ANNUAL RESULTS REPORT 2015

International IDEA
Institute for Democracy
& Electoral Assistance

INTERNATIONAL
IDEA
INSTITUTE FOR
DEMOCRACY AND
ELECTORAL
ASSISTANCE

About this report

As per the statues of international IDEA, the Secretary-General reports to the Council of Member States on the overall implementation of the Institute's activities.

In April 2014, as part of the Mid-Term Strategy Review, Member States recommended that the organization continue to strengthen its communication about results. This fifth International IDEA Annual Results Report therefore presents improved qualitative reporting of results, giving more information beyond the simple implementation of activities.

Full accountability at outcome level

Part 1 of this report features a cross-section of democracy events and processes world-wide and International IDEA's contributions to them throughout 2015.

Parts 2 and 3 of this report present progress reports towards each of the annual goals (programmatic outcomes in Part 2, institutional objectives in Part 3) that International IDEA set for itself. These sections are meant for reference and hence apply the planning framework as per the Programme and Budget 2015.

Outcomes are goals that International IDEA intends to contribute to through its activities (outputs). Embedded in larger processes, and subject to other stakeholders' actions, they are beyond the control of International IDEA. At country or regional level, International IDEA's annual goals refer to specific partners and stakeholders, as they move towards their own democracy-related goals, for instance regulating the use of state-owned media in elections. At the global level, International IDEA's annual goals typically relate to the availability of global comparative knowledge, and to setting democracy themes on global agendas, for example in the context of the adoption of the 2030 Agenda for Sustainable Development.

Appreciation of relevance and effectiveness

From the progress reports, it is possible to learn how, globally (and in different continents, countries and contexts) electoral authorities, constituent assemblies, civil society, governments or other stakeholders are progressing to build stronger democracies. The reports also gives an account of International IDEA's specific contributions to these processes and of the partnerships that made this possible. This information, combined with information about respective democracy contexts and milestones, should enable readers to appreciate the relevance and effectiveness and, to a lesser degree, sustainability and impact of International IDEA's work.

As was the case in 2014, the decision to include obstacles and challenges in the report has been taken for reasons of professional openness and integrity. It is intended to make the report a useful tool enabling internal and external stakeholders to hold International IDEA accountable.

Acknowledgements

Reading the results in parts 3 to 8

Milestones	

Strategic Objectives 2015-2017

1. Planned Outcomes 2015

Progress Reports

- ■ advanced
- ■ on track
- ■ delayed
- ■ cancelled

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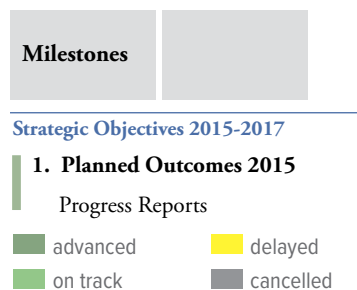
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Foreword

Federal Councillor Didier Burkhalter,
Head of the Federal Department of Foreign Affairs of Switzerland

I am pleased to welcome International IDEA's Annual Results Report for 2015, which presents the activities and outcomes achieved by the organization during the period in which Switzerland was the Chair of the Council of Member States.

From a democracy perspective, 2015 was characterized by both progress and setbacks. The year saw continued challenges for democratic transitions in North Africa and the Middle East, but also witnessed positive signals and achievements, such as the successful elections in Myanmar, the long-awaited adoption of a constitution in Nepal and the vitality of citizens and civil society organizations in demanding accountability and democratic governance from their governments.

The emphasis of Switzerland on democracy in its foreign policy and development cooperation is based on the long-standing experience of our citizens with semi-direct democracy and active participation in shaping policies and decisions. Building on this solid foundation at home, our international cooperation in 2017–20 will continue to strengthen the rule of law and democratic participation globally.

In 2015 Switzerland chose 'Accountability as a Central Element of Deepening Democracy' as the theme to accompany our role as Chair in the belief that giving citizens a voice to hold their representatives and government officials accountable is an indispensable step towards consolidating democracy. Only by making democracy an everyday reality and an essential quality in the relationship between citizens and their institutions can we nurture democratic cultures and improve service delivery to those citizens in most need.

Throughout the year, we worked intensely in cooperation with Member States and the Secretariat to promote democratic accountability at the global, regional and national levels. Switzerland and International IDEA jointly organized several high-impact events on the linkage between democracy and sustainable development, including a high-level event in the margin of the United Nations General Assembly meeting in September, on 'Engaging People for Sustainable Development' with the participation of the President of Switzerland, Simonetta Sommaruga. This event was timely, in that it was organized ahead of the milestone adoption of the 2030 Agenda for Sustainable Development. Switzerland understands that the positive transformations for people and their livelihoods envisioned by the 2030 Agenda rest on the accountability of institutions to their citizens, and on making sure that development progress is properly measured, communicated and monitored.

The Annual Democracy Forum hosted by Switzerland in November in Bern provided the opportunity to advance understandings of the roles of key accountability actors and mechanisms, and to show our commitment to the 2030 Agenda. It offered a platform to discuss with Member States, academic experts and civil society representatives the important role of democratic accountability in monitoring progress on delivering the Sustainable Development Goals (SDGs). The Forum also spurred increased interaction between Swiss civil society organizations and International IDEA, and the related #DemocracyMatters campaign supported by Switzerland reached more than 10 million people and inspired discussion on accountability as a central element of deepening democracy.

