



Supporting Democracy Worldwide

A retrospective report on our work, 2012–17

International Institute for Democracy and Electoral Assistance

© 2018 International Institute for Democracy and Electoral Assistance

International IDEA publications are independent of specific national or political interests.
Views expressed in this publication do not necessarily represent the views of International IDEA,
its Board or its Council of Member States.

International Institute for Democracy and Electoral Assistance
Strömsborg
SE-103 34 Stockholm
Sweden
Telephone: +46 8 698 37 00
Email: info@idea.int
Website: <http://www.idea.int>

Coordinating Editor: Raul Cordenillo
Design, layout, illustrations and icons: Joshua Sowah
Cover design: Joshua Sowah
Printer: Trydells Tryckeri, Sweden

ISBN: 978-91-7671-144-6

Supporting Democracy Worldwide

A retrospective report on our work, 2012–17

About us

The International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization with the mandate to promote and advance democracy worldwide. Our vision is a world in which democratic processes, actors and institutions are inclusive and accountable and deliver sustainable development to all.

Our mission is to advance democracy worldwide, as a universal human aspiration and an enabler of sustainable development, through support to the building, strengthening and safeguarding of democratic political institutions and processes at all levels.

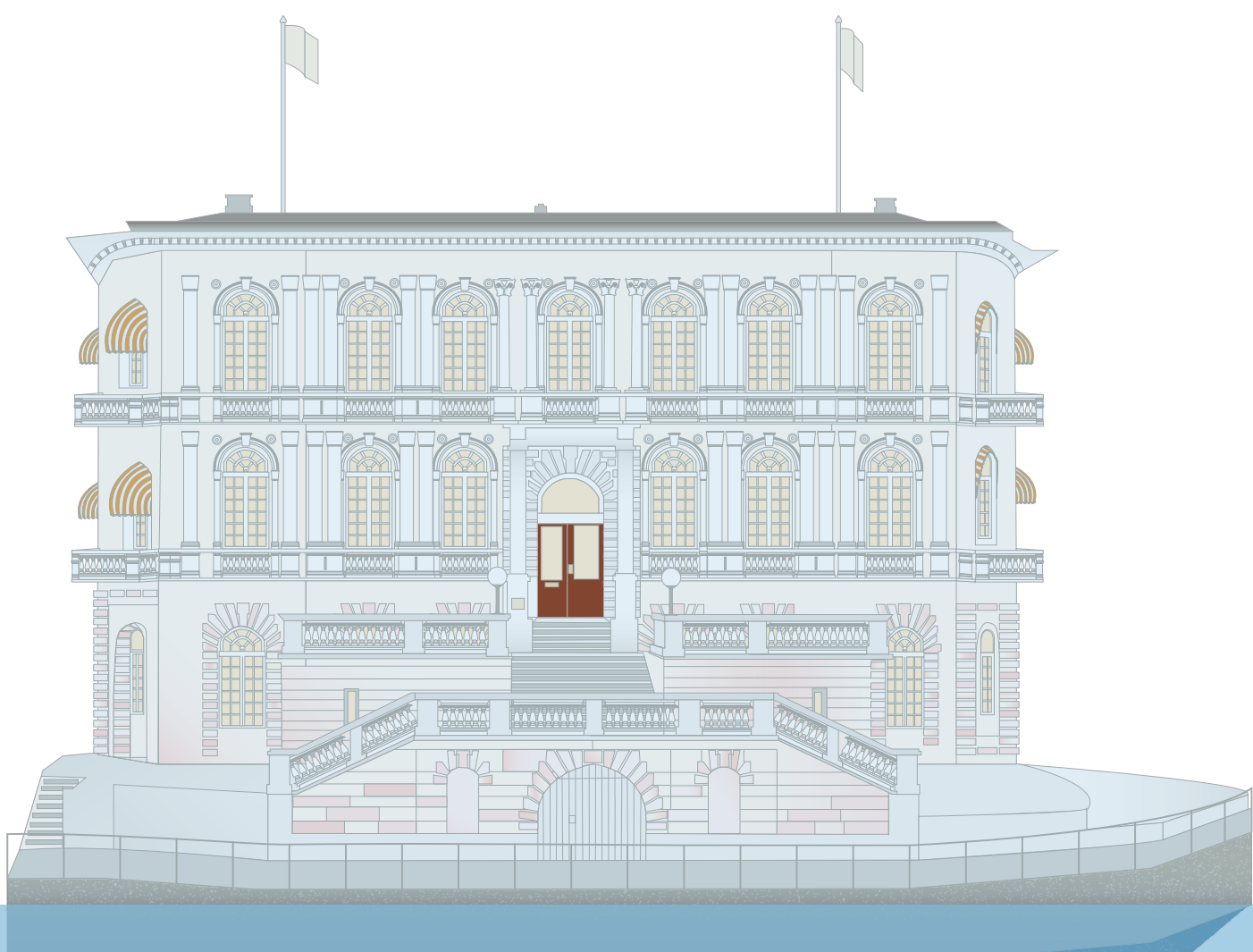
International IDEA advances its mission by providing analysis of global and regional democratic trends; producing comparative knowledge of good international democratic practices; offering technical assistance and capacity-building on democratic reform to actors engaged in democratic processes; and convening dialogue on issues relevant to the public debate on democracy and democracy building.

To achieve our mission, International IDEA contributes to the public debate on democracy and assists in strengthening processes, reforms, institutions and actors that build, advance and safeguard democracy, with a focus on three impact areas:

1. electoral processes;
2. constitution-building processes; and
3. political participation and representation.

The themes of gender and inclusion, conflict sensitivity and sustainable development are mainstreamed across all our areas of work.

International IDEA works worldwide. Its headquarters are based in Stockholm and it has regional and country offices in Africa, the Asia-Pacific, Europe and Latin America and the Caribbean. International IDEA is a Permanent Observer to the United Nations and is accredited to the European Commission and the European Parliament.



Foreword

by the Secretary-General

As International IDEA commences the implementation of a new five-year strategy in 2018, it is an opportune moment to look back on the achievements during the 2012–17 Strategy period. Alongside our efforts to learn from the challenges faced during this period, it is also important that we celebrate our achievements and successes.

The 2012–17 Strategy was developed in 2011, which was a momentous year for democracy around the world. It was the height of a wave of citizen-led uprisings across the Middle East and North Africa and the toppling of longstanding autocratic regimes. In more established democracies, citizens from all walks of life took the lead in mobilizing massive popular protests as expressions of their frustration with how politics and its elites had not sufficiently delivered fair access to opportunity, employment and education. With more rapid access to information owing to advances in information and communications technologies, citizens demanded greater accountability from their decision-makers. All of these factors served to reaffirm that the citizen is at the heart of democracy, and that democracy is central to people's aspirations.

International IDEA responded by looking for new and creative approaches that addressed citizens' demands for change to ensure that democracy would be strengthened and not weakened by the increasing needs of citizens for democracy to deliver. A greater focus on citizens and their role in national democracy-building efforts became more integral to our work. We also designed our programmes to strengthen the accountability and responsiveness of political parties to respond to these demands and to support more inclusive political participation.

International IDEA was key in shifting the debate away from the perception that democracy can be built by occupying a central space like Cairo's Tahrir Square or protesting on Wall Street. Instead, citizen mobilization needs to be channeled into institutions and processes that can influence real action. This means strengthening the responsiveness, accountability and outreach of political parties through innovative practices, and overcoming the establishment's instinctive resistance to change.

In addressing this, International IDEA worked towards developing stronger democratic institutions and processes that are more responsive to citizens, ushering in inclusive participation and accountable representation. Through a renewed focus on bringing our global knowledge and experience into practical partnerships with those pursuing democratic change in countries, we contributed to increasing the capacity, legitimacy and the credibility of democracy.

Democratic progress is, however, not always linear and is often subject to stalling or reversal. Building democracy is fraught with challenges and even mature democracies can corrode if they are not nurtured and protected.

International IDEA operated in a rapidly changing politico-economic environment throughout the 2012–17 period. We had to be on the lookout for opportunities and risks to be effective. We had to be flexible to changing circumstances in the places where we work.

In this retrospective report, we highlight International IDEA's 'think-and-do-tank' nature. On one hand, we are a global agenda setter, enriching the democratic debate, developing and developing democratic norms and informing policy discourse and formulation. On the other hand, we help build the capacity of democratic actors, both in new and advanced democracies, at the regional and country levels, to take informed decisions that respond to the needs of their citizens and, ultimately, improve their democracy.

When I joined International IDEA in mid-2014, I focused on close engagement with our Member States to ensure alignment of our work to their aspirations. In 2016, Benin and Brazil became Member States, expanding our geographic scope and reach. I also put emphasis on communications, ensuring that our knowledge resources and analysis are more widely read, accessible and useful to a diverse set of audiences, and that they ultimately help influence democratic processes and policy reforms worldwide.

With the objective of spearheading global debate and analysis of democracy, I pushed for the development of our flagship publication, The Global State of Democracy and the Global State of Democracy indices, which provide a global health check on democracy. With the launch of our Wider Europe Programme, I broadened the scope of our work, allowing us to participate in current democracy reform efforts, particularly in Eastern and Central Europe.

To improve International IDEA's governance, I also oversaw improvements in our internal accountability and financial systems. 2016 marked the successful completion of the European Commission Pillar Assessment of International IDEA's financial, reporting and procurement systems. International IDEA also raised its financial reporting level to full compliance with International Public Sector Accounting Standards (IPSAS) for the first time.

Our programmatic successes as highlighted in this report and the continuing positive internal reforms are a strong basis for our organization to initiate its new five-year Strategy for the 2018–22 period. This allows International IDEA to better fulfil its founding mandate to support and advance sustainable democracy worldwide.



Yves Leterme
Secretary-General

Contents

| | |
|--|-----------|
| About us | 2 |
| Foreword | 4 |
| 1. Setting the global democracy agenda | 8 |
| Advancing global debates | 10 |
| <i>The Global State of Democracy: Exploring Democracy's Resilience</i> (2017) | 10 |
| <i>Democratic Transitions: Conversations with World Leaders</i> (2015) | 12 |
| <i>Deepening Democracy: A Strategy for Improving the Integrity of Elections Worldwide</i> (2012) | 13 |
| Developing democratic norms | 14 |
| Inclusive processes for sustainable constitutions | 14 |
| Risk management as a standard for elections | 15 |
| Addressing the undue influence of money in politics | 16 |
| Integrating gender equality in democracy-building | 18 |
| Advancing the principles of democracy | 20 |
| Promoting democratic principles at the United Nations and in the 2030 Agenda | 20 |
| Reinforcing democracy as a fundamental value of the European Union | 22 |
| Fostering an inter-regional dialogue on democracy | 24 |
| Supporting the democratic mandates of regional organizations | 25 |
| 2. Support to democracies in transition and consolidation | 26 |
| Africa and West Asia..... | 28 |
| Democratizing natural resource governance in Ghana | 30 |
| Preventing electoral violence in Kenya | 31 |
| Improving the participation of women and youth in Tunisia | 32 |
| Addressing gender inequality in Zambia | 33 |
| Asia and the Pacific | 34 |
| Supporting civic education and the parliament in Bhutan | 36 |
| Enhancing capacities for credible elections in Myanmar | 37 |
| Building an inclusive constitution in Nepal | 39 |

| | |
|---|----|
| Latin America and the Caribbean | 40 |
| Achieving gender parity in Bolivia | 42 |
| Promoting inter-party dialogue in Haiti | 43 |
| Improving political inclusion and protecting politics in Peru | 44 |
| Wider Europe | 46 |
| Increasing political finance transparency in Georgia | 48 |
| Improving local democracy and empowering political parties in Ukraine | 49 |
| International IDEA in the media | 50 |
| Knowledge products | 52 |
| Financial overview | 54 |
| Image captions and credits | 56 |



Setting the global democracy agenda



In our 2012–17 Strategy, our vision was to be the primary global actor in sharing comparative knowledge and experience in support of democracy.

We achieved this vision by leading global debates and discussions on democracy through the launch of three seminal publications: *The Global State of Democracy: Exploring Democracy's Resilience* (2017), *Democratic Transitions: Conversations with World Leaders* (2015) and *Deepening Democracy: A Strategy for Improving the Integrity of Elections Worldwide* (2012).

We also helped inform the development of democratic norms worldwide.

First, we coined and promoted the term 'constitution-building', highlighting the importance of process for the sustainability of a constitution.

Second, we advanced the concept of risk management in the conduct of elections, leading to the setup of risk management policies in election management bodies (EMBs) worldwide, and the creation and utilization of the Electoral Risk Management Tool (ERM Tool).

Third, we highlighted the significant impact of money in politics—both legal and illicitly obtained—in democracies and stressed the importance of policies and accountability institutions to mitigate and monitor its impact.

In line with this global advocacy on democracy, we will continue to advance the *principles* of democracy, including through the incorporation of democratic principles in the Agenda 2030 for Sustainable Development, advocating for the relevance of democracy in the internal and external actions of the European Union, and supporting the application of democracy in the African Charter of Democracy, Elections and Governance.

The Global State of Democracy: Exploring Democracy's Resilience (2017)

Is democracy really in trouble, or do recent events simply signal a temporary downward fluctuation?

In November 2017, we published the first edition of *The Global State of Democracy*, a multi-part report backed by a newly developed *Global State of Democracy Indices* (GSOD Indices). This biennial report seeks to address the lack of analytical material on democracy-building and the quality of democracy internationally, and to provide actionable policy options and recommendations for key political institutions and actors in their efforts to support and advance democracy.

