

International IDEA

The International Institute for Democracy
and Electoral Assistance

International IDEA: Programme and Budget 2012–2014



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1. Overview: Supporting Sustainable Democracy

International IDEA's Strategy for the period 2012–17 provides the strategic direction and framework for the work of the Institute in the coming six years. This three-year Programme and Budget operationalizes IDEA's Strategy in each of IDEA's areas of work and includes outcomes for the three-year period, as well as outputs for 2012.

International IDEA's strategic vision is *to be the primary global actor in sharing comparative knowledge and experience in support of democracy*. The three-year Programme and Budget outlines the concrete steps IDEA will take to work towards this vision in each of its areas of work.

The past 12 months have seen citizens lead calls for democracy in the Arab World, resulting in momentous changes—the most significant developments for democracy since IDEA's inception in 1995. IDEA has responded to the calls to support sustainable democracy in the region through the building up of the regional programme for West Asia North Africa (WANA). The development of the WANA programme, based in Cairo, will have particular priority in the coming three-year period.

Events in the Arab world have brought democracy building firmly back to national and international agendas and International IDEA faces a remarkable rise in demand for its expertise. Requests for IDEA engagement reflect the comparative advantages of IDEA as an organization compared to other international actors: IDEA is a specialized democracy organization with a sole mandate in this field; the areas of IDEA's comparative knowledge have proven critical to democratization processes; IDEA shares that knowledge in a non-prescriptive manner; and IDEA has a global membership composition which inspires trust in the Institute's impartiality. However, this rise in demand entails not only opportunities, but also challenges for the organization to match increasing demand with capacity and resources in a sustainable manner.

In line with the 2012–17 Strategy, IDEA will focus on putting our knowledge to work for democratic reform at the country level, through making knowledge and tools available for local actors, as well as through our own direct engagement. The capacity of IDEA's regional programmes will therefore be strengthened in the coming three-year period. The regional programmes will more actively contribute to developing IDEA's global knowledge, as well as to sharing that knowledge in reform processes. Starting from 2012, regional programmes will represent a greater share of IDEA's resources. While the Strategy provides direction for IDEA to grow in relevance and coverage, the consequences of the second global financial crisis in three years will need to be monitored as it may impact the scoping and sequencing of the implementation of the Strategy.

IDEA's four main areas of expertise—electoral processes, constitution building, political participation and representation, and democracy and development—have been proven highly relevant and these will be retained and refined in the coming period. In addition,




IDEA will continue to mainstream three cross-cutting areas in its work: gender; diversity; conflict and security.

Following on from the lessons learned in the previous strategy cycle and the changed context for democracy cooperation, IDEA has adapted its approach in a number of key areas. There is an increased focus on the citizen as a driver of change, which leads to more activity at the country level—examples of increased country-level activity in the coming period include IDEA’s engagements in Egypt and Haiti. IDEA also plans to include more non-governmental and non-institutional actors in the Institute’s knowledge-gathering, dissemination and capacity-building work. The people-driven processes which were the catalysts for change in the Arab region confirm this strategic emphasis on the citizen – in the coming three years IDEA will therefore seek to better understand and capture people-driven processes in its work, for example through expanding State of Democracy assessments in Africa, Asia and the Pacific.

In line with IDEA’s Strategy, the three-year Programme operates on the basis of the democracy cooperation paradigm which represents a shift from the ‘donor-recipient’ mentality and focuses on a peer approach to democracy cooperation. This is reflected in the approach taken to democracy support across IDEA’s four regional programmes. This approach is also operationalized in IDEA’s ‘Inter-Regional Dialogue on Democracy’, which facilitates the sharing of experiences on democracy among regional organizations. In IDEA’s country activity, the Institute will continue to base its work on a collaborative approach characterized by close coordination, and sharing of information, with national and international actors on the ground, including IDEA’s Member States.

The three-year Programme also outlines how IDEA proposes to capture in its work the economic dynamics which impact on democracy, as identified in the 2012–17 Strategy. This includes, for example: the role of inequality and access to economic opportunity; the illicit funding of politics from transnational organized crime; and the financing of political parties. By developing a research and innovation process led by the headquarters-based Global Programme, IDEA also increases its institution-capacity to identify trends which adversely impact on democracy.

The links between democracy and security, as well as the impact of the media on electoral processes, are incorporated into IDEA’s work Programme for the coming three year period. Increased focus on the inter-linkages between democracy and security, for example, leads to a revitalization of the Institute’s core expertise in the electoral field to include an elections and conflict tool, as well as analysis of the role of security sector agencies during elections. In addition, the three-year Programme includes a project aimed to increase understanding of the role of social media in electoral processes. In line with the commitment in the Strategy to focus on mobilizing political will for change, IDEA will continue its work on protecting and promoting the integrity of elections via the high-level Global Commission on Elections, Democracy and Security.



International IDEA's budget is envisaged to grow 5% per year over the period covered by the Programme and Budget. A real and relative shift of funds to the regions is taking place, with an allocation to the regional programmes growing from 47% in 2011 to approximately 52% in 2012, out of a total indicative budget of €24 million.

IDEA aims to strengthen its organizational sustainability and development, in line with the Strategy for the period 2012–2017. In order to respond to increasing needs and demands for assistance and cooperation on the ground, IDEA has decided to strengthen its global resource mobilisation function. This aims to ensure the long-term sustainability of the Institute by developing a comprehensive approach that identifies and sets out the process, sources and activities for securing funds, as well as a more diversified and less volatile funding structure for the Institute.

IDEA is committed to Results Based Management. The Institute's drive towards improved effectiveness and accountability to its stakeholders is constantly at the forefront of the organization's improvement process. The direction and implications of the new 2012–2017 Strategy mean that further emphasis will be placed on this institutional pillar.

A results report tracking IDEA's progression towards the outputs and outcomes stated in this Programme and Budget will be issued at the beginning of 2013. This results report will lay the basis for the continuous planning process under the current Strategy period.



2. External Relations and Governance Support

Description:

As an intergovernmental organization, International IDEA aims, through its Secretariat, to facilitate strategic relations and synergies between Member States, other countries (represented by their governments or by civil society organizations), international cooperation agencies as well as international, regional and national organizations.


For International IDEA to be politically and programmatically relevant to Member States and other stakeholders and therefore financed appropriately and sustainably, there are two aspects that need to be considered:

1. Institutional value-added: the value of International IDEA in and of itself in the field of democracy support. The unique characteristics of the Institute include impartiality, created by its intergovernmental and non-prescriptive nature; expertise and comparative experience, created by the Institute's work in developing knowledge resources and engaging in supporting reform around the globe; trust and access, created by the impartiality and expertise of IDEA; and a combination of innovation with a long-term scope for engagement across all areas of work;
2. Programmatic value-added: the ability of IDEA to develop flexible responses specific to the needs of stakeholders in different parts of the world; the ability to combine the development of leading global knowledge resources with their application in different environments on the ground; and the convening power the Institute has developed through its expertise and global partnerships.

The Institutional value-added is at the core of the Governance and External Relations strategy and communication, be it through Headquarters, the Permanent Observer Office to the United Nations or the Office to the European Union in Brussels.

The external relations and governance programme sets out the goals, framework and mechanisms for the external communication and resource mobilization activities of International IDEA. It coordinates the external relations work of the Secretary-General, the Regional Directors and the Director for External Relations, the Permanent Observer to the UN and the Director of the Brussels Office, ensuring that these diverse activities fall within a common strategy, with mutually reinforcing messages, activities and goals.

Particular attention is given to the United Nations, as well as Regional Organizations (including the EU), being the most important forums engaged in democracy-related issues such as peace, security, development, social progress and human rights. Both through the presence of International IDEA in New York to the UN, and through the establishment of a presence in Brussels to the European Union institutions, International IDEA seeks to promote and ensure the influence at a strategic and decision-making level of issues that affect international relations and development cooperation, and in particular democracy cooperation.



Specific objectives:

The specific objectives for the External Relations and Governance Support department are:

- To support the functioning of IDEA's Council and Steering Committee as well as the Finance and Audit Committee, working closely with the rotating Chairmanship (2012: Australia, 2013: Chile, 2014: African Member State) to ensure political relevance.
- To maintain and enrich the relationship of International IDEA with its Member States in order to strengthen synergies for supporting democracy worldwide.
- To increase the visibility of IDEA on the international scene through high level events (including the Annual Democracy Forum) and through deepening the relationship with key international, regional and national actors in the democracy field in a spirit of peer dialogue.
- To identify key policy areas where International IDEA wants and has the potential to influence and develop a strategy for such policy influence.
- To strengthen relations with potential donors and international actors to increase support to International IDEA initiatives in democracy building; identify fund-raising potential and secure funds as needed
- To contribute to improving United Nations democracy-building policies and actions with respect to the three pillars of UN's work: development, peace and security, and human rights.
- To promote the influence of IDEA's experience and approach on the policies and instruments of the European Union
- To create a neutral space for dialogue between regional organizations – the African Union (AU), Association of South East Asian Nations (ASEAN), the European Union (EU), the League of Arab States (LAS), the Organization of American States (OAS), the Pacific Islands Forum (PIF) and the South East Asian Association for Regional Cooperation (SAARC) – through the Inter-Regional Dialogue on Democracy
- To provide quality control of the design of project funding proposals and contribute to ensuring adequate financial resources to implement them (development of a funding strategy).
- To enlarge membership in accordance with IDEA's Strategy—priority to membership expansion in Asia/Pacific and Central/Eastern Europe.

