UN staff, particularly those in regional offices and special political missions with an eye to enhancing the possibilities of further embedding democracy within the body of UN work on the ground and shedding light on synergies that may otherwise have been overlooked.

International IDEA also engaged with a group of 13 other organizations to provide an online dashboard on SDG16 to highlight the available data for peace, security, governance and institutions. The SDG16 data initiative is designed to facilitate the open tracking of efforts to achieve the goal and to complement the official framework for monitoring the SDGs. A side event was held at the UN Secretariat to launch the site.

**5.**  **Increased consensus among EU stakeholders on the importance of inclusive, sustainable democracy support on a wider scale—whether it be political, social and/or economic.**

After being accommodated in various temporary offices, International IDEA's representative office to the EU moved to its permanent location. The official opening took place in May at a ceremony attended by the Deputy Prime Minister of Belgium, Didier Reynders, and other key actors. The presence of the Office was further strengthened by the completion of the ratification process of International IDEA's Statutes by all of Belgium's regional and federal parliaments in December.

The Inter-Generational Dialogue for Democracy was a platform for experts from academia, civil society organizations and European institutions to compile recommendations for EU policymakers to address the democratic deficit among young people in Europe. Two discussion meetings were organized with the support of the Canadian Mission and the European Committee of the Regions, resulting in the publication of a discussion paper. On the same subject, International IDEA co-organized two other events: a seminar called *Young People and Democracy: New Challenges of Democratic Functioning* at the Université Libre de Bruxelles, the outcome of which was presented at the Popup AGORA session at the Council of Europe World Forum for Democracy in Strasbourg; and a roundtable discussion called *Engaging European youth in electoral processes*, in collaboration with AEGEE–Europe.

International IDEA focused on supporting the EU's implementation of Agenda 2030. In July, International IDEA organized a public round-table called *Implementation of Goal 16 of the 2030 Agenda for Sustainable Development: From vision to realization* with the participation of the Belgian deputy prime minister, the deputy secretary-general of the European External

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■ advanced   ■ on track   ■ delayed   ■ cancelled

Action Service and the head of the European Instrument for Democracy and Human Rights (EIDHR). As a follow-up, an expert group discussion called *Implementation of the 2030 Agenda for Sustainable Development: Are we on track?* was held in November.

International IDEA also supported the EU political dialogue and democracy agenda and included a kick-off meeting in November on EU democracy support to non-Member States and the importance of internal and external policy coherence with experts from EU institutions, the Belgian Government, civil society organizations and academia.

International IDEA, together with main Brussels-based democracy support actors, published three policy papers to advocate the inclusion of democracy in key policy documents developed by the EU on the Implementation of Agenda 2030 for Sustainable Development, the EU Global Strategy on Foreign and Security Policy and the Mid-Term Review of the EIDHR.

International IDEA participated in the annual European Development Days (EDD), held in Brussels in June. The objective of the EDD is to generate new ideas and action in the field of sustainable development. Around 5,000 participants attended the event, including world leaders, practitioners and representatives of civil society and international organizations. International IDEA hosted a stand to showcase the State of Democracy, State of Local Democracy and the Democratic Accountability in Service Delivery assessment frameworks. The Institute also co-organized a conference to celebrate the International Day of Democracy. The conference was hosted by the European Parliament and co-organized with the European External Action Service, the European Endowment for Democracy, the European Partnership for Democracy and the European Network of Political Foundations.

## INSTITUTIONAL MANAGEMENT

# Internal audit

| | | | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 115,946 | 0 | 115,946 |
| Actuals | 118,514 | 0 | 118,514 |
| *% execution* | *102%* | *-* | *102%* |

**6.** **Enhanced quality of International IDEA's internal controls, risk management and governance processes.**

International IDEA undertook efforts in all areas of its institutional structure to measure the quality of its processes. A performance audit report for Global Programmes was prepared and subsequently submitted for management response. Additionally, International IDEA conducted an audit of the adequacy and effectiveness of Human Resources' arrangements for performance management, promotion and staff turnover.

INSTITUTIONAL MANAGEMENT

# Communications

| Budget Execution | UNR | RES | Total |
|---|---|---|---|
| | | | *in EUR* |
| Budget | 1,221,257 | 0 | 1,221,257 |
| Actuals | 1,253,162 | 0 | 1,253,162 |
| *% execution* | *103%* | *-* | *103%* |

## Media

**7.** **Improved and enhanced relations with the media worldwide.**

In late 2015 International IDEA initiated an institutional website redesign project. The new website was officially launched on 16 November 2016. The website has a new design, improved functionality and offers new ways of communicating, such as a new section for events. A content management system user's manual and general training were provided to nearly all staff, simplifying the effort of keeping the website up to date.

International IDEA launched several media campaigns. The beginning of the year saw an extensive campaign on the topic of money in politics, featuring its own microsite, regularly updated infographics and the film *Power in our Pockets: Social Media, Money and Politics in the Digital Age*. The end of the year saw a campaign to launch the Protecting Politics papers, which, unlike typical launches, include an innovative series of webinars, thus creating a new avenue for reaching audiences.

The Institute migrated to a new customer relationship management (CRM) system for e-newsletter and email notifications, creating one cohesive, streamlined and modern CRM system. The first newsletter using the new CRM system was sent in June.

Following a series of successful media campaigns, International IDEA saw improvements in its social media channels. As of mid-December, the Institute had 12,600 Twitter followers, 29,263 Facebook likes and 3,213 connections on LinkedIn. Increasing the audience on social media increases the reach of International IDEA's knowledge products.

## Outreach

**8.** **More effective communication to current and potential partners about International IDEA's initiatives and opportunities for collaboration, and securing their interest.**

More than 2,000 people (media professionals from news outlets and international organizations and representatives of civil society groups and from IGOs and NGOs) attended the Deutsche Welle Global Media Forum in Bonn, Germany. International IDEA served as a partner organization in hosting the European premiere of the film *Power in our Pockets: Social Media, Money and Politics in the Digital Age*.