The first edition adopted the theme 'Exploring Democracy's Resilience' in order to look closely at the key challenges to democracy and the enabling conditions for its resilience. Based on the GSOD Indices, the report qualifies the global picture on the state of democracy. Contrary to general perceptions, in the period 1975–2015 democracy advanced worldwide, with most electoral democracies established during this period surviving. Moreover, the number and proportion of countries holding elections have increased.

Governments are now more representative of (and responsive to) their constituencies, more countries respect the fundamental rights of their citizens, and social rights and equality feature sharp improvements. Furthermore, governments are more constrained by checks from parliaments, the judiciary and the media.

At the same time, since 1975, democracies around the world have grappled with corruption and faced severe challenges in upholding the rule of law. Although many regions and countries have recently seen reversals or declines in the quality of their democracies—owing to global challenges such as populism, the unchecked influence of money in politics, inequalities and conflict—it is not yet possible to see clear and visible tendencies of progress or decline.

The analysis in this ground-breaking report shows that, when democratic backsliding occurs, the value people give to democracy is strengthened. This demonstrates the



clear need for governments, institutions, civil society and citizens to recognize and tackle the threats that undermine democracy.

The report has been well received and welcomed, with launches on all continents and a strong response in both traditional and social media. Supported by a film, an online data portal and a wealth of analytical resources, *The Global State of Democracy* has so far generated approximately two million engagements worldwide.

“This report should be mandatory reading for politicians everywhere.”

—**Ine Eriksen Søreide**, Minister of Foreign Affairs of Norway, at the launch of *The Global State of Democracy* in Oslo

The Global State of Democracy is available in print and digital formats, with Overviews in Arabic, English, French and Spanish.



Democratic Transitions: Conversations with World Leaders (2015)

Building democracies to replace authoritarian regimes is not easy. Leaders cannot by themselves bring about democracy, but their contributions are essential.

An initiative of International IDEA, and published by Johns Hopkins University Press, *Democratic Transitions: Conversations with World Leaders* has enriched the ongoing discourse on democratic transitions, highlighting the importance that leaders play in nurturing new democracies.

A collection of interviews backed by deep political analysis, the book is a unique exploration of how countries become democracies, and the first volume in any language that focuses on learning lessons from political leaders about promoting and managing democratic transitions.

Through personal reflections on ending authoritarian rule and building democracy by 13 former presidents who have played key roles in democratic transitions over the past 30 years, the editors, Sergio Bitar and Abraham F. Lowenthal, focus on each leader's principal challenges and goals as well as their strategies to end authoritarian rule and construct democratic governance.

The book also includes context-setting introductions by country experts highlight each nation's unique experiences and challenges; a chapter by Georgina Waylen analysing women's often underestimated roles as leaders; and a foreword by Tunisia's former president, Mohamed Moncef Marzouki, which underlines the book's relevance in North Africa, West Asia and beyond.

This well-cited book, which is also available in Arabic, Dutch, French, Myanmar (selected chapters) and Spanish, distils lessons about how democratic transitions have been and can be carried forward in a changing world, emphasizing the importance of political leadership.

"This book provides impressive insights on how political leaders helped their countries navigate from dictatorships toward democracy. A must-read for future transitions."

—Michelle Bachelet

President of the Republic of Chile

"Democratic Transitions accomplishes a remarkable feat, providing a readable and engaging history of the Third Wave of democratization for general readers and students, while filling in countless important details that specialists will appreciate. The lessons the editors draw from the unique individuals they interviewed provide critical guidelines for future political leaders and for those who want to help build democracies."

—Francis Fukuyama

Stanford University

"What makes countries become successful democracies? There is much theoretical literature on the topic, but this book is different and special. It answers the question through interviews with the key players in some of the most important transitions to democracy in recent decades. The result is a fascinating empirical exploration of a vital issue, rich with detail and insights."

—Fareed Zakaria

CNN

Deepening Democracy: A Strategy for Improving the Integrity of Elections Worldwide (2012)

Elections are vital to democratic government, but they are not sufficient.

Too often, incumbents rig elections, illicit funding or media bias distort the electoral process, and losing candidates refuse to accept the results. Where elections are marred in these ways, people lose faith in democracy and the political process, and human rights and security are put at risk.

From 2010 to 2012 the Global Commission on Elections, Democracy and Security, jointly convened by International IDEA and the Kofi Annan Foundation, and comprised of former world leaders, Nobel laureates and experts, conducted global consultations, independent research and discussions on how to protect and promote the integrity of elections.

The final report of the Commission urges national and international action and identifies five major threats, including the issue of 'uncontrolled, undisclosed, illegal and opaque political finance'. In its recommendations, the Commission calls for:

- The creation of a global certification process to evaluate and grade EMBs on their professionalism, independence and competence, including a code of conduct.
- Efforts to address the growing threat to democracy posed by the financing of political campaigns, parties and candidates by transnational organized crime.

- Commitments by domestic election observers to global standards through the Global Network of Domestic Election Monitors.
- The creation of a new transnational civil society organization, Electoral Integrity International, to bring global attention to countries that succeed (or fail) to organize elections with integrity.
- The prioritization of government and donor funding and political engagement throughout the entire electoral cycle of countries with problematic elections, supporting necessary dialogue and citizen participation as well as technical improvements.
- Actions by regional organizations to publicly identify and speak out against unacceptable electoral malpractice that would trigger immediate multilateral condemnation and sanctions.

These recommendations are being followed through by the Global Commission members and have influenced the conduct of democracy support worldwide, as shown for example in increased scrutiny of the financing of political campaigns, domestic election observation, and professionalization of EMBs.

The Commission report is available in Arabic, Bahasa Indonesia, English, French and Spanish.

Members of the Global Commission on Elections, Democracy and Security

Mr Kofi Annan
H.E. Dr Ernesto Zedillo Ponce de León
H.E. Mr Martti Ahtisaari
Dr Madeleine K Albright
Ms Louise Arbour
Mr Vidar Helgesen
Dr Rima Khalaf Hunaidi
H.E. Dr Festus Mogae
Professor Dr Amartya Sen
Mr Javier Solana
H.E. Prof Dr Vaira Vīķe-Freiberga
H.E. Dr N. Hassan Wirajuda



Inclusive processes for sustainable constitutions

Today, nearly every democratic country has a written constitution: a vital document that describes the basic principles of the state, the structures and processes of government and the fundamental rights of citizens.

A constitution defines the powers allotted to the three branches of government (the executive, the legislature and judiciary) and regulates the relationship between them. A law enacted by the government has to be in conformity with the constitution, which also prevents the abuse of power by those who carry out government functions.

In order for a constitution to be sustainable, we stress the importance of an inclusive process. For this reason, we have conceptualized our work on constitutions as a ‘building’ process alongside efforts to develop texts that reflects the interest of citizens.

We operate the largest specialized knowledge generation programme in the area of constitution-building, making us a recognized thought leader and convener in the field. We produce knowledge resources in the form of thematic publications, videos and opinion pieces. It also collates information and analysis regarding ongoing constitutional processes through a dedicated online community portal, [ConstitutionNet](#).

Building on our broad base of expertise, we provide direct in-country assistance through recommendations, and organize workshops and dialogues for political leaders, civil society actors and international advisers. The countries, to date, include Afghanistan, Bolivia, Chile, Ecuador, Egypt, Libya, Myanmar, Nepal, the Philippines, Sri Lanka, South Sudan, Tunisia, Ukraine and Yemen.

Our support focuses on post-conflict constitution-building processes, on how constitutional issues relate to overarching peace processes, and constitutional design for divided societies emerging from conflict.

We work with local, regional and global partners to raise awareness and provide the necessary technical assistance, capacity building and knowledge sharing to avoid conflict and consolidate democracy in the constitution-building process.

“UNDP’s work in governance and peacebuilding relies on partnerships, and International IDEA’s constitution-building programme has become a central reference point and thought leader for the field.”

—**Jason Gluck**
UNDP

“The comparative knowledge of International IDEA was a great asset to us in deciding on the design of the participatory constitution-building process, as was their respect for leaving the actual decisions to us. I would certainly suggest to others involved in constitution-building, to consult International IDEA for their knowledgeable and respectful approach.” [Translated from Spanish]

—**Tomas Jordan**

Advisor in Constitutional Law in the Ministry General Secretariat of the Presidency, Republic of Chile

Risk management as a standard for elections

Elections are intrinsically conflictual processes. Confrontations over political views and competition for power are important pillars of credible electoral processes.

These confrontations can, however, increase tensions and sometimes trigger violence, which can undermine democracy. To mitigate this risk, we promote the institutionalization of risk management as a standard in holding credible elections through the [ERM Tool](#).

The ERM Tool is designed to empower people to ensure peaceful and credible elections. It is designed for use by EMBs, security sector agencies, civil society and other state and non-state actors, and aims to build the user's capacity to understand, analyse and mitigate electoral risks.

Since its launch as a global public good in 2013, approximately 200 users in over 60 organizations have been issued licenses to use the ERM Tool. In 2017, version 7 of the software was released, with menus in Arabic, English, French, Myanmar, Russian and Spanish, which allows for an expanding user base.

We have helped organizations implement the ERM Tool in 10 countries. Assistance has been provided to the electoral commissions of Fiji, Iraq, Kenya, Libya, Macedonia, Nepal and Nigeria. The AU's Peace and Security Department has received training on the ERM Tool's knowledge resources on risks to electoral processes. India's International Institute of Democracy and Election Management (IIEDM) has also included an introduction to the ERM Tool in its international training programme.

We also partnered with the AU Commission in organizing the international 'Electoral Risk Management Conference' in Addis Ababa on 1–3 December 2015, at which many participants expressed interest in partnering with International IDEA and the AU Commission in strengthening their risk-management capacities.

As follow up, we participated in the first International Specialized Course on Electoral Risk Management

organized by the Instituto Nacional Electoral (INE) of Mexico and the Community of Democracies in 2016. We also took part in expert meetings of the Electoral Commission of India on the institutionalization of electoral risk management. A Policy Paper entitled *Risk Management in Elections* appeared in the same year.

"We are very happy to be a part of International IDEA['s] project. It help[ed] us to better prepare and evaluate elections, and we would like to recommend this tool to all electoral management bodies. It helped to estimate election risks not necessarily related to conflict and security. It also helped to improve electoral management and it increased confidence of voters in [the] election process."

—**Irena Hadžiabdić**

Member of the Central Election Commission,
Bosnia and Herzegovina

"It is very important that INEC fully understands all aspects of the ERM Tool, therefore technical trainings of this kind are critical for us (INEC) to have full ownership... we have so far managed, using consolidated data from the December workshop, some innovative and very accessible risk maps that will help the commission analyse risks ahead of the 2015 elections."

—**Agoha Ifeanyi**

Assistant Director of the Independent National Election Commission of Nigeria (INEC)

Addressing the undue influence of money in politics

If the role of money in politics is not controlled and carefully regulated, it can pose a threat to democracy.

Illegal political finance can result from criminal networks infiltrating political processes and establishing their own political parties or buying candidates. Legal political finance can also corrupt political systems, particularly if major donors are then able to influence political outcomes more than ordinary voters.

Through our work on money in politics we seek to create a fair and level playing field for political competition; increase financial accountability of political actors to citizens; protect democratic politics from money-based influence; and effectively enforce political finance regulations. Our activities in this area include stimulating national debates on legal reforms (see Key Events), building institutional capacity and producing global comparative knowledge.

Our [Political Finance Database](#), covering more than 180 countries, is the leading online source of comparative information for those interested in money in politics. The Database answers 43 fundamental questions on political finance bans and limits on private income, public funding, regulations and spending and reporting, oversight and sanctions.

The second edition of our seminal Handbook, *Funding of Political Parties and Election Campaigns: A Handbook on Political Finance (2014)*, addresses the problems of money in politics by analysing political finance regulations around the world and providing guidance for reform. Widely downloaded and read, the Handbook has become a key reference point for efforts to reform political finance regulation.

A new report, *Digital Solutions for Political Finance Reporting and Disclosure: A Practical Guide (2017)* builds on the Handbook's recommendations, providing guidance for developing online reporting and disclosure systems.

Key Events

OECD Forum on Financing Democracy and Averting Policy Capture—Paris, 3–4 December 2014

International Seminar on Electoral Financing and Democracy
—Brasilia, 11–12 June 2015

The Global conference on Money in Politics
—Mexico City, 3–5 September 2015

South Asia Regional Conference on the use of Money in Politics and its Effects on People's Representation
—New Delhi, 15–16 December 2015

First and Second Money in Politics Regional Conference
—Tbilisi, 18–19 February 2016, 19–20 June 2017


New Delhi Declaration on Political Finance Regulation in South Asia

Adopted in New Delhi, India, on 16 December 2015, the Declaration responds to the need to strengthen the regulation of political finance (uneven access or use of money) across the South Asian region and elsewhere in the world by ensuring a level playing field among political parties and ultimately serves the welfare of public rather than special interests.

A series of reports developed and published in 2016 in partnership with the Global Initiative Against Transnational Organized Crime highlighted the impact of organized crime on elections, political parties, local democracy and public service delivery.

Moreover, through the development of the IntegriTAS threat assessment system, we are creating a new tool to produce early warnings regarding the potential nexus between organized crime and democratic actors. Work on the development of the software has created new opportunities to provide advice to policymakers working on anti-corruption efforts in contexts as diverse as Africa, the Balkans and South America.

