INTERNATIONAL

IDEA

INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE

International IDEA
Annual Results Report 2014

About This Report

As per the Statutes of International IDEA, the Secretary-General is responsible for reporting to the Council of Member States on the overall implementation of the Institute's activities. This annual report is the 4th volume of International IDEA's Annual Results Reports.

This year, we have reconceived our report content to include more information about the democracy processes to which International IDEA contributes. This effort has been paired with a structure and graphic re-design that offers easier visualization of our progress towards planned outputs and outcomes.

The report is structured in two distinct sections: the first section offers highlights from some of the most notable processes and contributions in 2014. The second section of the report gives a complete account of IDEA's partnerships and activities throughout the year, set within the International IDEA's planning framework. The digital version of the document integrates links that mirror internal and external collaboration and networks.

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International IDEA Building at Strömsborg, Stockholm. Photo © Nordén.

Introduction by the Secretary-General

Since my appointment as Secretary-General in June 2014, I have become increasingly acquainted with the remarkable range of assistance programs and resources that International IDEA has developed over the last 20 years. This report presents an overview of International IDEA's activities in the countries in which it operates as well as the broader knowledge resources that the organisation has created to assist policy makes, civil society organisations, international and non-governmental agencies as well as political parties and governments around the world.

The report presents International IDEA's successful programs and those activities which have had great impact. Equally importantly, we report on the challenges we have faced. Whether because of the Ebola epidemic in West Africa, security concerns in the Western Asia/North Africa region, lack of specific programme funding or because of organizational shortcomings, this report seeks to provide a transparent account of our work in 2014.

Obviously, the report covers International IDEA's activities for the whole of 2014 and I am very grateful to my predecessor Vidar Helgesen whose eight year term as Secretary-General ended in October 2013 and to Joan Sawe who held the post of Acting Secretary-General until June 2014. Their advice and the organization's highly motivated and dedicated staff have certainly enabled a smooth transition.

In May 2014, the Member States approved International IDEA's 2012-2017 Mid-Term Strategy Review and I am pleased to note that this report represents a concrete response to a clear request by the Member States, to see a more structured approach to the reporting of outcomes and the impact of International IDEA's programmes.

Often the range of regional and country specific programmes and the interaction of these with key Thematic Areas combined with Cross-cutting Issues results in a complex elaboration of activities. This report therefore seeks to present the results of a new methodology for the presentation of results and will increasingly lead to ever greater levels of transparency and accountability as more detailed budget information is added in the future.

During my first six months, I focused on close engagement with Member States to gain their impressions of International IDEA's current programmes and structure and their aspirations for the organisation in the future. In particular, 2014 saw the elaboration of several "global themes" that IDEA, working closely with its Member States, will pay particular attention to in the future. Most notably, the Post 2015 Development Agenda was a core topic for the Inter-Regional Dialogue on Democracy co-hosted by the Organisation of American States and International IDEA in Washington DC in October. The Post 2015 themes of local democracy and political finance were also the focus of an IDEA hosted UN General Assembly side event in September.

The Governance of Natural Resources is also an increasingly important globally relevant issue and it formed the centrepiece of the Annual Democracy Forum organized by International IDEA in Botswana in November.

But perhaps the most pressing issue of current concern is how the international community should respond to calls for democracy assistance from state parties and others who are facing uncertain security situations or even actual conflict. How International IDEA and its Member States should address this challenge in a concrete manner will certainly dominate our considerations in the year ahead.

Turning to thematic and regional highlights, the ability of countries in transition to agree on something as fundamental, as a constitution is sometimes truly impressive. 2014 began with an emotional vote in the Tunisian Constituent Assembly ending an intense period of constitutional dialogue. Based on the new Constitution, Tunisia held three, well-organized and peaceful elections during the year; a triumph for inclusive democracy. Nepal too, has taken fundamental steps towards drafting a new constitution. In these and in many other cases I am proud of the partnerships that International IDEA has established to accompany key stakeholders in these vital democratic processes.

International IDEA continues to produce comparative knowledge resources that seek to inform and enrich debate and to allow broad inclusion. One example in 2014 is a new series of Constitution Primers explaining in detail essential topics and concepts and targeted at the non-specialist reader. Looking forward, I believe that the leaders of tomorrow will be inspired by "Democratic Transitions: Conversations with World Leaders", which will be published in several languages in 2015.

Electoral processes lie at the heart of International IDEA's work and the Electoral Risk Management tool, launched in 2013 has already been licensed to governments and organizations in more than 50 countries. The tool has been applied successfully in numerous elections including those in Kenya and Nepal where the governments took steps in 2014 to further institutionalize the use of the tool for the future.

Following 10 years of research into political finance International IDEA launched an institute-wide Money in Politics initiative in which policy research, debate and advocacy at national and regional levels will culminate in a global conference on the issue to be held in Mexico in September 2015.

As an organisation, International IDEA has faced and successfully addressed enormous challenges in its 20 year history. Looking forward, it is my intention, in close coordination with Member States, to build upon past successes and to also reflect on areas International IDEA's core strengths and its weaknesses in order to remain responsive and relevant to its Member States' goals for the future.

Yves Leterme

Secretary-General

How to use this report

Over the past four years, International IDEA has built an organisation-wide planning structure. The institute has set itself more focused objectives and has increasingly unified the planning logic and format. The quarterly and annual reports to Member States, an obligation by International IDEA's Statutes, have become increasingly systematised, thus improving the organisation's capacity for transparency. Member States validated this results-based approach to planning in April 2014, as part of the Mid-Term Strategy Review. More particularly, Member States recommended strengthening the communication about results beyond the level of outputs. Thus the new "three-dimensional" format of this year's Annual Results Report was developed:

Accountability of action
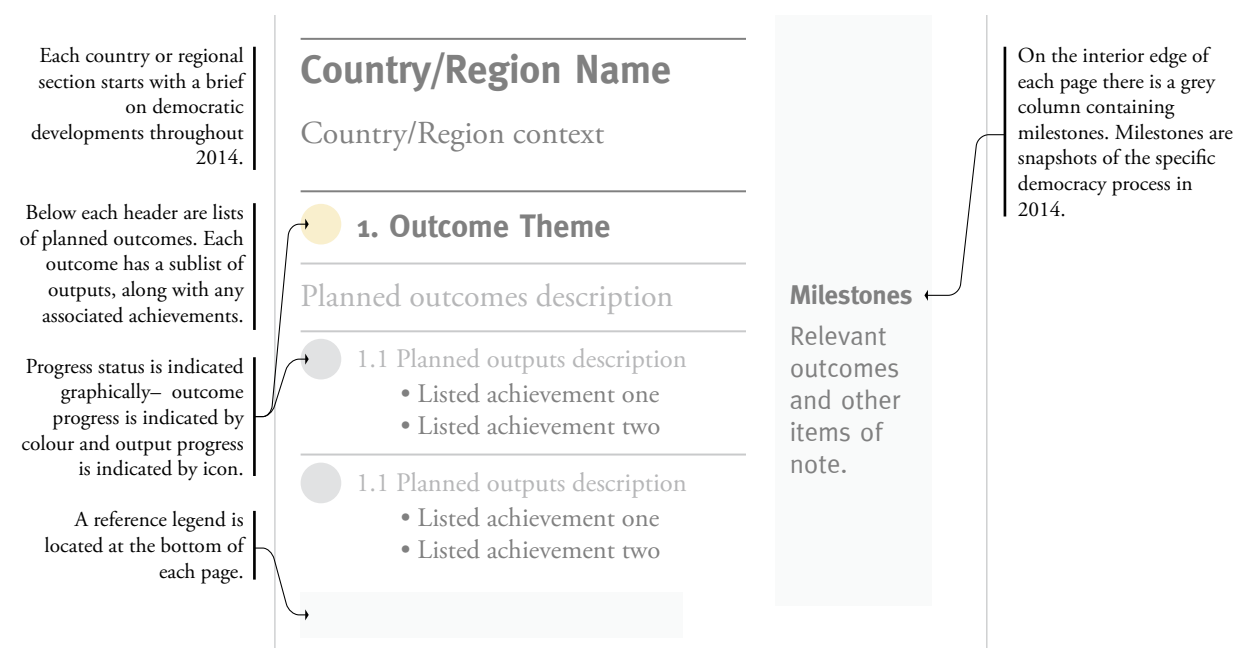
Like its predecessor, the Annual Results Report 2014 is built from quarterly reports and on structured conversations with programme staff about programme results at the end of the year. The report thus provides a complete account of International IDEA's partnerships and activities during 2014, set in the organisation-wide planning framework, through which every action can be related to the organisation's mandate, to International IDEA's Strategy 2011-2017 and to the Programme and Budget 2014. The decision to report both, what has been successful and what has not been successful, has been a decision for professional openness and integrity; it is intended to make the report a useful tool for stakeholders – internal and external – to hold International IDEA accountable.

Appreciation of relevance and impact

In addition, and as a new feature this year, the programmatic results tables give space to context. Each country or regional section starts with a brief on democratic developments throughout 2014. It is complemented by a "news-feed" column, in the middle of the pages, giving news - milestones and snapshots - of the specific democracy processes that International IDEA was contributing to in 2014. This side-bar information should enable the reader to better appreciate the relevance and the impact of International IDEA's contributions to the democracy processes at stake.

Finally, the stories that are told here, of some of the most fundamental and constructive social processes currently on-going in our world, are usually not on the radar of mainstream news. As a whole they make for an inspiring, sometimes surprising read, that inspires optimism and respect. We hope you will enjoy this year's report.

Reading the tables

Each country or regional section starts with a brief on democratic developments throughout 2014.

Below each header are lists of planned outcomes. Each outcome has a sublist of outputs, along with any associated achievements.

Progress status is indicated graphically– outcome progress is indicated by colour and output progress is indicated by icon.

A reference legend is located at the bottom of each page.

Country/Region Name

Country/Region context

1. Outcome Theme

Planned outcomes description

1.1 Planned outputs description
   • Listed achievement one
   • Listed achievement two

1.1 Planned outputs description
   • Listed achievement one
   • Listed achievement two

Milestones

Relevant outcomes and other items of note.

On the interior edge of each page there is a grey column containing milestones. Milestones are snapshots of the specific democracy process in 2014.

Bookmarks and Hyperlinks

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In Bolivia, parity is now

Historic election results

Bolivia held landmark elections in October. For the first time in history, Bolivian women achieved a representation of 53 percent in the Lower House and 47 percent in the Upper Chamber. Bolivia now ranks first in Latin America and second in the world in terms of the inclusion of women in parliament (source: www.ipu.org). A broad pluralism of sectors and groups will be represented, with women delegates from indigenous, peasant and urban people's associations now in Parliament.

During the pre-election period, women's organizations successfully watched over parties' compliance with parity and alternating list rules. In an unprecedented campaign, "50 and 50 Parity is now!", Bolivian women's organizations mastered the challenge of building the *Political Agenda from Women*, from a broad participatory process of many and diverse women nationally and from each region.

Additionally, the women's movement convinced political parties running for elections to adopt the *Political Agenda from Women* in their programmes. The demands to stop tolerating violence against women in Bolivia struck a chord with the Bolivian public and put pressure on candidates with records of sexist behaviour to withdraw from the ballot ("Machistas fuera de las listas").

With municipal and departmental elections scheduled for March 2015, more than 200 organizations are committed to watching political parties' compliance and to advocate for the *Political Agenda from Women*. 50-50 Parity is now!

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Watching parties' compliance

According to the alternated list provision in the new electoral law of 2012, 92 out of 175 candidates had to be women. We checked every list. As in the past, manipulation was common. For instance, political parties would adjust the names of male candidates to sound like women's names - like Juana instead of Juan - and thereby cheat the quota. We call them travesty candidates.

This year, hundreds of women mobilized to monitor the compliance of political parties to the list provision. One of the challenges was that most women who were running for posts were not well-known. Even political parties often did not have the phone numbers or addresses of their women candidates. In response, we created a webpage in our observatory where people could consult the full list of women candidates. This list detailed who the candidates are, their backgrounds, and which organizations they work with. The campaign "Listas para las listas" (Women ready for the lists) was on Facebook, Twitter, YouTube. We filmed interviews with candidates. In hindsight it was also a way to connect with candidates and build trust before they were elected.

– Monica Novillo

Monica Novillo, Executive Secretary of Coordinadora de la Mujer
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Coordinadora de la Mujer

Coordinadora de la Mujer is a national non-governmental network of 26 women's organizations, that has been promoting the fight for women's political rights since 1984. It was one of the initiators of the *Political Agenda from Women* and the campaign, "50 and 50 Parity is now!"

The Political Agenda from Women

The *Political Agenda from Women* has the following five fundamental axes:

1. Democratization of power and political participation of women.

2. Cultural, symbolic and material disassembly of the patriarchate and a new institutionality for women.

3. Guarantees and conditions for exercising the right to a life without violence.

4. Autonomy and self-determination of women's bodies: acknowledgment and conditions for exercising sexual rights and reproductive rights.

5. Economic autonomy of women, equal access to resources, income, employment, opportunities, recognition of their economic contribution and revaluation of care and domestic work.

The Political Agenda from Women is now a powerful tool

Representatives drawn from women's groups, indigenous women, producers' organizations, rural/agrarian workers, women cooperative members, women miners, salaried women, self-employed women, housekeepers, Afro-descendant women, women professionals, feminists, neighbourhood and communal leaders, and women who belong to political parties developed proposals to increase women's empowerment and deepen inclusive and non-discriminatory democracy as stipulated in the Bolivian Constitution. A consensus based women's agenda was built up across Bolivia as a result of meetings at the department level, convened by women's social organizations in coordination with the Plurinational Electoral Body, the departmental Electoral Tribunals, International IDEA and the Coordinadora de la Mujer, through their affiliates in each region.

Through their extraordinarily successful campaign, women convinced political party leaders to incorporate the *Political Agenda from Women* in the government programmes of the five political forces that participated in the elections. The agenda is a powerful tool for women to achieve greater influence in public decision-making, particularly in the Plurinational Legislative Assembly, as well as the regional legislative assemblies and in the municipal councils, which are due to be re-elected in March 2015. Women's presence will now hopefully generate necessary and deep changes in the operating logic of the legislative body and re-install a pluralist debate around the neuralgic topics of social life. This will refresh the gender perspective in all political, institutional, cultural, economic, public and private spaces.

National political Forum

A result of a long struggle

Milestones in the decades of struggle to realize equal political rights and opportunities for men and women in Bolivia:

*   After tough negotiations and pressure, the "Quota Law" (1997) and the Political Parties Act (1999) established a quota of 30 percent of women candidates. However, women were systematically designated as deputies or assigned to electoral positions less probable for election.

*   Women's mobilization ensured that gender equality became one of the fundamental values of the State in the new Constitution in 2009 (Art. 8, paragraph II). In the election of representatives to the Plurinational Legislative Assembly, "the equal participation of men and women will be ensured."

*   The Law against Political Violence and Harassment against Women (2012) aims at ensuring that women can fully exercise their political rights.

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App ventures in elections

Bolivia: 3 Million queries through "Yo elijo" and "Yo participo"

In March 2014, Moisés Pacheco y Víctor Aguilar approached the Servicio Intercultural de Fortalecimiento Democrático (SIFDE). Together they proposed to develop a smartphone app, with which voters could identify their polling stations on election day. Six months later, on election day, the apps, "Yo elijo" and "Yo participo" had been downloaded 56,000 times with 3 million incoming queries. Considering the registered voting population was 6.5 million, it is clear that the apps were of high value to Bolivian voters. At peak times on election day, over 3,500 queries per minute were registered. Users could find information in Aymara, Quechua, Guaraní language and foreign languages. The Supreme Electoral Tribunal is now using these apps to assist voters in the departmental and municipal elections in Bolivia, scheduled for March 2015.

Peru: GPS Político

The "GPS Político" is a very successful tool employed by the Peruvian electoral authorities in the run-up to the 2014 municipal and regional elections in Lima. With this web-based tool, voters could compare statements by 13 candidates about key policy issues such as the responsibility for the management of schools or the use of cars in the historic city centre. Although the Lima elections still put much emphasis on personalities, many candidates and political parties made use of GPS

Político, thus promoting programmatic voting. Looking into the future, elected candidates can now be held accountable for their promises. The tool, jointly implemented by International IDEA with the Netherlands Institute for Multiparty Democracy (NIMD) and the Peruvian electoral authorities, had 12,000 online users and media. Academics and further opinion leaders publicly applied the tool.

Moisés Pacheco and Víctor Aguilar received the prestigious InnovaTIC2014 award by The Inter-American Development Bank and The World Bank. Congratulations to the young Bit Bang developers in La Paz!

A timeline of International IDEA's political party dialogue tools

International experience with inter-party dialogue captured and packaged

Since the early 2000s, International IDEA has accompanied and co-facilitated many political party dialogue platforms, including those in Ecuador, Colombia, Sudan, Kenya, Haiti and Nepal. In 2007, International IDEA published the *Democratic Dialogue Handbook*, which describes from this experience the theory and practice of democratic dialogue between a wide range of actors. The *Political Party Dialogue: A Facilitator's Guide* (2013) zooms in on political parties and captures experience from 15 countries, with the specific aim to assist facilitators of dialogue platforms. As a next step, the *Political Party Dialogue Training Module*

Workshop on inter-party dialogue skills, Haiti 2014.

(forthcoming 2015) shifts the focus from dialogue platforms to dialogue skills. The training module was first piloted in Kenya together with a group of Kenyan and Tanzanian politicians in December 2014. Pilots continue in 2015 with Nepalese and Zambian politicians.

Lack of dialogue addressed in Haiti

In 2014, International IDEA developed a Haitian guide book specific to the current situation of political crisis. The guide book addresses the lack of trust between political parties and the electoral commission – a source of conflict and political instability in Haiti - and proposes steps toward establishing a constructive dialogue on elections. Based on International IDEA's *Political Party Dialogue: A Facilitator's Guide* (2013) the new guide, *Favouring Dialogue Between the Electoral Council and Political Parties* features comparative experience from Mexico, South Africa, Jamaica and Nepal.

International IDEA organized a series of 13 meetings with political parties articulated around International IDEA's new guide. Subsequently, political parties have nominated a committee of 12 people from their ranks to develop a code of ethics in inter-party dialogue, signifying an important shift from hostility.

Participant reads IDEA's Political Party Facilitator's Dialogue Guide (2013), Inter-party dialogue forum, Haiti 2014.

Inter-party dialogue forum, Haiti 2014.

More inter-party dialogue needed on natural resource governance

In 2015, International IDEA will publish an advocacy instrument. The objective is to raise awareness in the international community that the governance of natural resources should be addressed through home-grown political party dialogue processes. In November, in Akosombo, Ghana, International IDEA, jointly with the National Resource Governance Institute (NRGI), discussed with Ghanaian political party leaders how to strengthen inter-party dialogues around the oil and gas sectors. In January 2015, discussions continued in Rwanda, with parliamentarians and political party leaders from 11 African countries.

High impact dialogue between Chile and Peru
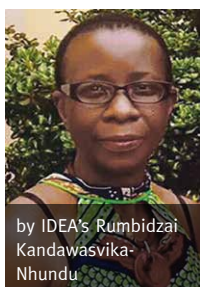
High impact dialogue improved relations between Chile and Peru

It was hoped that with the January 2014 ruling by The Hague International Court there would be a settlement to a border dispute that has existed since the Pacific War in the 1980's, and that residual nationalist sensitivities that have been active until today and are an obstacle to regional and economic integration would be put to rest. At the explicit request, in 2012, of the two governments, International IDEA has been accompanying journalists and political parties, in particular young leaders and women leaders, to exchange their experience of democracy and thus improve relations between the two people. The two governments have shown their appreciation of the dialogue at the highest level (rf. the delegations meeting the President of Chile).

First Meeting of Women Leaders between Peru and Chile, held in Santiago, Chile, with the special participation of Chilean President Michelle Bachelet. Event co-organized by International IDEA and the Ministries of Foreign Affairs of both countries (November, 2014).

Inclusive democracies:
Inaction is not an option

Inaction is not an option

Rumbidzai Kandawasvika-Nhundu, International IDEA

Evidence abounds to attest that the continued marginalization of women in positions of power and decision making at all levels is in fact part of the broader gender discrimination and the resulting inequalities that span the world. The global average of women in parliaments currently stands at 21.9 per cent, with the Americas at an average of 26.7 per cent, while the Pacific region average is the lowest at 12.7 per cent. Rwanda continues to lead in the global ranking, where 63.8 per cent of parliament is made up of women MPs. Bolivia is in second place with 53.1 per cent women MPs elected in the latest elections of October 2014.

by IDEA's Rumbidzai Kandawasvika-Nhundu

Globally, only 11 countries currently have more than 40 per cent of women in their parliaments/national assemblies. On the other hand, 41 countries spanning all continents of the world have 15 per cent or less women MPs in parliament and currently 5 have exclusively male MPs as of 1 December 2014.

If substantive progress is to be made, efforts to advance women's rights must not be a simple "add-on" to other efforts, but must be prioritized as fundamental in all investments on democracy building, political and human rights. Inequality must not endure; inaction is not an option.

Political Parties in Africa through a Gender Lens

2014, 104 pp

This report analyzes the commitments of political parties to gender equality in 33 countries in Africa. The publication was launched at International lDEA's side event, "Women's Political Participation and Representation – Making Development Sustainable, Making Governance Responsive" at the United Nations Headquarters in New York, during the 58th Session of the UN Commission on the Status of Women (11 March).

African Regional Conference on Gender in Politics and Political Parties

The "African Regional Conference on Gender in Politics and Political Parties", held in Blantyre, Malawi in October, brought together senior representatives of political parties from 20 African countries, including the Malawian Minister of Gender, Children, Disability and Social Welfare as the guest of honour. Some of the best practices learned from the conference were around gender quotas and internal party mechanisms to finance women candidates. Additionally, commitments were made to take practical steps including review of parties' policy documents. The conference was convened by International IDEA and NIMD in collaboration with the Centre for Multiparty Democracy - Malawi (CMD-M). The book *Political Parties in Africa through a Gender Lens* was launched to the African political parties' leaders.

Framework for political parties to develop gender policies

To tackle gender inequalities in Zambian political parties, International IDEA and the Foundation for Democratic Process (FODEP) organized a roundtable on gender in political parties in Zambia, with leaders from more than 15 political parties, including chairpersons and secretaries-general, along with civil society representatives and journalists. Roundtables on gender in political parties were also held in Tanzania and in Haiti. The results of these roundtables are informing the design of International IDEA's "Framework for a Model Gender Policy for Political Parties". Political parties world-wide can then use this framework to develop their own gender policy.

Electoral Systems + **Gender Quotas** + **Democratic & Transparent Political Parties**

Women overcoming exclusion

Making Waves

Based on case studies, the film *Making Waves: Expressions of Gender Equality in the Sacred Texts and Islamic Tradition* explores women and men as scholars and activists promoting interpretations of the Qur'an and Hadiths that empower women and promote justice, equality and dignity.

The story of Myanmar's Burmese Women's Union and its successes in bridging ethnic and religious divides in Myanmar was the subject of International IDEA's research in 2012, along with 42 other case studies. Many of these studies focused on how women and other marginalized groups from particular religious, ethnic, caste and other backgrounds have overcome political exclusion in various contexts, with several of these studies focusing on how Muslim women have successfully gained places at decision making tables. These case studies formed the basis of a film titled, *Making Waves: Expressions of Gender Equality in the Sacred Texts and Islamic Tradition*.

The film has been shown to social networks of Sunni Muslim women across Pakistan, the United Arab Emirates, Egypt, Indonesia, North America, the United Kingdom and Sweden. In February 2015, it was shown on Tavaana television to a viewing audience of around 17 million Iranians. It will be dubbed into Arabic, Persian, Bahasa Indonesian and possibly Urdu. The film has received three awards at the Women's Independent Film Festival.

"I think the film was really informative. I never knew a lot of these things about Islam. I am not practicing because of these many reasons that I learned of from elders and society about women and their restrictions etc. But it is true though that individuals need to learn for themselves. I am not sure that I think the same way about Islam anymore. Can I come to more discussions on this?"

– Focus group discussion member, UK

"Thank God for social media because it's so accessible in seconds… I've learned so much through it while at home! Especially when Qur'ans verses are quoted - that makes it more reliable for me. This was a great film that covered a lot of urgent topics with direct reference to the Qur'an and Hadith!"

– Focus group participant from Egypt identifying herself as a 'Muslimah'

Video still from "Making Waves".

Women in Conflict in Burma/Myanmar

Panel discussion with Tin Tin Nyo and Margot Wallsrtöm
2 September 2014
International IDEA held roundtable discussions aiming to facilitate discussion and highlight injustices among women in Myanmar – specifically, Myanmar's Kachin people – while encouraging women to continue playing a role in the country's peace building. One of these was the panel discussion, "Women in Conflict in Burma/Myanmar" which was attended by Tin Tin Nyo, the Women's League of Burma, and the Swedish Foreign Minister and former International IDEA Advisory Board member Margot Wallström. With: Dag-Hammerskjöld Foundation, the Swedish Burma Committee and Olof Palme International Center.

International IDEA @United Nations Permanent Forum on Indigenous Issues

17 May 2014
Addressing diversity issues in a larger arena, International IDEA held a side-event to the Thirteenth Session of the United Nations Permanent Forum on Indigenous Issues (UNPFII), entitled: "Advancing Genuine Political Participation: Strategies for overcoming Exclusion for Marginalized Groups". International IDEA will continue to organize such side events at UN Permanent Fora on Indigenous Issues.

Peer-to-Peer spaces and Partnerships in Latin America and the Caribbean

The Ibero-American Conference on Electoral Justice

In 2009, The Electoral Tribunal of the Dominican Republic and International IDEA inaugurated the "First Ibero-American Conference on Electoral Justice". Since then, the peer-to-peer event takes place annually, each time hosted by an Electoral Tribunal of the region. In 2014, the Mexican Electoral Tribunal, the Legal Research Institute at the Universidad Nacional Autónoma de México (UNAM) and International IDEA held the "Sixth Ibero-American Conference on Electoral Justice" in Cancun, Mexico, gathering electoral magistrates from more than 20 countries in Latin America and the Caribbean (LAC). A declaration was signed by which participants manifested their strong support to develop their cooperation and exchange on the issue of electoral justice. In 2015, the seventh conference will be hosted by the National Electoral Jury of Peru; in 2016, the eighth conference will be hosted by the Superior Electoral Court of Brazil. International IDEA has been continuously promoting and developing this initiative.

Central America: Joint stock-taking and work plans

In the Central American region, three elections took place in 2014: in Costa Rica, El Salvador and Panama. Elections were held in 2013 in Honduras and three elections are upcoming: in Guatemala and Nicaragua in 2015, and in the Dominican Republic in 2016. Offering a space for reflection on the electoral processes in the region, International IDEA and the Electoral Tribunal of Costa Rica hosted the seminar, "Elections in Central America and Dominican Republic: evaluation of experiences and lessons learned". All electoral management bodies (EMBs) of Central America and the Dominican Republic participated. Particular discussions revolved around the issue of equity in electoral campaigns with respect to campaign funding, the role of the media, and electoral observation and surveys. The use of electronic voting was also reviewed. Following up, representatives from Mexico, Guatemala, Honduras and El Salvador agreed on an agenda for technical support to their respective electoral reform processes. Joint work plans were also defined for 2015 with the Electoral Tribunal of Costa Rica on the topic of funding of political parties and with the Electoral Tribunal of the Dominican Republic on a political party law.

Partnership of more than ten years

The Electoral Tribunal of Mexico signed a Memorandum of Understanding in 2014 with International IDEA thus continuing a cooperation that has lasted more than ten years.

Chile and International IDEA formalize their cooperation

In 2014, International IDEA's Member State, Chile, formalized its cooperation by signing a Memorandum of Understanding between International IDEA and the Ministry of the General Secretariat of the Presidency (Segpres), with the aim to "cooperate and consolidate democratic processes and institutions related to the creation of plural and representative spaces to plan

Participants from Panamá, Costa Rica, El Salvador, Guatemala, Honduras and the Dominican Republic at the International Seminar "Elections in Central America and Dominican Republic: evaluation of experiences and lessons learned" in San José, Costa Rica, August 2014.

Hugo Picado, Institute for Education and Studies in Democracy (IFED); Luis Antonio Sobrado, Electoral Tribunal of Costa Rica and Daniel Zovatto, International IDEA at the Seminar "Elections in Central America and Dominican Republic: evaluation of experiences and lessons learned" in San José, Costa Rica, August 2014

and implement long-term, sustainable and fair state policies". In 2015, International IDEA and Segpres will jointly hold a conference, titled, "Lessons Learned in the Development of Constitutional Democracy in Latin America".

New partnership with the Superior Electoral Court of Brazil

Establishing a new partnership, the Superior Electoral Court of Brazil signed a Memorandum of Understanding with International IDEA in October. The Superior Electoral Court of Brazil sets an example for many countries in the region and beyond. Brazil was the first country in Latin America to have an electronic voting system, for instance. The Superior Electoral Tribunal of Brazil and International IDEA are looking forward to a joint seminar, "Funding of political parties" in June 2015 in Brasilia. Brazil will also host the "Eighth Ibero-American Conference on Electoral Justice".

Change in West Asia and North Africa

Supporting the right to a free vote

In 2011, a wave of transformation swept many countries in West Asia and North Africa. Calls for democracy toppled dictatorial regimes where constitutions were open to manipulation and where elections, if they existed, had results that were largely predetermined. International IDEA began building relationships and trust with election management bodies in countries where change was imminent. 2014 was an historic year in the region; in some countries, democracy is walking the path to consolidation, while in others, devastating conflict is destroying what was gained. Despite these diverging narratives, International IDEA was able to consolidate partnerships with election management bodies and support election management in Egypt, Libya and Tunisia.

Despite the changes in Egypt's roadmap and the postponement of parliamentary elections into 2015, International IDEA continually worked to provide inputs to the legal electoral framework, to support the notion of an independent, permanent election management body and to assist the High National Election Commission in the lead up to the 2015 elections. The fragile security situation in Libya coupled with the lengthening of the constitutional drafting period has changed International IDEA's working reality in the country. In March, the difficult decision was made to close International IDEA's Libya office. However, throughout the year, technical support continued from Tunis. International IDEA continues to work with the Libyan High National Election Commission (HNEC) as they are implementing the Electoral Risk Management Tool (ERMTool) and taking part in exchanges with peers from electoral commissions from other countries in the region.

Electoral commissions from Iraq, Libya, Yemen, Kenya and Bosnia and Herzegovina on visit to their Tunisian peers on Election day.

Tunisia: Dialogue paved the way

2014 was particularly historic in Tunisia, where after two years of political deadlock the country's national dialogue paved the way for the ratification of a new and progressive constitution, the appointment of a new elections commission (Instance Supérieure Indépendante pour les Élections, ISIE), the passing of a new national election law and the successful undertaking of three largely peaceful elections. International IDEA was able to support ISIE through assisting their implementation of the ERMTool and learning from global experiences.

> *"Tunisians, the people across the region and the international community at large should all be proud of the success of the Tunisian elections. For Tunisians this was a moment of truth to show their determination to make steady progress toward democracy. For the people across the region, where many countries continue struggling to launch real processes of transition to democracy, they may find in Tunisia a good example to follow, especially in terms of the emerging culture of dialogue that has enabled Tunisians to forge consensus and resolve differences peacefully."*
>
> – Ayman Ayoub, International IDEA

Electoral commissions from Iraq, Libya, Yemen, Kenya and Bosnia and Herzegovina visited Tunisia during the second round of the presidential election. In a remarkable gesture, ISIE took extra time on election-day to discuss some of their insights, successes and challenges with the visiting peer group.

Man voting in the Tunisian parliamentary elections

Gender quotas are controversial but also very popular

Namibia: Elections Commission is a step forward

The Elections Commission of Namibia (ECN) has made significant progress towards gender sensitive electoral law reform. When electoral law reform proposals were drafted in 2013/14, the Commission ensured that the proposals were gender responsive. The reform bill did not pass before the 2014 elections. However, the renewed parliament features 41.3 per cent of women MPs – almost doubled in number from the last parliament. From this work the ECN made the commitment to develop its own gender policy with technical assistance from International IDEA. This will be completed in 2015. The ECN will share this experience with its peers from the Tunisian Election Commission in 2015.
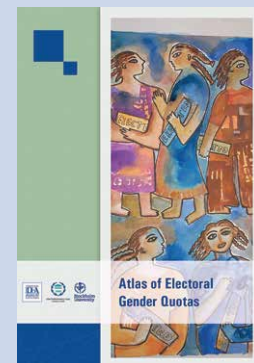
Chile: Sweeping reform for gender parity in elections

A bill proposing sweeping changes to the electoral system was debated in both houses for more than six months before being approved in January 2015. Among other reforms, the bill will establish gender quotas and other measures to promote greater participation of women in politics. This mechanism will be temporary and will apply until 2029. During the debate, spaces for dialogue and reflection on the bill were hosted by parliament and other organizations. International IDEA, an important participant in this process, co-organized these spaces, providing information and comparative experiences. Once the bill is adopted, Chile will join its regional peers in having some of the world-wide most progressive laws on gender quotas and gender parity in electoral lists.

The Atlas of Gender Quotas (2014)
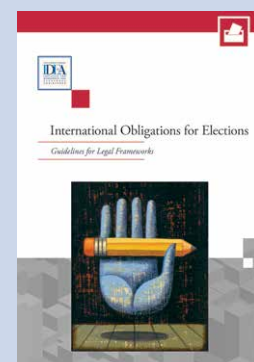
2014, 268 pp
This publication presents an overview of trends and challenges in the implementation of quotas. It includes profiles of 85 countries and territories with detailed descriptions of quota systems used in them. The information is extracted from the Global Database of Quotas for Women a joint database between the Inter-Parliamentary Union, Stockholm University and International IDEA.

International Obligations for Elections: Guidelines for Legal Frameworks

2014, 364 pp
An essential tool for electoral authorities and stakeholders engaged in electoral reforms: the guidelines aspire to near-global applicability, focus explicitly on national accountability and ownership and include tables of jurisprudence and checklists which facilitate review of how far national legal frameworks comply with UN treaty provisions and jurisprudence on elections. The Secretary-General of International IDEA launched the publication at the UN in New York on 28 October 2014. The UN Assistant Secretary-General for Peacebuilding Support welcomed the guide, expecting it to promote a shared international language on electoral integrity.

Managing electoral risks

Building resilience to electoral violence

Elections are inherently conflictual processes. In most cases, elections spur democratic controversy, contestation and constructive dispute. However, elections can exacerbate existing social conflicts and trigger violence; unrelated violence can spill over to disturb and discredit the electoral process. To ensure a vibrant democratic process, elections-related conflicts must be managed sensitively.

Following several years of technical development, global consultations, testing and piloting, International IDEA launched the "Electoral Risk Management Tool (ERMTool)" in late 2013. Potential users are electoral management bodies, security sector agencies, civil society and other state or non-state actors. Since its launch, the ERMTool's licence has been shared with over 80 organizations from more than 50 countries worldwide. International IDEA has supported mandated stakeholders in Myanmar, Nepal, Bosnia and Herzegovina, Kenya, Nigeria, Libya, Tunisia, Nigeria and Tanzania-Zanzibar in addopting and utilizing the ERMTool.

## Kenya and Nepal Commissions set up risk management unit
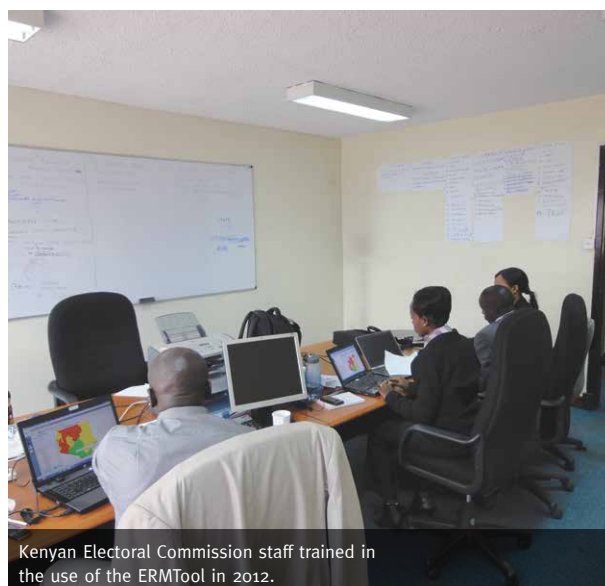
The Election Commission of Nepal (ECN) successfully utilized the tool during the 2013 Constituent Assembly elections. The Independent Electoral and Boundaries Commission (IEBC) of Kenya adopted and implemented the tool in 2011 to prepare for and conduct the 2013 general elections. In 2014, both commissions set up and staffed Electoral Risk Management Units in their organizations. Staff from both commissions are active in providing training and support to peer elections commissions in Asia and Africa.

The Electoral Risk Mangement Tool (ERMTool)
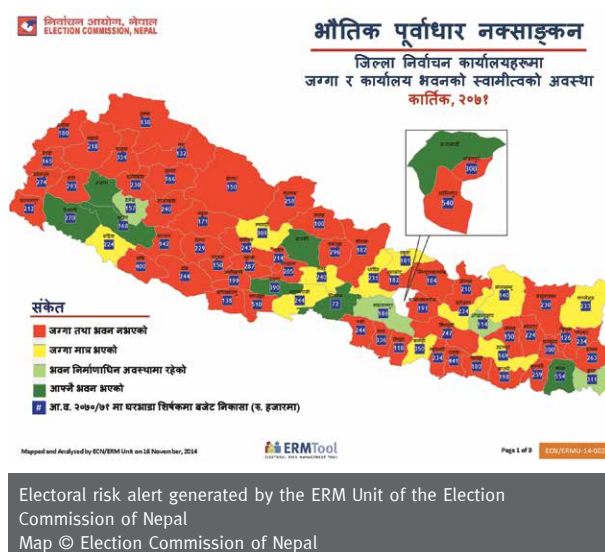
The ERM Tool is designed to empower those who either have the mandate or interest to ensure that elections are peaceful and credible. The ERMTool aims to build users' capacity to understand, analyse and mitigate electoral risks, in particular those that may turn violent.

Kenyan electoral officials, security sector agencies and civil society discuss electoral risks ahead of 2013 elections in order to customize the ERMTool to the local context.

Kenyan Electoral Commission staff trained in the use of the ERMTool in 2012.

Electoral risk alert generated by the ERM Unit of the Election Commission of Nepal
Map © Election Commission of Nepal

Indigenous Peoples of Nepal
– part of the solution

The ten year insurgency in Nepal ended when all parties agreed to move forward to build an inclusive society. This principle of inclusiveness was enshrined in the Comprehensive Peace Agreement (2006). Six years later, Indigenous Peoples' (IP) demands for inclusion were cited by certain traditional forces as the reason for the failure of the first Constituent Assembly (2008-12). As the second Constituent Assembly (2013-2017) renewed the work of drafting Nepal's new constitution, Indigenous People were frustrated and yet determined to remain part of the process and have their issues addressed. The "Political Dialogues on Indigenous Issues" were conceptualized by International IDEA in partnership with the Nepal Federation of Indigenous Nationalities (NEFIN) and in consultation with the political parties to increase understanding and build trust between IPs, non-IPs and traditional political parties. The dialogues were a series of ten meetings between IP and non-IP Constituent Assembly Members and political leaders to find space for agreement on difficult constitutional issues and find common ground. The result was the submission of a list of compromise positions by the dialogue participants to the Speaker of the Constituent Assembly as a tool, to break the political deadlock on these issues in Nepal. IP are determined to be included and be part of the solution.

The constitutional process in Nepal

- Comprehensive Peace Agreement: 2006

- First Constituent Assembly 2008-2012

- Second Constituent Assembly 2013-2017

Resham Gurung, Nepal Federation of Indigenous Nationalities (NEFIN) explains the process and the challenges of building an inclusive constitution in Nepal, at the International IDEA's workshop "Communicating about results" in Stockholm, February 2015.

The new Tunisian Constitution was adopted by a large majority in an emotional moment on January 2014.
https://www.youtube.com/watch?v=8KL9siw_tx4

Tunisians succesfully negotiate
their new constitution

Donia Ben Romdhane and Zaid Al-Ali, International IDEA

In spite of a number of serious challenges, the Tunisian Constituent Assembly – under the people's ever-watchful eye – successfully negotiated a new and modern constitution. In 2011, the political class was far from prepared for the changes that had been forced upon them by the people. Important cleavages between conservative Islamist politicians on the one hand and liberal and secular politicians on the other complicated negotiations and grew worse over time.

For a time, it was far from certain that the negotiating parties would be able to reach a final agreement. This was particularly true after the changes that took place in Egypt during June 2013, coupled with the assassination of three opposition politicians, as well as attacks against the country's military, that were often attributed to a lax attitude by the ruling coalition towards Islamist militants. During the fall of 2013, leading members of the opposition were calling for the government to be toppled and for the Constituent Assembly to be dissolved.

In the end, a series of negotiations took place to defuse the political crisis without any additional violence. The country's main political forces participated in discussions that were brokered by the country's largest trade unions, the lawyer's association, and one of the country's largest human rights associations, who were together referred to as the 'Quartet'. Meanwhile, negotiations on the finalization of the constitution continued in a separate forum.

By successfully negotiating a final agreement, Tunisians have led the way in proving that ideological differences need not lead to conflict or stalemate and that they can survive in the context of a modern Arab state and society. The pragmatic and results-based approach that the Tunisian negotiators adopted serve as a positive example of successful constitution-making and conflict resolution not just for the Arab region, but the rest of the world as well.

Constitutions made simple

Knowledge for non-specialists

The Arab Spring revolutions of 2011 and other uprisings against autocratic, corrupt or under-performing governments highlighted the role of citizens, through the internet and social media, in orchestrating the downfall of regimes. Citizens also played a key role in the subsequent constitution-building processes. Many of those entrusted with drafting constitutions had never done anything like it before. As such, information on constitutional issues and practices becomes a key resource.

International IDEA is pleased to announce the release of new and upgraded, easy-to-understand, jargon-free initiatives for specialist and non-specialists audiences alike. Three animation videos answer the basic questions: what a constitution is and does, how constitutions are made, and why the constitution is relevant to our lives.

What is a constitution?

We need government, but government must be controlled if it is to serve the people. A constitution is a supreme law that is binding even on the government itself.

- A constitution organizes and constrains power.

- A constitution defines a state and the rights of its citizen.

- In a democratic order, the constitution ensures that the people ultimately control the government.

How are constitutions made?

Constitution-building is a process. The process starts before and ends after agreeing on the text.
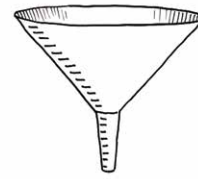
- Broad agreement and public support is key to success of the process.

- Building agreement takes time and will involve compromises.

- 'We the people' means everyone.

Why do constitutions matter?

Constitutions are of indirect benefit: they can influence the quality of democracy, which improves the ability and willingness of those exercising power to use their power for the benefit of society. Constitutional change, although indirect, can be transformative.

- Constitutions are not just for lawyers, politicians and public servants, but for everyone.