■ advanced　　■ on track　　■ delayed　　■ cancelled

In collaboration with the Olof Palme International Centre, International IDEA co-organized a public seminar on the theme of the crisis of representation in September. It was held in conjunction with the 54th Meeting of International IDEA's Board of Advisers. Such public events allow International IDEA to partner with like-minded organizations to jointly promote discussions on democracy and related issues.

**9.** | **More effective communication to current and potential partners about IDEA's initiatives and opportunities for collaboration, and securing their interest.**

New functionalities were added to International IDEA's media intelligence software and put to use in the analytics report for the last quarter of 2016. This allows for a better understanding of the reach of publications and also for better visualization of data, resulting in improved communication.

## Ownership

**10.** | **More effective communication with Member States and donors, highlighting International IDEA's relevance as an intergovernmental organization and credible partner for sustainable democracy.**

International IDEA prioritized creating membership value for Member States and partnership value for donors. Communications materials were created to this end. International IDEA Member States and partnerships were given a central place on the new website. Changes to International IDEA's quarterly newsletter were made to make it relevant to Member States and donors, including the addition of a section on International IDEA in the news, highlighting International IDEA's knowledge products cited in the media. Member States were also invited to contribute to the newsletter.

## Branding

**11.** | **Development of the International IDEA brand and corporate identity.**

To ensure a cohesive and effective brand and corporate identity for International IDEA's products, work began on developing an institutional branding guide in 2016. Currently, three drafts have been developed. The guide has been postponed until 2017.

## Publications

**12.** | **Increased publication of comparative knowledge resources of democratic experiences that are current, relevant and easily accessible.**

A review of International IDEA's publications process, initiated in 2015, was finalized in 2016. It evaluated how International IDEA creates and disseminates its products and included an analysis of production workflows, audiences, the demand for printed publications, outreach and promotion and copyright and accessibility issues.

Following the review of International IDEA's publication workflows, a Knowledge Product Review Procedure was set up to increase oversight and ensure that the Institute produces high-quality comparative knowledge. This procedure sets up a system for the management, conceptualization, development and production of all of International IDEA's knowledge

products and establishes the Knowledge Product Review Committee (KPRC), an internal group, to oversee the development of all of International IDEA knowledge products via thorough quality controls. Following the review process, the Institute also took initial steps to reduce its excess stock of printed publications and took further steps to avoid overprinting in the future.

**13.** **Increased publication of comparative knowledge resources of democratic experiences that are current, relevant and easily accessible.**

The publication *Democratic Transitions: Conversations with World Leaders* was translated and published in Arabic, French and Spanish, thereby significantly increasing the publication's potential audience and reach.

**Internal communications**

**14.** **Improved knowledge management and a stronger communications-oriented culture within the organization.**

In 2016, the Institution started holding regular 'brown-bag' meetings where all teams are invited to share their experiences and lessons learned internally. These sessions transform individual learning into institutional learning. As the brown-bag sessions are available live on video for the whole Institute, they can contribute to the development of all staff.

A new tool for internal communications (Workplace) was introduced in August, and most functions were transferred from Confluence by the end of 2016. The new tool aims to improve usability to strengthen internal communication, while remaining cost-efficient.

INSTITUTIONAL MANAGEMENT

# Gender mainstreaming

|  |  |  | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 69,286 | 0 | 69,286 |
| Actuals | 71,106 | 0 | 71,106 |
| *% execution* | *103%* | *-* | *103%* |

**15.** **Women in politics increase their knowledge on issues of interest and share experiences through webinars hosted by iKNOW Politics; global advocacy for women's political participation and representation.**

Progress related to the iKNOW Politics platform was reported under the section 'Democracy Assessment, Analysis and Advisory' under the outcome 'Providing online access to a broad collection of resources on women in politics, comparative information on electoral gender quota practices and fostering policy-relevant debates on implementation of special measures for gender equality in politics'.

■ advanced  ■ on track  ■ delayed  ■ cancelled

**16.** | **Increased access and use of evidence-based comparative experiences on women's leadership as presidents or prime ministers/heads of state and government.**

All activities related to this outcome were cancelled due to institutional reprioritization.

**17.** | **Staff capacity to analyse and mainstream gender in International IDEA's areas of work and institutional practices in line with the Institute's commitments to promote gender equality.**

To ensure that gender equality is an explicit theme systematically addressed in programmes, institutional practices and systems, as well as in publications and analysis, International IDEA conducted a series of activities to improve its gender-mainstreaming processes. This included a gender survey with all staff that subsequently fed into a gender-awareness and -mainstreaming session with staff. The session focused on the institutional gender policy, experiences sharing on gender-mainstreaming and good practices.

INSTITUTIONAL MANAGEMENT

# Finance and Strategic Planning

|  |  |  | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 1,055,202 | 0 | 1,055,202 |
| Actuals | 1,061,799 | 0 | 1,061,799 |
| *% execution* | *101%* | *-* | *101%* |

**18.** | **Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making.**

International IDEA introduced a SMART (Specific, Measurable, Relevant and Time-Bound) methodology and implemented it as part of the planning cycle for 2017 to improve the quality of indicators for monitoring and evaluation.

International IDEA aligned its practices with the International Public Sector Accounting Standards (IPSAS) framework, ensuring that the Institute's financial statements adhere to international standards.

**19.** | **Enhanced focus in International IDEA's programming.**

Planned efforts to align International IDEA's regional-level strategies to inform country-level implementation were postponed. The exercise has been included in the ongoing strategy development process.

**20.** **Enhanced quality of International IDEA's internal controls, risk management and governance processes.**

All progress related to this priority has been reported in the Operations and Risk Management section.

**21.** **Formulation process of International IDEA's 2018–23 strategy is informed and prepared.**

International IDEA held a retreat for the Board of Advisers and Member States to provide the starting point for the strategy development for 2018–23.

**22.** **Increased compliance with financial and procurement policies and procedures across IDEA's operations.**

International IDEA passed the EU Pillar Assessment.

A new operations manual was introduced, constituting the entry point for International IDEA's financial policies and procedures. Due diligence efforts from donors were also similarly streamlined.

