**International IDEA**

**The International Institute for Democracy and Electoral Assistance**

INTERNATIONAL IDEA
INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE

**Strategy 2012–2017**

partner

citizen

party

media

Integrity

*Inclusive*

men

women

representation

**Democracy**

*politics*

*gender*

human rights

Equality

**diversity**

*dialogue*

vote

constitution

People

*society*

Election

development

ICT

process

*justice*

*legitimate*

*Sustainable*

government

*change*

*participation*

# International IDEA
# Strategy 2012–2017

# Contents

# 1. Strategic framework

## 1.1. Mission and approach

The International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization with a mission to support sustainable democracy worldwide. International IDEA is the only global intergovernmental organization with the sole mandate of supporting democracy.

Democracy is a universal human aspiration and an experience that is pursued and lived in different ways around the world. Democracy comes in multiple forms, and these forms are in constant evolution. There is no single and universally applicable model of democracy, and there is no end point in improving democracy.

Democracy is a system in which the government is controlled by the people and in which citizens are considered equals in the exercise of that control. Beyond the basic tenets of citizens' choice and citizens' political equality, the critical choices are best made, and the quality of democracy best gauged, by those directly concerned: the citizens themselves. Therefore, the key leaders in democratic change are a country's citizens, and the starting point for reform is at the local and national level. International IDEA's work is characterized by a non-prescriptive and collaborative approach to democracy cooperation.

## 1.2. Institutional objectives and outcomes

International IDEA seeks to achieve its goal of supporting sustainable democracy worldwide by pursuing two main institutional objectives:

» stronger democratic institutions and processes; and

more sustainable, effective and legitimate democracy.

International IDEA will contribute to the fulfilment of these objectives through three expected institutional outcomes of its work, which are:

» increased capacity, legitimacy and credibility of democracy;

more inclusive participation and accountable representation; and

more effective and legitimate democracy cooperation.

## 1.3. Strategic vision

International IDEA's vision is to be the primary global actor in sharing comparative knowledge and experience in support of democracy. In particular, International IDEA:

- strives to be a trusted partner for those who lead democratic change at the country level;

- aims to make global comparative knowledge and experience available to inspire national dialogue and catalyse political will;

- seeks to convene political dialogue on democratic change at the request of national actors;

- endeavours to be a leader in international advocacy on democracy issues; and

- aspires to support national actors in their achievement of the full participation and representation of women and men in politics.

## 2.  Context analysis

Current global power shifts have led to the emergence of a multipolar and multidimensional world. At the international level, economic power and influence have shifted from the North and the West towards the South and the East. At the state level, influence has shifted away from the state towards the citizen. The citizen is at the heart of democracy, and democracy has proved itself central to citizens' aspirations. The democratic wave across the Arab region is a reminder that democracy remains a universal human aspiration and a powerful force of political mobilization for change. It also confirms that the building of democracy is essentially a home-grown process carried out by citizens at the country level.

At the same time, democracy seems to have stalled in many countries across the globe, remaining frozen at the level of 'electoral democracy' or backsliding through the appropriation of power by the executive branch of government. 'Hybrid' forms of governance have emerged in many countries of Africa, Eastern Europe and Central Asia, with a democratic façade that is often characterized by very weak checks and balances and serious human rights violations.

Many threats to democracy remain. Corruption is deeply entrenched in many countries. The interpenetration of politics and organized crime has spread across all continents and is undermining the credibility of democratic institutions. In certain democracies, security challenges in the face of terrorism and transnational crime have led to restrictions in some long-standing democratic practices. Autocratic regimes have extensively exploited the national security argument to tighten control over political dissent and abolish the rule of law.