Video still from "What is a Constitution?"

Video still from "How are Constitutions Made?"

Video still from "Why do Constitutions Matter?"

Constitutions made simple (cont.)

Ten Primers on Constitution Building were published in 2014

1. What is a Constitution?
2. Constitution Building Primer: Constitutional Amendment Procedures
3. Constitution Building Primer: Limitation Clauses
4. Bicameralism (legislature with two chambers)
5. Direct Democracy
6. Judicial Tenure, Removal, Immunity and Accountability
7. Judicial Appointments
8. Constitutional Monarchs in Parliamentary Democracies
9. Non-Executive Presidencies in Parliamentary Democracies
10. Social and Economic Rights

More to come in 2015!

IDEA

Need to draft a constitution? Look here!

A constitution is made up of hundreds of practical choices about how to organize and design the state. There is no 'right' approach to any constitutional design choice. Every constitution must be tailored to its unique context. For those involved in constitution building in their own country, International IDEA's new series *Primers on Constitution Building* is likely to be of significant help. These downloadable PDFs draw extensively on comparative country data, current examples, and opportunities for reflection called "think points" that call the reader to apply comparative approaches and principles to their own context. Expected to number around 40 editions, each primer is a valuable resource for orientating a particular constitutional design choice.

From local democracy to global advocacy

Cité L'Eternel is a step ahead

Access to drinking water is a major problem for citizens in Haiti and varies between communities. International IDEA facilitated a citizen-led assessment, applying the new "Democratic Accountability in Service Delivery" tool. One of the main discoveries of the assessment was that in Cité L'Eternel, an underprivileged neighbourhood of Port-au-Prince, a self-organized citizens' water committee had been negotiating people's access to water for decades with the authorities. The committee was created 24 years ago, has gained greater control of water provision and successfully negotiated more water fountains for Cité L'Eternel. This Haitian model experience will help demonstrate how much leverage on public service delivery comes with demanding accountability. It is hoped that this experience might inspire other neighbourhood committees.

Cité L'Eternel water distribution point.

Girl drinking unsafe water.
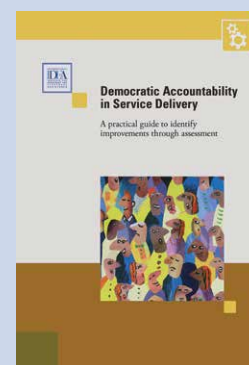
Neighbours from the slum across the ravine go to Cité L'Eternel for water.

Democratic Accountability in Service Delivery: A Practical Guide to Identify Improvements through Assessment

2014, 91 pp

How accountable are duty bearers in the delivery of public services? International IDEA launched a new guide to assess democratic accountability in service delivery. The guide is the third in a series of International IDEA's citizen-led assessment tools, following the *State of Democracy* (SoD) and *State of Local Democracy* (SoLD) frameworks. It provides a methodology for assessing the extent to which citizens can hold their elected leaders and authorities to account for problems in service delivery. Assessment results are included for use in political dialogue and to initiate reforms.

International IDEA organized a side event on democratic accountability in service delivery at UN headquarters on the margins of a high level event,"The Rule of Law, Human Rights and the Post-2015 Development Agenda".

Local democracy today and tomorrow

In today's globalizing world there is a growing recognition that local democracy matters. People are motivated to participate in public matters when their participation also matters; when it relates to their lives and concrete visions for the community. Local democracy provides procedures to hold government to account for the quality of public services. Local democracy provides spaces to dialogue with authorities such that they can integrate social demands before conflicts arise.

The workshop, "Local Democracy Today and Tomorrow - Learning from global knowledge and practices" welcomed over 30 academics and practitioners from Indonesia, the Philippines, Bolivia, Argentina, Tunisia, Botswana, New Zealand, Canada, the United States, and Europe to International IDEA's premises in Stockholm.

Can global goals matter locally? Lessons from Mongolia

International IDEA's policy brief, "The citizen-led democracy assessment approach: Lessons that Mongolia offers for the post-2015 development agenda" explains how a people-owned and people-centred approach to developing the *Post-2015 Development Agenda* will permeate through implementation and ensure better results, because global ambitions must matter at the local level.

Since hosting the Fifth UN International Conference of New and Restored Democracies in 2003, Mongolia has identified a clear reform agenda in the form of a Mongolia-specific 'Millennium Development Goal (MDG) #9' that addresses democracy, human rights and corruption. Through an inclusive process of debate, applying the *State of Democracy* (SoD) assessment framework, partly universal and partly Mongolia-specific democratic governance indicators (DGIs) were defined; these indicators have since been used to periodically monitor the MDG-9.

Debate with the Haiti State Univeristy Vice Rector on accountability in the provision of water in Haiti.

"When it comes to public service delivery, the human right of citizens to have a say in public decision-making is fundamental to sustainable development. (…) This is equally relevant for Member States of all regions of the world, from both the global North and the global South."

Yves Leterme, Secretary-General, International IDEA.

At the high level side-event,"Good Governance, Democracy and the Rule of Law in the Post-2015 Development Agenda" 22 September 2014, in New York.

Advocating for democracy in the global development agenda

High Level Side Event:

Good Governance, Democracy and the Rule of Law in the Post-2015 Development Agenda

On the occasion of the opening of the 69th Session of the United Nations General Assembly. Hosted by International IDEA, Botswana and Norway.

New York, 22 September 2014

Fourth High Level Meeting of the Inter-Regional Dialogue on Democracy

Co-organized by the Organization of American States (OAS) and International IDEA.

Washington DC, USA, 16-17 October 2014.

The Open Working Group process:

One of the main outcomes of the United Nations Conference on Sustainable Development (Rio+20), held in Rio de Janeiro in June 2012, was the agreement to develop a set of universal and globally relevant sustainable development goals (SDGs). In January 2013, an Open Working Group (OWG) of the General Assembly was tasked with preparing a proposal of SDGs. The OWG held sessions from March 2013 to July 2014. The Group's proposal of goals were considered by the General Assembly as a basis for the broader post-2015

Mixed results for democracy goal

Throughout the OWG process, International IDEA advocated a democratic governance perspective in the definition of the SDGs by organizing side events and informal debates; making statements and producing analysis. The sub-text of the intergovernmental negotiations on the SDGs framework revolved around, implicitly or explicitly, the avoidance of issues perceived as the possible source of new political conditionality, for instance, or the priority placed on domestic versus global governance reforms. UN Member states did not agree on a stand-alone goal on democratic governance, although they referred to just and democratic societies in the preamble to the SDG framework. However, this weakness was partly compensated for by the inclusion of such goals, and some corresponding targets, as SDG #5 on gender equality and the empowerment of women and girls, SDG #10 on reducing inequality and SDG #16 on peaceful inclusive societies, access to justice and effective, accountable and inclusive institutions.

Next round: focus on accountability

The ongoing round of UN negotiations on the post-2015 development framework should address democratic accountability for the implementation of the new agenda. What is needed are accountable, responsive, transparent institutions that deliver on the SDGs . This would give an answer to the call of more than 3.3 million of the over 7.2 respondents to a UN-led survey from all regions of the world, who voted an honest and responsive government to be among their top four priorities for the future. IDEA's experience shows that people centered and citizen-led assessments provide a reliable means for measuring the quality of institutions and processes in all countries and regions of the world.

by Massimo Tommasoli, International IDEA
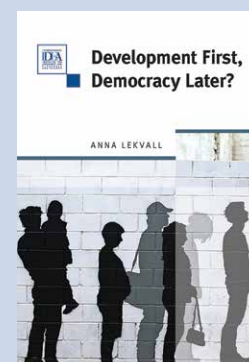
High-Level Side-Event on " Good Governance, Democracy and the Rule of Law in the Post-2015 Development Agenda"

Development First, Democracy Later?

2014, 152 pp

This book explores how politics and democracy plays out in reality in Africa as the major aid-receiving continent. The book poses some serious questions on the way the aid system is built and argues for substantive changes in the aid landscape. This publication is written as an outspoken, insider's account. It aspires to be broadly accessible, engaging and to provoke debate on an issue which is still, remarkably, swept under the carpet.
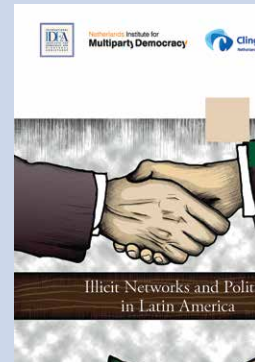
Money in politics

Illicit Networks and Politics in Latin America (Spanish and English)

2014, 324 pp

Co-publishers: Netherlands Institute for Multiparty Democracy (NIMD) and Netherlands Institute of International Relations (Clingendael Institute)

Organized criminal networks are global phenomena. Why are they successful? How to protect the democratic fabric from their detrimental effect? This book focuses on experiences in Colombia, Ecuador, Guatemala, Honduras and Peru.

Funding of Political Parties and Election Campaigns: A Handbook on Political Finance

*2014, 485 pp*p

This handbook addresses the problems of money in politics by analyzing political finance regulations around the world and providing guidance for reform. The chapters are divided by region; each assesses the current state of regulations in relation to its challenges and offers a series of recommendations to tackle the identified shortcomings. This contextual approach has the benefit of revealing regional trends and patterns. An additional chapter focuses on gender, reflecting the reality that women remain grossly under-represented in politics, and how the increasing influence of money in politics perpetuates this inequality.

Money's influence contested

While 2014 was in many ways a celebration of democracy: some of the world's largest democracies such as India, Indonesia, Brazil and the European Parliament held general and presidential elections. These, and other elections in the world, also saw many reports of corruption, fraud and the influence of dirty money. As a result of money's influence over politics, citizens and political leaders in both young and long-established democracies are raising their voices against the fact that dependency on money increases the risk of the influx of illicit finance, gives advantages to wealthy candidates and limits women's ability to compete on equal terms with men. Allowing big money to talk in politics undermines the principle of one-person-one-vote, as some voters or special interests can afford to make politicians beholden to their cause.

International IDEA's institute-wide initiative

Building on the past ten years of research and operational work into the role of money in politics, International IDEA has formed an institute-wide initiative around the topic. In 2015, regional conferences as well as research and advisory work will culminate in a "Global Conference on Money in Politics", to be held in Mexico City on 3 - 5 September 2015.

UPCOMING

Global Conference on Money in Politics

Mexico City 3 – 5 September, 2015

Hosted by International IDEA and the Electoral Court of the Federal Judiciary of Mexico.

International IDEA's publications in 2014

Electoral Processes

International Obligations for Elections: Guidelines for Legal Frameworks
2014, 364 pp
ISBN 978-91-87729-56-0

Electoral Management Design: Revised Edition
2014, 480 pp
ISBN 978-91-87729-66-9
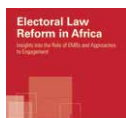
The Use of Open Source Technology in Elections
2014, 64 pp
ISBN 978-91-87729-68-3

Improving Electoral Practices: Case Studies and Practical Approaches
Co-publisher: the Community of Democracies
2014, 240 pp
ISBN 978-91-87729-67-6

Electoral Law Reform in Africa: Insights into the Role of EMBs and Approaches to Engagements
2014, 40 pp
ISBN 978-91-87729-77-5

Social Media: A Practical Guide for Electoral Management Bodies
English, Arabic, French and Myanmar
2014, 52 pp
ISBN 978-91-87729-13-3

Political Participation and Representation

Political Parties and Citizen Movements in Asia and Europe
Co-publishers: the Asia-Europe Foundation (ASEF) and the Hanns Seidel Foundation
2014, 218 pp
ISBN 978-91-87729-71-3

Funding of Political Parties and Election Campaigns: A Handbook on Political Finance
2014, 485 pp
ISBN 978-91-87729-24-9

Political Party Finance Regulation: Constitutional reform after the Arab Spring
2014, 142 pp
ISBN 978-91-87729-55-3

Illicit Networks and Politics in Latin America (Spanish and English)
Co-publishers: Netherlands Institute for Multiparty Democracy (NIMD) and Netherlands Institute of International Relations (Clingendael)
2014, 324 pp
ISBN 978-91-87729-70-6

Les partis politiques dans la construction de la démocratie en Haïti
(Political Parties in Democracy Building in Haiti)
2014, 180 pp
ISBN 978-91-87729-52-2

Atlas of Electoral Gender Quotas
Co-publishers: the Inter-Parliamentary Union and Stockholm University
2014, 268 pp
ISBN 978-91-87729-09-6

Democracias en movimiento: Mecanismos de democracia directa y participative en América Latina
Co-publisher: Universidad Nacional Autónoma de México
2014, 348 pp
ISBN: 978-607-02-5407-9

Political Parties in Africa through a Gender Lens
2014, 10pp
ISBN: 978-91-87729-05-8

La calidad de las democracias en América Latina: Informe para IDEA Internacional
(The State of Democracies in Latin America: An International IDEA report)
2014, 148 pp
ISBN 978-91-87729-60-7

Constitution-Building Processes

**Constitution Building:
A Global Review**
2014, 82 pp
ISBN 978-91-87729-61-4

**Rule of Law and Constitution Building:
The Role of Regional Organizations**
2014, 236 pp
ISBN 978-91-87729-63-8

**Semi-Presidentialism as Power Sharing:
Constitutional Reform after the Arab
Spring**
*Co-publisher: the Center for Constitutional Transitions at
NYU Law*
2014, 168 pp
ISBN 978-91-87729-41-6

**Constitutional Courts after the Arab
Spring: Appointment Mechanisms and
Relative Judicial Independence**
*Co-publisher: the Center for Constitutional Transitions at
NYU Law*
2014, 138 pp
ISBN 978-91-87729-40-9

**The Constitution of India: An Unofficial
Translation**
Co-publisher: the Embassy of India to Egypt
2014, 320 pp
ISBN 978-91-87729-76-8

A series of Primers on Constitution Building

First 10 Primers published in 2014. More planned for 2015.

1. *What is a Constitution? Principles and Concepts*
2. *Constitution Building Primer: Constitutional Amendment Procedures*
3. *Constitution Building Primer: Limitation Clauses*
4. *Bicameralism (legislature with two chambers)*
5. *Direct Democracy*
6. *Judicial Tenure, removal, immunity and accountability*
7. *Judicial Appointments*
8. *Constitutional Monarchs in Parliamentary Democracies*
9. *Non-Executive Presidencies in Parliamentary Democracies*
10. *Social and Economic Rights*
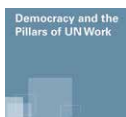
Videos: Constitutions Made Simple

1. *What is a constitution?*
2. *How are constitutions made?*
3. *Why do constitutions matter?*

Democracy and Development
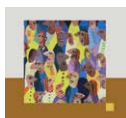
Development First, Democracy Later?
2014, 152 pp
ISBN: 978-91-86565-99-2
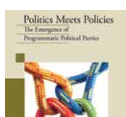
**Democracy and the pillars of the UN's
work**
Four discussion papers

**Democracy and Gender Equality: the
Role of the UN**
2013, 56 pp
ISBN 978-91-86565-90-9

**Democratic Accountability in Service
Delivery: A Practical Guide to Identify
Improvements through Assessment**
2014, 91 pp
ISBN 978-91-87729-73-7

**Politics Meets Policies: The Emergence
of Programmatic Political Parties**
2014, 122 pp
ISBN: 978-91-87729-42-3

**Democracy and Development: the Role
of the UN**
2013, 56 pp
ISBN 978-91-86565-91-6

Democracy and Human Rights
2013, 52 pp
ISBN 978-91-86565-89-3

Democracy, Peace and Security
2013, 70 pp
ISBN 978-91-86565-84-8

**La política al encuentro de las
políticas: El surgimiento de partidos
programáticos**
2014, 160 pp
ISBN: 978-91-87729-75-1

**Assessing Democratic Accountability
In Service Delivery: A Summary Report
of the Pilot Assessment in Waste
Management Service Delivery in Malawi**
*Co-publisher: the Office of the Ombudsman, Republic of
Malawi*
2014, 32 pp
ISBN 978-91-87729-64-5

International IDEA's databases and networks in 2014

1 - Voter Turnout Database
http://www.idea.int/vt/

The "Voter Turnout Database" contains the most comprehensive global collection of voter turnout statistics.

»   Where is voting compulsory?
»   How many people vote in Brazil?

2014 Statistics

370,892 users, growth (from 2013): 26%.

2014 Updates

The new "Voter Turnout Analyzer" is a tool that lets users produce graphics in different formats to illustrate statistics on voter participation. All graphs and charts can be saved as images for use online/offline or sharing in social media. A Spanish language version is now online.

2 - Electoral System Design Database
http://www.idea.int/esd/search.cfm

"Electoral System Design" is a database of current electoral systems which contains data for more than 200 countries world-wide.

»   How are votes counted in different electoral systems?
»   How can electoral systems increase the representation of women?

2014 Statistics

44,611 users, growth (from 2013): 28%.

2014 Updates

Continuous.

3 - Electoral Management Design Database
http://www.idea.int/elections/emd/electoral-management-design-database.cfm

The "Electoral Management Design Database" contains data on EMBs in various countries, with information including number of members and term of office.

»   How are electoral commissions organized in different countries?

2014 Statistics

641 users, growth (from 2013): 62%.

2014 Updates

Continuous.

4 - ICT in Elections Database
http://www.idea.int/elections/ict/index.cfm

Information and Communication Technologies (ICTs) can help to speed up and streamline several procedures in the electoral cycle, such as the registration of voters, casting the vote, processing of results, and many other processes. However, technologies can also create complex challenges to election operations.

»   Which technologies are being used to speed up the registration of voters, casting the vote and processing of results?

2014 Statistics

Database created in 2014.

2014 Updates

Database created in 2014.

5 - Direct Democracy Database
http://www.idea.int/elections/dd/search.cfm

The "Direct Democracy Database" provides an in-depth analysis of direct democracy instruments used in various countries.

»   What are the specific types of direct democracy instruments and what is the legal basis for them?
»   How do we strengthen citizens' active participation in political decision-making?

2014 Statistics

3,639 users, growth (from 2013): 2%.

2014 Updates

Database has been updated and expanded. It provides detailed data on direct democracy in more than 180 countries.

6 - Electoral Justice
http://www.idea.int/elections/ej/

The "Electoral Justice" database assists stakeholders in knowing and comparing how election-related disputes are handled.

»   How can a political party, a candidate or citizens process their elections-related complaint?

2014 Statistics

3,598 users, growth (from 2013): 186%.

2014 Updates

The database has been updated and expanded. It provides detailed data on how electoral dispute mechanisms are organized in more than 170 countries.

7 - Voting From Abroad
http://www.idea.int/elections/vfa_methodology-and-sources.cfm

The ability of people who are outside their home country when an election takes place to exercise their right to vote has long been an issue in electoral design and management. The "Voting From Abroad" database provides global comparative data on world-wide practices of how out of country voting practices are organized.

»   How can people vote from abroad?

2014 Statistics

1,117 users, growth (from 2013): 10%.

2014 Updates

Continuously updated

8 - Civic Education Database
http://civiced.idea.int/public/viewSurvey.jsp?sId=4032005

The greater an individual's civic knowledge, the more likely they are to participate in public affairs. Search this data, by country and indicator, from a five-year research project on civic education in 35 different countries.

The database is run in partnership with the University of Montreal.

9 - Political Finance Database
http://www.idea.int/political-finance/

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?

2014 Statistics

23,481 users, growth (from 2013): 22%.

2014 Updates

The database has now also been translated into Spanish.

10 - Gender Quotas
http://www.quotaproject.org/

» What types of gender quotas have been used in other countries?
» Do they work?

Run by International IDEA, the Inter-Parliamentary Union, and Stockholm University.

2014 Statistics

47,525 users, growth (from 2013): 39%.

2014 Updates

Continuous.

11 - ConstitutionNet
http://www.constitutionnet.org/

The "ConstitutionNet" database supports legislators, constitutional lawyers and other constitutional practitioners in finding useful and relevant information and sharing knowledge

» Who should write a country's constitution?
» Should reproductive rights be protected in a constitution?
» Why do coups happen?

Run by Internatinoal IDEA and the Government of Norway.

2014 Statistics

159,000 visits in 2014, growth (from 2013): 136%; growth (from 2012): 460%.

2014 Updates

+ 204 new documents and + 816 news and analysis posts, 11 editions of the new series *Constitution Primers*.

12 - iKnowPolitics
http://iknowpolitics.org/en

Provides practical information and comparative experience for candidates, political parties, election officials interested in advancing women in politics.

» How to organize a political campaign with limited funds?
» Do women make political parties more successful?

2014 Statistics

90,846 users, growth (from 2013): 146%.

2014 Updates

Content across the language groups (Arabic, English, French, Spanish) and content types (news articles, interviews, knowledge resources) almost doubled in 2014.

13 - Agora
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 parliaments curb corruption?

2014 Statistics

11,000 monthly page views, growth (from 2013): 10%.

2014 Updates

Continuously updated.

14 - ACE - The Electoral Knowledge Network
http://aceproject.org/

Next to providing customized information from a database, ACE is a platform for peer-to-peer advise through a network of over 1,000 active members from the field of elections.

» What are the best practices of election audits?
» What laws are used to regulate campaign finance?

Operated in partnership with: Electoral Institute for Sustainable Democracy in Africa (EISA), Elections Canada, the National Electoral Institute of Mexico (INE), International Foundation for Electoral Systems (IFES), The Carter Center, United Nations Department of Economic and Social Affairs (UNDESA), United Nations Development Programme (UNDP), and the United Nations Electoral Assistance Division (UNEAD).

2014 Statistics

Monthly site visits to the database: 103,440 (2014) from 61,114 (2013). Monthly visits to the Practitioners' Network: 1,890 (2014) from 1,040 (2013).

2014 Updates

International IDEA's contributions in 2014 included: translations of topical databases into Arabic and French, new focus areas on citizen observations and on international electoral observation and a focus area on e-voting.

15 - BRIDGE
http://www.bridge-project.org/en/

"BRIDGE-Building Resources in Democracy, Governance and Elections" is a modular professional development program with a particular focus on electoral processes.

» Which technologies are being used to speed up the registration of voters, casting the vote and processing of results?

Operated in partnership with Australian Electoral Commission (AEC), IFES, UNDP and UNEAD.

16 - State-of-Democracy Network
http://www.idea.int/sod/index.cfm

The State of Democracy (SoD) assessment methodology empowers citizens to assess their own democracy and to identify policy steps needed to improve the quality of that democracy.
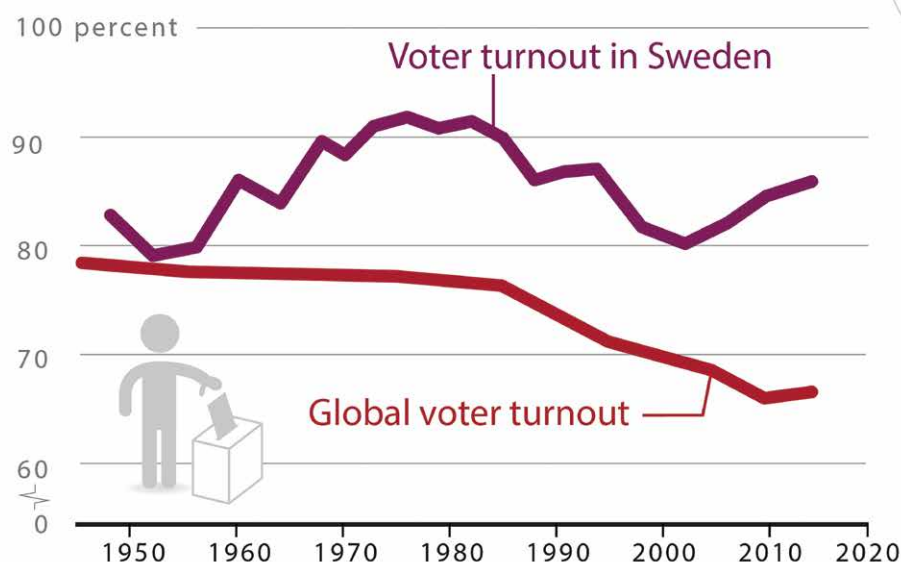
IDEA's most popular infographs in 2014

COMPULSORY VOTING IN THE WORLD

- **Countries with no compulsory voting**
- **Countries having compulsory voting**
- **Countries having no elections**

Compulsory voting is one of the solutions that nations apply to keep voter participation high. Effectively, voter participation is on average just over 7 % higher when it is compulsory. However, this is a source for heated debate raising questions about the genuine intention to vote and quality of the vote, among other concerns. Nevertheless, in nearly 13% of countries in the world today, voting is compulsory.

VOTER TURNOUT TRENDS IN SWEDEN

Voter turnout in Sweden

Global voter turnout

Source: www.idea.int/uid

IDEA provides continuous reports about the trends in voter participation around the world. This example shows the rate of voter turnout in Sweden in the last 66 years compared to global trends. Sweden has experienced much higher than average rates of voter participation since 1960s, and contrary to the global trend, has seen voter participation rise since 2002.

Introduction

Featured Results

Global Programme

Africa

Asia & the Pacific

Latin America & the Caribbean

West Asia & North Africa

Institutional Management

Annexes

Electoral Processes

International IDEA's Partners

The AU Commission, UNDP, UNAD, IFES, the Electoral Integrity
Project, the ACE partnership, Electoral Management Bodies (EMBs)

Planned Outcomes 2014

● 1. Elections and the media

Improved capacity among electoral management bodies (EMBs) and other electoral stakeholders to
manage the role of the media throughout the electoral cycle, including social media as catalysts of youth
participation.

Planned Outputs / Achieved Outputs

● 1.1 Policy recommendations developed and presented to EMB officials and electoral assistance providers,
in collaboration with BBC Media Action, on how to help the media play a constructive role
throughout the electoral cycle.

- International IDEA published *Social Media: A Practical Guide for Electoral Management Bodies*. It
was presented at the "EXC-UNDP-Task Force Workshop on Media" in the beginning of April.
Selected chapters have been translated into Burmese.
- The Union Election Commission in Myanmar has held a seminar on the use of social media in
elections to learn about international experience and research.
- Final draft of policy paper on the integration of media and social media into international
electoral assistance programmes expected by end of February 2015; plan finalized regarding online
publication of the paper in February 2015.

● 1.2 Film on social media as catalysts of youth participation in electoral processes scripted and ready for
filming.

- International IDEA produced the scripts for a documentary film on the role of social media in
political financing. The film is expected to be produced and released in 2015.

● 2. Unified database (UID)

Increased access to information on national electoral practices and legislation around the world for
practitioners, legislators, civil society organizations (CSOs), academia, research centers, media and other
actors involved in policy-making, research, communications and advocacy.

Planned Outputs / Achieved Outputs

● 2.1 Elections-related databases within International IDEA's Unified Database (UID) updated to reflect
all new elections and electoral law reforms taking place in 2014, start collecting data on trends in
the use of information and communication technologies (ICT) in electoral processes, add new data
categories to existing databases, and start developing time series data on electoral system design and
voting from abroad databases.

- International IDEA updated all of its election-related databases (Direct Democracy, Electoral
Justice, Electoral Management Design, Electoral System Design, Gender Quotas, ICTs in
Elections, Political Finance, Voter Turnout, Voting from Abroad) and translated them into
Spanish.
- Database on New Technologies in Elections: International IDEA is continuing the data collection
on trends in the use of information and communication technologies (ICT) in electoral processes.
It currently lists entries from more than 100 countries.
- International IDEA launched the expanded and updated "Electoral Justice" database in November.

● 2.2 Database promoted among academic and practitioner networks related to democracy, through
dissemination of online information, translations, coded data files and other materials.

- In 2014, International IDEA promoted the UID:
  - Through the dissemination of improved graphics and infographics on Facebook and Twitter.
  - By translating the "Voter Turnout Analyzer" application into Spanish and disseminating
it in practitioners' communities. This application lets users produce infographics on voter
participation and thus share their data online and offline.

Social Media: A Practical Guide for Electoral Management Bodies

This guide is intended to inform electoral management bodies about the ways in which social media can be used to increase the participation of the electorate and improve transparency and trust throughout the electoral cycle (available in English, Arabic, French and Myanmar).

Elections related databases: More than 1,200 visitors per day

International IDEA's elections-related databases were consulted by over 450,000 visitors during 2014, which is a 27% increase compared to 2013.

Electoral justice – database expanded and updated

International IDEA expanded and updated its database on electoral justice.

The Use of Open Source Technology in Elections

The introduction of open source software in election technology is not yet advanced. This guide shows that the use of Open Source Technology (OST) may contribute to increased transparency in the electoral process and consequently greater trust in the election process and its results.

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*

Progress on Planned Outputs   ● *Fully Achieved*   ◐ *Partially Achieved*   ◑ *Postponed*   ⊘ *Cancelled*

- By translating four out of six elections-related databases into Spanish. The content of the two remaining databases was translated during 2014 and integration of this translation will be done in early 2015.
- By developing coded data files and relevant codebook for the Voter Turnout database, and promoting in user communities via targeted emails and social media.

3. Elections and ICT

Increased knowledge on the use of information and communication technologies in electoral processes among electoral stakeholders including policy-makers, practitioners, researchers, and civil society advocates.

Planned Outputs / Achieved Outputs

3.1 One publication on selected aspects of ICT in electoral processes developed, as per the needs identified in coordination with the sub-working group of the Declaration of Principles for International Election Observation on the use and observation of ICT in elections.

- International IDEA is continuing its research on the use of ICT technology in electoral processes and held a seminar on open source technology for elections - combined with the instant-publishing method "booksprint". As a result, the publication *Open Source Technology in Election Administration* is available online.
- International IDEA presented this research at the "Council of Europe e-voting Recommendations Review Meeting" and at the "EVOTE2014 Conference in October". Future collaboration with the Council of Europe on open-source technology has been envisaged.

4. Electoral management and reform

Availability of updated comparative knowledge on electoral management design to electoral stakeholders including policy-makers, practitioners, researchers, and civil society advocates.

Planned Outputs / Achieved Outputs

4.1 Second edition of the *Electoral Management Design* handbook developed and published.
- International IDEA updated, revised and published its *Electoral Management Design* handbook.
- Readers will find significantly expanded sections on the role of gender, professional development and the use of technology in elections. The handbook has been widely shared through International IDEA's network.

4.2 Topic area of "electoral management design" in ACE Encyclopedia updated.
- As part of International IDEA's contribution to the ACE Network, the peer reviewed and partner approved texts of electoral management design are available the ACE Encyclopedia and the topic area has been fully updated.

5. Electoral management and reform

Increased awareness among electoral authorities and stakeholders in participating states of the Community of Democracies of best practices for locally-owned electoral reform communications and advocacy.

Planned Outputs / Achieved Outputs

5.1 Ten national case studies of electoral processes, focusing on issues such as EMB professionalism, political finance regulation and the participation and representation of women and marginalized groups, produced and disseminated through the Community of Democracies Working Group on Elections.
- The case studies were produced and the book, *Improving Electoral Practices: Case Studies and Practical Approaches,* was published at the end of 2014.
- The book will be launched during the meeting of the Governing Council of the Community of Democracies, which will be held on 5 March 2015 at the sidelines of the Human Rights Council Meeting at the Palais des Nations in Geneva, Switzerland.

6. Electoral management and reform

Enhanced understanding by legislators, political parties, EMBs and civil society of the legal obligations they have themselves committed to in the field of elections.

Planned Outputs / Achieved Outputs

6.1 Second edition of the *International Electoral Standards: Guidelines for reviewing the legal framework of elections produced with enhanced focus on international elections obligations,* published in traditional hardcopy format and innovative web formats, and disseminated through targeted participation in events.
- International IDEA published and launched the *International Obligations for Elections: Guidelines for Legal Frameworks* at the UN in New York on 28 October 2014, in an event in which participated the UN Under-Secretary-General for Political Affairs, Jeffrey Feltman, the CEO of the Carter Center Ambassador Mary Ann Peters and the Secretary-General of International IDEA, Yves Leterme.

7. Elections and conflict

Improved capacity of national stakeholders, including EMBs, security sector agencies and CSOs, to manage electoral risks, including the risks of electoral violence.

Planned Outputs / Achieved Outputs

7.1 Technical advice and capacity strengthening provided to EMBs and other actors (including security sector agencies and CSOs) involved in using the ERMTool, notably in Africa.

- During 2014, International IDEA presented the Electoral Risk Management Tool (ERMTool) to electoral management bodies in: Myanmar, Tunisia, Tanzania and Zanzibar, and the Democratic Republic of Congo. In addition, the ERMTool was introduced to multiple EMBs through workshops organized for the Southern African Development Community and for electoral management bodies in the WANA region.
- International IDEA provided training and support in the application of the ERMTool to the electoral management bodies of Nigeria, Tunisia, Libya, Tanzania and Zanzibar. Training was also provided to the recently established Electoral Risk Management Unit in Nepal where the ERMTool is used in the post-election phase.

7.2 ERMTool updated based on lessons learned from national experiences in implementing it.

- Based on user feedback and requests, International IDEA improved the ERMTool software to allow use of the Nepalese, Myanmar, Thai and Arabic scripts.
- A major technological upgrade of the ERMTool's software was initiated in 2014 and will be carried over to early 2015.

7.3 Practitioner-oriented publication developed jointly with the UNDP on strategies for the prevention and mitigation of electoral violence.

- International IDEA, with UNDP and the Electoral Integrity Project (EIP - Harvard University and University of Sydney) is developing "SAFE", a training module on electoral security for election management bodies, security forces, media and civil society. A pilot workshop took place in Sydney in September with participants from Australia, Nepal and Afghanistan. This work entails development of curriculum with several modules and envisages publication at a later stage.
- The initial plan, relating to a joint publication with the UNDP BCPR was abandoned because the BCPR – who initiated such joint delivery - ceased to exist.

7.4 Exchange of good practices and lessons learned facilitated among past, current and potential future users of the tool.

- International IDEA facilitated peer-to-peer exchange on the ERMTool between the chairman and staff of the Election Commission of Nepal and the Independent Electoral Boundaries Commission of Kenya.
- The Electoral Risk Management Unit in Nepal provided a report on the usage of the ERMTool during the Nepal Constituent Assembly Election 2013.
- International IDEA shared information on the use of the ERMTool in Nigeria in its newsletter.
- EMBs from Kenya and Bosnia and Herzegovina shared experiences with EMBs from the WANA region during a regional workshop.

8. Elections and conflict

Enhanced availability of global comparative knowledge on the management of transitions from authoritarian systems to democracy for leaders and practitioners.

Planned Outputs / Achieved Outputs

8.1 Book, *Transitions Toward Democracy: Learning from Political Leaders* published in English (and Arabic if funding available), and disseminated among leaders and stakeholders in transitional contexts.

- Translations of the book are ongoing for the following languages: Arabic, French and Spanish.
- Copyright issues have been resolved.
- The title of the book is now: *Democratic Transitions: Conversations with World Leaders*

9. Academic resources on elections

Increased availability of post-graduate educational resources on electoral policy and administration.

Planned Outputs / Achieved Outputs

9.1 Model curriculum for a pilot Master's programme in Electoral Processes and Administration (MEPA) published online.

- International IDEA's "Model Curriculum – Master of Electoral Policy and Administration" was released in June 2014.

Units established to manage electoral risks

The Election Comission of Nepal (ECN) succesfully utilized the ERMTool during the 2013 Constituent Assembly elections. In 2014 the ECN instituted an electoral risk management unit that is now fully functional and staffed. The Independent Electoral and Boundaries Commission (IEBC) of Kenya adopted and implemented the ERMTool in 2011 to prepare for and conduct the 2013 general elections. The IEBC fully established its risk management approach in 2014, employing specialized staff and building capacity of Kenyan election officials.

Partnership for Nigeria 2015 general elections

International IDEA signed an MOU with the Independent National Electoral Commission of Nigeria and the African Union Commission about partnership during the preparations and conducting the 2015 general elections in Nigeria. The project is financially supported by The Netherlands Ministry of Foreign Affairs.

High demand for tool to manage electoral risks

70 licenses of IDEA's ERMTool have been issued since 2013, of which 51 were issued in 2014.

Democratic Transitions: Conversations with World Leaders

International IDEA has enlarged the potential audience of this upcoming book, which seeks to inspire a future generation of leaders, by opting for further language editions and publishing houses.

Progress on Planned Outcomes — *Advanced* · *On Track* · *Delayed*

Progress on Planned Outputs — *Fully Achieved* · *Partially Achieved* · *Postponed* · *Cancelled*

9.2 Model curriculum and technical advice provided to academic institutions interested in implementing the Master's programme in Electoral Processes and Administration.

- International IDEA supported a fundraising event of the Scuola Sant'Anna in Washington DC on 18 September. The event registered 16 participants from the OAS, UNDP, US government agencies and US-based democracy NGOs.
- A new MEPA module on conflict and security was piloted by the EIP and UNDP during a workshop in Sydney in September 2014.

9.3 Graduate essay competition on electoral integrity coordinated jointly with the Electoral Integrity Project, and winning essay presented to electoral policy makers at an international conference (conference to be determined on the basis of the topic of the winning essay).

- The annual International IDEA/EIP award for the best graduate student paper on electoral integrity was given to "Beat Me If You Can: The Fairness of Elections in Dictatorships" by Masaaki Higashijima (Michigan State University).
- The winner of the annual graduate essay competition was provided the opportunity to publish the paper and to present it at the EIP workshop, "Citizens, Parties, and Electoral Contexts" held in collaboration with the "Making Democracies Work" project in Montreal on 18 July.

10. ACE Electoral Knowledge Network

Utilization by ACE target audience of ACE knowledge resources.

Planned Outputs / Achieved Outputs

10.1 Updated and published ACE Encyclopaedia topic areas.

- International IDEA supported the activities of the ACE Electoral Knowledge Network throughout 2014, contributing to the following achievements:
  - Translated topical databases into Arabic and French, initiated new focus areas on citizen observations and on international electoral observation and reviewed a focus area on e-voting.
  - Set up new content delivery system allowing faster download of electoral materials and other files from the site for users outside Europe.

10.2 Maintained ACE knowledge resources and web portal.

- Maintained regular contact with organizations for in-links and collaboration on announcements of publications and other materials.
- ACE presentation developed and shared with the Association of Caribbean Electoral Organizations (ACEO) in advance of their 7th Annual General Meeting (AGM) in Paramaribo, Suriname.
- Promotional leaflets were developed with social media outreach efforts conducted weekly. Promotional material was sent to an electoral knowledge fair in the Republic of Korea.
- New procedures for uploading of electoral materials and updating comparative data were established within the new ACE Unit.

11. ACE Electoral Knowledge Network

Utilization by ACE target audience of ACE knowledge services.

Planned Outputs / Achieved Outputs

11.1 Functional and responsive ACE Practitioners' Network.

- Social media outreach was conducted via Facebook and Twitter.
- A new procedure was established whereby automatic email reminders with log-on instructions are sent to recently signed up members of the Practitioners' Network. Similar reminders are sent to members whose membership has expired after one year of inactivity.
- ACE users posted questions on the following topics:
  - NGO/CSO Department in an EMB
  - Factors influencing the performance of biometric voter registration (BVR) systems
  - Establishing a 'Democracy Module' at the Indian International Institute of Democracy and Election Management (IIIDEM)
  - Voting patterns of people with a disability
  - Citizens' groups participating in national or local elections

Constitution Building Processes

International IDEA's Partners

United National Department for Political Affairs, UN WOMEN, GoogleIdeas, Center for Constitutional Transitions, Comparative Constitutions Project, Edinburgh University Law School, Netherlands

Institute of International Relations (Clingendael Institute), International Development Law Organization, Hanns Seidel Foundation, Center for Global Cooperation Research, Forum of Federations, Manuel Giménez Abad Foundation

Planned Outcomes 2014

● 1. Inclusiveness in constitution building

Enhanced knowledge among national and international constitutional practitioners on democratic and inclusive constitution building processes and constitutional design.

Planned Outputs / Achieved Outputs

● 1.1 Capacity strengthening activities facilitated for national practitioners in at least one target country, to be determined in consultation with regional teams based on complementarity with other ongoing constitutional support activities.
- International IDEA provided support for a comprehensive series of capacity building activities in cooperation with the Myanmar Peace Center.
- International IDEA held training and advisory workshops at the request of partners: with government officials in Chile, parliamentarians and civil society in Myanmar and election officials and civil society in Tunisia.
- International IDEA provided research support in day-to-day advice to the Yemen Constitution Drafting Committee.
- International IDEA held a course at Central European University for 24 young actors engaged in constitution building processes in Africa.
- International IDEA provided research support and delivered a report to UNDPA on power-sharing governments.

◐ 1.2 Selected modules identified in consultation with regional teams to be updated, customized to regional contexts and ready for implementation.
- International IDEA had two modules reviewed by a senior constitution building practitioner. Two modules have been professionally copy-edited.

● 1.3 Support provided to the AU in developing tools for upholding constitutionalism and preventing unconstitutional transfers of power.
- International IDEA provided substantive input to a conference on unconstitutional transfers of power and citizen uprisings, held in Pretoria, South Africa in July with high-level AU policy makers and regional experts. The report was submitted to AU policy-making bodies.

● 2. Inclusiveness in constitution building

Increased awareness of issues relating to inclusion in constitution building processes, and/or design for protection of minorities among international practitioners and national practitioners undergoing constitution building processes.

Planned Outputs / Achieved Outputs

● 2.1 Publication on role of minorities and marginalized groups in constitution-building processes produced.
- International IDEA completed a roundtable report on the role of minorities and marginalized groups in constitution-building processes. It was published and is now available on www.constitutionnet.org.

◐ 2.2 Series of case studies on the experience of LGBTI groups in constitution-building processes produced and published online.
- International IDEA completed draft case studies. This work is scheduled to be finalized in Q1 2015.

● 3. Inclusiveness in constitution building

Increased understanding of decentralization processes during constitutional transitions among international practitioners and national practitioners undergoing constitution building processes.

Demand for advisory services in constitution building

International IDEA has received unanticipated requests for advisory services from the Chile Government, Yemen Constitution Drafting Committee and UNDPA.

Marginalized Groups and Constitution Building - A Roundtable Report

This briefing report highlights results from the expert roundtable conference held in the Hague in October 2013 on the theme of constitution building processes and marginalized and minority groups. The discussions were organized in six sessions:

- Gender
- Ethnic minorities
- Religious minorities
- Lesbian, gay, bisexual, transgendered and intersexual (LGBTI) groups
- New technology
- International support

Progress on Planned Outcomes	● Advanced	● On Track	● Delayed	
Progress on Planned Outputs	● Fully Achieved	◐ Partially Achieved	◐ Postponed	⊘ Cancelled

Planned Outputs / Achieved Outputs

3.1 Working-level conference and preliminary reflections on territorial cleavages during constitutional transitions held, in view of an international conference for practitioners engaged in ongoing transitions in 2015.

- International IDEA held a workshop on territorial cleavages during constitutional transitions in Zaragoza, Spain on 28-29 March 2014. There have been delays in the submission of case studies.
- Preliminary findings to be published in Q1 2015.

4. Gender and constitution building

Enhanced capacity of national practitioners to advocate for gender-sensitive constitutions in target countries.