Staff undertook several field office visits for compliance reasons and to assist in the development of new project proposals.

INSTITUTIONAL MANAGEMENT

# Facilities

|  | | | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 357,881 | 745,000 | 1,102,881 |
| Actuals | 307,062 | 732,504 | 1,039,566 |
| *% execution* | *86%* | *98%* | *94%* |

**23.** **Enhanced efficiency in facilities management at International IDEA's headquarters.**

All contracts with service providers were revisited, including for travel, cleaning, catering, office materials, copy machines and similar services. This process ensures high-quality, cost-efficient services for the Institute.

INSTITUTIONAL MANAGEMENT

# Human Resources

|  |  |  | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 789,686 | 0 | 789,686 |
| Actuals | 719,585 | 0 | 719.585 |
| *% execution* | *91%* | *-* | *91%* |

**24.** **Increased awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices.**

Throughout 2016, International IDEA focused on producing gender-related data. Business system requirements were drafted for implementing a new Enterprise Resource Planning (ERP) system in 2018, with the intention of making the HR reporting process more efficient.

**25.** **Enhanced commitment of staff to IDEA's values and mission.**

International IDEA revised its staff rules following extensive consultations with staff.

International IDEA maintained a continuous focus on staff induction efforts throughout the year, and plans were made to hold induction weeks in some field offices in 2017.

INSTITUTIONAL MANAGEMENT

# Information Technology

|  |  |  | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 787,031 | 0 | 787,031 |
| Actuals | 751,482 | 0 | 751,482 |
| *% execution* | *95%* | *-* | *95%* |

**26.** **Improved collaboration and information-sharing across the whole Institute.**

The Institute explored alternative software tools to improve collaboration and information-sharing. As a part of this effort, Workplace replaced the previous institutional information-sharing tool.

**27.** ▌ **Increase utilization of the ERP system (Maconomy).**

Preparatory work got under way to replace the current ERP system with a cohesive solution that integrates all of International IDEA's business functionalities. The new ERP system is planned to be implemented in 2018.

**28.** ▌ **Continuous improvement of the IT environment and processes across IDEA.**

The gradual process of upgrading the IT infrastructure for field offices is under way. This entails an upgrade of local area networks and Internet connections.

The Institute migrated its email services to cloud-based servers, thereby reducing costs and bringing in new functionalities.

New Bring Your Own Device functionality was adopted for mobile devices, which grants staff flexibility to access corporate mail from their private devices in a secure managed environment.

INSTITUTIONAL MANAGEMENT

# Operations and Risk Management

|  |  |  | *in EUR* |
|---|---|---|---|
| **Budget Execution** | UNR | RES | Total |
| Budget | 155,946 | 0 | 155,946 |
| Actuals | 119,241 | 0 | 119,241 |
| *% execution* | *76%* | *-* | *76%* |

**29.** ▌ **Implement International IDEA's adopted, revised and enhanced risk management framework and processes together with key staff, and support the development of their capabilities to assess and manage risks effectively.**

Furthering the institutional effort to mitigate risks, the risk management policy was updated to be in compliance with the ISO 31000:2009 standard on risk management. Existing guidelines for implementation were enhanced, including changes to ensure that risk assessment processes are in compliance with the ISO 31010 standard on risk management and risk assessment techniques. Implementation of the new policy and processes is due to take place in 2017.

After reviewing the risk register submission for 2016, the management and configuration of risk registers were updated to ensure compliance with the new risk assessment policy and guidelines and to fit into the quarterly reporting cycle.

An organizational introduction to the risk management framework was presented to all staff in December.

■ advanced　　■ on track　　■ delayed　　■ cancelled

**30.** **Ensure that all risk- and security-related decision-making is based on reliable risk assessment.**

International IDEA conducted operational and security risk assessments at International IDEA offices in various locations, including Ethiopia, Myanmar and Nepal. Recommendations made for risk mitigation measures were submitted and implemented. Follow-up assessments will take place in these three countries, and risk assessments will be conducted in other locations in 2017.

**31.** **Develop working relations with external agencies and companies in respect of operations, security and risk management.**

International IDEA submitted a formal application to the United Nations Department of Safety and Security (UNDSS) to become a partner organization in the Saving Lives Together framework. Staff in Nepal underwent security and safety training with the UNDSS. Contact was initiated with UNDSS representatives in Myanmar, which led to International IDEA receiving regular risk-related alerts and bulletins directly from UNDSS Myanmar.

Risk-related information to support International IDEA's risk assessments was attained from security focal points at UNDSS, European Union and various Member State and non-Member State embassies in Ethiopia, Myanmar and Nepal.

The institutional travel policy was revised to include a requirement that staff complete the travel risk management eLearning course as a mandatory prerequisite to travel approval. Following the reintroduction of the course, 48 per cent of relevant staff had completed the training by the end of the year. The mandatory requirement and a robust awareness programme are expected to bring about much improved completion figures in 2017.

The Institution increased its capacity to attain risk-related information to support decision-making through country risk forecasting services provided by the Control Risks Group, a risk management company. This service provides the Institute with up-to-date verified information from a globally dispersed team of risk analysts. From the first quarter of 2017 senior management and designated staff across the organization will have direct access to these services to support their respective risk management tasks and promote risk ownership.

International IDEA was represented in bimonthly security meetings with Swedish INGOs to discuss risk management implementation and issues within the non-profit sector, and International IDEA developed a working relationship with EUPOL, which provided security advice and contacts for logistical assistance that supported activities in Ramallah.

# Annexes

# Audit Opinion

**KPMG**

## Auditor's Report

To the Council of Member States of International Institute for Democracy and Electoral Assistance, corp. id 902000-0098.

### Report on the financial statements

#### Opinions

We have audited the International Institute for Democracy and Electoral Assistance's (International IDEA) financial statements for the year ending 31 December 2016.

In our opinion, the financial statements have been prepared in accordance with the International Public Sector Accounting Standards, and present fairly, in all material respects, the financial position of International IDEA as of 31 December 2016 and its financial performance and cash flow for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS).

#### Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of International IDEA in accordance with International Standards on Auditing (ISA) and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

#### Responsibilities of the Secretary General and Management

The Secretary General and Management are responsible for the preparation of the financial statements and that they give a fair presentation in accordance with the International Public Sector Accounting Standards (IPSAS). The Secretary General and Management are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the Secretary General and Management are responsible for the assessment of the Institute's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting.

The Audit Committee shall, without prejudice to the Secretary General and the Management's responsibilities and tasks in general, among other things oversee International IDEA's financial reporting process.

#### Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

—— Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

—— Obtain an understanding of the Institute's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.

—— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary General and Management.

—— Conclude on the appropriateness of the Secretary General and Management 's use of the going concern basis of accounting in preparing the financial statements. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion about the financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause International IDEA to cease to continue as a going concern.

—— Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We must inform the Secretary General and Management of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

Stockholm 26 April 2017
KPMG AB

Birgitta Johansson Vognsen
Authorized Public Accountant

Auditor's report International Institute for Democracy and Electoral Assistance, corp. id 902000-0098, 2016          1(1)

# Abbreviated Financial Statements 2016

## Statement of Financial Performance for the year ended

For the year ended 31 December 2016      (Thousands of Euros)

| Income & Operating Costs | 2016 | 2015 |
|---|---:|---:|
| **Income** | | |
| Donor Contributions | 22,128 | 25,623 |
| Other Income | 11 | 20 |
| *Total Income* | *22,139* | *25,643* |
| | | |
| **Operating Costs** | | |
| Contractors | 6,181 | 6,716 |
| Operating Costs | 4,226 | 4,968 |
| Personnel costs | 10,937 | 10,274 |
| Travel | 2,806 | 3,626 |
| *Total Operating Costs* | *24,150* | *25,584* |
| | | |
| **(Deficit)/Surplus for the Year** | **(2,011)** | **59** |

# Statement of Financial Position as at

As of 31 December, 2016 and 2015 (Thousands of Euros)

| Assets | 2016 | 2015 |
|---|---|---|
| **Current Assets** | | |
| Cash and cash equivalents | 11,871 | 14,041 |
| Receivable Contributions | 482 | 421 |
| Prepayments | 687 | 5 |
| Recoverable staff income tax and social security payments | 1,111 | 972 |
| Recoverable value added tax | 136 | 94 |
| Other receivables | 21 | 27 |
| *Total current assets* | *14,308* | *15,560* |
| | | |
| **Non-current assets** | | |
| Fixed Assets | 74 | 42 |
| *Total non-current assets* | *74* | *42* |
| *Total Assets* | *14,382* | *15,602* |
| **Liabilities** | | |
| **Current Liabilities** | | |
| Trade Payables and Accruals | 1,380 | 1,506 |
| Deferred Income | 3,406 | 2,526 |
| Personnel Accruals | 1,530 | 1,493 |
| *Total current liabilities* | *6,316* | *5,525* |
| *Total Liabilities* | *6,316* | *5,525* |
| **Net Assets** | | |
| General Reserve | 9,077 | 9,018 |
| Currency Reserve | 1,000 | 1,000 |
| (Deficit)/Surplus for the period | (2,011) | 59 |
| *Net Assets* | *8,066* | *10,077* |
| | | |
| **Total Liabilities & Reserves** | **14,382** | **15,602** |

Yves Leterme
*Secretary-General*

Adam M B Boys, FCA
*Director of Corporate Services*

The accounting policies and other notes form an integral part of these financial statements

# Analysis of Income – Unrestricted

For the year ended 31 December 2016 (Thousands of Euros)

| Donors | Opening Balance | Cash Payments | Exchange rate gain/(loss) on Receivables | Accounts Receivable | Advance Payment | Total Grants | Total Grants |
|---|---|---|---|---|---|---|---|
| | 31 December 2016 | | | | | | 31 December 2015 |
| **Unrestricted Contributions** | **(5)** | **10,765** | **63** | **2** | **0** | **10,825** | *14,261* |
| Barbados | | 4 | | | | *4* | *4* |
| Botswana | | 35 | | | | *35* | *(1)* |
| Brazil | | 70 | | | | *70* | *-* |
| Canada | | - | | | | *-* | *708* |
| Chile | | 161 | | | | *161* | *156* |
| Costa Rica | | 5 | | | | *5* | *9* |
| Finland | | - | | | | *-* | *1,100* |
| Germany | | 400 | | | | *400* | *400* |
| India | | 46 | | | | *46* | *45* |
| Mauritius | | 9 | | | | *9* | *9* |
| Mexico | | 48 | | | | *48* | *88* |
| Mongolia | (5) | 10 | | | | *5* | *5* |
| Netherlands | | 4,000 | | | | *4,000* | *3,500* |
| Norway | | 1,233 | | | | *1,233* | *2,569* |
| Peru | | 9 | | | | *9* | *8* |
| South Africa | | - | | | | *-* | *19* |
| Spain | | 50 | | | | *50* | *-* |
| Sweden | | 3,774 | 49 | | | *3,823* | *4,526* |
| Switzerland | | 911 | 13 | | | *925* | *1,114* |
| Uruguay | | - | | 2 | | *2* | *2* |

# Restricted Income for the year ended

For the year ended 31 December 2016                             (Thousands of Euros)