The gross under-representation of women in politics remains a major flaw of democracies around the world, with very few exceptions. Even in those countries where participation is more balanced in numerical terms, inequalities in the role and influence of women and men on political decision making remain an issue. Economic and social inequality can erode the legitimacy of democracy in established democracies and threaten emerging democracies. Mass migration, problems of national identity and a growing number of persons who are not citizens of the country they live in also pose challenges to democracy. In addition, the linkages that certain groups make between social tensions and religious and ethnic diversity in democracies have facilitated the rise of extremist intolerant movements.

Traditional actors of political representation and participation—political parties and parliaments—are experiencing a major worldwide crisis of confidence. At the same time, democracy remains a highly motivating force of political engagement for citizens who continue to demand accountability in democracies and autocracies alike. Lively and innovative practices of democracy are mushrooming—particularly at the local level—often using new information and communication technologies. This combination of the crisis of traditional democratic actors and the vibrancy of the concept of democracy constitutes a major paradox, since sustainable democracy depends on both citizen mobilization and enduring institutions.
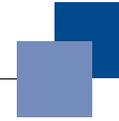
# 3. Lessons learned from International IDEA's past strategy cycle

### Focus on citizens as drivers of democratic change

It has become ever more apparent over the past decade that citizens are the driving force for democratic change, and that international actors should respect their leadership in building their democracies.

### A new paradigm of democracy cooperation is needed

In a multipolar and multidimensional world, challenges to democracy and innovative democratic experiences emanate from all continents and regions. There are now more citizens living under democratic government in the global South than in the North. Traditional patterns and methods of international support for democracy therefore need to change. Democracy is a proven universal value for citizens all across the world and should be accepted as a globally owned concept for which there is no single model. An ever-larger number of countries from both the global South and the North are in a position to both share their democratic experience and benefit from the experiences of others. In this context, the classical dichotomy between 'providers' and 'beneficiaries' of assistance needs to be replaced by collaborative peer relationships.

### Focus on the mobilization of political will and building consensus for democratic change

Since many countries request comparative knowledge and capacity building in various domains of democracy, building and sharing comparative knowledge remains important. The past decade has provided a number of lessons on how to make such knowledge more accessible and more relevant for those who will eventually use it. However, technical knowledge can foster democratic change only when the critical political will for change is present.

### Devote attention to people-driven processes that underpin institutional change

International IDEA works to a large extent with formal institutions. However, issues related to institutional reform cannot be separated from people-driven societal processes, which take place outside of institutions but impact on the relationship between citizens and institutions.

### Understand and share the diversity of the democratic experience

Beyond the universal basic tenets of democracy (choice, control of the government by the people and the political equality of citizens), democratic experiences and aspirations vary greatly. They include questions related to the status of minorities (and in some cases majorities), migrants, and the role of different social, cultural, professional and religious groups.

### Identify actors and situations that adversely affect democracy

Since democracy is about political power, political contexts will often include actors that challenge democratic change, threaten democratic achievements or make them vulnerable. Understanding such 'spoilers' and the dynamics they create is necessary to ensure that institutional reforms strengthen the sustainability and resilience of democracy.

*Better understand the economic dynamics that affect democracy*

Questions of equal access to economic opportunity and the need for democracy to deliver in economic terms are fundamental issues, both in regions where democracy is under consolidation (such as Latin America) and in countries where democracy has yet to take hold (such as the Arab world). For the international community, the inter-linkages between development, trade, investment and support to democracy in emerging democracies are also critical. The struggle by external actors for natural resources can lead to loss of sovereignty and limit the democratic space in a country. In addition, resource-rich countries face the risks posed by corruption and the unequal distribution of wealth to the consolidation of democracy.

*Design and implement democracy support programmes in the broader context of development, peace building and state building*

International IDEA's engagement in countries as part of the implementation of the previous Strategy has highlighted the need to address the implications of the multiple inter-linkages between democracy support, peace building, state building, development and the rule of law. Lessons learned from these processes include the need to foster more intense communication and interaction between the democracy, development, foreign policy and security communities at the national, regional and international levels.