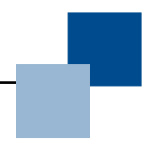
International IDEA expects the achievement of the following outcomes:

Non-Programmatic activities

Outcomes 2012–2014	Outputs 2012
IDEA Membership is expanded and Member States actively engage in supporting the new strategy of IDEA for the period 2012–2017.	<p>The Council of Member States, the Steering Committee and the Finance and Audit Committee meet regularly.</p> <p>Additional countries are targeted for IDEA Membership, with a priority for Asia/Pacific and Eastern/Central Europe.</p> <p>IDEA actively engages Member States in the implementation of the strategy, at the global level, regional and country level.</p>
Effective actions at the global, regional and country level are maximized through well designed projects and adequate financial support.	<p>Timely funding of activities aligned to IDEA's Key Impact Areas is actively sought.</p> <p>A plan for more effectively securing resources for IDEA's Programme of Operations is developed.</p> <p>The project development and design reflects beneficiaries' needs, IDEA priorities and donors' interest.</p>
IDEA's actions are relevant on the international stage through close relationships with international and national stakeholders..	<p>IDEA's representation and advocacy work is improved.</p> <p>IDEA plays a central role in high-level international events.</p> <p>The Inter-Regional Dialogue on Democracy is successful in initiating cooperation among regional organizations on democracy building.</p> <p>The annual Democracy Forum is successfully held.</p>

Office of the Permanent Observer to the United Nations

Outcomes 2012–2014	Outputs 2012
IDEA advocates democracy building as a key dimension addressed by the UN in its internal policy processes.	<p>Support to the Working Group on Democracy of the Executive Committee on Peace and Security.</p> <p>Creation of a space for dialogue on new emerging issues for UN and democracy assistance.</p>



<p>IDEA facilitates coalition building on UN and Democracy among Member States missions to the UN, starting with IDEA's Member States.</p>	<p>Strategic outreach in the UN General Assembly.</p> <p>Ad Hoc Working Group on Conflict Prevention and Resolution in Africa: Follow-up to the Seminar on Elections and Violence.</p> <p>Promote the results of the Global Commission on Elections, Democracy and Security within the UN.</p> <p>Influence setting the MDG policy agenda on democracy beyond 2015 through an interactive dialogue.</p> <p>Consolidated Recommendations from the cycle of round tables on UN and Democracy Building – selection of two pilot countries.</p> <p>Piloting the recommendations on internal coordination and coherence of UN action at the country level.</p> <p>Facilitating production and use of capacity building tools for UN practitioners.</p> <p>Production of a collection of policy papers on “UN and Democracy Building: Bridging Policy and Practice”.</p>
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Representation office to the European Union

Outcomes 2012–2014	Outputs 2012
	<p><i>(As the office is not yet established, outputs for 2012 are general in nature, rather than linked to specific outcomes)</i></p> <p>Complete the Office accreditation process and the establishment of a permanent International IDEA institutional presence in Brussels.</p>
<p>IDEA's knowledge resources and tools are known and utilized by the EU and other Brussels-based democracy actors.</p> <p>IDEA experiences and approaches have influenced EU policies/ frameworks/ instruments on democracy-building.</p>	<p>Promote IDEA's knowledge resources, reform assistance projects and policy positions at the European Union (EU) and other Brussels-based democracy actors.</p>
<p>Contribute to a new EU awareness of democracy building issues and a more ambitious engagement of the EU in democracy building.</p>	<p>Enhance IDEA's profile and visibility in EU democracy fora.</p> <p>Systematically engage with Embassies/ Missions of IDEA member states, relevant EU institutions/bodies and other Brussels based democracy actors.</p>



<p>The EU is an engaged partner in the Inter-Regional Dialogue on Democracy.</p>	<p>Facilitate dialogue on democracy-building with the involvement and participation of relevant EU institutions/ bodies and other democracy actors, and play a supportive role to the EU in its external action on democracy (third countries and organizations).</p>
<p>IDEA is a central partner for the EU in support for democracy-building globally.</p>	<p>Monitor and gauge developments within EU institutions to identify opportunities for IDEA engagement.</p> <p>Determine, define and commence implementation of a plan, based on IDEA's Strategy, for developing partnerships with EU institutions/bodies and Brussels-based democracy actors (particulars to be finalised by 01 February 2012).</p>

Annual Democracy Forum

Outcomes 2012–2014	Outputs 2012
<p>IDEA provides input into global discussions on topical challenges related to democracy and democracy support.</p>	<p>A topical challenge related to democracy and democracy support is identified in cooperation with Australia as the Chair of IDEA's Council of Member States.</p> <p>The Annual Democracy Forum is successfully held.</p>

Inter-Regional Dialogue on Democracy

Outcomes 2012–2014	Outputs 2012
<p>The Inter-Regional Dialogue on Democracy is recognised as a leading platform for engagement among Regional Organizations for democracy and related issues</p>	<p>Second meeting of the Inter-Regional Dialogue is held, hosted by ASEAN in Jakarta, April–May 2012</p> <p>Inter-Regional Workshop held on Regional Organizations and Enhancing Participation in the Political Processes</p> <p>Regional Experiences Online Publications and Books – 'Regional Organizations and the Integrity of Elections' and on 'Regional Organizations and Enhancing Participation in Political Processes'</p>



3. Programmatic Activities

International IDEA's five programmes are comprised of the Global Programme, based at IDEA's headquarters, and the four Regional Programmes: Africa; Asia and the Pacific; Latin America and the Caribbean; and West Asia North Africa (WANA). In line with the commitment in International IDEA's Strategy 2012–17 to strengthen the focus of the Institute at the country level, the capacity of IDEA's Regional Programmes will be strengthened during the period 2012–14.

3.1 Global Programme

Description

International IDEA's Global Programme supports IDEA's strategic vision to be the primary global actor in sharing comparative knowledge and experience in support of democracy. The Global Programme is responsible for the consolidation and development of global comparative knowledge, as well as support to practical application of that knowledge, in cooperation with regional programmes. The specialized knowledge areas within the Global Programme are:

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

The Global Programme is also responsible for the mainstreaming of gender, diversity and conflict and security across International IDEA's work.

Specific objectives of the programme/subprogramme:

- Develop and update IDEA's global specialized knowledge.
- Share IDEA's knowledge with national, regional and global actors.
- Provide practical tools for strengthening democratic institutions and processes.
- Improve the capacities of national and regional actors in building sustainable democracy, focusing on the citizen as a driver of change.
- Provide research and analysis to inform and influence democracy building policies and reform efforts, including on potential threats to democracy.
- Lead in ensuring programmatic cohesion across IDEA's activities worldwide.
- Partner, on request, in democratic reform at country level in a spirit of peer dialogue, under the lead of IDEA's regional/country offices.
- Strengthen inclusive participation and accountable representation.



- Mainstream gender, diversity and conflict within IDEA and its programmes, adopting differentiated approaches for each area.
- Facilitate effective input from IDEA's Board of Advisors to the Institute's programmatic work.

International IDEA expects the achievement of the following outcomes:

Electoral Processes

Outcomes 2012–2014	Outputs 2012
<p>Strengthened capacities of Electoral Management Bodies to manage elections with integrity.</p> <p>All election stakeholders benefit from access to Electoral Processes comparative knowledge products through the development of tools and materials that provide guidance on how to leverage and take advantage of IDEA publications and materials on electoral processes.</p>	<p>Mechanisms established for dissemination of information and training:</p> <ul style="list-style-type: none"> • Updating of IDEA handbooks, databases and writing of policy papers on voter registration, electoral management design, civic and voter education, electoral dispute resolution and direct democracy; • Continued support for BRIDGE (Building Resources in Democracy, Governance and Elections) through updating of existing modules on elections and active engagement in the development of the new Democracy and Governance BRIDGE; • Convene and support expert networks such as EMBs from IDEA member states, universities, and partner organizations to create spaces for dialogue and debate; and • Effective management of the Secretariat for the ACE electoral knowledge network of practitioners.
<p>Electoral Integrity more widely acknowledged as central within discourses of democratization, security and development.</p>	<p>Two meetings of the Global Commission on Elections, Democracy and Security and its Advisory Group held.</p> <p>Global Commission report distills recommendations on enhancing the integrity of electoral processes.</p> <p>Relevant recommendations transformed into IDEA programming and advocacy.</p>



<p>Improved assessment and management of conflict and security risks around elections.</p>	<p>Finalization of an elections and conflict tool designed to enhance users' capacities to understand, analyze, prevent and mitigate election-related violence through:</p> <ul style="list-style-type: none"> • allowing users to learn about and understand different factors of election-related conflict and violence; • providing users with methodologies and instruments for data collection and analysis; and • assisting users to make informed choices about possible courses of action in responding to identified electoral risks. <p>A methodological framework for enhancing the capacity of civil society organizations to mobilize and engage with other non-state and state actors and play active role in supporting the conduct of peaceful and democratic electoral processes.</p> <p>A tool kit for enhancing the capacities of security sector organizations to strengthen electoral security through improved capacity, procedures and collaborative practices with other relevant organizations.</p>
<p>Increased understanding of the interlinkages between social media, traditional media and electoral processes.</p>	<p>Supporting capacity development on access to information and use of social media in electoral processes.</p> <p>Initiatives on the role of traditional media in electoral processes.</p>
<p>Partnering in electoral reforms upon request.</p>	<p>Preparedness to respond to requests through regional programmes</p>

Political Participation and Representation

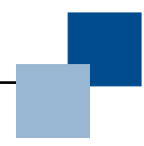
Outcomes 2012–2014	Outputs 2012
<p>More effective interparty dialogue creating the political will for democratic reform.</p>	<p>Elaboration and dissemination of practice papers on interparty dialogue mechanisms.</p>
<p>Stronger alignment of approaches in party assistance.</p>	<p>Information shared and further agreement reached on good practices for: assistance to parties and parliaments; innovative approaches; and monitoring and evaluation.</p> <p>Initiatives on strengthening the AGORA web portal on parliamentary development.</p> <p>Potential for establishing political party web portal explored; in case of positive response establishment of web portal started.</p>
<p>Improved regulation on party and candidate finance.</p> <p>Improved capacity of political finance regulators and policy makers' with regards to political reform.</p>	<p>Global overview and comparison paper produced, validated and disseminated.</p> <p>Paper on the effects of regulations produced, validated and disseminated.</p> <p>Four regional overview papers (explaining the data in relation to the respective financial regime models) produced, validated and disseminated;</p> <p>Party finance database presented at two meetings.</p>



More political parties develop policy platforms.	<p>Political cycle practice paper developed, validated and disseminated.</p> <p>Framework for political party training modules developed.</p> <p>Work on integrating parties and parliaments started.</p> <p>Youth Votematch tool developed jointly with the Netherlands Institute for Multiparty Democracy (NIMD).</p>
Partnering in political party reform and dialogue upon request.	Preparedness to respond to requests through regional programmes, including within IDEA's strategic partnership with the NIMD.

State of Democracy

Outcomes 2012–2014	Outputs 2012
Increased citizen engagement in the expansion and deepening of their democracies.	<p>Spaces for dialogue and debate among citizens created (both in-country and through social media).</p> <p>Active State of Democracy (SoD) and State of Local Democracy (SoLD) networks established in different parts of the world.</p> <p>SoD Regional Centres for Citizen-led assessments in Asia and the Pacific, Africa and WANA.</p> <p>Knowledge resources developed : updated SoLD assessment methodology, SoD and SoLD training curricula, new tools.</p>
Increased evidence-based advocacy for reform informed by the outcome of assessments.	Spaces for dialogue and debate created for advocacy (both in-country and through social media).
Better quality democracy evidenced by increased trust in democratic institutions and processes in countries of assessment.	<p>Active State of Democracy (SoD) and State of Local Democracy (SoLD) networks established in different parts of the world.</p> <p>Long-term output: future democracy assessments evidence increase trust in democracy.</p>
Increased use of SoD assessment by International IDEA in defining country programmes and setting baselines for progress monitoring of its programmes in assessment countries.	Content of IDEA's country-level programmes (new or expanded) reflects reform priorities highlighted in SoD and SoLD assessment reports.



