



Annual Programme and Budget Update 2013

*amended after the 21st session of the Council of Member States
and presented for approval
at the 5th extraordinary session of the Council of Member States*

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Contents

<i>Amendments</i>	3
1. Overview	4
2. Programmes	8
2.1. The Global Programme	8
2.2. The Africa Programme	17
2.3. The Asia-Pacific Programme.....	22
2.4. The Latin America and Caribbean Programme.....	27
2.5. The West Asia and North Africa Programme	35
2.6. The Inter-Regional Dialogue on Democracy	40
3. Institutional Management	41
3.1. External Relations and Governance Support.....	41
3.2. Communications and Knowledge Management	45
3.3. Strategic Planning.....	47
3.4. Gender Mainstreaming and Gender Policy	48
3.5. Corporate Services	49
4. Budget	54
ANNEX 1: Strategic Framework	56
ANNEX 2: Results Monitoring.....	57
ANNEX 3: Risk Analysis.....	59
ANNEX 4: Acronyms and Abbreviations	60

Amendments

An earlier version of International IDEA's *Annual Programme and Budget Update 2013* was presented and discussed at the 21st session of the Council of Member States on 28-29 November 2012 in Canberra, Australia, together with two alternative budget proposals. The Council approved the Budget 2013 – Alternative II but was not in a position to approve the Annual Programme Update 2013 as per Article VII.5.c. The Secretariat committed to presenting an amended Annual Programme Update 2013 aligned with the approved budget.

This amended *Annual Programme and Budget Update 2013* reflects a comprehensive review of International IDEA's expected results for 2013, based on the budget approved by the Council of Member States in November 2012.

Rigorous prioritization in the allocation of core funds entails the downsizing, postponement or cancellation of several programmatic activities across International IDEA's global and regional programmes, as well as in advocacy initiatives on a multilateral level. This amended *Annual Programme and Budget Update 2013* reflects the downsizing, postponement or cancellation of numerous activities included in the previous version, including the following:

Expected outcomes	Change	Programme
Enhanced capacity of civil society organizations to engage meaningfully in electoral processes, including through elections observations	A capacity-building project for CSOs working on domestic electoral observation has been cancelled. A planned update and expansion of BRIDGE training resources has also been cancelled.	Global
Increased awareness of relevant national and international stakeholders about strategies for promoting and protecting electoral integrity	An initiative on post-election dialogue based on the recommendations of the <i>Global Commission on Elections, Democracy and Security</i> has been cancelled.	Global
Enhanced capacity of political and civil society actors to effect, implement and monitor reform regarding laws governing political parties	A global conference on political finance has been cancelled.	Global
Enhanced availability of comparative knowledge, tools and policy options to protect democratic processes from criminal networks	Regional workshops and outreach missions to the Baltic states have been cancelled.	Global
Increased availability of global comparative knowledge on successful diversity management policies and practices	A global report on young people's participation preferences in participatory and representational processes and institutions has been cancelled.	Global
Increased awareness of the ASEAN Charter, the SAARC Democratic Charter and available International IDEA knowledge resources in Asia and the Pacific	Civil society discussions on implementation and elaboration of the SAARC Democratic Charter have been cancelled.	Asia-Pacific
Enhanced capacity of national and regional stakeholders to engage in dialogue on constitutional issues, including constitutional culture and models, in Latin America and the Caribbean	Development of a web-based platform for experience sharing and development of a common agenda on constitutional issues in the Andean Region has been cancelled.	LAC
Enhanced EU awareness of democracy building issues	Work towards the development of a EU democracy support toolkit and a study on the role of non-state actors in EU democracy support have been cancelled.	ERGS – EU

Other minor adjustments to planned outputs were also made, reflecting new project information developed in the few months that have passed since the tabling of the first version.

It is expected that continued implementation of cost-saving measures adopted in late 2012, including revised policies on travel and procurement, will generate further efficiencies in the implementation of the activities planned for 2013, with minimum impact on results delivery.

The achievement of the expected results contained in this *Annual Programme and Budget Update 2013* remains contingent on the Budget 2013 approved by the Council of Member States in November 2012.

1. OVERVIEW

As the only global intergovernmental organization with the sole mandate of supporting democracy, International IDEA has a strategic vision to be the primary global actor in sharing comparative knowledge and experience in support of democracy. In particular, International IDEA strives to be a trusted partner for those who lead democracy change at the country level; to make global comparative knowledge and expertise available to inspire national dialogue and catalyze political will; and to convene political dialogue on democratic change. International IDEA's *Strategy 2012–17* provides the strategic framework for all activities implemented through its headquarters in Stockholm and global operations, with a presence in 19 countries worldwide.

The *Programme and Budget 2012-2014* outlines in operational terms the results that International IDEA seeks to achieve over the first three-year period of the *Strategy 2012-2017*, in each of its four main areas of expertise—electoral processes, constitution building, political participation and representation, and democracy and development.

The present *Annual Programme and Budget Update 2013* reiterates International IDEA's commitment to delivering the expected outcomes defined in the *Programme and Budget 2012-2014* and nuances them in response to new opportunities and challenges affecting democracy around the world as well as International IDEA's own possibilities, as identified in the *Democracy Landscape Review 2012* and *Strategic and Resource Review 2013*, respectively. It also articulates the outputs that International IDEA's activities are expected to produce in 2013 to ensure timely progress towards the expected outcomes.

International IDEA's programme of activities for 2013 reflects and confirms its response to key issues and trends affecting its work in support of sustainable democracy worldwide:

- Continued strong emphasis on work at regional and country level, including the provision of advice and support to national decision-makers in democratic transition processes and the development and delivery of customized capacity strengthening programmes and practical tools for parliamentarians, election management officials, political parties, women leaders and civil society organizations engaged in democratic work;
- Increased emphasis on the role of the citizen as driver of democratic change, by supporting spaces of dialogue and meaningful engagement between democratic institutions and citizens, including through the use of citizen-led methodologies for democracy assessment;
- Growing activity in the area of inclusive constitution-building processes, in support of initiatives in a growing number of countries in transition, emerging from protracted conflicts or seeking to improve existing governance processes;
- An enhanced need for ongoing environmental monitoring, operational flexibility and sound accountability mechanisms as International IDEA engages in areas where political instability and volatile security conditions could pose risks to programme implementation, personnel safety and asset integrity;
- Enhanced emphasis on efficient, results-based management of operations and processes.

International IDEA’s programme of activities for 2013 is based on the implementation of over 70 projects on five continents, funded by core resources or by project-based funding. While projects vary widely in size and duration, the average duration of the projects planned for 2013 is approximately two years, with an average budget of approximately 210,000 EUR per year.

These projects are expected to deliver results related to all of International IDEA’s four main areas of expertise – electoral processes (EP), constitution-building processes (CBP), political participation and representation processes (PPRP), and democracy and development (DD). Electoral processes and political participation and representation processes are identified as the primary impact areas of the largest number of projects – but if secondary impact areas of each project are also taken into account, the programme of activities for 2013 reflects an even balance between all four areas of expertise. See Figure 1.

It also reflects a cross-cutting consideration of gender, diversity and conflict and security issues across International IDEA’s activities, through their mainstreaming in respectively 91 per cent, 76 per cent and 68 per cent of the projects. International IDEA will continue to work to progress towards the aim of mainstreaming gender in 100 per cent of its activities. See Figure 2.

FIGURE 1: Percentage of projects relevant to each area of expertise

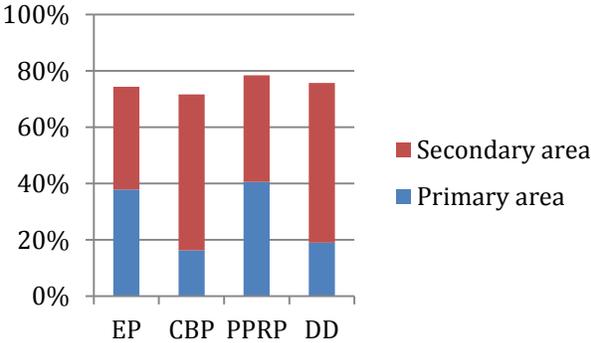
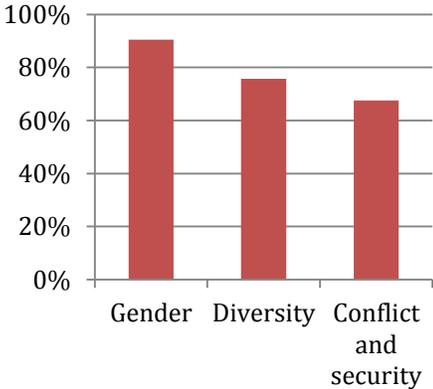
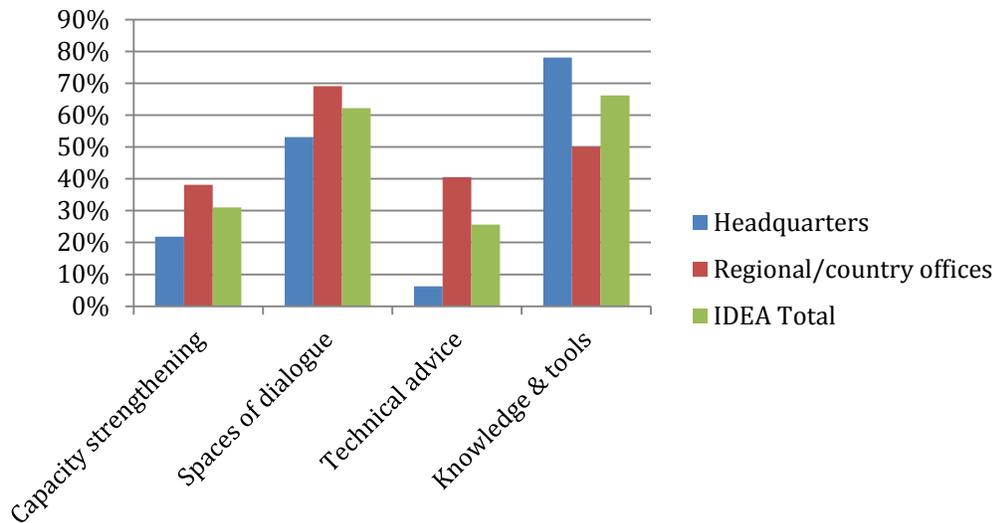


FIGURE 2: Percentage of projects that mainstream key cross-cutting issues



International IDEA’s work on implementing these projects in 2013 will involve various types of activities. More than half of the projects include components of research and development - producing new knowledge resources and practical tools for their application on the ground – and the creation of spaces of dialogue between global, regional or national level democratic stakeholders. The provision of technical advice and the delivery of capacity strengthening activities to regional and national institutions, representatives and civil society groups are also important features of International IDEA’s projects, particularly in regional and country offices. See Figure 3.

FIGURE 3: Percentage of IDEA projects that include in their components key types of activities



A significant share of International IDEA’s efforts in 2013 will be dedicated to expanding, updating, promoting and using knowledge resources and tools developed in past years, to further their resonance in global, regional and national democratic dialogues and reforms. Particular efforts will be made to:

- Update and expand International IDEA’s online databases on constitution building and electoral processes (including electoral system design, electoral justice and gender quotas) to include information on more countries and more issues;
- Enrich existing training curricula with new information and tools, such as a BRIDGE module on social media and electoral processes, and use such curricula to offer capacity strengthening to key democratic stakeholders at global, regional and national levels;
- Update, translate and customize existing publications to make them accessible to democratic stakeholders in the local languages of countries where International IDEA seeks to enhance its engagement;
- Use the State of Democracy (SoD) and State of Local Democracy (SoLD) frameworks to facilitate new citizen-led democracy assessments and formulate recommendations for democratic reform in partner countries.