Through the documentary film, *Power in our Pockets: Social Media, Money and Politics in the Digital Age*, we highlighted the power of social media to boost public participation and raise funds in politics, with a special focus on Indonesia, Spain and the United States. The film premiered in Washington, DC, in June 2016 and at the 2016 Deutsche Welle Global Media Forum in Bonn, Germany, where it was shown to policymakers, journalists and activists.



Integrating gender equality in democracy-building

Gender equality is a cornerstone of a democratic and just society.

The pursuit of democracy is incomplete without policies, measures and practices that seek to reduce inequalities between men and women in all spheres of life. Democracy is meant to transform power relations between men and women by promoting the equal distribution of power and influence between women and men.

Our commitment is to ensure that gender equality is integrated in democracy-building, and this commitment is affirmed by our full support for Sustainable Development Goal 5: achieving gender equality and empowering all women and girls.

During the entire 2012–17 Strategy period, we have committed to the production and promotion of knowledge resources that advance gender equality and mainstream gender in all aspects of democracy. Two Guides—*A Framework for Developing Internal Gender Policies for Electoral Management Bodies (2016)* and *A Framework for Developing Gender Policies for Political Parties (2016)*—focus on how EMBs and political parties can help ensure gender equality via their internal operations and processes. These Guides have garnered interest from democracy-support organizations, including the UN Organization Stabilization Mission in the Democratic Republic of the Congo.

In 2016, we created a unique workbook that helps users analyse a constitution or draft constitution from the perspective of the substantive equality of women. The first of its kind, the workbook uses a series of questions, short explanations and example provisions from constitutions around the world to examine the most critical constitutional issues that affect women's rights and gender equality. The results of the assessment carried out in Nepal, for example, were used to bring together women stakeholders from diverse communities—Dalit, indigenous, Madhesi and Muslim—to identify issues to be tackled and to set a corresponding advocacy agenda in the country.

In partnership with the Inter-Parliamentary Union and Stockholm University, we maintain the Gender Quotas Database, which is the premier online resource for country-level information on quota systems around the world (covering 130 countries). Gender quotas are numerical targets that stipulate the number or percentage of women who must be included in a candidate list or the number of seats to be allocated to women in a legislature. Quotas aim to reverse discrimination in law and practice and level the playing field for women and men in politics.

Through our thematic reports, we also bring to light key challenges to gender equality. For example, *Regional Organizations, Gender Equality and the Political Empowerment of Women* (co-published with the Community of Democracies and UNDP in 2017) presents key instruments for promoting gender equality and political empowerment of women that are currently in place at the global and regional levels, highlighting the challenges, opportunities and successes that each organization has encountered in the implementation within their respective regions.

Political finance and the equal participation of women in Colombia: a situation analysis (co-published with the Netherlands Institute for Multiparty Democracy in 2016) examines the impact of economic resources on the political participation of women has become a prominent issue in the field of comparative political finance.

Journeys from Exclusion to Inclusion: Marginalized women's successes in overcoming political exclusion (2013) identifies critical factors preventing marginalized women's inclusion in customary and democratic decision-making structures and describes how women have worked to overcome barriers to their participation.

Women Members of the Constituent Assembly

This extraordinary document features the stories of the 197 women elected to the Constituent Assembly of Nepal in 2008, highlighting their struggles, hopes and perseverance in bringing equality to Nepali society.

"I am confident that these biographies will inform everyone in the Constituent Assembly, the country and the international diaspora of the challenges that women have faced – and overcome – to be part of this historic process. In addition, I hope that this publication will inspire women members of the Constituent Assembly to move ahead with more determination in the days to come."

—Purna Kumari Subedi

Vice Chairperson, Constituent Assembly (Nepal)

LGBTI Political Inclusion Journeys

This documentary film follows the trajectories of lesbian, gay, bisexual, transgender and intersex (LGBTI) groups in Malawi and Nepal, aiming to showcase strategies for political inclusion of LGBTI people as a principle of democratic participation in public life.

"Citizenship is about equality... If you are government, if you are able to deliver the social services, if you are able to deliver in terms of good governance and rule of law for all citizens equally that is the best noble cause that you can do."

—Gift Trapence

Executive Director, Center for the Development of People, Malawi in 'LGBTI Political Inclusion Journeys'



Promoting democratic principles in the United Nations and in the 2030 Agenda

The UN General Assembly granted Observer status to International IDEA on 9 December 2003, allowing its representatives to speak at General Assembly meetings and sponsor and sign resolutions.

A strong partnership with the United Nations, its departments and specialized agencies working on democratic governance and electoral processes was fundamental to our founding in 1995. While we operate independently of the UN, our Member States are also UN Members and, in the spirit of cooperation, both organizations work closely together on democracy initiatives.

Building democracy is a goal closely related to the three pillars of the UN: development, peace and security, and human rights. We support the UN in its work by contributing to policy debates and agendas on democracy and promoting multilateral dialogue. We also partner with the UN to develop internationally accepted codes of conduct, principles and best-practice guidance in the fields of democracy assistance.

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

Throughout the OWG process, we advocated a democratic governance perspective in the definition of the SDGs by organizing side events and informal debates, making statements and producing analysis.

The subtext of the intergovernmental negotiations on the SDG framework revolved around a number of explicit and implicit motivations, including the avoidance of issues perceived as possible sources of new political conditionality, and the priority placed on domestic versus global governance reforms.



UN Member States did not agree on a stand-alone goal on democratic governance, although they referred to just and democratic societies in the preamble to the SDG framework. However, this weakness was partly compensated for by the inclusion of SDG 5 on gender equality and the empowerment of women and girls, SDG 10 on reducing inequality and SDG 16 on peaceful inclusive societies, access to justice and effective, accountable and inclusive institutions.

In September 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development, an ambitious set of 17 SDGs containing 169 targets. Parliaments, the judiciary and civil society are recognized as key players in achieving these goals and targets. Our efforts to organize high-impact events on the margins of the negotiations development have yielded results. International IDEA Member States have acknowledged our effective advocacy role in ensuring democratic principles are taken on board.

Moreover, as part of the 2030 Agenda for Sustainable Development, the international community will consistently monitor threats to state institutions. We have been referenced as one of the main sources of information on indicators, as documented in an ongoing series of International IDEA Policy Briefs on democratic accountability in service delivery.





Reinforcing democracy as a fundamental value of the European Union

The European Union plays a leading role as a democracy and development actor.

Recognizing this, in 2011 we set up a representative Office to the European Union in Brussels. Its mission is to monitor and influence key democratic governance policy initiatives and frameworks of EU institutions, advocate for the structured inclusion of democracy in EU development programmes, and further enhance the relationship between International IDEA and the EU. It also represents International IDEA in the EU institutions, and maximizes opportunities for partnering, implementing joint programmes and resource mobilization.

Through active and sustained engagement between International IDEA, EU member countries and democracy partners, the language on democracy was improved in Keeping Human Rights at the Heart of the EU Agenda: the EU Action Plan on Human Rights and Democracy, adopted for 2015–19.

The EU Office also published a number of knowledge products in collaboration with Brussels-based democracy support partners to influence key EU policy documents on democratic governance and sustainable development.

With the engagement and participation of EU institutions and other democracy support actors, we have promoted and facilitated dialogue in round-table discussions, workshops and conferences on accountability and the 2030 Agenda for Sustainable Development; devolution and the integration of democratic governance; democratic transitions; inter-generational dialogue for democracy; the participation of young people in democracy; citizenship; EU democracy; and transforming civic activism to political realities.

We also contributed to informal meetings of experts regarding the ways and means to enhance the rule of law in EU member countries, the follow-up of EU electoral observation mission reports, and the conception of EU external democracy support.



European Commission | eudevdays.eu | 7-8 June 2017 | Brussels

To promote awareness of democracy, we participate in the annual European Development Days (EDD) by hosting a stand to showcase our initiatives and knowledge resources on democracy and organizing debate sessions and side events. The EDD, which seek to generate new ideas and action in the field of sustainable development, attract around 5,000 participants, including world leaders, practitioners and representatives of civil society and international organizations.

We also partner, on an annual basis, with the European Parliament, the European Commission, the European External Action Service, the European Endowment for Democracy, the European Partnership for Democracy and the European Network of Political Foundation in organizing an event in Brussels to commemorate the International Day of Democracy.





Fostering an inter-regional dialogue on democracy

The Inter-Regional Dialogue on Democracy (IRDD) initiative provides a unique platform for dialogue on democracy between eight of the world's most important regional organizations.

The current membership of the IRDD includes the African Union (AU), the Association of Southeast Asian Nations (ASEAN), the Council of Europe (CoE), the EU, the League of Arab States, the Organization of American States (OAS), the Pacific Islands Forum and the South Asian Association for Regional Cooperation.

We facilitate the IRDD and host its Secretariat with the aim of enabling spaces for dialogue and the exchange of best practices on relevant matters related to democracy support and good governance.

Since its inception, high level inter-regional dialogue meetings have been hosted by ASEAN (2012), the EU (2013), the OAS (2014), the AU (2015) and the CoE (2016). Chaired by our Secretary-General, these high-level meetings allow heads and senior representatives of regional organizations, as well as the UN, which also participates in the meetings, to discuss as peers burgeoning issues and challenges related to elections, diversity, development, democracy, as well as peace and security.

The policies and experiences shared and discussed in these meetings are documented in our knowledge products, which serve as references for those who work on democracy at the regional level.

Publications to date include *The Integrity of Elections: The Role of Regional Organizations* (2012), *Inclusive Political Participation and Representation: The Role of Regional Organizations* (2014), *Rule of Law and Constitution Building: The Role of Regional Organizations* (2014) and *Regional Organizations, Gender Equality and the Political Empowerment of Women* (co-published with the Community of Democracies and UNDP, 2017).

These reports have inspired policymakers to undertake initiatives in their own regions. For example, the chapter entitled 'Giving ASEAN a Role in Philippine Elections: The Case for Regional Participation in Deepening Democratization Processes' in *The Integrity of Elections: The Role of Regional Organizations* inspired the Philippines to undertake work on ASEAN election observation under the ASEAN Political Security Community Blueprint.

Supporting the democratic mandates of regional organizations

The African Union

Through our strong partnership with the AU Commission, we continue to deepen our engagement in the AU's various democracy-related initiatives. This has resulted in the rejuvenation of the preventive diplomacy mandate of the AU Department of Political Affairs (DPA) as well as the establishment of a Political Analysis Cell within the DPA.

We supported the establishment of the African Charter on Democracy, Elections and Governance. As part of our contribution to the celebration of 10 years of the Charter, we organized a conference, 'The Issue of Political and Socio-economic Integration of the African Continent: The Role of the Pan-African Parliament' under the leadership of the Pan-African Parliament (PAP) and in partnership with the African Capacity Foundation, the Organisation Internationale de la Francophonie and the African Mining Development Centre.

The conference recognized the strong link between democracy and sustainable development, and brought together approximately 200 attendees from across the continent including parliamentarians from the PAP and regional parliaments, representatives of AU organs, regional economic communities, political parties, EMBs, civil society actors, media, academics, and development partners.



The Association of Southeast Asian Nations (ASEAN)

ASEAN Member State representatives gathered in Manila on 24–25 June 2015 for a Workshop on Election Observation, at which they agreed to develop an ASEAN network of EMBs. This involves placing the observation of elections on the ASEAN political cooperation agenda and establishing a dialogue on upholding electoral rights in the ASEAN Community.

At the workshop, which was organized by International IDEA, the Philippines Department of Foreign Affairs



and the Philippines Commission on Elections, attendees also endorsed more frequent interaction and mutual learning among EMBs, prompting International IDEA to initiate establishing a network of EMBs in ASEAN. As a follow-up to the workshop, several EMBs conducted a study visit to Myanmar during the country's 2016 elections, hosted by International IDEA and the Union Election Commission of Myanmar.

Support to democracies in transition and consolidation



In our efforts to support democracy worldwide we are a ‘think tank’ and a ‘do-tank’, applying our comparative knowledge across four specific regional programmes, in Africa and West Asia, Asia and the Pacific, Latin America and the Caribbean, and Wider Europe.

By making our knowledge resources available to actors across the political and institutional spectrum, we seek to facilitate dialogue to support democratic change, and partner with local actors in reform efforts at the country level. We engage with countries in democratic transition and consolidation on the request of governments, parliaments or constitutional and electoral bodies.

In our country-level engagements, we are consistent in the application of our non-prescriptive approach, seeking to generate consensus and political will for political reform.

Priority is given to helping democratic processes and institutions become more inclusive, gender-equitable and supportive of development cooperation frameworks that engage not only governments but also broad national constituencies, including parliaments, political parties and key society actors are given importance.

Furthermore, we take great care to ensure that government requests do not legitimize undemocratic decisions or practices.



Africa and West Asia

From its regional headquarters in Addis Ababa, Ethiopia, our Africa and West Asia (AWA) Programme works on issues related to constitutionalism, electoral integrity, natural resource governance, youth participation and women's representation.

In the conduct of its activities, the AWA Programme partners with key actors in the region including the AU Commission, the Organisation Internationale de la Francophonie, the UN Development Programme and the African Capacity Building Foundation.

In the 2012–17 Strategy period, the AWA Programme produced over 40 knowledge products, 26 of which were translations.

While closely overseeing the in-country operations in Tunisia and Kenya, the Programme has increased our footprint and visibility by engaging with at least 45 countries in the region.

We have convened democratic dialogues between states, political parties and civil society groups in the Central African Republic, Congo, South Africa, Tanzania and Yemen; set up a Youth Democracy Academy in Tunisia to strengthen political leadership skills of women and youth; and conducted constitution-building dialogues in Congo, Mali and Tunisia.