## 4.  International IDEA's response

International IDEA will respond to the changed context for democracy cooperation and the lessons learned from the previous strategy cycle by adapting and sharpening its approaches within its areas of specialized knowledge, experience and capacity:

- Electoral processes;
- Constitution building;
- Political participation and representation processes; and
- Democracy and development.

International IDEA will also mainstream three cross-cutting areas:

- Gender;
- Diversity; and
- Conflict and security.

International IDEA's approach over the next strategy period will be characterized by the following:

International IDEA will focus on the citizen as a driver of change and will seek to better understand and incorporate people-driven processes into the design of its programmes.

Building on a collaborative approach to all its work, International IDEA will work in a spirit of peer dialogue, in which everyone has experiences and knowledge to share. It
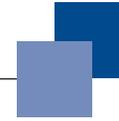
will systematically nurture an open and pluralistic understanding of democracy, which is respectful of the national context, and encourage a non-prescriptive and non-intrusive approach that is aligned with the priorities set by national actors. International IDEA will adopt this new approach as it expands its activities to new countries and regions and cooperates with new partners. It shall advocate this approach within the broader development and democracy communities; among political decision makers at the country, regional and global levels; and among its own Member States.

International IDEA will make its comparative experiences available to actors across the political and institutional spectrum in order to facilitate inclusive processes in which political will for change can emerge.

In its work, International IDEA will capture diverse experiences of democracy from around the globe and assess their potential relevance across regions and countries to incorporate them into the expanding body of comparative knowledge on democracy.

International IDEA will seek to address the challenges presented by trends that may adversely impact upon and threaten democracy.

The Institute will strive to better understand and capture in its work how economic dynamics and technological change affect democracy.

International IDEA will improve the design and implementation of its democracy support programmes in the broader context of development, peace building and state building.

## 5.    Priorities of engagement

International IDEA seeks to achieve its institutional objectives in three main ways:

- developing, sharing and enabling the use of comparative knowledge;
- facilitating dialogue to support democratic change; and
- partnering in reform efforts at the country level.

International IDEA will strive to ensure that democratic outcomes are consistent with:

- full and equal political participation and representation of women and men;
- inclusiveness with regard to the many expressions of diversity in society; and
- minimizing conflict and consolidating peace and security.

### 5.1.    Developing, sharing and enabling the use of comparative knowledge

International IDEA's knowledge sharing will continue to focus on making global comparative knowledge and experience available to national, regional and international actors engaged in reform processes at the country level. In this strategy period, International IDEA will endeavour to diversify its sources of knowledge and will engage more civil society and regional partners in knowledge gathering and dissemination. International IDEA will also work to provide greater support for the practical application of knowledge in reform processes in a policy-relevant manner, including in the development of its training tools.

International IDEA's knowledge sharing will continue to focus on electoral processes, constitution-building processes, political participation and representation, and democracy and development. Gender equality will be a key priority across these areas.

In building its comparative knowledge, International IDEA will seek to address questions related to demographic change, for example youth participation in politics and the ageing of many societies, which may have repercussions for democracy. It will also focus on the emergence of new political elites and the participation of important social groups—particularly those who are increasingly affected by discrimination and exclusion, such as minorities, migrants and indigenous populations.

International IDEA recognizes that technological change and new forms of media have created new mechanisms for communication that have implications for democracy and the freedom of expression in many countries. It will incorporate analysis of these trends, and their implications for democracy, into its work.

International IDEA will strive to better capture innovative democracy experiences that originate in the global South and their potential broader relevance for democracy building, for example, transitions brought about by popular uprisings, and the challenges and experiences in moving from such transitional moments towards longer-term and inclusive processes of institutional transformation. In order to better understand these people-driven democratic processes and integrate them into the planning and implementation of its knowledge sharing and other activities, International IDEA will enhance its analytical capacity and engage more proactively with representatives of popular movements at the country and local levels.