Other initiatives carried out in 2013 will seek to develop new knowledge resources and tools that will broaden International IDEA’s expertise and enable it to bring new contributions to democratic dialogues and reforms, in 2013 and beyond. These include:

- An electoral risk management tool that will enable International IDEA to partner with national and local actors in target countries to anticipate, monitor and manage the risk of conflict surrounding elections;

- A tool for the assessment of democratic accountability in service delivery that will enable International IDEA to partner with civil society and community-based organizations to formulate proposals for enhanced democratic accountability in target countries;
- Training tools for political parties that will enable International IDEA to help political parties strengthen their strategic planning and policy making capacity;
- Research projects exploring emerging issues related to democracy, such as citizen movements, youth participation, the crime-politics nexus and the role of the media.

While the geographic reach of International IDEA's engagement extends to over 40 countries, its programme of activities for 2013 includes initiatives aimed at providing far-ranging, multi-faceted support to democratic reform in a handful of countries where its expertise, non-prescriptive approach and capacity to facilitate dialogue make it a privileged partner for local stakeholders. These include Bolivia, Haiti, Libya, Myanmar, Nepal and South Sudan.

In implementing its programme of activities for 2013, International IDEA will be facing a wide array of risks that could affect its capacity to deliver the outputs and outcomes laid out in the present document. Particular attention will be paid to the anticipation and mitigation of risks related to political developments that can impact the relevance, objectives, implementation or success of country level work; risks generated by working with external partners with different priorities, degrees of commitment and efficiency in project delivery; and financial risks arising from uncertainty about the success of fundraising efforts and the costs of project implementation in volatile environments and with fluctuating exchange rates.

International IDEA will continue to seek to expand and diversify its funding base through enhanced resource mobilization activities. It will also pursue ongoing work towards enhanced effectiveness of action, efficiency in project management and accountability to Member States, donors and partners.

2.PROGRAMMES

2.1. The Global Programme

Through its Global Programme, International IDEA seeks to implement its strategic vision to be the primary global actor in sharing comparative knowledge and experience in support of democracy. It works towards the development of global knowledge resources and tools related to democracy and supports their practical application, either in international policy and advocacy activities or in democratic reform efforts in countries and regions where it is engaged. Its specialized knowledge areas are:

- **Electoral processes**, where it has a globally recognized body of comparative expertise;
- **Constitution-Building Processes**, where it is assuming the role of leading international knowledge hub and is a partner in reform processes;
- **Political participation and representation**, where its impartiality makes it a trusted convener of dialogue and provider of capacity-strengthening tools;
- **Democracy and development**, where it is in a unique position to support the role of democratic institutions in development.

Considerations related to gender, diversity and conflict and security are also mainstreamed as cross-cutting issues throughout International IDEA's work.

Specific objectives of the Global Programme are:

- To provide research and analysis to inform democracy building policies and reform efforts, including on potential threats to democracy;
- To develop and update global specialized knowledge resources and share them with national, regional and global actors;
- To provide practical tools for strengthening democratic institutions and processes;
- To improve the capacities of national, regional and global actors to build sustainable democracy, focusing on the citizen as a driver of change and based on inclusive participation and accountable representation;
- To partner in democratic reform at country level, upon request, in the spirit of peer dialogue.

In 2013, programmatic activities developed under International IDEA's Global Programme will also be assessed against and aligned with the recommendations of the Global Commission on Elections, Democracy and Security, which will also be reflected in all partnership agreements and relevant debates.

Throughout its global activities, International IDEA works closely with its Board of Advisors, which provides input into programmatic work, and relies on the Programme Development Committee to provide cohesion, collaboration, innovation and strategic growth.

Electoral Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced access to comparative knowledge on electoral processes among key elections stakeholders.</p>	<ul style="list-style-type: none"> i. Handbook on <i>International Electoral Standards: Guidelines for Reviewing the Legal Framework on Elections – 2nd edition</i> developed and submitted for publication, and outline of a new handbook on <i>New Technologies in Electoral Processes</i> (working title) developed. ii. All existing databases on electoral processes updated and needs assessment conducted for the possible design of new databases. iii. Initiatives undertaken to promote awareness of databases to conventional audience through website and newsletters; to prominent academic institutions and individuals through targeted outreach; by identifying peer organizations and seeking agreement on hyperlinking databases; and by reaching out to country-level stakeholders and practitioners through International IDEA’s regional offices. iv. Expert group convened to assess needs and options for the development of a curriculum for a post-graduate programme in electoral processes. v. Resources and support provided to the ACE Electoral Knowledge Network activities, including updating the ACE Encyclopedia electoral management topic, recruiting new members for the ACE Practitioners Network, carrying out outreach and promotional activities to electoral stakeholders and contributing to ongoing updates to electoral materials, comparative data, observation portal, and regions and countries. vi. Guide on using social media throughout the electoral process produced and disseminated to electoral management bodies (EMBs). vii. Capacity strengthening using the Building Resources in Democracy, Governance and Elections (BRIDGE) module on “Media and Elections” facilitated to EMB commissioners and media outlet representatives in one target country (to be determined in consultation with EMB partners and field offices). viii. Policy paper on the integration of traditional media throughout the electoral process produced, in collaboration with BBC Media Action and other partners, to inform communication and media outreach strategies of EMBs.

Electoral Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>2. Increased capacity of democratic institutions to understand, analyze, prevent and mitigate elections-related violence.</p>	<ul style="list-style-type: none"> i. Electoral risk management tool developed and made available through web dissemination, launch events (in New York and Brussels), dissemination of promotional materials, presentations and demonstrations for EMBs, CSOs, intergovernmental and regional organizations and international non-government organizations at the GEO Conference and other relevant events. ii. Opportunities explored with regional and national partners to use the electoral risk management tool as a capacity strengthening instrument, including initiation of a joint project with the African Union (AU) Democracy and Electoral Assistance Unit and the EMBs of Nepal, Libya and Kenya.
<p>3. Enhanced availability of global comparative knowledge on the management of transitions from authoritarian systems to democracy.</p>	<ul style="list-style-type: none"> i. Book on lessons learned from leaders of democratic transitions produced, published and disseminated, including by seeking collaboration with a global broadcasting network. ii. Report on women's roles in democratic transitions produced and disseminated.
<p>4. Increased awareness of relevant national and international stakeholders about strategies for promoting and protecting electoral integrity.</p>	<ul style="list-style-type: none"> i. Modalities for professional certification of EMBs discussed with partners and assessment produced, as follow-up to the recommendations of the Global Commission on Elections, Democracy and Security.

Constitution-Building Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced capacity of national practitioners to manage inclusive constitution-building processes in target countries.</p>	<p>i. Selected training modules on inclusive constitution building finalized and support provided to capacity strengthening workshops facilitated for national practitioners and stakeholders in regional and/or national contexts, including West Asia and North Africa (WANA) and South Sudan.</p>
<p>2. Increased awareness of the importance of support for constitution building among regional and international actors.</p>	<p>i. Report on approaches of regional organizations to constitutionalism and unconstitutional transfers of powers produced and presented as part of the Inter-Regional Dialogue on Democracy (IRDD).</p> <p>ii. Expertise and practitioner perspectives presented at an International IDEA-United Nations (UN) democracy roundtable on constitution building, in support of the UN's follow-up of the 2012 High Level Meeting on the Rule of Law, with focus on the interface between peace building and constitution building; lessons learned from past constitution building processes; gender mainstreaming in constitution building processes; or tensions between local ownership and international assistance in constitution building processes.</p>
<p>3. Enhanced access to comparative knowledge on constitutional building processes among key stakeholders in target countries.</p>	<p>i. ConstitutionNet knowledge portal upgraded and enhanced for better technical performance, including enhanced search interface and updated "news and analysis" section.</p> <p>ii. ConstitutionNet virtual library database on constitution building expanded with new documents.</p> <p>iii. Two issue papers produced, including one on minority participation in constitution building processes.</p> <p>iv. National practitioners dialogues supported in collaboration with regional programmes in ongoing constitutional processes, in contexts like WANA, South Sudan and Myanmar.</p>

Political Participation and Representation Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced capacity of political and civil society actors to effect, implement and monitor reform regarding laws governing political parties.</p>	<ul style="list-style-type: none"> i. Database on political finance in final production stages. ii. Global handbook on political finance around the world published, including comparative studies and recommendations for reform. iii. Advice on reforms of party law provided to key political stakeholders in Kenya and other countries on request.
<p>2. Enhanced availability of comparative knowledge, tools and policy options to protect democratic processes from criminal networks.</p>	<ul style="list-style-type: none"> i. Regional workshops and outreach missions on preventing the impact of illicit networks in democratic politics completed in Latin America. ii. Two reports documenting national empirical cases, existing policies and policy recommendations to protect democratic processes from the crime-politics nexus in Latin America and the Baltics produced and disseminated to national legislators and regulators from Peru, Ecuador, Colombia, Guatemala, Honduras, Latvia, Lithuania and Estonia, as well as regional organizations including the Inter-American Development Bank, the OAS, the Community of Andean Nations, the Group of States against Corruption (GRECO), the EU and the Organization for Security and Cooperation in Europe.
<p>3. Improved conditions for inter-party dialogue on democratic reform in target countries.</p>	<ul style="list-style-type: none"> i. <i>Facilitator's Guide on Political Party Dialogue</i> and policy brief on interparty dialogue produced and shared with dialogue facilitators, politicians, policy makers and donors active in the field of political dialogue. ii. Advice on inter-party dialogue, including through the <i>Facilitator's Guide on Political Party Dialogue</i> and ensuing policy brief, taken into consideration by dialogue facilitators and political stakeholders, including in existing and new countries where International IDEA is engaged.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>4. Enhanced capacity of political parties to manage their organizational structures, with geographic focus in Asia-Pacific and Latin America and the Caribbean (LAC)</p>	<ul style="list-style-type: none"> i. Strategic planning tool for political parties piloted in-country and disseminated to political parties and party assistance providers in one target country to be determined in partnership with the Netherlands Institute for Multiparty Democracy (NIMD). ii. Political party cycle tool, which aims to provide an online visual representation of the logical flow of activities that political parties need to undertake in order to successfully plan and take part in processes like elections, constitutional or legal reform and annual member accountability, finalized and disseminated to political parties and party assistance providers in one target country to be determined. iii. Political parties policy making tool finalized, piloted in one target country to be determined with NIMD. iv. Political parties training modules developed and piloted in one or two target countries to be determined with NIMD.
<p>5. Increased availability of global comparative knowledge on the effectiveness of political party assistance.</p>	<ul style="list-style-type: none"> i. Online platform for sharing knowledge resources on parliamentary support among the global community, including parliamentarians, political party assistance providers and peer organizations, enhanced through the AGORA knowledge portal on parliamentary assistance, including on gender. ii. Dialogue on effective approaches to political party assistance facilitated between political party assistance providers and donors through meetings of the party cooperation network. iii. Report on citizen participation in political parties, including the representation of disadvantaged groups, produced as a follow-up to the Annual Democracy Forum and disseminated among party assistance providers, political parties, policy makers and donors.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>6. Increased participation of diverse stakeholders in the assessment of the quality of their democracy in target countries.</p>	<ul style="list-style-type: none"> i. Democracy assessments conducted with participation of diverse stakeholders including women, youth and other marginalized groups in two countries (Tanzania and Morocco). ii. Review of global experiences with citizen-led assessments using the State of Democracy (SoD) and State of Local Democracy (SoLD) frameworks conducted and discussed with global partners in a South-South Conference. iii. Revised SoLD Assessment Framework completed and printed. iv. Online dialogues and knowledge sharing on citizen-led assessments of democracy facilitated using social media platforms. v. Information material (leaflet, flyer and website) on citizen-led assessments of democracy translated into non-English languages.
<p>7. Increased capacity of key democratic stakeholders to promote gender equality in democratic processes and institutions.</p>	<ul style="list-style-type: none"> i. Global database on the use of gender quotas updated, published in print as <i>Atlas on the World of Quotas</i> and made available to policy makers and gender equality advocates. ii. Toolkit on political party analysis from a gender perspective, called <i>Leveling the Playing Field – Getting the Numbers Right</i>, developed and made available to interested stakeholders among political parties in International IDEA’s countries of operation, particularly in Africa, as well as among political party assistance providers. iii. Factsheets on <i>Translating Women’s Participation in Politics into Critical Actions and Influence</i> produced and distributed to gender equality advocates and practitioners. iv. SoLD assessments from a gender perspective conducted in Morocco and Tanzania, written reports and recommendations presented and disseminated.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
8. Enhanced availability of global and regional knowledge tools and resources to strengthen women's empowerment in politics and political decision making.	<ul style="list-style-type: none"> i. iKNOW Politics knowledge resource library maintained and updated. ii. Online global discussion on recurrent challenges for women's political empowerment initiated, reflecting view of the iKNOW Politics users, including women active in politics, global gender equality advocates and international assistance providers. iii. Email lists updated for dissemination of resources and information, access to experts and contact databases.
9. Increased cooperation with stakeholders at national or regional levels in Africa, South Asia and LAC to support positive action measures in favour of gender equality in democratic processes and institutions.	<ul style="list-style-type: none"> i. National and regional roundtables on gender equality advocacy in political participation and representation facilitated in Malawi, Liberia and Ghana, and one regional roundtable facilitated in South Asia.
10. Increased availability of global comparative knowledge on successful diversity management policies and practices.	<ul style="list-style-type: none"> i. One handbook and one policy paper, film and training module on successful diversity management practices produced and disseminated.