Planned Outputs / Achieved Outputs

4.1 "Gender Audit Tool for Constitutions" produced and disseminated among national practitioners, including in Nepal, Bolivia and Tunisia.

- International IDEA piloted the Gender Audit Tool for Constitutions with partners in Myanmar.
- International IDEA piloted the Gender Audit Tool for Constitutions with Arab world gender experts in the Hague.
- International IDEA expects to finalize the tool in Q1 2015.
- The production of the tool is expected in early 2015.

5. Gender and constitution building

Enhanced availability of comparative knowledge on the gender dimensions of constitution building processes among international and national practitioners undergoing constitution building processes.

Planned Outputs / Achieved Outputs

5.1 Conduct feasibility study and partnership development (with UN Women) for the development of a database of court cases on constitutional provisions for gender equality, to be completed in 2015-2016.

- International IDEA completed a feasibility study for the development of a database of court cases on constitutional provisions for gender equality.
- International IDEA and UN Women agreed to an informal partnership for developing the database.
- Delays are due to reallocating time to the development of the partnership with UNWOMEN – an opportunity which arose during the course of the year.

5.2 Issue paper on common challenges to the implementation of gender-related constitutional provisions developed.

- International IDEA postponed this activity to 2015.

6. Implementation of constitutions

Enhanced capacity of national practitioners to support the effective implementation of constitutions.

Planned Outputs / Achieved Outputs

6.1 Methodology and tools for assessing the implementation of constitutions developed and tested.

- International IDEA developed a pilot-ready methodology and is awaiting tender for an in-country research partner (Q1 2015).

7. Online platform on constitution building

Enhanced availability of online comparative knowledge on constitution-building processes for researchers, members of constitution building bodies and civil society.

Planned Outputs / Achieved Outputs

7.1 "ConstitutionNet" website updated to include an expanded virtual library, more news and analysis on ongoing constitution-building processes, and more documents translated to languages other than the original.

- International IDEA expanded the website by adding 204 new documents and 816 news and analysis posts.

7.2 Series of primers - on topics to be identified in consultation with the UN Department of Political Affairs - produced and published on ConstitutionNet.

- International IDEA produced 11 editions of the new series *Constitution Primers*. They are published on ConstitutionNet and disseminated by UNDPA.

7.3 Constitution building community of experts expanded through the use of ConstitutionNet for information exchange.
- ConstitutionNet has seen significant growth in visitors and downloads. In detail:
  - The website received 159,000 visits in 2014, (+135% compared to 2013, +460% to 2012) and 31,500 document downloads (+240% compared to 2013, +860% to 2012).
  - The website received an average of over 18,000 visits per month in Q4 2014, compared with approximately 9,000 in Q4 2013.
  - 131 new members registered on ConstitutionNet in 2014, increasing the total membership to 692.
  - In 2014, the number of subscribers to the ConstitutionNet newsletter increased by more than 30%, from 764 to 996.

7.4 Technical infrastructure of ConstitutionNet upgraded.
- International IDEA has maintained the infrastructure of ConstitutionNet and performed technical upgrades, including:
  - A complete visual redesign of the site
  - The addition of a mobile version
  - Improved site structure
  - Improved language versions and multi-language system
  - A new newsletter design
  - A new, global content distribution network for faster content delivery and spam reduction
  - The testing of an expert corner feature

7.5 Publication analyzing key trends and events over the year developed.
- International IDEA published and disseminated its first *Annual Global Review of Constitution Building* in 2014.

8. Security sector reform in constitution building

Enhanced access to knowledge resources on security sector reform experiences in constitutional transitions among international and national practitioners undergoing constitution building processes, including in Myanmar, South Sudan and Nepal.

Planned Outputs / Achieved Outputs

8.1 Policy manual on security sector reform in constitution building processes developed.
- International IDEA received 80% of content from contributing authors, for the publication *Policy Manual on Security Sector Reform in Constitution Building Processes*. Due to delays in submission of case studies, publication of the policy manual is expected in Q2 2015.

8.2 Workshop facilitated with constitution building practitioners on comparative experiences with security sector reform.
- International IDEA held a technical workshop in the Hague on 3-4 April 2014, hosted by the Canadian Ambassador at his residence.

9. Informed constitution building

Increased availability of information on constitutionalism and constitutional issues for target audiences who face language or educational barriers in accessing the existing bank of academic knowledge on constitution building.

Planned Outputs / Achieved Outputs

9.1 Online Arabic-language database of constitutional provisions, "Arabic Constitute", developed and made available to constitution drafters in the Arab world, based on the existing English version.
- Google Ideas released the International IDEA-supported "Arabic Constitute" website in December 2014.

9.2 Three films presenting illustrated lectures on basic concepts of constitutionalism produced, published online and disseminated to a target audience of young people, in partnership with UNDP field networks.
- International IDEA completed and released three "Constitutions Made Simple" films online:
  - What is a constitution?
  - How are constitutions made?
  - Why do constitutions matter?
- The videos were produced in English and Arabic. Dissemination is ongoing. The films will be dubbed into Spanish and Hungarian in Q1 2015.

10. Informed constitution building

Increased exchange of comparative experiences in relation to judicial review between practitioners from French-speaking, English-speaking and Portuguese-speaking countries of West Africa.

Which constitutional transitions happened over the year?

International IDEA launched its new publication series on constitution building; an annual review of constitutional transitions around the world, examining themes, trends and issues arising over the past year. **Constitution Building: A Global Review** (2013) came out in November 2014. The **Constitution Building: A Global Review** (2014) will be published in May 2015.

54 constitutions now available in Arabic translations for a broad audience

International IDEA, Google Ideas and the Constitute Project have launched the Arabic language version of Constitute. Through this website, 54 constitutions, including many of the world's most important texts, e.g. constitutions of Germany, South Africa, Canada, India, Kenya, etc. are now searchable, for the first time in the Arabic language, through the use of advanced search functions. The database is free and available here:

How do millions of people write with a single pen?

Watch the video: How are constitutions made?

Progress on Planned Outcomes	Advanced	On Track	Delayed	
Progress on Planned Outputs	Fully Achieved	Partially Achieved	Postponed	Cancelled

10.1   Content developed and preliminary findings shared with regional practitioners towards a handbook on judicial review in West Africa (to be published in 2015), in partnership with the Hanns Seidel Foundation.

- International IDEA co-hosted a workshop at the University of St Louis, Senegal, with participants from across West Africa to examine different mechanisms for judicial review of constitutions in the various Francophone, Anglophone and Lusophone systems. The workshop gathered 25 participants, including justices of constitutional courts, former Ministers of Justice, and constitutional law experts in the region.
- International IDEA's contributions to the handbook are 75% drafted, but there are delays from other partners. The content is scheduled to be finalized by 28 February 2015.

● 11. Constitutional implementation

Needs assessment conducted for the development of International IDEA's programming in relation to the implementation of constitutions and post-conflict constitution building in 2015-2017.

Planned Outputs / Achieved Outputs

11.1   Hold a workshop with partners to identify key issues, trends and needs in relation to the implementation of constitutions.

- In order to build future research in the field of constitution building processes, International IDEA hosted the workshop "The Judiciary and Constitutional Transitions" in November in Den Haag. The workshop was co-organized with the International Development Law Organization, and included participants from India, Indonesia, South Africa, Kenya, Chile, Hungary, Egypt, Libya, Tunisia, South Sudan and Somalia.
- International IDEA will publish the report in Q1 2015.

11.2   Hold a workshop with partners to identify key issues, trends and needs in relation to constitution building in post-conflict environments, in partnership with the University of Edinburgh.

- International IDEA, together with the Edinburgh Centre for Constitutional Law and the Global Justice Academy at Edinburgh University, convened a group of experts and practitioners to launch research into the use of Interim constitutional arrangements in post-conflict settings.
- International IDEA will publish the discussion report in Q1 2015 and a policy paper in Q4 2015.

Political Participation and Representation Processes

International IDEA's Partners

The Netherlands Institute for Multi-Party Democracy (NIMD), Centre for Multiparty Democracy (CMD), Oslo center for Peace and Human rights, Natural resources government institute, Electoral commissions of Bhutan and Myanmar, OECD, Parliamentarians, Independent electoral and boundaries commission (Kenya), Office of registrar of political parties (Kenya) and the Tribunal of Electoral Justice of Mexico.

Funding of Political Parties and Election Campaigns: A Handbook on Political Finance

This handbook addresses the problems of money in politics by analyzing political finance regulations around the world and providing guidance for reform.

Planned Outcomes 2014

● 1. Laws governing political parties

Increased awareness among either enforcement agencies or policy makers of the options and considerations related to political finance reform.

Planned Outputs / Achieved Outputs

1.1   Initial development of a practical tool on political finance reform for either EMBs and other enforcement agencies or policy makers.

- Finalization of the handbook on political finance took longer than expected and was prioritized over this activity. However, International IDEA has started the needs assessment.

● 2. Laws governing political parties

Increased access to comparative data on political finance and by academia, democracy assistance providers and enforcement agencies on a global level.

Planned Outputs / Achieved Outputs

2.1   Database on political finance updated and promoted through conferences, events and social media.

- International IDEA updated the database on political finance for ten countries. The database was presented at a workshop for its Nordic political party assistance providers in Helsinki (September).

2.2   Publication on political finance launched and disseminated.

- International IDEA launched the *Funding of Political Parties and Election Campaigns: A Handbook on Political Finance* at the Australian Political Studies Association (APSA) conference in Sydney, at the Council of Europe in Strasbourg, at the OECD in Paris, at a FEMBOSA conference in Kathmandu, and at the OSCE/ODIHR in Warsaw as well as through a publicity campaign which included a lively Twitter debate on money in politics.
- A draft Spanish translation was finalized. Editing, proofreading and printing to be finished in mid-2015.

3. Laws governing political parties

Increased awareness among donors and democracy assistance providers about the problems and possible solutions related to political finance.

Planned Outputs / Achieved Outputs

3.1   Policy brief on political finance produced, translated into Spanish and disseminated among democracy assistance providers and donors.

- Findings from the policy brief on political finance were presented in Helsinki, online/through social media, and at internal presentations.
- The policy brief was finalized in January 2015.

3.2   Policy options promoted through a global conference on political finance, to be held in Latin America.

- A conference on political finance was co-organized with the Organization for Economic Co-operation and Development (OECD) and OAS in Paris in December, and was attended by high-level politicians, regulators, academics and policy makers from across the globe.

4. Laws governing political parties

Increased understanding of matters related to party law among a variety of stakeholders, including political parties and international organizations.

Planned Outputs / Achieved Outputs

4.1   Advice on party law provided upon request.

- International IDEA provided a comparative analysis, on request from the *Mail & Guardian* newspaper of South Africa, of the status quo of political finance in South Africa, published in the paper with a readership of almost 500,000. International IDEA was also interviewed by the *New York Times* (on India) and by the Brazilian magazine *Veja* (circulation of 1 million). The *Hindustan Times* quoted International IDEA's database (circulation of 1.3 million).
- International IDEA also published an op-ed on OpenDemocracy.org on the European Parliament elections, and on Nigerian election spending in a Nigerian political finance newsletter.
- International IDEA responded to requests for technical assistance on political finance from Myanmar, Kenya, New-South Wales and Bhutan.

5. Inter-party dialogue

Enhanced capacity of political parties to conduct effective dialogues with civil society in policy-making debates, with focus on Haiti, Kenya and Nepal.

Planned Outputs / Achieved Outputs

5.1   Political party dialogue training module piloted in at least two countries, most likely Haiti, Kenya and/or Nepal.

- The "Political Party Dialogue Training Module" was piloted on 13-18 December in Kenya, with participation from Kenya, Uganda and South Sudan. Application of the Module expected in 2015 in Nepal (16-21 March 2015), and Zambia (2nd quarter).

5.2   Capacity strengthening workshops facilitated for political parties and civil society representatives on dialogue processes, dynamics and management in at least two countries, most likely Haiti, Kenya and/or Nepal.

- A political party dialogue workshop was organized between 52 out of 140 political parties in Haiti. The workshop resulted in the creation of a Comité d'Ethique by Political Parties, which is dedicated to finding agreement on a code of ethics for the much needed dialogue with the electoral commission.

Progress on Planned Outcomes	🟢 *Advanced*	🟡 *On Track*	🔴 *Delayed*	
Progress on Planned Outputs	⚫ *Fully Achieved*	◑ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Dialogue training module

The "Political Party Dialogue Training Module" will be finalized in 2015 after piloting and contributions from experienced politicians and dialogue facilitators in Kenya and Nepal are incorporated. A public good, it can now be used by any institution worldwide. International IDEA and NIMD can provide training, if requested. During training, the more extensive information in the "Political Party Dialogue: A Facilitator's Guide" (2013) is used as a reference.

Haitian guidebook: Favoriser le dialogue politique entre les partis politiques et le Conseil électoral

This guide addresses the lack of trust between political parties and the electoral commission, which is creating political instability in Haiti. It is based on the **Political Party Dialogue: A Facilitator's Guide** (2013) and features comparative experience from Mexico, South Africa, Jamaica and Nepal.

Dialogue brief

International IDEA's policy brief on inter-party dialogue, available in English, French and Arabic, provides succinct recommendations on the topic of political party dialogue.

Dialogue entre partis politiques: guide du facilitateur

International IDEA's **Political Party Dialogue: A Facilitator's Guide** is now translated into French and Arabic.

Political Parties and Citizen Movements in Asia and Europe

Co-publishers: the Asia-Europe Foundation (ASEF) and the Hanns Seidel Foundation

The study analyzes cases from Germany, India, Norway, Sweden, Spain, Philippines, Poland, Romania and Vietnam.

5.3 Evaluation of the training module conducted, lessons learned identified and module reviewed accordingly before public sharing in 2015.
- International IDEA and NIMD have reviewed the training module, identified lessons learned and revised the module accordingly.

● 6. Inter-party dialogue

Enhanced awareness and application of International IDEA's knowledge materials on political party dialogue among political parties and party assistance providers.

Planned Outputs / Achieved Outputs

6.1 Political Party Dialogue: A Facilitator's Guide (2013) launched and workshops facilitated to discuss its application in regional or national contexts.
- The *Political Party Dialogue: A Facilitator's Guide* (2013), co-produced by International IDEA, NIMD and the Oslo Center, has been transposed to the situation in Haiti. The newly developed Haitian guide focuses on dialogue between Haitian political parties and the electoral commission.
- International IDEA and NIMD translated the *Political Party Dialogue: A Facilitator's Guide* (2013) into Arabic and presented it in Tunisia for an audience of politicians from the WANA region. A similar guide book, giving comparative dialogue experience from the WANA region, has been requested by Tunisian stakeholders.
- International IDEA and NIMD translated the *Political Party Dialogue: A Facilitator's Guide* (2013) into French and presented it in Haiti, with the participation of politicians from Mali and a dialogue expert from Guatemala. The tool was also presented in Senegal with politicians from six Francophone African countries.
- International IDEA extracted recommendations from the Guide and distributed them globally, in the form of a policy brief ("Policy Brief on Inter-party Dialogue") at many occasions.
- International IDEA presented the *Political Party Dialogue: A Facilitator's Guide* to the Club of Madrid meeting hosted by the Oslo Center for Peace and Human Rights in May.

6.2 Policy brief on inter-party dialogue updated, translated and shared online as a public good.
- International IDEA updated and translated the policy brief on inter-party dialogue into French and Arabic and shared them at the launches in Senegal, Haiti and Tunis.

● 7. Citizens' movements and the future of political parties

Enhanced awareness of political parties and assistance providers of the impact of citizen movements on political parties.

Planned Outputs / Achieved Outputs

7.1 Publication on political parties and citizen movements in Europe and Asia launched and discussed among politicians and political party experts.
- International IDEA published the study *Political Parties and Citizen Movements in Asia and Europe*. Its findings have been discussed during Democracy Day event in Brussels and at a "Political Parties Assistance Providers" workshop in Helsinki. This activity was undertaken in partnership with the Hanns-Seidel and the Asia-Europe foundation.

7.2 Case studies on political parties and citizen movements in Latin America, WANA and Africa produced.
- The delay of the publication *Political Parties and Citizen Movements in Asia and Europe* affected the follow-up studies, which were therefore postponed.

7.3 Recommendations for improved responsiveness of political parties in response to citizen movements shared with relevant politicians and political party experts through a policy brief and two workshops.
- International IDEA held workshops on political party assistance in Helsinki (18-19 September) and Brussels (15 September), presenting recommendations for improving responsiveness of political parties.

● 8. Political party organization

Increased interest among political parties in using International IDEA's Policy Position Tool to enhance their programmatic capacities, with a focus on target countries to be determined jointly with NIMD and ProDemos.

Planned Outputs / Achieved Outputs

8.1 Self-assessment methodology developed to help political parties assess their programmatic capacities.
- A pilot test of the self-assessment methodology by Bolivian parties was delayed and will continue in 2015.
- Methodology therefore still in process of being designed.

8.2 International IDEA's "Policy Position Tool" piloted during an electoral process in a country to be determined jointly with NIMD and ProDemos.

- The "GPS Politico: Policy Position Tool" was successfully applied by Peruvian stakeholders before municipal and regional elections. International IDEA and NIMD ensured the buy-in from all relevant electoral candidates who committed policy statements, developed the online questionnaire and ran a publicity campaign.
- A guide describing the process of the "Policy Position Tool", as well as the Lima experience, will be published next year.

9. Political party organizations

Increased interest among political parties in using International IDEA's "Strategic Planning Tool" to understand and analyze their internal planning processes.

Planned Outputs / Achieved Outputs

9.1 International IDEA's Strategic Planning Tool implemented in Kenya and piloted in one other target country (possibly in LAC), to be determined in consultation with NIMD based on complementarity with other ongoing party assistance initiatives.

- Kenya: International IDEA provided training on the tool in 2013 and technical assistance in the actual development of parties' strategic plans. As a result nine Kenyan political parties finalized the drafting of their strategic plans using International IDEA and NIMD's Strategic Planning Tool. The next step will be to monitor the impact of the tool on the work of political parties, in cooperation with the Centre for Multiparty Democracy and the Office of the Registrar of Political Parties.
- Haiti: International IDEA introduced the tool in Haiti (16-20 November). Discussions between political parties in Haiti continued and may lead to contextualizing and using of the Strategic Planning Tool in 2015.
- Ghana: International IDEA introduced the tool in Ghana at the occasion of the political party dialogue on the oil and gas sector (1-2 November).

10. Online platform on political party assistance

Increased availability of global resources to increase the effectiveness of political party assistance.

Planned Outputs / Achieved Outputs

10.1 Available knowledge resources on parliamentary support enhanced and shared with key stakeholder groups through "AGORA" website, including on gender.

- International IDEA provided technical support for further redesign of the AGORA website throughout 2014, including expansion of the website, new languages and access to online parliamentary training.
- International IDEA contributed content to the AGORA website.
- International IDEA held three meetings within the network of political party assistance providers. One on Nordic cooperation in Helsinki, one meeting on results-based management in Stockholm and one meeting on political party regulations in Warsaw.

Peru: The GPS Político

The GPS Politico was a very successful tool employed by the Peruvian electoral authorities, with the participation of political parties, in the run-up to the 2014 municipal and regional elections in Lima. With this web-based application, voters could compare statements by 13 candidates about key policy issues. Although the Lima elections still put much emphasis on personalities, GPS Político successfully improved programmatic voting. Also, elected candidates can now be held accountable for their promises. The tool had 12,000 online users and media, academics and further opinion leaders publicly applied the tool.

Nine Kenyan political parties have adopted a five-year strategic plan in 2014

The plan contributes to better internal governance, including more transparent management of finances and improved grassroots outreach.

AGORA grows

The Agora webportal has now 11.000 monthly page views, that is 10% more than in 2013. The e-learnimg portal has 223 reigstered users and has just over 2000 page views per month.

State of Democracy

International IDEA's Partners

The Varieties of Democracy Institute (V-DEM), Commonwealth Local Government Forum, Fisipol Universitas Gadjah Mada (Indonesia), Club de Madrid.

Planned Outcomes 2014

1. Citizen-led assessment of democracy

Enhanced access to knowledge resources and tools about citizen-led democracy assessments among democracy organizations and practitioners.

Progress on Planned Outcomes	● *Advanced*	● *On Track* ● *Delayed*
Progress on Planned Outputs	● *Fully Achieved* ◐ *Partially Achieved*	◑ *Postponed* ⊘ *Cancelled*

Handbook for the next decade of local democracy assessments

The **Revised State of Local Democracy Assessment Framework** was launched in February 2014. This handbook responds to practitioners' demands after a decade of application in 11 countries and 60 municipalities. New features include assessing local democracy beyond representation and participation, applying it to both cities and rural communities and paying increased attention to issues of gender, diversity, and conflict and security.

Malawi: Citizens' findings to inform newly elected councillors and Members of Parliament

The launch of the report of citizens' findings at Democracy Day in Mutundi village outside of Lilongwe received large attention. Citizen's findings are to be used to build capacities of newly elected councillors and to inform Members of Parliament.

Planned Outputs / Achieved Outputs

1.1 Website on citizen-led assessments of democracy updated with new content and user-interface.
- International IDEA fully reformed the "State of Democracy" web-platform with new content and a new user-interface. It is currently hosted on a temporary domain, but is expected to relocate soon to the overhauled International IDEA website.

1.2 Existing knowledge resources on State of Democracy (SoD)/ State of Local Democracy (SoLD) disseminated through conferences and targeted presentations.
- International IDEA presented the SoD and SoLD framework at the CLGF conference in Port Moresby, (Papua New Guinea) and at VNG International in the Hague, as well as to visiting guests such as the Bulgaria School of Politics and the University Network for Collaborative Governance in the US.
- International IDEA brought the family of citizen-led assessment frameworks to the attention of partners in Greece, the Ambassador of Kosovo and the Swedish lead researcher in charge of assessing Swedish democracy. Presentations were further given in Brussels, to Local Democracies Agencies (ALDA) and at an expert workshop with the OECD in Paris, "Using Technology to Engage Citizens with Well-being Statistics".
- International IDEA held the workshop "Local democracy today and tomorrow - Learning from global knowledge and practices" in November 2014 at its headquarters with participants from Philippines, Tunisia and Indonesia presenting case studies to explore recent trends, developments and critical factors shaping democracy at the local level. A new community of practice to advocate for better local democracy was initiated at the occasion.

1.3 Training curriculum developed on the citizen led-assessment approach.
- The training module is no longer seen as the most relevant activity by International IDEA. More efforts are to be geared towards informing about the tool of assessments, supporting initiatives to apply them and learning from past assessments and their impact on reform.

1.4 Four policy briefs on citizen-led assessments of democracy produced in cooperation with the SoD Expanded Network and disseminated among international organizations, democracy assistance providers and democracy experts.
- International IDEA published "The citizen-led democracy assessment approach - Lessons that Mongolia offers for the post-2015 development agenda" online and in the International IDEA newsletter as a main feature article on Democracy Day.

1.5 Structure created for an active community of practice on citizen-led assessment processes.
- International IDEA designed a "State of Democracy Knowledge Management System". This is now being implemented under International IDEA's strategic goal to explore democracy at the subnational level, as recommended by the *Medium Term Strategy Review* in 2014.
- International IDEA has initiated a new international community of practice with 25 participants worldwide studying *SoD*.

● 2. Increased citizen input in reform processes

Increased citizen input in national discussions on democratic reform in Botswana, Malawi, Namibia and Tanzania.

Planned Outputs / Achieved Outputs

2.1 Capacity strengthening and ongoing technical advice provided to local assessment teams who will conduct assessments of the quality of democracy in Malawi (SoD), Namibia (SoLD) and Botswana (SoLD).
- The focus of this work was changed due to elections in Botswana, Malawi and Namibia in 2014.

2.2 Recommendations for democratic reform formulated through the reports of the citizen-led assessments in Malawi, Namibia and Botswana.
- In Malawi, the report *Assessing Democratic Accountability In Service Delivery, A Summary Report of the Pilot Assessment in Waste Management Service Delivery in Malawi* was co-published with the Office of the Ombudsman in Malawi. Its launch on Democracy Day, shortly after local elections were held, received much attention by local politicians. It was announced that citizen's findings will be used to build capacities of newly elected councillors and to inform Members of Parliament.

2.3 Advice provided to the Tanzania Centre for Democracy on an action plan to follow up on the recommendations for democratic reform formulated in its assessment of the quality of democracy in Tanzania.
- International IDEA provided support and partnership to the drafting of the Tanzania *SoLD* assessment report from a gender perspective. The report is being developed by the Tanzania Centre for Development (TCD).

2.4 Lessons learned from the citizen-led assessments communicated to policy-makers, development partners and senior politicians in Malawi, Namibia and Botswana through a series of policy briefs.

- International IDEA elaborated the policy brief "Monitoring the Post 2015 Development Agenda: A case for citizen led and owned assessment approaches".

3. Increased citizen input in reform processes

Increased citizen input in national discussions on democratic reform in the context of the 2014 elections in Indonesia.

Planned Outputs / Achieved Outputs

3.1 Advice provided to local partners on an action plan to disseminate and follow up on the recommendations for democratic reform formulated in a 2012 SoLD assessment.

- International IDEA provided support and partnership to the drafting of the report of the *SoLD* assessment in Indonesia. The report, which includes a follow-up plan, was published in November by Polgov Press, by the Research Centre for Politics the Research Centre for Politics and Government of Fisipol Universitas Gadjah Mada.

4. Increased citizen input in reform processes

Increased citizen input in national discussions on democratic reform and the peace process in the Bangsamoro region, formerly ARMM.

Planned Outputs / Achieved Outputs

4.1 Advice provided to local partners on an action plan to follow up on the recommendations for democratic reform formulated in a 2012 SoLD assessment.

- International IDEA followed up on the assessment of democracy at the local level in the Autonomous Region in Muslim Mindanao, conducted by the University of the Philippines National College of Public Administration and Governance) and the Philippine Center for Islam and Democracy in 2013.
- International IDEA contributed to a proposal draft concept note "Support for a Democratic and Peaceful Bangsamoro" for the Sasakawa Peace Foundation.

5. Increased citizen input in reform processes

Increased opportunity for citizen engagement in discussions on democratic reforms in Haiti.

Planned Outputs / Achieved Outputs

5.1 Capacity strengthening and ongoing support provided to local partners in the implementation of a citizen-led *SoD* assessment.

- International IDEA's partners chose to put focus on assessing democratic accountability in service delivery rather than the *SoD*. Consequently, International IDEA, in partnership with the State University, carried out a *SoD* assessment in public water delivery.

5.2 Workshops facilitated to encourage dissemination and debate among political and civil society actors on the recommendations formulated by the *SoD* assessment.

- International IDEA facilitated two one-day workshops (May, August) in which the Rapid Assessment results were discussed with all involved.
- The campaign has started to disseminate and has provoked discussion on results. The objective is to sensitize the Haitian public and politicians about the leverage citizens can gain by holding governments to account for the quality of public service delivery.

6. Increased citizen input in reform processes

Increased citizen input in national discussions on democratic reform in Morocco.

Planned Outputs / Achieved Outputs

6.1 Advice provided to the Association Marocaine de Solidarité et Développement (AMSED) on an action plan to follow-up on the recommendations for democratic reform formulated in a citizen-led assessment of the quality of democracy.

- International IDEA's expert network analyzed the *SoLD* assessments undertaken in Morocco and Tanzania from a gender perspective. A policy brief on gender mainstreaming in citizen-led assessments was published on Women's day.
- The SoLD Morocco report has been translated into English.

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*
Progress on Planned Outputs   ● *Fully Achieved*   ◐ *Partially Achieved*   ◗ *Postponed*   ⊘ *Cancelled*

Democracy and Development

International IDEA's Partners

Natural Resources Governance Institute (NRGI); UNDP Oslo Governance Center; OECD/DAC Governance Network, Effective Institutions Platform; Netherlands Institute for Multiparty Democracy

(NIMD); Overseas Development Institute (ODI); Forum Syd; Swedish Forum for Development Forum; the Swedish Expert Group on Aid Studies; and numerous partners in the regions which are listed under the respective regional programme.

Democratic Accountability in Service Delivery: A Practical Guide to Identify Improvements through Assessment

How accountable are duty bearers in the delivery of public services? International IDEA has launched a new guide to assess democratic accountability in service delivery. The guide is the third in a series of International IDEA's citizen-led assessment tools, following the SoD and SoLD frameworks. It provides a methodology for assessing the extent to which citizens can hold their elected leaders and authorities to account for problems in service delivery. Assessments results are included for use in political dialogue and to initiate reforms.

Malawi: Citizens' findings inform newly elected councillors and Members of Parliament

How programmatic parties pave a way out of crisis

The end of the commodities boom will test not only the economies but also the politics of Latin American countries. There is no doubt that economic and social reforms are in order, but are politicians ready to provide them?

Planned Outcomes 2014

● 1. Democratic accountability in service delivery

Enhanced knowledge about the tool for assessing democratic accountability in service delivery among democracy organizations, practitioners and potential users.

Planned Outputs / Achieved Outputs

1.1 Tool for the assessment of democratic accountability in service delivery distributed and launched.
- International IDEA produced and launched the tool: "Democratic Accountability in Service Delivery - A Practical Guide to Identify Improvements through Assessment".
- International IDEA introduced a rapid application with potential local partners interested in applying the framework to assess democratic accountability in the Philippines with regard to the rehabilitation efforts in the aftermath of the Typhoon Jolanda. Preparations started in 2014, the assessment, in partnership with three Filipino organizations will begin in March 2015.
- The tool was introduced to stakeholders in Indonesia.

1.2 Web platform created for the public sharing of resources on the assessment of democratic accountability in service delivery.
- International IDEA completed the reform of the web-platform (sub-site of idea.int) in terms of content and design. It will go public simultaneously with the relaunch of www.idea.int, planned in 2015.

1.3 Lessons learned from the assessments conducted in different countries collected.
- Lessons learned is an ongoing effort, and the systematic publication has not been finalized.

● 2. Political design for development

Increased knowledge among politicians and policy makers on how particular political institutions, processes and reforms can be designed to promote sustainable human development.

Planned Outputs / Achieved Outputs

2.1 At least two action oriented policy papers on development of particular political institutions, processes and reforms, building on discussion papers, produced, validated, published and shared through dialogues and appropriate forums of regional and international, academic and research fora.
- Pacific Islands States: International IDEA produced two research papers on cabinet duration and on leadership turnover in the Pacific Island States and both were accepted for publication.

● 3. Political design for development

Increased engagement of key think tanks and assistance providers in working on the conditions that lead to programmatic party strengthening.

Planned Outputs / Achieved Outputs

3.1 Greater support to programmatic party development advocated with donors, the research community and party technical assistance providers through book presentations, seminars and editorials in specialized media outlets.
- International IDEA published a book, *Politics Meets Policies*, which analyzes factors that favour the consolidation of political parties based on programmatic platforms.
- International IDEA presented and promoted the book at relevant venues: the University of Stockholm, the Biennial African Studies Conference in London, UK, and the ODI in London, UK.
- The Spanish version was launched at the "II International Congress on Electoral Studies" held in Lima (27-29 November).
- International IDEA's research was published:

- "A Way Out of Crisis": published in *On Foreign Policy*;
- "Compromiso Programático…" accepted for publication in *América Latina Hoy* (Salamanca University); also published in Portuguese as "Uma Saída Para A Crise: Foco Na Política, Não Nos Políticos" by DefensaNet (Brazil);
- "Politics Meets Policy" on Governance for Development by G4S.

3.2 Practical tools for programmatic party development conceptualized, and at least one tested in the Andean Region.
- International IDEA developed six prototypes of practical tools for programmatic party development. The GPS Politico was piloted. A second prototype is being implemented in Georgia.
- Peru: International IDEA, jointly with NIMD and in cooperation with the electoral authorities conceptualized and launched the internet-based GPS Politico, Localizador de posiciones – ahead of the October municipal elections in Lima.

4. Democracy in the aid agenda

Increased interest from donor governments and agencies in the importance of including democracy in their development aid considerations.

Planned Outputs / Achieved Outputs

4.1 Advocacy materials, including a book and a policy brief, produced and disseminated in fora dealing with the Post-2015 Agenda and other relevant global debates.
- International IDEA published a book and policy brief, *Development First, Democracy Later?*, which highlights the linkages between democracy and development.
- The publication was downloaded over 800 times by readers in Cambodia, Myanmar, Nepal, and Sweden, in falling order.
- Over 1,000 copies were distributed to target stakeholders. International IDEA presented the book at a number of events, including an OECD/DAC/Govnet meeting in Brussels.

4.2 Retreat on democracy assistance and results-based management in collaboration with UNDP Oslo Governance Centre.
- International IDEA held the conference "Democracy Assistance and Results: Debates and Reflection". The report from the event was compiled and validated with all partners, but has yet to go through final editing and, subsequently, dissemination.

5. Role of economic dynamics in democracy

Increased understanding of the relationship between private sector development and democracy building in Egypt, Jordan, Morocco, and Tunisia amongst international investors, private sector representatives, political groups and government authorities.

Planned Outputs / Achieved Outputs

5.1 Study and policy brief on enhancing the impact of private sector development on democratic transition in the Mediterranean Partner Countries co-produced with the European Investment Bank.
- International IDEA commenced the study with the European Investment Bank on enhancing the impact of private sector development on democratic transition.

6. Democracy that delivers

Increased capacity of democratic stakeholders to engage in meaningful discussions on government accountability, natural resource management and socio-economic development.

Planned Outputs / Achieved Outputs

6.1 Capacity strengthening and technical and financial support provided to political stakeholders to engage in informed discussions on natural resource management.
- Ghana: International IDEA, jointly with the NRGI, discussed with political party leaders how to strengthen inter-party dialogues around oil and gas sectors, in Akosombo (November).

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*
Progress on Planned Outputs   ● *Fully Achieved*   ◐ *Partially Achieved*   ◗ *Postponed*   ⊘ *Cancelled*

Democracy and Gender

Inaction is not an option

The "Framework for a Model Gender Policy" for political parties will be finalized in 2015. It will then be available for application by political parties world-wide. Political parties who have the ambition to promote gender equality in their intra-party democracy processes, by putting in place a gender policy, can be supported by International IDEA.

On quotas and campaign finance – how to overcome obstacles for women in politics

The "African Regional Conference on Gender in Politics and Political Parties" brought together senior representatives of political parties from 20 African countries, including the Malawian Minister of Gender, Children, Disability and Social Welfare as the guest of honour. Some of the best practices learned from the conference were gender quotas and internal party mechanisms to finance women candidates. What is more, commitments were made to take practical steps, including review of parties' policy documents.

Elections Commission of Namibia is a step ahead

The Elections Commission of Namibia (ECN) has made significant progress towards gender sensitive electoral law reform. When electoral law reform proposals were drafted in 2013/14, the Commission ensured, that the proposals were gender responsive. The reform bill did not pass before the 2014 elections. However, from this work the ECN then made the commitment to develop its own gender policy with technical assistance from International IDEA. This will be completed in 2015.

The Elections Commission of Namibia (ECN) will share this experience with the Tunisian Election Commission in 2015, who was requesting peer-to-peer information on the process of initiating a gender policy.

Planned Outcomes 2014

● 1. Gender equality measures

Enhanced knowledge about the tool for assessing democratic accountability in service delivery among democracy organizations, practitioners and potential users.

Planned Outputs / Achieved Outputs

1.1 Model gender policy and framework for application for political parties developed through direct engagement with political parties in Haiti, Tanzania and Zambia.
- International IDEA prepared and drafted the *Framework for a Model Gender Policy* for political parties. As per the participative approach, the framework, which should be adaptable to different political parties' contexts, was validated during roundtables with political parties in Haiti (November), Zambia (October) and Tanzania (December).
- International IDEA organized a workshop on gender and political parties in November, providing the women's inter-party network Réseau Pluriel des femmes with tools to analyze the foundational documents of the electoral process and of political parties asking in which way they facilitate or hinder the political participation of women.

● 2. Gender and politics in Africa

Enhanced awareness of African political parties on the current state of affairs of gender and politics in Africa.

Planned Outputs / Achieved Outputs

2.1 Information on best practices shared with political party representatives from across Africa through a regional dialogue on the handbook *Inside Political Parties: A Gender Lens on Commitments in Africa* (2013).
- A regional conference was held in Malawi.
- International IDEA launched its handbook *Inside Political Parties: A Gender Lens on Commitments in Africa* (2013) launched at an event titled "Women's Political Participation and Representation – Making Development Sustainable, Making Governance Responsive" during the 58th Session of the UN Commission on the Status of Women, which was attended by government representations, civil society organizations, political actors and international agencies.
- International IDEA promoted its handbook through online communication and outreach via Twitter/CSW events calendar and Facebook.

● 3. Gender in election processes

Increased access to knowledge tools by EMBs for gender mainstreaming in election administration and management processes.

Planned Outputs / Achieved Outputs

3.1 Gender-sensitive guidelines and gender policies developed for the EMBs in Namibia and Liberia.
- International IDEA is developing a framework for a model gender policy for EMBs which can be adapted by EMBs to their usage.
- Due to the outbreak of Ebola, the activities in Liberia had to be cancelled.
- As part of International IDEA's support to the Union Election Commission (UEC) of Myanmar, the cancellation of activities in Liberia presented an opportunity to provide technical support to the UEC. The roundtable focused on the need of a gender policy for an Elections Commission to manage the electoral cycle processes from a gender perspective. The roundtable was attended by all nine commissioners and key staff at the level of directors and managers for the different operations of the Commission.
- The Elections Commission of Namibia (ECN) requested that International IDEA assist with the drafting of its gender policy. International IDEA held a dialogue with the ECN on the development of the gender policy in July 2014. Following that dialogue, the drafting of the gender policy started. However, due to the elections in Namibia in 2014, and the challenges of first time rolling-out of voting machines in the electoral process, the finalization of the gender policy and presentation to the Commission was postponed to May 2015.
- The framework for a model gender policy for EMBs will be finalized in 2015.

● 4. Women's political empowerment

Increased access to information on legal and policy options for women's empowerment and gender equality among gender advocates and gender policy makers around the world.

Planned Outputs / Achieved Outputs

◔ 4.1 *Atlas of Electoral Gender Quotas* disseminated to practitioners in the field of gender equality promotion, electoral and governance reforms.

- The *Atlas of Electoral Gender Quotas*, which presents an overview of trends and challenges in the implementation of quotas, together with profiles of 85 countries and territories with quota systems, was published and is. now being disseminated jointly with the Inter-Parliamentary Union (IPU). It is currently being translated into French to be presented to leaders of political parties at a regional conference in Africa, as well as at the IPU.

◔ 4.2 Online "Database of Quotas" updated to reflect electoral results, legislation on quotas and political party practices.

- International IDEA regularly updated the Database on Quotas, compiled contents in English and translated them into Spanish.

◔ 4.3 "iKNOW Politics" platform maintained and further developed.

- International IDEA facilitated an e-discussion on women and constitution building processes, which was disseminated on various online platforms, including AGORA and International IDEA's ConstitutionNet website.
- International IDEA facilitated iKNOW Politics' first webinar on the use of ICT to empower women in politics.
- International IDEA hosted two online discussions:
  - "Mentorship programmes to support candidates and elected female MPs beyond training and study tours";
  - "Online Harassment of Women in Politics: How Online Harassment isn't Virtual for Women".
- International IDEA updated iKNOW Politics' online library and expanded its library with 63 English, 56 French, 96 Spanish and 90 Arabic knowledge resources. Particular attention was paid to resources on youth and economic empowerment as a gateway to political participation. Another topic that grew was ICT and politics and media.
- iKNOW Politics produced and streamed 12 video interviews/presentations to give a public face to women leaders who do not make mainstream news.
- 90,000 internaut visits were registered on the iKNOW Politics platform in 2014, which is more than double those registered in 2013. The number of unique users tripled. The quantity of content across the language groups (Arabic, English, French, Spanish) and content types (news articles, interviews, knowledge resources) almost doubled in 2014.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◔ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Democracy and Diversity

Bridging ethnic and religious divides in Myanmar

In the late 1980s, dissatisfaction with Myanmar's then military regime had reached a tipping point in the general population, culminating in nation-wide demonstrations that were brutally put down by the junta. Following this, thousands of Burmese fled to the borders of Myanmar. There, the opposition reemerged and re-formed, primarily on the borders with Thailand. An increasing number of women began to put forward claims for political recognition. The Burmese Women's Union (BWU) was the first multi-ethnic women's organization to appear on the border. The organization has attempted to promote a collective Burmese identity based on gender rather than on a minority ethnic nationalism. Significantly, the BWU's staff and members include not only women from different minority ethnic groups, but also women who are Burman (Myanmar's majority group) and therefore share the same ethnicity of the military regime.

International IDEA has organized a set of roundtable discussions aiming to facilitate discussion and highlight injustices among women and specifically, Myanmar's Kachin people, while encouraging women to continue playing a role in the country's peace building. One of these events was the panel discussion "Women in Conflict in Burma/Myanmar" which was attended by Tin Tin Nyo, the Women's League of Burma and the Swedish Foreign Minister and former IDEA Advisory Board member Margot Wallström.

Making Waves

The story of Myanmar's Burmese Women's Union and its successes in bridging ethnic and religious divides in Myanmar was the subject of case study research conducted by an International IDEA team in 2012, along with 42 other case studies. Many of these case studies focused on how women and other marginalized groups from particular religious, ethnic, caste and other backgrounds have overcome political exclusion in various contexts, with several of these studies focusing on how Muslim women have successfully gained places at decision making tables. These case studies formed the basis of a film, that was published in 2014, titled *Making Waves: expressions of gender equality in the sacred texts and Islamic traditions*.

International IDEA's Partners

Minority Rights Group International

Diversity issues in the large arena

International IDEA held a side-event to the Thirteenth Session of the United Nations Permanent Forum on Indigenous Issues (UNPFII), entitled, "Advancing Genuine Political Participation: Strategies for overcoming Exclusion for Marginalized Groups". International IDEA will continue to organize such side events at UN Permanent Fora on Indigenous Peoples.

'Making Waves' - the film

The film "Making Waves: Expressions of Gender Equality in the Sacred Texts and Islamic Tradition" explores women and men as scholars and activists, from Malaysia, the Gambia, Iran, Morocco and Nigeria, promoting interpretations of the Qur'an and Hadiths that empower women and promote justice, equality and dignity.

Planned Outcomes 2014

● 1. Managing diversity

Increased knowledge and application of comparative knowledge promoting the inclusion and participation of marginalized groups in political decision making among stakeholders, in particular government officials and civil society advocates internal/external.

Planned Outputs / Achieved Outputs

● 1.1 One workshop facilitated with external partners, including Minority Rights Group International, on strategies for inclusion for marginalized groups in decision-making processes.

- International IDEA held two internal workshops with Minority Rights Group International on strategies for inclusion for marginalized groups in decision-making processes.

● 1.2 Three case studies and a comparative analysis produced on critical factors facilitating women's roles in conflict, peace building and democracy building.