Constitution Building Processes

Outcomes 2012–2014	Outputs 2012
Strengthened constitutional culture in target countries	Interactive practitioners resource on constitution building via the website Constitutionnet.org Constitution building Curriculum and training (CONNECT) resources for stakeholders through a curriculum publication, resources guides and workshops, a global and national/ regional trainings, and an expert training network
Increased regional level support for constitution building	Initiatives aimed at enhancing policy impact and capacities at regional level: for example, convening a south-south dialogue for constitution building practitioners; short policy briefings and a policy paper on the role of constitution building in sustainable democracy
Enhanced institutional integration of constitution building in IDEA, peer institutions and partners in democracy assistance	Institutional activities in constitution building for sustainable democracy, such as new national constitution building projects, staff training on constitution building processes, and peer institutions showcases.
Partnering in constitutional reform upon request	Preparedness to respond to requests through regional programmes; experts ready for deployment upon request; briefing papers for national beneficiaries; national needs assessments; an Arab language version of 'Guide for Practitioners'

Democracy and Development

Outcomes 2012–2014	Outputs 2012
Political authorities are held more accountable for service-delivery	Final phase of toolkit development and piloting in Lesotho and Bolivia is completed
Political parties are more responsive and engage in substantive socio-economic policy processes	Knowledge applied and shared to strengthen political parties on policy-making processes in four countries, including Bolivia and Peru Publication of a book, toolkit and policy brief on how to strengthen political parties' capacity to develop party programmes
Development aid processes respect and strengthen democratic politics in partner countries	Publication and application of results of four case studies of the impact of development aid on democratic processes; advocacy on the basis of the case studies is conducted Continue to influence the OECD post-Busan aid agenda in relation to the essential nature of democratic actors to nationally-led development and the role of aid
Democratic political systems facilitate sustainable economic growth and social development	First regional dialogue for policy-makers held in Asia-Pacific (and possibly 2/3 other regions) on the design of politics for development Development of global knowledge on best practice in 'political design for development'



Increased understanding of the role of economic dynamics in democracy	Programme design includes a 'needs assessment' for further analysis of the impact of economic dynamics on democracy
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Democracy and Gender

Outcomes 2012–2014	Outputs 2012
Equal participation and representation of women and men in constitutional, electoral, parliamentary and political party processes	Dialogues, roundtable discussions, advocacy and lobbying and capacity development workshops for different political actors and policy makers
Improved access to tools and networks on women's empowerment	iKNOWPolitics (International Knowledge Network for Women in Politics) Database of Quotas for Women (an up-to-date online database of all countries who are currently practicing gender-based quotas for women in politics) Further knowledge development
Increased adoption of policy and legislative measures on positive actions for achieving gender equality in politics	Initiatives on policy and legislative options for positive action measures Initiatives on men and women involvement in the discourse on gender and democracy building Initiatives aimed at increasing the knowledge among political parties on best practices for promoting equality within parties.

Democracy, Conflict and Security

Outcomes 2012–2014	Outputs 2012
Empirically based knowledge, policy options and country programming supporting the protection of the legitimacy of democratic politics from criminal networks.	Problem scoping in five sub-regions identifying salient modalities and state of policies. Case studies in three selected countries in four regions (three cases per country, three countries per region) Establish networks and explore partnerships with relevant national, regional and global institutions



Democracy and Diversity

Outcomes 2012–2014	Outputs 2012
<p>Successful diversity management policies and practices are analysed and shared.</p>	<p>25 to 35 case studies identify: 1) barriers to participation in political decision making; and 2) positive action and other legislative/non-legislative measures promoting participation in political decision making produced and recommendations distilled for policy and political stakeholders.</p> <p>Two films produced which highlight good practice in overcoming barriers to political participation in customary and non-customary governance produced and distributed as a community education and advocacy tool.</p> <p>Twelve case studies identifying positive examples of religious and ethnic diversity management produced and assessed.</p> <p>Diversity Management Guide including tools piloted with key stakeholders.</p>



3.2 Africa Programme

Description

The Africa Programme has its headquarters in Pretoria, as well as offices in **Ghana** (for West Africa), Addis Ababa, **Ethiopia** (to the African Union) and **South Sudan** (currently under establishment). The programme comprises continent-wide projects: electoral and political reform; constitution building processes; political participation and representation; and democracy and development. It also comprises sub-programmes: the African Union/IDEA Joint Activity Plan; Democracy and Conflict Management; West Africa; as well as country programmes. There will be a specific focus in 2012 on **Kenya** and **South Sudan** for country-level activity, while officials from **42 countries** will be trained in electoral processes.

Specific objectives of the programme/subprogramme:

The Africa Programme aims to achieve the following objectives:

- To strengthen democratic institutions and processes in order to increase the effectiveness and legitimacy of democracy in Africa.
- To enhance the capacity of election management bodies in the management of electoral processes; to enhance participation in electoral processes, with a focus on women and youth.
- To strengthen electoral reform capabilities in the SADC region through a comparative analysis of electoral law frameworks.
- To strengthen political, legislative and election institutions through training, political and electoral reform, and dialogue.
- To improve engagement of national and local political actors in policy making and accountability in key sectors in order to increase the effectiveness of socio-economic development policies in Africa.
- To enhance the capacity of political actors as key players in electoral and democracy processes and reforms.
- To improve citizen participation and accountable representation through the development of reform agendas using the State of Democracy assessment and the State of Local Democracy assessment.
- To increase understanding and debate amongst key stakeholders on the African 'Shared Values' adopted by the African Union and to assist in developing mechanisms to monitor implementation of AU instruments.
- To continue the implementation of the AU–IDEA Joint Activity Plan.
- To enhance inclusiveness and participation in constitution building processes in Africa.
- To reflect on the implications of the Arab Spring for African democracy.

In line with the International IDEA Strategy, the Africa Programme adopts a 'peer approach' to all its work and works closely wherever possible with International IDEA's Member States. Consolidating the gains made towards democracy in Africa remains one of the major challenges for the Programme.



AFRICA PROGRAMME CONTINENTAL PROJECTS

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Capacity of Election management bodies strengthened for credible and well-managed elections.	Training curriculum developed targeting EMB Commissioners. 30 new EMB commissioners trained through a combination of BRIDGE and a new curriculum developed for EMB Commissioners.
Legal framework for election management bodies strengthened.	Research conducted, leading to production of guidelines on electoral law reform and youth participation in electoral processes.
Participation of stakeholders in electoral processes strengthened.	One training conducted for EMB Commissioners.
Youth participation in political processes enhanced.	Training curriculum developed targeting youth participation in electoral processes. Research conducted, leading to production of guidelines on youth participation in electoral processes.
Increased skills and knowledge among BRIDGE training participants.	180 elections stakeholders are trained annually using BRIDGE. At least 80% of the participants are showing application of knowledge and skills from BRIDGE in their work. BRIDGE training materials are developed, distributed and used by participants.
Improved capacities of key stakeholders in achieving effective political and electoral reform in Africa.	Technical assistance provided to the Kenyan Interim Independent Electoral Commission. Technical assistance provided to stakeholders in the Republic of South Sudan , facilitated by the establishment of a new IDEA office in Juba .

Democracy and Development

Outcomes 2012–2014	Outputs 2012
Increased capacity for domestic African democratic stake-holders to engage in socio-economic development policy making and accountability.	An assessment of Democratic Accountability in Policing conducted in Lesotho . Post assessment follow up is conducted in Lesotho , leading to development of best practices for democratic accountability assessments.
Democratic accountability assessments in service delivery are validated as relevant by key African stakeholders.	Accountability tool is used to conduct democratic accountability assessment in another SADC country.

Political Participation and Representation Processes

Outcomes 2012–2014	Outputs 2012
Capacity support to political parties enhanced.	Technical support visits to political party stakeholders conducted on ongoing basis.
Institutional capacity of the political actors to promote citizen participation and identify relevant reforms to strengthen democratic accountability improved.	<p>Assessment teams for State of Democracy (SOD)/ State of Local Democracy (SoLD) trained on the use of the SOD and/ or SoLD methodology.</p> <p>Technical assistance provided to the SOD and/ SoLD in conducting the assessment in one country annually.</p> <p>Effective spaces of dialogue are created for citizens across key sectors – i.e. government; civil society; private sector.</p> <p>Technical assistance provided to the SOD and/ SoLD in conducting the assessment .</p>
Improved institutional capacity of the regional bodies to support member states' in strengthening their democracies.	<p>Effective spaces of dialogue are created for members of diverse national assemblies representing a diversity of political party representation.</p> <p>Knowledge resources developed.</p> <p>A Self-Assessment Tool Kit on democracy and elections produced.</p> <p>Audit Outcomes and Lessons Learned from the SADC Parliamentary Forum Electoral Processes.</p> <p>Technical assistance provided to SADC Parliamentary Forum and the SADC Secretariat in the context of the MOU with each respective organization.</p>
Priorities of democracy and governance in Africa identified, as a guidance of key priorities of focus in Africa.	<p>Mapping of key emerging issues and stakeholders on democracy and governance in Africa conducted.</p> <p>Report published and disseminated to stakeholders.</p> <p>Dialogue meetings on the mapping report held within IDEA and with external stakeholders.</p> <p>Priorities for governance and democracy forums for IDEA identified.</p>

AU/IDEA JOINT ACTIVITY PLAN

Constitution Building Processes

Outcomes 2012–2014	Outputs 2012
Africa Forum created as a regular platform of dialogue on constitutionalism that brings together relevant stakeholders.	<p>Five multi-stakeholder meetings held jointly with the African Union.</p> <p>Eight regional/ national dialogue meetings held on key topics.</p>
South-South cooperation and experience sharing promoted.	<p>At least five South-South networking missions conducted.</p> <p>Regular project implementation updates disseminated to the media for increased public knowledge about JAP.</p>



Capacity and institution building at national, regional and continental levels enhanced.	<p>Technical assistance provided to stakeholders in the Republic of South Sudan and the Horn of Africa.</p> <p>Constitutional building capacity support provided to the African union.</p> <p>Technical assistance provided to requests on constitutional building and development.</p>
Increased knowledge on constitution building and constitutionalism in Africa.	<p>Four research exercises conducted.</p> <p>Research-based knowledge publications developed on key and emerging issues.</p>

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Increased electoral skills and knowledge of participating African EMBs.	<p>Annual EMB forum meetings held.</p> <p>EMB staff from English, French and Portuguese speaking African countries trained in the use of BRIDGE.</p> <p>BRIDGE materials translated into French and Portuguese and used by participants from English, French and Portuguese speaking African countries.</p>
Increased availability of knowledge resources on electoral violence.	Knowledge tool piloted in one country and consultation with end users in three African countries.