Democracy and Development

Outcomes 2012-2014	Outputs 2013
1. Enhanced democratic accountability for service delivery on the part of authorities in target countries.	<ul style="list-style-type: none"> i. Tool for the assessment of democratic accountability in service delivery piloted in Malawi, Melanesia and/or Bolivia, finalized, published and disseminated among academic experts, national NGOs, government institutions and international organizations (including the World Bank and the World Resources Institute). ii. Web-based platform designed to make the democratic accountability assessment tool a global public good that can be used to monitor democratic accountability in achieving the development goals established within the post-2015 development agenda.

Democracy and Development (continued)

Outcomes 2012-2014	Outputs 2013
<p>2. Increased understanding among democracy assistance providers and international stakeholders of the conditions for political leaders and parties to engage in institutional design for improved socio-economic policy.</p>	<ul style="list-style-type: none"> i. Policy paper on institutional design for improved socio-economic development is published and validated in e-discussions on political or constitutional design as well as deliberations on the post-2015 development agenda. ii. Report and policy paper on the conditions that facilitate the emergence of programmatic political parties and policy implications for party assistance providers produced, disseminated and discussed with party assistance providers.
<p>3. Increased availability of global comparative knowledge on the democratic dimensions of development and the aid agenda.</p>	<ul style="list-style-type: none"> i. Report advocating <i>Democracy in the Aid Agenda</i> and related policy papers published and disseminated with elected representatives, policy makers and opinion builders in the global North and global South, including in the context of deliberations on the post-2015 development agenda. ii. Global debates on development cooperation informed by International IDEA's experience and research, as well as the recommendations of the Global Commission on Elections, Democracy and Security, through participation in discussions on the post-2015 development agenda and in fora including DAC-Governance Network/International Governance Partnership, International Financial Institutions and regional organizations. iii. Research on private sector development and its interplay with democratization processes initiated in collaboration with the European Investment Bank (EIB).

2.2. The Africa Programme

Through its Africa Programme, International IDEA works throughout the African continent in its four key impact areas and its three cross-cutting themes of gender, diversity, and conflict and security. A regional office is based in Pretoria, South Africa, with a sub-regional office in Accra, Ghana, a liaison office for the African Union in Addis Ababa, Ethiopia and project offices in South Sudan and Kenya.

Specific objectives of the programme are:

- To strengthen democratic and electoral reform through, amongst others, the production of guidelines on electoral law reform, the promotion of women and youth participation and the piloting of International IDEA's electoral risk management tool;
- To strengthen constitution review and building processes in Africa through the facilitation of South-South dialogue on constitutionalism amongst African stakeholders and stakeholders from Asia Pacific and Latin America and the provision of support at national level as needed;
- To support the efforts of regional organizations, including the African Union (AU), the Southern African Development Community Parliamentary Forum (SADC PF), the Common Market for Eastern and Southern Africa (COMESA), the Economic Community of West African States (ECOWAS) and the Intergovernmental Authority on Development (IGAD), in democracy and governance initiatives and to strengthen inter- and intra-party dialogue across the continent on issues such as the political participation of youth and women.
- To facilitate the implementation of democratic accountability assessments and citizen-led assessments of the quality of democracy.

In line with its *Strategy 2012-2017*, International IDEA will also work to strengthen relations with the African Member States and enhance engagement with Member States with diplomatic representation in Africa. It will further enhance fundraising efforts to secure additional funding for projects in Africa, with the aim of increasing its footprint on the continent.

Electoral Processes

Outcomes 2012-2014	Outputs 2013
1. Improved guidelines on electoral law reform in the African context.	i. Policy paper on electoral law reform in SADC countries produced, leading to policy recommendations to parliaments, governments and EMBs, with a focus on the EMBs' role in the legislative process.
2. Enhanced capacity of electoral stakeholders, particularly youth and women, to engage in electoral processes in Africa.	i. Gender audit of four selected EMBs in West and Southern Africa conducted, with gaps identified and best practices published and disseminated to EMBs.
3. Increased capacity of African electoral officials, with focus on EMBs, to manage credible elections.	i. Capacity strengthening activities facilitated for African EMB officials through seven regional BRIDGE workshops (in Addis Ababa, Accra and Pretoria with participants from 40 countries) and three national BRIDGE workshops in Kenya, Malawi and Burundi. ii. Opportunities provided for semi-accredited facilitators within EMBs in Burundi, Malawi and Kenya to receive full accreditation as BRIDGE facilitators through national BRIDGE workshops. iii. Study visits by 15 African EMB officials to the Australian Electoral Commission facilitated. iv. Capacity strengthening activities (using BRIDGE Foundation modules) and policy recommendations on electoral systems, legal architecture and electoral management facilitated to South Sudan electoral stakeholders.

Constitution-Building Processes

Outcomes 2012-2014	Outputs 2013
1. Enhanced dialogue on constitutionalism in Africa, enriched by South-South sharing of experiences.	i. Africa Forum on Constitutionalism established, allowing for experience sharing among African policy makers, scholars and civil society leaders on issues including the challenges of implementing constitutions and the choice and proper functioning of constitutionally mandated institutions.
2. Enhanced capacity of key national and regional stakeholders to engage in constitution-building processes and dialogue.	<p>i. Six policy papers on issues such as the challenges of implementing a constitution, best practices for constitutional review and the choice and functioning of constitutionally mandated institutions produced and disseminated among key stakeholders across the continent, with view to the production of a book on constitutionalism in Africa in 2014.</p> <p>ii. Best practices from the global South on key constitution building issues and needs in the South Sudan specific context documented and disseminated to key stakeholders in South Sudan, including the Constitutional Review Commission, with view to updating International IDEA's existing publications on constitution building in 2014-2015.</p>
3. Enhanced support for inclusive constitution development processes in target countries, with focus on South Sudan.	i. Multi-stakeholder workshops on constitutional development facilitated between the Constitutional Review Commission and national stakeholders in South Sudan, including government officials and civil society groups of women, youth and ethnic minorities.

Political Participation and Representation Processes

Outcomes 2012-2014	Outputs 2013
1. Increased capacity of the AU to hold Member States dialogue on the Charter on Democracy, Elections and Governance.	i. Consultative meetings facilitated between AU Member States on the adoption of national legislation and/or action plans based on the Charter on Democracy, Elections and Governance.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>2. Increased capacity of African regional and sub-regional institutions to support democratic strengthening in Africa, with focus on SADC PF, COMESA, ECOWAS and IGAD.</p>	<ul style="list-style-type: none"> i. Technical advice provided to SADC PF in implementing democracy-building projects in the areas of gender and women's political participation and representation in decision making in the SADC region; promoting and strengthening capacities for inter-party dialogue processes; and piloting the SADC PF toolkit of benchmarks for democratic legislatures. ii. Support provided to sub-regional actors in Eastern and Southern Africa on issues like EMB capacity, natural resources governance, efforts to translate AU instruments in national legislation and SoD assessments, based on a Memorandum of Understanding between International IDEA and COMESA. iii. Inaugural general assembly of the Forum of West Africa Political Parties (FOWAPP) held, charter adopted and peer learning facilitated in Guinea, Liberia and Togo, as a result of collaboration between International IDEA and ECOWAS.
<p>3. Strengthened political party inter- and intra-party dialogue on enhancing women and youth participation, particularly in West Africa.</p>	<ul style="list-style-type: none"> i. Capacity strengthening needs assessment for 34 political parties in 14 West African countries conducted and training curriculum developed based on identified needs, possibly including leadership development, strategic planning, fundraising and financial management, interparty dialogue, and women and youth representation. ii. <i>A Guide to Inter-party Dialogue</i> disseminated to at least 50 political parties in West Africa. iii. <i>Youth Political Reform Agenda</i> for West Africa developed and published through Youth Democracy Camps and a general assembly meeting of young political party leaders from West Africa. iv. Young Women Democracy Movement supported through the facilitation of a general assembly meeting of female political party leaders from Africa, LAC and WANA.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
4. Improved citizen engagement in the assessment of the quality of democracy through the use of citizen-led assessment methodologies in Malawi, Tanzania and Ghana.	<ol style="list-style-type: none">i. Dialogue between civil society, policy makers, development partners and senior politicians on democratic reforms facilitated through SoD and SoLD assessments in Malawi and Tanzania.ii. SoLD assessment completed in Ghana, leading to a report published and disseminated.

Democracy and Development

Outcomes 2012-2014	Outputs 2013
1. Increased capacity of democratic stakeholders in target countries to engage in meaningful dialogue on government accountability and socio-economic development, with focus on Ghana, Tanzania and Malawi.	<ol style="list-style-type: none">i. Policy recommendations formulated based on consultative dialogues between civil society, policy makers, development partners and senior politicians on strengthening development outcomes in democracies in Africa.ii. Democratic accountability for service delivery assessment toolkit piloted in Malawi.

2.3. The Asia-Pacific Programme

In Asia and the Pacific, International IDEA works both at country level on its four key impact areas and at regional level with organizations such as the Association of South-East Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and the Pacific Islands Forum (PIF). With a regional office temporarily located in Canberra, Australia, a country office in Nepal and a second one planned in Myanmar, International IDEA has or plans national level activities in Bhutan, Fiji, Indonesia, Malaysia, Mongolia, Papua New Guinea, Philippines (Mindanao), Thailand and Vietnam, It also works with long term regional partner organisations based in India, the Republic of Korea and the Philippines.

Specific objectives of the Asia-Pacific programme are:

- To increase awareness and use of citizen assessment methodologies to promote public debate and locally driven democratic reform proposals, by building of a community of practice and experience in Asia-Pacific;
- To support national actors in designing, discussing and implementing democratic reforms, addressing in particular political, institutional and electoral frameworks, through the provision of technical assistance, expertise and the development of long term relationships which enable dialogue;
- To support the efforts of regional organizations (SAARC, ASEAN and PIF), their member states, and political and civil society networks, in increasing engagement in the realisation of democracy and governance provisions, especially those within regional democratic charters and through regional platforms of legislators.

In line with its *Strategy 2012-2017*, International IDEA will seek to strengthen the capacity of its Asia and the Pacific Programme during the next three years. The Programme will focus on the citizen as a driver of change through the use of citizen assessment of democracy tools, and will adopt a 'peer approach' to all its work. International IDEA will work closely its Member States and actively work to attract new Member States from the region.