On 15 September in Stockholm, on the International Day of Democracy, I was pleased to represent Switzerland at the 20th anniversary of International IDEA. The Ministerial Council meeting gave Member States a platform to reflect on our past cooperation and reaffirm our commitments to International IDEA for the coming years. As a supporter of International IDEA since its founding, and a Member State since 2006, Switzerland has come to value the organization's comprehensive way of supporting democratic transitions and processes. In particular, International IDEA has made good progress on fostering dialogue on democracy, be it at the multilateral level on democratic accountability in the 2030 Agenda, at the regional level through the Inter-Regional Dialogue on Democracy, or at the country level with political stakeholders on prominent issues such as frameworks on political finance and democratic governance of natural resources.

International IDEA is recognized for developing relevant tools and concrete approaches to analyse and assess democracy, including the recent Democratic Accountability in Service Delivery assessment framework, which has since been implemented to assess the reconstruction effort after Typhoon Haiyan in 2015. Another success, the Electoral Risk Management Tool, was applied by an increasing range of stakeholders in 2015, including the Independent National Electoral Commission of Nigeria and the Union Electoral Commission in Myanmar.

As a country with a deeply rooted constitutional tradition, we support International IDEA's programme on constitutional processes, which has been a trusted long-term partner to the constitution-building process in Nepal and to many other constitutional reform processes around the world.

We welcome International IDEA's support for countries in democratic transitions, and the fact that it makes use of its global comparative knowledge while also learning from the particularities of each context. We are working with International IDEA to further strengthen the impact and visibility of the organization and to make it fit for the challenges to come. This report is another step in that direction.

Finally, I am delighted to take note of the engagement of Member States in the process of developing International IDEA's new Strategy for 2018–23. They will have to show strong ownership to bring this process to a favourable conclusion.

Executive Summary

This report presents International IDEA's activities in 2015 and documents significant strategic milestones in the Institute's programmatic work.

The report is divided into three main parts. Part I presents featured programmatic results from International IDEA's work. Part II expands on the Institute's activities as a whole throughout the year, including global programming and regional-specific activities. Part III reflects on the Institute's management objectives.

Democratic developments

In 2015 threats to human security linked to violent conflicts, terrorist attacks, extreme weather and natural disasters together with threats to democracy linked to the penetration of illicit money into politics and the growing influence of authoritarian regimes overshadowed positive developments and trends that should give the world cause for optimism about the future of democracy, which remains the preferred form of government for the majority of citizens around the world. Citizen movements demanding more and better quality democracy continue to mobilize using different methods and platforms, and there is a steady increase in the number of countries holding legislative elections, and a corresponding increase in the number of registered voters, confirming that democracy is still hugely supported by citizens around the world.

This rapidly changing external environment, in which International IDEA operates, creates both opportunities and challenges for implementing our strategy.

Programmatic Results

Electoral Processes

Turning to individual countries in which International IDEA works to support specific democracy processes, the 2015 Myanmar elections were a great success, and have been widely recognized as transparent, credible and peaceful. There is now room for optimism about the complex challenges ahead, linked to development, peace and inclusion. The Union Election Commission defied its critics, including from opposition. International IDEA with its partners in the STEP Democracy consortium, an EU funded project, has been very proud to provide useful capacity assistance ahead of election day to the electoral authorities, civil society, the media and other electoral stakeholders.

In Haiti, International IDEA has worked closely with all political stakeholders, including political parties, the Provisional Electoral Council and, more recently, members of parliament to foster dialogue and provide technical assistance to address their needs and help facilitate completion of the long overdue electoral process. International IDEA also organized the Seventh Ibero-American Conference on Electoral Justice in partnership with Peru's National Election Board, in a significant annual event for the whole Latin America and Caribbean region.

Turning to International IDEA's comparative knowledge products, the Nigerian Independent Election Commission successfully introduced International IDEA's Electoral Risk Management (ERM) Tool in Nigeria ahead of historic elections in 2015, where Nigerian voters rejected an incumbent president at the ballot box for the first time. At the end of the year, the African Union Commission and International IDEA held the Africa-wide ERM Conference in Addis Ababa.

International IDEA's second Member State EMB Dialogue in Addis Ababa was a chance for representatives of Member State EMBs to share experiences with each other as well as with the Institute's programmatic teams.

In terms of knowledge and advocacy products, International IDEA produced Power in our Pockets: Social Media, Money & Politics in the Digital Age, a documentary film on the role of social media in the financing of electoral campaigns in Indonesia, Spain and the United States. It will premiere in Washington, DC, in 2016.

Political Participation and Representation Processes

A milestone event in the year, and part of the Institute-wide initiative Money in Politics, the Global Conference on Money in Politics was held in 2015 in Mexico, followed by the 'Conference on the Use of Money in Politics and its Effects on People's Representation in South Asia', organized by the Indian Election Commission. The regional conference concluded with the 'New Delhi Declaration on Political Finance Regulation in South Asia'.

Ahead of elections in 2016 in Peru, Congress agreed to implement tools that empower and incentivize political parties to filter out those candidates who are linked to organized crime. A citizen awareness campaign is in full swing. Peru's efforts to combat the influence of illicit interests on elections, implemented by an International IDEA-led consortium, are supported by USAID and the EU.