In its development of comparative knowledge, International IDEA will explore the challenges to democratization posed by undemocratic regimes. It will also support and conduct research in areas that are highly relevant for policymaking or reform processes, and provide decision makers with accurate information on existing options and their likely implications. In order to make its comparative knowledge more accessible and relevant for decision makers and policy practitioners, International IDEA will seek to produce more practical and issue-specific publications, especially in national and regional contexts. It will also strive to produce more publications in cooperation with research institutes and publishers from the global South, and in this context use diverse media more extensively and effectively.

## 5.2. Facilitating dialogue to support democratic change

International IDEA's efforts to support democratic change will build on its convening potential and focus on facilitating dialogue at the international, expert and country levels.

At the *international* level, International IDEA will engage in multilateral forums and initiatives in order to:

- build global understanding and synergies on key democracy issues;

- strengthen the scope and effectiveness of international cooperation on democracy;

- strengthen partnerships with regional organizations in developing and implementing democracy instruments and sharing democracy-building experiences within and between regions;

- signal new or emerging issues in democracy building; and

- enhance the focus on democracy within the broader international agenda, particularly peace building and state building.
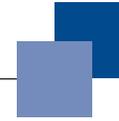
At the *expert* level, International IDEA's shall convene dialogues in order to:

- improve the design and implementation of policies in support of democracy;

- test and pilot the instruments and tools of such new policies; and

- make existing knowledge more widely available and ensure that it is effectively used.

## 5.3. Partnering in reform efforts at the country level

At the *country* level, International IDEA will engage upon the request of government, parliament or constitutional/electoral bodies. International IDEA's role as convenor and facilitator of dialogue at the country level will:

- seek to generate consensus and political will for democratic reform;

- make knowledge-based policy options available to actors in national reform processes;

- be grounded in International IDEA's non-prescriptive approach and use International IDEA's *State of Democracy Assessment Framework* and methodology as a baseline;

- help make democratic processes and institutions more inclusive, gender-equitable and supportive of development;

- privilege cooperation frameworks that engage not only governments but also broad national constituencies, including parliaments, political parties and key civil society actors; and

- ensure that work carried out at the request of governments does not legitimize undemocratic decisions or practices.

## 5.4. Full and equal political participation and representation of women and men

Democratic reforms will remain partial and flawed if they continue to exclude or marginalize women, both as protagonists and as beneficiaries of change. While there have been some improvements in the participation of women in political life, the changes have been seriously inadequate. International IDEA shall endeavour to deepen its emphasis on women's empowerment and gender equality in all its work streams and areas of impact. It will go beyond the purely quantitative aspects of gender-based inequality to promote positive change in the form of a more equal influence and impact of women and men in politics. International IDEA's work in this area remains anchored in global agreements and frameworks, such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Declaration and Platform of Action, the third Millennium Development Goal and UN Security Council Resolution 1325.

## 5.5. Managing diversity in a democratic framework

In today's globalized world, inclusiveness and meaningful participation in decision making as key features of democracy will be impossible to achieve without an intense focus on the multiple aspects of diversity (ethnic, cultural, linguistic, religious, etc.) and participatory governance. International IDEA will use these lenses to make sure that its knowledge-building, experience-sharing and policy-influencing activities involve and benefit all concerned identities and social groups without any discrimination or bias.

### 5.6. Democracy, conflict and security

Acknowledging that democracy can prosper and be sustainable only in an environment of peace and security, International IDEA will mainstream this dimension in all its programmes. Particularly in those countries where democratic transition is taking place in conjunction with a peace-building process, it will seek to help make the two processes mutually supportive. The persistence of unresolved internal conflict, the incursion of transnational organized crime into states and the illicit funding of politics all erode the consolidation of democratic practices and institutions. International IDEA will strive to enhance the focus on the regional impact of organized crime networks on political processes, with national, regional and global actors, through informed case studies, policy dialogues and targeted in-country programming.