Electoral Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced capacity of electoral support institutions to contribute to effective electoral processes in target Asia-Pacific countries (eg. Nepal, Myanmar).</p>	<ul style="list-style-type: none"> i. Electoral risk management tool customized for use in Indonesia to support successful conduct of elections. ii. Capacity of Election Commission staff and other elections stakeholders in Nepal strengthened through BRIDGE training, as required by electoral planning. iii. Technical advice, capacity strengthening seminars and regional exchanges on electoral management and design facilitated as part of a partnership with the Myanmar Electoral Commission. iv. Financial and technical support provided to the Election Commission of Bhutan in establishing an Electoral Education Resource Centre.
<p>2. Enhanced usage of International IDEA's knowledge resources and broader exchanges among EMBs and/or other stakeholders of democracy in the Asia-Pacific region as well as between regions that would enhance quality of democratic institutions and processes.</p>	<ul style="list-style-type: none"> i. Regional experience on political finance shared with the global community through International IDEA participation in international conferences. ii. Comparative knowledge resources (including but not limited to the <i>Electoral System Design</i>, <i>Electoral Justice</i>, <i>Democratic Dialogue</i> and <i>Constitution Building for Practitioners</i> handbooks) translated, disseminated and presented to the EMB and other stakeholders in Myanmar. iii. Comparative knowledge, especially from South East and South Asia, shared with the Myanmar legislature in response to jointly identified needs, including through regional study visits and CSO partnerships. iv. Electoral risk management tool introduced and implemented in Nepal. v. Comparative knowledge resources (including but not limited to the <i>Electoral System Design</i>, <i>new Electoral Management Design</i>, <i>Democratic Dialogue</i> and <i>Funding of Political Parties and Election Campaigns</i> handbooks and the <i>Code of Conduct for Ethical and Professional Administration of Elections</i>) translated into Vietnamese and disseminated through local partners.

Electoral Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>3. Increased awareness on the importance of electoral integrity frameworks through positive contributions to democratic and electoral reform in target countries (including Myanmar and Nepal).</p>	<ul style="list-style-type: none"> i. Application at local level of the recommendations of the Global Commission on Elections, Democracy and Security explored with EMBs and other partners in Myanmar, Nepal and Indonesia. ii. Comparative knowledge resources (including but not limited to the report of the Global Commission on Elections, Democracy and Security, the new <i>Electoral Management Design</i> handbook, the <i>Funding of Political Parties and Election Campaigns</i> handbook and the <i>Code of Conduct for Ethical and Professional Administration of Elections</i>) translated into regional languages, presented to EMBs and other stakeholders in the region and discussed through regional fora.

Constitution-Building Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced dialogue in support of inclusive constitution and institutional framework building processes in Nepal and Fiji.</p>	<ul style="list-style-type: none"> i. Suggestions for middle ground/compromise from the dialogues between political parties and social groups on contested constitutional issues generated in Nepal. ii. Work done by the Constituent Assembly (CA) and subsequent process shared with the general public through the Constitution Information Centers in Nepal. iii. Women CA/Parliamentarians' agenda for gender friendly constitution supported and representation of women in the new process secured in Nepal.
<p>2. Enhanced capacity and opportunity of key national stakeholders to engage in constitution and institutional framework building processes and discussions in Nepal and Myanmar.</p>	<ul style="list-style-type: none"> i. <i>Guide on Constitution Building Processes'</i> chapter on devolution customized for Nepal and Myanmar. ii. Discussions facilitated between representatives of major parties and movements, and advocacy and expert advice provided in support of efforts to forward the CA (2008-2012) agreements on inclusion, affirmative action and protection of minority rights to the new process of constitution writing in Nepal.

Political Participation and Representation Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Improved citizen engagement in the assessment of the quality of democracy and the formulation of reform proposals through the use of citizen-led assessment methodologies.</p>	<ul style="list-style-type: none"> i. Citizen-led assessment of local democracy conducted and results used for political dialogue in the implementation of the peace agreement in the Autonomous Region of Muslim Mindanao in the Philippines. ii. Citizen-led assessment of local democracy conducted in Indonesia, with results and recommendations for further actions disseminated among local and national authorities, CSOs and community-based organizations. iii. Citizen survey on Nepal in Transition carried out and results published regarding people's views on ongoing transition and constitution building process. iv. Capacity strengthening activities, briefings and ongoing support provided to local teams of assessors for citizen led assessments of democracy in Papua New Guinea.
<p>2. Enhanced capacity of regional and national actors to engage in citizen-led assessment processes, including in the context of conflict (including in southern Thailand).</p>	<ul style="list-style-type: none"> i. Information on SoD/SoLD methodologies and tools provided to prospective stakeholders in citizen-led assessments of democracy within Asia and the Pacific, in partnership with the University of the Philippines. ii. Feasibility of a citizen-led assessment of local democracy in Thailand assessed.
<p>3. Enhanced engagement of youth groups in political processes and discussions.</p>	<ul style="list-style-type: none"> i. City-level youth parliament created (in Manila or Jakarta), in partnership with municipal authorities, to encourage youth participation in assessing governance and supporting reforms. ii. Technical advice provided to the Office of the President of Mongolia for the inclusive development of a political party law reform involving multi-stakeholder discussions.
<p>4. Increased capacity of women legislators through regional exchange of experiences on working through caucuses.</p>	<p><i>No activity related to this outcome will be carried out in 2013.</i></p>

Democracy and Development

Outcomes 2012-2014	Outputs 2013
1. Enhanced capacity of regional and national actors to engage in processes and discussions on political design for development.	<ul style="list-style-type: none"><li data-bbox="643 310 1382 411">i. Global report on the interrelationships between democracy, authoritarianism and development in the global South published.<li data-bbox="643 432 1382 533">ii. Action-oriented policy papers begun on development effectiveness of political institutions, processes or principles.<li data-bbox="643 554 1382 682">iii. Regional debate on political design for development facilitated through e-forum discussions, webinars and regional dialogues involving policy-makers, academics, civil society actors and development partners.

2.4. The Latin America and Caribbean Programme

Through its Latin America and the Caribbean (LAC) Programme, International IDEA carries out work both at country and regional levels in its four key impact areas, through a regional office in Costa Rica, a sub-regional office in Peru and country offices in Bolivia, Peru, Haiti, Ecuador and Mexico. International IDEA is well-established as a trusted partner in democracy support throughout the region and engages with regional organizations such as the Organization of American States (OAS) and the Economic Commission for Latin America and the Caribbean (ECLAC).

Specific objectives of the LAC programme are:

- To strengthen EMBs and frameworks that ensure the equitable access of political parties and candidates to financing and the media, to strengthen political parties and enhance knowledge to counter the threat of the capture of political processes and parties by non-state actors (including transnational crime);
- To support dialogue on the adoption of inclusive, nationally owned constitutions sensitive to the dimensions of gender and conflict prevention, and to enhance women's representation and the inclusion of gender in national and regional political agendas;
- To facilitate discussion on democracy, governance and development, by strengthening political institutions and stakeholders' capacities, improving the management of natural resource revenues and enhancing governments' capacity to foster accountability, transparency, inclusiveness and programmatic focus;
- To support democratic transition and consolidation in Haiti in order to enhance democratic governability by reconnecting state and citizens in a strengthened common commitment for accountable, credible and effective institutions and processes.

In line with its *Strategy 2012-2017*, International IDEA supports knowledge sharing among Latin American and Caribbean democratic actors, using a 'peer approach', and seeks to engage with Member States' representatives in the region. As suggested by its Member States, International IDEA assessed emerging opportunities and potential entry points for new action in support of electoral and political reforms in the region; and as a result will be putting a special emphasis on Central America.

Electoral Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced capacity and legitimacy of EMBs to lead fair and transparent elections in LAC, with particular focus on Central America, Mexico and the Andean Region.</p>	<ul style="list-style-type: none"> i. Regional experience sharing on electoral justice among EMBs, magistrates, officials and academic experts facilitated through the organization of the V Iberoamerican Conference on Electoral Justice, in collaboration with the Supreme Electoral Tribunal of the Dominican Republic. ii. Capacity strengthening activities and technical expertise provided on a needs basis to the Bolivian EMB for the drafting of laws and regulations essential to the functioning of democratic processes under the new constitutional framework, such as a new law on political organizations, regulations for the 2014 elections and an amendment to electoral law to allow voting from abroad. iii. Capacity strengthening workshops and national roundtables facilitated for EMB officials in Ecuador, on issues (to be confirmed after the February 2013 elections) related to the regulation of political organizations, financial management, gender balance and the inclusion of diverse groups such as young and indigenous people. iv. Capacity strengthening activities on electoral management facilitated for EMB officials in Haiti.
<p>2. Enhanced capacity of key national and regional stakeholders to engage in discussions on electoral reform.</p>	<ul style="list-style-type: none"> i. Regional experience sharing and capacity strengthening on electoral reform facilitated to EMBs, parliamentarians, political parties, CSOs and academics from Mexico, Central America (Dominican Republic, El Salvador, Costa Rica and Honduras) and the Southern Cone (Chile and Uruguay), 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. ii. Policy papers on issues related to electoral reform for the inclusion of indigenous populations in politics produced and discussed in multi-stakeholder roundtables involving political parties, EMBs, academic experts and journalists in Peru.

Electoral Processes (continued)

Outcomes 2012-2014	Outputs 2013
3. Enhanced gender equity in electoral processes in LAC, through improved legal frameworks and gender mainstreaming, particularly in Peru, Colombia and Central America.	<ul style="list-style-type: none"> i. 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. ii. Workshops facilitated in partnership with the Peruvian EMB to promote gender equity in electoral processes in Peru.

Constitution-Building Processes

Outcomes 2012-2014	Outputs 2013
1. Enhanced capacity of national and regional stakeholders to engage in dialogue on constitutional issues, including constitutional culture and models.	<ul style="list-style-type: none"> i. Regional experience sharing between academic experts, politicians and officials facilitated through the organization of a regional conference on constitutional reform processes in Guatemala (in partnership with the UNAM/Iberoamerican Institute of Constitutional Law and the NDI) and the XI Iberoamerican Congress on Constitutional Law in Argentina (in partnership with the UNAM/Iberoamerican Institute of Constitutional Law). ii. Comparative analysis of Bolivia and Ecuador's experiences with constitution building and lessons learned after five years of the constitution's approval produced and disseminated. iii. Second edition of a research poll on constitutional culture in Argentina conducted, in partnership with the Argentinian Association of Constitutional Law and the UNAM/Iberoamerican 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.
2. Strengthened legal framework for constitutional order and implementation, particularly in Bolivia.	<ul style="list-style-type: none"> i. Technical advice and networking support provided to the Bolivian legislative assembly for the adoption of an inclusive approach, including gender and intercultural considerations, in legislative proposals derived from the new constitution.

Political Participation and Representation Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Increased opportunities for citizen engagement in participatory and representational processes and institutions in LAC.</p>	<ul style="list-style-type: none"> i. Regional conference and capacity strengthening workshop on political party laws facilitated for EMBs and parliamentarians from El Salvador and the Dominican Republic, with best practices presented by regional experts. ii. Research on political participation of youth in LAC conducted. iii. Updated regional report on mechanisms of direct democracy produced and disseminated, in partnership with C2D and the Universidad Nacional de San Martín, including an analysis of direct democracy in Mexico, Nicaragua, Costa Rica, Chile, Peru, Ecuador, Bolivia, Venezuela, Argentina and Brazil. iv. Evaluation of initiatives for youth participation conducted in partnership with NIMD, and recommendations for action formulated in Ecuador. v. Capacity strengthening activities and technical advice on gender issues and mainstreaming facilitated to women representatives in Ecuador.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>2. Enhanced gender equity in participatory and representational processes at national and regional level.</p>	<ul style="list-style-type: none"> i. Regional seminar and capacity strengthening workshops on gender equity in participatory and representational processes facilitated for government officials, parliamentarians, political parties and journalists in Central America, the Dominican Republic and Mexico. ii. Monitoring of gender disparities in media coverage of political processes in the Andean Region conducted and results analyzed. iii. Research on political parties' gender practices conducted and disseminated in the Andean Region. iv. Andean seminar of parliamentarians on "gender-sensitive parliaments" facilitated. v. Gender monitoring and response system validated and piloted in the Andean Region, in collaboration with the UN Development Programme and UN Women. vi. Research report on political harassment towards women in Peru conducted and policy recommendations formulated. vii. Policy options facilitated to decision makers and conferences, roundtables and ad-hoc meetings held to inform the public debate and facilitate coordination between key stakeholders (including women parliamentarians, the Ministry of Women's Affairs and CSOs) on options and challenges to enhance women's voice and implement the gender quota in Haiti.
<p>3. Increased understanding of the illicit practices in the funding of political parties among regional and national academic and political circles.</p>	<ul style="list-style-type: none"> i. Capacity strengthening facilitated to EMBs, parliamentarians, political parties and academics from the region on illicit practices in the funding of political parties, using materials based on the book on <i>Funding of Political Parties in Latin America</i>, International IDEA's database on the funding of political parties and regional experts networks ii. Publication on <i>Political Finance Regulations Around the World: An Overview of the International IDEA Database</i> translated to Spanish and disseminated among EMBs, parliamentarians, political parties and academics from the region.