Turning to the challenge of gender equality, Bolivia has again achieved record results in terms of gender parity in its regional elections. International IDEA is proud to have contributed to this historic development through its long-standing partnership with the Coordinadora de la Mujer network and a platform of 18 organizations.

Democracy Assessment, Analysis and Advocacy

International IDEA's democracy assessment tools are increasingly applied or built on. For a new index that measures the quality of local democracy, for instance, piloted in Curitiba, Brazil, the Economist Intelligence Unit has applied elements of the International IDEA's State of Local Democracy framework. The Institute also replied to requests for training on the State of Democracy methodology by democratic institutions in Bulgaria, Papua New Guinea and Ukraine. In Melanesia in particular, a high-impact workshop, co-organized with

V-Dem, spurred a public debate on quality of democracy, which was widely taken up by the media.

In an important development, as part of the 2030 Agenda for Sustainable Development, the international community will consistently monitor threats to state institutions, with International IDEA being referenced as one of the main sources of information on indicators. Also building on the Institute's research on the nexus between democracy and organized crime, Peru has begun piloting International IDEA's Organized Crime in Democratic Politics (OCDP) threat assessment tool to reduce the influence of illegal interests on the electoral process, ahead of general elections in 2016.

In recent decades, the inclusion of rights for lesbian, gay, bisexual, transsexual and intersex (LGBTI) groups in national constitutions has come to be seen as an indicator of the strength and consolidation of democracy. International IDEA has developed detailed accounts of the struggles for constitutional equality by sexual-orientation minorities and will develop an advocacy guide for LGBTI advocates of constitutional change.

On the challenge of gender equality in political processes, the increased ambition among EMBs in Africa to institutionalize gender equality was shown by the plans of EMBs in Zambia and Lesotho to develop institutional policies for gender equality. Furthermore, ahead of elections in 2016 in Zambia, five political parties have issued a communiqué on gender and democracy after holding a sustained dialogue with women's rights organizations, to which International IDEA had contributed.

Democracy and Development

The Third International Forum of Santo Domingo gathered six former presidents from the Latin America region and concluded with an 'Agenda for Latin America', issuing strong recommendations for improving the quality of democracy in Latin America in an era of economic downturn.

Functioning political and institutional frameworks need to be in place if natural resources are to contribute to inclusive development. International IDEA and the Natural Resource Governance Institute have been

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working with all four parliamentary political parties in Ghana to facilitate the development of their policy positions on oil and gas.

In September 2015 the UN General Assembly adopted the 2030 Agenda for Sustainable Development, an ambitious set of 17 Sustainable Development Goals containing 169 targets. Parliaments, the judiciary and civil society are recognized as key players in achieving these goals and targets. International IDEA organized high impact side-events at the margins of the negotiations on the linkage between democracy and sustainable development. Member States have acknowledged the effective advocacy role of International IDEA, which included distributing the Policy Brief, 'Democratic Accountability in Service Delivery', at the event.

Constitution-building Processes

The devastating earthquakes in Nepal seemed to spur the political process into action and the official promulgation of a new Constitution was in many ways a cause for celebration. On request by Nepali stakeholders, International IDEA applied what is now the 'Constitution Assessment for Women's Equality' to the Nepal draft constitution in June 2015, and later to the newly promulgated Constitution. Convinced by the usefulness of the assessment, International IDEA has turned it into a tool that can be applied in other constitution-building processes.

International IDEA provided assistance on-demand in 2015 in several countries. In Chile, the Government requested advice on how to design a constitutional reform process to ensure a legitimate, democratic outcome through effective public participation. In Sri Lanka, the Prime Minister asked International IDEA to organize a preparatory meeting, which saw consensus among government and opposition parties over parameters for the constitutional reform process to be launched in 2016.

In 2015, International IDEA's online platform ConstitutionNet was increasingly popular with 30,000 visitors per month in 2015. The year also saw International IDEA building a partnership with GoogleIdeas and GoogleDocs for participatory constitution-building processes at a technology fair in the USA.

Across Thematic Areas

International IDEA launched its Wider Europe Programme in 2015 in response to developments in post-Soviet countries, which are experiencing pressure as a result of their vicinity to both Russia and the EU. In addition, Central European and Balkan democracies are threatened by a democratic regression, and established democracies have experienced street protests, growing support for populist political parties and a move towards direct forms of democracy that side-step the more traditional modes of political participation and representation.

Publications and Databases

The Institute published over 50 knowledge products in 2015. Highlights included the second Annual Review of Constitution-Building Processes, covering events in 2014; a report on the roles of women in conflict and peace, featuring cases studies from four countries; a Spanish translation of Funding of Political Parties and Election Campaigns: A Handbook on Political Finance; a Policy Brief on money in politics, translated into six languages; a set of guidelines for the development of social media codes of conduct for elections; and a series of reports on constitutional frameworks for the Middle East and North Africa.

An initiative of International IDEA, *Democratic Transitions: Conversations with World Leaders*, a unique exploration of how countries become democracies, was published in October by Johns

Hopkins University Press. The book, co-edited by Sergio Bitar and Abraham F. Lowenthal, presents personal reflections, both on ending authoritarian rule and on building democracy, by former presidents on five continents who have played key roles in such transformations over the past 30 years.