### 5.7. Engagement with non-democratic and hybrid regimes

International IDEA shall develop principles for engaging with non-democratic and hybrid regimes that are based on a nuanced understanding of the dynamics that characterize such regimes. It will monitor political trends and gather and share evidence to illustrate the mutually reinforcing nature of democracy and development.

## 6. Areas of expertise

International IDEA's key areas of specialized expertise during the period 2012–17 will remain: electoral processes, constitution-building processes, political participation and representation processes, and democracy and development. The emphasis on these areas is based on their demonstrated high relevance for the strengthening of democracy worldwide, and takes into account International IDEA's accumulated knowledge and expertise.

### 6.1. Electoral processes

Free, fair and credible electoral processes are at the very core of democratic aspirations and of the institutional architecture of democracy. They translate into practice one of the basic tenets of democracy: the right of citizens to freely choose who will govern the country and to hold those people accountable for their deeds. International IDEA is acknowledged as a leading world institution in the development of comparative knowledge on elections, in providing support to national electoral bodies and in the design and promotion of innovative approaches and policies within international cooperation in the field of elections.

In light of the continuing global demand for capacity and comparative knowledge on elections, and the need to protect the integrity and credibility of electoral processes at the national, regional and global levels, International IDEA shall:

- continue to develop cutting-edge comparative knowledge on electoral processes, to share that knowledge globally, and to facilitate its adaptation and use at the country level wherever a demand for such knowledge exists;

- support the strengthening of capacities and the independence of national and regional actors involved in the organization, management and support of electoral processes;

- foster the adoption by these actors of approaches and policies geared towards enhancing the fairness, effectiveness, credibility and sustainability of electoral processes such as, in particular, the electoral cycle approach; and
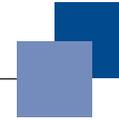
- lead international efforts to build consensus and political commitment to elevate the importance of electoral processes on the international agenda and to strengthen and protect the integrity of electoral processes.

## 6.2. Constitution-building processes

A constitution establishes how a society wishes to be governed. However, a constitution does not in itself ensure that democracy is supported, although it can be designed to do so. The process of developing a new constitution is just as important as the content, particularly in a post-conflict country. In the aftermath of the people-led uprisings in the Arab world, constitution-building processes are set to play a fundamental role in embedding calls for participatory and inclusive democracy in legitimate and representative constitutions. Globally, constitution-building processes remain vital, both for democracy and for the rule of law. Demand for constitution-building knowledge, resources and support is therefore likely to increase during the 2012–17 strategy period. International IDEA is emerging as a trusted provider of comparative knowledge and options for constitution building and reform, in terms of both content and process, and has successfully facilitated in-country political dialogue among stakeholders on critical constitutional issues. IDEA's constitution-building work will have the twin aims of increased national capacity for inclusive constitution building and more effective constitution building within international and regional democracy assistance.

During this strategy period, International IDEA shall endeavour to do the following:

- Increase its support of inclusive constitution-building and reform processes in countries, at their request. International IDEA shall stand ready to convene political dialogues among national actors across the political spectrum and to prepare and suggest options based on its comparative knowledge. It will also coordinate and facilitate the involvement of experts and policy practitioners with constitutional reform experience from other countries.

- Expand and fine-tune its comparative knowledge tools in the field of constitution building, drawing in particular on the emerging constitution-building experiences in the global South. In doing so, International IDEA shall seek to increase the utility and accessibility of its knowledge tools to targeted users in countries undergoing constitution-building or reform processes.

- Support the development of national capacities in the field of constitutional reform, including the creation of a national constitutional culture which focuses on the citizen.

- Foster the adoption of more effective strategic and institutional approaches to constitution building among international and regional actors.