Political Participation and Representation Processes (continued)

Outcomes 2012-2014	Outputs 2013
<p>4. Enhanced capacity of representative institutions at national and regional level, particularly in Haiti and Bolivia.</p>	<ul style="list-style-type: none"> i. Guide of best practices on building programmatic parties in the Andean Region produced and disseminated. ii. Information, capacity strengthening and intra-and inter-party discussions facilitated for political parties and elected representatives, including women, in the Andean Region on democratic culture and stronger programmatic platforms. iii. Technical advice provided and dialogues facilitated between the Bolivian legislative assemblies at national and regional levels on the constitutional distribution of competences. iv. Evaluation of the quality of implementation of the <i>Democratic Code</i> among Ecuadorian political parties conducted and published. v. Technical advice provided and multi-party dialogue facilitated for the Ecuadorian National Assembly on a needs basis, on issues including legislative proposals to be determined jointly with the National Assembly. vi. Parliamentary retreats, roundtables and other activities involving both executive and legislative powers facilitated in Haiti on key democracy issues, such as governability, legislative performance, inclusion of women and youth, participation and access to electoral processes. vii. Development of manual of procedures for Parliament supported in Haiti. viii. Capacity strengthening activities and inter-party dialogues organized in Haiti to strengthen political parties' understanding of institutional processes, legal framework and public policies, as well as their capacity in terms of strategic planning, funding, internal democratic structure, programmatic content and inclusiveness.
<p>5. Increased opportunities for political actors to relate to citizens through free and competent media outlets.</p>	<ul style="list-style-type: none"> i. Roundtables on democracy and the media facilitated between political actors and journalists in Bolivia. ii. Capacity strengthening activities on political reporting and communication organized with journalists and political party representatives in Haiti.

Democracy and Development

Outcomes 2012-2014	Outputs 2013
<p>1. Increased capacity of democratic stakeholders to engage in meaningful discussions on government accountability, natural resource management and socio-economic development.</p>	<ul style="list-style-type: none"> i. Regional seminar on democracy, governance and development facilitated for government representatives, international organizations, academic experts, CSOs and the media, as a follow-up to the International Forum of Santo Domingo (2009 and 2011) and in collaboration with the Chilean Chairmanship of International IDEA's Council of Member States. ii. Regional seminar and online course on new technologies for democratic accountability facilitated for political parties and congress members from the Andean Region. iii. Dialogue between political parties and indigenous groups on natural resource management and indigenous rights in Andean Region facilitated and best practices shared. iv. Capacity strengthening activities facilitated to help civil society organizations understand draft legislation and national budgets in the Andean Region. v. Discussion papers on managing revenues from natural resources produced, disseminated and discussed between key political actors in Bolivia. vi. Advice and international networking opportunities provided for the institutionalization of political party think tanks in Colombia.

Democracy and Development (continued)

Outcomes 2012-2014	Outputs 2013
<p>2. Enhanced citizen engagement in democracy assessments leading to proposals for reform in selected countries (eg. Chile).</p>	<ul style="list-style-type: none"> i. Technical advice and dialogue between politicians, academics and CSOs facilitated through a national seminar on proposals for reform arising from a citizen-led assessment in Chile. ii. Local partners informed, methodology designed and capacity strengthened towards the conduct of SoD assessments at national/local level in Haiti. iii. Recommendations formulated and presented to the Peruvian Ministry of Foreign Affairs for the creation and set-up of the Union of South American Nations (UNASUR) Democracy Center for research and dialogue on democracy support. iv. Preliminary discussions with local stakeholders held to explore the possibility of conducting SOD assessments in Haiti, Bolivia, Colombia and Peru. v. Publication on the state of democracy and citizenship from a gender perspective developed and published, in collaboration with the OAS. vi. III Hemispheric Forum on gender, political participation and democracy facilitated, in collaboration with the OAS and UN Women, to identify policies and reforms to accelerate the exercise of full citizenship for women in LAC and promote synergies among executive, legislative and judicial bodies, women networks, human rights advocates and ombudsmen.
<p>3. Enhanced opportunities for dialogue and joint initiatives between democratic institutions and civil society on development issues and conflict management, particularly in the Andean Region.</p>	<ul style="list-style-type: none"> i. Binational exchanges between key stakeholders facilitated in Peru and Chile, for the consolidation of civil society engagement in binational conflict resolution processes. ii. Political analysis on the Andean Region provided to International IDEA Member States, as well as local and international partners, to contribute to project effectiveness and alignment with democratic principles. iii. Survey of local capabilities, roundtables and workshops facilitated in Bolivia on constructive methods of consensus building between local actors on political issues on which there are divergent opinions, with policy recommendations formulated and presented to government authorities, CSOs, unions, the media and academic experts.

2.5. The West Asia and North Africa Programme

International IDEA's West Asia and North Africa (WANA) Programme was developed in 2011 in response to the opening of new democratic spaces in the region during the Arab Spring. Through a regional office in Cairo, Egypt, it works to support emerging democratic institutions and actors at regional and national levels, by strengthening partnerships with the new constituent assemblies, parliaments, government institutions, electoral management bodies, political parties and civil society organizations. With a view to acting as a key partner in the region's democratic reforms, International IDEA works to support transitional processes, particularly in Egypt, Jordan, Libya and Tunisia, while keeping flexibility to respond to new developments and opportunities arising from the region's rapidly evolving situation.

Specific objectives of the WANA Programme are:

- To support constitution-building processes by providing technical expertise, enhancing regional exchange of best practices and promoting inclusive approaches, particularly in relation to the consideration of women and marginalized groups' rights;
- To enhance the capacity of national institutions to conduct elections with integrity, credibility and security through information sharing, capacity strengthening and regional exchange of best practices;
- To encourage the participation of women, youth and minority groups in democratic institutions and processes;
- To enhance the capacity of key national stakeholders to assess the quality of democracy and identify opportunities for improving government accountability, transparency and service delivery;
- To enhance understanding of transitional processes, challenges and needs;
- To increase availability of IDEA's knowledge resources and tools in the WANA region.

In line with its *Strategy 2012-2017*, International IDEA will continue to work with local and international stakeholders to strengthen its role as a key partner for democracy building in the WANA region. It will also work closely with its Member States, the WANA Advisory Group and international partners and donors to ensure continued effective operations in a challenging, complex and unpredictable environment.

Electoral Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced national capacity in target countries to conduct elections with integrity, credibility and security.</p>	<ul style="list-style-type: none"> i. Policy paper on <i>Electoral Management during Transition</i>, handbooks on <i>Electoral System Design</i>, <i>Designing for Equality</i>, <i>Electoral Justice</i> and <i>Voting from Abroad</i>, as well as technical support on legal framework and electoral system reform provided to practitioners in Egypt, Jordan, Libya and Tunisia. ii. Capacity strengthening activities organized and technical advice provided to EMBs and government officials on the management of electoral processes, the establishment of independent EMBs and the ethical and transparent conduct of elections in Egypt, Jordan, Libya and Tunisia; iii. Capacity strengthening activities and technical advice provided to local CSOs and domestic observer groups on the professional observation of elections in Egypt, Jordan, Libya and Tunisia iv. Pilot test of a customized electoral risk management tool completed in Libya, leading to the formulation of policy recommendations for the mitigation of electoral risk.
<p>2. Enhanced awareness of good comparative practices of electoral processes among election practitioners and key stakeholders, including youth and women organizations.</p>	<ul style="list-style-type: none"> i. International IDEA's unified database updated to reflect new electoral laws in WANA countries. ii. Comparative study of electoral laws in the WANA region and policy paper on legal reform in WANA produced, translated into Arabic and disseminated to key stakeholders, including youth and women organizations. iii. International IDEA's knowledge resources on electoral issues, including the <i>Direct Democracy</i> handbook, the <i>International Electoral Standards: Guidelines for reviewing the legal framework of elections</i> and training materials developed throughout 2012, contextualized, translated into Arabic and disseminated.
<p>3. Increased opportunities for inclusiveness and stakeholder engagement in electoral processes and in the reform of legal frameworks.</p>	<ul style="list-style-type: none"> i. Dialogue sessions and capacity strengthening activities on legal framework and electoral system reform organized with national elected bodies, EMBs and CSOs in Egypt, Jordan, Libya and Tunisia.

Constitution-Building Processes

Outcomes 2012-2014	Outputs 2013
<p>1. Increased understanding of and enhanced capacity in constitution building and legal reform in target countries.</p>	<ul style="list-style-type: none"> i. <i>Practical Guide to Constitution Building</i> and manuals for constitution drafters contextualized/developed, translated to Arabic and distributed to constitution drafters and legislators across the region. ii. Capacity strengthening on inclusive constitutional processes, consensus building, drafting approaches and other advanced constitutional issues provided to national policy makers and constitutional stakeholders, including young experts from Egypt, Jordan, Libya and Tunisia, using the <i>Practical Guide to Constitution Building</i> and the findings of regional and national studies. iii. Comparative analysis of constitutional reforms in Egypt, Jordan, Libya, Morocco and Tunisia conducted and published in regional and country-specific reports. iv. Regional platform for the exchange of constitutional expertise created through support for the establishment of an Association of Constitutional Law. v. Policy advice and technical support provided to key stakeholders in the constitution building process in Libya through the development and dissemination of guides, information leaflets, handbooks and seminars on key constitutional components and techniques.
<p>2. Enhanced capacity of key national and regional stakeholders (including women and youth groups, CSOs) and practitioners to engage in and manage inclusive constitution-building processes.</p>	<ul style="list-style-type: none"> i. Regional exchange of information between constituent bodies, scholars and experts on inclusive constitution-building processes facilitated through the regional activities of the Association of Constitutional Law, as well as its website and publications. ii. National seminars supporting inclusive constitution-building processes in Egypt, Jordan, Libya and Tunisia conducted with national stakeholders, including women and youth organizations.
<p>3. Increased awareness in target countries of women's and marginalized groups rights in constitution writing and legal reform.</p>	<ul style="list-style-type: none"> i. Guidelines developed and disseminated to constituent bodies and drafters in Egypt, Jordan, Libya and Tunisia on the inclusion of women's rights in constitutional reform processes.