- International IDEA published the movie *Making Waves*.
- International IDEA is finalizing its research on critical factors facilitating women's roles in conflict, peace building and democracy building. Five case studies from Afghanistan, Myanmar, Philippines, India and Rwanda and a literature review have been produced. The study will be finalized in 2015. The case studies will be published as books.
- International IDEA promoted its research on "Women in Conflict in Burma/Myanmar" through lectures and presentations at:
  - Lund University
  - the annual *International Feminist Journal of Politics* conference on "Gender and Crisis in Global Politics"
  - Burma/Myanmar Research Forum
  - a panel discussion on international organizations and Myanmar at the "Critical Scholarship and the Politics of Transition" at Cornell University.
  - in Myanmar with women members of political parties and civil society in Yangon and at the Humanities Institute in Myitkyina on "Women, Participation and Peace".

- International IDEA co-organized with the Svenska Burmakommittén, Dag Hammarskjöldfonden and Olof Palmes Internationella Center, a panel discussion with the Swedish Foreign Minister Margot Wallström and Tin Tin Nyo of the Women's League of Burma.
- International IDEA published its research, "We Did Not Realize about the Gender Issues. So, We thought it was a Good Idea. Gender roles in Burmese Oppositional struggles" in the *International Feminist Journal of Politics*.

Democracy, Conflict, and Security

Illicit networks corrode democratic institutions and compromise the legitimacy of political life in both established and emerging democracies. The influence of illicit networks ranges across multiple aspects of democratic life: including political financing, the creation of new political parties, voter intimidation, and collusion with emerging or established political movements and figures. International IDEA's "Protecting Politics" project (2011-2014) is a global initiative which uses comparative knowledge to promote an understanding of the nexus between organized crime and politics. It fosters national, regional and global dialogue aimed at identifying policy options to prevent or mitigate the effects of illicit networks on political processes. In 2015, International IDEA will finalize the development of a tool to assess the vulnerability of states in light of organized crime entering politics with a first pilot in Peru.

International IDEA's Partners

NIMD and the Clingendael Institute are contributing partners in the "Protecting Politics" project. Furthermore: International Alert, UN ODC, Professor Gert Junne from the University of Amsterdam, the United Nations University

Planned Outcomes 2014

🟢 1. Protecting politics

Relevant international, regional, national and local institutions and CSOs have a clearer understanding of the threat that illicit networks pose to democratic politics, particularly in some vulnerable areas of governance, and have access to instruments that can improve the response to that threat.

Planned Outputs / Achieved Outputs

⚪ 1.1 Comparative knowledge and policy options to protect democratic processes from the crime-politics nexus in the Baltic region shared with relevant EU agencies and national actors from Estonia, Latvia and Lithuania through the launch and dissemination of the *Protecting Politics in the Baltic Region* report.

- International IDEA promoted its publication, *Illicit Networks and Politics in the Baltic States* (2013) with launch events in Brussels and Riga. As a result, one article was published in *New Europe* and three articles were published in Latvian newspapers, as well as one discussion on Latvia's radio.

⚪ 1.2 Research report and policy options to protect democratic processes from the crime-politics nexus in Latin America published and shared with relevant actors from the international and Latin American community, including (but not exclusively) civil society organization (CSOs) and intergovernmental

Media interest from Europe and the Baltic

European and Baltic media disseminated the main conclusions of the 2013 publication, "Illicit Networks and Politics in the Baltic States."

Progress on Planned Outcomes   🟢 *Advanced*   🟡 *On Track*   🔴 *Delayed*

Progress on Planned Outputs   ⚪ *Fully Achieved*   ◑ *Partially Achieved*   ◗ *Postponed*   ⊘ *Cancelled*

Illicit Networks and Politics in Latin America (Spanish and English)

Co-publishers: NIMD and Clingendael Institute

Organized criminal networks are global phenomena. Why are they successful? How to protect the democratic fabric from their detrimental effect? This book focuses on experiences in Colombia, Ecuador, Guatemala, Honduras and Peru.

The nexus between crime and politics

The "Protecting Politics" research was presented at the United Nations at a key moment of debate on the Post-2015 Agenda. Influential stakeholders, such as Transparency International, are intent to use the research and the book for political dialogues.

organizations with a mandate related to corruption, transparency, good governance and political finance.

- International IDEA launched the book *Illicit Networks and Politics in Latin America* in Spanish and in English at International IDEA in Stockholm, the Clingendael Institute in The Hague, at the United Nations in New York, at the National Endowment for Democracy (NED) in Washington, D.C., and through the International IDEA office in Lima.
- An interactive panel discussion was held at the UN headquarters entitled "The Nexus between Organized Crime and Politics in Latin America: Implications for the Post-2015 Agenda debate". The discussion included Oscar Fernandez-Taranco (UN Assistant Secretary-General for Peacebuilding Support), Shelley Inglis (UNDP Regional Cluster Leader, Governance & Peacebuilding Europe & CIS), Alejandra Kubitschek Bujones (Programme Director -International Trade & Anti-Corruption, American Conference Institute) and Pepijn Gerrits (NIMD Director of Programmes).
- A further interactive panel discussion was held at the NED in Washington D.C., featuring a guest speaker from the Organization of American States, Kevin Casas-Zamora.

1.3 Regional comparative research and policy options to protect democratic processes from the crime-politics nexus disseminated among key members of international organizations, academics and journalists working on related issues (e.g., anti-corruption, research and policy options against transnational organized crime, money in politics).

- International IDEA participated in various fora and informational and advisory meetings to inform about the protecting politics research, including:
  - "Meeting of the Global Initiative against Transnational Organized Crime", co-hosted by the Dutch Ministry of Foreign Affairs (MFA) and attended by representatives from MFAs of Mexico and Norway, main international development agencies, think tanks and NGOs.
  - Presentation held in the Swedish Parliament about the Colombian peace process.
  - Presentation held for the Uppsala Peace and Conflict research department.
  - Meetings also held with peer organizations, universities and think tanks, with the OECD Anti Corruption Task Team, NGO (Blackmarket Watch), and Commonwealth Local Governance Forum.
- The research has generated strong interest with organizations to cooperate on developing vulnerability assessment tools, such as German Federal Enterprise for International Cooperation (GIZ), Friedrich-Ebert-Stiftung (FES), Clingendael Institute, International Development Research Centre (IRDC) Canada, Organization for Security and Co-operation in Europe (OSCE), OECD International Alert, Colombia mission for electoral observation, and NIMD.

Introduction

Featured Results

Global Programme

Africa

Asia & the Pacific

Latin America & the Caribbean

West Asia & North Africa

Institutional Management

Annexes

Regional Initiatives

The organization of elections in Africa presented another opportunity to voters across the continent to express their opinion on who should govern them. In the Southern African Development Community (SADC) alone, national elections were organized in six out of fifteen Member States, namely Botswana, Malawi, Mauritius, Mozambique, Namibia and South Africa. Naturally, this created a year of significant demands on electoral bodies and actors in this particular sub-region.

Electoral processes continued to point to persisting challenges such as reaching an agreement on the legal framework governing elections. In Namibia, for example, following a protracted process and political controversies, constitutional amendments and new legal provisions were finally passed only three months before elections were held. However, it should be noted that Namibia became the first country in Africa to use electronic voting machines in a national election. The failure of the new online system for transmission of polling station results in Malawi slowed down the process and raised issues linked to transparency.

Finally, there were important debates in several countries on constitutional limits to presidents' terms in office: In Burkina Faso, citizens took to the street to protest against the long-term President's attempts to change the constitution to secure his continued tenure. Third-term debates also took place in countries like the Democratic Republic of Congo (DRC) and Burundi. Recent drafting and revision of several African constitutions, including for example South Sudan and Tanzania, have created a need for the African Union Commission (AUC) to promote the sharing of experiences and best practices in constitution building processes among the AU Member States. However, due to funding constraint, International IDEA had to postpone activities in this area.

During this year, International IDEA relocated from Pretoria, South Africa, to Addis Ababa, Ethiopia. The review of the Africa Programme, coupled with the mid-term review of the *2012 – 2107 International IDEA Strategy* resulted in key recommendations that will be distilled into project level outcomes.

Planned Outcomes 2014

● 1. Integrity and inclusiveness of electoral processes

Enhanced awareness of African EMBs on comparative approaches for engagement in electoral reform processes.

Planned Outputs / Achieved Outputs

● 1.1   Policy paper on the role of EMBs in electoral reform processes in Africa developed and disseminated among EMB officials and other electoral stakeholders.

- International IDEA hosted a colloquium on the role of EMBs in electoral reform processes in Africa, gathering study authors and representatives of EMBs in Pretoria, South Africa in July. Eight case studies and a policy paper have been published on the ACE Electoral Knowledge Network.
- International IDEA provided input to a workshop organized by the SADC Electoral Advisory Council in Johannesburg as part of the review of the SADC Guidelines Governing Democratic Elections.

● 2. Capacity to manage electoral risks

Improved capacity of selected African EMBs, with support from the AU Democracy and Electoral Assistance Unit (DEAU), to manage the risks of electoral violence.

Planned Outputs / Achieved Outputs

● 2.1   Technical advice and capacity strengthening provided to electoral officials from African countries, including Nigeria (and possible others to be selected in collaboration with the AU), in using the ERMTool.

- To prepare for the general elections in Nigeria, the Independent National Electoral Commission (INEC) in partnership with the African Union and International IDEA informed 90 participants from INEC offices across Nigeria's 36 states, the security sector, civil society and academia on electoral risk prevention and mitigation. International IDEA further collaborated in the technical training of 37 INEC desk officers for the Electoral Risk Management project in their respective states.
- The Zanzibar Election Commission (ZEC), the African Union (AU) and International IDEA provided technical training for ten participants from both the ZEC and the National Election Commission (NEC) of Tanzania. In a further step, the ERMTool was customized for application in Zanzibar.

Electoral Law Reform in Africa: Insights into the Role of EMBs and Approaches to Engagements

Impartiality, inclusiveness, transparency, integrity and accuracy - the legal frameworks governing electoral processes need to be adjusted continuously to keep up with social and democratic developments. Case studies from South Africa, Seychelles, Sierra Leone, Malawi, Nigeria, Namibia, Kenya and Ghana are published on the ACE network.

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*

Progress on Planned Outputs   ● *Fully Achieved*   ◐ *Partially Achieved*   ◑ *Postponed*   ⊘ *Cancelled*

2.2 Capacity strengthening provided to the AU DEAU on using and promoting the use of the ERMTool.
- International IDEA has presented the ERMTool in cooperation with the AU to electoral authorities of Tanzania and Zanzibar and the Democratic Republic of Congo. In collaboration with the Electoral Commissions Forum of the SADC countries (ECF SADC) and the AU, the tool was also presented to 11 EMBs in the SADC region.
- International IDEA facilitated peer-to-peer exchange on the use of the tool of the above EMBs with the Independent Electoral and Boundaries Commission (IEBC) of Kenya.

3. Informed constitution building

Enhanced availability of comparative knowledge on constitution building processes for AU Member States, higher learning institutions and CSOs.

Planned Outputs / **Achieved Outputs**

3.1 Research papers on African experiences in participatory constitution building produced and disseminated among African practitioners through a regional workshop.
- No implementation due to funds not being released.

4. Informed constitution building

Increased opportunities for dialogue on constitutionalism amongst African experts and practitioners.

Planned Outputs / **Achieved Outputs**

4.1 African Forum on Constitution Building established, with two reference group meetings held.
- No implementation due to funds not being released.

5. Inclusiveness in constitution building processes

Enhanced capacity and opportunities for African CSOs, constitution building experts and practitioners to exchange views on constitution building.

Planned Outputs / **Achieved Outputs**

5.1 Capacity strengthening on constitutionalism and the African Democracy Architecture provided to CSOs at national and regional levels.
- International IDEA in partnership with the International School of International Relations and Co-operation (SA DIRCO) provided training for 20 senior female government officials from Central and Southern Africa under the theme, "Gender and Constitutionalism in Africa: Conflict Resolution, Negotiation, Mediation and Constitutional Challenges" (3-4 March).

5.2 Regional and sub-regional networks of constitution building experts and practitioners facilitated through the activities of the African Forum on Constitution Building.
- No implementation due to funds not being released.

6. Ratification of the African Charter on Democracy, Elections and Governance

Increased capacity of the African Union Department of Political Affairs (AU DPA) to promote ratification of the *Shared Values Instruments* and implementation of the *African Charter on Democracy, Elections and Governance* (ACDEG) in AU Member States.

Planned Outputs / **Achieved Outputs**

6.1 Technical advice and financial support provided to the AU DPA for the organization of two regional workshops, a consultation with African parliaments and a monthly dialogue series on the ACDEG and *Shared Values Instruments*.
- International IDEA developed a tool kit for ratification and accession to the ACDEG for AU Member States (March-July).
- International IDEA and the AU Department for Political Affairs (DPA) convened an expert workshop in Pretoria to validate an ACDEG ratification toolkit and accession instrument.
- International IDEA and the AU's Department of Political Affairs jointly hosted an expert workshop titled "Brainstorming and Expanding the AU Doctrine on Unconstitutional Changes of Government and to Engage Stakeholders in Promoting and Implementing the African Charter on Democracy, Elections and Governance," in Pretoria. The keynote address was delivered by South Africa's Chief Justice and the event received extensive national media attention (14 – 16 July).
- Financial and technical assistance was provided to the African Union's Department of Political Affairs in convening the 3rd Annual High Level Dialogue on Democracy, Human Rights and Governance which was held in Dakar, Senegal. The dialogue focused specifically on how to respond more effectively to Africa's conflicts, with the theme being: "Silencing the Guns - Strengthening Governance to Prevent, Manage and Resolve Conflicts in Africa" (30 – 31 October).

- The AUC, with the support of International IDEA, convened a meeting in Bangui on the AU's intervention framework for the post-conflict reconstruction of the Central African Republic (8-10 September).

7. Monitoring of implementation of the ACDEG

Increased capacity of the AU to monitor its Member States' implementation and compliance with the *Shared Values Instruments*.

Planned Outputs / Achieved Outputs

7.1 Mechanisms developed to help the AU monitor its Member States' implementation and compliance with the *Shared Values Instruments*, including benchmarks for reporting and tools for monitoring.
- An expert meeting was facilitated by the University of Pretoria's Centre for Human Rights on draft reporting guidelines to monitor AU Member States' implementation of the Charter.
- International IDEA provided on-going advisory services and technical expertise to DPA Expert Meetings in view of validation of the benchmarks.

8. Public awareness of the ACDEG

Enhanced capacity of the AU and its African partners (including CSOs and media groups) to promote awareness of the ACDEG.

Planned Outputs / Achieved Outputs

8.1 Capacity building, advice and communication materials provided to key AU stakeholders (including CSOs and media groups) to raise awareness of the ACDEG.
- AU DPA in partnership with International IDEA convened a regional workshop in Dakar, Senegal, to engage more than 80 participants from AU Member States, including civil society organizations and the media in advocacy efforts for the ratification and implementation of the Charter (21-24 April).
- In preparation for the AU Summit in January 2015, the African Governance Architecture (AGA) Secretariat, The Department of Political Affairs, through the African Governance Architecture (AGA) Secretariat, and in collaboration with International IDEA, convened researchers and experts for a workshop in Debre Zeit, Ethiopia. As a result, knowledge products were organized in such a way as to better inform and advise heads of states and governments at the AU summit (3-4 December).
- International IDEA provided assistance to the Department of Political Affairs, African Union Commission, and the International Peace Institute (IPI) to convene a policy forum, "Effective Governance in Challenging Environments",. at IPI in New York. At the event, IPI and the DPA AUC launched an analytical report drawing on desk research and recommendations of a joint regional meeting convened in Accra, Ghana called "Effective and Inclusive Governance in Africa", and the "3rd High Level Dialogue on Governance and Democracy", held by the African Union in Dakar, Senegal.

9. Gender and politics

Enhanced awareness of African political parties on the current state of affairs of gender and politics in Africa.

Planned Outputs / Achieved Outputs

9.1 Information on best practices shared with political party representatives from across Africa through a regional dialogue on the handbook *Inside Political Parties: A Gender Lens on Commitments in Africa* (2013).
- The new publication *Political Parties in Africa through a Gender Lens* was launched and discussed at an International IDEA side event, "Women's Political Participation and Representation – Making Development Sustainable, Making Governance Responsive," at the United Nations Headquarters in New York, during the 58th Session of the UN Commission on the Status of Women (11 March).
- In view of tackling gender inequalities in Zambian political parties, International IDEA and the Foundation for Democratic Process (FODEP) organized a roundtable on gender in political parties in Zambia, with leaders from more than 15 political parties, including chairpersons and secretaries-general, along with civil society representatives and journalists (1-2 October).
- A roundtable on gender in political parties was also held in Tanzania in December.
- The results of these roundtables will inform the design of the framework for a model gender policy for political parties.
- International IDEA and NIMD in collaboration with the Centre for Multiparty Democracy in Malawi (CMD-M), convened the "African Regional Conference on Gender in Politics and Political Parties" in Blantyre, Malawi (6-9 October). The book *Political Parties in Africa through a Gender Lens* was launched to the African political parties leaders.

Political Parties in Africa through a Gender Lens

Gender advocates and practitioners collaborated to analyze the commitments of 214 political parties to gender equality in 33 countries in Africa; the book documents identified gaps between political parties' constitutions and manifestos and the concrete measures that parties take to ensure that these commitments are translated into effective actions for gender equality. The book was launched to the African political parties' leaders at the African Regional Conference on Gender in Politics and Political Parties in Blantyre, Malawi.

On quotas and campaign finance – how to overcome obstacles for women in politics

The African Regional Conference on Gender in Politics and Political Parties brought together senior representatives of political parties from 20 African countries, including the Malawian Minister of Gender, Children, Disability and Social Welfare as the guest of honour. Some of the best practices learned from the conference were gender quotas and internal party mechanisms to finance women candidates. What is more, commitments were made to take practical steps including review of parties' policy documents.

Zambian political party takes a step towards gender equality

The Zambian party, "Movement for Multi-party Democracy," has requested International IDEA to provide technical support in developing its party gender policy thereby adapting International IDEA's framework on the model gender policy for political parties, which is good news as only 10.8% of Zambian parliamentarians are women.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◔ *Postponed*	⊘ *Cancelled*

● **10. Electoral reform and integrity**

Enhanced capacity of ECF SADC to undertake performance assessment of electoral management bodies in SADC Member States.

Planned Outputs / Achieved Outputs

○ 10.1 Methodology for undertaking EMB performance audits in the SADC is developed.

- International IDEA collaborated with the ECF SADC in developing a methodology for EMB performance audit. The initiative built on experience from International IDEA's engagement in such audits in the context of the 2006 elections in Zambia and the 2009 elections in Botswana. A workshop was organized in Pretoria whereby a draft version of the methodology was presented and discussed. The final version of the methodology was translated into French and Portuguese and is thus ready for use in all SADC countries.

South Sudan

Since conflict erupted in South Sudan in mid-December 2013, progress has been slow in the peace talks between warring parties. The security situation remains fragile and over one million people are estimated to be internally displaced or have become refugees. The eruption of the conflict also resulted in oil revenues being frozen and development coming to a standstill. The outbreak of violence was a key factor affecting the country's

official road map to a permanent constitution, the area of International IDEA's engagement.

Due to the conflict that erupted in mid-December 2013, donor funds have generally been re-directed towards humanitarian ends. International IDEA's funds for 2014 were released in the fourth quarter and International IDEA's programmatic support in South Sudan ended in December 2014.

Debate on federalism: more practical, less polarizing.

The National Constitution Review Commission (NCRC) had a clear intention: by focusing the debate on concrete constitutional design options and on relevant constitutive principles and by aiming to understand them in the light of empirical experience, the Commission wished to offer stakeholders an inclusive rather than polarizing umbrella platform. The difficult downstream work of devising specific proposals will hopefully thus be better guided and practical, less polarizing, more defensible and more effectively legitimized.

Constitutional debate significantly broadened by including youth

The South Sudan Youth Participation Agency led yearlong consultations, in collaboration with the NCRC. As a result, youth in eight states are better informed on the constitution review process and their recommendations have fed into the national debate. The debate on the constitution review has thus been significantly broadened.

Planned Outcomes 2014

● **1. Informed constitution building**

Enhanced capacity of the Constitution Review Commission to lead an inclusive constitutional review process in South Sudan.

Planned Outputs / Achieved Outputs

◐ 1.1 Expert advice, guidelines, capacity strengthening and at least four position papers provided to the Constitution Review Commission on key mechanisms for constitution review, with a focus on inclusive participation.

- The National Constitution Review Commission in partnership with International IDEA convened. A consultative workshop was held in Juba on suitable constitutional design options for the administration of justice. Legal experts from South Africa, Ghana, Kenya and Uganda shared their experiences with South Sudanese experts and stakeholders from the judiciary and the media (24-26 November).
- The national three-day "Constitution Building in South Sudan - Workshop on Constitutional Design Options for Federalism and Decentralization" was conducted from 4–6 December.

⊘ 1.2 Two meetings facilitated between South Sudan stakeholders and other African stakeholders for experience sharing on participatory constitution review.

- No activities implemented.

● **2. Inclusive constitution building processes**

Increased capacity of the Youth Forum to engage with their constituencies on the constitutional review in South Sudan.

Planned Outputs / Achieved Outputs

◐ 2.1 Eight capacity strengthening and dialogue workshops facilitated for the Youth Forum on engaging with their constituencies on the constitutional review.

- The South Sudan Youth Participation Agency (SSYPA) provided the occasion for 100 youth from Northern –Bhar- El- Ghazal State, Western Bhar El Ghazal State and Warrap State gathered in Wau Town, Western Bhar- El Ghazal State to participate in a consultative workshop on the constitution building process. Recommendations from these three states focused on issues of:

systems of government, power sharing and citizen participation, resource management and sharing as well as access to information.

- The results of the SSYPA's yearlong consultation process were disseminated at a consultative workshop for which 40 state representatives and legal experts gathered in Juba to jointly discuss the recommendations collected from the states (1-3 December).Participants included the Police Services and the Office of the President with resource persons drawn from Tanzania and Uganda.

Botswana, Malawi, Namibia and Tanzania

Botswana, Malawi and Namibia all held elections in 2014, but these countries are at very different trajectories in their democratic progression. This was most evident in the post electoral outcomes, which although deemed 'free and fair,' also reflected challenges in each country's democratization. In Botswana and Malawi for instance, there were serious contestations – reminders to the fact that African citizens are increasingly demanding accountability and genuine political representation. The pre-election period in Botswana and Namibia brought competing priorities on side of the respective partners. This made planned activities impossible to pursue, especially as the activities in both countries were planned at the local level.

Due to the conflict that erupted in mid-December 2013, donor funds have generally been re-directed towards humanitarian ends.

Planned Outcomes 2014

● 1. Citizen influence on democratic reform

Increased citizen input in national discussions on democratic reform in Botswana, Malawi, Namibia and Tanzania.

Planned Outputs / Achieved Outputs

◑ 1.1 Capacity strengthening and ongoing technical advice provided to local assessment teams who will conduct assessments of the quality of democracy in Malawi (SoD), Namibia (SoLD) and Botswana (SoLD).

- International IDEA, in collaboration with the Institute for Policy Interaction, convened a one-day multi stakeholder colloquium focused on reflecting on 'challenges and prospects for strengthening democracy in Malawi' in the post-2014 election period. The workshop aimed to critically reflect on the state of Malawi's democratic progression and determine the urgency and space for future multi-stakeholder dialogues on key democratic challenges confronting the country (30 November).

◕ 1.2 Recommendations for democratic reform formulated through the reports of the citizen-led assessments in Malawi, Namibia and Botswana.

- The assessments did not take place as planned due to the political calendar. They have been postponed to 2015.

⊘ 1.3 Advice provided to the Tanzania Centre for Democracy on an action plan to follow up on the recommendations for democratic reform formulated in its assessment of the quality of democracy in Tanzania.

- This activity has been shifted to focus and follow up activities were conducted as part of the political parties and gender programme.

◕ 1.4 Lessons learned from the citizen-led assessments communicated to policy-makers, development partners and senior politicians in Malawi, Namibia and Botswana through a series of policy briefs.

- No activities in 2014, since the assessments did not take place due to the political calendar. They have been postponed to 2015.

Malawi: First local government elections in a decade

In May 2014, Malawi held its first local government elections in a decade.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◑ *Partially Achieved*	◕ *Postponed*	⊘ *Cancelled*

Malawi and South Africa

In Malawi, heightened tensions and violence in the weeks of uncertainty that followed the elections in May 2014 proved to be a serious test of the country's constitution and its rule of law. The decision of the court to rule against former President Joyce Banda's constitutional challenge of the election outcomes came to be viewed as the necessary wisdom to ensure constitutional order and secure national stability. While International IDEA adapted its engagement in the country in view of the perceived threats to democratic processes, International IDEA was able to continue to successfully work with the Malawi Ombudsman on an ongoing initiative to strengthen democratic accountability in service delivery.

Planned Outcomes 2014

1. Democratic accountability in service delivery

Increased citizen input in national discussions on democratic accountability in Malawi and South Africa.

Planned Outputs / Achieved Outputs

1.1 Assessment of democratic accountability in service delivery conducted for two service delivery sectors in Malawi, in collaboration with the Office of the Ombudsman.
  - The Office of the Ombudsman and International IDEA decided to only undertake one assessment in 2014 and focus publicizing its outcomes to newly established Councils and local stakeholders.
  - The report was launched in Mutundi Village, which is located 40 kilometres outside of Lilongwe, serving as the Office of the Ombudsman's mark of International Democracy Day. The event was attended by approximately 300 community members, including, the Chiefs of the Mutundi, the mayors of Blantyre, Lilongwe and Mzuzu City Council as well as Members of Parliament and Commissioners of the Human Rights Commission and Law Commission (15 September).

1.2 Consultative dialogue on democratic accountability in South Africa facilitated among policy makers, civil society leaders and democracy experts.
  - International IDEA facilitated a consultative roundtable dialogue, "Democratic Accountability in South Africa at 20 Years of Democracy" (9-10 September). Given the high quality and relevance of the experts' and stakeholders' contributions and deliberations, a publication is envisaged in 2015.

Assessing Democratic Accountability in Service Delivery: a summary report of the pilot assessment in waste management service delivery in Malawi

This report investigates to what extent citizens in Malawi have access to effective means of redress and accountability in case of failures in the provision of their solid waste management service. The assessment was carried out by the Office of the Ombudsman in Malawi.

Newly elected officials take up citizens' findings

The report was launched few months after Malawi held its first local government elections in a decade in May 2014. Speakers recommended that the findings be used in shaping capacity development efforts of the newly elected councillors, and that informal platforms which have been in place over the past 10 years (i.e. Village Development Forums) should be formally integrated in the local governance system.Malawian MPs requested that a copy of the Assessment report be made available to every member of the National Assembly.

Liberia and Namibia

Planned Outcomes 2014

● 1. Gender equality in electoral processes

Increased access to knowledge tools by EMBs for gender mainstreaming in election administration and management processes.

Planned Outputs / Achieved Outputs

◐ 1.1 Gender-sensitive guidelines and gender policies developed for the EMBs in Namibia and Liberia.

- Due to the outbreak of Ebola, the activities in Liberia had to be cancelled.
- The Elections Commission of Namibia (ECN) requested International IDEA to assist with the drafting of its gender policy. International IDEA held a dialogue with the ECN on the development of the gender policy in July 2014. Following that dialogue, the drafting of the gender policy started. However, due to the elections in Namibia in 2014, and the challenges of first time rolling out of voting machines in the electoral process, the finalization of the gender policy and presentation to the Commission was postponed to May 2015.

Kenya

The events of 2007 post-election violence as well as the new *Constitution of Kenya* of 2010 resulted in sweeping changes to the Kenyan political landscape. Among the major changes were reforms concerning electoral rules, the affirmative action for historically underrepresented groups, and new legislative provisions that affect the functioning and finance of political parties. The overall objective of the project "Supporting Electoral and Political Processes in Kenya", implemented by International IDEA, was to strengthen the organizational, operational and collaborative capacities of selected electoral and political institutions in Kenya as well as enhance the security and legislative environment in which they operate so they can better comply with the constitution and other legal provisions.

Planned Outcomes 2014

● 1. Advanced political party organizations

The Office of the Registrar of Political Parties has improved its capacity to enforce the Political Party Laws.

Planned Outputs / Achieved Outputs

● 1.1 Tools developed for practical application of the Political Party Laws in Kenya.

- International IDEA provided technical assistance to the Office of the Registrar of Political Parties (ORPP) towards the production of five documents to operationalize the Political Parties Act (PPA2011), the Electoral Campaign Finance Act (ECFA 2013), and the Elections Act (EA2011).

● 2. Advanced political party organizations

Political parties improve their internal organizational capacity and internal democracy by using International IDEA's Strategic Planning Tool.

Planned Outputs / Achieved Outputs

● 2.1 International IDEA's Strategic Planning Tool implemented in Kenya and piloted in one other target country (possibly in LAC), to be determined in consultation with NIMD based on complementarity with other ongoing party assistance initiatives.

- On request of political parties in Kenya and considering their interest in organizational medium-term strategies, International IDEA assisted in customizing the Strategic Planning Tool to the Kenyan context.
- International IDEA's two Kenyan partners (Centre for Multi-party Democracy and the Office of the Registrar of Political Parties) were the day-to-day contacts for political parties as they undertook intense strategic planning processes. Eight four year-plans were presented by political parties in April 2014.
- International IDEA will continue its cooperation with its Kenyan partners to keep track of the progress and impact of the Strategic Planning Tool on the work of political parties and the quality of the electoral process.

Political Parties Laws Unpacked

The Office of the Registrar of Political Parties (ORPP) has published five practical guides that help political parties to comply with and use the new laws and regulations:

- A Guide to Political Parties Registration
- A Guide to Political Party Membership
- The Political Parties Act in a Nutshell: What citizens need to know about Kenya's law on political parties
- A Guide to Political Party Mergers and Coalitions
- The Political Parties Manual

Nine Kenyan political parties improve internal governance through strategic planning.

Nine Kenyan political parties have adopted a five-year strategic plan in 2014, contributing to better internal governance, such as a more transparent management of finances, more transparent nomination processes, as well as improved grassroots outreach:

Alliance Party of Kenya, Labour Party of Kenya, Narc Kenya, Grand National Union (GNU), New Ford Kenya, Party of Independent Candidates of Kenya (PICK), Maendeleo Democratic Party, The National Alliance (TNA).

Progress on Planned Outcomes ● *Advanced* ● *On Track* ● *Delayed*

Progress on Planned Outputs ● *Fully Achieved* ◐ *Partially Achieved* ◑ *Postponed* ⊘ *Cancelled*

Introduction

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Regional Initiatives

Electoral issues have been prominent in Asia-Pacific in 2014. This includes presidential elections in Afghanistan, parliamentary elections in India and Indonesia, and local elections in the Republic of Korea. Fiji held its first general elections since 2006 on 17 September 2014. New Zealand voters held elections in September and returned incumbent John Key as Prime Minister. In the Pacific region, democratic elections were held in November in the Solomon Islands and in the Kingdom of Tonga. In Solomon Islands, former Prime Minister Manasseh Sogovare was elected to office after a prolonged period of negotiations and lobbying amongst different political parties and independent candidates. In Tonga, long-time pro-democracy campaigner and veteran People's Representative for Tongatapu, Samuela 'Akilisi

Pohiva became the first commoner to be elected Prime Minister thus consolidating Tonga's pathway to democracy.

After months of political impasse and protests supported by opposition parties, Thailand saw the military takeover executive power in May. This initiated the country's second bout of military rule in the last ten years, accompanied by a marked decrease in civil and political rights. The Association of Southeast Asian Nations (ASEAN), with whom International IDEA has engaged on the issues of constitutionalism and the rule of law as part of the Inter-Regional Dialogue on Democracy, is monitoring the situation closely. International IDEA offers support to the Thai electoral commission in the prevention of electoral violence during the forthcoming electoral processes.

Planned Outcomes 2014

● 1. Integrity of elections

Enhanced awareness among EMBs and political parties from Asia & the Pacific of important elements required to promote the integrity of elections.

Planned Outputs / Achieved Outputs

◐ 1.1 Review of Indonesia's electoral justice system completed and published online for global, regional and national audiences.

- The electoral justice system in Indonesia was reviewed but publication is awaiting completion of peer review and editing.

◑ 1.2 Regional exchanges of best practices on election observation facilitated through collaboration with ASEAN and Pacific Islands Forum (PIF) Member States.

- ASEAN partners have agreed to hold the ASEAN election observation workshop in June 2015.

◐ 1.3 The Mongolian political finance reform experience documented in a case study and shared with regional party and legal experts.

- Due to unavailability of the author, the case study could not be created within the time frame.
- Instead, documents and reports that describe the reform experience were obtained through the "New Laws in Political Parties and Political Finance in Mongolia" project in cooperation with the Office of the President of Mongolia.

● 2. Political participation of youth

Strengthened democratic institutions and processes through enhanced participation of young people in political processes in Asia & the Pacific.

Planned Outputs / Achieved Outputs

⊘ 2.1 Pilot city-level youth parliament created in Metro Manila.

- After consultation with partners, the pilot was not conducted. In lieu, the concept has been strengthened through development of an implementation guide that will help illustrate the idea while at the same time provide some guidance for implementers who may be interested in organizing a youth parliament.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

> 2.2 Discussions of youth issues promoted in the regional and global debates on citizen movements and political parties.
> • Fundraising efforts for this activity have experienced a setback due to natural catastrophes that occurred in the Philippines since the end of 2013. As a result, funding priorities for potential donors have shifted, especially domestic funding institutions. Support for the project continues to be pursued.

Myanmar

In Myanmar, 2014 was a significant year of political developments with the Union Election Commission (UEC) working to establish electoral regulations in regards to campaigning, electoral administration and election observation in preparation of national elections in 2015. A by-election was scheduled for November 2014 but was cancelled citing lack of time for the UEC to prepare and conduct the election and the need to focus on 2015. International IDEA worked to encourage the UEC to embrace a more consultative approach. Electoral system reform was and is continuing to be a matter of interest for parliament. The Pyithu Hluttaw (lower house) established a committee with a mandate to consider "the most appropriate electoral system for Myanmar" that reported presenting seven options for electoral reform. At the request of the committee, International IDEA provided technical input while underscoring the need for a consultative process ensuring that any changes to the electoral system are understood and supported by the main stakeholders beyond the current parties in the legislature. The Constitution Tribunal ruled that changing the electoral system design for the Pyithu Hluttaw was unconstitutional which put an end to this debate; however, legislation is still currently being debated in the Amyotha Hluttaw (upper house) on this issue.

2014 also saw the introduction of four controversial religious bills: to ban interfaith marriage, ban polygamy, enforce population control, and ban religious conversion, The bills have received support from both sides of parliament and are being debated in 2015. The international community has expressed concern and is avidly watching the passage of these bills. International IDEA will continue to monitor the reform of the electoral system and the debate on these bills and adjust its assistance strategy accordingly.

In 2014 the National Comprehensive Ceasefire Agreement between all ethnic armed groups and the Myanmar military was almost finalized a number of times. Bi-lateral ceasefire monitoring is underway; however, a nationwide ceasefire remains unsigned with many parties to the negotiation leaving negotiations a number of times. Conflict has recommenced in some areas. International IDEA continues to work with the Myanmar Peace Center (MPC), the secretariat to the peace negotiations, to provide knowledge resources on constitution building topics.

International IDEA established its Myanmar office in 2014 in Yangon to strengthen its programming in support of the democratic transition process.

International IDEA's Partners

The Union Election Commission (UEC), Myanmar Peace Center (MPC), the Parliament via the Chairman of the Foreign Affairs Committee, and the Local Resources Centre

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The first edition of the **English-Myanmar Glossary of Democratic Terms** promotes the development of a shared vocabulary and common definitions in Myanmar to discuss democratic developments. It does so by providing clear, accessible and value-neutral explanations as a starting point for public discourse. Over 1200 downloads were registered in the first two weeks.

"This glossary will be a valuable tool for Myanmar as many of us struggle each day to translate the democratic terms into Myanmar and often become frustrated when we cannot come up with the right terminology in Burmese."

- (Pansy Tun Thein, Director of the Local Resource Centre, Myanmar)

Planned Outcomes 2014

● 1. Informed electoral and constitutional building processes

Increased availability of knowledge resources that enable the identification of options regarding the issues, approaches to debate, institutional frameworks and other elements of the process of democratic transition in Myanmar.

Planned Outputs / Achieved Outputs

> 1.1 Three existing International IDEA publications translated, on issues including electoral observation regulations, conflict and human security, and electoral risk management.
> • International IDEA translated the following publications into Burmese:
>   • Three handbooks accompanying the ERMTool.
>   • Publication, *Political Finance Regulations Around the World: An Overview of the International IDEA Database*, distributed to all registered political parties and election commissioners.
>   • Handbook *One Size Does Not Fit All, Lessons Learned from Legislative Gender Commissions and Caucuses*, distributed to all 28 female MPs at the national level.
>   • The contextualized "Gender Audit Tool".
>   • Five new *Primers on Constitution Building*.

● 1.2 Commentaries, policy briefs and factsheets on options for democratic transition produced based on consultations with the Myanmar Peace Center.

- International IDEA produced knowledge resources:
  - An information brief on freedom of movement in campaigning and an information brief on media provisions for electoral periods. These briefs were distributed to electoral stakeholders, including all registered political parties.
  - A comparative document on the regulation of domestic electoral observation.
  - An information brief on proportional electoral systems for the Myanmar Peace Center.
  - Three information briefs, "Importance of a Careful and Inclusive Process in Election System Design"; "Promoting Gender Equality in Parliament"; and "The Crucial Role of 'Democratic Dialogue'" in Transitions to Democracy that were distributed to over 1,000 people including UEC, MPC, political parties and CSOs.
  - A technical proposal has been finalized with ASEAN Secretariat and approval is expected by early January 2015.

● 1.3 Glossary of terms important to democratic transition updated, published online and discussed in meetings with relevant stakeholder groups from the media, civil society, the peace process, the legislature and the UEC.

- International IDEA published the *English-Myanmar Glossary of Democratic Terms* together with Myanmar-based Local Resource Centre (LRC).
- The glossary is a result of 12 months of work by 13 contributors representing academics, lawyers, gender experts, political scientists, linguists and a member of the Union Election Commission, who met on the weekends in sessions facilitated by International IDEA staff to discuss, debate and form consensus on these terms. Many of the terms, such as 'federalism', 'gender', and 'direct democracy', did not previously exist in Burmese.
- The work was presented by International IDEA's Secretary-General in Yangon on 17 January 2015. Over 1200 downloads of the glossary were registered in the first two weeks, and over 500 hard copies were distributed by the Yangon office with a reprint of 2000 copies on the way. The glossary is supported by a website, where users can search for terms, leave comments, give feedback, and even like and share on social media.

⊘ 1.4 Online platform created with knowledge materials important to Myanmar's democratic transition.

- The revised *Electoral System Design: The New International IDEA Handbook* and the *Constitution Building Handbook* have been uploaded to International IDEA's website in Burmese. A separate website has not been created in order to avoid duplication of efforts with emerging sites in Myanmar. The Local Resources Centre (LRC) has offered to host and sustain a website for International IDEA's resources. The glossary is supported by a website, where users can search for terms, leave comments, give feedback, and even like and share on social media.

● 2. Electoral integrity

Increased awareness of regional and international good practices for political elites and general populations to effectively participate in democratic reform and governance processes among officials of the UEC and Myanmar Peace Center.

Planned Outputs / Achieved Outputs

● 2.1 Electoral officials exposed to regional good practices of electoral observation through a study mission to the Philippines, facilitated in collaboration with the Philippines Commission on Elections.

- International IDEA facilitated a peer-to-peer study mission of two members of the Union Election Commission to the Indonesian Presidential elections, recognizing that this was a key current and timely example for the UEC to appreciate the importance of the operation of domestic election observation.
- International IDEA also facilitated a week-long peer-to-peer counter-visit from the Indonesian Electoral Commission to Myanmar thereafter, including a round table meeting with NGOs and one with members of parliament as well as multi-stakeholder dialogue sessions with the UEC.

◐ 2.2 Facilitation of an electoral risk management strategy with the UEC including exposure to the ERMTool.

- International IDEA organized a workshop on the ERMTool at the Electoral Commission after which the UEC expressed strong interest to implement the tool.
- International IDEA presented the ERMTool to 20 groups involved in supporting the peace processes.

◗ 2.3 Officials of the Union-Level Peace Making Committee and Myanmar Peace Center exposed to regional experiences with democratic transition through a study mission to Indonesia.

- International IDEA's partner, the Myanmar Peace Center, requested a delay in the implementation of the study mission due to delays in the completion of the comprehensive peace agreement.

◗ 2.4 Focus groups undertaken to provide information to the UEC and Myanmar Peace Center about citizen perceptions on the democratic transition.

- After consultation with the donor, this work has been postponed to 2015.

Green lights for election observation in the 2015 elections!

During the 2010 and 2012 elections, election observation was not authorized. In 2014, the Union Election Commission (UEC) studied and discussed with their Indonesian peers the Indonesian practices with regard to election observation. The UEC has now drafted regulations that will enable domestic election observation of the 2015 elections in Myanmar.

The UEC referenced the exchange with Indonesian peers as integral in shaping their draft of the election observation regulations.

2.5 Assistance provided to the UEC to develop a voter education strategy with key messages drawn from public opinion research and international good practice.
- After consultation with the donor, this work has been postponed to 2015.

3. Inclusiveness of political reform

Increased opportunities for key actors of the democratic transition in Myanmar to achieve consensus on key issues of democratic reform such as constitutional issues, electoral reforms, devolution of power and inclusive governance processes.

Planned Outputs / Achieved Outputs

3.1 Two dialogues facilitated among key stakeholders in the peace process on options for institutional accommodation of the peace process.
- Due to delays in the finalization of a comprehensive peace agreement and after consultation with International IDEA's partner, the MPC, this activity has been rescheduled to February 2015.

3.2 Four consultations facilitated between the UEC, political parties and CSOs on the development of regulations for electoral observation.
- International IDEA provided expert commentary on the draft UEC campaign regulations, including election observation, and mediated discussions with the UEC and CSOs on regulations regarding domestic observation.

3.3 Four consultations facilitated between the UEC, political parties and CSOs on the development of regulations for campaign and party financing training.
- International IDEA in collaboration with the Danish Institute for Parties and Democracy (DIPD) organized training workshops and facilitated dialogues with the UEC and with political parties to introduce the importance of regulating campaign and party financing.

Nepal

The people of Nepal reached an historic milestone in 2008 with elections that ended a decade of civil war, popular protest and constitutional stalemate. The resulting 601-member Constituent Assembly (CA) began the difficult process of developing a new constitution for the country that will balance the needs and demands of the different factions and work towards more decentralized governance. A new Constituent Assembly, elected in November 2013, started its work in 2014 with the ambitious political agreement to finalize the constitution within a year. The renewal by the new Assembly of the agreements achieved by its predecessor was a key question. International IDEA has actively engaged with the Assembly's Secretariat in drafting the now approved rules and procedures for the Assembly, and in publishing a record of the agreements achieved by the first Constituent Assembly. The 22 January 2015 deadline to promulgate the constitution was missed, raising the question of when the constitution might be promulgated.