Democratizing natural resource governance in Ghana

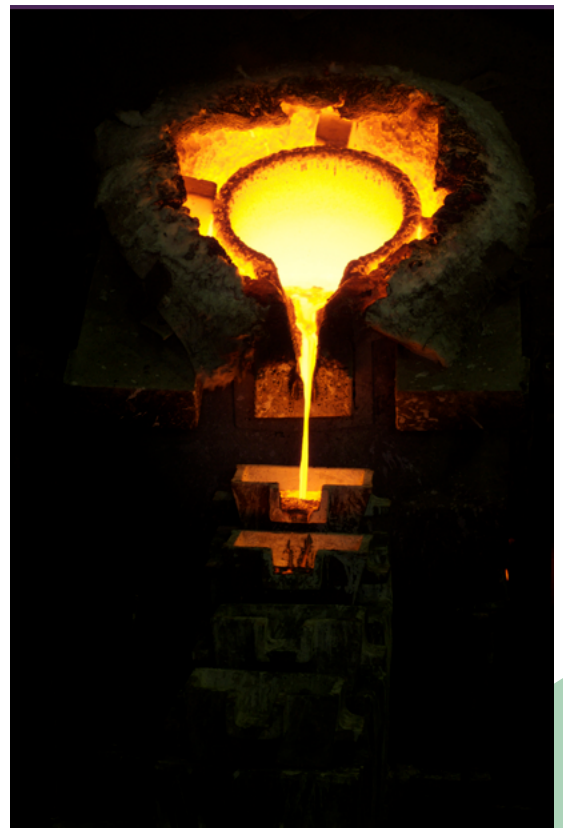
Natural resources have the potential to be a catalyst for progress.

Functioning political and institutional frameworks need to be in place, however, if the natural resources sector is to contribute to inclusive development. The need for such frameworks became evident in Ghana after large quantities of oil were discovered under the seabed within Ghana's territorial waters.

Ghana's democratic institutions—a multiparty system, and a vibrant media and civil society—are an important foundation for the good governance of its oil and gas resources. One area that requires improvement, however, is the policy positions of political parties on how these resources are to be managed. As political organizations make up the parliament and form the executive, their expression of clear policy positions can help strengthen the democratic management of this wealth-creating sector.

Since 2015, International IDEA and the Natural Resource Governance Institute have been working with all four parliamentary political parties in Ghana to facilitate the development of their policy positions on oil and gas. Using the knowledge resources and experience of both organizations, a methodology has been developed that allows for intraparty dialogue and the input of sector experts. The political parties have used this methodology to define their new policies on oil and gas resources.

The parties launched their policy positions in Accra in February 2016. The event was widely covered by the local media and broadcast live by local radio stations. Over 600 tweets were sent during the launch and the hashtag #GhOilElections was seen over one million times. The elections in Ghana in November 2016 presented an opportunity for these policies to be translated into electoral manifestos. It was important that natural resources should benefit all citizens and not just the few.



“I think this policy development retreat has really broadened our horizons on how to think about the management of oil and gas”

—**Hajia Hamdatu Ibrahim Haruna,**
Convention People's Party (CPP), Ghana

Preventing electoral violence in Kenya



Kenya's relatively peaceful 2013 elections can be attributed to political reforms intended to break the cycle of election-related violence and restore public confidence in the EMB.

These reforms included a new constitutional framework, clear electoral laws, permanent (as opposed to temporary) electoral staff, and prosecution of offending politicians through the International Criminal Court. The lessons from the violence that marred the 2007 elections have led to increased political maturity among voters and greater fear of the consequences of inciting violence. Kenya's Independent Electoral and Boundaries Commission (IEBC), the national EMB, was also much better prepared in 2013 to identify and mitigate electoral violence.

The IEBC began working with us to pilot our ERM Tool in October 2011. The Tool is designed to show how deficiencies in the electoral process can spark conflict and to identify indicators that might signal impending violence. While this was an opportunity for us to refine the Tool based on use and feedback, it also helped the IEBC to become much more aware of the risk of violence and make informed decisions as it prepared for the 2013 elections.

A formal evaluation concluded that the ERM Tool had contributed to the peaceful nature of the elections because it brought key actors together through the Information Hub at the IEBC, which became Kenya's first central depository for all election-related risk information.

For the first time, the IEBC was involved directly in risk management, working in partnership with more than 25 other organizations dealing with peace and security issues. IEBC staff learned how to identify risk factors throughout the electoral cycle, map potential violence 'hot spots' and identify likely perpetrators and victims. Using the Tool, it established channels for data collection and information sharing throughout the electoral cycle.

Staff interviewed for the evaluation found the Tool's ability to create maps and condense information 'innovative, unique and truly welcome'. Furthermore, the Tool helped the IEBC to be proactive by identifying factors that could impede free and fair elections. For instance, threats against displaced persons, intimidation of female candidates and fear of violence threatened voter registration and turnout.

Mapped incidents provided information on possible disenfranchisement and enabled the IEBC to design timely counterstrategies. It was able to forge relationships and collaborate with a cross-section of actors in government, UN agencies, development partners, civil society and the media to promote participation in activities on the electoral calendar and maintain peace and security.

To prepare for the 2017 elections, we continued to work with the IEBC and other institutions in understanding and mitigating electoral risks. For example, the IEBC's decision to suspend elections in four counties was largely informed by findings of a risk survey that we supported, as well risk data from the use of the ERM Tool.

"Our input was appreciated by security personnel because we could lead them to the relevant areas"

—Catherine Kamindo, Manager at IEBC, Kenya

Improving the participation of women and youth in Tunisia

Tunisia's new government of national unity was sworn in on 27 August 2016 and included more women than any previous Tunisian government.

In fact, the representation of women in the government doubled, from 10 to 20 per cent. To leverage this increase into meaningful change for women in the Tunisian political system and the ultimate goal of increasing women's participation and leadership in political parties, we facilitated a 'training of trainers' programme for women in parliament.

One participant in the programme was Neziha Labidi, who was subsequently appointed Minister of Women, Children and Family Affairs. Shortly after her appointment, Ms Labidi took part in the final workshop and later affirmed that she had replicated each of the programme's modules within her political party, creating a ripple effect of empowerment.

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

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

In the same vein but for youth, over the course of 2015 and 2016 International IDEA worked on the development of a democracy curriculum for young people which was piloted in 2017 in partnership with the Canadian International Development Research Centre (IDRC).

This involved customizing the curriculum to the Tunisian context, selection and training of facilitators, selection of participants, implementation of the pilot and internship programme, and an overall review of the curriculum. The curriculum implemented under the partnership has now evolved into a global knowledge product, the Youth Democracy Academy (YDA), which can be customized to any particular country.

Designed to ensure that young women and men, too often marginalized from political processes, are equipped with the knowledge and skills needed to effectively participate in, and contribute to, the consolidation and strengthening of their democracies, the YDA was positively received in Tunisia. The 22 young people who took part in this intensive learning programme are now interns with a total of 20 national and international institutions across Tunisia.





Addressing gender inequality in Zambia

Zambia became renowned for its peaceful transition from one party to multi-party democracy when in 1991 it replaced a sitting president through peaceful elections three years before the end of his term of office.

Our past efforts and ongoing initiatives in Zambia have led to successful interparty dialogues and cooperation on addressing gender inequalities and promoting women's political empowerment. In addition, these platforms have enhanced collaborative engagement between the Ministry of Gender, political parties and civil society organisations such as the Foundation for Democratic Process (FODEP).

In the run-up to the 2016 general elections in Zambia, we partnered with FODEP to open up a space for discussions on gender equality as a constituent of intraparty democracy. As a result of this work, and the important facilitative role of the Ministry for Gender and Child Development, five Zambian parties issued a Communiqué on Gender and Democracy, committing them to push for the attainment of 50–50 gender parity by developing specific policies aimed at addressing existing gender inequalities.

The number of seats held by women in the national parliament increased by 67 per cent in the 2016 elections, with women now occupying 18 per cent of seats in the National Assembly.

Excerpt from the Communiqué Issued by Political Parties with Representation in the National Assembly on Gender and Democracy on 1 June 2015 in Lusaka, Zambia.

As part of the preparations for the 2016 tripartite elections, our political parties should prioritise the review of their constitutions, manifestoes and other internal rules and regulations with the purpose of making them gender responsive without any further delay;

1. Our political parties develop Gender Policies aimed at addressing gender inequalities currently existing in party structures;
2. Fight any form of discrimination based on gender in our political parties and press for the attainment of the 50-50 gender balance and thereby changing the political landscape;
3. Ensure that adoption and selection processes in political parties are gender sensitive to ensure equal participation of women and men in elective positions;
4. Work with the media and our members in pro ling women to enhance images of women candidates as capable leaders in society.

Signed by: Alliance for development and democracy; Forum for Democracy and development (FFD) Movement for Multiparty Democracy (MMD) Patriotic Front (PF), United Party for National Development (UPND).

Asia and the Pacific

Based in Canberra, Australia, our Asia and the Pacific (AP) Programme focuses on electoral and parliamentary support, constitution-building, money in politics, gender and democracy, and citizen engagement.

Between 2012 and 2017 the AP Programme has produced over 40 knowledge products, 27 of which were translations. The Programme has cooperated with organizations such as ASEAN, the Non-Aligned Movement Centre for South-South Technical Cooperation (NAM-CSSTC), the Indian International Institute for Democracy and Electoral Management, the Constitution Transformation Network of the Melbourne School of Law, the Institute for Peace and Democracy (IPD) and the University of the Philippines.

While overseeing in-country operations in Bhutan, Myanmar and Nepal, the Programme has also provided technical assistance to over 16 countries in the region, including India, Indonesia, Mongolia and the Philippines. We have facilitated democratic dialogues between ASEAN Member States, political parties, EMBs, and civil society actors, and launched the Melbourne Forum, a regional peer platform for experts and practitioners on constitution-building in Asia and the Pacific. We have supported EMBs on adopting electoral risk management and for example when options regarding election observation, technology and elections or electoral quotas have been under consideration. We also invited contributors in regional democracy events such as the Bali Democracy Forum, and PIANZEA meetings (Pacific, Australia, New Zealand Election Administration bodies).

We are currently in the process of setting up operations in Fiji, where we will facilitate dialogues between state and non-state actors and help build the capacities of CSOs in support of Fiji's democratic consolidation, with funding from the EU.



Supporting civic education and the Parliament in Bhutan

Bhutan has just completed its second democratic electoral cycle and its democratic bodies and institutions are developing their institutional processes.

The constitutional monarchy, provided for in the Constitution, is still seeking its optimal role. Based on the annual Gross National Happiness survey, support for democracy is strong. Voter turnout, however, has been decreasing. The capacity of both parliamentary chambers and their members continues to develop, and members' interactions with the general public continue to grow.

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

We also developed a Voter Information, Voter Education and Civic Education Strategy for the ECB and Bhutanese CSOs to implement. Information regarding voter registration, inclusive participation of female candidates and voter turnout in the July 2016 local government elections was shared through posters, brochures and other audiovisual materials.

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

We designed and developed a series of talk shows featuring Bhutanese MPs that aired on radio and TV for the general public. The shows were a success and received especially positive feedback from the Speaker of the National Assembly and the Chair of the National Council.

Since 2017, in our efforts to make Bhutan's democracy a vibrant one, we have also expanded the support to CSOs as there is need for dialogue space in Bhutan to encourage and increase formal exchanges between state institutions and civil society to build bridges and provide citizens better access to their government.



Enhancing capacities for credible elections in Myanmar

The road to democracy in Myanmar confronts deeply rooted problems.

The national elections held in 2010, the first in 20 years, were neither transparent nor credible. However, shortly after the new military-backed civilian government, under former General Thein Sein, took office in 2011, it delivered a series of reforms which took foreign observers by surprise. The administration released democracy icon Aung San Suu Kyi from house arrest, and removed almost all restrictions on the National League for Democracy (NLD) and other political parties. Hundreds of political prisoners were released and many civic freedoms were restored. In 2012, a half century of tight pre-publication censorship was abolished and Myanmar's print, electronic and online media burst into bloom.

The NLD participated in the 2012 by-elections, in which the opposition won 90 per cent of the seats contested, bringing the NLD and Aung San Suu Kyi into Parliament. Still, ahead of the 8 November 2015 general elections, many in Myanmar and in the international community were hoping for the best but preparing for the worst.

Given the example set by previous general elections, which were plagued by accusations of vote tampering, few dared

to believe that this time would be different. Eventually, the 2015 elections became a landmark event in Myanmar's electoral history and its democratic reform.

The 2015 general elections were conducted in a peaceful and professional manner. A successful accreditation process enabled observation by thousands of domestic and international observers who largely deemed that the elections were conducted in accordance with international democratic standards. The Union Elections Commission (UEC) overcame huge technical and logistical challenges in the months leading up to election day. Voter lists had to be verified and updated, ballots printed, secured and distributed, observers accredited, voters educated, candidates registered and disputes addressed. In addition, parts of the country suffered severe flooding, which further complicated the situation.



Election observers, however, also highlighted fundamental challenges to the electoral process such as the inclusion of minorities (e.g. non-Buddhist voters). If not addressed, these challenges could put at risk the next elections, which are slated for 2020. There is therefore a need to build on the optimism generated around the 2015 and 2017 elections to make progress on these issues.