| Donors | 2016 | | | | | 2015 |
| --- | --- | --- | --- | --- | --- | --- |
|  | Opening balance | Cash Payments | Receivable | Advance payment | Total Grants | Total Grants |
| **Restricted contribution** | **2,110** | **12,121** | **479** | **(3,406)** | **11,304** | *11,361* |
| **Belgium** | **-** | **48** | **-** | **-** | **48** | *48* |
| Belgian Ministry of Foreign Affairs | - | 48 | - | - | 48 | 48 |
| **Canada** | **(9)** | **244** | **-** | **(199)** | **36** | *91* |
| Department of Foreign Affairs, Trade and Development | (9) | 45 | - | - | 36 | 91 |
| The International Development Research Centre | - | 199 | - | (199) | - | - |
| **European Union** | **938** | **3,365** | **82** | **(1,510)** | **2,875** | *3,196* |
| European Commission | 938 | 3,365 | 82 | (1,510) | 2,875 | 3,196 |
| **Organisation internationale de la Francophonie (OIF)** | **-** | **88** | **-** | **-** | **88** | *-* |
| OIF | - | 88 | - | - | 88 | - |
| **Germany** | **117** | **147** | **15** | **(75)** | **204** | *205* |
| Robert Bosch Stiftung Gmbh | | 35 | - | (35) | - | - |
| The Institute fur Auslandsbez | | 112 | - | (40) | 72 | - |
| Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH | 117 | - | 15 | - | 132 | 205 |
| **Inter American Development Bank** | **-** | **-** | **-** | **-** | | *17* |
| Inter-American Development Bank | - | - | - | - | - | 17 |
| Development Bank | - | - | - | - | - | - |
| **Korea, Republic of** | **68** | **(68)** | **-** | **-** | **-** | *118* |
| Ministry of Foreign Affairs | 68 | (68) | - | - | - | 118 |
| **Netherlands** | **19** | **192** | **25** | **-** | **236** | *341* |
| Ministry of Foreign Affairs | - | - | - | - | - | 225 |
| The Netherlands Institute for Multi-Party Democracy | 19 | 192 | 25 | - | 236 | 116 |

| Donors | 2016 | | | | | 2015 |
|---|---|---|---|---|---|---|
| | **Opening balance** | **Cash Payments** | **Receivable** | **Advance payment** | **Total Grants** | *Total Grants* |
| **Nepal** | **5** | **252** | **26** | **-** | **283** | *27* |
| Government facility | 5 | 243 | 24 | - | 272 | 27 |
| SAARC Business Association of Home Based Workers | - | 9 | 2 | - | 11 | - |
| **Norway** | **856** | **2,550** | | **(316)** | **3,090** | *5,298* |
| Norwegian Ministry of Foreign Affairs | 856 | 2,550 | | (316) | 3,090 | 5,298 |
| **Spain** | **32** | **120** | **-** | **(85)** | **67** | *147* |
| Spanish Agency for International Cooperation | 32 | 120 | - | (85) | 67 | 147 |
| **Sweden** | **317** | **2,603** | **2** | **(968)** | **1,954** | *1,308* |
| Swedish Ministry of Foreign Affairs | 317 | 1,462 | 2 | (321) | 1,460 | 897 |
| Swedish International Development Agency (Sida) | - | 1,141 | - | (647) | 494 | 411 |
| **Switzerland** | **-** | **553** | **13** | **(92)** | **474** | *15* |
| The Swiss Agency for Development and Co-operation (SDC) | - | 37 | 1 | - | 38 | - |
| The Swiss Federal Department of Foreign Affairs | - | 516 | 12 | (92) | 436 | 15 |
| **United Kingdom** | **(64)** | **566** | **197** | **(38)** | **661** | *65* |
| Department for International Development (DFID) | (64) | 566 | 197 | (38) | 661 | 65 |
| **United Nations** | **4** | **21** | **-** | **-** | **25** | *14* |
| United Nations Development Program | 4 | 5 | - | - | 9 | 14 |
| United Nations Entity for Gender Equality and the Empowerment of Women | - | 16 | - | - | 16 | - |
| **USA** | **(173)** | **1,440** | **119** | **(123)** | **1,263** | *461* |
| US Agency for International Development (USAID) | (189) | 1,014 | 119 | - | 944 | 380 |
| US Department of State | - | - | - | - | - | 21 |
| The Ford Foundation | 16 | 115 | - | (15) | 116 | 28 |
| Open Society Foundation | - | 311 | - | (108) | 203 | - |
| US Pact | - | - | - | - | - | 32 |
| **Other** | **-** | **-** | **-** | **-** | **-** | *10* |
| Other | - | - | - | - | - | 10 |

# Restricted Income for the year ended

| Donor and Programme/Project | Grant Agreement No. | Main Project No. |
|---|---|---|
| **Belgium** | | |
| *Belgian Ministry of Foreign Affairs (BE MFA)* | | |
| EU Office Grant | 2015-14 | P0256-01 |
| **Canada** | | |
| Department of Foreign Affairs, Trade and Development (CA-DFATD) | | |
| Support for Strengthening the Capacity of Burmese Parliamentarians | 2015-01 | P0244-03 |
| **European Union** | | |
| *European Commission (EU EC)* | | |
| Contribuer au renforcement des Assemblées législatives et à la consolidation du dialogue entre les partis politiques et leurs membres élus-es au Parlement Haïtien. | 2013-13 | P0242-01 |
| STEP Democracy Support To Electoral Processes and Democracy In Myanmar | 2014-05 | P0254 |
| Estrategia ciudadana para mejorar la calidad de la política | 2015-05 | P0255 |
| Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional | 2016-10 | P0304-01 |
| **Germany** | | |
| *The Institut fur Auslandsbeziehungen (DE IFA)* | | |
| WANA – Regional | 2016-06 | P0205-10 |
| *Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GE GIZ)* | | |
| BRIDGE Capacity Building Training for National Electoral Management Bodies in Africa 2015–2016 | 2015-03 | P0151-06 |
| **Netherlands** | | |
| *The Netherlands Institute for Multiparty Democracy (NL NIMD)* | | |
| Respect for Women's Political Rights | 2013-20 | P0245 |
| **Norway** | | |
| *Norwegian Ministry of Foreign Affairs (NO MFA)* | | |
| Six Months Support to Nepal's Constitution Building process | 2015-08 | P0127-09 |
| Election Training and Resource Centre Bhutan | 2014-07 / 2015-09 | P0155 |
| Supporting democratic transition and consolidation in Haiti | 2014-04 | P0164-04 |
| Supporting democratic transition and consolidation in Haiti | 2015-06 | P0164-05 |
| CBP Phase III | 2012-04 | P0231 |
| JAP Norway | 2014-10 | P0234-01 |
| Norwegian Budget for the IDEA AUC JAP II 2016 to 2020 | 2016-08 | P0234-02 |
| WANA – Norway Basket Funding | 2013-07 | P0238 |
| Myanmar Constitution Centre My Constitution | 2015-20 | P0273-01 |
| **Spain** | | |
| *Spanish Agency for International Cooperation (ES AECI)* | | |
| Fortalecimiento de la Gestión Política y Legislativa de la Asamblea Plurinacional | 2015-12 | P0258-01 |
| Strengthening of plurinational electoral body in order to further enhance Bolivian democracy | 2016-14 | P0282-01 |