Political Participation and Representation

Outcomes 2012–2014	Outputs 2012
Increased awareness of AU member states of the African Union Charter on Democracy and Governance.	<p>Research study conducted on the African governance agenda.</p> <p>Knowledge resources on the charter developed and distributed to partners.</p>
Domestication of shared values monitored.	<p>Two Multi-stakeholder workshops conducted.</p> <p>Knowledge resources on the charter developed and distributed to partners.</p>
Increased knowledge of democratic culture and best practice in Africa.	Three multi-stakeholder workshop held jointly with the AU.

Democracy for Conflict Management and Peace Building

Outcomes 2012–2014	Outputs 2012
Enhanced support for understanding and resolving the challenges of sustainable peace, democracy and development.	Research on understanding and resolving conflicts conducted to produce knowledge resources.
Campaign for regional civic peace mobilized.	Website on democracy and conflict management created and maintained.
Strengthened capacity of civic groups to manage and resolve conflicts.	Regional and national dialogue workshops on conflict management undertaken. Conflict management capacity building workshops held for Horn of Africa stakeholders.

WEST AFRICA SUB-PROGRAMME

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Increased availability of knowledge resources on electoral capacity and integrity in West Africa, particularly Ghana .	A tool on electoral leadership and integrity piloted to enhance comparative knowledge and skills among key electoral stakeholders. Consultations meetings on electoral justice held. Research on key electoral issues affecting the youth conducted. National youth democracy camps established, with members meeting periodically. Knowledge resources produced and distributed.

Political Participation and Representation

Outcomes 2012–2014	Outputs 2012
Increased interparty dialogue between key stakeholders in West Africa, especially the youth (including young women), in inter-party dialogue.	Four key stakeholder political dialogue meetings (focusing on youth, including young women) held annually. Youth interparty dialogue forum established, with regular quarterly regional meetings held. A publication on youth interparty dialogue experiences developed and distributed. Knowledge resources on youth and democracy produced and distributed. Young women's democracy forum established, with regular national dialogue workshops held.



Country Programmes

Outcomes 2012–2014	Outputs 2012
Enhanced support to the Republic of South Sudan in the consolidation of democracy and governance.	Country office established in the Republic of South Sudan . Ongoing technical support on democracy and elections provided to the stakeholders in the Republic of South Sudan .
Technical support provided to electoral and political reform in Kenya .	Ongoing technical support provided to the Kenya IIEC and elections stakeholders, in preparation for the 2012 general elections and beyond.



3.3 Asia and the Pacific Programme

Description

The Asia and the Pacific Programme works both at country level throughout the region in IDEA's four key areas of specialization, and with regional organizations such as ASEAN, SAARC and PIF. The Asia and the Pacific Programme is based temporarily in Canberra, Australia, with one country office in **Nepal**, and has national level activities in **Bhutan, Fiji, Korea, Indonesia, Maldives, Mongolia, Papua New Guinea, Philippines (Mindanao)**.

Specific objectives of the programme/subprogramme:

- Through the building of a community of practice and experience in Asia-Pacific, and drawing upon IDEA's global expertise, to increase awareness and use of citizen assessment methodologies in promoting public debate and the development of locally driven democratic reform proposals and agendas.
- Through the provision of technical assistance and expertise and the development of long term relationships which enable the convening and facilitation of dialogue, to support actors and processes within countries in designing, discussing and implementing democratic reforms.
- 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.

In line with the International IDEA Strategy, the capacity of the Asia and the Pacific Programme will be strengthened 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. The Asia and the Pacific Programme will work closely wherever possible with International IDEA's Member States, in particular with Australia as the chair of the Council of IDEA in 2012. It will also actively work with the External Relations and Governance Programme of IDEA to attract new Member States from the region.

International IDEA expects the achievement of the following outcomes:

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Bhutan: Election Commission of Bhutan staff are able to participate effectively in full scale design and implementation of ETRC.	The supply of books and materials; six persons undertaking comparative visits; two staff internships; design studies; and three national consultation meetings-
India: IIDEM is established and operates as an effective electoral support institution.	Subject to MoU.

R. of Korea: Practical research to generate comparative knowledge relating to electoral processes in the region and/or capacity development in the electoral field.	To be determined.
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Political Participation and Representation

Outcomes 2012–2014	Outputs 2012
<p>Indonesia: Proposals for reform emerge from the democracy in assessment in at least three of the six pilot authorities.</p> <p>Process of six initial assessments reflects in Kemdagri thinking on participation as a measure of local authority performance.</p>	Initial and final reports for SoLD assessments published and disseminated .
<p>Maldives: Local stakeholders develop democratic reform agendas in Maldives which provoke public discussion.</p>	Draft Citizen assessment report.
<p>Mindanao: Local stakeholders develop democratic reform agendas which provoke public discussion.</p>	Citizen assessment report .
<p>Papua New Guinea: Local stakeholders develop democratic reform agendas at national and/or local level in PNG which provoke public discussion.</p>	<p>Agreement by stakeholders of feasible substantive citizen assessment project.</p> <p>Training and briefing workshops for assessors.</p> <p>Assessment workshops.</p>
<p>The conduct of a democracy assessment in PNG may identify locally determined reform priorities for which specific support projects may be valuable. Outcomes for such projects cannot be defined at this stage and may not be within this KIA.</p>	None in 2012.
<p>Timor Leste: Local stakeholders wishing to undertake citizen assessment of democracy in Timor Leste identified and assessment teams trained.</p>	None in 2012.



Local stakeholders wishing to undertake citizen assessment of democracy within Asia and the Pacific identified and assessment teams trained.	None in 2012.
Citizen assessment processes in Asia and the Pacific are strengthened by exchange of knowledge and expertise across the region. Reform proposals are developed by citizen assessment processes throughout the region.	Citizen assessment virtual network fully functional. Support and briefing for new citizen assessment processes in the region. Citizen assessment processes in the region generate and inject reform proposals into public debate.
City level youth parliaments create a channel through which young people in two major capital cities of the region engage directly in the political process.	None in 2012.
At least five proposals contained in the Citizens' Initiative SAARC Democracy Charter influence a reform agenda in at least two SAARC MS.	The convening of a Third Regional Dialogue meeting enables participants to disseminate the Citizens' Initiative and more effectively interact with SAARC MS on implementation issues.

Constitution Building

Outcomes 2012–2014	Outputs 2012
Fiji: If a window of opportunity opens, actors can participate in convened and facilitated dialogue on the process of building a legitimate and inclusive institutional framework.	Contact network built.
Nepal: Participants in dialogues have space for discussion leading to the generation of proposals to resolve differences. Training workshops and recipients of knowledge resources make positive contributions to the drafting and agreement of the new Constitution, the conduct of a transitional election and the drafting of implementing legislation.	Dialogues convened and knowledge resources generated and disseminated.



ASEAN: The participants nominated by ASEAN MS become more aware of the possibilities arising from the ASEAN Charter and PolSec Blueprint, the available IDEA knowledge resources, and the specific issues covered by the pilot module.	One ASEAN wide workshop.
SAARC: The participants nominated by SAARC MS become more aware of the possibilities arising from the SAARC Democratic Charter, the available IDEA knowledge resources, and the specific issues covered by the pilot module.	One SAARC wide workshop.

Democracy and Development

Outcomes 2012–2014	Outputs 2012
Policy makers from the Global South acquire skills (best practices) in the substance and process of the design of politics for development.	Research design; first regional dialogue.

Myanmar

Outcomes 2012–2014	Outputs 2012
Support provided to Myanmar for democratic transition	<p>First visit by the IDEA Secretary-General to Myanmar explores with representatives of Myanmar institutions whether and how International IDEA could support a transition to democracy in the country</p> <p>Depending on the outcome of such a visit, International IDEA designs a programme of activities aimed to support democratic transition in Myanmar</p> <p>IDEA publications and information materials translated into Burmese and distributed</p>



3.4 Latin America and the Caribbean Programme

Description:

International IDEA's Latin America and the Caribbean Programme focuses on three sub-regions: the Andean Region, **Mexico**, Central America and the Caribbean, and the Southern Cone (**Chile, Argentina, Uruguay, Brazil**) and has national-level activities in **Mexico, Costa Rica, Dominican Republic, Haiti, Peru, Ecuador, Bolivia, Colombia, Chile** and **Argentina**. At the regional level, IDEA supports knowledge sharing among democratic actors, working through regional organizations such as the OAS. The Latin America and the Caribbean Programme regional office is located in Costa Rica, the sub-regional office in Peru and has national offices in **Bolivia, Perú, Ecuador** (joint with NIMD) and **Haiti** (work in progress) and is well-established as a trusted partner in democracy support throughout the region.

In line with the International IDEA Strategy, the Latin American and the Caribbean Programme adopts a 'peer approach' to all its work and works closely wherever possible with International IDEA's Member States.

Specific objectives of the programme/subprogramme:

The Latin American and the Caribbean Programme aims to achieve the following objectives:

- Electoral reform processes are facilitated and conditions for free and fair elections are supported, through strengthened institutional capacities of EMBs and frameworks that ensure the equitable access of political parties and candidates to financing and the media.
- Institutionalized, inclusive, participatory and accountable political parties are strengthened in the region.
- To enhance knowledge and actions to counter the increasing threat to democracy of the capture of political processes and political parties by non-state actors (including transnational crime).
- Dialogue for inclusive and participatory processes of constitution building is supported to contribute to the adoption of constitutions which are nationally owned by citizens, inclusive, sustainable and sensitive to the dimensions of gender and conflict prevention.
- Constructive approaches to, and policy dialogue on, strengthening political institutions and actors' capacities to deliver and promote development are facilitated.
- The incorporation of broader women's representation and the inclusion of gender-oriented themes in national and regional political agendas to improve gender equality in politics.
- Strengthen the discussion and analysis on democracy, governance and development in Latin American and the Caribbean.
- Implement in **Haiti** a multi-dimensional and multi-year project in support of the country's democratic transition and consolidation in order to reconnect state and citizens and enhance democratic governability through a strengthened common commitment for accountable, credible and effective institutions and processes.

- Assess emerging opportunities to assist electoral and political reforms and possible entry points in the region for action by IDEA, with particular reference to the political evolution of countries like **Honduras** and **Cuba**, sub-regions like the Caribbean, and **Brazil**.