In Myanmar, our work dates back to 2000 with support for the democratic opposition in exile. The Support to Electoral Processes and Democracy (STEP Democracy) programme began in December 2014 as an innovative and comprehensive electoral support programme which played a key role in helping Myanmar to prepare for the 2015 general elections and the 2017 by-elections. A consortium led by International IDEA, STEP Democracy has not only worked to address the technical needs of the UEC but also helped to build capacity and technical skills of political parties, civil society organizations and domestic election observers and facilitate formal avenues of engagement between these stakeholder groups. In the longer run, Myanmar's transition towards democracy is constitutionally framed. With this in mind, International IDEA has also provided technical support and advisory services on constitution-building to actors in the peace process, as well as government institutions and civil society.

At his address during the celebration of International Day of Democracy 2016 at the European Parliament, U Hla Thein, UEC Chairman, stated:

“I value the assistance of the international community because it enables our country to build on lessons learned in similar contexts and to benefit from high-level expertise in electoral management. In my view, democratization is an incremental process. It applies to elections too. We will have to keep doing it better. The Myanmar people deserve it.”

—U Hla Thein,
Chairman of the UEC, Myanmar

STEP Democracy

Support to Electoral Processes and Democracy (STEP Democracy) is a consortium led by International IDEA in partnership with the Danish Institute for Parties and Democracy (DIPD), Democracy Reporting International (DRI), the Friedrich Naumann Foundation (FNF) and four local organizations: Myanmar Egress, Hornbill Organization, the Scholar Institute and Naushawng Education Network. These local organizations are implementing voter education programmes with FNF with the support of the EU.



Building an inclusive constitution in Nepal

It took eight years for Nepal to draft and adopt its new Constitution in a process that was often tumultuous and uncertain and, at times, deadlocked for months.

Adopting a new constitution was part of the Comprehensive Peace Agreement (CPA) signed in November 2006 between the Unified Communist Party of Nepal (Maoists) and a seven-party alliance, after a decade-long insurgency.

The First Constituent Assembly was elected in 2008 with a mandate to draft a new constitution. The idea was to form a democratically elected assembly committed to a participatory and inclusive constitution-building process. The resulting Constituent Assembly was inclusive, with a historical high representation of previously excluded groups. Women's representation was 33 per cent (compared to 8 in the preceding Parliament) due to an innovative electoral quota system.

For four years, the Assembly struggled to find a compromise and agreement among the parties and produce a final draft constitution. In 2012, the protracted failure to produce a final document led to the dissolution of the Assembly by the Government. The election of the Second Constituent Assembly was delayed until November 2013, due to political disagreements, and again produced a constitution-making body in which no party had a majority, leading to long periods of political deadlock between opposing political alliances.

The devastating earthquakes that hit Nepal in 2015 seemed to spur the political parties into action. Nonetheless, while the resolve among the larger political parties and the Maoists to promulgate a new constitution was strong,



they failed to adequately involve smaller and traditionally marginalized groups in the constitution-drafting process, and fully consider their demands.

Furthermore, groups originating from the southern plain (the Madhesis) opposed the boundaries of the new federal provinces set by the Second Constituent Assembly. As a result, the weeks leading up to the promulgation of the new Constitution were marred by violence that left more than 40 people dead.

In September 2015, the Second Constituent Assembly ratified the new Constitution. This document institutionalized Nepal as a secular, federal republic with multiparty democracy, incorporating progressive provisions on citizen inclusion and equality, with promises of further amendments to fulfil the demands of Madhesis. The official promulgation of the Constitution was in many ways a cause for celebration. Signing the new Constitution, the President of Nepal, Ram Baran Yadav stated:

“The adoption of the new Constitution has now opened the path for development of the country.”

— **Ram Baran Yadav**, President of Nepal

We have worked in Nepal since 2004. In the 2012–17 Strategy period we worked with both Constituent Assemblies, civil society groups, political parties, the Women's Caucus and the Election Commission through projects funded by the Royal Embassy of Norway, the Swiss Agency for Development and Cooperation, the Department for International Development (UK) and the Government of Finland.



Latin America and the Caribbean

Our Latin America and the Caribbean (LAC) Programme is based in Santiago, Chile. It provides technical assistance to countries on the issues of accountability, money in politics and a democracy that delivers on public services.

From 2012 to 2017, the LAC Programme has strengthened EMBs' capacities by supporting electoral reforms in Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama and Peru. Thirty-nine knowledge products (seven of which were translations) were produced.

The LAC Programme has also enhanced awareness and understanding of illicit practices in funding of political parties, and co-organized and participated in forums that bring together current and former heads of governments to enhance understanding and the quality of democracy.

The LAC Programme oversees in-country operations in Bolivia, Haiti, Paraguay and Peru. Funded by the EU, our Paraguay office became fully operational in mid-2017 and was set up to strengthen the capacity of the Electoral Tribunal by setting up gender and political participation units, and developing knowledge products to strengthen planning and implementation of electoral operations.





On 2 October 2017 we celebrated a decade of work in Bolivia, satisfying the mission of supporting democratic processes and institutions.

Working alongside Bolivian lawmakers, political organizations and civil society groups, including the umbrella organization Coordinadora de la Mujer, we have assisted in the development of gender-focused legislative initiatives, supported the adoption and implementation of a 50 per cent mandatory gender quota for candidates to national and sub-national elections, and offered training on key political and campaign skills to women running as candidates.

The effective implementation of a gender quota for candidates resulted in women holding 53 percent of parliamentary seats in the Lower Chamber and 47 percent in the Upper Chamber, following the October 2014 elections.

The 2016 departmental and local elections yielded similar results, with female candidates taking 45 per cent of the seats in departmental legislatures and 51 per cent in municipal councils. Bolivia now ranks first in Latin America and second in the world in terms of the inclusion of women in parliament. Female parliamentarians also aptly reflect the pluralism of Bolivia's society, as they include women from all of indigenous, peasant and urban communities.

Achieving gender parity in Bolivia



“As in the past, manipulation was common...in response, we created a webpage in our observatory where people could consult the full list of women candidates...we filmed interviews with candidates. In hindsight it was also a way to connect with candidates and build trust before they were elected.”

—**Monica Novillo,**
Executive Secretary, Coordinera de la Mujer

Promoting inter-party dialogue in Haiti

Supporting the consolidation of political parties has been a central axis of our engagement in Haiti since 2012.

Over the last five years, we have led the production of knowledge resources on the functioning of political parties in Haiti and used tools based on best global practices to offer training to political parties, facilitate multiparty dialogues and put forward policy recommendations to strengthen the relationships between political parties and other key democratic institutions, such as the Electoral Commission and Parliament.

While much remains to be done to consolidate and empower political parties in Haiti, the current political panorama shows encouraging signs of progress. The legislative elections of 2015–16 yielded a parliament that is less fragmented, with several parties coalescing to form majority and opposition alliances in both chambers.

Whether these alliances will remain united throughout the legislature remains to be seen but their existence speaks to an increased capacity of political parties to work in a multiparty setting and form alliances. The new Executive also held multiparty consultations on a number of policy issues in 2017, including electoral administration reform and political party financing.

Our contribution to these positive changes has been applauded by political party representatives, who in a 2016 evaluation underscored the importance of having an independent and politically neutral, yet nationally knowledgeable partner to strengthen their structures and help them build consensus among themselves.



Improving political inclusion...

Strengthening the political representation of indigenous peoples has been a central part of our engagement in Peru.

Between 2011 and 2013, in the aftermath of the adoption of the Law on Prior Consultation, we joined forces with the Peruvian parliament and Ministry of Culture to support its implementation and strengthen the capacity of indigenous communities to participate in meaningful and effective consultations on issues affecting their rights and interests. For the first time in the history of Peru, we helped to ensure the commitment of all political parties to the inclusion of women and minorities such as indigenous and LGBTI people in the political process.

Between 2011 and 2016, a total of 24 consultation processes were conducted in Peru in application of the Law on Prior Consultation, most relating to the development of infrastructure, energy or mining projects on indigenous communities' ancestral lands. These consultation processes led to agreements that were considered satisfactory by all parties involved, including the indigenous communities, according to a 2016 World Bank report.





NO CAIGAS EN EL CUENTO

ANTES DE VOTAR
INFÓRMATE

www.candidatazos.pe
f/candidatazos
t/@candidatazos

and protecting politics in Peru

Another focus of our engagement in Peru has been combatting the influence of illicit interests in the political process.

There is growing awareness of corruption in Peru, with 82 per cent of Peruvians believing that politics are deeply infiltrated by organized crime.

We are supporting EMBs and civil society organizations to carry out comprehensive electoral reforms to achieve more transparent campaign financing and improve electoral integrity.

With regards to tackling corruption, supported by International IDEA, the Electoral Code of Ethics was signed by 884 politicians from the 18 political parties taking part in the presidential elections during 2016. One politician was excluded from the presidential electoral campaign for breaking the prohibitions established in the Electoral Code of Ethics.



Wider Europe

Launched in 2016, our Wider Europe (WE) Programme provides democratic reform assistance, focusing on citizen participation, democratic accountability and money in politics.

While overseeing in-country operations in Ukraine, the WE Programme has provided technical assistance to Georgia and Moldova. This includes the conduct of State of Local Democracy assessments in Moldova and Ukraine and money in politics advocacy across Eastern Europe, such as the set-up of financial reporting systems for political parties.

The WE Programme also promotes the digitalization of political parties through knowledge resources, and has fostered dialogues on cybersecurity in elections among oversight agencies in Ukraine, Georgia and other European countries.

Our partners in the region include the EU, the CoE, the OSCE Office for Democratic Institutions and Human Rights, NIMD, and the Group of States against Corruption (GRECO).



Increasing political finance transparency in Georgia

One of the major challenges related to money in politics is the considerable lack of transparency surrounding political party and election finance.

Numerous factors explain why there is often such poor transparency surrounding political finance data. One is undoubtedly political will: both a reluctance of parties to report all the information required of them, and for oversight agencies to make information public. Other problems are more technical and include poorly designed reporting forms, and a lack of financial management capacity on the part of parties and candidates to comply.

In order to assist political finance oversight agencies seeking to receive and publish political party and candidate financial data digitally, we developed a new publication, *Digital Solutions for Political Finance Reporting and Disclosure: A Practical Guide*. A facilitator's package is included as part of the Guide to assist with implementation. The aim is to support the process of building an online- or software-based system for the receipt and publication of political finance data specifically designed to suit the parameters of each respective oversight agency.

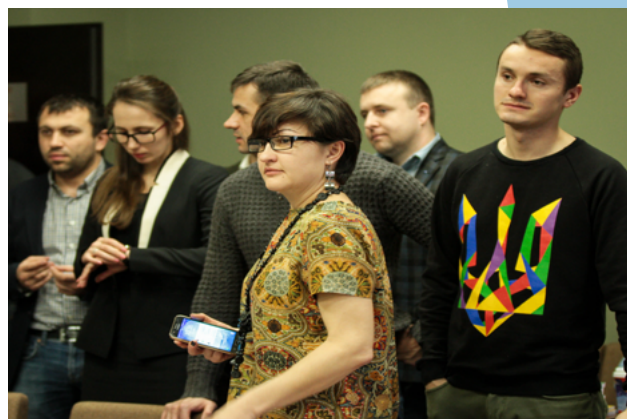
Following the organization of a regional conference on money in politics in Georgia, we assisted the State Audit Office (SAO) in Georgia as it was building a comprehensive digital reporting system for political parties for the 2016 parliamentary elections. This work, which brought together SAO's political finance specialists, investigators and IT specialists, has helped improve transparency and oversight in the conduct of elections in the country.

Improving local democracy and empowering political parties in Ukraine

Since the 2014 Maidan Revolution, Ukrainian citizens have been calling for increased engagement in politics. Digital tools offer both Ukrainians and their political parties a new way of doing so.

Therefore, in 2017, we turned to our [Digital Parties Portal](#), which collects the leading IT tools for increased political party engagement. We unpacked these tools through the Democracy Labs methodology and our network of digitally-leading political parties from across Europe, and trained newcomers to the age of digital parties. In Ukraine, we organized Party Innovation Hubs to disseminate knowledge about the use of modern technologies for the development of political party democracy and citizen outreach in Ukraine.

In the Party Innovation Hub, young representatives from 16 Ukrainian parties learned how digital tools can support political communication, party transparency and accountability, intraparty democracy and effective party management. The result was a digital roadmap, a greater sense of digital thinking and cross-party collaboration in exploring digital tools.



Our State of Democracy (SoD) and State of Local Democracy (SoLD) Assessment Frameworks help citizens assess the quality of their democracy and define priority areas for policy reform.

They also enable citizens to periodically monitor the health of their democracy and can contribute to strengthening national and local governments' responsiveness.

In particular, the SoLD Assessment Framework is designed to facilitate a citizen-led and owned approach to assessing the quality of democracy at the local level. The local level is often the entry point for people's political participation and representation. Thus, a democracy is healthy to the extent that its local institutions, processes and practices in place are based on (and reflect) key democratic principles and values.

Following a scoping visit to Ukraine to ascertain opportunities for conducting democracy assessments, we organized a workshop aimed at introducing these assessments to national civil society watchdog groups.