International IDEA's Partners

Advisory services provided to:

Constituent Assembly (CA) Secretariat, CA Constitutional Political Dialogue and Consensus Committee, CA Capacity Building and Resource Mobilization Committee, Election Commission of Nepal (ECN) Implementing Partners include: Constituent Assembly Secretariat, Nepal Federation of Indigenous Nationalities (NEFIN), Nepal Law Society (NLS), Jaghrit Nepal, Samata Foundation, Support to Participatory Constitution Building in Nepal (UNDP/SPCBN), Swiss Development Cooperation (SDC), Election Environment Information Centre (EEIC), Nepal Constitution Foundation (NCF).

Planned Outcomes 2014

1. Elections and conflict

Use of tools by the Election Commission of Nepal (ECN) to identify and monitor risks of elections-related violence in local elections.

Planned Outputs / Achieved Outputs

1.1 Operational plan, risk register, risk maps and risk alerts produced and disseminated within the ECN and externally.
- International IDEA facilitated the building of a risk register, a collection of experiences through interviews.

1.2 Meetings facilitated between electoral administrators and security sector agencies for information exchange and agreement on risk prevention and mitigation.
- Regular meetings held between the ECN and state security agencies throughout the electoral process.
- ECN produced and shared information via "Risk Alerts" using the ERMTool.

2. Elections and conflict

Sustainably enhanced capacity of the Election Commission of Nepal to make informed decisions towards preventing and mitigating electoral violence.

Planned Outputs / Achieved Outputs

2.1 Capacity strengthening facilitated to electoral staff on basic concepts of electoral security (BRIDGE) and practical skills for operating the ERMTool.
  - International IDEA held several capacity building workshops:
    - A BRIDGE workshop on elections and security, which included an introduction of the ERMTool for the security forces (police, armed police, army, home ministry, central bureau of investigations).
    - A workshop to sensitize District Election Officers of 75 districts to the ERMTool.
  - Staff members of the newly formed ERM Unit were trained at International IDEA Headquarters in Stockholm on the ERMTool software.

2.2 Advice provided to the ECN for the integration of the ERMTool usage methodology in standard procedures.
  - International IDEA facilitated the use of data from the ERMTool:
    - To be presented at an inter-agency security review meeting chaired by the ECN, and at an international meeting in New Delhi, India
    - Electoral risk data presented at an inter-agency security review meeting
  - The Chief Election Commissioner and the newly appointed Unit Chief visited the Kenyan election commission for peer-learning about institutionalizing risk management to the Commission's daily work.
  - New staff at the ECN ERM Unit received an orientation on the use of ERMTool at ECN.

3. Inclusive constitution building

Increased political interest to reach an agreement on contested constitutional issues among Nepalese political parties and social/identity groups.

Planned Outputs / Achieved Outputs

3.1 Consolidation of the gains of the previous CA (2008-2012) through a publication and public discussions.
  - International IDEA facilitated the production of the *Constituent Assembly Mirror*, a collection of decisions reached by the first Constituent Assembly (CA). International IDEA also facilitated its distribution to new CA members elected in November 2013.
  - International IDEA's partner Nepal Law Society (NLS) distributed 600 copies of the English translation of the *Constituent Assembly Mirror* to Constitutional Information Centres (CIC), CA Secretariat, international donors/agencies and national civil society organizations.
  - International IDEA distributed 3000 copies of the *Constituent Assembly Mirror* (NEP) to civil society, academics, experts, and members of the public.
  - International IDEA translated into Nepali, published and distributed 1000 copies of its publication *Norway's Enduring Constitution* to all CA members, civil society, academics and experts.

3.2 Political party dialogues on contentious constitutional issues facilitated.
  - International IDEA organized ten political dialogues on indigenous people's agenda (overall constitutional issues, inclusion, electoral system and state restructuring) with participation of senior leaders of each political party, indigenous and non-indigenous.
  - International IDEA distributed the book *Rupantaranma Mahila* NEP (collection of articles) to all the CA members through the Committee on Capacity Building and Resource Management.
  - International IDEA published the *English-Nepali Glossary of Federalism Terms* distributed to all the CA members, partners, civil society and libraries.

3.3 Social group dialogues on federalism and restructuring of the state facilitated.
  - International IDEA organized six social group citizen dialogues around the federal glossary in Chitwan, Biratnagar Lamjung, Nuwakot, Mahendranagar, and Siraha.
  - Shared the *English-Nepali Glossary of Federalism Terms* with participants through citizen dialogues.

4. Inclusive constitution building

Enhanced capacity and opportunity of Nepal national stakeholders to engage in constitution building process and content discussion.

The Electoral Commission of Nepal (ECN) practices tool-supported risk management

Local elections have not been held in 19 years; however, by-elections were held in four constituencies on 22 June, whereby the ERMTool was used to map and monitor electoral risks. The ERMTool was also used in the November 2013 National Constituent Assembly elections.

The tool was additionally used for mapping and monitoring other risk relevant factors of electoral management, such as vacant posts or the state of buildings in the ECN's district offices.

ECN established an electoral risk management unit

The Election Commission now has an organizational unit staffed and resourced on budget, that is charged with electoral risk management.

The IT unit of the ECN has integrated data from the ERMTool into the Electoral Commission's Geographic Information System.

Stakeholders build on gains of the first Constituent Assembly

The Constituent Assembly Mirror is a collection of Nepal's constitution building process including the Comprehensive Peace Agreement, the Interim Constitution, CA Rules of Procedure and summaries of the first CA'S Committee Reports. It was used extensively as a reference by CA Members, Committees and civil society, including the Nepal Bar Association at its constitutional conference in May.

Party leaders engage dialogue on indigenous people's agenda

Senior leaders of each political party, indigenous and non-indigenous, participated in the dialogues on indigenous people's agenda on overall constitutional issues, inclusion, electoral system and state restructuring.

Progress on Planned Outcomes ● *Advanced* ● *On Track* ● *Delayed*

Progress on Planned Outputs ◐ *Fully Achieved* ◖ *Partially Achieved* ◗ *Postponed* ⊘ *Cancelled*

Planned Outputs / Achieved Outputs

4.1   Public consultations on content of the constitution carried out through the Constitution Information Centres.
- International IDEA organized 217 public sessions through the Constitutional Information Centres, reaching out to a total of over 14,737 participants, made up of 36.5% women and 15.5% Dalits.

4.2   Participation of women, Dalit and indigenous peoples in the constitutional process (including the new CA) facilitated.
- International IDEA conducted programmes to support women (14), Dalit (12), Madhesi (16) and Muslim (6) CA members in the process of making proposals to the new constitution.
- International IDEA provided technical information on the inclusion of women and minorities, particularly Dalit, Madhesi and Muslim minorities, through various types of interactions to the Capacity Development and Resource Management Committee (6).

4.3   Technical advice provided to the CA's committee in charge of planning the public consultations.
- The present Constituent Assembly has not yet been able to produce a draft constitution to submit to a public consultation process. Therefore, the Committee in charge of public consultation has not started its work on planning the public consultation.
- However, the CA Committee on Civic Relation has taken ownership of the action plan for public consultation produced by the first CA committee on public consultation with technical support of International IDEA.

⬤ 5. Informed constitution building

Enhanced capacity of Nepalese democratic institutions and actors, including the CA and its Secretariat, to draft and finalize the new constitution, including a transition and implementation plan.

Planned Outputs / Achieved Outputs

5.1   Technical advice and support provided to the CA in drafting the constitution.
- International IDEA provided technical information on constitution drafting through various types of interactions to the Drafting Committee.
- International IDEA facilitated the translation, publication and dissemination of the rules for procedures in to English.
- After the adoption of the rules for procedures, International IDEA facilitated the printing of Nepali copies and organized orientations for the members on how to use the rules for procedures as CA member.

5.2   Technical advice and support provided to the CA to develop a transition and implementation plan.
- Activity postponed as there is no official progress on transition and implementation.

5.3   Political party and social group dialogues on challenges of implementing the new constitution facilitated.
- Activity postponed as there is no official progress on transition and implementation.

⬤ 6. Constitutional implementation

Increased awareness and understanding among Nepalese social groups and political parties about the new constitution and its implications.

Planned Outputs / Achieved Outputs

6.1   Overall and gender assessments of the new (draft) constitution produced.
- International IDEA developed a contextualized gender auditing tool to assess the constitution from a gender perspective.
- International IDEA also completed the first draft of an Indigenous People (IP) auditing tool based on the same concept for use in Nepal and to hopefully contribute to a global IP audit tool.
- Need to wait for a constitution draft to be promulgated for assessment.

6.2   Information on the new constitution and its implications provided to the citizen groups through the Constitution Information Centres.
- Activity postponed as the new constitution has not been promulgated yet.

Pacific Island States

International IDEA proactively engaged with CSOs, government agencies, election management bodies, diplomatic missions, and regional and international organizations in the Pacific Islands in 2014. Since establishing office in Canberra, missions were carried out in Suva, Fiji, Port Moresby, Papua New Guinea, Port Vila, Vanuatu, Honiara, Solomon Islands and Nuku'alofa, Kingdom of Tonga. A number of opportunities for collaboration and partnerships have been explored and are being followed up. This exercise forms the backdrop for International IDEA's growth in engagement in the Pacific Islands.

Planned Outcomes 2014

● 1. Political design for development

Increased knowledge among politicians and policy makers on how particular political institutions, processes and reforms can be designed to promote sustainable human development.

Planned Outputs / Achieved Outputs

○ 1.1 At least two action oriented policy papers on development of particular political institutions, processes and reforms, building on discussion papers, produced, validated, published and shared through dialogues and appropriate forums of regional and international, academic and research fora.

- International IDEA produced a research brief on The Pacific Islands Forum's engagement with civil society organizations. It has been published as part of International IDEA's book, *Inclusive Political Participation and Representation: The Role of Regional Organizations*.
- International IDEA produced two peer-reviewed research papers on leadership turnover in the Pacific island states:
  - *Ministerial Durations in Papua New Guinea, 1972-2012: A Preliminary Insight*, presented to the Australian Political Studies Association Conference, University of Sydney, 1 October 2014;
  - *Leadership Turnover in the Pacific Islands: A Preliminary Analysis* to be published in 2015 by the Australia National University.
- International IDEA started an extensive data collection exercise on ministers of state in Papua New Guinea, Solomon Islands and Vanuatu for the project "Accountable Political Executives". The data will form the basis for analyzing how political executives are held accountable in Melanesia.
- International IDEA 'observed' the elections in the Kingdom of Tonga in November 2014. The elections results have been analyzed and the findings will be presented to the State, Society and Governance in Melanesia (SSGM) Seminar Series, the Australian National University in May 2015.
- International IDEA has provided input for the Commonwealth Secretariat to the forthcoming Small Island Developing States meeting in Samoa in September 2015.

Indonesia

General elections were conducted in April (legislative) and July (presidential), which led to a change in composition in the legislature and also a new president was installed. While public policy discourses at the national level have always dominated people's attention in the media, the effects of regional autonomy gradually introduced from 1999 remain at the core of Indonesia's democratization process. Moreover, the dynamics of head of region elections that take place in different localities throughout the year show the vibrancy of Indonesia's democracy at local level. As such, in Indonesia, International IDEA focused on local democracy institutions and processes.

Planned Outcomes 2014

● 1. State of local democracy

Increased citizen input in national discussions on democratic reform in the context of the 2014 elections in Indonesia.

Planned Outputs / Achieved Outputs

◑ 1.1 Advice provided to local partners on an action plan to disseminate and follow up on the recommendations for democratic reform formulated in a 2012 SoLD assessment.

- During a regional forum of local government leaders in Indonesia, the University of Gadjah Mada launched the final report of the *SoLD Assessment*, which it conducted in 2011-2012 in partnership with International IDEA.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◑ *Partially Achieved*	◔ *Postponed*	⊘ *Cancelled*

- The assessment team met with the Planning Ministry of Indonesia to present the findings.
- A member of the assessment team shared the assessment findings in a workshop on the new democratic accountability tool organized by International IDEA.

Philippines

In the Philippines, the government and the Moro Islamic Liberation Front (MILF) signed the Framework Agreement on the Bangsamoro in October 2012, agreeing to create a new political entity for the conflict-afflicted region. This was further strengthened by the Comprehensive Agreement on the Bangsamoro (CAB) signed in March 2014 encapsulating all agreements including four annexes on Transitional Arrangement and Modalities, on Revenue Generation and Wealth Sharing, and on Power Sharing and Annex on Normalization. Elections for the local Bangsamoro governmet are to be held in 2016, in conjunction with the national elections if the Bangsamoro Basic Law is passed. International IDEA has been engaging with the Philippine institutions since 2005 in support of citizen inputs to local and national discussions on democratic reforms. The *State of Local Democracy in the Autonomous Region in Muslim Mindanao* was the fifth citizen-led democracy assessment conducted in the Philippines.

Citizens' recommendations inform transition process

The findings of an International IDEA-supported citizen-led assessment of the SoLD that was conducted in the region between 2011-2013 will potentially now be used to inform the transition process, as one of the asssessment team members has been involved in the Bangsamoro Basic Law working group.

Planned Outcomes 2014

● 1. State of local democracy

Advice provided to local partners on an action plan to follow up on the recommendations for democratic reform formulated in a SoLD assessment.

Planned Outputs / Achieved Outputs

◔ 1.1   Provide advice to local partners on an action plan to follow up on the recommendations for democratic reform formulated in a 2012 SoLD assessment.
- International IDEA continued consultations with Mindanao-based organisations for a proposed support to the Bangsamoro peace process with planned dialogue and scoping mission to ARMM in 2015.
- International IDEA also offered to support the authorities with regard to electoral risk management if a referendum is conducted in 2015.

Mongolia

Mongolia is a fast growing economy with double-digit growth between 2011 and 2013. Much of this growth is attributed to the rise of extractive industries, where revenues from these industries increased the state budget, allowing for enhanced and improved services for the people. Parallel to this positive curve is the need for citizens to articulate their needs and demands better in a democratic context. Likewise, the manner in which service is delivered needs to be kept in check with state supervisory bodies and civil society alike. Mongolia is fertile ground for examining the effects of democracy towards development.

Planned Outcomes 2014

● 1. Democratic accountability in service delivery

Increased capacity of citizens and policy makers to discuss reforms to strengthen the democratic processes in Mongolia.

Planned Outputs / Achieved Outputs

◑ 1.1   Assessment of democratic accountability in service delivery conducted for at least one service delivery sector in Mongolia, in collaboration with the Zorig Foundation.
- Recent changes in the management of the Zorig Foundation led to this activity being postponed.
- Two unplanned activities were conducted in 2014 related to presenting the "Democratic Accountability in Service Delivery Tool" to a group of CSOs and government institutions in the Philippines and Indonesia.

Bhutan

In 2008, Bhutan transitioned into a democratic constitutional monarchy leading to unprecedented reforms and changes to structures and processes of the state. A range of constitutionally defined governance institutions were established, including an independent Election Commission. Having organized two general elections, the Commission put acceptable administrative procedures in place to conduct the elections. For instance, International IDEA supported the development of staff capacities, in conducting voter education and information programmes.

Planned Outcomes 2014

● 1. Integrity and inclusiveness of elections

Enhanced capacity of the Election Commission of Bhutan to run a resource and training centre on democracy and elections.

Planned Outputs / Achieved Outputs

1.1 Existing International IDEA and third-party publications on electoral issues provided to the Election Commission of Bhutan.
- International IDEA provided more than thirty International IDEA and third-party books to staff through the Election Commission's library. Once the construction of the new office building has been completed, more books will be provided for the larger library.

1.2 Advice provided to the Election Commission of Bhutan for the design and piloting of a "credible elections clinic" and the use of technology in capacity strengthening programmes.
- International IDEA facilitated input by an international expert into the design of an electoral resource centre, called "Credible Elections Clinic". International IDEA also facilitated capacity strengthening programmes for electoral stakeholders from political parties and the National Council.
- International IDEA conducted a workshop on political finance regulations in November.

1.3 Capacity strengthening facilitated for staff of the Election Commission of Bhutan on e-learning module development, public speaking and graphic design.
- International IDEA provided advice on the creation of the pilot e-learning module. Development of the pilot e-learning module is at an advanced stage and will be launched during the Election Commission of Bhutan's foundation day, 16 January 2015.
- International IDEA conducted graphic design training in 2013 and so far the Commission has started developing simple design products to put the skills into practice.

1.4 Opportunities for peer-to-peer exchanges on democracy and elections education provided to electoral staff through study visits and staff internships in foreign EMBs or civic education centres.
- International IDEA facilitated an agreement with the Election Commission of India for a peer-to-peer work placement programme for two ECB staff in Uttar Pradesh, India. Overall reviews have been satisfactory. The programme took place during an electoral period, which allowed the ECB staff to experience the voting process, campaigns and last minute 'get out the vote' efforts from the Election Commission of India through their highly regarded SVEEP (Systematic Voter Education and Electoral Participation) programme.

Election Commission of Bhutan builds stakeholders' capacities

- In 2014, the Election Commission of Bhutan has conducted voter outreach programmes, such as democracy clubs in schools and community meetings. International IDEA's technical and financial support for strengthening capacity on electoral education was completed in 2013.

- The Election Commission of Bhutan has acquired further skills for managing a resource and training centre and its activities including offering training and creating content, such as e-learning modules.

- The Electoral Contestants Capacity Development programme, managed by the Election Commission, actively develops relationships with political parties.

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*

Progress on Planned Outputs   ● *Fully Achieved*   ◐ *Partially Achieved*   ◑ *Postponed*   ⊘ *Cancelled*

Introduction

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Trends from the 2014 Latin American Election Marathon

The seven countries that held presidential elections – Costa Rica, El Salvador, Panama, Colombia, Bolivia, Brazil, and Uruguay – offer important lessons about electoral politics in the region:

South America opts for 'continuismo' whereas alternation in power prevails in Central America

The parties in power won all four presidential elections in South America, i.e. Colombia, Bolivia, Brazil, and Uruguay. By way of contrast, in two of the three presidential elections in Central America there was change of the party in power (Costa Rica and Panama) and continuity in El Salvador.

South America votes predominantly left, Central America more diverse.

After the elections, all current governments in South America are of the left or centre-left except for Colombia and Paraguay. In Central America, the situation is more diverse, with governments of the right or centre-right in Guatemala, Honduras, and Panama; the left in El Salvador and Nicaragua; and the centre-left in Costa Rica.

Second-round elections are at a high point

Of the seven countries in which there were elections in 2014, all but Panama allow second-round elections. In five of these, a second round of elections was necessary: Costa Rica, El Salvador, Colombia, Brazil, and Uruguay. Morales's victory on the first round was the exception. Only in Colombia did the outcome of the second round differ from the first with Santos who finished second in the first round, defeating Oscar I. Zuluaga in the second round.

Re-election continues to be infallible

In South America the tendency continues whereby every president who has sought re-election, from 1978 to date, has succeeded. The three presidents who sought consecutive re-election, Santos, Morales, and Rousseff, came out on top. Vázquez won in his endeavour to be re-elected after being out of office. Though South America holds many elections, there are few new faces or parties. In effect, never before has the region had such a large number of governments in office for such a long duration: four consecutive terms of the Workers Party in Brazil, three consecutive terms of the Broad Front in Uruguay, three Kirchner administrations, three consecutive elections won by Morales in Bolivia and three consecutive elections won by Correa in Ecuador; and chavismo has been in power for more than 15 years.

by Dr. Daniel Zovatto, International IDEA

IDEA

International IDEA's Partners

EMBs of: Mexico, Guatemala, Costa Rica, Panama, El Salvador, Dominican Republic, Uruguay, Argentina, Chile.

FUNGLODE (Dominican Republic), Institute of Legal Research of the National Autonomous University of Mexico (IIJ/UNAM), Ministerio Secretaría General de la Presidencia (Segpres/Government of Chile) NIMD, UN Women, Woodrow Wilson International Center, Brookings Institute, Organization of American States, Economic Commission for Latin America and the Caribbean.

Planned Outcomes 2014

● 1. Electoral integrity and reform

Enhanced understanding of common challenges in electoral justice among EMB officials in the Latin America and the Caribbean (LAC) region.

Planned Outputs / Achieved Outputs

● 1.1 Comparative knowledge and best practices on electoral justice facilitated to EMBs by regional academic experts, magistrates and officials through the organization of the "Sixth Ibero-American Conference on Electoral Justice" in Mexico, in partnership with the Mexican Electoral Tribunal.

- The "Sixth Ibero-American Conference on Electoral Justice" took place in Cancun, Mexico on 27-29 August. Electoral magistrates from more than twenty countries in Latin America and the Caribbean participated in the conference and a parallel judge-to-judge training. The "Second Dialogue on Electoral Judicial Ethics" was also held at the occasion. International IDEA has been promoting and developing this initiative since 2009.

Electoral magistrates from more than 20 countries in Latin America and the Caribbean discuss electoral justice and judicial ethics.

The "Sixth Ibero-American Conference on Electoral Justice" took place in Cancun, Mexico on 27 - 29 August. Electoral magistrates from more than twenty countries in Latin America and the Caribbean participated in the conference and a parallel judge-to-judge training. The "Second Dialogue on Electoral Judicial Ethics" was also held at the occasion.

Progress on Planned Outcomes	● Advanced	● On Track	● Delayed	
Progress on Planned Outputs	● Fully Achieved	◐ Partially Achieved	◑ Postponed	⊘ Cancelled

● 2. Electoral integrity and reform

Enhanced capacity of EMBs from the Southern Cone (particularly Brazil and Uruguay), Mexico and Central America to engage in discussions on issues related to electoral reform.

Planned Outputs / Achieved Outputs

● 2.1   Regional experience sharing and capacity strengthening on electoral reform facilitated to EMBs from the Southern Cone (particularly Brazil and Uruguay), Mexico and Central America on issues including electronic voting, voting from abroad, public funding and the media, gender and the recommendations of the Global Commission on Elections, Democracy and Security.

- Transparency of elections through electoral justice:
  - International IDEA with the National Autonomous University of Mexico (UNAM), the Electoral Tribunal and the National Electoral Institute convened three international seminars on the issue of democracy and transparency in March and November in Mexico.
  - International IDEA hosted a seminar in Mexico in June for 125 constitutional and electoral experts from 20 countries to discuss "Political Rights, Electoral Institutions, Government Systems and Democracy".
- Shared analysis of recent elections and elections to come:
  - International IDEA collaborated with the Brookings Institute and Woodrow Wilson Center in a seminar on analyzing the elections in Latin America 2013 and 2014 in Chile, Honduras, Brazil, El Salvador, Uruguay, Columbia and Venezuela.
  - International IDEA co-organized a seminar in August in San José with the Costa Rican Supreme Tribunal of Elections to analyze lessons learned during recent elections in Honduras, Costa Rica, El Salvador and Panama, and looking forward towards 2015 and 2016 elections in Guatemala, the Dominican Republic and Nicaragua.
- Support to specific electoral reform processes:
  - Continuing from the seminar held in Costa in August, in December in Mexico International IDEA offered a platform for experts to discuss electoral reform processes in Guatemala, Honduras and El Salvador.
  - In February, International IDEA also organized an international seminar to analyze and evaluate the electoral reforms in Mexico and discuss main challenges with implementation.
  - International IDEA held two international seminars in Honduras, that offered 250 representatives from political parties, civil society organizations, government institutions, academic institutions and the media comparative views on key issues of the national debate on electoral reform, drawing on the experience of ten countries.
  - At the request of the Secretary of the Presidency in Chile, International IDEA convened an international seminar to share experience on the issues of voting from abroad and on political finance.
  - In Panama, International IDEA provided specific support to the Electoral Tribunal on the electoral reforms after the elections in May.

● 3. Inclusiveness in electoral processes

Enhanced capacity of EMBs to improve legal frameworks for gender equity in Central America, the Dominican Republic and Mexico.

Planned Outputs / Achieved Outputs

● 3.1   Capacity strengthening activities organized on electoral reform for gender equity for EMBs, parliamentarians, political parties, academics and journalists in Central America, the Dominican Republic and Mexico.

- In Mexico, International IDEA initiated collaboration with local institutions and electoral courts in civic education programmes and capacity building with a gender perspective. Conferences and small courses were carried out in Sinaloa, Quintana Roo, Cancún and Baja California in May and June.
- International IDEA convened a seminar in Chile to discuss an electoral reform proposal that includes a gender quota of 30% for electoral lists. The event was requested by Parliament and attended by parliamentarians as well as other public stakeholders.

● 4. Implementation of constitutions

Increased discussion and experience sharing among Latin American countries on constitutional reform processes.

Planned Outputs / Achieved Outputs

● 4.1   Regional experience sharing between academic experts, politicians and officials facilitated through the organization of a regional conference on the current state of constitutional reform processes in Latin America (in partnership with the UNAM/Ibero-American Institute of Constitutional Law).

- After discussion with partners, the regional forum on constitutionalism has been postponed to 2015.

4.2 Second edition of a research poll on constitutional culture in Argentina conducted, in partnership with the Argentinian Association of Constitutional Law and the UNAM/Ibero-American Institute of Constitutional Law (IIDC) to analyze the attitudes and values of Argentinian society towards constitutionalism 30 years after the country's return to democracy.

- International IDEA is cooperating with Poliarquía to undertake this survey on constitutional culture which will produce results comparable to a 2005 survey. Data collection has been completed and a first report is ready to be launched in March 2015 in Argentina.

5. Money in politics

Enhance awareness and increased understanding of the illicit practices in the funding of political parties among global, regional and national actors involved in political finance regulation.

Planned Outputs / Achieved Outputs

5.1 Regional best practices shared and discussed with EMB officials, parliamentarians, political parties and other actors involved in political finance regulation from different regions on illicit practices in the funding of political parties, using materials based International IDEA's database on the funding of political parties, publications and regional experts networks.

- The topic of political finance is now being debated at most conferences on electoral processes. (cf.2.1)
  - In the important event that International IDEA co-organized in August in San José with the Costa Rican Supreme Tribunal of Elections, (see 2.1), there was a specific panel on political finance.
  - In Mexico, Honduras and Guatemala most of the seminars that are related to electoral transparency include a panel of Mexican experts on political finance.
  - International IDEA's *Funding of Political Parties and Election Campaigns: A Handbook on Political Finance* (2014) is currently being translated into Spanish.

5.2 Publication, *Political Finance Regulations Around the World: An Overview of the International IDEA Database* (Spanish) disseminated among EMB officials, parliamentarians, political parties and other actors involved in political finance regulation from the region.

- International IDEA's publication, *Political Finance Regulations Around the World* was distributed in Spanish translation (2013) to members of the Electoral Tribunals, Congress and Senate in the Dominican Republic and Honduras. During International IDEA's August seminars in Costa Rica, the Dominican Republic and Mexico it was distributed to all participants, mainly all EMBs of the region.
- International IDEA is currently translating its handbook on political finance into Spanish.

6. Law on political parties

Strengthened relationship between citizens and political institutions in Central America, the Dominican Republic and Mexico.

Planned Outputs / Achieved Outputs

6.1 Capacity strengthening and technical advice to improve regulatory frameworks and management capacity of political parties in Central America, the Dominican Republic and Mexico.

- International IDEA hosted a seminar on Latin American experiences conducting primary (intra-party) elections, which gathered 120 experts from 11 Latin American countries to share their perspectives with electoral officials, parliamentarians and political leaders from the Dominican Republic involved in the new political party law in the country. To date, the political party law has still not been voted in Congress.
- In a televised event at the at the national Senate of Mexico, International IDEA presented the publication Toward a Political Parties Law? on Latin American Experiences and Outlook for Mexico (2012, ed. by International IDEA, UNAM and the Belisario Domínguez Institute).
- International IDEA presented the publication at the international seminar "Electoral Reforms in Honduras: comparative perspectives in Latin America".

7. Gender equality in politics

Enhanced capacity of political parties to promote gender equity in participatory and representational processes in Central America, the Dominican Republic and Mexico.

Planned Outputs / Achieved Outputs

7.1 Capacity strengthening workshops on gender equity in participatory and representational processes facilitated for government officials, parliamentarians and political parties in Central America, the Dominican Republic and Mexico.

- International IDEA collaborated with NDI, NIMD, UNDP and UN Women in the Parliamentary Academy in Honduras, an initiative to strengthen the capacity of women to participate in policy formulation and to strengthen political parties for the effective implementation of parity in 2017 elections.

Chile: Opposition refers gender quota bill to constitutional court

In 2014, the Chilean Parliament discussed a bill proposing a major reform of the electoral system. Among other changes, gender quotas are proposed to increase the participation of women in politics. This mechanism shall be temporary and apply to parliamentary elections until 2029. The bill was debated in both houses of Parliament for more than six months before being approved in January 2015. Currently, the reform is still pending as groups of the opposition referred the proposed bill to the Constitutional Court for final review.

In 2014, a broad process of debate and reflection on the proposed law was organized, including by Parliament itself. International IDEA was an important ally in this process, co-hosting spaces for dialogue and providing information and comparative experiences from the region.

Looking forward to the 30th anniversary of Argentina's return to democracy

In 2015 Argentina celebrates its 30th anniversary since the country's return to democracy. A survey has been conducted that explores attitudes and values of Argentinian society towards constitutionalism. The results are expected to yield much attention from the Argentinian public.

A large audience for "Towards a political parties law"

Mexican Televisa's main news reported on International IDEA's presentation of "Toward a Political Parties Law?" on Latin American Experiences and Outlook for Mexico at the Mexican Senate. Televisa reaches an audience of about 80 million viewers.

Government of Chile and International IDEA establish partnership

The Government of Chile has signed a Memorandum of Understanding with International IDEA with respect to the constitutional reform process and funding of political parties.

Illicit funding of political parties – a growing public debate

The awareness of national stakeholders of illicit practices and their detrimental effect on democracy has significantly increased and the issue of political finance can now be found on the reform agenda of most countries in the LAC region.

Where is Latin America headed?

Six former presidents from the region and 70 experts from across the region and Europe shared the view that it's the end of a golden decade for Latin America; the end of a decade of prosperity marked by robust economic growth and major social gains, and the birth of a new cycle, characterized by weaker growth and falling commodities prices. The Santo Domingo agenda, a reformist agenda which is regional in scope, emerged from the discussions of the "Third International Forum of Santo Domingo" (January 2015).

The agenda aims at improving the quality of democracy, diversifying the productive matrix, armouring and deepening the social gains attained in recent years, and responding effectively to the grave problem of citizen insecurity.

(IDEA)

The State of Democracies in Latin America: An International IDEA report

International IDEA launched "La calidad de las democracias en América Latina: Informe para IDEA Internacional"

Democracies on the move: People find new ways to politics

In recent years, an increased number of demonstrations show that politics matter. People are finding new ways to engage in the political process. This publication presents a selection of studies on direct and participatory democracy in Latin America.

• The Parliamentary Academy organized a workshop for 46 congresswomen and substitutes.

8. State of democracy

More effective collaboration and coordination among international organizations working on key democracy issues in LAC.

Planned Outputs / Achieved Outputs

8.1   Series of two or three regional and sub-regional conferences on key challenges for democracy in LAC (to be identified jointly with regional partners) facilitated with international actors, regional and sub-regional organizations as well as other agenda-setters from LAC.

- International IDEA with its partners NDI, NIMD, Wilson Center and Brookings Institute decided to postpone the joint seminar due to lack of funding support from the different institutions.
- The "Third International Forum of Santo Domingo" took place on 28-30 January 2015 in the Dominican Republic. It was co-organized by International IDEA, FUNGLODE, and the Pontificia Universidad Católica Madre y Maestra. Six former presidents from the region and 70 experts from across the region and Europe held deliberations under the title, "The time for reforms: What should Latin American do to become a more democratic, prosperous, equitable and secure region?" A reformist agenda, regional in scope, emerged from the discussions.
- International IDEA launched *The State of Democracy in Latin America: An International IDEA report.* (La calidad de las democracias en América Latina: Informe para IDEA Internacional). An English version of the report is currently being prepared.
- International IDEA has, jointly with the UNAM and the Centre for Research on Direct Democracy in Switzerland, updated its 2008 research and book on direct democracy in Latin America. The publication – *Democracies on the Move: Political Participation and Direct Democracy Mechanisms in Latin America (Democracias en movimiento: Mecanismos de democracia directa y participative en América Latina)* – was presented at a Congress of Electoral Studies in Lima. More launches are planned for 2015.

Andean Region

In the Andean region the context has been marked by political processes developed in each country. In Bolivia, Evo Morales was elected to a new term with a very high vote and began this new stage announcing the deepening of the political process of consolidation of a plurinational state. In Colombia, the situation is still marked by the possibility of reaching a peace process to end the guerrilla struggle of the Revolutionary Armed Forces of Colombia (Fuerzas Armadas Revolucionarias de Colombia, FARC). In Ecuador, the voices that fear new legal reforms have intensified to allow indefinite re-election of the President of the Republic, which is currently limited. Peru's main concern is the difficulty for politics to defend itself against organized crime.

It was hoped that with the January 2014 ruling by The Hague International Court there would be a settlement to a border dispute that has existed since the Pacific War in the 1980's, and that residual nationalist sensitivities that have been active until today and are an obstacle to regional and economic integration would be put to rest. The two governments have shown commitment to implement the ruling and have asked International IDEA to accompany political actors from both countries in their dialogue, focused on sharing experience of democracy processes.

International IDEA's Partners

UNDP, UN women, NIMD, Peruvian Chapter of Transparency International (Transparencia), Transito (activists and theatre), local TV station, Ombudsman's Inter American Development Bank, Chile 21 Foundation and Friedrich Ebert Foundation.

Planned Outcomes 2014

● 1. Role of media in democracy

Greater consensus on the role of the media in democracy, particularly in helping to promote the representation and accountability of political actors in the Andean region.

Planned Outputs / Achieved Outputs

1.1 Capacity strengthening provided to Andean journalists on the role of the media in electoral processes.
- International IDEA rescheduled this activity for 2015 at the request of the Norwegian MFA.

1.2 Dialogue facilitated between journalists and media owners from across the Andean region on self-regulation and the role of the media in democracy.
- On 15 December 2014, International IDEA, the Peruvian Press Council (CPP) and the CPP Court of Ethics carried out the encounter "Ethics and self-regulation of the media in the Andean Region". The report (minutes) of this event will be ready by the end of January 2015.

● 2. Programmatic and accountable political parties

Increased capacity of political parties from the Andean region to elaborate development plans that reflect the views of civil society.

Planned Outputs / Achieved Outputs

2.1 Guide of best practices on building programmatic parties produced, based on self-evaluations by political parties represented in parliaments in the Andean region, as well as inputs from civil society organizations.
- International IDEA rescheduled the production of the guide for 2015 at the request of the Norwegian MFA.

● 3. Political participation and representation of women

Strengthened capacity of regional leaders from the Andean region to generate consensus on key policy issues within their countries and regionally.

Planned Outputs / Achieved Outputs

3.1 Roundtables facilitated among Andean leaders to foster common agendas and creative solutions to enhance women's political participation through a regional warning system.
- International IDEA, jointly with UNDP and UNWomen has completed the development of the Monitoring System of Women's Political Participation (ATENEA). A pilot was finalized in April 2014.
- International IDEA with its partners held a roundtable to present the "Monitoring System of Women's Political Participation" (ATENEA) to stakeholders. Online work sessions were carried out with representatives from Bolivia, Colombia, Chile and Uruguay.
- International IDEA with its partners began implementation in Panama, and in Chile, Honduras and Bolivia will start in 2015.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

3.2 Exchange of regional good practices in natural resource management and indigenous rights facilitated among representatives of the Executive and Legislative powers from the Andean region.

- International IDEA has rescheduled the activity for 2015 at the request of the Norwegian MFA.

4. Political dialogue and bilateral relations

Enhanced capacity and opportunity for public opinion leaders, including parliamentarians, party leaders, business leaders, academics and the media, to promote bilateral relations between Chile and Peru based on a common agenda for the future.

Planned Outputs / Achieved Outputs

4.1 Meetings facilitated between media directors from both countries on the role of the media in building a bilateral agenda.

- In coordination with key actors from Chile and Peru, it was agreed to reformulate this activity to increase the participation of columnists and opinion leaders.
- A meeting between the media from both countries was carried out on December 20-21 in Santiago, Chile. Participating, were 13 journalists from Peru and 14 journalists from Chile. Among the topics discussed were: the role of the media in the dissemination of information related to the bilateral relations, and the need to build a common future agenda about the democratic institutions in both countries. The participants also exchanged information on issues about political reform.

4.2 Dialogue facilitated between high-impact opinion leaders, youth leaders and academic communities from both countries on the construction of a bilateral common agenda.

- "5th Encounter Chile-Peru: Thinking the Future" was carried out in Lima on 11 April, with the participation of 13 members of the Chilean delegation. Participants from both countries - political opinion leaders, academics, former ministers of foreign affairs, former members of the military, journalists - discussed the impact of The Hague ruling on the bilateral relations as well as on the agenda for the future (ten years ahead). Please refer to the attached media articles and media systematization.
- The "Sixth Encounter Chile-Peru: Thinking the Future" was carried out in Santiago, Chile on 12-13 December. The participants made an evaluation of the progress on the dialogue among key actors, discussed the bilateral relations, and the actions to be carried out in 2015.

4.3 Publication on the future Chilean-Peruvian agenda produced, in collaboration with two former foreign ministers from the two countries.

- In coordination with key actors from Chile and Peru, it was agreed to change the activity to a series of meetings of a former Peruvian Minister of Foreign Affairs in Chile and an equal Chilean leader in Peru.
- In October 2014, Mr. Marcos Robledo, Vice-Minister of Defense of Chile had several meetings with key Peruvian actors in Lima.
- In November 2014, Mr. Rafael Roncagliolo, former Peruvian Minister of Foreign Affairs travelled to Santiago, Chile to meet with key Chilean actors.

Bolivia

Bolivia held general elections in October, in which President Evo Morales was re-elected a second time by more than 61 per cent of votes, with an overwhelming victory of the Movement for Socialism (Movimiento al Socialismo, MAS) in eight of the nine regions. These were landmark elections in regard to the political inclusion of women in Bolivia. For the first time in history, Bolivian women achieved a representation of 49 per cent (44 per cent in the Upper and 51 per cent in the Lower Chamber) meaning that Bolivia now ranks first in Latin America and third in the world in terms of the inclusion of women in parliament. A broad pluralism of sectors and groups will be represented, with women delegates from indigenous, peasant and urban people's associations now in Parliament. The 2009 constitution and the new electoral law underscore the inclusion of women as a means for broadening democracy and public participation. During the pre-election period, women's organizations successfully watched over parties' compliance with parity and alternating list rules. In an unprecedented campaign, "50 and 50 Parity is now!", Bolivian women's organizations mastered the challenge of building a *Political Agenda from Women*, from a broad participatory process of multiple and plural women nationally and from each region. What is more, the women's movement convinced political parties running for elections to adopt the *Political Agenda from Women* in their programmes.

International IDEA's Partners

Electoral Supreme Tribunal, Departmental Electoral Tribunals, Intercultural Service for Democratic Strengthening, Plurinational Legislative Assembly, Vice Presidency of the Plurinational State, Movimiento al Socialismo (political party), Demócratas (political party), Unidad Nacional (political party), Partido Demócrata Cristiano (political party), New political organizations, SOL.BO and Libertad de Pensamiento para Bolivia (Freedom of Thought for Bolivia), Institute for Intercultural Democracy, Coordinadora de la Mujer

Planned Outcomes 2014

🔴 1. Electoral reform and integrity

Strengthened institutional performance of the Bolivian EMB through consolidated departmental electoral courts and an efficient relationship between central and departmental electoral authorities.

Planned Outputs / Achieved Outputs

◔ 1.1 Technical support provided to the EMB towards integrating the recommendations of the institutional review of its Strategic Plan 2012.
  - The EMB has not requested International IDEA's input on this subject during the election year 2014.
  - International IDEA provided technical support, and a significant percentage of recommendations of the institutional review have been integrated.

◑ 1.2 Technical support provided to the EMB in reformulating and implementing its Strategic Plan 2014-2017 in priority areas.
  - The Electoral Body has conducted national and regional meetings to adjust its institutional strategic plan and to present a specific plan for adjusting elections process called PEA (Annual Election Plan).

🟡 2. Electoral reform and integrity

Promote active participation of the OEP in the drafting of electoral regulations through a coordinated relationship of the OEP with the ALP, the TEDs and the ALDs.

Planned Outputs / Achieved Outputs

⚪ 2.1 Assessment of the relations between the Electoral Supreme Tribunal and the Departmental Tribunal updated.
  - International IDEA has prepared a diagnostic of the relations jointly with Departmental Tribunals and the EMB president. The results of the diagnostic have not been formally used. Nonetheless, in the informal sphere some decisions have been taken based on the results of the diagnostic, in order to improve institutional relations between the Electoral Supreme Tribunal and the Departmental Tribunals.

⚪ 2.2 Exchange of experiences about the relations between the Electoral Supreme Tribunal and the Departmental Tribunals facilitated during the 2014 elections.
  - International IDEA cooperated with the Electoral Supreme Tribunal in an event to evaluate the National Election and coordinate the departmental elections.

The Electoral Management Body tackles institutional performance

The Electoral Tribunal has included in its programme concrete actions to improve their relationship and spaces of information to the public from the perspective of inter-cultural democracy.

Electoral authorities run efficient webpages for mass-based queries in all departments

The electoral management bodies at national and at departmental level are now administrating 11 new webpages that are operating under their responsibility. The webpage for queries has turned out to be the most efficient mass web-based query system in the EMB's history because of the cloud based data processing.

3 Million users of election smartphone apps: Yo elijo – Yo participo.

This first experience of the EMB with smartphone apps was a huge success. Between 16 September and 12 October there were more than 3 million citizen queries to find information e.g. about the voter registration list in Aymara, Quechua and Guaraní language as well as foreign languages (English, Portuguese, Italian). These Bolivian smartphone apps won one of the InnovaTIC2014 awards by the American Development Bank and The World Bank.

Progress on Planned Outcomes   🟢 *Advanced*   🟡 *On Track*   🔴 *Delayed*

Progress on Planned Outputs   ⚪ *Fully Achieved*   ◑ *Partially Achieved*   ◐ *Postponed*   ⊘ *Cancelled*

Today, the Institute for Intercultural Democracy (IDI) is an effective operational arm of SIFDE. The IDI started to operate in April with its first training Module on "The Electoral Regime and Political Participation" targeting political organizations. Subsequently, the IDI has organized several training courses and has signed cooperation agreements with important political and social organizations in the country, including indigenous organizations and trade unions. The Institute focuses on providing training and enhancing a better understanding of the three types of democracy provided for in the State Political Constitution (direct and participatory, representative and community-based democracy).

What is more, the Supreme Electoral Tribunal intends to take on the Tribunal's own budget the position in charge of the Institute for Intercultural Democracy. The continuity of the training centre is thus assured beyond the inception phase financed by International IDEA.