International IDEA expects the achievement of the following outcomes:

LATIN AMERICAN AND THE CARIBBEAN REGIONAL OFFICE

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Improved capacities of EMBs, legislatures, political parties and CSOs on electoral justice, legal framework of political parties and electoral processes to support political dialogue and improve electoral reform processes.	Space of Dialogue between EMBs and Political Parties to analyze electoral reform processes in the region. Space of Dialogue to analyze and discuss electoral justice in the region.
Electoral reform proposals are put on the agenda and debated by key stakeholders.	Technical assistance in an electoral reform process to achieve more transparency and accountability.
Gender friendly electoral reforms are developed by parliaments and political parties.	Publications are used as a tool by political parties to carry out gender friendly electoral reforms. Effective spaces of dialogue.
Relevant academic and political actors increased their awareness and knowledge on funding of political parties and illicit practices, in coordination with regional organizations, and assistance on policy recommendations is provided.	Spaces of dialogue to discuss and raise awareness on illicit funding of politics and political parties in the region. Publications are used as a tool by political parties to improve their funding practices.
Improve knowledge resources and dialogue processes on constitutional building process in Argentina .	Research poll on constitutional culture in Argentina .



Political Participation and Representation

Outcomes 2012–2014	Outputs 2012
Support of Haiti democratic transition and consolidation in order to reconnect state and citizens and enhance democratic governability through a strengthened common commitment for accountable, credible and effective institutions and processes.	<p>A dialogue process is set in place between selected representatives of the Executive, Members of Parliament, political parties, CSOs, academia, the private sector and the media, to identify key challenges and shortcomings of the political system and to recommend priorities for political reform.</p> <p>A process is set in place to enhance the effectiveness and integrity of elections and electoral management including, in particular, through the establishment of a credible, independent and professional Electoral Management Body.</p> <p>A dialogue process is launched between MPs, political parties, local authorities, CSOs, academia and the private sector on how to make national and local politics more supportive of development. A SoD exercise is carried out at national level focused on key issues of economic and social development; SoLD assessment in subsequent phase.</p>

Democracy and Development

Outcomes 2012–2014	Outputs 2012
Strengthening the discussion and analysis of democracy, governance and development in Latin American and the Caribbean.	Latin American and the Caribbean political, social and academic actors discussed and debated the main challenges of democracy, governance and development in the region.
Latin America and the Caribbean receive a valued added support to strengthen democratic governance and development through a joint programme with regional partners.	<p>Space of dialogue to discuss democratic institutions and development in the region.</p> <p>Strengthening of relations with regional counterparts and development of new projects.</p>
To follow up state of democracy assessments in order to identify strengths and weaknesses of democracy and opportunities to improve in Chile . The project aims to research and identify the main challenges and focal points about democracy in Chile , in order to define work and cooperation opportunities.	<p>Spaces of dialogue to discuss areas of opportunity and improvement of Democracy in Chile.</p> <p>Results of SoD recognized by relevant stakeholders and interest groups.</p>

Strengthening of institutional capacity and dialogue and consensus building processes among political parties, private sector and civil society representatives, for defining mid and long term policies and strategic decision making processes at a subnational level.	Space of dialogue to strengthen institutional capacity political and electoral reforms at subnational level. Recommendations on comparative experiences between subnational levels and their link with the national system.
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ANDEAN REGION

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Results published from gender mainstreaming in the OAS electoral observation processes.	IDEA–OAS Report developed on results of OAS/DECO (Department of Electoral Cooperation and Observation) election monitoring.

Political Participation and Representation Processes

Outcomes 2012–2014	Outputs 2012
Regional women leaders and decision makers improve their knowledge on gender inequalities.	Regional research on i) possible gender disparities in media coverage; ii) measures that promote retention of women; iii) gender disparity in political party leadership.
Women parliamentarians improve their gender perspective and political performance. Transparency and equity in political representation. More inclusive institutions.	Fora on gender equity with relevant stakeholders present. At least two publications disseminated on inequities and proposals among key stakeholders.
Proposals and consensus on development.	Technical assistance on developing programmatic agendas. Democratic dialogue spaces.

Democracy and Development

Outcomes 2012–2014	Outputs 2012
Key regional leaders strengthen their capacities to promote and get agreements inside their countries and regionally.	<p>Sharing experience in natural resources management and indigenous rights.</p> <p>Creation of UNASUR Democracy Center to support research and dialogue on democracy promotion in the Region.</p> <p>Best practice guide for political parties on Building Programmatic Parties.</p> <p>Binational dialogues between Chile and Peru for enhanced understanding and concerted action.</p> <p>Binational media dialogues in the Andean region for increased journalistic sensitivity.</p> <p>Dialogue on organized crime and state capture as threats to democratic institutions.</p>
International community receives timely political analysis.	Political analysis report developed and distributed monthly.

Colombia

Outcomes 2012–2014	Outputs 2012
Improved capacities of EMB for running fair and transparent elections.	Technical assistance to the EMB for institutional reform.
Improved capacity of underrepresented groups for political participation and advocacy.	Capacity building activities on political participation for underrepresented groups.
The quality of the democratic debate is enhanced.	Spaces of dialogue between government, the opposition, civil society and media about key democratic issues at the national and regional levels.
Improved capacity of political parties about internal democracy, financing, accountability and transparency.	Capacity building activities for political parties about, among other issues, building party programmes, internal democracy, financing, accountability and transparency.
Support the government in the development and implementation of key priority laws.	<p>Technical assistance to the government for the implementation of laws that have recently been approved.</p> <p>International experiences shared with national actors.</p>



3.5 West Asia & North Africa Programme

Description:

The West Asia & North Africa (WANA) programme is the newest regional programme of the Institute, developed as a result of the democratic uprisings of the “Arab Spring” in 2011. Although many of the democratic revolutions in the region are still ongoing and their course is unpredictable, the strategic, longer-term picture of the region is that for decades we will be likely faced with ongoing political change taking a variety of forms. While the democratic impulse and call for dignity are shared across the region, the history, current situations and future scenarios may be very different: peaceful democratic consolidation, autocratic setbacks, violent revolutions, violent repression, armed conflict, fragile states.

Whether as a result of popular revolution or meaningful reform initiatives, many countries of the region are likely to go through generations of constitutional change, electoral reforms, and the development of new political party systems. Democratic institutions and political leaders will be faced with the key challenge of meeting people’s expectations that democracy should improve their daily lives. The full inclusion of both genders and diverse groups of society in political processes will be a profound challenge. An entire architecture of political and social exclusion needs to be dismantled and replaced by a new and inclusive politics. Managing such a profound change to power dynamics in society in a way which at the same time safeguards peace and security, is a complex and long-term challenge: there are no quick fixes.

At the same time, the initial steps of the transitional processes in some countries in the region, starting with but no longer limited to **Egypt** and **Tunisia**, are quickly unfolding, following a pace that shows the paramount needs for almost immediate changes. High expectations need to be managed in a way that demonstrates to the people that democracy is possible here and now, and can certainly be the way to development and dignity. This requires all actors to ensure their readiness to provide satisfactory responses to support demands in a timely manner.

The long-term aim of IDEA’s WANA programme is to develop partnerships with the emerging democratic actors in the region, ranging from electoral management bodies to political parties and civil society organizations, so that the Institute becomes a key stakeholder in future democratic reform processes in the region.

In order to achieve this long-term aim, the Institute will need to, in the short term, be able to respond to needs of those actors it wants to develop sustained partnerships with. This will be essential for establishing IDEA’s credibility as a partner. The regional programme is based in Cairo, with country activities in **Egypt, Tunisia** and **Jordan**, with potential engagement in **Libya**, as well as regional-level activity.



Specific objectives of the programme/subprogramme:

The specific objectives of the WANA programme are:

- To provide technical support for elections in **Egypt, Tunisia, Jordan** and **Libya**;
- To improve the capacity and independence of Election Management in **Egypt, Tunisia, Jordan** and **Libya**;
- To provide technical support for the constitution building processes in **Egypt, Tunisia, Jordan** and **Libya**;
- To raise awareness regarding key constitutional issues;
- To raise awareness regarding the difference between constitutional drafting and the implementation of the constitution;
- To provide capacity building for political parties on key issues related to multiparty democracy and campaigning in free and fair elections;
- Improve the awareness of citizens regarding their rights and role in a democratic society;
- Support dialogue between youth groups and activists across the region;
- To strengthen the capacity of domestic election observers in **Egypt, Tunisia, Jordan** and **Libya**;
- To support key democracy proponents, such as think tanks, in the region; and
- Improve IDEA's capacity to respond to needs arising in the WANA region, with the support of IDEA's WANA Advisory Group.

International IDEA expects the achievement of the following outcomes:

Electoral Processes

Outcomes 2012–2014	Outputs 2012
Improved capacity and independence of Election Management in the WANA region.	Capacity building programme for young election professionals in the Arab World developed and implemented. Analysis of elections held in 2011–2012 provided. Policy paper on models for EMB independence in the region produced. Support to electoral reform and the establishment of independent EMBs provided in Egypt, Tunisia, Jordan and Libya , for example by supporting the establishment of training centres and a capacity building programme for staff.
Improved capacity of domestic election observers in the WANA region.	Capacity building programme for domestic observers developed and implemented in at least Egypt and Libya .
Improved access to IDEA publications in Arabic.	Existing IDEA knowledge resources translated into Arabic and disseminated to key stakeholders across the region.



Political Participation and Representation

Outcomes 2012–2014	Outputs 2012
Improved ability of national stakeholders to assess the strengths and weaknesses of their democracies, with the aim of identifying areas for reform.	Meetings held on identifying possible follow-up to the State of Local Democracy (SoLD) reports on Egypt, Jordan, Morocco and Yemen . Preparations made for launching a State of Democracy (SoD) assessment in Tunisia in 2013.
Strengthened capacity of political parties on key issues related to democracy, such as the impact of the electoral system, internal party democracy and party programming.	Seminars and trainings for key political parties in Egypt, Tunisia, Jordan and Libya on issues related to elections, internal party democracy and how to be effective parties in parliament/opposition.
Improved awareness of citizens regarding their rights and role in a democratic society.	Awareness raising and dialogue skills programme for citizens developed and implemented in Egypt . Trainings of civil society organizations in Egypt, Tunisia, Libya, Jordan and Morocco held on democracy.
Increased dialogue between youth groups from different countries in the WANA region.	Regional Youth Dialogue events on political participation and representation successfully held.

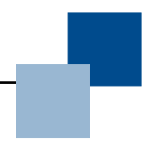
Constitution Building

Outcomes 2012–2014	Outputs 2012
Increased awareness regarding the participatory process of constitution building and key constitutional issues, such as parliamentary oversight and the rule of law, and their impact on sustainable democracy.	Manual for constitutional drafters and activists produced in Egypt, Tunisia (and Libya). Information leaflets on key constitutional issues produced for the general public in Egypt, Tunisia (and Libya). Platform of CSOs formed to organize civil society input to the constitutional process in Egypt . Workshops held on parliamentary oversight and the rule of law in Egypt, Tunisia (and Libya). Analysis of revised constitutions provided in Egypt, Tunisia, Morocco, Jordan (and Libya).
Improved capacity of citizens to engage in and assess the quality of their constitutional processes.	An approach to citizen-led analysis of constitutional reform needs piloted in the WANA region.
Improved access to IDEA publications in Arabic.	Existing IDEA knowledge resources translated into Arabic and disseminated to key stakeholders across the region.
Improved political dialogue for peace building, reconciliation and reconstruction in Libya .	Political dialogue capacity building for members of the administration, decision makers and other key stakeholders in Libya .