Political Participation and Representation

Outcomes 2012-2014	Outputs 2013
<p>1. Enhanced capacity of key national stakeholders to assess the legal framework and identify opportunities for reform based on consensus building.</p>	<ul style="list-style-type: none"> i. Capacity strengthening activities and expert advice provided to national decision makers in Jordan, Libya and Tunisia on designing and assessing legal framework and political reforms. ii. International IDEA knowledge resources on participation and representation issues (including the <i>Democratic Dialogue</i> handbook, the practical guide on <i>Assessing the Quality of Democracy</i>, the paper on <i>Designing for Equality</i> and the guide on <i>Engaging the Electorate</i>) contextualized, translated to Arabic and distributed to key stakeholders across the region.
<p>2. Enhanced capacity of youth and women to play a meaningful role in building democracy in target countries.</p>	<ul style="list-style-type: none"> i. Comparative study of women's role in transitional processes in Egypt, Libya, Tunisia and Yemen conducted and recommendations formulated to enhance opportunities for women's participation, with a focus on electoral systems and women's representation and participation in national parliaments. ii. Research and assessment of youth political participation conducted in Egypt, Jordan, Libya, Morocco and Tunisia. iii. Training curriculum developed and capacity strengthening provided to youth and women organizations on democracy building, with particular focus on constitution building, electoral processes and political participation. iv. Regional mapping of youth and women organizations and networks conducted. v. Regional and national networks of youth organizations facilitated through the organization of national and/or regional seminars and workshops for youth organizations, on constitution building, electoral processes and political participation. vi. Policy recommendations provided and dialogues facilitated among key stakeholders of the democratic transition in Libya, including government, parliament, the constituent body and women representatives, for the establishment of a National Council of Women. vii. Training curriculum on constitutional and electoral issues developed and capacity strengthening activities facilitated for women council, political parties and associations, to empower women to participate in electoral and constitution reforms in Libya.

Democracy and Development

Outcomes 2012-2014	Outputs 2013
1. Enhanced capacity of key national stakeholders in target countries to assess the quality of democracy, with the aim of identifying opportunities for improving government accountability, transparency and service delivery.	<ol style="list-style-type: none"><li data-bbox="646 352 1393 451">i. Opportunities for SoD assessments explored with existing and new international, regional and national partners.<li data-bbox="646 472 1398 640">ii. International IDEA's <i>Democracy Assessment</i> guides and tools, handbook on <i>Reconciliation after Violent Conflict</i> and other knowledge resources relevant to democracy and development issues contextualized, translated to Arabic and distributed.

2.6. The Inter-Regional Dialogue on Democracy

Through the Inter-Regional Dialogue on Democracy (IRDD), International IDEA seeks to support the individual and common aims and activities of regional organizations on democracy, facilitate the sharing of experiences in development of regional normative instruments and political mechanisms for action, as well as advance mutual understanding and collaboration on democracy at the inter-regional level.

The specific objectives of the IRDD are:

- To create a neutral space for dialogue and sharing of experiences on democracy and related issues between regional organizations - the AU, ASEAN, the European Union (EU), the League of Arab States (LAS), the OAS, the PIF and the SAARC;
- To support the individual and common aims and activities of regional organizations on democracy and related issues;
- To advance mutual understanding and collaboration at the inter-regional level on democracy and related issues through intellectual and people-to-people exchanges;
- To exchange information and improve inter-regional dialogue on governance agendas facilitated by democratic processes and institutions.

Outcomes 2012-2014	Outputs 2013
1. Strengthened platform for engagement among regional organizations for democracy and related issues facilitated by IDEA.	i. 3rd High-Level Meeting of the IRDD on Constitutionalism and Rule of Law facilitated. ii. 3rd Inter-Regional Workshop of Experts on Constitutionalism and Rule of Law facilitated. iii. Publication on <i>Regional Organizations and Inclusive Political Participation and Representation</i> produced.

3. INSTITUTIONAL MANAGEMENT

Strategic leadership for institutional management within International IDEA rests in the Secretary General's Office. Under the leadership of the Secretary General, International IDEA engages with Member States; communicates internally with employees and externally with donors, partners and the public; develops, implements and monitors institutional strategies; and ensure the implementation of a gender policy both in its external actions and internal processes. External representation by the Secretary-General, including in communications, advocacy and fundraising initiatives, also provides support to International IDEA programmes at headquarters and in the regions.

3.1 External Relations and Governance Support

As the only intergovernmental organization specialized in democracy issues, International IDEA aims to facilitate strategic relations between its Member States and the broader international democracy community. In doing so, it brings unique institutional value added through its impartiality, expertise, access and its capacity to both develop leading comparative knowledge resources and support reform on the ground around the globe.

Through its headquarters, its regional offices, its Permanent Observer Office to the United Nations and its Office to the EU in Brussels, International IDEA engages with external partners, mobilizes resources for its activities and seeks to influence decision-making on issues that affect international relations and democracy cooperation. Particular attention is given to the UN and regional organizations (including the EU), which are the most important forums engaged in democracy-related issues such as peace, security, development, social progress and human rights.

International IDEA's specific objectives in link with external relations and governance support are:

- To support the Council, the Steering Committee, and the Finance and Audit Committee, working closely with the rotating Chairmanship to ensure political relevance;
- To maintain an open dialogue on policy and programming with the Board of Advisors;
- To enrich relationships between International IDEA and its Member States, as well as other countries and organizations, to mobilize resources, identify synergies in democracy support and increase support for International IDEA initiatives;
- To enlarge membership, with priority to expansion in Asia-Pacific and Central/Eastern Europe;
- To ensure International IDEA's international visibility through high-level events and relationships with key international, regional and national actors;
- To conduct policy analysis and advocacy in link with the post-2015 development agenda and identify policy areas where International IDEA could extend its influence;
- To strengthen guidelines and processes related to partnerships and fundraising activities;
- To build the capacity of regional and country offices for local resource mobilization and fundraising, and support the development of project funding proposals;

- To contribute to improving UN democracy-building policies and actions with respect to the three pillars of UN work (development, peace and security, and human rights);
- To contribute to putting democracy support at the center of EU policy considerations by highlighting the inter-linkages between democracy and sustainable development, human rights, rule of law, and good governance.

Globally

Outcomes 2012-2014	Outputs 2013
1. Membership is expanded and Member States actively engage in supporting International IDEA's <i>Strategy 2012-2017</i> .	<ul style="list-style-type: none"> i. Outreach missions completed to target countries for membership, with a priority for Asia-Pacific and Eastern/Central Europe. ii. Member States consulted and/or convened on issues related to the resourcing and implementation of the strategy, at the global level, regional and country level. iii. The Council of Member States, Steering Committee and Finance and Audit Committee meet regularly.
2. Effective actions at the global, regional and country level are enabled by well-designed projects and adequate financial support.	<ul style="list-style-type: none"> i. Timely funding of activities aligned to strategy actively sought. ii. A corporate resource mobilization and financing strategy for more effectively securing resources is developed. iii. The project development and design reflects beneficiaries' needs, International IDEA priorities and interest of partners. iv. Organization wide culture and capacity for partnerships and resource mobilization is enhanced.
3. International IDEA's actions are relevant on the international stage through close relationships with international and national stakeholders, including International IDEA Member States.	<ul style="list-style-type: none"> i. Representation and advocacy work is improved, with emphasis on democracy building in the post-2015 development agenda, the recommendations of the Global Commission on Elections, Democracy and Security, the increasing role of Regional Organizations as activators of democratic transition and consolidation, and the important leverage of International IDEA Member States in that work. ii. International IDEA plays a central role in high-level international events, including at the UN, at Regional policy meetings and academic encounters

Globally (continued)

Outcomes 2012-2014	Outputs 2013
4. Global discussions on topical challenges related to democracy and democracy support are informed by International IDEA's expertise.	<ul style="list-style-type: none"> i. A Democracy Forum is held during the Chilean chairmanship of International IDEA. ii. The Democracy Forum provides input into global discussions on a topic chosen by International IDEA and Chile.
5. Enhanced programming at the global level.	<ul style="list-style-type: none"> i. Board members consulted and supportive of programming. ii. Programme Development Committee functioning according to its terms of reference. iii. Collaborative projects implemented.

Working with the UN

Outcomes 2012-2014	Outputs 2013
6. Enhanced awareness throughout the UN system of the importance of democracy building for UN work.	<ul style="list-style-type: none"> i. Recommendations on UN and democracy building are discussed with UN Member States and practitioners, in particular recommendations of the Global Commission on Elections, Democracy and Security. ii. Policy analysis on UN and democracy building addressing development, human rights, peace and security, gender equality is produced.
7. Enhanced awareness of UN Member States (starting with International IDEA Member States) of the importance of democracy building to the post-2015 development agenda.	<ul style="list-style-type: none"> i. Policy analysis on democracy and the post-2015 development agenda is produced. ii. Policy analysis is disseminated to UN Member States and UN practitioners. iii. Outreach events are organized at the UN and other relevant fora on International IDEA's policy relevant products.

Working with the EU

Outcomes 2012-2014	Outputs 2013
<p>8. EU policies, frameworks or instruments on democracy building are informed by International IDEA's knowledge resources and experiences.</p>	<ul style="list-style-type: none"> i. International IDEA knowledge resources disseminated to EU institutions, Member States, policy specialists and think-tanks, academia, and inter- and non-governmental organizations. ii. Targeted input provided to EU institutions, Member States and relevant EU actors on EU policy instruments and processes relevant to democracy, including its linkages to human rights, governance and the rule of law, and the democracy-development nexus.
<p>9. Enhanced EU awareness of democracy building issues, including the need to design and implement democracy support programmes in the broader context of development, peace building and state building.</p>	<ul style="list-style-type: none"> i. Outreach events organized for EU institutions, Member States, policy specialists, think-tanks, academia and NGOs to promote democracy building issues using International IDEA's knowledge resources, including: <ul style="list-style-type: none"> a. A study on youth participation in the 2014 European Parliament elections; b. A seminar to raise awareness of democracy support agendas in LAC; c. A presentation of the SoD and SoLD assessment tool to improve understanding; d. A launch and roundtable on the publication on <i>Democracy and the aid agenda</i> to inform EU policy perspectives; e. A launch of the report of the Global Commission on Elections, Democracy and Security to explore joint follow-up activities with EU partners; f. A launch of the publication on lessons learned from leaders of democratic transitions, to inform EU policy perspectives in relation to transitions g. A roundtable on political party finance regulations to inform EU policy perspectives. ii. Policy analyses on EU development cooperation and the role of the European Parliament in democracy support produced and disseminated to Brussels-based development/democracy support actors, including through workshops.

3.2 Communications and Knowledge Management

The delivery of International IDEA's programmes involves communicating both externally and internally.

External communications involve corporate and public relations designed to communicate the work of International IDEA to a wide range of audiences, particularly Member States, strategic partners (such as regional political bodies, UN agencies and potential donor agencies) and boundary partners – those stakeholders with whom International IDEA interacts directly and whose democratic processes are influenced by the contributions provided through collaboration.

It also encompasses the development and distribution of knowledge and intellectual resources through publications (in hardcopy and digital format), online databases and a range of other channels.

In support of these endeavours, and addressing the broader issues of enhancing internal communication and knowledge management, a medium term project focusing on revamping information and knowledge management systems has been initiated which will continue throughout the planning period.

Sound communications based on the substantive outputs and outcomes derived from its work and interventions, should raise International IDEA's status and credibility among all these audiences, thereby promoting its role in democracy building processes around the world.

Specific objectives:

- Promote knowledge among partners of the work and added value of International IDEA for strengthening democratic institutions and processes.
- Promote knowledge of International IDEA's work, including the outcomes and influence of its work, to the media for broader public awareness and outreach.
- Publish knowledge products – according to the highest international standards for distribution in hardcopy and digital formats, online databases, and other channels – for reference and use by key partners.
- Provide strengthened internal information and knowledge management processes among staff of the Institute.
- Provide relevant and effective library and documentation services that support the work of the institute's staff

Outcomes 2012-2014	Outputs 2013
1. Increased demand by Member States, strategic and boundary partners for more collaboration with International IDEA in its key impact areas.	i. Corporate promotional material disseminated (hardcopy/digital/video).
2. Recognition by Member States and external actors of International IDEA's knowledge and comparative advantage in democracy building.	i. Publications printed/digital and disseminated broadly. ii. Annual Report produced (hardcopy/digital).
3. Increased knowledge among the media of International IDEA and its role and activities in democracy building.	i. Appropriate media coverage secured (hardcopy/digital/online/ broadcast), including through interviews on newsworthy issues at events throughout the year; interviews and articles especially on elections/quotas with Director for Asia and the Pacific; media strategies around high visibility events on the Integrity of Elections, Lessons learned from Leaders, Electoral risk management tool, Political Finance, SoD/SoLDs and regional events in Latin America, Africa and WANA. ii. Enhanced and effective social media platforms provided, in accordance with Social Media strategy, building on activities and outputs provided in media coverage above, plus directly enhancing social media activities with programmes and regional offices on a range of substantial issues.
4. Enhanced information flows and knowledge learning across the institute.	i. Corporate website content up-to-date, including knowledge resource databases.
5. Latest information and knowledge used in substantive work projects and programmes.	i. Access provided to International IDEA staff worldwide to appropriate printed and online knowledge resources through library services.