The Electoral Compendium 2014 – 2015

The Electoral Compendium, a collection of all relevant laws and regulations, was of great help for the departmental workshops with journalists and political organizations to socialize the regulations governing the electoral process. These workshops were organized by the Departmental Electoral Tribunals under coordination of the National SIFDE.

Mediated dialogue between strategic players

In key moments of tension, International IDEA created important spaces for dialogue among strategic actors (Plurinational Legislative Assembly and Electoral Tribunals) providing technical assistance to avoid and / or transform potential conflicts.

2.3 Support provided to the Electoral Supreme Tribunal and the Departmental Tribunals in setting up websites and electronic resources with mechanisms for daily updates.
- International IDEA assisted with the development of 11 webpages for the EMB, nine Departmental Tribunals and for voters abroad.
- International IDEA provided training for administrating the websites at DNIT, SIFDE and nine Departmental Tribunals including learning to work with the open source operating system LINUX.
- International IDEA facilitated adequate technical solutions, such as hosting data on cloud web servers, which made it possible to speed up query times and ensure fluent processing of the request.
- International IDEA also supported the development of two applications for smart phones which citizens could use to access information on their registration in the voter registration list and the place and polling station where they had to vote. They could also find out whether they had been drawn to be election jury members, where to receive training if so, as well as basic information about the candidates.

2.4 Technical support provided for the organization, administration and functioning of the Information Centre of the Electoral Supreme Tribunal and the Departmental Tribunals.
- International IDEA facilitated the collection of information from all ten departmental documentation centres.

3. Inclusive and inter-cultural elections

Strengthened capacity of the Intercultural Service for Democratic Strengthening (SIFDE) to promote fully-fledged operations of the Democracy Training Center and to generate inputs for research and spaces for a dialogue about the political participation in the 2014 elections, as well as to fully exercise all powers granted in Law 018.

Planned Outputs / Achieved Outputs

3.1 Technical support provided to SIFDE towards implementing the plan of activities of the Democracy Training Center.
- International IDEA facilitated financially and technically the inception phase of the Democracy Training Centre.
- As part of its commitment, the Electoral Tribunal created a permanent position within its organization to have a full-time person at the Democracy Training Center.

3.2 Exchange of lessons learned in the 2014 elections facilitated between the Departmental Tribunals and SIFDE in areas related to democracy strengthening.
- At the request of the partner this activity has been rescheduled until after the elections.

3.3 Technical support provided to SIFDE at the departmental level on incorporating intercultural democracy and civic culture in the training curriculum and in teachers' training.
- International IDEA facilitated the creation of an information kit for use by teachers in schools. This document has been submitted to the Ministry of Education. Once approved it will be printed.

3.4 Communication strategy developed to help SIFDE promote its activities.
- International IDEA facilitated the development and approval of a communication strategy by the civic education agency of the Electoral Supreme Tribunal (SIFDE) and nine Departmental Tribunals. It was so well received that the Electoral Supreme Tribunal requested it to be extended to cover its own communication work, which has been done. As a result of this, a logo for the 2014 elections was chosen and used.

3.5 Assessment produced on the relation between SIFDE and the Departmental Tribunals, particularly in relation to their capacity for coordination in their legally-enshrined areas of competence.
- International IDEA provided technical and financial support to hold regional and national events between the Electoral Supreme Tribunal and the Regional Electoral Tribunals to discuss the problems of coordination and measures to improve this situation.

4. Inclusive and inter-cultural elections

More coordinated relationship between the EMB and the Legislative Assembly, allowing the EMB to participate in legislative development, ensuring that the new laws and regulations incorporate the principles of inter-cultural democracy and political pluralism, as well as cultural ethnic diversity, gender equality and a democratic civic culture.

Planned Outputs / Achieved Outputs

4.1 Technical advice provided to the EMB and the Legislative Assembly on the coordination of their work.
- International IDEA supported dialogue between the electoral commission and legislative assembly on joint and potentially contentious issues.

- As part of its commitment, the Electoral Tribunal has created a permanent position within its organization to have a full-time person at the Democracy Training Center.

○ 4.2 Technical support provided to the EMB in producing and disseminating informational material on the legal framework for the 2014 elections.
- International IDEA provided technical and operational assistance to the EMB to prepare produce and disseminate the so-called "Electoral Compendium 2014 - 2015", i.e. a collection of all laws and regulations in effect for the electoral processes in the country in years 2014 and 2015.
- International IDEA provided technical support to the EMB concerning gender equality and citizen participation in the Draft Law of the Legislative Body.

● 5. Media and elections

Increased capacity of the EMB to develop and apply instruments to monitor and control information in electoral campaigns and the role of the media in democracy.

Planned Outputs / Achieved Outputs

◐ 5.1 Assessment produced on the legal framework and technical capacity of the EMB to manage public information and electoral advertising, including recommendations for the 2014 and 2015 elections.
- International IDEA contributed to assessing what information technology the Electoral Supreme Tribunal and the Departmental Electoral Tribunals need in order to be able to monitor the electoral propaganda in mass media.

◐ 5.2 Training module on the management of public information and electoral advertising produced and implemented for EMB staff.
- International IDEA developed a training module on the management of public information and electoral advertising.

◐ 5.3 Dialogues facilitated between the Electoral Supreme Tribunal, the Departmental Tribunals and the media on the management of public information and electoral advertising.
- International IDEA facilitated 11 mediated dialogues (one international, one national and nine regional) to analyze the relationship of the media with the Electoral Supreme Tribunal and the Departmental Tribunals and provide information on current regulations for the 2014 elections.

◖ 5.4 Evaluation of relevant experiences on the role of the media in democracy produced and disseminated in relation to the 2014 elections.
- International IDEA conducted five research studies on news coverage of the 2014 elections (Electoral Propaganda, Gender and Financing, Using Surveys, Agenda Fact, Opinion Columns, Virtual Social Networking). The information analyzed in these studies has been validated in a meeting with mass media nationwide.
- International IDEA has provided an assessment of the performance of the media in elections throughout Latin America.

● 5.5 Technical support provided to the EMB in implementing the recommendations of the EU electoral observation mission of 2009.
- International IDEA facilitated a national meeting in which the EMB reviewed its compliance with the observations made by the EU electoral observation mission of 2009.

● 5.6 National experiences in electoral observation and citizen-led monitoring identified and shared with the EMB.
- International IDEA facilitated an international seminar on the theme of "Electoral observation in Latin America", with the participation civil society organizations.
- International IDEA held a workshop for civil society organizations with experience in media monitoring, including Bolivia Transparent and the Coordinadora de la Mujer, to share their experience with the electoral administration.

◖ 5.7 Software for the monitoring of electoral advertising developed, through the EMB's ITC direction, in view of its use by the Electoral Supreme Tribunal and the Departmental Tribunals.
- International IDEA supported the Electoral Tribunal in the implementation of phase one of the monitoring system which consisted of technical assistance to equip the Departmental Tribunals of technical instruments required for monitoring. A specialized company has generated the types of reports that had to be filled in by Departmental Tribunals. It is expected to move towards phase two and three during the first quarter of 2015.

◐ 5.8 Training provided to officials from SIFDE, the Electoral Supreme Tribunal and the Departmental Tribunals in using the software developed.
- Due to early elections in 2015 in March this activity will be held during the second quarter of 2015.

● 6. Programmatic political parties

Increased capacity of new regional and indigenous political organizations to become programmatic organizations and develop statutes that respect political party law.

Planned Outputs / Achieved Outputs

⊘ 6.1 Technical advice provided to new political organizations in elaborating statutes that respect the political party law.

- New political organizations were not presented but International IDEA worked with the existing ones to promote political participation of women with parity and alternation.

◑ 6.2 Technical advice provided to new political organizations in developing their programmatic vision.

- There were no new political organizations in 2014 participating in the national elections. However, some new political organizations are participating in departmental elections. International IDEA provided support to two new organizations (SOL.BO, La Paz, and Libre Pensamiento para Bolivia, Cochabamba) to include in their programmes the demands of citizenship.

● 6.3 Proposals from women organizations gathered and shared with political organizations to incorporate in their programmatic platforms.

- International IDEA has supported technically and financially departmental and national workshops with women organizations in Bolivia to develop a *Political Agenda from Women*, which was presented to the five main political organizations (cf. 8.1).

● 7. Political participation and representation of women

Strengthened political participation of women in representative institutions, political organizations and citizen organizations.

Planned Outputs / Achieved Outputs

○ 7.1 Impact actions on "Women ready for the lists" and "Women ready for decision-making" implemented.

- International IDEA facilitated a press conference for the campaign "50 and 50 Parity is Now!" to more than 50 journalists and more than 150 organizations in an international event attended by international guests.
- International IDEA produced and distributed printed communication material, broadcast and electronic (poster, banner, booklet, three radio spots, one candidate portal, press releases, flyers and a detailed pocket-size agenda).
- The "Electoral Compendium 2014 -2015" (see 4.2) highlights the items that promote or regulate political participation of women.

○ 7.2 Political profiles developed for newly elected and appointed women and leaders of social organizations, at national or departmental level, in the executive and legislative areas.

- International IDEA facilitated training and mutual learning processes with women candidates, using a self-produced "Candidates' Kit" with helpful materials for their personal training, and generating candidates' discourses, as well as communication materials.
- International IDEA supported the development of seven training modules and provided training to 240 women candidates to take on the campaign and lead legislative functions.

○ 7.3 Awareness-raising events conducted with the media on electoral media coverage from a gender perspective.

- International IDEA facilitated a series of events to raise awareness on electoral media coverage from a gender perspective with representatives of the written press and radio and television channels from the nine departments, touching over 200 women candidates and significantly improving media commitment to gender equity when covering campaigns and elections.

◗ 7.4 Proposals from women gathered and shared in view of their incorporation in departmental electoral legislation.

- The process for drafting regional agendas for 2015 has been planned.

● 8. Participation of women in the electoral process

Improved national consensus on an agenda for the greater participation of women in the 2014 electoral process in Bolivia.

Planned Outputs / Achieved Outputs

○ 8.1 Technical support provided to women's organizations for the consensual development of policy proposals that political organizations and female candidates should include in their electoral platforms in order to promote greater political participation and representation of women.

- International IDEA facilitated departmental and national workshops with 230 women organizations in Bolivia to develop a National Women's Agenda.

Historic election result: 49% women Members of Parliament

In an historic achievement, the Bolivian general elections in 2014 resulted in a new Parliament where nearly half of elected members are women (49% on average, 44% in the Upper Chamber and 51% in the Lower Chamber). Bolivia now ranks first in Latin America and third in the world, after Andorra and Rwanda, in terms of the inclusion of women in parliament. A broad pluralism of sectors and groups are represented, with women delegates from indigenous, peasant and urban people's associations now in Parliament.

International IDEA, with its partner organization Coordinadora de la Mujer, has supported the "Political Agenda of Women" as it was developed through a broad and inclusive process, campaigned for and finally negotiated with all major political parties. As the new men and women Assembly members take their seat, training is being organized for information on their future role.

- International IDEA facilitated forums in all departments and on the national level with women and men candidates to present the *Political Agenda from Women* presented to the five main political organizations with a view to the general elections held in October.

⬤ 8.2 National agenda for greater political participation of women developed, published and disseminated among key political stakeholders.

⬤ 8.3 National conference facilitated with political organizations and the media to present and promote the national agenda for greater political participation of women.
- International IDEA facilitated a national conference with 130 women delegates, which included a press conference to launch the campaign "50 and 50 Parity is now!" (cf.7.1).

🟡 9. Public participation in legal reform

Increased opportunities for public participation in the development of legislation stemming from the new Bolivian Constitution, particularly laws related to the political participation of women and indigenous peoples.

Planned Outputs / Achieved Outputs

◐ 9.1 Advice provided to the legislative assembly on priority-setting for the 2014 legislative agenda, comparative analysis of international legislation on priority topics, and the mainstreaming of gender and diversity considerations in legislative proposals.
- There is an agreement for this legislature not to consider the Law of Political Organizations in the election year. The Law on Legislative Development is currently being revised and complemented. International IDEA has supported the chapters on citizen participation and inter-cultural democracy to be made compatible with electoral laws.

◐ 9.2 Roundtable discussions facilitated between legislative commissions and civil society organizations on the content of draft legislative proposals, to be selected as per the legislative agenda.
- International IDEA facilitated a high-leverage roundtable with electoral and constitutional stakeholders, including the Coordinadora de la Mujer, to evaluate the mechanisms of participation of "Intercultural Democracy" in current legislative proposals.

🔴 10. Political party organization

Increased capacity of new regional and indigenous political organizations to conform to the Law of Political Organizations in Bolivia.

Planned Outputs / Achieved Outputs

⊘ 10.1 Technical advice provided to new political organizations, including indigenous organizations, in drafting programmatic platforms and statutes that conform to the Law of Political Organizations.
- International IDEA had to cancel this activity. However, efforts were made so that political organizations would take public commitment regarding the proposed agenda by women's organizations in the country.

◗ 10.2 Study on the conformity to the gender-related provisions of the Law of Political Organizations among political organizations produced and published.
- There is balance document on the incorporation of gender in the programmes of the five organizations that participated in the national elections.

🟢 11. Political participation and representation of women

Increased capacity and opportunity for Bolivian women to play a meaningful role in political and civil society.

Planned Outputs / Achieved Outputs

⬤ 11.1 Policy proposals from women's organizations collected and shared with political organizations for their inclusion in the organizations' programmatic platforms.
- International IDEA facilitated the presentation of the proposals of the *Political Agenda from Women* in five thematic axes to the five political forces.

⬤ 11.2 Capacity strengthening provided to women candidates on electoral campaign skills, including the electoral agenda, gender issues and political communication.
- International IDEA facilitated training and mutual learning processes with women candidates, using a self-produced Candidates' Kit with helpful materials for their personal training, for generating candidates' discourses, as well as communication materials.
- International IDEA supported the development of seven training modules and provided training to 240 women candidates to take on the campaign and lead legislative functions.

The success of the "Political Agenda from Women"

In 2014, Bolivian women organizations drafted and agreed on the "Political Agenda from Women" for the Elections in 2014, from a broad participatory process of multiple and plural women nationally and from each region. The women's movement prioritized in their thematic agenda the following topics: the democratization of power and political participation, the removal of patriarchy, the fight against gender based violence, the autonomy of bodies and economic empowerment.

50 and 50 Parity is now!

The campaign "50 and 50 Parity is Now!" helped position the demand for parity on the media and political agenda at the national level.

Main political parties adopt the Political Agenda from Women

The "Political Agenda from Women" was presented to five political forces (parties) that participated in the general elections. These parties adopted nearly 100% of the proposals of the "Political Agenda from Women" in their party programmes.

Laws revised to be gender-sensitive

The Law on Political Organizations, Law on Citizen Initiatives, Law on Legislative Development as well as the comparative studies all include a gender perspective.

In 2014, Bolivian women achieved an historical position of influence

Not only are 49 percent of parliamentarians women, the five political forces (parties) that participated in the general elections adopted nearly 100% of the proposals of the "Political Agenda from Women" in their party programmes.

○ 11.3 Support provided to a women's organization for the implementation of a system for electoral monitoring from a gender perspective.

- International IDEA produced an analysis of women's participation in the 2014 elections.
- International IDEA published a profile analysis of elected female candidates - *La maleta de la candidata*.
- International IDEA provided support to the Observatorio to monitor electoral campaigns from a gender perspective.
- Gender alternating lists and gender parity was monitored in five departments.

● 12. Programmatic political parties

Increased capacity of Bolivian political organizations to develop consensus-based programmatic proposals.

Planned Outputs / **Achieved Outputs**

○ 12.1 Development of programmatic proposals by political organizations facilitated through assistance with priority-setting, recommendations on the development of national visions and the organization of consensus-building roundtables.

- See Outputs 8.1, 8.2, 8.3.

○ 12.2 Discussions on the programmatic proposals facilitated between political organizations and civil society through the organization of public events, with particular attention to the participation of women, youth and indigenous peoples.

- See Outputs 8.1, 8.2, 8.3.

● 13. Democratic management of growth-enabling sectors

Greater sensitivity of Bolivian state and social stakeholders to dialogue and constructively manage conflict in their relations.

Planned Outputs / **Achieved Outputs**

○ 13.1 Workshops facilitated between social and state organizations about conflict management in six departments of the country, drawing on international experience.

- International IDEA has partnered with 14 institutions to put dialogue platforms in place in the three priority departments, with contributions by international experts (see 13.2). Female participation was regular. At least 15 spaces of dialogue addressed conflict management.

○ 13.2 Territorial platforms for constructive conflict management among pertinent state and social stakeholders designed and implemented on topics prioritized by partner social organizations.

- Five platforms of dialogue on potentially conflictive issues in three departments were facilitated:
  - Urban Transport of Trinidad/Beni. Debate focused on the impact of Brazilian dams on the Madera River in the province of Vaca Diez.
  - Urban Transportation in Santa Cruz de la Sierra.
  - Regional Development of Cochabamba.
  - Environment in Cochabamba. The discussion centred on the Tunari National Park, the San Pedro Mountain Range, mining issues and risk management.
  - Metropolitan Urban Transport in Cochabamba.

○ 13.3 Proposal developed in conjunction with state and social stakeholders for a draft public policy on dialogue and constructive conflict management.

- The draft municipal law on Urban Transportation reached a consensus and was sent to the Municipal Council for approval.
- The draft law on Sectoral Councils for the department of Cochabamba reached a consensus and was presented to the Departmental Legislative Assembly for approval.
- Further proposals were developed:
  - Draft law for the San Pedro mountain range.
  - Departmental Public Policy for Mining (Cochabamba).
  - Guidelines for the Metropolitan Transportation Policy (Cochabamba).
  - Adjustment of the Provincial Regime Project (Santa Cruz).
  - Guidelines for creating the Departmental Health Council(Santa Cruz).

Policies designed through dialogue – transform conflict before it arises

State and social stakeholders have developed a consensus and drafted a law proposal to improve governance on Urban Transportation (Trinidad/Beni) and on Sectoral Councils (Cochabamba) – which are both potentially conflictual issues. These draft laws have been submitted to the authorities.

Five more proposals on contentious issues have been developed in Cochabamba and Santa Cruz by state and social stakeholders in a consensus-based manner. Participants agreed that the design of public policies through dialogue is the most effective tool to prevent/transform conflict since it allows to meet social demands in a timely and effective manner.

● 14. Democracy that delivers

Increased capacity of Bolivian political organizations to reach consensus on the effective management of revenues from natural resources (hydrocarbons and minerals).

Planned Outputs / Achieved Outputs

◐ 14.1   Advice provided to political organizations for the development of their policy platforms related to the management of revenues from natural resources, including through consistency analysis and benchmarking to international best practices.

- International IDEA cooperated with three political organizations in view of improved programmatic capacity. These organizations are discussing the possibilities for platforms related to the management of revenues from natural resources.

◑ 14.2   Consensus on the policy platforms for natural resource management facilitated through the organization of workshops within political organizations and between political organizations and CSOs.

- International IDEA has rescheduled this activity to the first quarter of 2015.

Ecuador

Under the leadership of President Rafael Correa, Ecuador has undergone profound political reforms through a new constitution approved by referendum in 2008. Since then, the country has enjoyed its longest period of political stability, seeing infrastructure projects implemented nationwide, and improvements in terms of health and education. Since 2001, poverty has continuously declined and, from 2007, inequality of income distribution has experienced a reversing trend. Despite such advances, challenges persist: there is almost no dialogue between political actors of government and opposition, the Ecuadorian economy continues to strongly depend on oil production, the balance of power and independence of state functions remain unsolved issues, and some of the new changes that were instituted by the constitution have not been fully implemented and consolidated.

One of the most significant changes introduced by the constitution was the participatory democracy in which citizens have a direct say in politics and which puts a focus on gender equality and the political participation of youth. As a consequence, for instance, political parties had to register again, and were required to comply with new law's criteria which demanded more internal democracy and more inclusion. After

struggling to finalize the registration process by mid-2012, political parties and movements immediately faced national elections in February 2013 and local elections in February 2014. With these elections over, political parties are now focusing on the long term structuring of political organizations and the multi-party system.

International IDEA's engagement in Ecuador is articulated through Ágora Democrática, a joint initiative of International IDEA and NIMD. Since its creation in September 2006, the office has accompanied political reform processes through the creation of spaces of dialogue, providing technical assistance, sharing international comparative experiences through publications, workshops and seminars. Its objective is to strengthen the multi-party political system, programmatic political organizations and to improve the relationship between the political establishment and civil society.

International IDEA's Partners

Instituto de la Democracia (Institute of the EMB), Legislative School of the National Assembly, Parliamentary Group for the Rights of Women, National Association of Women of Rural Parishes (AMJUPRE)

Planned Outcomes 2014

● 1. Parliamentary organization

Institutional capacity of the National Assembly responds to citizens' needs.

Planned Outputs / Achieved Outputs

● 1.1   Support provided for the consolidation of the Parliamentary Group to promote and defend women's human rights.

- Ágora Democrática technically and financially supported the Parliamentary Group to promote and defend women's human rights (GPDM) in organizing the international seminar, "Women's Political Participation in Decentralized Autonomic Governments (GAD's) and the Code of Democracy". The objective was to discuss and exchange international experiences regarding possible reforms in the electoral law that may benefit women's participation at a local level. 180 participated (11 December).

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

1.2 Support provided for the institutionalization of a Legislative School.
  - Ágora Democrática, jointly with the Escuela Legislativa and the Asamblea National, organized the first meeting of legislative schools and parliamentarian think tanks with speakers from the European Union, The Academia Parlamentaria of the Chamber of Deputies in Chile and the Institute of Juridical investigation of UNAM Mexico. The objective was to share tools and methodologies that can advise Escuela Legislativa of Ecuador in the setting up of its own structure (November).

1.3 Spaces created for public discussion on legislative proposals.
  - Ágora Democrática provided technical support to the new edition of the publication *150 FAQ of the Organic Code of Territorial Organizations, Autonomy and Decentralization – COOTAD*. This new edition includes 50 new questions involving the implementation of the Code and its reforms.

2. Programmatic and accountable political parties

Enhanced pluralism, inclusiveness and transparency within political organizations.

Planned Outputs / Achieved Outputs

2.1 Advice and capacity strengthening provided to political organizations on the development of programmatic platforms, internal democracy and relations with citizens.
  - Ágora Democrática organized four international peer-to-peer seminars, in which more than 250 political party representatives from both the provincial (20%) and national level (80%) participated. One third of participants were women. The events were structured along the following topics:
    - Training centres of political organizations and think tanks, with political party representatives from Fundación Chile 21 Chile, Fundación Líber Seregni Uruguay, Liberal Party of Canada, and ICADEP-Mexico.
    - Auto financing and financing of political organizations, with speakers from International IDEA, the National Electoral Council of Colombia, and the party Podemos of Espana.
    - Comparative experiences of life and internal structure of political organizations, with speakers from the Conservative Party Colombia, the Broad Front Party Costa Rica and the Liberal Party of Canada.
    - Strategic planning of political organizations, with political party representatives from Georgia and NIMD Georgia.

3. Political participation and representation of women

Enhanced capacity of women and youth to make informed contributions to participatory processes.

Planned Outputs / Achieved Outputs

3.1 Capacity strengthening provided for women and youth leaders.
  - Ágora Democrática and the Institute of Democracy technically and financially supported the Ecuadorian Women's Association of Rural Parishes (AMJUPRE) to conceive and hold training on political rights to members of rural communities.
  - The training ran from July until September: in the first "Train the Trainer" workshop 18 women were certified. These women later provided the training through 45 workshops in 15 different provinces. A total of 1,575 men and women were thus trained in leadership, democracy and local government competences.

3.2 Knowledge resources developed on mechanisms for the political participation of citizens.
  - Ágora Democrática conducted a small survey about rural women's political participation in rural communities. Final results were delivered in January 2015. The information gathered in this investigation will be used to strengthen the political school of AMJUPRE and improve the evidence basis for future cooperation for which Ágora Democrática and AMJUPRE are currently fundraising.

Peru

The electoral campaign for the election of Peruvian municipal mayors and regional presidents was front-of-scene in 2014. Early in the campaign, analysts and journalists called attention to the fact that little emphasis was given to programmatic debate, while personal attacks on candidates prevailed. Violent incidents and even murder of candidates shocked the Peruvian public, where for many years election campaigns have been peaceful. This violence has been linked to organized crime. The electoral reform in Peru is critical at this time to ensure that candidate selection filters are more effective, and that campaign funding is more transparent. The electoral management bodies are very active in promoting reform, such as improving parties' internal democracy and transparency and improving programmatic choices for voters.

In 2014, the GPS Politico - a voting advice application - was a very successful tool for voters to be able to compare programmatic statements by candidates of 13 competing parties along key policy issues, such as the responsibility for the management of schools, or the use of cars in the historic city centre. Although the Lima elections still put much emphasis on personalities, GPS Político successfully introduced policies as a way to compete for votes and provides a base for elected candidates' future accountability.

International IDEA's Partners

The National Jury of Elections, the regional electoral offices, the Registrar of Voters, political parties, parliamentarians, ministries of foreign affairs, Peru Minister of Culture, UNDP, UN women, NIMD, Peruvian Chapter of Transparency International (Transparencia), Transito (activists and theatre), local TV station, Ombudsman's office

Planned Outcomes 2014

🟢 1. Parliamentary organization

Increased capacity of Peruvian electoral authorities and political leaders to develop legislative proposals for electoral reform.

Planned Outputs / **Achieved Outputs**

⚪ 1.1 Multi-party discussions on electoral reform, particularly on the public financing of political parties, facilitated among electoral authorities, political leaders and experts.
  - International IDEA held a meeting on political reform with political party and social leaders from the Cusco Region (May 2014).
  - International IDEA organized a meeting of the Foro de Partidos (Party Forum) on public finance of political parties 30 April, 2014.
  - International IDEA hosted the international seminar "Political Financing in Peru" held on 19-20 August.
  - International IDEA facilitated a working breakfast hosted by the Lima Chamber of Commerce on the topic of illicit money funding political parties on 26 November.
  - International IDEA provided comparative information and process advise to the Peruvian EMBs (The National Jury of Elections, the regional electoral offices, the Registrar of Voters).
  - International IDEA facilitated peer-to-peer cooperation with Colombian and Bolivian EMBs.

⚪ 1.2 Advice provided to electoral authorities in developing legislative proposals for electoral reform.
  - International IDEA provided technical assistance to the Office of Party Funding Supervision of the EMB in the field of financial regulations and the Law on Political Parties.

🔴 2. Programmatic and accountable political parties

Increased capacity of Peruvian parliamentarians to effectively mainstream gender considerations in legislative proposals.

Planned Outputs / **Achieved Outputs**

◗ 2.1 Advice provided to the Roundtable of Women Parliamentarians through the production and promotion of recommendations for a legislative proposal on political harassment.
  - International IDEA rescheduled this activity for 2015 at the request of the Norwegian MFA.

🟢 3. Democracy that delivers

Improved capacity of Peruvian political parties to develop political programmes that address poverty and inequity.

Platform for electoral reform consolidated

Three EMBs of Peru (The National Jury of Elections, the regional electoral offices, the Registrar of Voters), the Council of Ministers and numerous private and public institutions, including International IDEA, signed an agreement to strengthen ethics and transparency in the upcoming regional and municipal elections. With this platform the electoral authorities have a strengthened role in advancing reform on political parties law and electoral law.

Discussion of penetration of politics by illicit money is receiving more media attention.

Nation-wide debate with political parties on poverty reduction

Roundtables to build consensus on poverty reduction policies were held with political parties and civil society in Apurimac, San Martin, Ucayali. In partnership with the National Jury of Elections (JNE) and other organizations, this technical Assistance Programme was available to political parties in all the 25 regions of Peru. In San Martin and Ucayali, the dialogues to find agreement on poverty reduction in each region are continuing with the "Roundtable for the Fight against Poverty (MCLCLP)".

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Progress on Planned Outputs	⚪ *Fully Achieved*	◑ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Planned Outputs / Achieved Outputs

3.1 Technical advice facilitated to political parties through bilateral meetings on the development of political platforms.
- In partnership with the National Jury of Elections (JNE) and several national institutions, International IDEA provided technical assistance to political organizations that participated in the 2014 election. This technical assistance was rolled out nationwide between May and July 2014.

3.2 Roundtables facilitated between political parties and civil societies to build consensus on poverty reduction policies.
- Roundtables were carried out in:
  - Apurimac: Abancay (5-6 May) - 44 participants from 19 civil society organizations and 7 political parties.
  - San Martin: Tarapoto (27 May) - 40 participants from 25 civil society organizations and 4 political parties.
  - Ucayali: Pucallpa (5 June) - 44 participants from 23 civil society organizations and 3 political parties.
- International IDEA, jointly with UNDP and the Peruvian Press Council, organized the forum "Transparent Municipalities of Lima" (11 September) in the run-up to elections.
- International IDEA organized the presentation of the "State of Violence: Analysis of the situation of lesbian, gay, bisexual, transgender, intersex and queer in Lima" to all the candidates in the Municipality of Lima (17 September).
- International IDEA, jointly with NIMD and the Peruvian electoral authorities and political parties, implemented the GPS Politico – an internet-based tool for voters to compare programmatic statements by candidates - both for regional and local elections. 12,000 users completed all 25 questions in one month. (http://gpspolitico.pe/).

4. Democracy that delivers

Increased capacity of the UNASUR Center for the Study of Democracy to conduct research and provide guidance for strengthening democratic institutions in South American countries. Due to the recent changes in the Peruvian MFA (change of Minister) this activity has been rescheduled. The name of the institute was changed to Center for Democracy.

Planned Outputs / Achieved Outputs

4.1 Series of working papers published on the state of democracy in South America.
- International IDEA produced the working papers, but the publication is expected for 2015.

4.2 Discussion paper prepared for dissemination and discussion among members of the UNASUR Electoral Council, on UNASUR's electoral accompaniment missions.
- This activity was postponed at the request of the Ministry of Foreign Affairs in Lima.

4.3 Interactive web portal with information about democracies in South America and an updated database on politicians, launched and disseminated among UNASUR countries.
- The web portal www.politipediaunasur.org is ready, but the official launch and dissemination has been rescheduled.

Haiti

During 2014, the political crisis caused by long overdue legislative and municipal elections continued. Elections were finally set for October 2014, but were not carried out due to the political deadlock between the Executive, Parliament and opposition political parties. This led to the expiration of the mandates of the Lower Chamber in January 2015. President Michel Martelly is now left to govern by decree. In 2014, International IDEA's main objectives were to foster dialogue between the Electoral Council and political parties and to create spaces for dialogue between citizens and politicians. Work in both Houses in Parliament slowed down due to the political tensions.

International IDEA's Partners

Ministry of Women's Affairs, Electoral Council, Local Authorities, Civil Society — mostly women, youth and human rights organizations — Political Parties covering the basic spectrum, Parliament Administrative services and the Media. International Partners: EU, UNDP, IFES, MINUSTHA, UN Women.

Planned Outcomes 2014

🔴 1. Electoral reform and integrity

Enhanced capacity and professionalism of the Permanent Electoral Council of Haiti.

Planned Outputs / Achieved Outputs

⚪ 1.1 Capacity strengthening activities facilitated on electoral management topics identified by the Permanent Electoral Council, such as the modernization of its administrative and accounting practices.

- Activities have been delayed because of the political impasse.
- International IDEA organized a first-step retreat with the Electoral Council. The subject of this retreat was a diagnosis of the Council's capacity needs. In a participatory approach to reinforce all units of the electoral body, representatives of regional bureaus and of the capital worked together (November).
- International IDEA organized a second-step retreat to share, with international partners, the results of the diagnosis as well as to define adapted recommendations (November).
- International IDEA held a two-day training session with the 66 members of the electoral departmental offices to reinforce technical skills and electoral management capacities (November).

◐ 1.2 Dialogue facilitated between the Permanent Electoral Council and political parties, civil society and the media throughout the electoral process.

- International IDEA organized a series of 13 meetings, each with three to four political parties, on the importance of dialogue between political parties and electoral authorities in Haiti, articulated around International IDEA's new guide, *Favouring Dialogue between the Electoral Council and Political Parties (Favoriser le dialogue politique entre les partis politiques et le Conseil électoral)*.

🟡 2. Stronger political parties and parliament

Stronger political parties and parliamentary structures in Haiti. **Planned Outputs / Achieved Outputs**

⚪ 2.1 Meetings and workshops facilitated to encourage consensus building between political platforms, alliances or parties and parliamentarians.

- International IDEA and NIMD held a two-day "International Forum on Political Party Cooperation through Dialogue" among 52 political parties, with the participation of politicians and experts from Guatemala and Mali to share relevant experiences (June). As a result of the work at the Forum, a seven-member multi-party committee was appointed to draft a much needed code of ethics.
- The Forum served as a platform to launch the French version of the publication *Political Party Dialogue: A Facilitator's Guide*.
- International IDEA hosted a meeting September 30 with 18 representatives of the "Groupe d'appui aux elections" composed of 38 parties to discuss issues related to the holding of the elections. Continuous support is required from International IDEA.

◐ 2.2 Multi-party workshops, roundtables and retreats facilitated on political party positioning in building the legislative agenda.

- International IDEA facilitated a retreat of the majority block of the Lower Chamber, and one other block to foster cohesion and align legislative priorities among parties within one block.

◐ 2.3 Informational products, including bulletins, on parliamentary action and International IDEA's study on the lower chamber, produced and disseminated.

- International IDEA provided technical and financial assistance to the production of the brochure, *The Voice of the Chamber of Deputies*, a compilation of laws voted on during the penultimate session of the 49th legislature.
- International IDEA produced a *Guidebook on Management of Political Assemblies in Parliament* to be validated by both chambers in Parliament. Due to the political crisis, both houses have not met so the guide has not been validated.

⚪ 2.4 Media training workshops facilitated using the Law on Political Parties, as well as the Study on Political Parties, to help media and parties to understand each other's roles and to develop more efficient communication between parties and civil society.

- International IDEA organized two workshops and disseminated training material for 50 media representatives on the role and importance of political parties in democratic systems, with the aim of improving media coverage of political party activity.

⚪ 2.5 Meetings, debates and seminars facilitated around the Law on Political Parties, once it is passed, to stimulate regroupings and alliances based on ideological principles, promote internal democracy and increase participation of women and youth.

- International IDEA provided bilateral counsel to 11 parties as they were implementing the newly adopted Law on Political Parties, with particular take-up by women and young party members.

Progress on Planned Outcomes	🟢 *Advanced*		🟡 *On Track*		🔴 *Delayed*	
Progress on Planned Outputs	⚪ *Fully Achieved*		◐ *Partially Achieved*		◓ *Postponed*	⊘ *Cancelled*

Electoral Council's capacity weakened by political instability and lack of coordination of assistance

The Permanent Electoral Council's capacity is severely affected by the instability caused by the political tensions. To illustrate: six Electoral Councils have been created since Martelly came into office in 2011. An analysis made by council and staff members also stresses the lack of coordination between assistance providers as a major problem. The retreats that were organized in partnership with International IDEA improved the relations between the international community and the Electoral Council in view of more adapted technical and financial assistance. Other assistance providers such as MINUSTAH, UNDP and IFES appreciated the opportunity to have an "inside" understanding of the challenges.

Haïtien guide book: Favoriser le dialogue politique entre les partis politiques et le Conseil électoral, Port-au-Prince, 2014.

This guide addresses the lack of trust between political parties and the electoral commission, which is creating political instability in Haiti. Based on International IDEA's **Political Party Dialogue: A Facilitator's Guide** (2013) it analyzes the comparative experience from Mexico, South Africa, Jamaica and Nepal.

Political tensions slow down the work of Parliament

Political tensions related to elections and most particularly to the naming of the Electoral Council, slowed down work in both houses. The political scene is dominated by two very politicized "dialogues" organized by the Executive, known as the 'El Rancho' and 'Best Western' dialogues.

Multi-party Code of Ethics being drafted

As a follow up from an international forum on inter-party dialogue with a technical approach on mechanisms that reinforce the political system, a seven member multi-party committee was appointed to draft a much needed Code of Ethics for inter-party dialogue. It is hoped that this code will facilitate programmatic coalitions and exchanges. The new Code of Ethics, should be a useful tool during the elections in 2015.

- International IDEA held two workshops in the regions of Artibonite and Nippes to promote internal democracy of political parties and increase participation of women and youth (approximately 135 participants).
- International IDEA held seven work sessions in which several political parties from the opposition and the government presented their programme, vision and political perspectives.
- International IDEA held a series of discussions on political parties in 11 regions, based on International IDEA's study *Political Parties in the Construction of Democracy in Haiti*. An average of 80 people attended each one of the 11 meetings.

2.6   Dialogues, seminars and workshops facilitated on mechanisms political parties could use to reinforce their role in democracy building and links with their members elected to parliament.

- International IDEA organized a meeting of 30 political parties to identify joint solutions to the problems of disengagement by parliamentarians who, once in office, stray off from the party under whose banner they were elected.
- International IDEA provided technical and financial support for meetings between political parties and their elected members in two geographic areas. These meetings allowed Parliament to interact with representatives of their parties and discuss their work in Parliament (August).

2.7   Technical support provided to political parties to define an internal strategy for communication and coordination with their members elected to parliament.

- International IDEA held bilateral meetings with six political parties regarding the possibility of reinforcing communication among elected members and representatives of the parties. Following the bilateral meetings, several political parties are interested in taking this further. Quite advanced proposals are expected.

2.8   Synthesis document produced on the communication between political parties and their members elected to parliament (a guide for communication between political parties and parliament).

- This activity has been rescheduled, due to the slowed down activity in Parliament.

2.9   Radio programme created to sensitize political parties, civil society organizations and the population at large on the importance and role of political parties as the main building blocks of democratic societies.

- International IDEA produced a radio programme that was aired over three months in 55 minute episodes, for a total of 192 hours. Broadcasted over 16 radio stations, the programme is estimated to have reached 3.1 million listeners. This programme aimed to promote participation of citizens in the political parties as well as to enrich the debates on the variant political ideology.

3. Political participation and representation of women

Increased awareness on the importance of the political participation of women among Haitian political leaders.

Planned Outputs / Achieved Outputs

3.1   Organize training workshops to reinforce the capacity of women's capacities to hold important roles in parties and other power structures.

- International IDEA organized three workshops on leadership and political communication for over 230 women members of political parties in three regions of Haiti, where five senior Haitian female politicians (including a former presidential candidate and a current minister) shared their experience with aspiring candidates and advocates.
- International IDEA co-facilitated a national forum of women members of political parties and civil society organizations, jointly with MINUSTAH, UNDP and NDI, on the issue of electoral campaign financing, where senior Haitian female politicians shared their experience.
- International IDEA provided support to the network of women in politics. A seminar on quota was organized on 8 August in which over 30 women from different political parties participated.

3.2   Technical assistance provided to decision makers in reviewing the legal framework needed for the implementation of the quota for women.

- International IDEA facilitated two meetings in June with the Ministry of Women's Affairs to discuss the implementation of the gender quota. International IDEA held workshops in three regions with young leaders and local authorities during months of July and early August.
- International IDEA organized a workshop on gender and political parties in November, providing the Network Réseau Pluriel des femmes with tools to analyze the foundational documents of the electoral process and of political parties asking in which way they facilitate or hinder the political participation of women.
- Coaching sessions held with young men and women to encourage their participation in political parties.

4. State of democracy in public service delivery

Increased opportunity for citizen engagement in discussions on democratic reforms in Haiti.

Planned Outputs / Achieved Outputs

⬤ 4.1   Capacity strengthening and ongoing support provided to local partners in the implementation of a citizen-led *SoD* assessment.

- International IDEA has completed PHASE I of the SoD assessment on public water delivery. Phase II (sensitization) is launched.
- Pamphlets in French and Creole are published and sensitization campaign materials such as radio spots are prepared in partnership with the State University's Faculty of Communication. A conference was also held in December to announce the launching of the sensitization campaign (Phase II).

⬤ 4.2   Two workshops facilitated to encourage dissemination and debate among political and civil society actors on the recommendations formulated by the SoD assessment.

- International IDEA facilitated two one-day workshops (May, August) in which the "Rapid Assessment" results were discussed with all involved.
- Material for the sensitization campaign was based on recommendations made during the second workshop. The campaign material – *Political Parties in the construction of democracy in Haiti (Les partis politiques dans la construction de la démocratie en Haïti)* – is ready and the first major activity has been carried out, bringing together the main partners, members of civil society and a former director of the State institution in charge of water distribution, to set the dynamics of the campaign.
- The project will also accompany the Cité L'Eternel neighbourhood to improve their negotiating capacities. The campaign being launched also aims to sensitize the public on these issues and underscore political demands.

Cité L'Eternel is a step ahead

Access to water is a major problem for citizens in Haiti. One of the main discoveries of the assessment was the self-organized citizens' water committee in Cité L'Eternel, an underprivileged neighbourhood of Port-au-Prince. The committee was created 24 years ago and still negotiates people's access to drinking water with the authorities. As a result of this committee's negotiations, the number of water distribution points in Cité L'Eternel increased. The committee also gained greater control of distribution within the neighbourhood. This Haitian model experience will help demonstrate how much leverage on public service delivery comes with demanding accountability. It is hoped that this experience might inspire other neighbourhood committees.

Progress on Planned Outcomes	🟢 *Advanced*	🟡 *On Track*	🔴 *Delayed*	
Progress on Planned Outputs	⬤ *Fully Achieved*	◖ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Introduction

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West Asia & North Africa

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Regional Initiatives

In 2014, many democratic narratives emerged across the West Asia and North Africa (WANA) region. While in some countries the path to democratic transition and consolidation was being pursued, other countries across the region still witnessed continued or intensifying conflict, thereby hindering the ability for democratic institutions and process to take root. Evidently, the conflicts across the region are not confined by national borders but have infiltrating effects on neighbouring countries, no matter how stable.

Despite the challenges that the security situation across the region present, International IDEA maintained programming in six countries including Tunisia, Libya, Egypt, Iraq and Yemen. In cooperation with United Nations Economic and Social Commission for Western Asia (UNESCWA), International

IDEA began to provide support to the National Agenda for the Future of Syria Programme by contributing to the formulation of policy options to be available when transition towards peace begins. International IDEA also began engagements in Yemen, through a needs assessment mission as well as direct contributions to the country's constitution drafting process. In Iraq, International IDEA contributed through a project with the country's parliament.

IDEA's Partners

The League of Arab States, the Association of Constitutional Law, New York University - Centre for Constitutional Transitions, United Nations Support Mission in Libya (UNSMIL), Democracy Reporting International (DRI), International IDEA Member States, UN in Yemen

Planned Outcomes 2014

● 1. Capacity and understanding of electoral processes

Enhanced awareness of good practices in democracy and elections across the WANA region.

Planned Outputs / Achieved Outputs

1.1 Arab Democracy and Elections Forum established, in partnership with and under the umbrella of the League of Arab States, as a forum to bring together regional experts, practitioners and government officials in the field of elections.
- This initiative was postponed due to restructuring within the League of Arab States.
- International IDEA worked with electoral management bodies (EMBs) from across the region (and beyond) in order to assist them in sharing good practice and discussing issues of relevance. This work will continue in 2015.