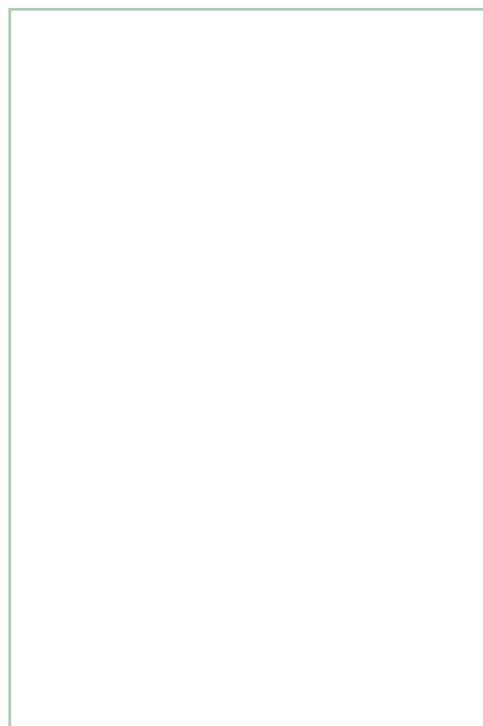
The workshop led to the implementation of the SoLD Assessment in three mid-sized cities: Cherkasy, Chernivtsy and Mikalayv. The main finding was that, in a context of rapid decentralization, democracy will only deliver if the division of power between mayors and councillors is improved. The assessment places this issue squarely on Ukraine's reform agenda and suggests actions for the way forward.

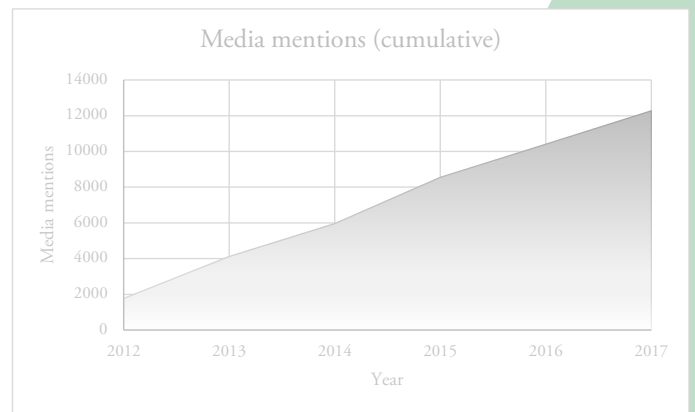
The assessment was conducted in 2017 and will prove useful as Ukraine continues to reform its local self-government. The ability of assessments to explore the particularities of democracy at the local level is important, not only for deepening democracy at the local level, but also for informing strategies to broaden and deepen democracy at the national level.

International IDEA in the media

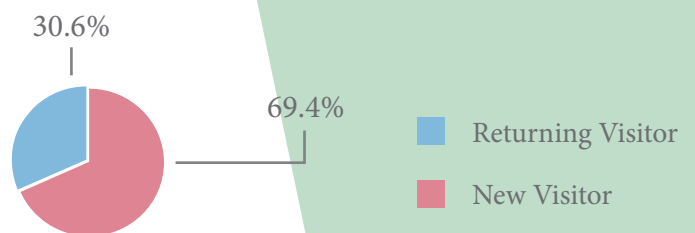
Set up in 2011, International IDEA's Twitter account ([@Int_IDEA](#)) had almost 18,000 followers by the end of 2017 with an above average engagement (clicks, retweets, replies, and likes) rate of 6 per cent of total user views per month.

Launched in 2011, [International IDEA's Facebook page](#) now boasts almost 50,000 likes. The average reach of posts is above 100,000 users per week with an above average number of engagements (clicks, comments, reactions, and shares) of 20,000 per week. The most popular post in 2017 was viewed over 1.5 million times.





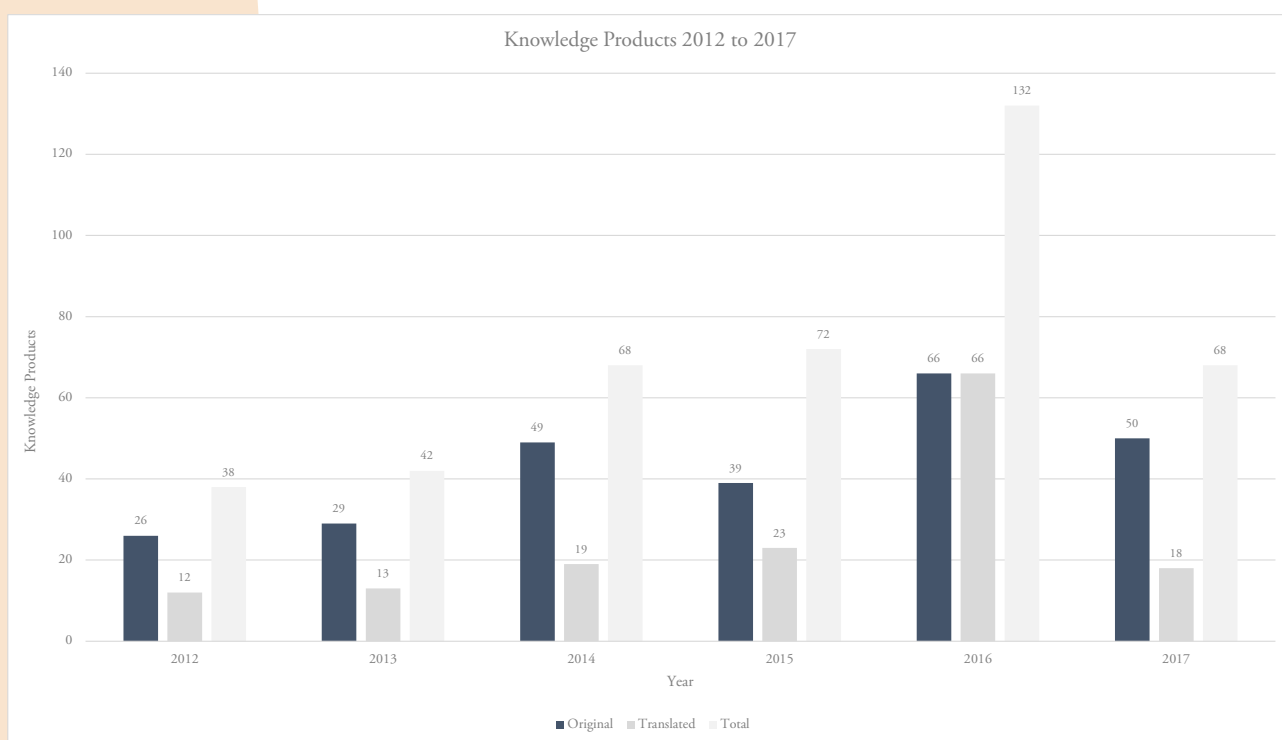
From 2012 to 2017, International IDEA was mentioned in the media over 12,000 times. These include *Le Monde*, *The Washington Post*, *The Economist*, *The New York Times*, *The Guardian*, and *El Pais*, with potential reach numbering the tens of millions. During this period, International IDEA intensified its reach in the Americas and expanded its coverage in Africa and Asia and the Pacific.



During the 2012–17 Strategy period, the International IDEA website, which was relaunched in 2016, was viewed over 8 million times. Knowledge resources were downloaded over 100,000 times.

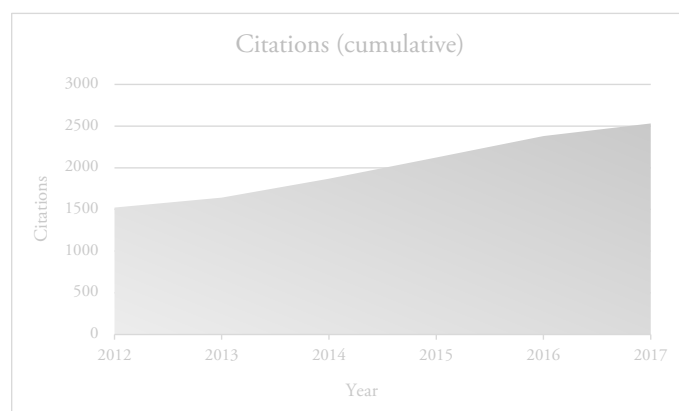
Knowledge products

In the 2012–17 Strategy period International IDEA produced just over 400 publications—a doubling in the number of knowledge products in six years. The peak year was 2016, with a total of 132 knowledge products produced. Since 2012, there has been a large increase in the number of translations produced at the country, regional and global levels.

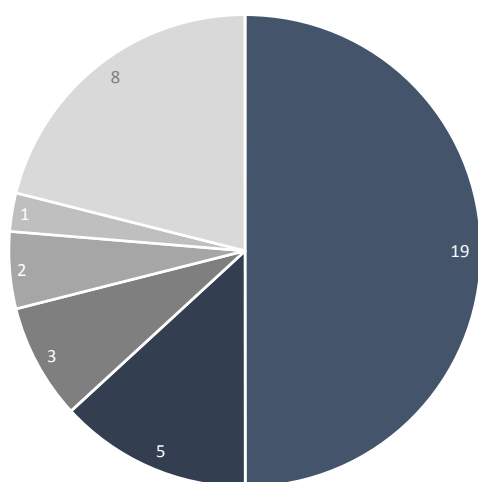


Citations of our knowledge

As of the end of 2017, International IDEA's knowledge products had been cited in academic publications and reports over 2,500 times. The most-cited publications are our Handbooks—especially *Electoral System Design*, *Electoral Management Design*, *Reconciliation After Violent Conflict*, *Democracy and Deep-Rooted Conflict*, *Women In Parliament: Beyond Numbers*, and *Funding Of Political Parties and Election Campaigns*. These publications serve as key references in the field of democracy worldwide.



Knowledge products 2012, by type

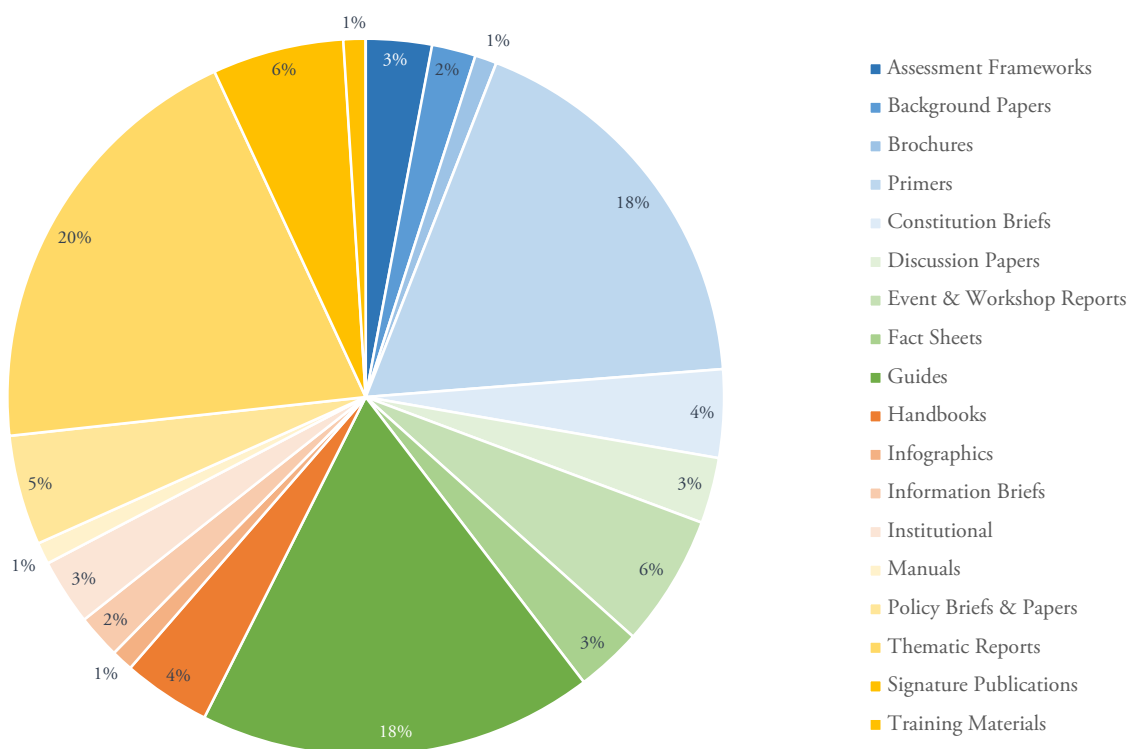


■ Reports ■ Event reports ■ Policy Papers ■ Handbooks ■ Guides ■ Discussion Papers

Types of knowledge product

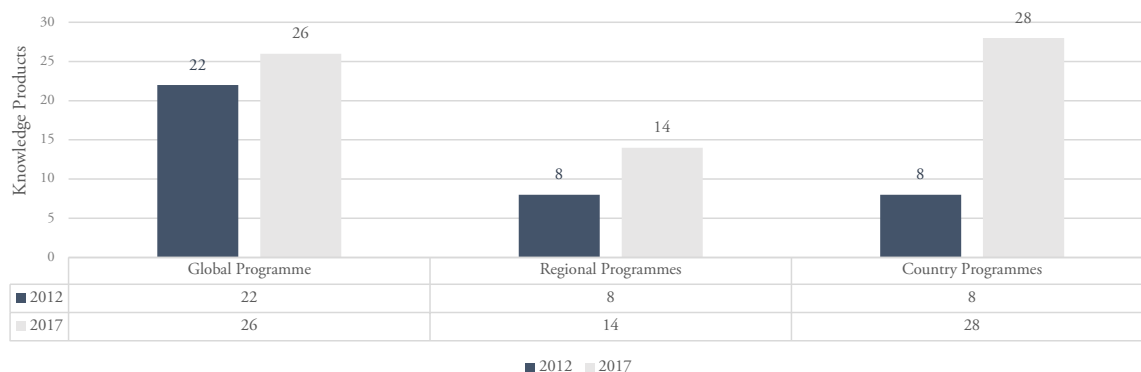
In addition to the expanded number of knowledge products produced by International IDEA over the period 2012–17, the diversity of publication types has also increased. In 2012 we produced five basic types of knowledge product but by the end of 2017 this figure had increased to 15. This partly reflects a shift towards more policy-friendly formats including Policy Briefs, Policy Papers, as well as an ongoing adaptation to digital-savvy audiences and their needs.