Throughout the year the Institute further consolidated its Global Database on Elections and Democracy, contributed to the update of the ACE Electoral Knowledge Network website, and launched three databases (on direct democracy, electoral justice, and ICTs in elections) on its own website. The International IDEA Gender Quotas Database continues to be one of the Institute's most consistently referenced and used data resources.

Institutional Management

The Institute celebrated its 20th anniversary in September, with a number of events, which included a special event at the Swedish Parliament. Member States adopted the Declaration on the occasion of the International Day of Democracy 2015.

International IDEA is successfully expanding its Inter-Regional Dialoguie on Democracy activities, with a targeted conference and a series of Policy Briefs. Recommendations of the IRDD Conference on Strengthening Peace and Security Cooperation towards Democracy and Development in April have directly contributed to a UN progress review of the implementation of UN Security Council Resolution 1325 on women, peace and security.

The Annual Democracy Forum was co-organized by Switzerland and International IDEA on the theme 'Accountability as a Central Element of Deepening Democracy'. The media campaign on the same theme, #DemocracyMatters, promoted in collaboration with Switzerland and Botswana, has reached more than 10 million people.

International IDEA continuously improves accountability and transparency compliance. The Financial Statements 2015 are fully aligned with the International Public Sector Accounting Standards (IPSAS). International IDEA's Programme and Budget 2016 fully links narrative and financial planning for the first time. Member States and peer organizations have commended the Annual Results Report 2014 for delivering on both accountability and substantive communication of results.

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Abbreviations

Institutional

ACE	Administration and Cost of Elections (ACE Electoral Knowledge Network)
AWA	Africa and West Asia (International IDEA Regional Programme)
BEST	Best Electoral System Test
BRIDGE	Building Resources in Democracy, Governance and Elections Programme
CSO	Civil society organization
EMB	Electoral management body
ERM Tool	Electoral Risk Management Tool
EUR	Euro (currency)
HR	Human resources
ICT	Information and communication technologies
iKNOW	International Knowledge Network of Women in Politics (iKNOW Politics)
IPSAS	International Public Sector Accounting Standards
IRDD	Inter-Regional Dialogue on Democracy
KIA	Key impact area
LAC	Latin America and the Caribbean
LGBTI	Lesbian, gay, bi, transgender and intersex
MFA	Ministry of Foreign Affairs
MP	Member of parliament
NGO	Non-governmental organization
OCDP	Organized Crime and Democratic Politics
PPT	Policy Positioning Tool
SAFE	Secure and Fair Elections (Curriculum)
SDGs	Sustainable Development Goals
SoD	State of Democracy (Assessment framework)
SoLD	State of Local Democracy (Assessment framework)
SPM	Special political missions
STEP	Support to Electoral Processes and Democracy (Myanmar)
WANA	West Asia and North Africa (former International IDEA Regional Programme)

Other

AACL	Arab Association of Constitutional Law
ACP	African, Caribbean and Pacific Group of States
AGA	African Governance Architecture
ASEAN	Association of South East Asian Nations
ARP	Assembly of the Representatives of the People (Tunisia)
AU	African Union
CA I	First Constituent Assembly (Nepal)

CA II	Second Constituent Assembly (Nepal)
CDA	Constituent Drafting Assembly (Libya)
CDC	Constituent Assembly Drafting Committee (Nepal)
CEP	Provisional Electoral Council (Haiti)
CNE	National Electoral Council (Venezuela)
CoE	Council of Europe
CPA	Comprehensive Peace Agreement (Nepal)
CPP	Convention People's Party (Ghana)
DAC	Development Assistance Committee (OECD)
DFID	Department for International Development (UK)
DIPD	Danish Institute of Political Party Development
DRI	Democracy Reporting International
ECB	Election Commission of Bhutan
ECN	Nepal Electoral Commission
ECOWAS	Economic Community of West African States
EED	European Endowment for Democracy
EIB	European Investment Bank
EII	Electoral Integrity Initiative
EIP	Electoral Integrity Project
EIU	Economist Intelligence Unit
ENoP	European Network of Political Foundations
EPD	European Partnership for Democracy
ERP	Enterprise resource planning
EU	European Union
FNF	Friedrich Naumann Foundation
FUNGLODE	Global Foundation for Democracy and Development
GI	Global Initiative against Transnational Organized Crime
GPPAC	Global Partnership for the Prevention of Armed Conflict
ICTs	Information and communications technologies
IFES	International Foundation for Electoral Systems
IFISS	International financial institutions
INE	National Electoral Institute (Mexico)
INEC	Independent Election Commission (Nigeria)
IPSAS	International Public Sector Accounting Standards
ISIE	Superior Election Body (Tunisia)
JNE	National Jury of Elections (Peru)
MEPA	Masters in Electoral Policy and Administration
MUD	Democratic Unity Round Table (Venezuela)
NEC	National Elections Committee (Egypt)
NET	National Elections Tribunal (Peru)
NIMD	Netherlands Institute for Multiparty Democracy
NLD	National League for Democracy (Myanmar)
NRGI	Natural Resource Governance Institute