(Thousands of Euros)

| Grant Period (DD/MM/YY) | | Grant Pledged | | Expenditure | | |
|---|---|---|---|---|---|---|
| Start Date | End Date | in Grant Currency | EUR Value | Prior Years | Current Year | Total |
| | | | | **48** | **48** | **96** |
| | | | | *48* | *48* | *96* |
| 01/01/2015 | 31/12/2019 | EUR 240,000 | 240 | 48 | 48 | 96 |
| | | | | **67** | **36** | **103** |
| | | | | 67 | 36 | 103 |
| 01/01/2015 | 15/03/2016 | CAD 172,686 | 122 | 67 | 36 | 103 |
| | | | | **3,497** | **2,875** | **6,372** |
| | | | | *3,497* | *2,875* | *6,372* |
| 01/01/2015 | 31/12/2015 | EUR 700,000 | 700 | 686 | 10 | 696 |
| 22/12/2014 | 21/12/2017 | EUR 8,000,000 | 8000 | 2,559 | 2,270 | 4,829 |
| 01/07/2015 | 31/12/2016 | EUR 850,000 | 850 | 251 | 575 | 825 |
| 13/07/2016 | 12/07/2018 | EUR 1000,000 | 1000 | 0 | 21 | 21 |
| | | | | **206** | **204** | **409** |
| | | | | *0* | *72* | *72* |
| 01/04/2016 | 31/12/2016 | EUR115,149.60 | 115 | 0 | 72 | 72 |
| | | | | *206* | *131* | *337* |
| 01/03/2015 | 30/06/2016 | EUR 358,008 | 358 | 206 | 131 | 337 |
| | | | | **206** | **236** | **442** |
| | | | | *206* | *236* | *442* |
| 01/01/2014 | 31/12/2017 | EUR 693,255 | 693 | 206 | 236 | 442 |
| | | | | **7,338** | **3,089** | **10,427** |
| | | | | *7,338* | *3,089* | *10,427* |
| 01/10/2015 | 31/03/2016 | NOK 1,600,000 | 190 | 76 | 114 | 190 |
| 01/12/2012 | 30/06/2016 | NOK 4,424,204 | 535 | 325 | 210 | 535 |
| 20/08/2014 | 28/02/2016 | NOK 5,150,000 | 619 | 601 | 18 | 619 |
| 01/01/2015 | 30/06/2016 | NOK 2,772,154 | 316 | 63 | 253 | 316 |
| 01/09/2012 | 31/12/2016 | NOK 45,967,252 | 5529 | 4,109 | 1,419 | 5,529 |
| 01/10/2015 | 31/12/2015 | NOK 6,000,000 | 702 | 516 | 188 | 704 |
| 01/05/2016 | 01/12/2020 | NOK 15,000,000 | 1659 | 0 | 203 | 203 |
| 01/01/2013 | 31/12/2016 | NOK 17,470,450 | 2176 | 1,623 | 553 | 2,176 |
| 01/12/2015 | 31/12/2017 | NOK 4,000,000 | 435 | 25 | 130 | 155 |
| | | | | **30** | **67** | **98** |
| | | | | *30* | *67* | *98* |
| 01/07/2015 | 30/06/2016 | EUR 62,000 | 62 | 30 | 32 | 62 |
| 08/08/2016 | 07/08/2017 | EUR 120,000 | 120 | 0 | 36 | 36 |

| Donor and Programme/Project | Grant Agreement No. | Main Project No. |
|---|---|---|
| **Sweden** | | |
| *Swedish Ministry of Foreign Affairs (SE MFA)* | | |
| Supporting Electoral and Political Processes in Kenya | 2015-11 | P0235-04 |
| Global State of Democracy Signature publication | 2016-06 | P0281-01 |
| Strömsborg rental subsidy | 2012-20 | R0017-01 |
| *Swedish International Development Agency (SE SIDA)* | | |
| Apoyo a la gobernabilidad democratica en Bolivia | 2016-05 | P0275-01 |
| Mejora de la institucionalidad de la democracia intercultural y paritaria y del ejercicio de los derechos ciudadanos | 2016-24 | P0303-01 |
| **Switzerland** | | |
| *The Swiss Agency for Development and Cooperation (CH ADC)* | | |
| International IDEA support to the State Election Commission (SEC): Implementing the Electoral Risk Management tool in Macedonia/FYROM | 2016-02 | P0274-01 |
| *The Swiss Federal Department of Foreign Affairs (CH FDFA)* | | |
| Support for democratic consolidation in Haiti | 2016-13 | P0283-01 |
| Political Parties and EMBs dialogue for peaceful electoral processes | 2016-16 | P0301-01 |
| **United Kingdom** | | |
| *Department for International Development (UK DFID)* | | |
| Support for the Africa Union Pre-Election Assessment Unit (DFID) | 2015-13 | P0152-05 |
| Support for the Africa Union Pre-Election Assessment Unit (DFID) 2016/17 | 2016-11 | P0152-06 |
| Supporting a Cohesive Response to Local Governance Development in Nepal | 2016-20 | P0305-01 |
| **United Nations** | | |
| *United Nations Development Program (UN UNDP)* | | |
| Gender Equality and Empowerment of Women | 2015-02 | P0173-03 |
| *United Nations Entity for Gender Equality and the Empowerment of Women (UN UNWOMEN)* | | |
| Gender and Constitutional Jurisprudence Project | 2015-15 | P0280-01 |
| **USA** | | |
| *US Agency for International Development (US AID)* | | |
| Fighting the Influence of Illicit Interests in Peru's Political Processes | 2014-01 | P0248-01 |
| *The Ford Foundation (US FORD)* | | |
| WANA - Regional | 2016-01 | P0205-08 |
| *Open Society Foundations (US OSF)* | | |
| WANA - Regional | 2016-04 | P0205-09 |
| OSF-Capacity Building for Civil Society Actors in Afghanistan | 2016-03 | P0257-02 |
| **Nepal** | | |
| *Governance Facility (NP GF)* | | |
| Civic Participation in Peace Building and Democratic Development (CIVIP) | 2015-19 | P0272-01 |
| *SAARC Business Association of Home Based Workers Nepal (NP SABAH)* | | |
| Training of Leaders (TOL) on Gender and Electoral Laws | 2016-15 | P0291-01 |
| **France** | | |
| *Organisation internationale de la Francophonie (FR OILF)* | | |
| Support to Dialogues Praia and Addis Workshops | 2016-17 | P0235-05 |
| *TOTAL* | | |