## 6.3. Political participation and representation processes

The state of democracy in a particular country is often linked to its institutions of political participation and representation—namely political parties, parliaments and local governance bodies. Although they play a critical role in electoral democracies, political parties are also often regarded as the weakest link of democracy. In the 2012–17 strategy period, the Institute will expand its work on political participation and representation. International IDEA shall focus on improving the credibility, effectiveness and delivery capacity of the institutions of participation and representation, in particular political parties. It shall also seek to understand and incorporate new or emerging forms of political participation and representation in its work.

During this strategy period, International IDEA shall endeavour to do the following:

- Enhance the capacity of political parties and elected bodies to be responsible for inclusive participation and accountable representation. In doing so, the Institute shall facilitate multiparty dialogue as a way of generating political will for reform.

- Support the practical application of knowledge, drawing on the diversity of the democratic experience of many countries, taking into account innovative or customary mechanisms of participation and representation (particularly those generated in the global South).

- Engage with domestic actors across the political spectrum to improve the political cycle of accountability through proposals for reform aimed at making national politics work more effectively to: foster sustainable development; advance inclusiveness; empower women in political processes; reinforce the mechanisms and processes of accountability to citizens; and strengthen the focus on domestic democratic accountability (including the fight against corruption) within international development and democracy support mechanisms.

- Engage with domestic actors in order to improve their capacity to analyse and assess democratic trends in their countries and influence agendas for democratic reform.

- Convene and facilitate dialogues among practitioners, policymakers and political party actors to support effective, high-quality political party assistance.

## 6.4. Democracy and development

The relationship between democracy and development is frequently mentioned as one of the most important challenges facing the world today. The lack of economic and social gains from democratic transitions is a core concern in many regions. At the same time, economic development processes and external drivers sometimes undermine or bypass democratic actors, weakening them even further. Democracy, while a value in itself, also draws its sustainability and strength from its capacity to meet citizens' expectations that it will deliver socially inclusive and sustainable development. The democracy–development nexus is thus a core challenge for International IDEA to address by building on its comparative advantage as a non-development actor with a primary focus on the national political processes that are so essential for development.

In the new strategy period, International IDEA shall focus on the following areas:

- Political design for development: International IDEA will support political reforms aimed at creating democratic political systems that facilitate sustainable economic growth and social development. At the global level, this focus area will promote analysis of the factors within democratic systems that underpin success stories as well as democratic delivery failures. At the national level, this area will support analysis, dialogue and reform to provide incentives for effective development policies.

- 'Representation that matters': International IDEA will help parties and parliaments become more effective in shaping development policy. Political parties—and their elected representatives in parliaments—are critical linchpins in producing and overseeing development policy. In many countries, making the transition from clientilistic/personality-based to programmatic parties is the key to achieving a representation that can produce development outcomes.
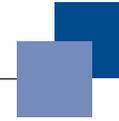
- External drivers and their impact on democracy: external factors can significantly influence, in a positive or negative way, democracy at the country level. In this area, International IDEA shall promote awareness, dialogue and capacity about how external drivers—the role of the private sector, international aid and international security considerations—can bolster democratic processes and institutions.

# 7. Organizational implications

International IDEA's new Strategy entails pursuing a further balanced and sustainable expansion of the Institute's membership, a strengthening of its network of partner organizations and a new distribution of work and resources within the Institute.

## 7.1. Member States

International IDEA will pursue a balanced and sustainable growth of its membership, commensurate with its status as a global intergovernmental organization and its mandate to support sustainable democracy worldwide. It will seek, in particular, to expand its membership in currently under-represented regions and to ensure a regional balance. Potential membership growth will be pursued in line with the criteria already set out in Article IV of International IDEA's Statutes.

## 7.2. Partners

In addition to its own institutional strengths, International IDEA's strong track record is also built on its capacity to cooperate closely with other national, regional and local partners. Supporting sustainable democracy requires long-term partnerships at all levels. International IDEA will seek to further strengthen its network of partners based on shared values, principles and goals, through thematic and methodological synergies. National, regional and global partnerships will be nurtured and further expanded with strategic, operational and geographic partners.