Knowledge products 2017, by type



- Assessment Frameworks
- Background Papers
- Brochures
- Primers
- Constitution Briefs
- Discussion Papers
- Event & Workshop Reports
- Fact Sheets
- Guides
- Handbooks
- Infographics
- Information Briefs
- Institutional
- Manuals
- Policy Briefs & Papers
- Thematic Reports
- Signature Publications
- Training Materials

Where is International IDEA's Knowledge Produced?

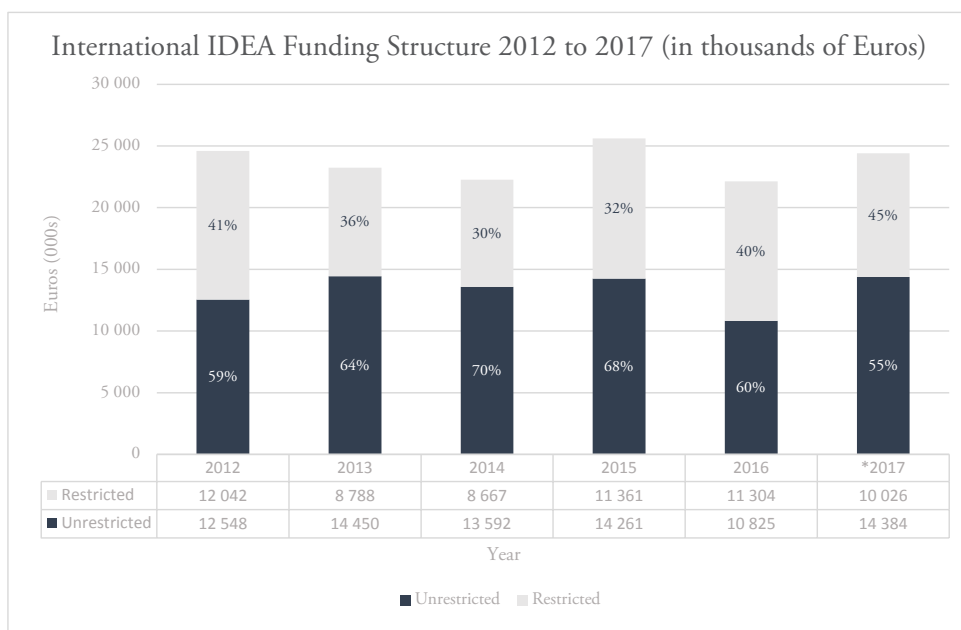


Financial overview

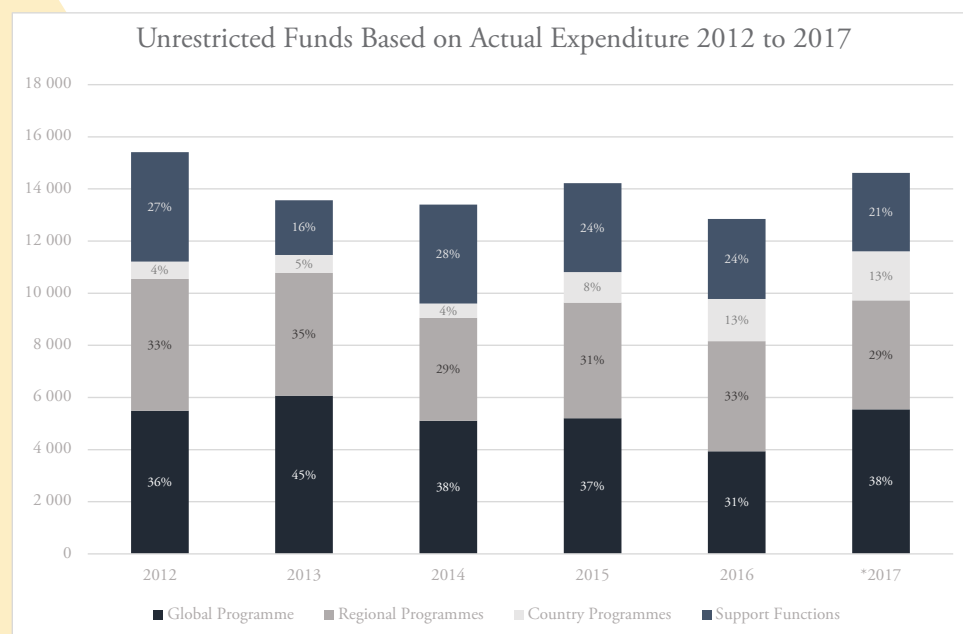
Funding structure

Between 2012 and 2017, total overall funding was between EUR 22 and EUR 26 million per annum. Unrestricted funding (contributions by Member States) has been stable since 2012 but there was a sharp reduction in 2016 due to challenges that some Member States were facing because of migration. At the same time, restricted funding (donor-funded projects) has shown an upward trend since 2012 (although 2012 was an outlier due to the increase in democracy support because of the Arab Uprisings). In 2017 restricted funding was at its highest point since International IDEA's establishment in 1995 (taking into account

adjustments for the Norwegian multi-year funding agreement, which has a built-in restricted funding component). Overall, total funding has remained stable with unrestricted funding making up for fluctuations in restricted funding.



** 2017 figures are unaudited*



** 2017 figures are unaudited*

Allocation of unrestricted funding

During the 2012–17 Strategy period, unrestricted funds were increasingly utilized for regional and country programmes, reaching 41 per cent of total unrestricted funding by 2017, up from a low of 34 per cent in 2014. There has been a decrease in the allocation of unrestricted funding to support functions following a restructuring process in 2016–17. From 2018, International IDEA will use an overhead rate of 11.5 per cent as a result of the reduction in support costs.

Restricted funding

International IDEA has enhanced its resource mobilization capacity to enable us to compete with other democracy support actors. We have diversified our donor portfolio and have become less dependent on any specific donor. We have obtained accreditation with the United States Agency for International Development (USAID), the European Union and the UK Department for International Development and implemented various projects with these funders. We expect in particular that the EU accreditation will have a positive impact on our funding during the 2018–22 Strategy period.

International IDEA - Restricted Funding Per Donor Based on Actual Expenditures (in thousands of Euros)

| | 2012 | 2013 | 2014 | 2015 | 2016 | *2017 |
|---|---------------|--------------|--------------|---------------|---------------|---------------|
| Australia | 1 604 | 1 034 | 27 | – | – | – |
| Belgium | 6 | – | – | 48 | 48 | 48 |
| Canada | 413 | 247 | 80 | 91 | 36 | 191 |
| EU | 2 711 | 129 | 779 | 3 196 | 2 875 | 3 029 |
| Finland | 79 | 119 | 38 | – | – | – |
| France | – | – | – | 10 | 88 | 53 |
| Germany | 265 | 256 | – | 205 | 204 | 144 |
| Inter-American Development Bank | 51 | 8 | – | 17 | – | – |
| Japan | 219 | – | – | – | – | – |
| Korea, Republic of | – | – | 85 | 118 | – | – |
| Kyrgyzstan | – | – | – | – | – | 26 |
| Luxembourg | – | – | – | – | – | 103 |
| Nepal | – | – | – | 27 | 284 | 473 |
| Netherlands | 500 | – | 265 | 341 | 236 | 197 |
| Norway | 3 326 | 3 716 | 3 187 | 2 112 | 539 | 484 |
| Other | – | 40 | 25 | – | – | – |
| Romania | 19 | – | – | – | – | – |
| Spain | 148 | 178 | 55 | 147 | 67 | 105 |
| Sweden | 336 | 1 244 | 1 745 | 1 308 | 1 954 | 3 194 |
| Switzerland | 192 | 662 | 107 | 15 | 474 | 659 |
| United Kingdom | 124 | 125 | – | 65 | 661 | 606 |
| United Nations | 423 | 122 | 96 | 14 | 25 | 3 |
| USA | 149 | – | 135 | 461 | 1 264 | 711 |
| **Total Restricted Funding | 10 564 | 7 881 | 6 624 | 8 175 | 8 755 | 10 026 |
| ***Norway adjustment for multiyear agreement | 1 478 | 907 | 2 043 | 3 186 | 2 549 | – |
| ****Total Restricted Funding per Financial Statement | 12 042 | 8 788 | 8 667 | 11 361 | 11 304 | 10 026 |

* 2017 figures are unaudited

** The Total Restricted Funding figures are adjusted for Norway's contribution through a multiyear agreement.

*** Adjustment for Norway multiyear agreement

**** Total Restricted Funding per Financial Statement

Image captions and credits

Images are listed in order from top to bottom, left to right, or clockwise from top left as applicable.

p. 5:

International IDEA's Secretary-General [Yves Leterme](#) (Stockholm, Sweden, 4 April 2016) © International IDEA | Lisa Hagman

p. 8:

Yves Leterme addresses the 8th plenary, 70th session of the United Nations General Assembly during the Sustainable Development Summit (New York City, 26 September 2015) © International IDEA

p. 9:

Group photo at the International Conference on Strengthening Peace and Security Cooperation towards Democracy and Development (Vienna, Austria, 29 April 2015) © Organization for Security and Cooperation in Europe

International IDEA 20th anniversary event (Stockholm, 16 September 2015) © International IDEA | Ulf Ringblom

[International IDEA's Board of Advisers](#) (Stockholm, 12 September 2014) © International IDEA | Lisa Hagman

p. 10:

Copies of *The Global State of Democracy: Exploring Democracy's Resilience* at the [Stockholm launch](#) (15 November 2017)

© International IDEA | Stuudio Huusmann

Stills from 'Democracy doesn't happen by chance' (official trailer) © International IDEA

IDEAthon workshop at the [Stockholm launch](#) of *The Global State of Democracy* (15 November 2017) © International IDEA | Stuudio Huusmann

[Kofi Annan speaking](#) at the [Geneva launch](#) of *The Global State of Democracy* (29 November 2017) © International IDEA | Jess Hoffman

p. 11:

Margot Wallström, Swedish Minister for Foreign Affairs, [speaks at Stockholm Launch](#) of *The Global State of Democracy* (15 November 2017)

© International IDEA | Stuudio Huusmann

IDEAthon workshop at the [Stockholm launch](#) of *The Global State of Democracy* (15 November 2017) © International IDEA | Stuudio Huusmann

Jan Eliasson, Former UN Deputy Secretary-General, [speaks at the Stockholm launch](#) of *The Global State of Democracy* (15 November 2017)

© International IDEA | Stuudio Huusmann

United Nations premises in [Geneva at the launch](#) of *The Global State of Democracy* (29 September 2017) © International IDEA | Jess Hoffman

Tweet by [@KofiAnnan](#) on *The Global State of Democracy* © Twitter/Kofi Annan Foundation

p. 13:

Meeting of the Global Commission on Elections, Democracy and Security in Doha, Qatar (21 November 2011) © International IDEA

p. 17:

Film poster for 'Power in our Pockets' © International IDEA

p. 18:

A voter from Zam Zam Internally Displaced Persons Camp, North Darfur, submits her ballot on the first day of Sudan's national elections (11 April 2010)

© Albert Gonzalez Farran | UN Photo/Flickr

p. 19:

A still from the film '[LGBTI Political Inclusion Journeys](#)' © International IDEA | Alice McDowell (Director)

p. 20:

[UN General Assembly 2013. Behind the scenes of the 68th UN General Assembly meeting in New York City](#) (23 September 2013)

© John Gillespie | United Nations/Flickr

p. 21:

Yves Leterme speaks at the UN General Assembly (27 September 2015) © International IDEA

International IDEA's seat at the UN General Assembly, taken during the [Ocean Conference](#) (5 June 2017) © International IDEA

Massimo Tommasoli speaks from the dais of the UN General Assembly during the general debate of the plenary of the [Ocean Conference](#) (8 June 2017)
© International IDEA

Yves Leterme and Mikheil Janelidze, Georgian Minister for Foreign Affairs, at bilateral meeting on the margins of UN General Assembly (26 September 2016) © International IDEA

Massimo Tommasoli and Ida Cosentino meet H.R.H. Crown Princess Victoria of Sweden at the [Ocean Conference](#) (9 June 2017) © International IDEA

p. 22:

[European Union flags, Berlaymont](#) (Brussels) © Thijs ter Haar/Flickr

p. 23:

[International IDEA team at the European Development Days](#) (Brussels, 7 June 2017) © International IDEA

International Day of Democracy 2017 (Brussels, 15 September 2017) © International IDEA

International IDEA showcasing its [Youth Democracy Academy](#) and [Inter-generational Dialogue for Democracy](#) initiatives at the [European Development Days](#) (Brussels, 7 June 2017) © International IDEA

[Brussels launch of *The Global State of Democracy*](#) (30 November 2017) © International IDEA | I Haidau

International Day of Democracy 2016 (Brussels, 15 September 2016) © International IDEA

p. 24:

[Inter-Regional Dialogue on Democracy workshop](#) (Stockholm, 17 June 2014) © International IDEA | Fredrik Larsson

p. 25:

[African Union headquarters](#) (Addis Ababa, 8 December 2013) © Albert González Farran | UNAMID/Flickr

[ASEAN Workshop on Election Observation](#) (Manila, 25 June 2015) © Philippines Electoral Commission

p. 26:

[Assessment methodology workshop](#) in Ulaanbaatar, Mongolia (18 July 2017). © International IDEA

p. 27:

[Workshop "Successful Strategies Facilitating the Inclusion of Marginalized Groups in Customary and Democratic Governance: Lessons from the Field"](#) (Kathmandu, 20 September 2012) © International IDEA | Toom Mawh Harn

Jo Leinen, member of the European Parliament, speaks at a 2017 roundtable on ["Connecting European political parties with EU citizens"](#) © Fabian Pescher

International IDEA [workshop on strengthening the leadership and capacity of women within political parties](#) (Port-au-Prince, 20 November 2013)
© International IDEA | Faisal Yousaf

International IDEA Director for Africa & West Asia, Adebayo Olukoshi (right), and Speaker of the House and acting President of the Republic of Cabo Verde, Mr Jorge Santos (left) at [workshop on the "Use of New Technology in Electoral Processes"](#) (Praia, Cabo Verde, 22 November 2017)
© International IDEA

p. 29:

Adebayo Olukoshi and Khabele Matlosa, Director of Political Affairs, African Union Commission, at the [regional policy dialogue “Three Decades of Democratic Transition in Africa: What are the Dividends for the Citizens?”](#) (Cotonou, Benin, 10 November 2017) © International IDEA

Group photo at [Inter-party dialogue on natural resource governance](#) (Brazzaville, Congo, 14 November 2016) © International IDEA

[Protesters in Tunis](#) (18 February 2012) © Amine Ghrabi/Flickr

Conversation at regional policy dialogue “Three Decades of Democratic Transition in Africa: What are the Dividend for the Citizens?” (Cotonou, Benin, 10 November 2017) © International IDEA

Panel discussion on the Tunisian constitutional court (3 November 2015) © International IDEA | Ben Brahim

Radio France International interviews Adebayo Olukoshi and conference guests Guy Herve Kham and Frederic Joel Aivo of Association Béninoise de Droit Constitutionnel (ABDC) on the theme, “Three decades of democratic transition in Africa” (9 November 2017) © International IDEA | Lynn Simmonds

[Inter-party dialogue on natural resource governance](#) (Cape Town, South Africa, 9 June 2017) © International IDEA

Yves Leterme with the Chair of the Autonomous National Electoral Commission of Senegal, Doudou Ndir (Dakar, Senegal, 5 April 2017)
© International IDEA

p. 30:

[Workers in the Anglo Ashanti gold mine at a depth of about 330m](#) (Obuasi, Ghana, 23 June 2006) © Jonathan Ernst | World Bank/Flickr

[Pouring gold bars at the Anglo Ashanti gold mine](#) (Obuasi, Ghana, 23 June 2006) © Jonathan Ernst | World Bank/Flickr

Mr. Kwaku Kwarteng, MP (New Patriotic Party, Ghana) interviewed on his party's oil and gas policy (12 February 2016) © International IDEA

p. 31:

Attendants at a [technical workshop on civil registration and elections in Africa](#), including Immaculate Kassait (Director of Voter Registration and Electoral Operations, Independent Electoral and Boundaries Commission of Kenya), Ernest Nya Dolo (AU Peace and Security Department) and Hery Rakotomanana (Chair of the Madagascar Independent Electoral Commission) (Addis Ababa, 29 September 2016) © International IDEA | Gonzalo Guajardo

p. 32:

Facilitator explaining the [Youth Democracy Academy curriculum](#) (Tunis, 27 January 2017) © International IDEA | Shana Kaiser

[Je Suis Bardo anti-terror protest](#) (Tunis, 29 March 2015) © Amine Ghrabi/Flickr

Noelle Laouini, Ennahdha party and Olfa Helali, Harak Tounes Al-Irada party and Marie-Claude Schultz, during a [train-the-trainers session for female parliamentarians](#) (Tunis, 25 February 2011) © International IDEA | Hamza Amor

p. 33:

[Freedom Statue](#) (Lusaka, Zambia, 14 May 2017) © David Brown/Flickr

p. 35:

Yves Leterme in discussion with Tsend Munkh-Orgil, Minister of Foreign Affairs of Mongolia (25 August 2016) © International IDEA | Adhy Aman

The late Surin Pitsuwan (Chair of International IDEA's Board of Advisors) with Leena Rikkilä Tamang (International IDEA Director for Asia and the Pacific) and Adhy Aman (Senoir Programme Officer) © International IDEA

Mark McDowell (right, centre) at training session ahead of 2017 Myanmar by-elections (Kawhmu, Myanmar, 18 February 2017)
© International IDEA | Greg Kehalia

Representatives of International IDEA outside the Parliament of Bhutan, with Tshering Tobgay (centre), Prime Minister of Bhutan (Thimpu, Bhutan, 27 October 2016) © International IDEA | Adhy Aman

[A Building Resources in Democracy Governance and Elections \(BRIDGE\) showcase and implementation workshop](#). From left to right: Elections Commission of India (ECI) Deputy Commissioner Sudeep Jain, S. Y. Quraishi (International IDEA Board of Advisors), Erik Asplund (International IDEA), Director Vivek Khare (ECI), Electoral Expert Noor Mohammad (ECI) and Shanti Ram Bimali (International IDEA) (New Delhi, 3 November 2017) © ECI

Leena Rikkilä Tamang (left) and Rumbidzai Kandawasvika-Nhundu (Senior Programme Manager, right) with Ichiro Tsukada, Liberal Democratic Party MP (Tokyo, 18 February 2016) © International IDEA

Participants at the [Second Melbourne Forum on Constitution-Building in Asia and the Pacific](#) (Diliman, the Philippines, 3 October 2017)
© University of the Philippines Diliman.

IDEAthon workshop at the [Colombo launch of *The Global State of Democracy*](#) (13 December 2017) © International IDEA | Devaka Seneviratne

p. 36:

[Launch of the Legislative Drafting Manual](#), attended by Jigme Zangpo, Speaker of the National Assembly and honorable members and staff of the Parliament (Thimphu, Bhutan, 31 October 2016) © International IDEA

Leena Rikkilä Tamang presenting Damcho Dorji, the Foreign Minister of Bhutan, with a copy of [Democratic Transitions: Conversations with World Leaders](#) (Thimphu, Bhutan) © International IDEA | Adhy Aman

Episode 10 of Gyalong Tshokhang (The Parliament) discussing women in politics. From left to right: Sherab Zam, host of the programme, Tshewang Jurmi, MP, Novin Darlami, MP, Leena Rikkilä Tamang (28 October 2016) © International IDEA | Adhy Aman

p. 37:

Myanmar Union Election Commission (UEC) representatives, including Chairman U Hla Thein (left), observing vote counting during German elections (Berlin, 24 September 2017) © International IDEA | Mark McDowell

International IDEA employee voting during 2017 by-election (Yangon, Myanmar, 1 April 2017) © International IDEA | Chit Chit Hnin

p. 38:

Chairman of the UEC, U Hla Thein and Yves Leterme at the [Memorandum of Understanding signing ceremony](#) (Stockholm, 30 September 2016)
© International IDEA | Tomas Spragg Nilsson

International IDEA's Myanmar team supporting the [Union Election Commission Chairperson and officials observing advanced voting of Finnish citizens at the Finnish Embassy](#) (Yangon, 17 January 2018) © International IDEA | Hsu Mon Aung

International IDEA staff member conducting a [by-election facilitation icebreaker](#) (Nay Pyi Taw, Myanmar, 27 January 2017)
© International IDEA | Greg Kehailia

[Introductory workshop for civil society, academia, the judiciary and parliamentarians, on the Constitution Assessment for Women's Equality](#) (Yangon, February 2017) © International IDEA | Annamari T. Salonen

[Democracy Day 2017 participants](#) (Yangon, September 2017) © International IDEA | Tom Cormier

p. 39:

Election administrator advises citizen during local elections in Nepal (28 June 2017) © International IDEA | Shana Kaiser

[Annual Conference of Women Lawyers](#) organized by Nepal's National Bar Association (Sindhuli, Nepal, 1 September 2017) © International IDEA

p. 41:

Marie-Laurence Jocelyn Lassègue, Senior Programme Manager of International IDEA Haiti office; Micalerme Pierre, President of the Commission Women's rights and gender equality in the Chamber of Deputies; and Cholzer Chancy, President of the Chamber of deputies (8 March 2016) © International IDEA

[Yves Leterme and Regional Director for Latin America and the Caribbean, Daniel Zovatto meet the President of Brazil, Michel Temer](#) (21 March 2017)
© Department of Production and Disclosure of Images of the Presidency of the Republic of Brazil

[Daniel Zovatto \(left\) receives, on behalf of International IDEA, the "Cátedra a la Democracia Award"](#), conferred by the President of the Supreme Electoral Court of Costa Rica (TSE), Luis Antonio Sobrado (San José, Costa Rica, 22 November 2017) © TSE-Costa Rica

[Yves Leterme is received by Michele Bachelet, President of Chile](#), on an official state visit to inaugurate International IDEA's new regional office for Latin America and the Caribbean (Santiago, 3 October 2016) © International IDEA

[Brazilian cowboys accompany a vote on a bill which recognizes and regulates the profession](#) (Brasília, Brazil, 24 September 2013)
© Moreira Mariz | Agência Senado/Flickr

Yohny Lescano (Acción Popular), Patricia Donayre (Peruanos Por el Kambio), Patricia del Río, Marisol Espinoza (Alianza para el Progreso) and Percy Medina (International IDEA) [debate Electoral reform in the Peruvian Congress](#) (20 October 2017) © Radio Programas del Perú

Daniel Zovatto (left) and Yves Leterme (right) meet Ana Helena Chacón Echeverría, Second Vice President of the Republic of Costa Rica (San José, 7 October 2016) © Office of the President of the Republic of Costa Rica

[Performance against corruption, impunity and discrimination, "I leave footprints"](#) (Lima, Peru, 21 November 2017) © International IDEA | Yael Rojas

p. 42:

[La Paz, Bolivia](#) (1 September 2008) © International IDEA © M M

Coordinera de la Mujer event. © Coordinera de la Mujer

p. 43:

[Six major Haitian political parties implement International IDEA's Strategic Planning Tool](#) (3 May 2017) © International IDEA

p. 44:

[A resident from the mining community of Huayllay voting](#) (Cerro De Pasco, Peru, 5 June 2011) © EFE/Charlie Jara | Globovisión/Flickr

[Residents from the community of Urubamba participating in the 2011 elections](#) (Cusco, Peru, 5 June 2011) © EFE/Sengo Perez | Globovisión/Flickr (x3)

p. 46:

Sam van der Staak, Senior Programme Manager for Wider Europe, leading a [panel discussion during the Second Regional Conference on Money in Politics](#) (Tbilisi, Georgia, 19 June 2017) © State Audit Office of Georgia

Yves Leterme participates in the [Warsaw Dialogue for Democracy](#) (15 December 2016) © International IDEA

Minister on European and Euro-Atlantic Integration of Georgia, Mr Victor Dolidze (centre) on a visit to International IDEA in The Hague (19 April 2017) © International IDEA

Committee Hearing on Principles of E-Governance in the Election Process in the Parliament of Ukraine (Kiev, 14 December 2017) © International IDEA

Sam Van der Staak speaking during the [Warsaw Dialogue for Democracy](#) (16 December 2016) © Ministry of Foreign Affairs of the Republic of Poland

Digital Reporting and Disclosure System for Political Party Finance meeting with stakeholders (Chişinău, Moldova, February 2017) © Centre for Continuous Electoral Training (CCET)

Oleksandr Iakymenko (International IDEA) speaking at Committee Hearing on Principles of E-Governance in the Election Process in the Parliament of Ukraine (Kiev, 14 December 2017) © International IDEA

International IDEA and leading Ukrainian think-tank Centre for Policy and Legal Reforms (CPLR) hosting a [roundtable discussion on challenges and reform options for structuring relations between the President and the Prime Minister](#), as well as their relationship with the legislature and other constitutional bodies (Kiev, 10 July 2017) © International IDEA

p. 48:

[Parliament at sunset](#) (K'ut'aisi, Georgia, 15 January 2015) © Berdo Maghularia/Flickr

p. 49:

[Give Ukraine a chance!](#) (Kiev, 28 November 2013) © Ivan Bandura/Flickr

International IDEA Party Innovation Hub, Ukraine (10 December 2017) © International IDEA

About This Report

International IDEA is an intergovernmental organization with a mandate to support democracy worldwide.

We provide impartial expertise, support and training based on the latest research to countries, governments, political parties, civil society and citizens seeking to strengthen their democracies. We firmly believe that democracy is best tailored to the needs of a country and its citizens. There is no one-size-fits-all solution.

In this retrospective of our work from 2012 to 2017, we present our efforts at setting the global democracy agenda. We have produced a significant body of knowledge products that advance the discourse on democracy and its finer aspects in the United Nations, the European Union and democracies around the world. Our knowledge helps inform democratic norms such as how elections are conducted, how constitutions are built and how more women can participate in politics.

We also present our activities worldwide in providing support to democracies in transition and consolidation in Africa, Asia and the Pacific, Europe and Latin America and the Caribbean. The support that we provide, on invitation, ranges from partnerships with electoral management bodies to building the capacities of women and young people for more inclusive political participation.

Democracy is a universal human aspiration that needs to be nurtured and sustained. Through this report, we share with you our ongoing contributions towards our common aspiration.

INTERNATIONAL IDEA
Strömsborg
SE-103 34 Stockholm
Sweden
Telephone: +46 8 698 37 00
Email: info@idea.int
Website: <http://www.idea.int>
[Facebook.com/InternationalIDEA](https://www.facebook.com/InternationalIDEA)
[Twitter@Int_IDEA](https://twitter.com/Int_IDEA)

ISBN: 978-91-7671-144-6