(Thousands of Euros)

| Grant Period (DD/MM/YY) | | Grant Pledged | | Expenditure | | |
|---|---|---|---|---|---|---|
| Start Date | End Date | in Grant Currency | EUR Value | Prior Years | Current Year | Total |
| | | | | **2,285** | **1,954** | **4,238** |
| | | | | *2,285* | *1,460* | *3,745* |
| 01/07/2015 | 31/122017 | SEK 9,000,000 | 972 | 0 | 303 | 303 |
| 01/06/2016 | 01/12/2017 | SEK 8,000,000 | 844 | 0 | 425 | 425 |
| 01/01/2013 | 31/12/2015 | SEK 20,474,100 | 2270 | 2,285 | 733 | 3,017 |
| | | | | *0* | *494* | *494* |
| 01/02/2016 | 31/07/2016 | SEK 4,000,000 | 426 | 0 | 426 | 426 |
| 01/10/2016 | 31/12/2018 | SEK 19,000,000 | 1989 | 0 | 68 | 68 |
| | | | | **0** | **474** | **474** |
| | | | | *0* | *38* | *38* |
| 01/02/2016 | 30/06/2016 | CHF 50,000 | 46 | 0 | 38 | 38 |
| | | | | *0* | *436* | *436* |
| 01/08/2016 | 31/12/2018 | USD 1,533,600 | 1438 | 0 | 397 | 397 |
| 01/09/2016 | 01/04/2017 | EUR 55,094 | 55 | 0 | 39 | 39 |
| | | | | **65** | **661** | **726** |
| | | | | *65* | *661* | *726* |
| 01/07/2015 | 31/03/2016 | GBP 400,000 | 520 | 65 | 455 | 520 |
| 01/06/2016 | 31/3/2017 | GBP 408,000 | 530 | 0 | 199 | 199 |
| 21/11/2016 | 30/11/2019 | GBP 1,750,000 | 2275 | 0 | 8 | 8 |
| | | | | **14** | **25** | **39** |
| | | | | *14* | *9* | *23* |
| 05/03/2015 | 29/04/2016 | USD 25,000 | 23 | 14 | 9 | 23 |
| | | | | *0* | *16* | *16* |
| 01/06/2016 | 31/04/2017 | USD 19,838 | 19 | 0 | 16 | 16 |
| | | | | **654** | **1,264** | **1,917** |
| | | | | *433* | *944* | *1,377* |
| 22/09/2014 | 20/04/2017 | USD 1,930,000 | 1700 | 433 | 944 | 1,377 |
| | | | | *221* | *116* | *337* |
| 01/01/2016 | 31/12/2017 | USD 250,000 | | 221 | 116 | 337 |
| | | | | *0* | *203* | *203* |
| 01/01/2016 | 31/12/2017 | USD 320,000 | 302 | 0 | 81 | 81 |
| 01/01/2016 | 31/08/2016 | USD 190,807.28 | 180 | 0 | 122 | 122 |
| | | | | **27** | **284** | **311** |
| | | | | *27* | *273* | *300* |
| 01/11/2015 | 31/10/2017 | USD 750,000 | 686 | 27 | 273 | 300 |
| | | | | *0* | *11* | *11* |
| 25/08/2016 | 31/10/2016 | NPR 1,332,761 | 11 | 0 | 11 | 11 |
| | | | | **0** | **88** | **88** |
| | | | | *0* | *88* | *88* |
| 12/09/2016 | 30/10/2016 | EUR 88,000 | 88 | 0 | 88 | 88 |
| | | | | *14,435* | *11,304* | *25,739* |

# Budget statement for the year ended

31 December 2016                                                    (Thousands of Euros)

|  | Final Budget vs Actual | | | Initial Budget vs Final Budget | | |
|---|---|---|---|---|---|---|
|  | **Budget** | **Actual** | **Execution** | **Initial Budget** | **Final Budget** | **Change** |
| **Income** | **23,752** | **22,140** | **93%** | **22,638** | **23,752** | **1,114** |
| Member states contribution | 11,545 | 10,825 | 94% | 14,143 | 11,545 | (2,598) |
| Restricted Income | 12,207 | 11,304 | 93% | 8,495 | 12,207 | 3,712 |
| Other income | - | 11 |  | - | - |  |
|  |  |  |  |  |  |  |
| **Expenditure** | **25,778** | **24,151** | **94%** | **23,888** | **25,778** | **1,889** |
| **Operational Costs** | **23,566** | **21,435** | **91%** | **21,620** | **23,566** | **1,946** |
| Non-staff Cost | 11,944 | 10,917 | 91% | 9,835 | 11,944 | 2,109 |
| Staff Cost | 8,818 | 7,967 | 90% | 9,211 | 8,818 | (393) |
| Indirect Cost | 2,804 | 2,551 | 91% | 2,574 | 2,804 | 230 |
| **Institutional Costs** | **2,938** | **2,938** | **100%** | **2,627** | **2,938** | **311** |
| Non-staff Cost | 1,292 | 1,178 | 91% | 1,144 | 1,292 | 148 |
| Staff Cost | 1,646 | 1,760 | 107% | 1,483 | 1,646 | 163 |
|  |  |  |  |  |  |  |
| **Net Programme Support Costs** | **(726)** | **(222)** | **31%** | **(358)** | **(726)** | **(368)** |
| Non-staff Cost | 453 | 1,120 | 247% | 534 | 453 | (80) |
| Staff Cost | 1,625 | 1,209 | 74% | 1,682 | 1,625 | (57) |
| Indirect Cost recovery | (2,804) | (2,551) | 91% | (2,574) | (2,804) | (230) |
|  |  |  |  |  |  |  |
| **Deficit** | **(2,026)** | **(2,011)** | **99%** | **(1,250)** | **(2,026)** | **(775)** |