3.3 Strategic Planning

International IDEA's ability to achieve the objectives set out in the *Strategy 2012-2017* rests on the implementation of a results-based approach to the management of its activities. Annual workplans for headquarters and regional offices are designed to produce immediate outputs and medium-term outcomes that are strategically aligned with institutional objectives. Assessing progress towards these outputs and outcomes using measurable indicators enables managers to improve project delivery, adjust operations and report their results to Member States, partners and donors.

The specific objectives of International IDEA's results-based management approach are:

- To ensure alignment of activities with the *Strategy 2012-2017* through effective planning and budgeting;
- To capture and communicate the results of International IDEA's work through targeted periodic reporting using performance indicators;
- To provide a framework and tools for process improvement and project management;
- To continuously improve strategic management of activities through effective delivery of Management Committee activities and the management system.

Outcomes 2012-2014	Outputs 2013
1. Enhanced alignment between programme activities and the <i>Strategy 2012-2017</i> .	<ul style="list-style-type: none"> i. Capacity strengthening activities delivered and alignment-focused quality control enhanced during annual planning exercise. ii. Regional strategies, country strategies, thematic strategies and corporate support strategies aligned to the <i>Strategy 2012-2017</i> developed. iii. Project funding proposals assessed for strategic alignment before submission. iv. Continuing engagement with Member States in discussions on operational aspects of strategy implementation, including results-based planning and reporting.
2. Enhanced effectiveness of the annual planning cycle.	<ul style="list-style-type: none"> i. <i>Democracy Landscape Review 2013</i> coordinated. ii. <i>Strategic & Resource Review 2014</i> coordinated. iii. <i>Annual Programme & Budget Update 2014</i> coordinated.

(continued)

Outcomes 2012-2014	Outputs 2013
3. Enhanced ability to capture and communicate the results of International IDEA's work to Member States, partners and donors.	<ol style="list-style-type: none">i. <i>Annual Results Report 2012</i> coordinated.ii. New reporting framework developed and implemented in 2013 using programme-specific results indicators.
4. Improved tools for effective institutional and project management within International IDEA.	<ol style="list-style-type: none">i. Project management methodology framework developed and implemented.ii. New tools for process improvement and results reporting using intranet platform developed and piloted.iii. Management Committee activities delivered effectively and pilot use of new technologies for cost-effectiveness conducted.
5. Enhanced awareness of international best practices in strategic and project management.	<ol style="list-style-type: none">i. Performance Management Professionals Network meeting hosted on International IDEA web platform.

3.4 Gender Mainstreaming and Gender Policy

The objective of achieving gender equality is indivisible from International IDEA's goal of supporting sustainable democracy worldwide. International IDEA is therefore committed to making gender equality a reality and has defined a Gender Policy that sets the frame for the implementation of actions. It addresses gender through gender mainstreaming and women's empowerment.

Gender mainstreaming is a strategy that involves gender responsive actions to address gender gaps by analyzing the status, conditions, needs and interests of women and men and implementing gender responsive management practices and initiatives that benefit both women and men and increase equality between them.

Women's empowerment is a strategy of targeted actions aimed at empowering women and righting gender gaps and inequalities in the social, political and economic spheres. Focus on women's political empowerment and mobilization will be undertaken alongside efforts to mainstream gender within the institutional mechanisms and work on democracy.

In this context International IDEA has defined specific objectives, to:

- Ensure that International IDEA's strategies, policies, management systems/practices and programmes are gender sensitive and responsive;

- Promote the adoption of global measures to address the distribution of power and influence between men and women in shaping sustainable democratic processes, institutions and outcomes.

Outcomes 2012-2014	Outputs 2013
1. Increased gender-equality awareness in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices.	i. Gender aspects integrated in International IDEA policies, strategy and programme management systems. ii. Leadership, advocacy and good practices on gender equality provided by managers, including through the Management Committee. iii. Application of systematic management and administration procedures and practices that ensure gender equality and diversity throughout the institution. iv. Corporate advocacy on gender equality and women’s empowerment is institutionalized. v. Monitoring and reporting on measures and targets to achieve gender equality through the Gender Committee.
2. Increased capacity of International IDEA programmes to influence key democratic stakeholders on promoting gender equality.	i. Gender-based analysis and gender-equality objectives integrated into all programme outputs/activities. ii. Institutional training and capacity development on gender mainstreaming for staff.

3.5 Corporate Services

Providing effective support to the delivery of International IDEA’s programmes is the overarching objective of corporate services provided within International IDEA, including the management of human resources (HR), finance, internal audit, facilities and information and communications technologies (ICT). Specific objectives of the corporate services provided include:

- Ensuring compliance with legal requirements, including Headquarter agreement and Host Country Agreements, labour laws, software licensing, donor contracts and building codes;
- Supporting decision making processes to achieve best value in resource use;
- Creating a conducive work environment that fosters collaboration, motivation and effectiveness.

In 2013, emphasis will be put on simplification, automation and collaboration. Strengthening and harmonizing policies and practices across International IDEA’s offices worldwide will also be a primary area of focus, particularly in terms of HR, finance and ICT.

Human Resources

International IDEA's ongoing objectives in terms of HR management include:

- Resourcing itself with committed and knowledgeable professionals;
- Providing employees with opportunities for professional development;
- Ensuring that HR policies and procedures reflect changes in the working environment, comply with statutory requirements, have been subject to staff consultation and are effectively communicated and understood;
- Promoting gender equality and diversity principles within staff;
- Fostering the development of a collaborative work culture.

In addition to ongoing work towards these objectives, specific initiatives to be undertaken in 2013 are outlined in the table below.

Outputs 2013
Develop institutional training activities that benefits all staff, on the priority areas of Collaborative Leadership and Security
Derive training plans to meet staff training needs as identified in their performance appraisals
Put in place an integrated HR Management System
Finalize a review of job classifications

Finance and Administration

International IDEA's ongoing objectives in terms of financial management and administration include:

- Complying with statutory requirements and donor financial requirements;
- Ensuring compliance with financial and procurement policies and procedures throughout activities;
- Managing the cash flow;
- Providing monthly financial information and quarterly financial analysis to facilitate project management and timely decision making and budget revisions;
- Providing key input into consolidated annual plans and financial proposals submitted to donors.

In addition to ongoing work towards these objectives, specific initiatives to be undertaken in 2013 are outlined in the table below.

Outputs 2013
Enhance the use of Maconomy functionalities

Internal Audit

Internal audit is a new function that will be operational for the first time at IDEA in 2013. Through its creation, International IDEA will bolster programme management by improving internal controls, increasing compliance, undertaking operation reviews and tests, and recommending corrective actions.

Specific initiatives to be undertaken in 2013 are outlined in the table below.

Outputs 2013
Establish an internal audit charter for International IDEA
Develop and agree the audit work plan for 2013
Review compliance with key policies and procedures
Substantively contribute to the system review audit

Facilities

International IDEA maintains a physical presence in seventeen countries on five continents and delivers programme activities in over 30 additional countries. Ongoing objectives in terms of facilities management include:

- Providing safe and efficient working spaces for all staff in all locations;
- Continuously exploring environmentally friendly and cost-effective facilities options;
- Managing relationships with property owners.

In addition to ongoing work towards these objectives, specific initiatives to be undertaken in 2013 are outlined in the table below.

Outputs 2013
Establish a fire safety resources model for the headquarters building (Strömsborg) and ensure that staff has received the adequate training
Ensure that all staff in HQ and Regional Offices get familiar and be frequent users of W3D3 (new archiving system)

Information and Communication Technology

International IDEA's ongoing objectives in terms of ICT include:

- Assisting in the provision of collaboration platforms;
- Ensuring standardized ICT usage worldwide and access to central IT resources worldwide;
- Ensuring the integrity and security of ICT systems.

In addition to ongoing work towards these objectives, specific initiatives to be undertaken in 2013 are outlined in the table below.

Outputs 2013
Revamp the Corporate website
Assist in the development of an HR system, taking into consideration functionalities available in existing systems (Hogia and Maconomy)
Develop policies and procedures that foster the harmonization of IT and communication practices across International IDEA and ensure that these are effectively communicated and understood
Establish an information security framework

4. BUDGET

The information presented in this section reflects the May Revised Budget 2013.

International IDEA's budget for 2013 follows the same structure outlined in 2012, which breaks down the budget into three main cost categories: programmatic costs, programme support costs and institutional costs.

Table 1 presents the structural breakdown for 2013. It is aligned to the programme of activities presented in sections 1 to 3 of this document and therefore represents the cost of executing International IDEA's programme of activities for 2013.

TABLE 1: Structural breakdown of International IDEA's budget for 2013

Cost Category	Budget 2013	
	Million EUR	%
Programmatic	21 917 109	91%
Programme support	1 865 063	8%
Institutional	3 049 809	13%
Cost recovery	(2 641 686)	(12%)
Total	24 190 295	100%

The programmatic part of International IDEA's budget is articulated in line with International IDEA's strategic framework (see Annex 1), with resources allocated per programme and per key impact area, as per Table 2.

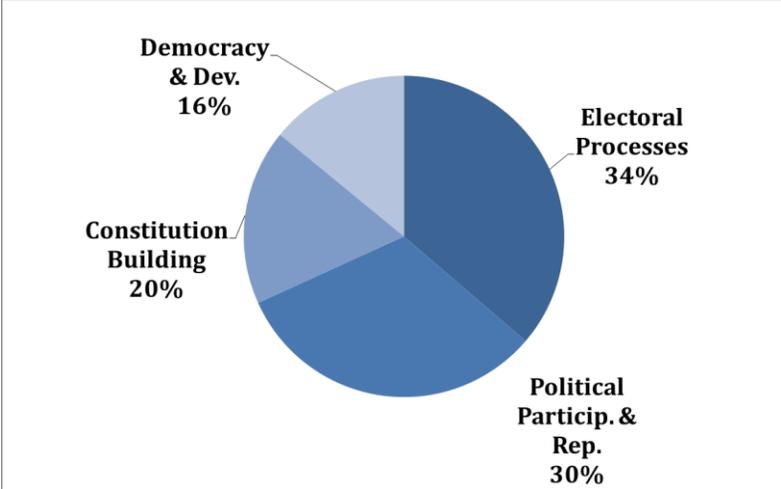
TABLE 2: Strategic breakdown of International IDEA's programmatic budget for 2013 (in EUR)

Programmes	Key Impact Areas				Budget 2013	
	Electoral Processes	Political Participation and Representation Processes	Constitution-Building Processes	Democracy and Development	Total	%
Global Prog.	2 472 500	3 728 000	1 348 000	705 000	8 253 500	38%
Africa	2 417 500	189 500	1 823 000	593 500	5 023 500	23%
Asia-Pacific	681 500	51 500	794 000	190 500	1 717 500	8%
LAC	926 500	2 421 000	-	325 000	3 672 500	17%
WANA	918 500	172 500	454 000	-	1 545 500	7%
IRDD, SGO and others*	-	117 500	-	1 587 000	1 704 500	8%
TOTAL Programmatic	7 416 500	6 680 000	4 419 500	3 401 000	21 917 000	100%

*This line refers to the Inter-Regional Dialogue on Democracy (IRDD) as well as other programmatic activities such as those conducted by International IDEA's Permanent Observer Office to the UN and its Office to the EU.