OAS	Organization of American States
OECD	Organization for Economic Co-operation and Development
ONPE	National Office of Electoral Processes (Peru)
OSCE	Organization for Security and Co-operation in Europe
PAP	Pan African Parliament
PSUV	United Socialist Party of Venezuela
SAARC	South Asian Association for Regional Cooperation
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation
SIWI	Stockholm International Water Institute
TEPJF	Federal Electoral Tribunal (Mexico)
TSE	Supreme Electoral Tribunal (Bolivia)
UEC	Union Election Commission (Myanmar)
UN	United Nations
UNDP	UN Development Programme
UNEAD	UN Electoral Assistance Division
UNHRAC	UN Human Rights Council Advisory Committee
USIP	United States Institute of Peace
V-Dem	Varieties of Democracy (Institute)
WFD	World Forum for Democracy
ZCID	Zambia Center for Interparty Dialogue
ZEC	Zambian Electoral Commission

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Preface

by International IDEA's Secretary-General

It is with much pride that I present International IDEA's Annual Results Report 2015.

The year has seen a number of opportunities for democratic progress around the world. Citizens' movements provide proof that democratic aspirations are strong, and more countries than ever before now hold democratic elections. In many places, democratic progress has opened up new opportunities for participation and for the alternation of power through formal institutions, which did not exist before. The historic elections in Myanmar provide one such example.

However, a number of challenges threaten the foundations of mature democracies and render more fragile the democratic progress of countries that have undergone recent transitions to democracy. The Arab Uprisings have largely stalled, as many new regimes in the region struggle to achieve their democratic aspirations, while the pace of reforms in other countries remains slow. The ongoing threat of terrorist groups in many parts of the world also hinders democratic development. Indeed, violent conflict presents a serious threat to democratic progress. As we all know, this has triggered a historic migration of people that challenges established and emerging democracies alike. Economic insecurity and deepening economic inequality also pose threats to democratic advances and call into question the ability of democratic institutions to effectively respond to these challenges.

These developments illustrate the challenges of building robust democracies, and show that democratic progress is not always a linear process, but can be subject to stalling or reversal. Furthermore, even in mature democracies, democracy can corrode if it is not nurtured and protected. This rapidly changing external environment in which International IDEA operates, creates both opportunities and challenges for implementing our strategy. It confirms that International IDEA's role in supporting democratic progress is more important than ever and that we need to continue to respond flexibly to changing circumstances in our political and economic environment.

The year marked an important milestone for International IDEA: our 20-year anniversary. I am very grateful to the Swedish Government for hosting our anniversary celebrations at the Riksdag in Stockholm. Over 300 participants took part, including representatives of our Member States, partner organizations and non-governmental organizations (NGOs), dignitaries, practitioners and opinion leaders from around the world. The diverse attendees at this event demonstrated, once again, the strong commitment of our Member States and partners to International IDEA. The marking of our 20-year anniversary also provided us with an excellent opportunity to take stock of the state of democracy in the world, and of International IDEA's achievements to date, with important insights from global leaders in the field.

The adoption by the United Nations General Assembly of the 2030 Agenda for Sustainable Development in September 2015 was a significant development. The references to democracy, governance, inequality, accountability and gender in the 2030 Agenda, as well as the inclusion in the Sustainable Development Goals (SDGs) of goals 5 (on gender equality) and 16 (on peaceful and inclusive societies, access to justice and accountable institutions), represent a global recognition of the issues for which International IDEA has advocated consistently over the past 20 years and, in particular, during the intergovernmental negotiation process.

These efforts culminated in a High-Level Side Event at the UN General Assembly, also in September, entitled 'Engaging People for Sustainable Development: Accountability, Transparency and Participation'. The event was organized by International IDEA's Permanent Observer to the UN in New York and co-hosted by the President of the Swiss Confederation, Simonetta Sommaruga, the President of Mongolia, Tsakhiagiin Elbegdorj, and the

Vice President of the Republic of Botswana, Mokgweetsi E. K. Masisi. Of the SDGs, goal 16 represents a major breakthrough because it underscores the interlinkages between the rule of law, accountability and peace; creates a framework for International IDEA's mandate; and provides an important focal point for promoting democratic accountability in the SDG agenda.

In 2015 International IDEA began making preparations for a new periodic publication on the state of democracy in the world. This publication will become a key resource on the global state of democracy, building on the Institute's 20 years of expertise in this field, as well as its in-depth regional knowledge of democratic trends in Africa, Latin America, the Middle East, the Asia-Pacific and, more recently, Europe.

Other important events that occurred in 2015 included two iterations of the Global Conference on Money in Politics, an institution-wide initiative which reaffirmed International IDEA as a global knowledge leader on the issue of political financing. The first conference was held in Mexico City in September 2015, and the second, focusing on South Asia, was held in New Delhi in December 2015. Both events enabled leading researchers, practitioners and policymakers to take stock of the global state of political finance and related regulations, identify knowledge gaps and identify possible solutions to the challenges posed by this issue. We will stay engaged in this topic, focusing on further knowledge generation and on the development of tools to help policymakers enhance transparency in political finance.

Another important institutional highlight in 2015 was the publication of the book *Democratic Transitions: Conversations with World Leaders* by Johns Hopkins University Press. This project was initiated under my predecessor, Vidar Helgesen, and the book presents the personal reflections of 13 former presidents from nine countries across five continents. Each of these leaders played a key role in political processes that resulted in the end of authoritarian rule, and a transition to democracy. The interviews, country analyses and additional materials seek to draw lessons from successful transitions to democracy that may be of value to countries that have undergone or are undergoing similar changes. The book has now

been translated into Dutch, French, Spanish and the Myanmar language. It will soon also be available in Arabic, with launch events taking place across various continents. This project has provided valuable knowledge and expertise, and will act as the basis on which we plan to integrate, more systematically, the theme of 'Transitions to Democracy' in our future work.