● 2. Informed constitution building

Enhanced knowledge and exchange on constitutional law in WANA amongst regional experts and practitioners.

Planned Outputs / Achieved Outputs

2.1 Arab Association of Constitutional Law established and registered as a forum to bring together regional experts and practitioners in the constitution building sector.
- The Arab Association of Constitution Law held its third conference, "Implementation mechanisms for the protection of political, social and economic rights", at the Lebanese University in Beirut (16-17 October). The conference was attended by 41 lawyers with constitutional background from Morocco, Algeria, Mauritania, Tunisia, Libya, Egypt, Sudan, Palestine, Lebanon, Syria, Jordan, Iraq, Kuwait, Yemen, India, Ireland, South Africa and Germany.
- International IDEA produced a comparative study on mechanisms for the protection of political, social and economic rights to inform the conference debates.
- At the conference, the ACL's charter was adopted. The Association's bylaws and constitution were presented, and the Association's board, editorial committee and policy committee were elected. It was also decided to register the Association in Lebanon. The registration procedure is expected to be completed in 2015.

2.2 Regional experiences on constitution building shared through the production and publication of two studies and the organization of two regional conferences for constitutional experts and practitioners.
- Ten regional studies were commissioned for the ACL's third conference, which will be published as a yearbook after further inputs from the fourth conference to be held in May 2015.

2.3 Website for ACL project and practitioners developed and launched.
- International IDEA contributed to the development of the ACL website, which is awaiting approval by the new board of the ACL.

The Arab Association of Constitutional Law (ACL) formally established

The Arab Association of Constitution Law was formally established in 2014 in Lebanon. The first of its kind in the region, it will be a member of the International Association of Constitutional Law. International IDEA has supported the founding process and will continue engagement with the ACL in 2015 and beyond.

The Arab Association of Constitution Law held its third conference, "Implementation mechanisms for the protection of political, social and economic rights", at the Lebanese University in Beirut (16-17 October).

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*
Progress on Planned Outputs	● *Fully Achieved*	◗ *Partially Achieved*	◗ *Postponed* ⊘ *Cancelled*

2.4   International IDEA, Google and the Constitute Project launch the Arabic version of the Constitute Project.

- International IDEA had a prominent part in this project, which included identifying the foreign constitutions that were most relevant to the Arab region, retaining the translators and editors and participating in the tagging of the translated texts.

3. Knowledge sharing on constitution building across the region and beyond

Increased knowledge of international good practices on key issues of constitution building in democratic transition among policy makers, experts and practitioners in WANA.

Planned Outputs / Achieved Outputs

3.1   Country case studies, a thematic paper and a policy manual on security sector oversight in democratic transitions in the WANA region produced, published online and in a peer-reviewed journal, and disseminated to policy makers and experts across the region.

- In cooperation with the NYU Center for Constitutional Transitions, International IDEA organized an international expert conference on security sector oversight (14 August). The conference was funded by the International Development Research Center (IDRC) and was hosted by the Canadian Embassy in Tunis. Participating experts were from Canada, Argentina, Chile, Brazil, Germany, South Africa, Jordan, Iraq, Tunisia and Egypt.
- The substantive discussions focused on measures that can be implemented to prevent partisan abuse of the security sector in countries in transition.
- The resulting policy analysis paper *Security Sector Oversight* is published and will be online in early 2015.

4. Women's political participation and representation

Enhanced ability for politically engaged women to make a meaningful contribution to transitional processes in WANA.

Planned Outputs / Achieved Outputs

4.1   Workshop conducted and draft policy brief drafted on strategies for women's enhanced participation in democratic transitions.

- This activity was postponed due to priorities that arose during the elections in Tunisia 2014.
- In collaboration with NIMD, International IDEA hosted the regional workshop, "The Role of Political Party Dialogue in Democratic Consolidation" (25-26 June) to discuss and launch IDEA's *Political Party Dialogue: A Facilitator's Guide* that was translated into Arabic in 2014.

5. Youth's political participation and representation

Empowered youth and increased opportunities for participation and representation.

Planned Outputs / Achieved Outputs

5.1   National network of youth organizations created in one country to be determined.

Completed the open tender process and selected the consultants to develop the curriculum. However, due to the priorities of the election period in Tunisia and delays in the recruitment of staff, the development of the curriculum and youth network has been postponed to 2015.

5.2   Democracy building training curriculum for youth leaders drafted in consultation with national youth organizations and partners.

- International IDEA delivered a keynote address, "Youth Participation and Democratic Consolidation," and a presentation on the role of youth in electoral processes in the North-South Centre of the Council of Europe's Mediterranean University on Youth and Global Citizenship (MedUni).

Egypt

In Egypt, 2014 started with a referendum, leading to the adoption of the Constitution of the Arab Republic of Egypt on 18 January. According to the political road map that was developed by the Constitutional Declaration in 2013, the parliamentary elections were to be held prior to the presidential elections. However, the new constitution did not specify the order of the electoral processes and on 18 July, the president announced the start of the parliamentary election process. On 18 July, the president announced the start of the parliamentary election process. The ensuing preliminary reform of electoral legislation relating to boundary delimitation took more time than anticipated. The new electoral boundary laws, issued on 21 December, now divide the country into 237 constituencies for independent candidates and 4 constituencies under a block list electoral system. Parliamentary elections were scheduled to take place in the first half of 2015, but further delays are expected after the Constitutional Court found articles of the electoral law to be unconstitutional.

IDEA's Partners

Presidential Election Commission (PEC), High Election Commission (HEC), National Election Committee (NEC), National Council for Human Rights (NCHR), EU, Egyptian Association for Community Participation Enhancement (EACPE), Integral Development Action of Minia (IDAM)

Planned Outcomes 2014

🟡 1. Capacity and understanding of electoral processes

Increased capacity of Egyptian state institutions to manage electoral processes effectively.

Planned Outputs / Achieved Outputs

⚫ 1.1 Roundtables and workshops facilitated for EMB officials and other state actors, with a focus on electoral management and electoral risk management.
- International IDEA provided support to the High Election Commission (HEC) in translating the Constitution, Presidential Elections Law and their decisions as well as the Parliamentary Elections Law.
- International IDEA provided support to the HEC in planning their awareness campaign to be implemented in 2015.
- The initial roundtables and workshops planned were slightly modified to a series of consultation meetings and provision of knowledge resources.
- International IDEA is working closely with the HEC of Egypt to explore a cooperation plan for the forthcoming parliamentary elections. International IDEA is also working with key state actors to develop a closer cooperation with the National Election Committee (NEC).

⊘ 1.2 Capacity strengthening provided to key actors from the state institutions on the electoral process.
- This activity has been cancelled. Two of the targeted state institutions, the NCHR and the National Council for Women of Egypt (NCW), are no longer involved in the electoral process, leaving only the High Election Commission (HEC) as a state actor to work with (see 1.1).

⚫ 1.3 Existing International IDEA knowledge resources presented to key actors within state institutions.
- International IDEA replied to requests from the EMBs and its key actors and disseminated six important handbooks from International IDEA's Arabic collection.

🔴 2. Capacities of political parties to participate in the electoral process

Strengthened capacity of political parties, including their youth wings, to effectively and productively participate in the electoral process in Egypt.

Planned Outputs / Achieved Outputs

◑ 2.1 Capacity strengthening activities, including on partisan electoral observation and other issues determined as part of a needs assessment, facilitated for youth leaders from political parties.
- This activity was postponed due to the shift in the timing of the parliamentary elections and the resulting fact that this was no longer of priority for the political parties in 2014. Will be rescheduled ahead of the parliamentary elections in 2015.

⚫ 2.2 Existing International IDEA knowledge resources presented to political parties involved in the electoral process.
- International IDEA replied to requests from political parties for large numbers of publications on a regular basis.

Transparency of elections for international media and observers - Key legal texts now available in English

The High Election Commission has translated and published English translations of the Constitution, the Presidential Elections Law and its decisions and the Parliamentary Elections Law. The Commission thus intends to enhance their transparency in the international arena and facilitate the work of journalists and observers. These translations are available online and already being used – as visits to website are increasing.

🌐

Progress on Planned Outcomes	🟢 *Advanced*	🟡 *On Track*	🔴 *Delayed*	
Progress on Planned Outputs	⚫ *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

3. Capacities of civil society to participate in the electoral process

Strengthened capacity of civil society organizations to effectively and productively participate in the electoral process in Egypt.

Planned Outputs / Achieved Outputs

3.1 Capacity building on electoral issues provided to civil society leaders.
- International IDEA held a training series on electoral observation for 400 people from across most organizations working on this issue in the majority of governorates. The training was conducted in partnership with the Egyptian Association for Community Participation Enhancement (EACPE) (northern governorates) and with the Integral Development Action of Minia (IDAM) (southern governorates).

3.2 Opportunities for dialogue between political parties and civil society organizations facilitated through the organization of workshops.
- International IDEA organized five roundtables to discuss draft laws related to the electoral process and political participation (parliamentary, political party, boundary delimitation, and protest laws). Participants were leaders from political parties and civil society, and academics.

3.3 Existing International IDEA knowledge resources presented to civil society organizations involved in the electoral process.
- Nearly 400 copies of a handout on domestic election observation were disseminated during the above mentioned training with EACPE.
- Approximately 125 copies of the handout were distributed at the roundtables.

4. Consultative political reform processes

More open and consultative process of law-making and political reform, where state institutions effectively accommodate and are receptive to public dialogue.

Planned Outputs / Achieved Outputs

4.1 Analyses of draft legislation and ongoing political processes produced, and disseminated to target groups by email, online, and in print.
- International IDEA will finalize the EU funded project, "Policy Advice for Democratic Transition," which was implemented from January 2014 to January 2015.
- The project was coordinated by International IDEA with a team of three key experts and a pool of 22 non-key experts which produced 28 reviews/analyses on draft and existing pieces of legislation dealing with Egypt's political process. The main aspects of the analysis included: the constitutionality of the legislation, its compatibility with international human rights instruments, its challenges or imperfections, and recommendations to key actors.

4.2 Workshops, seminars and meetings facilitated to disseminate the results of the analyses and receive feedback from target audiences.
- Five round table discussions and various meetings were conducted to disseminate and record feedback on the analyses produced. The majority of the analyses were reviewed by representatives from political parties, NGOs as well as experts, lawyers and researchers. The roundtables were hosted between May and September in Cairo.
- 28 expert reviews of existing or draft legislation produced and discussed at roundtables. At the end of each roundtable, the participants prepared a letter of recommendation to the Legislative Committees for consideration.

Public dialogue recommends legal improvements

Public dialogues produced recommendations to the Legislative Committees for 28 pieces of legislation. They reviewed laws dealing with the political process with respect to the constitutionality of the legislation and its compatibility with international human rights instruments.

Political parties and NGO unsure about their legal situation

However, the participation of NGOs and the political parties in the public dialogues was difficult in the unclear situation caused by the draft NGO and the political parties laws.

Iraq

Iraq has a federal government with a president and a prime minister, both elected by the Council of Representatives. The Council is directly elected. Iraq has a quota for minorities (8 seats) and women (25% of seats). Elections are pluralistic and the ability to form political parties is guaranteed by the constitution (with the exception of the Ba'ath party). More than 250 political parties and coalitions exist. While civil society organizations are numerous and diverse and although both legislatures, Iraq and Kurdistan, have passed laws supportive of their role in policy making and implementation, their actual impact in encouraging reform has been very limited. While media freedom exists, it is limited by the threat of violence and resulting self-censorship and the state's ability to justify the silencing of dissenting views.

The autonomous Kurdish region has one fifth of the population and holds its own elections for president and parliament, also with a quota for minorities (11 seats) and women (30% of seats). Elections in Iraq were held in April 2014 and managed by the Independent High Electoral Commission (IHEC). The security situation in much of the country is extremely tenuous with ISIL present in many regions, and irregular militias active in others. While high level corruption has been a major impediment to reform in Iraq since at least 2003, the current government has promised a series of changes in the anti-corruption framework. Some progress has been made, but challenges and obstacles remain very significant.

Iraq (cont.)

Planned Outcomes 2014

● 1. Citizens participate in policy formulation

Enhanced capacity of Iraqi civil society to participate in the elaboration of policies relating to the governance sector.

Planned Outputs / Achieved Outputs

◐ 1.1 Detailed outline of a draft reform programme prepared and circulated with the participation of Iraqi civil society.

- A detailed, 30 page draft reform programme was finalized, circulated and debated by civil society. Discussion sessions took place in Baghdad to discuss and debate the programme's content. The discussion sessions will continue in the first quarter of 2015 with a view to producing a final version of the draft programme, which will be published online.

Libya

2014 has seen the devastating decay of the security situation and transitional process in Libya. The two electoral processes held in the first half of the year (Constituent Drafting Assembly (CDA) elections in February and House of Representatives (HoR) elections on 5 June) were both marred with violence and boycotts.

Despite the legitimate election of the HoR, the previously elected General National Congress (GNC) reconvened even though it had been formally dissolved. The result is that since June, two parliaments, largely reflective of the political splits within the country, have been running in parallel – even after the expiration of the mandate of the GNC and the declaration by the Supreme Court on 6 November of the illegality of the HoR.

Many take the High National Election Commission (HNEC) and the CDA to be the only two politically neutral institutions in the country. The CDA continues its work from Al Baydha, which is generally calm, but has on many occasions stated its inability to conduct its tasks given the current situation in the country. The HNEC is also trying to retain its neutrality. Despite a very unstable security situation and the closing of the International IDEA office in Tripoli in March, the WANA programme continues to provide support to the HNEC and CDA, albeit from afar.

IDEA's Partners

High National Election Commission (HNEC), Constituent Drafting Assembly (CDA), Democracy Reporting International Libya, United Nations Support Mission in Libya (UNSMIL)

Planned Outcomes 2014

● 1. Electoral integrity

Enhancing the ability of the electoral management body in Libya (HNEC) to create enabling conditions for peaceful and credible elections.

Planned Outputs / Achieved Outputs

◑ 1.1 ERMTool customized to Libyan context and implemented.

- International IDEA facilitated the participation of two staff members from the High National Election Commission to attend training in electoral risk management in Tunis along with staff members of the Tunisian Electoral Management Body in June, and a second training with international peers in December.
- International IDEA contributed publications to the establishment of a research centre in Libya.

● 2. Informed constitution building

Provision of advisory support to the newly elected Constituent Drafting Assembly (CDA) in order to contribute to the development of a constitution that reflects the will of the Libyan people and adheres to regional and international good practice.

Planned Outputs / Achieved Outputs

● 2.1 Finalization and translation of a constitution building manual for Libya.

- International IDEA produced and published a constitution drafting manual specific to the Libyan situation (Arabic).
- The manual was distributed to all 60 members of the constitution-drafting assembly, as well as members of the legislative assembly and technical support organizations.

The Constituent Drafting Assembly marks another step towards a first draft.

The Libyan Constituent Drafting Assembly (CDA) has so far published seven preliminary drafts of the constitution for consideration; however, these pieces have yet to be discussed between the various committees and CDA members and little outreach towards them has been conducted, due to the security situation and a lack of funds.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◑ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

- International IDEA received positive feedback for its drafters' manual from Libyan constitution building stakeholders. What was appreciated in particular is the guide's sensitivity to the specific context in Libya.

2.2 Analysis of various drafts and final constitution.
- International IDEA produced an English translation of Libya's preliminary draft constitution in cooperation with UNSMIL. International IDEA began its analysis of Libya's preliminary draft constitution.

2.3 Facilitation of workshops on aspects of the constitution manual for Libya.
- International IDEA and DRI hosted a workshop in Tunis to discuss elements of the Libyan constitution with 30 Libyan participants including members of the Constituent Drafting Assembly, experts, members of the legal community and practitioners. Discussions focused on issues such as decentralization, rights and liberties and procedural aspects of the constitution making process (December).

Morocco

Morocco is a parliamentary constitutional monarchy with a head of government akin to a prime minister. Political parties in Morocco are numerous and coalitions are common as no one party is able to win a majority. In 1998, opposition had (and was allowed to have) the majority for the first time in the Arab world. Currently the moderate Islamist party has plurality of seats. The new constitution of 2011 was passed by 98% in a referendum with elections being managed by the MoI under a supervisory collective authority which is largely made up of the judiciary. The next elections are scheduled for 2016. Some reforms under the new constitution include a reduction of the powers of the king (however he still retains control over judiciary, armed forces, and foreign policy, religion and choosing the Head of State), official status for Tamazight (Berbers), calling for gender equality and emphasizing human rights. Despite these reforms however, many are criticizing the slow pace of reform in the implementation of the new constitution. Civil society is active and pluralistic.

Planned Outputs / Achieved Outputs

1. Citizen-led assessment of democracy

Advice provided to the Association Marocaine de Solidarité et Développement (AMSED) on an action plan to follow-up on the recommendations for democratic reform formulated in a citizen-led assessment of the quality of democracy.

1.1 Provide advice to AMSED on an action plan to follow-up on the recommendations for democratic reform formulated in a citizen-led assessment of the quality of democracy.
- The *SoLD* assessment report that was produced by AMSED, Morocco has been translated into English and is available online.
- The activities that AMSED was to undertake to follow up on the citizen-led assessment had to be delayed for reasons internal to the association.

Yemen

Yemen is a presidential republic with the president as the head of state and the prime minister as head of government. After a lengthy and largely successful national dialogue, a new constitution was drafted and released in early 2015. The draft however, is being contested by the Houthis who are now effectively in control of the government and who have recently issued a constitutional declaration outlining a new governing plan for the country. This coming after both the president and prime minister stepped down from power in early February. As a response to what many see as a Coup d'Etat by the Houthis, on 15 February 2015 the UN security council unanimously adopted a resolution demanding that the Houthi rebels relinquish control of the government ahead of UN peace talks.

Although elections were originally scheduled for 2014 and postponed until 2015, it is unlikely that the current situation will allow for a peaceful electoral process and handover of power. Previous elections were managed by an independent elections management body. The power vacuum in the country is proving ripe ground for Islamic militants to flourish, in particular after the crackdown on al-Qaeda who closed their training bases in Afghanistan and Pakistan.

○ 1. Informed constitution building

On request, knowledge products, technical expertise and policy options, provided to the constituent assembly, based on comparative good practice in constitution building.

○ 1.1 Provide knowledge products, technical expertise and policy options, on request, to the constituent assembly, based on comparative good practice in constitution building.

- International IDEA carried out frequent missions to provide support to Yemen's constitution building process. Support was provided in cooperation with the United Nations mission and was provided directly to the 17 constitutional drafters on their request. The support took the form of substantive advice in relation to key areas of contention, including transitional justice, federal systems of government, security sector issues, etc. Key IDEA knowledge resources on constitution building were distributed to all members of the drafting committee and used widely throughout the drafting process.

Tunisia

In Tunisia, 2014 was fast-paced. The beginning of the year marked the passing of Tunisia's constitution, after a three years' transitional process. Shortly after the adoption of the constitution, the Tunisian Election Management Body (ISIE in its French acronym) was elected. The electoral law passed on 29 May, after which ISIE prepared for and organized three elections between October and December — one legislative and two presidential elections. All three elections were widely lauded by national and international observation missions as peaceful, competitive and well managed. Additionally, the political parties' acceptance of the results has reinforced confidence and expectations for a stable political climate. With these milestone elections, Tunisia has made an important step toward consolidation of the democratic transition process after the 2011 revolution.

Emotional vote on new constitution resolves two years of tense national dialogue

The drafting process of the new Tunisian Constitution commenced in February 2012, with considerable tension between Islamists and Secularists. It was marked by the assassination of the opposition leader and months of protests and deadlocks.

Main challenges were about finding agreement on the kind of political regime. Additionally, the Islamic political parties had to make broad concessions like dropping their earlier goal of establishing Tunisia as an Islamic state and declaring the supremacy of Sharia law.

The resulting constituion establishes a system that largely falls within a semi-predental model. The constitution is a liberal text that states that Islam is the country's religion, while at the same time recognizing freedom of conscience and belief, and equality between the sexes. It was voted by 200 out of 207 Members of the National Constituent Assembly in an emotional moment on 26, January 2014.

IDEA's Partners

ISIE, Political parties, National Constituent Assembly and Assembly of the Representatives of the People, Office of the Tunisian presidency, DRI Tunisia, NIMD, University of Tunis, CAWTAR, Centre des Études Méditerranéennes Internationales (CEMI), Association tunisienne pour l'intégrité et la démocratie des élections (ATIDE), Femme et Leadership, Tunisie Vote

Planned Outcomes 2014

○ 1. Inclusiveness of electoral processes

Enhanced ability of Tunisian Civil Society Organizations (CSOs) to make meaningful recommendations to address the challenges facing women in electoral processes.

Planned Outputs / Achieved Outputs

○ 1.1 Needs of CSOs on the monitoring electoral processes from a gender perspective identified through a workshop with organizations who observed the last electoral process.

- International IDEA organized a workshop on monitoring electoral processes from a gender perspective that brought together 21 members of eight CSOs who were observers in the 2011 Tunisian elections. Conclusions indicate that there is a great need for such project and further steps have been defined, resulting in the development of a manual (see 1.2).

Tunisia held milestone elections

The lead-up to the elections was largely peaceful and all three elections were widely lauded by national and international observation missions as peaceful, competitive and well managed, particularly given the tight time frames under which they were conducted.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

1.2   Manual on electoral monitoring from a gender perspective produced in consultation with CSOs, as per the needs assessment.
- With a series of workshops (5) International IDEA continually gained CSO input and feedback in the process of developing the manual and questionnaire.
- The draft manual and questionnaires are available and will be finalized in 2015.
- Although the manual on monitoring electoral processes from a gender perspective was still a draft, it circulated in Tunis during ongoing elections and was discussed among domestic observation missions.

2. Electoral integrity

Enhanced capacity of the EMB of Tunisia (ISIE) to better manage the upcoming elections with integrity.

Planned Outputs / Achieved Outputs

2.1   Requests from the ISIE in Tunisia in regards to enhancing their capacity to effectively manage the envisaged 2014 elections.
- On request from the ISIE, International IDEA facilitated seminars about electoral risk management for the Tunisian electoral commission, Ministry of Defense and Ministry of Interior; further technical training was organized for staff, including the preparation of an operational plan of the ERMTool.
- On request of ISIE and during the preparation of the 2014 elections in Tunisia, International IDEA facilitated a peer-to-peer workshop with regard to the transmission of preliminary election results. ISIE shared and compared experience with electoral management bodies of South Africa (electronic transmission) Indonesia (scanning) and Palestine (faxing with double blind entry).

3. Fundamental rights in constitutional implementation

Increased capacity of courts and legal professionals to protect fundamental rights when handling complications that may arise through the application of article 49 of Tunisia's new constitution. Article 49 introduces the concept of proportionality (a key component of any modern constitutional system that seeks to protect fundamental rights) to Tunisia for the first time.

Planned Outputs / Achieved Outputs

3.1   Discussions facilitated on limitation clauses within the constitution in order to ensure adherence to fundamental rights.
- International IDEA, DRI and UNDP hosted the workshop, "Towards a new era in the protection of fundamental rights in Tunisia: The Implementation of Article 49 of the new Tunisian Constitution," with 60 representatives from Tunisia's legal community and international experts. Participants discussed expectations and challenges of the new article and the practicalities including hypothetical scenarios of its implementation (27-28 November).

3.2   Strategy documents developed that outline how Article 49 can be utilized to further the protection of fundamental rights in Tunisia.
- Two discussion papers were published and disseminated at the conference and will also be published as a joint publication with UNDP and DRI.

3.3   Discussions facilitated on the inclusiveness of the Tunisian constitution building and implementation process.
- International IDEA organized the first seminar in the series of expert meetings planned to assess the constitution building process in Tunisia from a gender perspective (28 February). The seminar was attended by women experts from the Tunisian Association of Constitutional Law, the Judge Union, the League of Tunisian Women Voters, the secretariat of the National Constituent Assembly (NCA) and the Tunisian League of Human Rights. The analysis of the constitution from a gender perspective will continue into 2015.

4. Political participation and representation of women

Enhanced understanding among Tunisian political parties of the barriers that impede women's entry into politics and their retention in political parties.

Planned Outputs / Achieved Outputs

4.1   Support provided to political parties in conducting baseline studies of internal and external barriers to women's political participation and leadership.
- Partnering with NIMD in the "Respect for Women's Political Rights: Fostering Political Environments for Equal Participation and Leadership of Women in Political Parties" project, International IDEA organized two meetings to discuss the obstacles that young women face in political parties (4 June). The meeting was attended by executives of political parties and women's committees.

- International IDEA held a training programme for women heads of lists on 28 - 29 September, 2014. The training aimed to strengthen the capacity of women candidates in the legislative elections on how to deal with media. It was jointly organized with the Center of Arab Women for Training and Research (CAWTAR).
- International IDEA and the CAWTAR supported women candidates heads of electoral lists through hosting in Nabeul One and in Tunis Two dialogue sessions (20 and 22 October).

◐ 4.2 Opportunities provided to women's branches of political parties to network with representatives from the women's movement and initiate joint activities (e.g. on the topic of gender-based political violence, women's party financing or women's political leadership).

- International IDEA in partnership with NIMD and CEMI hosted the international seminar, 'Strategies to prevent violence against women in the upcoming elections in Tunisia,' (01-02 October) presenting the status quo in Tunisia and lessons learned from the USA, Cote D'Ivoire and Nepal. 50 key stakeholders discussed possibilities towards creating an environment free from violence against women in the 2014 elections and beyond.
- International IDEA held a workshop with female members of the National Constituent Assembly (NCA) to agree on recommendations to be shared with the newly elected women at the Assembly of the Representatives of the People that will allow them improve their contribution and to be more efficient (6 December).
- International IDEA and CAWTAR facilitated a workshop on women working together in the newly elected Assembly of the Representatives of the People (ARP). This event gathered members of the informal women parliamentarian caucus established at the NCA, members of the ARP's appointed commission to prepare the draft ARP's rules of regulation and the new women parliamentarians (29 December).

Women's mobilization turned the tables: gender equality in the new constitution

The first draft of the new constitution of 14 August 2012 declared the role of women to be complementary to men. Alarmed, women in civil society mobilized for gender equality in an inclusive and intensive process of dialogue on the content of the constitution throughout the country. Together with the women members (27%) in the National Constituent Assembly, they successfully turned the tables: the new Tunisian constitution as adopted in January 2014 "is ground-breaking in its provisions to assure women's equality, in explicitly committing to eliminate violence against women, in promoting women's assumption of positions of responsibility in all sectors, and in working towards parity in all elected bodies within the country."(UNDP)

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◑ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Introduction

Featured Results

Global Programme

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Asia & the Pacific

Latin America & the Caribbean

West Asia & North Africa

Institutional Management

Annexes

External Relations, Governance, and Advocacy

Planned Outcomes 2014

● 1. Governance

To expand membership and active engagement of Member States in the governance of the organization and in supporting International IDEA's Strategy 2012-2017.

Planned Outputs / Achieved Outputs

○ 1.1 Consult and/or convene Member States on issues related to the resourcing and implementation of the Strategy 2012-2017 at the global, regional and country levels.

- International IDEA's new Secretary-General, Yves Leterme, was appointed on 28 March 2014, at the 6th Extraordinary Session of the Council.
- A mid-term review of International IDEA's Strategy 2012-2017 was conducted and presented to Member States at the 7th Extraordinary Session of the Council in June; interactions with Member States and the Board of Advisers throughout the review process will guide International IDEA's strategic directions for the 2015-2017 phase of the Strategy. Other issues discussed at the 7th Extraordinary Session of the Council include International IDEA's thematic strategy in electoral processes, draft framework for a new communications strategy, and plans for engagement in Yemen. The 2014 Budget Revision and salary scales were also approved.
- International IDEA's Steering Committee spearheaded Member States discussions on both governance issues and substantive issues in 2014. On the governance side, the Steering Committee engaged in discussing International IDEA's remuneration and benefit policies, as well as media strategy, in response to articles about International IDEA in the Swedish press during this quarter. On the substantive side, it discussed the dissemination of International IDEA's knowledge products, the mid-term review of International IDEA's strategy, and recent events organized jointly by International IDEA and Member States' representatives to the UN. The Steering Committee met in October for review and input by Member States on the draft Council agenda, presentation of the Programme and Budget for 2015-2017 and updated Rules of Procedure. The Steering Committee met again in November to finalize its recommendation to the Council for six candidates to the Board of Advisers, and one renewal and one appointment to the Finance and Audit Committee
- International IDEA's Board of Advisers met on 9 April and 11-12 September.
- A panel debate was also held on 12 September, to which all Member States were invited. The topic was, "Does Democracy Bring Peace?" with panelists from International IDEA's Board of Advisers, and Yves Leterme, International IDEA Secretary-General.
- The Finance and Audit Committee met on 10 October for a review of 2015 budget principles and resource allocation, for decision on new external auditors and other issues ahead of the 24-26 November Council meeting. The Committee met again on 24 October for a review of the 2015 budget draft, salary parameters and risk management policy.
- The 23rd Session of the Council of Member States was held on 25-26 November, in Gaborone, Botswana. At the occasion Member States approved the Mid-Term Strategy Review (MTSR), the Programme and Budget 2015-2017, the 2014 Budget Revision, six appointments to the Board of Advisers, two appointments to the Finance and Audit Committee and the election of the Chair of the Finance and Audit Committee. Member States engaged and gave feedback on the Programme and Budget, the MTSR and the Africa Programme Review.

○ 1.2 Increase engagement with Member State representatives in countries where International IDEA implements country-level projects, through (a) periodic briefing sessions on country-level assistance programmes, particularly in Egypt, Tunisia, Libya and Addis Ababa; (b) increased invitations for Member States representatives to participate in national or international events organized by International IDEA; and (c) the circulation of policy notes and analysis to Member State representatives in WANA and LAC.

- In the pursuit of enhanced engagement with Member States on substantive issues, International IDEA also participated in multilateral and bilateral meetings and briefing sessions, in capitals and around the world:
  a) International IDEA hosted or participated in periodic briefings for Member States' representatives on country or regional level assistance:
     - In Yemen on International IDEA's potential engagement in the country
     - In Haiti to provide an update on International IDEA's activities and funding needs in the country.
  b) Consultations and presentations in-capital with government officials in Peru (Project progress reporting and discussion on activities to promote democracy in South America) and in Indonesia (Bali Democracy Forum and International IDEA's cooperation with Indonesia) with

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International IDEA governance calendar 2014

Council of Member States

- 24-26 November 2014 (23rd Session)
- 11 June 2014 (7th Extraordinary Session)
- 28 March 2014 (6th Extraordinary Session)

Steering Committee

- 7 November 2014
- 23 October 2014
- 17 September 2014
- 8 May 2014
- 14 March 2014
- 7 February 2014
- 29 January 2014

Finance and Audit Committee

- 10 November 2014
- 24 October 2014
- 10 October 2014
- 4 April 2014

Board of Advisers

- 12 September 2014 (49th meeting)
- 09 April 2014 (48th meeting)

Mid-Term Strategy Review

- 10 April 2014

Democracy Forum

- 24-25 November 2014

IDEA's new Secretary-General appointed

International IDEA's new Secretary-General, Yves Leterme, was appointed on 28 March 2014, at the 6th Extraordinary Session of the Council.

On 3 October, former Chair of the Board of Advisers Margot Wallström became Minister of Foreign Affairs of Sweden.

Progress on Planned Outcomes ● *Advanced* ● *On Track* ● *Delayed*

Progress on Planned Outputs ● *Fully Achieved* ◐ *Partially Achieved* ◓ *Postponed* ⊘ *Cancelled*

diplomatic representatives from Norway, Canada and Finland in Myanmar, with Australia in Fiji, with Switzerland in Peru, with Chile in Egypt and with Norway in Addis Ababa.

- International IDEA held meetings with Member States in Addis Ababa and in Pretoria on the progress of the Africa Programme Review.
  - A further briefing in Addis Ababa with Member States discussed International IDEA participation in the Joint Programming Arrangement (JPA) with the African Union.
  - International IDEA invited Member States representatives to participate in national or international events organized by International IDEA, including events related to democracy, conflict, security and illicit networks in The Hague; the launch of a publication, on *Development First, Democracy Later?* in Stockholm; a discussion on the *Post-2015 Development Agenda* in Brussels; and a workshop on the challenges of results measurement in democracy support projects in Stockholm.
- International IDEA held policy briefings and bilateral meetings with high-level representatives from Latin American Member States in the margins of the OAS General Assembly. International IDEA organized briefings with Member States on upcoming elections in La Paz, Bolivia and in Yangon, Myanmar. In Tunis, International IDEA conducted a meeting with Canada on a joint workshop on security sector oversight, with Indonesia to organize a peer-to-peer exchange with the Tunisian EMB and with India on translating the Indian Constitution into Arabic. International IDEA held bilateral meetings with foreign ministry officials from the Netherlands and Switzerland to present International IDEA's work and provide input into foreign policy development on specific democracy-related issues.

1.3 Conduct outreach missions to target countries for membership, with a priority for Asia & the Pacific.

- International IDEA's Secretary-General had a series of high-level meetings in the margin of the UN General Assembly, including with potential International IDEA Member State South Korea, Japan and Timor-Leste, as well as with partner countries such as Haiti and Tunisia.
- International IDEA's Secretary-General held bilateral talks on the sideline of the OIF summit in Dakar, Senegal on 29 November
- International IDEA's Secretary-General conducted a mission to Luxembourg.
- International IDEA's Secretary-held bilateral meetings in Washington, including with NDI, IRI and World Bank.
- International IDEA's Secretary-General held bilateral meetings with all Member States.

2. Fundraising

To preserve and increase core and restricted funding from Member States and donors through enhanced engagement opportunities, quality resource mobilization products and effective grant management.

Planned Outputs / Achieved Outputs

2.1 Implement the Strategy for Income Growth and Partner Engagement, with particular attention to (a) resource mobilization for continued engagement in countries where International IDEA has established networks and partners, including Egypt, Libya, Tunisia, Nepal, Myanmar, South Sudan and Kenya; (b) resource mobilization for possible new engagement in strategically chosen areas where International IDEA's reach has been limited, including Melanesia; (c) global projects that correspond to Member States priority areas, including money in politics, accountability, conflict and security, gender equality and a global democracy curriculum; and (d) a review of International IDEA's engagement in long-term operational partnerships, including ACE and BRIDGE.

- International IDEA drafted project funding concept notes and proposals for projects in Fiji, Nigeria, Uganda, Syria, Bhutan, Myanmar, Peru, Haiti, Kenya, Peru, Tunisia, Burundi, Nepal, the EU Pan Africa programme, for projects with IDEA's Joint Activity Plan (JAP) with the African Union, Economic Commission of West African States (ECOWAS), for the Gender Programme, for a project with V-Dem, for the State of Democracy Global Programme and the Conflict and Security Global Programme.
- International IDEA received a first USAID grant of USD 1 million for a project in Peru. A major project proposal in Myanmar for funding by the EU was developed for signature in 2015, with an envelope of approximately EUR 8 million for three years. International IDEA negotiated funding and revised and agreed the project work plan for the Andean region. International IDEA signed a grant agreement/MOUs with the Netherlands for the ERMTool project in Nigeria.
- International IDEA submitted major donor reports to Norway (Haiti, JAP, & Peru-Chile Dialogue), Switzerland (Haiti and WANA), and Sweden (Gender). Final project completion donor reports were submitted for International IDEA projects in Kenya, Myanmar, Nepal, and for the WANA Basket Fund. Donor reports were also submitted for International IDEA projects in Nepal, South Sudan, Egypt, and JAP.
- International IDEA held a Joint Review in Addis Ababa of International IDEA/African Union Joint Action Plan project with Norway as the primary donor.
- International IDEA signed partnership MOUs with the Electoral Court of the Federal Judiciary, Mexico, the Superior Electoral Court of Brazil, with the Government of Chile (Segpres), with the Association of World Electoral Management Bodies (A-WEB), and with the Commonwealth Local Government Forum (CLGF).

- International IDEA held integrated training sessions on resource mobilization, donor relations and grant management for International IDEA staff in the Asia-Pacific region, in Tunisia for the WANA region, in Haiti for the LAC region an in Addis Ababa for the Africa programme.

○ 2.2   Implement the Core Funding Management Process and develop a new Donor Reporting Procedure to clarify internal accountabilities and ensure quality standards.

- International IDEA held the Annual Strategic Consultation with Norway in May.
- International IDEA developed and adopted a new Project Design Quality Management Procedure, which is intended to support and improve the process, design and quality of project proposal documents for mobilizing restricted funding.
- Progress was made on the development of a grants management system.
- Progress was made on enhancing mapping of donor policy priorities.

◐ 2.3   Develop and implement a Donor Communication Strategy and Plan addressing communications needs of both International IDEA and its Member States.

- International IDEA organized a joint press release and launch for the ERMTool with the Dutch embassy in Abuja.
- International IDEA produced and shared issues of its well-received publication, *In Focus: International IDEA's work in the news from around the world* with Member States and the donor community.

⊘ 2.4   Conduct a feasibility study on joining the International Aid Transparency Initiative.

◐ 2.5   Develop a road map for Private Sector Engagement and Partnerships to enhance International IDEA's advocacy and resource mobilization efforts.

- International IDEA has completed the study on Private Sector Engagement and Partnerships. A road map is yet to be developed.

● 3. Peer Relations

To strengthen relationships with other international and democracy-related organizations to leverage synergies in democracy support.

Planned Outputs / Achieved Outputs

○ 3.1   Consolidate and expand partnerships with regional organizations, including (a) seek a framework agreement with the EU; (b) sign a Memorandum of Understanding with the League of Arab States; (c) explore modalities for partnership with the UNDP Regional Bureau for Arab States.

- International IDEA co-organized the Fourth High Level Meeting of the Inter-Regional Dialogue on Democracy, held on 16-17 October, in Washington, which was hosted by the Organization of American States.
- An external evaluation of the Inter-Regional Dialogue on Democracy (IRDD) was concluded in September 2014. It highlighted that the IRDD has made Regional Organizations more disposed to considering democratic principles in their work with their member states, as well as created space for dialogue between key global actors where such did not exist previously. It is in this regard that International IDEA will continue to play the role of facilitator of the IRDD given the continued high level commitment of the leadership of the Regional Organizations, the European Union, as well as the United Nations.

◑ 3.2   Strengthen and realize International IDEA's relationship with the India International Institute of Democracy and Election Management.

- Mission to the India International Institute of Democracy and Election Management has been planned for 2015.

● 4. Policy Advocacy

To use International IDEA's expertise to inform global discussions on topical challenges related to democracy.

Planned Outputs / Achieved Outputs

○ 4.1   Work with Botswana to organize an Annual Democracy Forum, on a topic agreed upon by International IDEA and Botswana, as part of the Botswanan chairmanship of International IDEA.

- International IDEA, jointly with the Government of Botswana, held the Annual Democracy Forum. on the theme, "Fostering Democracy and Development through Sound Management of Natural Resources" in Gaborone, Botswana 24-25 November 2014. The Forum saw great interest and attendance. Follow-up activities are planned in 2015 with Switzerland the Chair of the Council, and the host of the 2015 Democracy Forum.

IDEA side events at the UN

"Measuring Democratic Governance: The Art of the Possible" – co-hosted with the Inter-Parliamentary Union (IPU) and the Permanent Mission of Mongolia to the UN. (6 February)

"Democracy, Governance and the Post-2015 Development Agenda" – co-hosted with the Permanent Missions of Botswana and Sweden to the UN. (7 February)

The Fourth High Level Meeting of the Inter-Regional Dialogue on Democracy

Reflecting on the meeting theme, "Democracy and Development in the Context of the Post-2015 Agenda," representatives of seven regional organizations met in Washington, DC on 16 and 17 October and presented their insights and goals: the African Union Commission (AU), European Union (EU), Association of Southeast Asian Nations (ASEAN), the Council of Europe, the Organization of American States (OAS), the Pacific Islands Forum (PIF) Secretariat, the South Asian Association for Regional Cooperation (SAARC). Ms. Annika Savill, Executive Head at the United Nations Democracy Fund, delivered the keynote message of Mr. Ban Ki-moon, Secretary General of the United Nations. The meeting, held at the headquarters of the Organization of American States (OAS), was hosted by OAS Secretary-General José Miguel Insulza, and co-organized by International IDEA.

Democracy and development in focus at UN

At the opening of the 69th Session of the United Nations General Assembly, International IDEA Secretary-General Yves Leterme urged UN Member States to ensure that democracy, human rights and the rule of law are given a place in the Post-2015 development framework. He also emphasized that there should be a particular focus on democratic accountability.

● 5. International IDEA at the UN

To ensure the relevance of International IDEA's actions on the international stage and establish International IDEA as a trusted partner and primary source of comparative knowledge on democracy among global actors.

Planned Outputs / Achieved Outputs

5.1 Provide input into the global discussions on the *Post-2015 Development Agenda* by:

(a) Influencing policy discussions via the UN inter-agency Working Group on Democracy of the Executive Committee on Peace and Security.

- International IDEA published four discussion papers on democracy, peace and security, democracy and development, democracy and gender equality and democracy and human rights, in six UN languages; International IDEA started dissemination in the margins of the high-level segment of the 69th Session of the UN General Assembly.
- International IDEA organized a side event on democratic accountability in service delivery in the margins of the UN General Assembly week and the high level event on "The Rule of Law, Human Rights and the Post-2015 Development Agenda.

(b) Facilitating informal dialogue amongst UN Member States on democracy in the *Post-2015 Development Agenda* and within the policy debate on Sustainable Development Goals.

- International IDEA co-organized the event, "Measuring Democratic Governance", with the Permanent Mission of Mongolia and the Inter-Parliamentary Union. The event focused on the technical implications of adopting democracy as a stand-alone goal in the *Post-2015 Development Agenda*.
- International IDEA co-organized the event, "Democracy, Governance and Sustainable Development", co-organized with the Permanent Missions of Botswana and Sweden. The event centred on the political implications of adopting democracy as a stand-alone goal.
- International IDEA organized a presentation on the linkages between democracy and the *Post-2015 Development Agenda*, at a meeting of the Permanent Missions to the UN of the Member States of the Community of Democracies (CoD). International IDEA also participated in a workshop organized by the CoD to draft a resolution to submit to the UN General Assembly.
- International IDEA's Secretary-General held bilateral meetings with Foreign Ministers, high-level delegates and UN administrators at the opening of the 69th Session of the UN General Assembly on 22-26 September, maximizing the high-level opportunities for advocacy on the role of democracy in the *Post-2015 Development Agenda*.
- International IDEA co-organized the high level side event to the 69th Session of the UN General Assembly, on "Good Governance, Democracy and the Rule of Law in the Post-2015 Development Agenda" with Botswana and Norway.
- International IDEA's Secretary-General participated in two high-level panel discussions hosted by the EU and Community of Democracies on 24 and 25 September respectively on democracy and human rights in the *Post-2015 Development Agenda*.
- International IDEA's Secretary-General participated as a speaker at the World Conference on Indigenous Peoples.
- International IDEA launched "Illicit Networks and Politics in Latin America" at the UN in November.
- International IDEA co-organized the event "Decentralization and Democratic Local Governance" with the Swedish International Centre for Local Democracy (ICLD) and the East-West Centre at the UN in New York.