Democracy and Development

Outcomes 2012–2014	Outputs 2012
Increase understanding of the interlinkages between economic dynamics and democracy in the WANA region.	Joint study with the European Investment Bank (EIB) on the impact of private sector development in countries transitioning to democracy. Study on the interface between energy and democracy in the Arab region, produced in collaboration with senior academics from the region.



4. Gender Mainstreaming and Gender Policy

Description

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.

To institutionalize this commitment, International IDEA has defined a Gender Policy that sets the frame for the implementation of actions. The Institute addresses gender through two complementary and critical approaches: gender mainstreaming and women’s empowerment.

Gender mainstreaming is a strategy that involves gender responsive actions which seek to address gender-based inequalities by implementing gender responsive management practices and programming, benefitting both women and men, in International IDEA’s work.

Women’s empowerment is a strategy of targeted actions aimed at empowering women and righting gender 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 the International IDEA Strategy, policies, management systems/practices and programmes are gender sensitive and responsive;
- promote the adoption of policies and practices that address the equal distribution of power and influence between men and women in shaping sustainable democratic processes, institutions and outcomes.

Outcomes 2012–2014	Outputs 2012
Enhancing gender equality in the implementation of the institutional Strategy, programming initiatives, policies, measures/ systems and practices.	Capacity and knowledge development reports produced. Tools/Frameworks developed. Surveys to assess staff perceptions and awareness on gender.
Equal access to and participation in democratic processes/systems/ institutions .	Policy options and legislative initiatives /proposals on gender equality in political and electoral processes. Regional and global dialogues/roundtables on gender in democracy building. National based advocacy targeting political parties.

5. Secretary-General's Office

Strategic Development

The Secretary-General's Office aims to provide strategic leadership to the Institute through developing and implementing International IDEA's institutional Strategy 2012–17, increasing the engagement of IDEA's Member States, monitoring and implementing the IDEA Gender Policy and developing new ideas to further the work of the Institute.

The Secretary-General's Office aims to effectively contribute to the external representation of International IDEA by the Secretary-General, including in communications, advocacy and fund-raising. The Secretary-General's Office aims to provide support to International IDEA's programmes, both those based at headquarters and in the regions. The SGO aims to report in a regular and user-friendly manner to IDEA's Member States on the implementation of IDEA's activities.

International IDEA expects the achievement of the following outcomes:

Outcomes 2012–2014	Outputs 2012
IDEA has a stronger and more global membership.	Three new Member States. Regularised contact with IDEA Member States on WANA.
IDEA is more widely and distinctly recognized as the only specialized intergovernmental democracy organization .	Inter-regional dialogue consolidated. WANA programme consolidated. Relevant and responsive programmes in all regions.
IDEA has a stronger engagement with key actors and issues in foreign policy, development and security.	WANA programme engagement with national and international actors. 'Lessons learned' from former leaders of democratic transitions are distilled into recommendations of relevance to leaders in the Arab world. Report launch and advocacy on Global Commission on Elections, Democracy and Security. Advocacy initiative on democracy in the aid agenda. Reports on criminalization of politics.
IDEA is recognized for effective mainstreaming of gender in programmes as well as institutionally.	Programmatic mainstreaming strategy defined. Institutional Gender Policy and Action Plan implemented.



Communications and Knowledge Management

The role of communications encompasses both the external communication of the activities, outputs and outcomes of the work of the Institute together with the provision of International IDEA's internal communications platform.

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

Communications also plays a key role in supporting the development and distribution of the Institute's knowledge and intellectual sources through publications (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 the Institute's 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 the Institute's work and interventions, should raise the status and credibility of International IDEA among all these audiences, thereby promoting the role of the Institute in democracy building processes around the world.

Specific objectives:

- Promote knowledge among IDEA's 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 International IDEA's 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 IDEA's key partners.
- Provide robust and secure IT platforms for institute business and 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



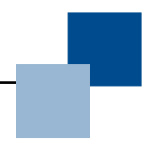
Outcomes 2012–2014	Outputs 2012
<p>Increased demand by Member States, strategic and boundary partners for more collaboration with International IDEA in its key impact areas.</p> <p>Recognition by IDEA's Member States and external actors of International IDEA's knowledge and comparative advantage in democracy building.</p>	<p>Corporate material on IDEA's activities and results published and distributed in hard copy and in digital format online.</p> <p>IDEA's knowledge contained in handbooks and other substantive documentation, and online databases published and distributed.</p> <p>Website and substantive databases established.</p> <p>Social media strategy in place.</p>
<p>Increased knowledge among the media of International IDEA and its role and activities in democracy building.</p>	<p>Media interviews set up, articles derived from IDEA events prepared or arranged with media for broadcast and publication in traditional and social media.</p>
<p>Ensure the integrity of the Institute's IT system security.</p>	<p>Diagnose the threat to IDEA's IT system security and enhance IT security mechanisms.</p>
<p>Enhanced information flows and knowledge learning across the Institute.</p>	<p>An initial phase of an enhanced and integrated information management system in place.</p>
<p>Latest information and knowledge used in International IDEA's substantive work projects and programmes.</p>	<p>Comprehensive subscriptions to hardcopy and online journals in place, and access to inter-library loans established.</p>

RBM System

IDEA's Results Based Management system will be continuously improved and streamlined during the 2012–2014 period.

An entirely new Research and Innovation process will be designed and implemented, and the Communications, Publications and Finance procedures will be finalized. Once all processes and procedures have been finalized, improved accessibility to, and training on, the complexity of the RBM System for staff is aimed to facilitate institute-wide adherence to the system. A new document management software tool will facilitate accessibility.

The implementation of a corporate workplan tracker is envisioned to provide IDEA's management, as well as programme and project managers, with a monitoring and information tool to guide their operations through a results-driven approach, as well as providing a real time planning tool.



In line with its overall commitment to sustainable change, IDEA will effectively roll out an environmental management approach, to a) design and implement controls to eliminate, mitigate or manage environmental impacts that are potentially polluting or otherwise adverse and b) establish improvement plans: targets, goals, and measurement methods to track the effectiveness of the controls.

Specific Objectives

- The implementation of a corporate workplan monitoring tool.
- The design and implementation of a Research and Innovation Process.
- The implementation of a Document Management Software Tool.

International IDEA expects the achievement of the following outcomes:

Outcomes 2012–2014	Outputs 2012
Effective and Inclusive Strategy Cycle.	Planning is led by, and based on, the newly developed Strategy.
Efficient monitoring of the corporate workplan.	The corporate workplan developed and tracked using the Microsoft Project planning tool.
RBM processes and procedures streamlined and implemented.	All RBM documents managed through an electronic documents management system, allowing easier access to information, and more effective management of the documentation. Trainings on the implementation of RBM procedures carried out across the institute.
Timely and Relevant Reporting: Monitoring and Evaluation.	Relevant business intelligence supplied to Management. Audits carried out across the institute on the implementation of RBM procedures.
Institute’s networks enhanced.	Contacts and networks with partner and peer organizations strengthened: specifically organizations engaged in similar work, implementing or developing an RBM system.
Tools.	Document management software tool installed and implemented.

Evaluation

In 2011 International IDEA has implemented a renewed evaluation process to ensure the conformity and effectiveness of its work. The process consists of four sub-processes: strategy review; institutional planning, programme/project evaluation and management review. The evaluation results will aim at improvement of the Institute’s performance and adherence to rules and regulations. The Secretary-General is responsible for the process and adequate resources are being allocated to execute it. Financial audits will remain under the responsibility of the Director of Corporate Services.



6. Corporate Services

Description:

The generic role of Corporate Services is to provide support to the Institute. This role includes ensuring compliance with legal requirements e.g. statutory reporting and fulfilling minimum standards expected by auditors and complying with donor financial requirements in the case of finance, and providing the main Human Resources service delivery activities such as resourcing, learning and development and employee relations.

During 2012, Corporate Services will play a key role in supporting the establishment of new offices articulated in the programme and budget, as well as establishing the security policy and procedures across the Institute.

As a strategic partner within the Institute, Corporate Services will improve its support to planning, monitoring and decision making processes to achieve best value in utilizing resources and providing quality information, analysis, and training and professional advice.

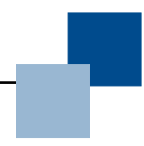
Finance and Administration

Specific objectives:

- Financial management: Compliance with both statutory requirements and donor financial requirements.
- Financial reporting: Provide monthly financial information and quarterly financial analysis to facilitate project management and timely decision making and budget revisions.
- Financial planning: Be a key player in delivering the Institute's consolidated annual plans and financial proposals submitted to donors.
- Treasury management: Manage the cash flow.
- System development and management: Enhance the use of Maconomy functionalities
- Strategic contribution: Promote economy and efficiency, i.e. value for money, in the use of IDEA's resources.
- Internal control: Advocate for compliance with all financial and procurement policies and procedures.

Human Resources

- Staffing: Resource the Institute with committed and knowledgeable professionals.
- Policies and procedures: Ensure policies and procedures reflect changes affecting the Institute, comply with relevant statutory requirements and that these have been effectively subject to staff consultation and communicated and understood by all within the Institute.
- Training and development: Derive training plans to meet staff training needs as identified in their performance appraisals.
- Ensure the development of institutional training that benefits all staff.
- Promote gender equality and diversity principles within the HR processes.



Facilities

- Manage the relocation to and from Strömsborg and the relationships with the Ministry of Foreign Affairs and the City of Stockholm.
- Provide support in the setting up of new offices articulated in the plan and budget.

International IDEA expects the achievement of the following outcomes:

Finance

Outcomes 2012–2014	Outputs 2012
Financial management reports and analysis that is timely, relevant, consistent, complete, accurate and presented in a way that users appreciate.	Timely and regular production of management accounts.
Compliance with statutory requirements.	Annual audited accounts with minimal critical observations.

Human Resources

Outcomes 2012–2014	Outputs 2012
Delivery of head count commitments in the 2012–2014 plans and budget.	New Staff positions recruited. Vacancies of existing positions recruited.
Highly committed staff.	Implementation of approved recommendations emanating from the new organizational structure and salary survey. Development of a training plan covering three areas – staff training, personal development and institutional development.