The year also saw the start of the implementation of International IDEA's first institution-wide Communications Strategy, which will help to ensure that the Institute increases the visibility, outreach and impact of its programmes globally, regionally and at the country level.

In 2015 we took steps to expand regionally, laying the groundwork for the establishment of a Wider Europe Programme, in accordance with the conclusions of our 2014 mid-term strategy review. Scoping missions were undertaken to Ukraine, Macedonia and Kyrgyzstan to explore possibilities for engagement in the areas of electoral risk management, gender and civic engagement, and constitutional reform. We also strengthened our regional presence in Africa, with the appointment of a new Regional Director and the relaunch of the regional Africa and West Asia (AWA) Programme, which unites our former West Asia and North Africa (WANA) Programme and our Africa Programme.

In the Asia-Pacific, highlights included continued support for the first free and fair elections in Myanmar in 25 years, held in November 2015. International IDEA's team supported the Union Election Commission (UEC) to, among other things, publish and disseminate voter education material in the nine languages of the country, as well as information on campaign finance legislation. Another milestone in Asia was the approval of Nepal's Constitution in September, for which International IDEA's office in Kathmandu provided technical assistance throughout the process.

In Latin America and the Caribbean, the announcement of Brazil's request to join International IDEA as a new Member State was warmly welcomed. Formalization of the decision by Brazil's Congress will take place in 2016. Preparations are also advanced for the relocation of our regional office to Santiago de Chile in 2016, where the Government has generously provided office space.

I am also pleased to report that a number of measures were implemented to increase the effectiveness and efficiency of International IDEA and to ensure that its donors' financial and political investments continue to provide value for money. It is an Institute-wide policy that we ensure cost-effectiveness and, to this end, measures are being taken to identify those elements of the organization's overhead costs that may be reduced, for example by implementing cost-sharing arrangements for our regional and country offices (e.g. in Brussels and Santiago de Chile). This is being carried out in parallel with the strengthening of International IDEA's capacity for resource mobilization in support of both regional and global programmes, with the aim of increasing our financial sustainability. In this regard, our fundraising efforts enabled us to mobilize a total of EUR 11.3 million in restricted funding for projects in 2015, compared to EUR 8.7 million in 2014.

Over the past several years, International IDEA has taken important steps towards improving its policies and systems of internal control. In 2015 we conducted a thorough review of policies and procedures in order to bring the Institute closer to compliance with the requirements of the European Union (EU), in particular its Pillar Assessments of external operations. The changes made will increase transparency and align International IDEA with similar intergovernmental organizations. We hope that the EU Pillar Assessment process will lead to a positive evaluation in 2016. This should also open the door to expanding the Institute's relationship with the EU as a funding institution.

International IDEA has also brought its financial reporting into line with International Public Sector Accounting Standards (IPSAS), which form the basis for the Financial Statements of 2015. We have also entirely overhauled our results reporting within the increasingly sophisticated results-based management framework. From 2016, we will start to incorporate metrics from the Global Reporting Initiative in areas such as governance and gender, and we are developing a set of performance metrics based on project evaluation criteria for democracy projects which we hope will also be of value to our Member States and to other organizations working in this field.

International IDEA's achievements in 2015 are the result of the hard work and commitment of an excellent staff, and the support and engagement of our Member States, our Board of Advisers and other donors and partners. In November 2015 International IDEA held its 24th session of the Council of Member States in Bern, Switzerland, marking the end of Switzerland's one-year term as Chair of the Council. On that occasion, Mongolia officially took on the role of incoming Chair, in the presence of the Swiss Foreign Minister, H. E. Didier Burkhalter, and the Mongolian Foreign Minister, H. E. Lundeg Purevsuren. I would like to take this opportunity to thank Switzerland for its excellent leadership in 2015 and welcome Mongolia as the incoming Chair for 2016.

As we look ahead to 2016, we are preparing for the elaboration of International IDEA's next six-year strategy (2018–23), which I look forward to steering, in close collaboration with our Member States and the Board of Advisers. Our new strategy will address evolving democratic challenges and opportunities around the world, to ensure that International IDEA fulfils its founding mandate to support and advance sustainable democracy worldwide.

Yves Leterme
Secretary-General

Democratic Transitions: Conversations with World Leaders

An International IDEA initiative, and the first volume in any language to focus on learning lessons from political leaders about promoting and managing transitions to democracy, *Democratic Transitions: Conversations with World Leaders* was published in October 2015 by Johns Hopkins University Press.

The book presents personal reflections on ending authoritarian rule and building democracy by 13 former presidents on five continents who have played key roles in democratic transitions over the past 30 years. In probing conversations with these leaders, editors Sergio Bitar and Abraham F. Lowenthal focus on their principal challenges and goals as well as their strategies to end authoritarian rule and construct democratic governance.

Francis Fukuyama describes the book as 'a remarkable feat, providing a readable and engaging history of the Third Wave of democratization'. Michelle Bachelet calls it 'a must-read for future transitions'. Kofi Annan praises 'the pragmatic wisdom and unique outlook' of the political leaders interviewed.