During the strategy period, International IDEA will engage in a more systematic mapping of partners across its areas of work. It will facilitate ongoing dialogue with non-member partner countries.

## 7.3. Regional and country focus

In line with the recognition that democracy's key actors are citizens and their representatives, International IDEA shall strengthen its focus on the country level. It will do so by engaging more closely with governments and other national and civil society actors across the political spectrum, and by making its knowledge production and its policy-influencing initiatives directly relevant and accessible to users at the country level.

Regional organizations and institutions have had an increasing role in supporting democracy through the development of regional normative instruments, as well as direct pro-democracy involvement in their respective regions. International IDEA will therefore strengthen its engagement with these organizations through dialogue initiatives, knowledge sharing and capacity building.

International IDEA will maintain, and further develop, regional programmes in Latin America and the Caribbean, Africa, Asia and the Pacific, and Western Asia and North

Africa (WANA). International IDEA will incorporate Europe and North America into its global comparative knowledge sharing as well as its analysis of global trends and challenges. The establishment and consolidation of International IDEA's regional programme for the WANA region will have particular priority as the next strategy period commences.

The implementation of this Strategy will require strengthening the capacity of International IDEA's regional programmes to:

- identify national and regional trends and needs;

- ensure the effective incorporation of such regional trends in International IDEA's global knowledge sharing;

- design the necessary responses to strategize and implement democracy-support programmes;

- mobilize and manage resources;

- act as interlocutors, partners and advisors with national and regional stakeholders; and

- emphasize democracy cooperation at the regional and inter-regional levels, in line with International IDEA's 'peer approach' to democracy cooperation.

The key criteria for International IDEA's country *engagement* in the above regions will be the following:

- A process of democracy building or democratic reform is called for, or under way.

- The need for international cooperation has been identified by relevant national stakeholders, who have expressed their wish to cooperate with International IDEA in the implementation of reforms.

- The process includes democracy-building dimensions that correspond to one or more of International IDEA's key areas of specialized expertise.

- The goals, activities and time frames for International IDEA's engagement are clearly defined.

- Synergies and complementarity with the work of other international actors on the ground are fully explored.

- International IDEA's Member States are supportive of the engagement.

- Resources for International IDEA's engagement can be allocated from the Institute's core budget or raised through additional contributions.

- International IDEA can commit itself to stay engaged in the country long enough to enable a lasting, sustainable impact.

- Basic security and logistic conditions make an International IDEA field presence possible.

The relevance of a particular country engagement will be reviewed on an ongoing basis. Criteria for *disengagement* include:

- Key outcomes of International IDEA's engagement have been achieved (e.g., local capacities have been developed or institutional reform has been completed).
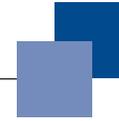
- Relevant national actors do not think that further support by International IDEA can continue to significantly assist the reform process.

- Internal political circumstances have changed to the extent that they prevent International IDEA from pursuing its engagement towards achieving the planned outcome.

- Resources are no longer available.

## 7.4. Global level

At the global level, International IDEA will focus on:

- strategic planning and monitoring of the implementation of the Strategy;

- analysis of global democracy trends and identification of global democracy issues that should be addressed by International IDEA or by the international democracy-support community;

- the design and implementation of programmes;

- the consolidation, maintenance and further development of global comparative knowledge in International IDEA's key areas of specialized expertise;

- reinforcement of, and support for, regional programmes;

- quality control of International IDEA's key global products;

- facilitating International IDEA's governance and serving its Member States, Board of Advisors and key global partners;

- global financial management; and

- resource mobilization and securing predictable funding frameworks for the sustainable growth of International IDEA.

## 7.5. Communications and advocacy strategy

Given the scale and diversity of its audience, International IDEA shall build a multi-targeted communications strategy that is sensitive to differences with regard to gender, culture, language and means of accessing information. International IDEA will be consistent and coherent in delivering its messages, clearly articulating its own contribution to democracy-building processes.