(c) Producing policy analysis on democracy and the *Post-2015 Development Agenda*, in cooperation with relevant UN secretariat, programmes, funds and entities.

- The Office of the Permanent Observer produced concept notes on the two side-events, "Measuring Democratic Governance" and "Democracy, Governance and Sustainable Development" The concept notes were produced in close consultation with the co-hosts, the IPU and Mongolia, and Botswana and Sweden, respectively. The two side-events were also attended, among the panelists, by representatives of UNDP and the UN at the highest and relevant level.

(d) Publishing a series of papers on the intersections between democracy and the Post-2015 Agenda for widespread dissemination amongst UN Member States.

- A video, "Democracy and the Post-2015 Development Agenda" was based on workshops jointly hosted by International IDEA and UNITAR in 2013.

5.2 Engage with UN partners on the nexus between democracy and women's empowerment to promote women's equal political participation and representation.

- International IDEA organized a side event, "Advancing Genuine Political Participation: Strategies for Overcoming Exclusion for Marginalized Groups" on the margins of the UN's 13th session of the Permanent Forum on Indigenous Issues.

- International IDEA delivered a keynote address on social development, social cohesion and social integration at a workshop, "Values, Diversity and Social Integration" organized by the Italian Cultural Institute of New York.

● 6. International IDEA at the EU

To ensure the relevance of International IDEA's actions on the international stage and establish International IDEA as a trusted partner and primary source of comparative knowledge on democracy among global actors.

Planned Outputs / Achieved Outputs

● 6.1 Promote democracy support in EU policy considerations, by highlighting the inter-linkages between democracy and sustainable development, human rights, rule of law, and good governance by:

◑ (a) Producing policy analysis on democracy in the political dialogue agenda between the EU and third countries.
- International IDEA postponed these productions due to internal and partners' capacity constraints.

◑ (b) Publishing a paper on improved democracy support in the EU's external relations.
- International IDEA postponed these productions due to internal and partners' capacity constraints.

● (c) Facilitating informal dialogue amongst Brussels-based democracy role-players and actors on the *Post-2015 Development Agenda*.
- International IDEA contributed to the formulation of a European NGO position on the Post-2015 Development Agenda.
- International IDEA's Secretary-General participated in a fully EU-hosted meeting in New York on this topic (Dialogue among Brussels-based democracy actors on the Post-2015 Development Agenda).
- International IDEA facilitated and contributed to a roundtable hosted by the Mission of Switzerland to the European Union on the Post-2015 Agenda and democratic governance with 60 participants, representing International IDEA Member States, EU institutions and democracy support roleplayers in Brussels.
- Representatives of 20 International IDEA Member States discussed the Post-2015 process in a meeting in Brussels on 17 December, at which International IDEA presented a discussion paper entitled: "Setting targets for democratic governance—caveats and options".

● (d) Promoting and raising awareness of International IDEA's Regional Programmes and knowledge resources that could inform EU policies, frameworks or instruments on democracy building.
- In advance of the European parliamentary elections International IDEA released a joint study with the European Youth Forum and the League of Young Voters on the issue of youth absenteeism in European elections.
- International IDEA participated in a series of joint Africa-EU seminars in preparation for the 4th Africa-EU Summit in April.
- International IDEA participated in the 7th Euro-Latin America Parliamentary Assembly, where International IDEA provided background documents and presentations on the financing of political parties in the EU and Latin America, as well as on the inter-linkage between democracy and development within the context of the Post-2015 framework.
- International IDEA also progressed in consolidating its collaboration with EU institutions in democracy support initiatives, reaching understanding with the European Endowment for Democracy for collaboration in the WANA region (with particular focus on Tunisia) and securing the adhesion of the Council of Europe to the Inter-Regional Dialogue on Democracy.
- International IDEA participated in the seminar "Democracy in crisis and European democracy support" organized by the European Endowment for Democracy in May, in a panel discussion, "Democracy building from a regional context" at the EU in International Affairs Conference in May, and in a training seminar for new young members of the European Parliament in June, organized by the EU40 lobby group.
- International IDEA was a key partner in the organisation of the 2014 Lisbon Forum, with the theme "Electoral processes and democratic consolidation in the countries of the Southern Mediterranean" (15-16 September 2014, 200 participants). The Forum was jointly organised with the principle partners, the North South-Centre of the Council of Europe, Anna Lindh Foundation, Aga Khan Development Network, and the European Union.
- At the initiative of International IDEA, the European External Action Service (EEAS), with the European Network of Political Foundations (ENOP), European Partnership for Democracy (EPD), and the European Endowment for Democracy (EED) organized a panel discussion to commemorate International Democracy Day in Brussels on 15 September 2014. At the event, high level speakers intervened, attracting more than 60 participants.
- International IDEA's Secretary-General participated as a panelist in the 3rd World Forum for Democracy (WFD) "From participation to influence: Can youth revitalize democracy?" in

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*
Progress on Planned Outputs	● *Fully Achieved*	◐ *Partially Achieved*	◑ *Postponed*	⊘ *Cancelled*

November. More than 500 participants attended the WFD Plenary Roundtable "Young people – actors of global change?".

- International IDEA participated in a meeting facilitated by the European External Action Service (EEAS) on the amendment of the "EU Strategic Framework and Action Plan on Human Rights and Democracy" in Brussels in October.
- IDEA participated in the policy workshop of Global Re-ordering: Evolution through European Networks (GR:EEN) entitled "Responding to Crises: Perspectives on the EU", at the House of Lords in London in October.
- International IDEA delivered a keynote address "From bullets to ballots? The role of democratic elections in peace building and state building processes", at the University of Antwerp, attended by 80 post-graduate students in November.
- International IDEA organized a Roundtable on "Organised Crime, Corruption and Money laundering in the Baltic States: Challenges to Democracy?" at the Press Club Brussels Europe (12 June 2014 – 60 participants). The objective of the Roundtable was to, inter alia, explore how illicit networks and political actors forge relations in the Baltic Region, and to identify policy responses and options to address this phenomenon in the Region and beyond.
- International IDEA participated in the Club de Madrid's Policy Dialogue Conference on "Democracy and Human Rights in Decline: A Call to Action", which was held within the framework of the CdM's Next Generation Democracy (NGD) Project. In addition, International IDEA participated in the Regional Working Group meeting on "Wider Europe and Post-Soviet Eurasia".
- International IDEA presented its democracy support approach to the Belgian Federal Public Service for Foreign Affairs, External Trade and Development Cooperation.
- International IDEA organized a Roundtable on "Organised Crime, Corruption and Money laundering in the Baltic States: Challenges to Democracy?" at the Press Club Brussels Europe (12 June 2014 – 60 participants). The objective of the Roundtable was to, inter alia, explore how illicit networks and political actors forge relations in the Baltic Region, and to identify policy responses and options to address this phenomenon in the Region and beyond.

7. International IDEA at the EU

Greater awareness and sense of direction of European stakeholders concerning the misuse of administrative funds during electoral processes.

Planned Outputs / Achieved Outputs

7.1 Council of Europe/Venice Commission develops guiding principles on the misuse of administrative funds during electoral processes.

- International IDEA participated in the annual conference of electoral management bodies of the CoE/Venice Commission, on the misuse of administrative funds during electoral processes. Consequently, International IDEA collaborated with the CoE and the OSCE/ODIHR to develop guiding principles on this issue.

External Communications

Planned Outcomes 2014

● 1. Outreach

To foster increased demand by Member States, strategic and boundary partners for more collaboration with International IDEA in its key impact areas.

Planned Outputs / Achieved Outputs

○ 1.1 Produce corporate knowledge resource products, platforms and services highlighting how the work of the Institute contributes towards more sustainable, effective and legitimate democracy worldwide.

- International IDEA informed partners and targeted stakeholders of its resources, which included a newsletter focused on women's political participation and representation on International Women's Day, information about new publications related to the participation of marginalized groups in democratic politics, and the new *SoLD* assessment framework.
- International IDEA used email communication to share resources with partners and targeted stakeholders, including an e-newsletter focused on the EU Parliamentary Elections.
- More than 3,000 subscribers opened the International IDEA quarterly newsletter, which was released for Democracy Day on 15 September and which featured newly released publications such as *Atlas of Electoral Gender Quotas*, and *Funding of Political Parties and Election Campaigns: A Handbook on Political Finance*. The three top-clicked areas were: the editorial, "Reflections from the new Secretary-General", the publication, *Funding of Political Parties and Election Campaigns: A Handbook on Political Finance* and the article, "The post-2015 agenda: the need for a democratic governance perspective".

● 2. Awareness raising

To promote awareness by Member States and external actors of International IDEA's knowledge and comparative advantage in democracy building.

Planned Outputs / Achieved Outputs

○ 2.1 Ensure that International IDEA knowledge products are published and distributed to target audiences effectively.

- Please refer to the list of International IDEA Publications in 2014 (p.29)
- In view of creating more knowledge products that fit the needs and timing of political processes, International IDEA produced a first publication applying "book sprint" methodology.

○ 2.2 Ensure that International IDEA's online knowledge databases are updated for use by targeted audiences effectively.

- Please refer to the list of International IDEA databases in 2014. (p.30)

○ 2.3 Promote International IDEA's work towards sustainable democracy processes worldwide through corporate communications material, website and social media channels, including by developing regional strategies for social media engagement; a Spanish language portal on the website; Spanish and Arabic language versions of the unified database; and a sub-site for the Africa Programme.

- In an effort to make its online resources more easily available to Spanish speakers, International IDEA expanded its website with a new portal with Spanish content, which includes a Spanish language version of the online databases.
- International IDEA now tweets in Spanish, English and Swedish and continues to post Spanish language articles online. IDEA recently released the Spanish-language Political Finance Database on the International IDEA website.

● 3. International IDEA and the media

To increase knowledge among the media of International IDEA and its role and activities in democracy building.

Planned Outputs / Achieved Outputs

○ 3.1 Ensure appropriate media coverage of International IDEA's work and personalities (hardcopy/digital/online/social media/broadcast).

- International IDEA used Twitter and Facebook to promote its new videos, "Citizen-led Democracy Assessments around the World", and "Making Waves: Expressions of Gender Equality in the Sacred Texts and Islamic Tradition", publications, *Development First, Democracy Later?* and *Politics meets Policies*. Social media was also used to promote the Voter Turnout Analyzer.
- International IDEA created and posted online International IDEA infographics based on revised databases. Graphics were shared via social media and picked up by mainstream media including The Guardian and The Atlantic.

IDEA Publications 2014

IDEA Databases 2014

International IDEA online resources now also accessible for Spanish speakers.

First International IDEA book sprint

In view of creating more knowledge products that fit the needs and timing of political processes, International IDEA produced a first publication applying "book sprint" methodology.

International IDEA's social platforms growing fast

14 millions views of International IDEA posts. In 2014, International IDEA's main platforms (Facebook, Twitter and LinkedIn) saw their user base expand by over 15,000 users. International IDEA's reach thus developed significantly: impressions (= a user viewing a post) grew from nearly 4 million in 2013 to nearly 14 million in 2014.

Progress on Planned Outcomes   ● *Advanced*   ● *On Track*   ● *Delayed*

Progress on Planned Outputs   ● *Fully Achieved*   ◑ *Partially Achieved*   ◐ *Postponed*   ⊘ *Cancelled*

International IDEA in the Press

Throughout 2014, International IDEA has had a strong presence in the press. An area of particular highlight has been the Americas, where IDEA's contributions have been most frequently referenced.The data on voter turnout has, for example, been cited in the Washington Postin an article discussing the potential gains of mandatory voting subsequent to the 2014 General Election in the United States. This was of particular interest in the wake of the lowest voter turnout since 1942.

- In 2014, International IDEA's main platforms (Facebook, Twitter and LinkedIn) saw their user base expand by over 15,000 users which is more than twice the number of new users in 2013. International IDEA's reach thus developed significantly: impressions grew from nearly 4 million in 2013 to nearly 14 million in 2014. User interactions increased from just under 12 million to over 19 million in 2014.
- International IDEA contributed articles in specialized online and traditional media, including Open Democracy, DemocracyLab, *Foreign Policy Magazine*, the International Relations and Security Network and the Just Governance Group, *The Guardian*, *Global Post*, the *Times of Zambia* and the Canadian magazine *Embassy News*. International IDEA also gave interviews on Swedish radio on voter turnout and democracy in retreat.
- International IDEA's panel discussion on "Can Democracy Bring Peace?" with speakers including the Chair of the Board of Advisors, Margot Wallström, Board member Bassma Kodmani and Secretary-General Yves Leterme was covered in the Swedish development magazine Omvärlden.
- International IDEA initiated a global digital campaign #DemocracyMatters in December 2014. As part of the "Annual Democracy Forum", the company Devex came on board to produce content including: 22 articles/op-eds, 30 videos, two mass emails and support on social media – sharing and retweeting.
- In working with Devex, International IDEA had access to their user base. A 'storify' page was set up – a campaign landing page which allowed International IDEA to include all the campaign relevant material.
- The campaign reached over 2.5 million people, with 872 contributors. Influential contributors included Yves Leterme (International IDEA), George Chen (Yale World Fellow), William Gomes (International Journalist), and Erik Solheim (OECD-DAC). Devex registered near 17,000 views on the Democracy Matters landing page, and the average time spent by users on site was 1 minute 41 seconds. Over 9,000 page views were recorded for all pieces of content.
- The campaign has been successful in increasing International IDEA's reach to potential new audiences and has allowed the expression of coherent and comprehensive messages under the banner and focus of a specific campaign. As a result of the success of the campaign, more campaign activities will be planned in 2015 to extend reach and increase engagement.

Continent	References in the Press (2014)
Central America	692
North America	318
South America	291
Europe	137
Asia	118
Africa	80
Oceania (New Zealand)	8
Total	**1644**

Internal Communication and Knowledge Management

Planned Outcomes 2014

● 1. Internal collaboration

To enhance information flows across the institute.

Planned Outputs / Achieved Outputs

1.1 Further develop the intranet for enhanced coordination and collaboration among units and staff.

- International IDEA established an internal working group to discuss internal communications usage opportunities, hold team training, and facilitate future collaboration across teams.

2. Access to external knowledge resources

To ensure that latest information and knowledge is used in substantive work projects and programmes.

Planned Outputs / Achieved Outputs

2.1 Provide access to online library and knowledge resource services for all units and staff.
- International IDEA made online/print journal subscriptions available to staff.
- International IDEA compiled a bibliography of new books in the field of political science for International IDEA staff.
- International IDEA compiled a list of new academic articles in International IDEA's field for International IDEA staff.
- International IDEA continuously used the news monitoring service Meltwater to assist staff and to provide information for the monthly "IDEA in the News" newsletter.
- International IDEA streamlined its subscription approach.

3. Knowledge mangement

To establish formal structures for knowledge sharing across the institute.

Planned Outputs / Achieved Outputs

3.1 Establish focal points for coordination, knowledge analysis and learning for each major theme/topic across the institute.
- International IDEA, jointly with UNDP, held a workshop to develop a knowledge management model. The model is partly implemented by the SoD programme as a pilot.

3.2 Use the Programme Development Committee for cross-team planning, prioritization and knowledge sharing.
- International IDEA's Management Committee will need to follow and review work initiated with SoD team on knowledge management.

Internal Governance, Risk Management, & Internal Control

Planned Outcomes 2014

1. Internal management

Enhanced effectiveness of International IDEA's Management Committee.

Planned Outputs / Achieved Outputs

1.1 Implementation of the newly developed Management Committee Charter.
- International IDEA's Management Committee was conducted as per the new Charter.

2. Risk management

Enhance integration of risk management into International IDEA's management practices.

Planned Outputs / Achieved Outputs

2.1 Develop and document risk management processes and procedures.
- International IDEA developed and implemented an internal risk management policy and procedure.

2.2 Setting up a risk management monitoring and review mechanism.
- International IDEA set up a risk monitoring system on the intranet for enhanced risk management.

3. Internal auditor

Enhance quality of International IDEA's internal controls, risk management and governance processes.

Planned Outputs / Achieved Outputs

3.1 Implement risk-based internal audit plan.
- International IDEA implemented an audit plan.

3.2 Respond to requests from the Secretary-General and Finance & Audit Committee.
- International IDEA responded to requests from the Secretary-General and Finance & Audit Committee.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◖ *Partially Achieved*	◐ *Postponed*	⊘ *Cancelled*

Strategic Planning

Planned Outcomes 2014

1. Strategic alignment

Enhanced alignment between programme activities and the Strategy 2012–2017.

Planned Outputs / Achieved Outputs

1.1 Coordinate a mid-term review of the Strategy 2012–2017, in consultation with Member States and the Board of Advisors.

- International IDEA successfully coordinated and guided the mid-term review of the Strategy 2012-2017.

1.2 Develop and update regional and thematic strategies aligned with the Strategy 2012–2017, including: Review the regional strategies for LAC and WANA, as needed; Develop regional strategies for Africa and Asia-Pacific; Develop a thematic strategy for the Democracy & Development KIA.

- International IDEA developed a thematic strategy for the Democracy & Development Key Impact Area.
- International IDEA undertook the Africa Programme review that will result in a renewed and sharpened Africa programme strategy.
- International IDEA is pursuing continued review of its WANA and LAC strategy.

1.3 Strengthen the results framework of restricted–funded projects through improved tools for project development.

- International IDEA launched and implemented a Project Management Framework in 2014.

2. Effective planning

Enhanced effectiveness of the annual planning cycle.

Planned Outputs / Achieved Outputs

2.1 Coordinate the production of the Programme and Budget 2015–2017 with a three-year perspective.

- International IDEA introduced a programmatic analysis of the Institute's annual budget in 2015.

2.2 Identify, design and produce new tools for programme management using data gathered during the annual planning cycle.

- International IDEA utilized the data to combine it with budgetary data for future use during the annual planning cycle.

3. Communicating results

Enhanced ability to capture and communicate the results of International IDEA's work to Member States, partners and donors.

Planned Outputs / Achieved Outputs

3.1 Develop tools for enhanced automation of data collection and consolidation for periodic reporting.

- International IDEA is continuously developing tools for enhanced automation of data collection and consolidation for periodic reporting.

3.2 Improve the annual reporting process by piloting a new interview-based data collection method, adding corporate-level performance indicators and enhancing synergies between the Annual Results Report and the public Annual Report.

- International IDEA successfully piloted an interview-based data collection for the Annual Results Reports 2013. The method was re-employed in the preparation of the Annual Results Report 2014.
- International IDEA's Annual Results Report 2014 serves both objectives: accountability towards Member States and the public and public communication of the results of International IDEA's work.
- International IDEA held a capacity building workshop, "Communicating About Results" with staff from the five programmes, with partners from Bolivia, Nepal and Haiti and with a representative of the "Value for Money" management initiative of OECD.
- International IDEA conceptualized a new format for the Annual Results Report 2014. A key feature of this new format is that it gives information on the specific democracy processes to which International IDEA's work contributes in specific countries and contexts. Further features include easy visualization of the status on progress on outcomes and outputs and a referenced document with electronic links that mirror internal and external collaboration and networks.

● 4. Effective project & policy management

Improved tools for effective institutional and project management within International IDEA.

Planned Outputs / Achieved Outputs

● 4.1   Implement new project management tools.
- International IDEA launched and implemented its Project Management Framework during the annual planning cycle.

◖ 4.2   Develop tools for improved institutional knowledge management based on best practices identified from internal case studies.
- International IDEA is still identifying and gathering best practices.

◖ 4.3   Strengthen the organization of Management Committee meetings as per the Management Committee Charter.
- International IDEA's Management Committee was conducted as per the new Charter.

● 4.4   Improve communications on policies and procedures using the intranet.
- International IDEA staff were increasingly consulted on new procedures and policies.

● 5. Peer exchange

Enhanced awareness of international best practices in strategic and project management.

Planned Outputs / Achieved Outputs

● 5.1   Facilitate a peer network sharing platform on planning, monitoring and evaluation.
- International IDEA shared experience on peer-to-peer workshops and in peer-visits with the OECD "Value for Money" initiative.

Gender Mainstreaming

Planned Outcomes 2014

● 1. Awareness raising

To increase awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices, through: induction and orientation of new staff, advisory support and guidance, and Gender Committee coordination.

Planned Outputs / Achieved Outputs

● 1.1
- International IDEA established a Gender Practice Collaboration Team, which held two meetings to promote a systematic and active exchange of information and knowledge on ongoing work related to gender mainstreaming in the Institute's programmatic activities and initiatives. The Gender Committee reviewed systematically the leadership the Management Committee is providing on gender mainstreaming.
- The Gender Committee discussed the extent to which staff set explicit annual performance objectives on gender mainstreaming, on sex disaggregated data for recruitment processes, staff capacity and knowledge development to discuss leadership examples and actions on gender mainstreaming

● 2. Capacity building

To increase the capacity of International IDEA programmes to influence key democratic stakeholders on promoting gender equality, through: capacity development and training for HQ and Regional staff, and application of implementation and tracking tools.

Progress on Planned Outcomes	● *Advanced*	● *On Track*	● *Delayed*	
Progress on Planned Outputs	● *Fully Achieved*	◖ *Partially Achieved*	◗ *Postponed*	⊘ *Cancelled*

Planned Outputs / Achieved Outputs

● 2.1

- A capacity building workshop on gender mainstreaming was conducted on 18-19 September with the overall objective to enhance the 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. 35 IDEA staff participated in the workshop.
- A "Guiding Note for Gender Objectives Setting in 2015" was availed to all staff in December. The gender review of the 2015 work plans from the different teams was undertaken through the coordination and facilitation of the Strategic Planning team.

Corporate Services

Planned Outcomes 2014

● 1. Human Resources

Planned Outputs / Achieved Outputs

● 1.1 Ensure geographic moves planned in regions, including office closures and openings, take place with optimal human resource management counselling and action.

- Managing the human resource implications of the relocation of field offices has continued to be a priority for International IDEA this quarter, with new staff recruitment processes for the WANA Regional Office in Tunis and preparatory HR planning for the forthcoming relocation of the Africa Regional Office to Addis Ababa.
- The Pretoria office was closed with some staff members relocating to Addis Ababa. The closure of the Costa Rica office is now postponed until the end of Q1 2015 and staff contracts have been extended accordingly. On the technical side, the Tunis offices is now fully functional.

◑ 1.2 Maintain and reinforce the new momentum on staff training and development, particularly in proper planning of institutional training priorities.

- Individual training is continuing as normal. A fundraising training programme took place in Tunis in September for WANA and Africa staff members. Given the high number of new hires, another global induction programme is scheduled for Q4.
- Institutional training took place in the LAC office and individual training is continuing as normal.

◑ 1.3 Improve the Institute´s employment framework by providing a consistent job classification, both in HQ and in regions, including local positions.

- International IDEA improved its employment framework by providing a consistent job classification, both in HQ and in regions, including local positions with job descriptions revised and published on the intranet.

● 2. Finance

Planned Outputs / Achieved Outputs

● 2.1 Deliver balanced budget with corresponding better monitoring parameters.

- International IDEA presented a balanced 2014 budget, approved by Council November 2013. Monitoring reports were implemented in the first quarter of 2014.
- International IDEA implemented a budget versioning system in the ERP system, which allows for the extraction of the Council-approved budget (different version) at any point of the year.
- In collaboration with the Planning Unit, a budget analysis was produced for 2015, for linking budget to results.

◑ 2.2 Manage cash flow for cross-border operations, implement Citi Bank payment solution for countries where International IDEA cannot operate a bank account.

- Training was completed; a real life test showed problems in sending money to the office most in need, South Sudan. Citi Bank is currently studying and addressing the problems. Test transfers to other locations were successful.
- International IDEA continued to manage cash flow to ensure adequate cash availability for programmes whilst investing idle cash.

◑ 2.3 Implement grants management module, use Maconomy expert consultants (in lieu of full time in house role) and install Maconomy in the final two offices (Haiti and Ethiopia). Identify and group

audits for 2014 to minimize audit time and costs; wherever possible in case of field based audits, identify cheaper local auditors in line with procurement policy.

- International IDEA implemented the ERP system in the Haiti and Ethiopia offices in the first quarter of 2014.
- International IDEA implemented the grant management module.

3. Facilities

Planned Outputs / Achieved Outputs

3.1 Implement the fire safety resources and provide training to all staff according to the requirements by the Swedish fire security law.
- The fire safety training was executed.

3.2 Make sure all the standing renovations and furnishing are finalized in a cost effective manner.
- Renovations and furnishing completed as per needs.

3.3 Guarantee the best internal customer service and ensure that Facilities recharge the cost of all internal supplies during workshops, conferences and other programmatic events.
- International IDEA adequately recovered events charges from relevant projects.

4. ICT

Planned Outputs / Achieved Outputs

4.1 Deeper integration of regional and field offices with International IDEA´s data centre (access, backup etc.)
- International IDEA fully integrated the new Tunis office with International IDEA's data centre.
- International IDEA started to integrated the new Ethiopia office with International IDEA's data centre. Full integration expected by April 2015.

4.2 Increased usage of Maconomy.
- International IDEA implemented the ERP system in the Haiti and Ethiopia offices in the first quarter 2014.
- International IDEA implemented the grant management module.

4.3 Increased collaboration and smarter communication of staff with support of appropriate IT tools.
- International IDEA redefined the travel planning, reporting and claiming procedures.

5. Procurement

Planned Outputs / Achieved Outputs

5.1 Disseminate the revised procurement policy.
- The revised procurement policy was disseminated over the intranet.

5.2 Adherence to the procurement policy. Compliance to be gauged by observations made by the internal audit and other ad hoc reviews conducted on an on-going basis.
- International IDEA continues to work towards achieving full compliance with its new procurement policy, as per recommendations of internal audit and periodic reviews by the finance unit.

Progress on Planned Outcomes ● *Advanced*   ● *On Track*   ● *Delayed*
Progress on Planned Outputs ● *Fully Achieved*   ◖ *Partially Achieved*   ◗ *Postponed*   ⊘ *Cancelled*

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Introduction

Featured Results

Global Programme

Africa

Asia & the Pacific

Latin America & the Caribbean

West Asia & North Africa

Institutional Management

Annexes

Annex A – Progress on Planned Outcomes (2014) – Overview

Global Programme

Electoral Processes

🟡 1. Elections and the media

🟡 2. Unified database (UID)

🟡 3. Elections and ICT

🟡 4. Electoral management and reform

🟡 5. Electoral management and reform

🟢 6. Electoral management and reform

🟢 7. Elections and conflict

🔴 8. Elections and conflict

🟡 9. Academic resources on elections

🟢 10. ACE Network

🟡 11. ACE Network

Constitution Building Processes

🟢 1. Inclusiveness in constitution building

🟡 2. Inclusiveness in constitution building

🔴 3. Inclusiveness in constitution building

🔴 4. Gender and constitution building

🔴 5. Gender and constitution building

🔴 6. Implementation of constitutions

🟢 7. Online platform on constitution building

🔴 8. Security sector reform in constitution building

🟢 9. Informed constitution building

🟡 10. Informed constitution building

🟢 11. Constitutional implementation

Political Participation and Representation Processes

🟡 1. Laws governing political parties

🟢 2. Laws governing political parties

🟡 3. Laws governing political parties

🟢 4. Laws governing political parties

🟢 5. Inter-party dialogue

🟢 6. Inter-party dialogue

🟡 7. Citizens' movements and the future of political parties

🟢 8. Political party organization

🟢 9. Political party organizations

🟢 10. Online platform on political party assistance

State of Democracy

🟡 1. Citizen-led assessment of democracy

🔴 2. Increased citizen input in reform processes

🟡 3. Increased citizen input in reform processes

🟡 4. Increased citizen input in reform processes

🟡 5. Increased citizen input in reform processes

🔴 6. Increased citizen input in reform processes

Progress on Planned Outcomes 🟢 *Advanced* 🟡 *On Track* 🔴 *Delayed*

Democracy and Development

● 1. Democratic Accountability in Service Delivery

● 2. Political design for development

● 3. Political design for development

● 4. Democracy in the aid agenda

● 5. Role of economic dynamics in democracy

● 6. Democracy that delivers

Democracy and Gender

● 1. Gender equality measures

● 2. Gender and politics in Africa

● 3. Gender in election processes

● 4. Women's political empowerment

Democracy & Diversity

● 1. Managing Diversity

Democracy, Conflict, and Security

● 1. Protecting Politics

Africa

Regional Initiatives

● 1. Integrity and inclusiveness of electoral processes

● 2. Capacity to manage electoral risks

● 3. Informed constitution building

● 4. Informed constitution building

● 5. Inclusiveness in constitution

building processes

● 6. Ratification of the African Charter on Democracy, Elections and Governance

● 7. Monitoring of implementation of the ACDEG

● 8. Public awareness of the ACDEG

● 9. Gender and politics

● 10. Electoral reform and integrity

South Sudan

● 1. Informed constitution building

● 2. Inclusive constitution building processes

Botswana, Malawi, Namibia and Tanzania

● 1. Citizen influence on democratic reform

Malawi and South Africa

● 1. Democratic accountability in service delivery

Liberia and Namibia

● 1. Gender equality in electoral processes

Kenya

● 1. Advanced political party organizations

● 2. Advanced political party organizations

Asia Pacific

Regional Initiatives

● 1. Integrity of elections

● 2. Political participation of youth

Myanmar

● 1. Informed electoral and constitutional building processes

● 2. Electoral integrity

● 3. Inclusiveness of political reform

Nepal

● 1. Elections and conflict

● 2. Elections and conflict

● 3. Inclusive constitution building

● 4. Inclusive constitution building

● 5. Informed constitution building

● 6. Constitutional implementation

Pacific Island States

● 1. Political design for development

Indonesia

● 1. State of local democracy

Philippines

● 1. State of local democracy

Mongolia

● 1. Democratic accountability in service delivery

Bhutan

● 1. Integrity and inclusiveness of elections

Latin America & the Caribbean

Regional Initiatives

● 1. Electoral integrity and reform

● 2. Electoral integrity and reform

● 3. Inclusiveness in electoral processes

● 4. Implementation of constitutions

● 5. Money in politics

● 6. Law on political parties

● 7. Gender equality in politics

● 8. State of democracy

Andean Region

● 1. Role of media in democracy

● 2. Programmatic and accountable political parties

● 3. Political participation and representation of women

● 4. Political dialogue and bilateral relations

Bolivia

● 1. Electoral reform and integrity

● 2. Electoral reform and integrity

● 3. Inclusive and inter-cultural elections

● 4. Inclusive and inter-cultural elections

● 5. Media and elections

● 6. Programmatic political parties

- 7. Political participation and representation of women
- 8. Participation of women in the electoral process
- 9. Public participation in legal reform
- 10. Political party organization
- 11. Political participation and representation of women
- 12. Programmatic political parties
- 13. Democratic management of growth-enabling sectors
- 14. Democracy that delivers

Ecuador

- 1. Parliamentary organization
- 2. Programmatic and accountable political parties
- 3. Political participation and representation of women

Peru

- 1. Parliamentary organization
- 2. Programmatic and accountable political parties
- 3. Democracy that delivers
- 4. Democracy that delivers

Haiti

- 1. Electoral reform and integrity
- 2. Stronger political parties and parliament
- 3. Political participation and representation of women
- 4. State of democracy in public service delivery

West Asia & North Africa

Regional Initiatives

- 1. Capacity and understanding of electoral processes
- 2. Informed constitution building
- 3. Knowledge sharing on constitution building across the region and beyond
- 4. Women's political participation and representation
- 5. Youth's political participation and representation

Egypt

- 1. Capacity and understanding of electoral processes
- 2. Capacities of political parties to participate in the electoral process
- 3. Capacities of civil society to participate in the electoral process
- 4. Consultative political reform processes

Iraq

- 1. Citizens participate in policy formulation

Libya

- 1. Electoral integrity
- 2. Informed constitution building

Morocco

- 1. Citizen-led assessment of democracy

Yemen

- 1. Informed constitution building

Tunisia

- 🟡 **1. Inclusiveness of electoral processes**
- 🟢 **2. Electoral integrity**
- 🟡 **3. Fundamental rights in constitutional implementation**
- 🟡 **4. Political participation and representation of women**

Institutional Management

External Relations, Governance, and Advocacy

- 🟢 **1. Governance**
- 🟡 **2. Fundraising**
- 🟢 **3. Peer Relations**
- 🟡 **4. Policy Advocacy**
- 🟡 **5. International IDEA at the UN**
- 🟡 **6. International IDEA at the EU**

External Communications

- 🟡 **1. Outreach**
- 🟡 **2. Awareness raising**
- 🟢 **3. International IDEA and the media**

Internal Communication and Knowledge Management

- 🟡 **1. Internal collaboration**
- 🟡 **2. Access to external knowledge resources**
- 🟡 **3. Knowledge mangement.**

Internal Governance, Risk Management, & Internal Control

- 🟡 **1. Internal management**
- 🟡 **2. Risk management**
- 🟡 **3. External control**

Strategic Planning

- 🟡 **1. Strategic alignment**
- 🟡 **2. Effective planning**
- 🟢 **3. Communicating results**
- 🟡 **4. Effective project management**
- 🟡 **5. Peer exchange**

Gender Mainstreaming

- 🟡 **1. Awareness raising**
- 🟡 **2. Capacity building**

Corporate Services

- 🟡 **1. Human Resources**
- 🟡 **2. Finance**
- 🟡 **3. Facilities**
- 🟡 **4. ICT**
- 🟡 **5. Procurement**

Annex B – Financial Overview
Audit Opinion

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Building a better
working world

Auditor's report

To the council of the International Institute for Democracy and Electoral Assistance

Report on the Financial Statements

We have audited the accompanying financial statements of the International Institute for Democracy and Electoral Assistance, which comprise the balance sheet as at December 31, 2014 with a balance sheet total of TEuro 17 245, the income statement and statement of changes in reserves for the year then ended with a surplus of TEuro 268, and a summary of significant accounting policies and other explanatory notes.

Responsibilities of the management for the financial statements

The management is responsible for the preparation and fair presentation of these annual accounts in accordance with the basis of preparation set out under Significant Accounting Policies and the Institute's Finance regulations, and for such internal control as the management determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual accounts 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 company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements for the year 2014 have been prepared in accordance with the accounting policies described under Significant Accounting Policies and the Institute's Finance regulations.

Furthermore, in our opinion, the accounts for grants have been kept in accordance with generally accepted accounting principles. The grants being reviewed have been used as stated in the application.

Stockholm, April 22, 2015
Ernst & Young AB

Thomas Lönnström
Authorized Public Accountant

2014 Financial Statements

A summary of the 2014 Statement of Financial Position and Statement of Comprehensive Income, as well Analysis of Income is presented in this Annex.

Total Revenues and Gains for 2014 amounted to EUR 22,3 Million (2013 EUR 23,6 Million) and total Expenses in 2014 amounted to EUR 22,1 Million (2013 EUR 23,8 Million). This meant that International IDEA had a Net Surplus of EUR 0,3 Million (2013 EUR -0,2 Million). International IDEA's total reserves at the end of 2014 amounted to EUR 10,0 Million (2013 EUR 9,8 Million).

The Revenues and Gains for 2014 comprises of:

- Member State Core Funding EUR 13,6 Million (2013 EUR 14,5 Million)

- Restricted Project Funding EUR 8,7 Million (2013 EUR 8,8 Million)

- Other Income EUR 0,08 Million (2013 EUR 0,4 Million)

Statement of Financial Position

As of 31 December, 2014 and 2013. (Thousands of Euros)

Assets	Note	2014	2013
Cash and Cash Equivalents			
Cash at Bank and In Hand	3	15,370	16,554
		15,370	16,554
Receivables			
Contributions from Member States and Other Sources	4	556	197
Prepaid Expenses		265	331
		821	528
Other Receivables			
Recoverable Value Added Tax		64	67
Recoverable Staff Income Tax and Social Security Payments		966	1,006
Other		24	31
		1,054	1,104
Total Assets		**17,245**	**18,186**

Liabilities & Reserves	Note	2014	2013
Current Liabilities			
Trade Payables and Accruals	5	1,577	1,852
Employee Benefits	6	1,298	1,240
Deferred Income	5	4,352	5,344
		7,227	8,437
Reserves			
Reserves	7	10,018	9,750
		10,018	9,750
Total Liabilities & Reserves		**17,245**	**18,186**

Statement of Comprehensive Income

For the year ended December 31, 2014.

(Thousands of Euros)

Income & Operating Costs	Note	2014			2013
		Unrestricted Funds	Restricted Funds	Total	Total
Income					
Donor Contributions	8	13,592	8,667	22,259	23,238
Other Income	8	78	-	78	381
Total Income		**13,670**	**8,667**	**22,336**	**23,619**
Operating Costs					
Institutional	9	1,866	757	2,622	3,099
Programmatic	9	5,500	7,081	12,581	12,520
Programme Support	9	6,036	829	6,865	8,210
Total Operating Costs		**13,402**	**8,667**	**22,068**	**23,829**
Surplus/Deficit for the Year		**268**	**-**	**268**	**(210)**
Total Comprehensive Income for the Period		**268**	**-**	**268**	**(210)**

Analysis of Income – Unrestricted

For the years ended 31 December, 2014 and 2013.

(In Euros)

Unrestricted Contributions	2014					2013
Donors	**Opening Balance**	**Cash Payments**	**Exchange rate gain/ (loss) on Receivables**	**Advance Payment**	**Total Grants**	**Total Grants**
Unrestricted contributions	**1,342,445**	**12,835,216**	**126,506**	**(712,301)**	**13,591,866**	**14,449,911**
Australia	-	349,406	(22,309)	-	327,097	406,240
Barbados	-	3,616	27	-	3,643	(3,226)
Botswana	-	-	(3,030)	-	(3,030)	15,619
Canada	1,363,234	-	6,962	(712,301)	657,895	767,990
Chile	-	127,693	1,188	-	128,881	137,446
Costa Rica	(3,626)	3,628	(760)	-	(758)	3,905
Denmark	-	-	-	-		402,399
Dominican Republic	-	19,684	-	-	19,684	-
Finland	-	1,000,000	-	-	1,000,000	800,000
Germany	-	400,000	-	-	400,000	400,000
Ghana	-	-	-	-	-	-
India	-	36,614	-	-	36,614	35,640
Mauritius	-	7,588	(266)	-	7,323	7,809
Mexico	-	75,884	(2,656)	-	73,228	77,414
Mongolia	-	3,986	-	-	3,986	2,521
Namibia	-	1,603	(138)	-	1,465	112
Netherlands	-	3,000,000	-	-	3,000,000	2,500,000
Norway	-	2,426,768	(13,146)	-	2,413,622	2,314,383
Peru	-	20,032	-	-	20,032	37,483
South Africa	(17,163)	34,017	155	-	17,008	21,151
Spain	-	25,000	-	-	25,000	-
Sweden	-	4,632,348	165,971	-	4,798,319	5,864,565
Switzerland	-	663,350	(5509)	-	657,841	656,006
Uruguay	-	4,000	17	-	4,017	2,454

Analysis of Income – Restricted

For the years ended 31 December, 2014 and 2013.

(In Euros)

Restricted Contributions	2014					2013
Donors	**Opening Balance**	**Cash Payments**	**Receivable**	**Advance Payment**	**Total Grants**	**Total Grants**
Restricted Contributions	**3,804,480**	**7,945,837**	**556,115**	**(3,639,815)**	**8,666,615**	**8,788,423**
Australia	**47,025**	**(19,667)**	**-**	**-**	**27,358**	**1,033,958**
Australian Agency for International Development	47,025	(19,667)	-	-	27,358	1,033,958
Canada	**-**	**89,450**	**14,193**	**(23,581)**	**80,062**	**246,928**
Department of Foreign Affairs, Trade and Development	-	56,058	4,692	(23,581)	37,169	-
The International Development Research Centre	-	33,392	9,501	-	42,893	-
European Union	**45,026**	**649,454**	**389,981**	**(305,730)**	**778,731**	**129,376**
European Commission	**45,026**	**649,454**	**389,981**	**(305,730)**	**778,731**	**129,376**
Finland	**37,539**	**-**	**-**	**-**	**37,539**	**119,417**
Ministry for Foreign Affairs of Finland	37,539	-	-	-	37,539	119,417
Germany	**-**	**-**	**-**	**-**	**-**	**256,424**
Deutsche Gesellschaft für Internationale Zusammenarbeit	-	-	-	-	-	256,424
Inter-American Development Bank	**(675)**	**(170)**	**845**	**-**	**-**	**7,581**
Korea, Republic of	**49,640**	**30,441**	**5,258**	**-**	**85,339**	**-**
Ministry of Foreign Affairs of the Republic of Korea	49,640	30,441	5,258	-	85,339	-
The Netherlands	**-**	**272,080**	**17,585**	**(24,927)**	**264,738**	**-**
The Netherlands Ministry of Foreign Affairs	-	200,000	-	(24,927)	175,073	-
The Netherlands Institute for Multiparty Democracy	-	72,080	17,585	-	89,665	-
Norway	**2,592,132**	**5,400,287**	**18,583**	**(2,780,656)**	**5,230,347**	**4,736,115**
Norwegian Ministry of Foreign Affairs	2,592,132	5,400,288	18,583	(2,780,656)	5,230,347	4,384,640

Analysis of Income – Restricted (continued)

For the years ended 31 December, 2014 and 2013.

(In Euros)

Restricted Contributions	2014					2013
Donors	Opening Balance	Cash Payments	Receivable	Advance Payment	Total Grants	Total Grants
Organization of American States	**1,140**	**98**	**-**	**(1,239)**	**-**	**-**
Spain	**112,119**	**59,999**	**-**	**(117,266)**	**54,853**	**178,210**
Spanish Agency for International Cooperation	112,119	59,999	-	(117,266)	54,853	178,210
Sweden	**794,006**	**1,337,140**	**-**	**(386,129)**	**1,745,016**	**1,131,102**
Swedish Ministry of Foreign Affairs	127,706	873,386	-	(8,626)	992,464	1,125,516
Swedish International Development Agency	666,300	463,755	-	(377,502)	752,552	5,586
Switzerland	**2,725**	**98,224**	**5,982**	**(288)**	**106,643**	**661,990**
The Swiss Federal Department of Foreign Affairs	2,725	98,224	5,982	(288)	106,643	661,990
United Kingdom	**1,207**	**(1,207)**	**-**	**-**	**-**	**124,909**
Department for International Development	1,207	(1,207)	-	-	-	124,909
United Nations	**88,535**	**7,322**	**-**	**-**	**95,858**	**-**
United Nations Development Program	88,535	7,322	-	-	95,858	-
USA	**34,060**	**(2,615)**	**103,687**	**-**	**135,132**	**122,413**
US Agency for International Development	-	(266)	53,894	-	53,628	-
The Ford Foundation	34,060	(2,349)	49,793	-	81,505	122,413
Other	**1**	**24,999**	**-**	**-**	**25,000**	**391,475**
Grand Total of Schedule 1 (restricted & unrestricted)	**5,146,925**	**20,781,053**	**556,115**	**(4,352,116)**	**22,258,482**	**23,238,333**