In 2015 launch events were held for the book in London, Prague, Warsaw, Washington, DC, New York City, Brussels, Addis Ababa, Oslo and Strasbourg. In December, an article by the book's co-editors appeared in Foreign Affairs. Translations of the book into Spanish, Dutch, French, Arabic and Myanmar will be published in 2016.

International IDEA is extremely proud to have produced this important book, which will be valuable for political leaders, civil society activists, journalists, scholars and all who want to support democratic transitions.
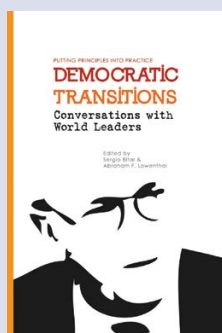
Democratic Transitions: Conversations with World Leaders

Democratic Transitions: Conversations with World Leaders, a unique exploration of how countries become democracies, is an initiative of International IDEA. The book presents personal reflections on ending authoritarian rule and building democracy by former presidents on five continents who have played key roles in such transformations over the past 30 years. The comments, offered in individual face-to-face interviews, comprise the first volume in any language to focus on learning lessons from political leaders about promoting and managing democratic transitions. The book was co-edited by Sergio Bitar and Abraham F. Lowenthal and contains a Preface by International IDEA's Secretary-General, Yves Leterme, in which he states: 'What neither we nor others have thus far contributed is first-hand testimony from top political leaders about how transitions towards democracy have been achieved in different continents. This exciting publication fills that critical gap.'

International IDEA's 20th Anniversary

The Birth of an IDEA

Founded in 1995 by 14 Member States, International IDEA is the only intergovernmental organization with the mission to support sustainable democracy as its sole mandate. To commemorate the Institute's 20th anniversary, International IDEA's first Secretary-General, Bengt Säve-Söderbergh, looks back and reflects on the organization's beginnings and the context for its foundation back in 1995. The essay highlights the political challenges of that period and the bases for the approach to democracy support that International IDEA continues to espouse today.

With the support of highly engaged Member States, International IDEA has consistently evolved its programmatic work to meet the needs and new challenges of the global community. International IDEA's engagement is broad, and includes professionals in academia, legal practitioners, country leaders and the general public.

In September 2015 International IDEA celebrated its 20th anniversary with a number of events, which included a meeting of Member States at a Council Session in Stockholm and a special event at the Swedish Parliament.

The Council Session was held at International IDEA's headquarters in Stockholm on 15 September, the International Day of Democracy. The meeting was chaired by Didier Burkhalter, the Minister of Foreign Affairs of Switzerland (which acted as International IDEA Chair in 2015). Member States adopted the Declaration on the Occasion of the International Day of Democracy 2015. In the Declaration, which

reiterated their support for International IDEA's mandate and mission, Member States expressed their confidence in the future of the organization.

At the Swedish Parliament on 16 September, International IDEA and the Speaker of the Parliament, Urban Ahlin, co-hosted a panel discussion and celebration attended by HRH Crown Princess Victoria of Sweden, the Swedish Foreign Minister, Margot Wallström, and former UN Secretary-General Kofi Annan.

To mark the anniversary, International IDEA published an essay by Bengt Säve-Söderbergh, the first Secretary-General of the organization. In The Birth of an Idea he offered insights into International IDEA's roots in the early 1990s and the continuing relevance of its work today.

In addition, International IDEA launched an essay competition on the topic, 'Does representative democracy have a future in this era of digital media?' The winning entry was written by Gillian Wong Miswardi.

International IDEA Secretary-General Yves Leterme delivers welcome remarks as part of International IDEA's 20th anniversary celebration in Stockholm, Sweden, on 16 September.

Gillian Miswardi, the winner of International IDEA's 20th Anniversary essay competition, accepts her award from Royal Highness Crown Princess Victoria.

(left to right): Mr Thorbjørn Jagland, Secretary General of the Council of Europe, Swedish Foreign Minister Margot Wallström, Dr Surin Pitsuwan, former Secretary General of the Association of Southeast Asian Nations and Mr Hesham Youssef, assistant Secretary General for Humanitarian Affairs in the Organization of Islamic Cooperation, during a panel discussion held as part of International IDEA's 20th anniversary celebration in Stockholm, Sweden, on 16 September.

(left to right): International IDEA Secretary-General Yves Leterme, Her Royal Highness Crown Princess Victoria of Sweden and Mr Kofi Annan, Chair of the Kofi Annan Foundation and former United Nations Secretary-General at International IDEA's 20th anniversary celebration in Stockholm, Sweden, on 16 September.

2 Featured Programmatic Results

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ELECTORAL PROCESSES - ASIA AND THE PACIFIC

Myanmar holds transparent, credible and peaceful elections

The road to democracy in Myanmar has been rocky to say the least. The elections held in 2010, the first in 20 years, were neither transparent nor credible. Shortly after those elections, however, the military-backed civilian government appeared to relax some of the restrictions on the opposition National League for Democracy (NLD) by releasing its leader, Aung San Suu Kyi, from house arrest. Hundreds of political prisoners were also released in the following years and in 2013 the country allowed privately owned opposition media back into the country. For the first time since 1990 the NLD was allowed to stand in the 2012 by-elections. At the time, this was seen as a test of the leadership's commitment to democratic reform. The elections were generally seen as fair.