Facilities

Outcomes 2012–2014	Outputs 2012
Relocation of HQ office back to Strömsborg.	Collaboration between MFA and Stockholm City to ensure renovations are done on time.



Security

Outcomes 2012–2014	Outputs 2012
Mainstream security across the organization, in particular in relation to the risks posed to IDEA's staff, consultants and partners.	Set the foundation to develop a security culture within IDEA, based on the new security policy and procedures.

Links and synergies to other initiatives

Corporate services will continue to strengthen working relationships with all other functions in the Institute and especially with Regional offices.

Corporate Services Strategic Plan Actions: This document provides a detailed analysis of Corporate Services engagement within the Institute.

7. Approved Budget

Results Based Budget 2012 and Indicative Budgets 2013–2014

Structurally IDEA's budget for 2012 follows the one outlined in the Programme and Budget 2011. Indicative budgets for 2013 and 2014 have been added to underpin the Institute's three year Programme as presented in this document.

	2012 Approved Budget			
	Unrestricted	Restricted	Total	
INCOME				
Member states contribution	12 503 512	0	12 503 512	47%
Restricted Income	0	13 264 159	13 264 159	50%
Other income	683 548	0	683 548	3%
Total Income	13 187 060	13 264 159	26 451 219	100%
EXPENDITURES				
Total operations	13 810 132	13 264 159	27 074 290	91%
Institutional Cost	3 540 182	0	3 540 182	12%
Programme Support Cost	1 261 135	1 211 277	2 472 412	8%
Cost recovery	(1 859 087)	(1 355 381)	(3 214 467)	-11%
Net Programme Support Cost	(597 952)	(144 103)	(742 055)	-2%
Grand Total Expenditures	16 752 362	13 120 055	29 872 417	100%
Surplus / (Deficit)	(3 565 302)	144 103	(3 421 198)	

The above budget summary for 2012 shows that IDEA's funding is foreseen to be 50/50 unrestricted versus restricted. Unrestricted funding is forecasted on the same level as 2011 and the real shift stems from an increase in the restricted funding. The real increase in operational expenditure is linked to the increase in restricted funding and reflects the newly established West Asia and North Africa Programme and the continued build-up of the Asia and the Pacific Programme, which are the main drivers behind this growth. Out of the EUR 13,3 million of restricted funding 53% is secured and 47% is still under negotiation with donors and thereby less secure.

Institutional costs increase by EUR 1,1 million in 2012 as compared to 2011. Of this increase, EUR 1,05 million is directly related to one-off costs associated with the temporary relocation of the headquarters office. Programme support costs will be stable with respect to 2011.

IDEA is anticipating utilizing EUR 3,4 million of its reserves to effectively start off the implementation of the Strategy 2012–2017. Annex 1, Tables 1 and 3 offers further comparative cost details.

IDEA uses three cost categories: Institutional, Programme Support and Programmatic (Operations). The institute’s overall budget for the period 2012-2014:

Cost Category	Revised (Oct)		Approved		Indicative				Total	
	Budget 2011 (Million EUR)	%	Budget 2012 (Million EUR)	%	Budget 2013 (Million EUR)	%	Budget 2014 (Million EUR)	%	Budget 2012-2014 (Million EUR)	%
Institutional	2,4	9%	3,5	11%	2,7	8%	2,9	8%	9,1	9%
Programme Support	2,6	10%	2,5	8%	2,6	8%	2,8	8%	7,9	8%
Programmatic	21,2	81%	27,0	82%	28,9	84%	30,9	85%	86,8	84%
Grand Total	26,1	100%	33,0	100%	34,2	100%	36,6	100%	103,8	100%
Cost Recovery	-2,5		-2,5		-2,6		-2,8		-7,9	
Total	23,6		30,5		31,6		33,8		95,9	
Annual Increase			29%		4%		7%			

Seen over the three year period 2012-2014 IDEA’s total estimated budget to achieve the *outcomes* set out in this document will be **EUR 103,4 million**. Details for 2012 can be found in Annex 1, Table 1 below, which shows IDEA’s increasing restricted funding as a proportion of total income.

IDEA is in both real and relative terms shifting resources to its regional programmes from 48% in 2011 to 52% in 2012 (details in Annex 1, Table 2), a trend that is in line with the Institute’s strategy and is intended to continue over the course of the three year period. The indicative budgets show a consolidation-oriented approach for 2013 and 2014 given the relatively large budgetary and operational expansion foreseen in 2012.

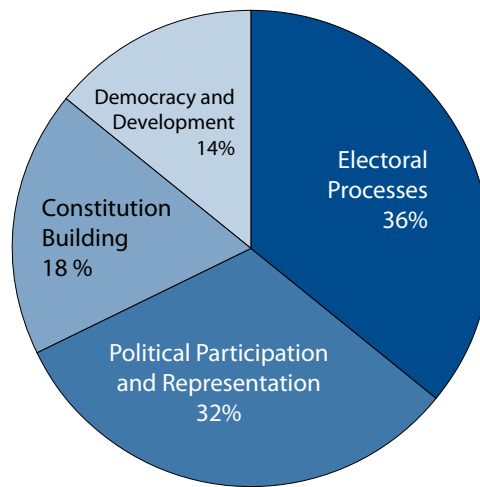
IDEA’s expected results are presented in accordance to the results framework (see Annex 2) achieved within the four defined Key Impact Areas: *Electoral Processes, Political Participation and Representation, Constitution Building and Democracy and Development*. The total operational budget per Key Impact Area and the dimension of Region, *Africa, Asia Pacific, Global, Latin America and the Caribbean, and West Asia and North Africa* as well as headquarters level is summarized below:

Programme/KIA	Electoral Processes	Political Participation and Representation	Constitution Building	Democracy and Development	Total	%
Africa	2 106 500	871 500	–	648 000	3 626 000	14%
Asia & the Pacific	228 000	725 000	1 350 500	239 500	2 543 000	10%
Global	4 348 500	3 892 000	2 057 000	505 500	10 803 000	41%
Latin America & the Caribbean	983 500	2 196 000	–	697 500	3 877 000	15%
Western Asia & North Africa	1 928 000	768 000	1 280 000	162 500	4 138 500	16%
Ext. Relations & Gov. Support	–	–	–	1 471 000	1 471 000	6%
Total Programmatic	9 594 500	8 452 500	4 687 500	3 724 000	26 458 500	100%
%	36%	32%	18%	14%	100%	

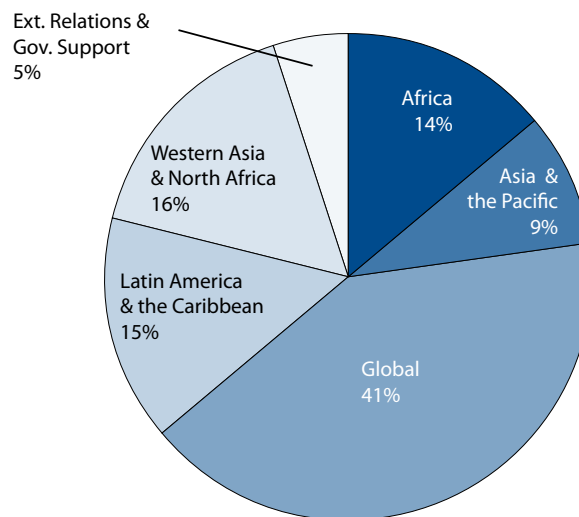
The matrix represents IDEA's resource allocation towards achieving the results outlined in the 2012 Programme. The Secretary-General's Emerging and Sustained Initiatives budget envelope of EUR 450,000 is kept outside of this, given its nature as seed funds.

Graphical representation of the 2012 Programmatic Costs

2012 Programmatic Cost by Key Impact Area



2012 Programmatic Cost by Programme



Annex 1: Financial tables

Table 1

Budget Summary

	2011 Revised Budget (Oct)		2012 Approved Budget		Variance		% Total	
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total		
<u>INCOME</u>								
Member states contribution	12 237 103	0	12 237 103	12 503 512	0	12 503 512	266 409	2,2%
Restricted income	0	8 824 493	8 824 493	0	13 264 159	13 264 159	4 439 666	50,3%
Other income	856 165	0	856 165	683 548	0	683 548	-172 617	-20,2%
Total Income	13 093 268	8 824 493	21 917 761	13 187 060	13 264 159	26 451 219	4 533 458	20,7%
<u>EXPENDITURES</u>								
Total operations	12 378 945	8 824 493	21 203 438	13 810 132	13 264 159	27 074 290	5 870 852	27,7%
Institutional Cost	2 382 218	0	2 382 218	3 540 182	0	3 540 182	1 157 964	48,6%
Programme Support Cost	1 495 034	1 065 755	2 560 789	1 261 135	1 211 277	2 472 412	-88 377	-3,5%
Cost recovery	(1 621 028)	(900 935)	(2 521 963)	(1 859 087)	(1 355 381)	(3 214 467)	-692 504	-27,5%
Net Programme Support Cost	(125 994)	164 820	38 826	(597 952)	(144 103)	(742 055)	-780 881	-2011,2%
Grand Total Expenditures	14 635 169	8 989 313	23 624 482	16 752 362	13 120 055	29 872 417	6 247 935	26,4%
Surplus / (Deficit)	(1 541 901)	(164 820)	(1 706 721)	(3 565 302)	144 103	(3 421 198)	(1 714 477)	100,5%

Table 2

Breakdown of Operational Budget

	2011 Revised Budget (Oct)			2012 Approved Budget			Increase/(Decrease)			
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	
Total Operations	12 378 945	8 824 493	21 203 438	13 810 132	13 264 159	27 074 290	931 187	4 439 666	5 370 853	100%
Africa	2 203 916	1 546 783	3 750 699	2 491 790	1 182 510	3 674 300	287 874	-364 273	-76 399	-1%
Asia & the Pacific	753 616	1 044 890	1 798 506	1 149 844	1 393 266	2 543 110	396 228	348 376	744 604	14%
Global Programmes	6 242 962	3 978 685	10 221 647	5 638 788	5 164 291	10 803 079	-604 174	1 185 606	581 432	11%
Latin America & the Caribbean	1 867 293	1 947 290	3 814 583	1 941 444	1 935 314	3 876 758	74 151	-11 976	62 175	1%
WANA	477 517	289 624	767 141	550 000	3 588 778	4 138 778	72 482	3 299 154	3 371 636	63%
Ext. Relations & Gov. Support	1 220 114	17 221	1 237 335	1 470 766	0	1 470 766	250 652	-17 221	233 431	4%
Emerging and Sustained Init.	51 101	0	51 101	454 000	0	454 000	402 899	0	402 899	8%
Evaluation	62 425	0	62 425	113 500	0	113 500	51 075	0	51 075	1%
General Adjustment	-500 000	0	-500 000							
Regions										52,6%
										47,8%