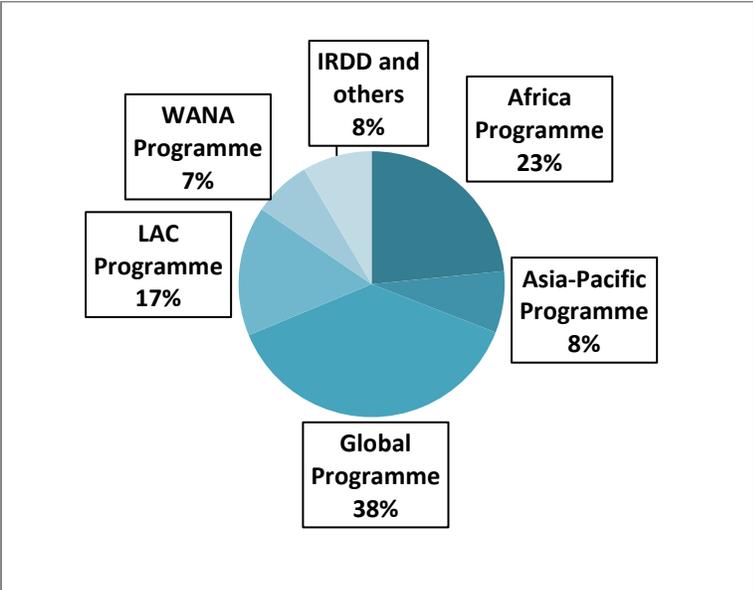
The allocation of resources per key impact area is meant to ensure that results are achieved within each of International IDEA's four areas of expertise, namely electoral processes, constitution-building processes, political participation and representation processes, and democracy and development (see Figure 4).

FIGURE 4: Breakdown of International IDEA's programmatic budget by key impact area



In line with International IDEA's strategic commitment to put strong emphasis on its work at regional and country level, a shift of resources to regional programmes is continuing. Regional programmes accounted for 48% of International IDEA's programmatic budget in 2011, and 52% in 2012. In 2013, they account for 45% of the revised programmatic budget (see Figure 5). This trend is in line with International IDEA's *Strategy 2012-2017* and is intended to continue throughout the strategy period.

FIGURE 5: Breakdown of International IDEA's programmatic budget by programme



ANNEX 1: Strategic Framework

International IDEA uses a results-based approach to operations management in order to ensure the timely, effective and efficient implementation of its *Strategy 2012-2017* and the fulfillment of the institutional objectives articulated therein. This allows International IDEA to align its activities with its goal to support sustainable democracy worldwide – namely strengthened democratic institutions and processes, and increased effectiveness and legitimacy of democracy.

The *Strategy 2012-2017* defines four key impact areas for International IDEA's work, in line with its four areas of expertise:

- **Electoral Processes:** International IDEA aims to improve the credibility of electoral processes through effectiveness of the management of electoral processes and political, legal and administrative reform;
- **Constitution-Building Processes:** International IDEA aims to effectively support inclusive and participatory processes of constitution building and to facilitate the design and implementation of constitutional options for democratization and conflict resolution;
- **Political Participation and Representation:** International IDEA supports the strengthening of democratic institutions and processes so that they reflect and respect the will of the people through inclusive participation and accountable representation;
- **Democracy and Development:** International IDEA supports the strengthening of democratic institutions and processes so that they are enabled to generate equitable development.

The *Strategy 2012-2017* also defines three cross-cutting issues that must be taken into consideration to ensure that International IDEA's work is conducted with a sound understanding of individual contexts of action:

- **Gender:** Democracy should transform power relations between men and women in such a manner that gender equality is promoted in terms of inclusiveness, participation, representation and accountability of democratic processes to both women and men;
- **Diversity:** Democratic reforms will be effective if the capacity to manage human diversity is strengthened to promote inclusive participation and accountable representation of all sections of the population without regard to class, sex, age, gender, race, ethnic or religious background;
- **Conflict and Security:** Democratization may be a conflict-prone process, particularly if it takes place in a polarized social environment deprived of functioning institutions and a minimum level of democratic culture, and if it is promoted hastily and focused exclusively on elections.

The *Programme and Budget 2012-2014* outlines in operational terms the results that International IDEA seeks to achieve in each key impact area over the first three years of the *Strategy 2012-2017*.

The present *Annual Programme and Budget Update 2013* serves to reiterate International IDEA's commitment to delivering the expected outcomes defined in the *Programme and Budget 2012-2014*; to nuance them in response to new opportunities and challenges affecting democracy around the world, as identified in the annual *Democracy Landscape Review*, and International IDEA's own possibilities, as analysed in the *Strategic and Resource Review*; and to articulate in a spirit of internal collaboration and external engagement the outputs that activities are expected to produce in 2013 to ensure timely progress towards the expected outcomes, with due consideration for the resources available.

Figure 6 summarizes the annual planning cycle whereby the *Annual Programme and Budget Update* is produced.

FIGURE 6: International IDEA's Annual Planning Cycle



ANNEX 2: Results Monitoring

In 2013, International IDEA will be developing and implementing a new reporting framework to ensure periodic monitoring of its progress in implementing planned activities and achieving the expected outputs and outcomes articulated in this *Annual Programme and Budget Update 2013*. Quarterly and annual results reports will be produced using quantitative and qualitative, project-specific, measurable indicators chosen for their clarity, simplicity and relevance to decision-making.

International IDEA will be monitoring its results on two levels:

- **Outcomes:** Programme Directors will be responsible for reporting on their programme outcomes on an annual basis, in the *Annual Results Report* presented to the Council of Member States;
- **Outputs:** Heads of Teams/Offices will be responsible for reporting on their team or office's outputs on a quarterly basis in an internal report to the Secretary General and Management Committee.

The indicators to be used for annual and quarterly reporting will be confirmed upon approval of the present *Annual Programme and Budget Update 2013* and communicated internally and externally before implementation of the annual programme of activities begins on 1 January 2013.

The table below provides, for the sake of illustration, a few indicators that are under consideration for use in producing the *Annual Results Report 2013*.

Outcomes 2012-2014	Outcome Indicators	Outputs 2013	Output Indicators
Enhanced capacity and legitimacy of EMBs to lead fair and transparent elections in target countries	Percentage of EMB staff who report increased skills in post-training evaluation; degree of satisfaction of EMB managers with training received by their employees	EMB employees trained using new module on electoral justice	Number of EMB employees trained; number of capacity strengthening workshops delivered
Enhanced access to comparative knowledge on constitutional processes among key stakeholders in target countries	Number of visitors on ConstitutionNet website; number of downloads of IDEA publications on constitutional processes	Comparative knowledge resources (including website, policy papers and handbooks) produced, updated and distributed	Number of publications produced on constitutional processes; number of articles/interviews published in media

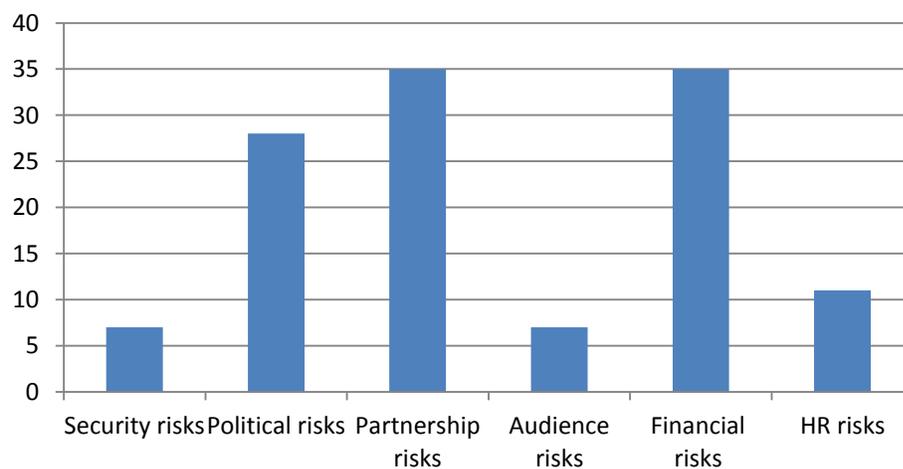
Outcomes 2012-2014	Outcome Indicators	Outputs 2013	Output Indicators
Enhanced capacity of political parties to engage in effective inter-party dialogue on democratic reform in target countries	Number of inter-party dialogues organized using IDEA's recommendations; degree of satisfaction of political parties with the dialogues organized	Practice papers on inter-party dialogue mechanisms updated and disseminated	Number of papers produced; number of copies distributed; number of requests for follow-up or feedback from readers
Enhanced engagement on the part of authorities and parties on dialogue on socio-economic policy in target countries	Percentage of parties/governments who accept IDEA's suggestion to include socio-economic policy on their agenda	Dialogues (eg. conferences, networks) on socio-economic policy facilitated between institutional and social actors	Number of conferences organized; number of institutional and social actors engaged
Enhanced opportunity for key democratic stakeholders from IDEA's four regions to learn from best regional practices on achieving gender balance in democratic processes and institutions	Number of IDEA-facilitated regional networks of democratic stakeholders dealing with gender issues; degree of satisfaction of regional stakeholders with the learning opportunities facilitated by IDEA	Comparative knowledge resources (including policy papers, handbooks) on gender balance produced and updated; regional or global dialogues on gender balance facilitated	Number of publications produced; number of dialogues (workshops, conferences) facilitated; number of participants in dialogues

ANNEX 3: Risk Analysis

In implementing its programme of activities for 2013, International IDEA will be facing a wide array of risks arising from the uncertainties in the international, local and internal environments in which it operates. Timely identification and effective mitigation of those risks will protect International IDEA's capacity to deliver the expected outputs and outcomes laid out in the present document.

Between August and September 2012, International IDEA programme officers were asked to identify the main risks that could affect the implementation of their projects in 2013. A total of 172 risks were identified, pertaining to six broad categories: security risks; risks related to political developments at country level; risks arising from the target audience of International IDEA's activities; risks related to working with external partners; financial risks; and risks related to human resources. Figure 7 shows the number of projects affected by risks pertaining to these six categories.

FIGURE 7: Number of projects involving risks pertaining to each risk category



Mitigation strategies have been identified at project level for each identified risk. At corporate level, particular monitoring will be made of risks related to political developments that can impact the relevance, objectives, implementation or success of country level work; risks generated by working with external partners with different priorities, degrees of commitment and efficiency in project delivery; and financial risks arising from uncertainty about the success of fundraising efforts and the costs of project implementation in volatile environments and with fluctuating exchange rates.

A corporate risk registry and risk management strategy will be developed in the course of 2013, with the guidance and input of International IDEA's newly created internal auditor function.

ANNEX 4: Acronyms and Abbreviations

Abbreviation	Full name
ASEAN	Association of South East Asian Nations
AU	African Union
BRIDGE	Building Resources in Democracy, Governance and Elections
CA	Constituent Assembly
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil society organization
DAC	Development Assistance Committee of the Organization for Economic Cooperation and Development
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
EIB	European Investment Bank
EMB	Electoral Management Body
EU	European Union
FOWAPP	Forum of West Africa Political Parties
HR	Human resources
ICT	Information and communication technologies
IGAD	Intergovernmental Authority on Development
IRDD	Inter-Regional Dialogue on Democracy
LAC	Latin America and the Caribbean
LAS	League of Arab States
NIMD	Netherlands Institute for Multiparty Democracy
OAS	Organization of American States
PIF	Pacific Islands Forum
SAARC	South Asian Association for Regional Cooperation
SADC PF	Southern African Development Community Parliamentary Forum
SoD	State of Democracy
SoLD	State of Local Democracy
UN	United Nations
UNDP	United Nations Development Programme
WANA	West Asia and North Africa