International IDEA seeks annual approval for a Programme and Budget based upon a prudent estimate of Core or Unrestricted income plus any contracted restricted income by way of grants for particular activities. A Programme and Budget is developed within an approved six year Strategy and presented to the Finance and Audit Committee for review. The Programme and Budget for the year, with the recommendations of the Finance and Audit Committee, is then presented to the Council for their review and approval at an Extraordinary Annual Meeting in the last quarter of the preceding year.

Performance against the Programme and Budget is reported to the Council and subsidiary bodies during the year and modifications are subject to Council approval.

In the main, modifications relate to the Programme and Budget through the year relate to new activities and specifically the inclusion of new programmes resulting from grants received. Expenditure under restricted income grants is reflective of income with unspent funds being carried as deferred income.

## Restricted Funding Budgets – Initial Budget versus Final Budget

(Thousands of Euros)

| Donor | Project Geographical area | Initial Budget | Revised Budget | Variation |
|---|---|---|---|---|
| European Union (EU) | Myanmar / Peru / Bolivia | 3,215 | 3,640 | 425 |
| Ford Foundation | WANA | 15 | 383 | 368 |
| The Netherlands Institute for Multiparty Democracy (NIMD) | Tunisia | 238 | 267 | 29 |
| Norway | Africa / Myanmar / Haiti / WANA / Bhutan / Nepal / Haiti | 2,585 | 3,353 | 768 |
| Sweden | Kenya / Bolivia | 1,145 | 1,941 | 796 |
| US Agency for International Development (USAID) | Peru | 1,121 | 1,052 | (69) |
| Canada | Myanmar | 30 | 30 | - |
| Belgium | Brussels | 48 | 48 | - |
| Switzerland | Macedonia / Haiti / Political Parties | - | 521 | 521 |
| Open Society Foundations (OSF) | Afghanistan | - | 175 | 175 |
| Governance Facility | Nepal | - | 349 | 349 |
| UNWOMEN | Global | - | 28 | 28 |
| Department for International Development (DFID) | Africa | 275 | 808 | 533 |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH | Africa | 73 | 152 | 79 |
| Spanish Agency for International Development (AECID) | Bolivia | - | 105 | 105 |
| La Francophonie (OIF) | Africa | - | 88 | 88 |
| SABAH | Nepal | - | 11 | 11 |
| *Total* | | *8,745* | *12,951* | *4,206* |

# Overview Table for Financial Data for All Results in 2016

in EUR

| All Programmatic Results | TOTAL (UNR+RES) | | EXECUTION |
| --- | --- | --- | --- |
| | Budget | Actuals | % |
| **Global** | | | |
| Electoral Processes | 1,208,312 | 1,113,783 | 92% |
| Constitution-building Processes | 1,635,529 | 1,559,638 | 95% |
| Political Participation and Representation Processes | 565,393 | 583,816 | 103% |
| Democracy and Development | 534,053 | 542,349 | 102% |
| Democracy Assessment, Analysis and Advisory | 1,955,943 | 1,766,242 | 90% |
| **Africa and West Asia Programme** | | | |
| Regional Office and Initiatives | 3,367,139 | 3,381,325 | 100% |
| Kenya | 386,717 | 308,326 | 80% |
| Tunisia | 1,387,529 | 1,205,618 | 87% |
| Libya | 93,176 | 135,596 | 146% |
| Egypt | 187,651 | 220,987 | 118% |
| **Asia and the Pacific Programme** | | | |
| Regional Office and Initiatives | 1,096,351 | 1,044,787 | 95% |
| Bhutan | 309,667 | 210,249 | 68% |
| Myanmar | 3,499,620 | 2,677,121 | 76% |
| Nepal | 704,865 | 621,819 | 88% |
| **Latin America and the Caribbean** | | | |
| Regional Office and Initiatives | 858,213 | 816,205 | 95% |
| Bolivia | 642,023 | 651,605 | 101% |
| Peru | 1,977,216 | 1,816,923 | 92% |
| Haiti | 925,177 | 869,548 | 94% |
| **Wider Europe** | | | |
| Europe | 387,936 | 313,080 | 81% |

|  | TOTAL (UNR+RES) | | EXECUTION<br>in EUR |
|---|---|---|---|
| **All Programmatic Results** | **Budget** | **Actuals** | **%** |
| **Institutional Management** | | | |
| Institutional Management | | | |
|    i) SGO and Director of Corporate Services | 809,684 | 803,388 | 99% |
|    ii) Board of Advisers and Global Programme | 564,112 | 491,673 | 87% |
| External Relations and Governance Support | 903,311 | 774,738 | 86% |
| Global Advocacy | 1,218,285 | 1,082,564 | 89% |
| Internal Auditor | 115,946 | 118,514 | 102% |
| Communications | 1,221,257 | 1,253,162 | 103% |
| Gender Mainstreaming | 69,286 | 71,106 | 103% |
| Finance and Strategic Planning | 1,055,202 | 1,061,799 | 101% |
| Facilities | 1,102,881 | 1,039,566 | 94% |
| Human Resources | 789,686 | 719,585 | 91% |
| IT | 787,031 | 751,482 | 95% |
| Operations and Risk Management | 155,946 | 119,241 | 76% |
| Recoveries and exchange rate gain/(loss) | -4,738,184 | -3,975,835 | 84% |
| ***TOTAL*** | ***25,776,953*** | ***24,150,000*** | ***94%*** |