Table 3

Breakdown of Non-Programmatic Budget

	2011 Revised Budget (Oct)	2012 Approved Budget	Increase / (Decrease)	%
Institutional Cost	2 382 218	3 540 182	1 157 964	49%
Secretary-General Office	1 286 701	1 060 456	-226 245	-18%
Governance Support	304 311	352 918	48 607	16%
External Relations	210 983	351 821	140 838	67%
Director Corporate Services	200 317	320 971	120 654	60%
Communications	379 905	398 516	18 611	5%
<u>Move - temporary premises</u>				
HQ Facilities	0	955 500	955 500	100%
IT	0	99 999	99 999	100%
Programme Support Cost	2 560 789	2 472 412	-88 377	-3%
Board of Advisors	261 469	250 000	-11 469	-4%
Finance	707 448	776 980	69 532	10%
Exchange gain/loss	252 000	0	-252 000	-100%
IT	50 000	0	-50 000	-100%
Library	233 264	137 564	-95 700	-41%
Publications	327 236	386 120	58 884	18%
The Hague Office	0	79 876	79 876	100%
Corporate Programme Planning & Monitoring	0	195 661	195 661	100%
Facilities	125 000	0	-125 000	-100%
Global Project Design & Resource Mobilization	604 372	646 211	41 839	100%
Envelope				
Total	4 943 007	6 012 594	1 069 587	22%

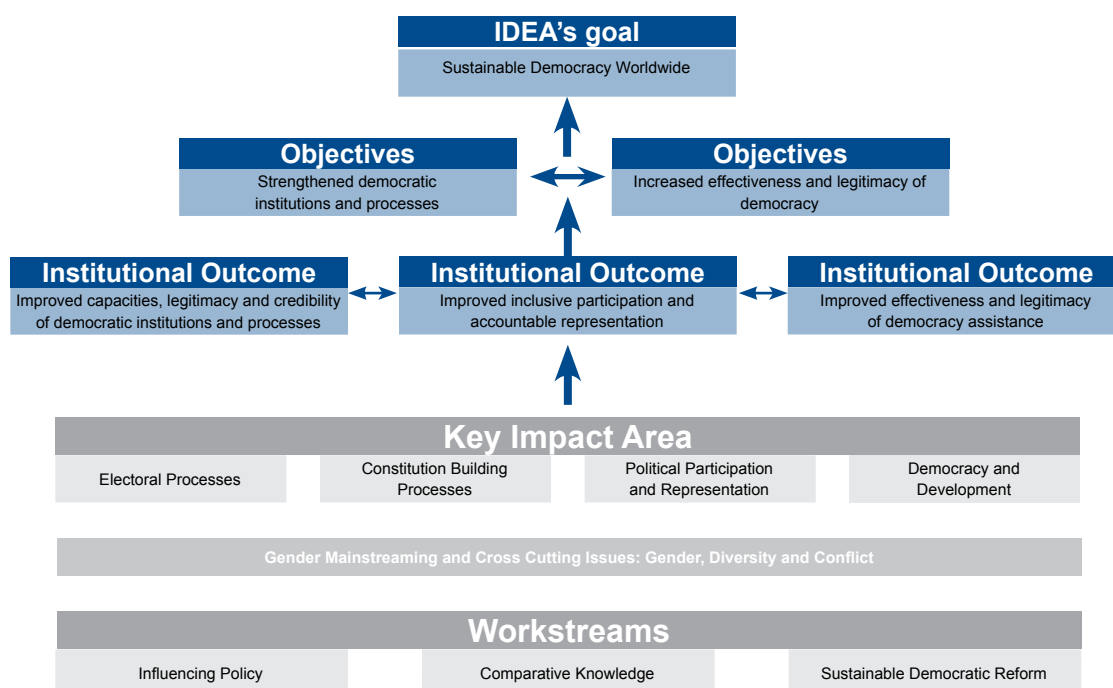
Annex 2: Results Based Management System

RBM Framework

International IDEA began the implementation of a Results Based Management System in 2010 with the aim of improving management effectiveness and accountability. The system facilitates the definition of realistic outcomes, monitors progress towards the achievement of expected results; integrates lessons learned into management decisions and reports on performance. The RBM System supports a culture of collaboration and continuous improvement, and aligns processes, resources and performance.

The framework for the implementation of the RBM system encompasses:

- A hierarchy of institution-wide goals, objectives and outcomes.
- Four key impact areas (KIAs): electoral processes; political participation and representation; constitution building; and democracy and development.
- Gender mainstreaming as a programmatic focus, and three cross-cutting issues (gender, conflict, and diversity) as analytical dimensions integrated throughout programmatic activities.
- Three work streams: influencing policies and politics; developing comparative knowledge; and assisting for sustainable democratic reforms.





Institutional Goal, Objectives and Outcomes

International IDEA's goal is to support sustainable democracy worldwide. It seeks to achieve this goal by pursuing two main institutional objectives:



- Strengthened democratic institutions and processes; and
- Increased effectiveness and legitimacy of democracy.

International IDEA will contribute to the fulfilment of these objectives through the following three institutional outcomes:



- Improved capacities, legitimacy and credibility of democratic institutions and processes;
- Improved inclusive participation and accountable representation;
- Improved effectiveness and legitimacy of democracy assistance.

Key Impact Areas (KIAs)


The key areas on which International IDEA's institutional outcomes will impact are:

- **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.
- **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.
- **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.
- **Democracy and Development:** International IDEA supports the strengthening of democratic institutions and processes so that they are enabled to generate equitable development.

Cross-Cutting Issues

Together with the comparative knowledge and policy-relevant experience related to the four KIAs, International IDEA utilizes specialized expertise and analysis on issues that cut across each KIA. The use of such expertise is crucial to understanding individual contexts of action for effective dialogue and reform. International IDEA's work focuses on three cross-cutting issues:

- **Gender:** Democracy is supposed to 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. Managing human diversity in democracy is a key strategy for conflict prevention and sustainable peace building.

- **Conflict and Security:** This is a key analytical dimension of democracy building, not only in post-conflict situations but more broadly in any democratization process. Democratization may in itself 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, as is often the case, almost exclusively on elections.

Gender Mainstreaming

The objective of gender equality is indivisible from International IDEA's goal of sustainable democracy worldwide. Sustainable democracy ought to facilitate conditions and opportunities for women and men to participate fully in social, political and economic processes. Gender equality will be mainstreamed in all programmes, including by defining context-specific, gender-related outcomes and outputs.

Work Streams

International IDEA's mission statement identifies three mutually supportive work streams which inform the initiatives of the Institute:

- **Comparative Knowledge Development:** Collecting and providing non-prescriptive, comparative knowledge derived from practical experience on democracy building processes from diverse contexts around the world;
- **Sustainable Democratic Reform:** Assisting political actors in reforming democratic institutions and processes, and engaging in political processes when invited to do so;
- **Influencing Policies and Politics:** Influencing democracy building policies through the provision of comparative knowledge resources and assistance to political actors.

RBM Processes

In order to implement a culture of collaboration and continuous improvement International IDEA has defined three categories of organizational processes: strategic, actualization and support processes. These processes allow IDEA to determine and review all the requirements applicable to its programmes/projects and to deliver appropriate and effective outcomes and outputs.

Performance indicators have been defined for all processes and a summary of these can be found in annex no.1. The processes by category are:

Strategic Processes:

- Strategy Development Process
- Research and Innovation Process
- Planning and Budgeting
- Evaluation and Monitoring
- Communications



Actualization processes

- Funding and Representation Process
- Project/Programme Implementation Process

Support Processes

- Human Resources Process
- Financial Management Process
- System Administration Process
- Publications and Online Knowledge Resources Process



Annex 3: Processes Performance Indicators

As part of the continuous improvement of the Results Based Management System, International IDEA will review its performance indicators with respect to context and importance as part of the annual planning cycle. The following are the performance indicators of all ten organizational processes. They will lay the foundation for the annual results report with respect to the outcomes and outputs and their tracking and improvement.

Strategy and Development Process

Indicator	Goal
Strategy approved by the Council and according with quality criteria.	100% of relevant organizations by stakeholders' type has been consulted according to a plan (level of engagement of stakeholders). Consultative meetings at headquarters and in the regional offices are performed according to a plan (level of engagement of IDEA staff in consultations).

Institutional Planning and Budgeting Process

Indicator	Goal
Conformity of Institutional Planning.	Deadline for the development of the P&B 2012–2014 is fulfilled. Consistent Plans are approved.

Funding, Representation and Advocacy

Indicator	Goal
Development of funding proposals.	Number of proposals developed during the year.
Funding raised.	Euro raised during the year. Funding of member states goes up by x% during the year. A plan indicating the specific support for the year from ER to of IDEA's programmes and donors is developed and followed.
Signed agreements.	Number of proposals presented are transformed into signed agreements.
Representation/Advocacy activities performance.	Representation/Advocacy activities performed. 100% of Council and Steering committee meetings successfully held.

Project Implementation – Outcomes

Indicator	Goal
Improved Institutional capacity (Outcome).	<p>Number of projects/programme where:</p> <p>Procedures are improved or put in place according to a specific goal defined in the workplan.</p> <p>Critical minority are accomplished according to a specific goal defined in the workplan.</p> <p>Participants' post-course evaluation indicates increased knowledge and skills acquired through workshops according to a specific goal defined in the workplan.</p> <p>Participants' post-course evaluation indicates knowledge applied after training is finished according to a specific goal defined in the workplan.</p>
Proposals effectively taken up (Outcome).	<p>Number of projects/programme where:</p> <p>Proposals are put on the agenda by (all) relevant stakeholders according to a specific goal defined in the workplan.</p> <p>Proposals are referenced by external sources according to a specific goal defined in the workplan.</p> <p>Proposals are recognized by other interest groups according to a specific goal defined in the workplan.</p>



Annex 4: Acronyms and abbreviations

Abbreviation	Full Name
AGORA	The Agora web-portal is a global knowledge hub on parliamentary development
ASEAN	Association of Southeast Asian Nations
BRIDGE	Building Resources in Democracy, Governance and Elections
CONNECT	Constitution building Curriculum and training
CSO	Civil Society Organization
EIB	European Investment Bank
EMB	Electoral Management Body
IIDEM	India International Institute of Democracy and Election Management
JAP	Joint Activity Plan
KIA	Key Impact Area(s)
LAS	League of Arab States
MDG	Millennium Development Goals
NIMD	Netherlands Institute for Multiparty Democracy
OAS	Organization of American States
PIF	Pacific Islands Forum
RBM	Results Based Management
SAARC	South Asian Association for Regional Cooperation
SoD	State of Democracy
SoLD	State of Local Democracy
UNASUR	Union of South American Nations
WANA	West Africa and North Africa Programme