International IDEA's advocacy strategy will focus on building and strengthening the commitment to democracy among national, regional and global policymakers and public opinion at large. International IDEA shall prioritize a limited number of issues for global advocacy policy campaigns on a two- to three-year cycle. It will also seek to promote and strengthen a new approach to international democracy support that is based on partnership and cooperation rather than the 'provider–beneficiary' dichotomy. In its communications work, International IDEA will facilitate linkages across different networks and communities of practitioners and policymakers.

## 7.6. Internalization and implementation of the Strategy from the perspective of programming, organization and human resources

The internalization and implementation of this Strategy requires the following measures to be undertaken:

- a real and relative shift of resources from International IDEA's headquarters in Stockholm to its regional offices;

- building up analytical capacity and support functions, such as human resources and planning/reporting, in regional offices;

- placing in regional offices expertise in IDEA's specialized knowledge areas;

- strengthening staff development, mobility and internal learning across the organization;

- stronger engagement between Member States and the Secretariat in the Institute's regional programmes;

- fostering an organizational culture that is geared towards achieving synergy and collaboration with all stakeholders, internally and externally;

- developing adequate security procedures and stable legal frameworks for International IDEA's field presence, based on a satisfactory headquarters agreement;

- updating organizational infrastructure in ICT, information and knowledge management and internal communications; and

- maintaining a results-based, effective and efficient management system and organizational structure.

This Strategy sets the direction for International IDEA for the six years 2012–17. The accompanying three-year programme and budget 2012–14 operationalizes the Strategy. In line with the outcome of the mid-term review of the Strategy, which will be conducted in 2014, a further three-year programme and budget will be developed for 2015–17.
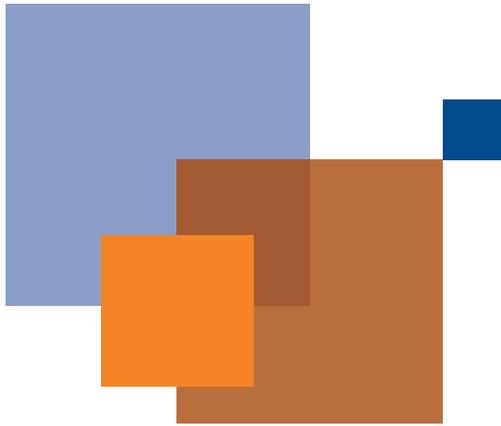
International IDEA's mission is to support sustainable democracy worldwide. International IDEA is the only global intergovernmental organization with the sole mandate of supporting democracy.

This Strategy sets out International IDEA's priorities for the six years 2012–2017. IDEA's key areas of expertise—electoral processes, constitution building, political participation and representation, and democracy and development—will remain, as will the three cross-cutting areas of gender, diversity and security. There will be renewed focus on citizens as drivers of democratic change; on working with a peer approach; making global comparative knowledge and experience available at the country level; equal political participation and representation of women and men in politics and decision making; the intersection between democracy, development, peace building and state building; and capturing diverse experiences of democracy in IDEA's work. IDEA will increase its focus on country-level work during 2012–2017.

The citizen is at the heart of democracy, and democracy has proven itself central to citizens' aspirations. Democracy remains a universal human aspiration and a powerful force of political mobilization for change, as witnessed by citizen-led movements which are demanding democratic reform. At the same time, many challenges to democracy remain—the persistence of autocracy and semi-autocracy; the linkages between politics and organized crime; and the gross under-representation of women in politics.

IDEA's work is characterized by a non-prescriptive and collaborative approach to democracy cooperation. There is no single and universally applicable model of democracy. The critical choices are best made, and the quality of democracy best gauged, by the citizens themselves.

International IDEA's vision is to be the primary global actor in sharing comparative knowledge and experience in support of democracy.