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 elections, few dared to believe that this time would be different. In the event, the 2015 elections were a great success, and have been widely recognized as transparent, credible and peaceful.

The elections tested the democratic commitment of Myanmar's government, citizens, and social and political organizations. Their collective success has put the country on the path to democratic change. There is now room for optimism about the complex challenges ahead, linked to development, peace and inclusion.

The 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.

In the end the NLD, led by Aung San Suu Kyi, won a landslide victory, winning 57 per cent of the popular vote and 78 per cent of the seats in the Assembly of the Union, which consists of the House of Representatives and the House of Nationalities (25 per cent of the seats are reserved for the military).

Speaking at a post-election conference in February 2016, the departing Chair of the UEC, U Tin Aye, said he was proud of the contribution he and his colleagues had made to the democratization of Myanmar. The elections, he added, were only the beginning:

"We have done the groundwork and laid the foundations for a truly democratic Myanmar. Now we should take the next step. I would like to ask Myanmar citizens and international visitors alike to work together for the betterment of the country, without bias. We should cooperate and ask ourselves: what can I do to make Myanmar a better place?"

The challenges ahead

One major challenge will be lasting peace. The country is closer than ever before to putting an end to six decades of civil war. Ethnic armed organizations, political parties, civil society organizations (CSOs) and the military will have to compromise over a number of hotly contested issues, such as natural resource management, civil-military relations and, as agreed in the Nationwide Ceasefire Agreement signed in

October 2015, the establishment of a 'union based on the principles of democracy and federalism'.

Another challenge will be inclusion. Bridging the gap that keeps ethnic and religious minorities, women and youth outside of decision-making structures will be an essential precondition not only for successful political dialogue, but also for the country to prosper.

Infographics on women and ethnic minority candidates in Myanmar Elections.
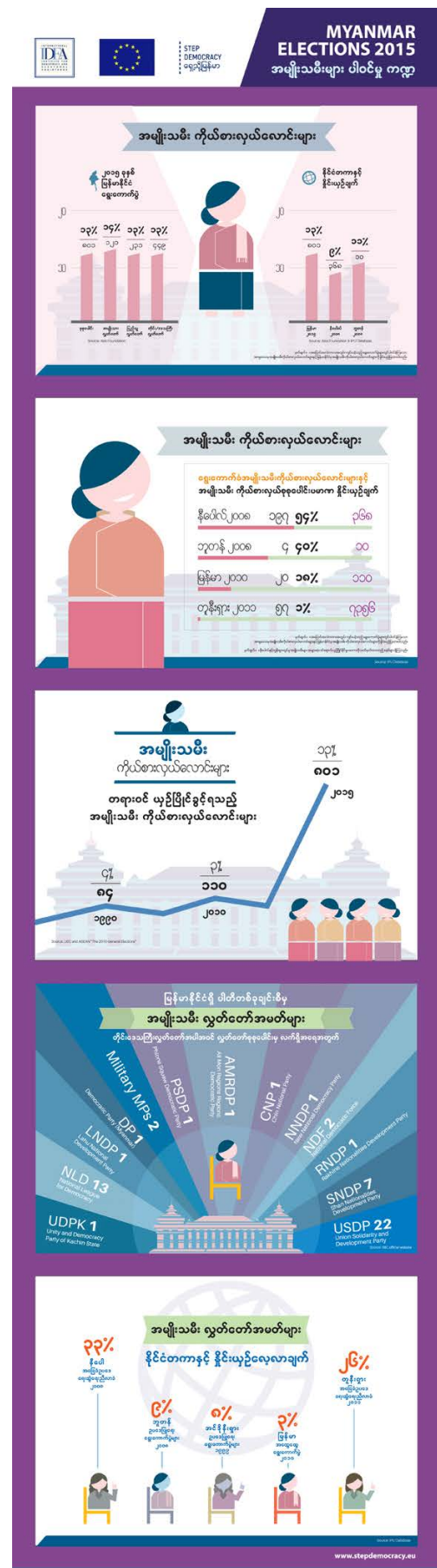
The new leadership will face the challenge of development too. To deliver good quality infrastructure, public services, jobs, rights and opportunities for all people in Myanmar will require a high degree of technocratic skill. Peace, inclusion and development are intricately linked. Democracy has the power to unleash such connections. International IDEA will remain a committed partner of all willing democratic stakeholders in Myanmar in their efforts to advance democratic change in the critical years to come.

In Myanmar, International IDEA has been working to support inclusive, democratic elections by providing capacity assistance to the UEC, civil society, the media and other electoral stakeholders. This is part of the Support to Electoral Processes and Democracy (STEP Democracy) project, a 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 European Union. In partnership with the Canadian Parliamentary Centre, International IDEA is also working to build the capacity of Myanmar's parliamentary oversight and budgetary management roles.

ELECTORAL PROCESSES - ASIA AND THE PACIFIC

Promoting diversity in the Myanmar elections

In the run-up to the 2015 general elections in Myanmar, International IDEA helped to raise awareness of diversity issues and promote the political inclusion of women and marginalized groups. In a partnership with the Sandhi Governance Institute, key aspects of the electoral legal framework were presented to women and young leaders from ethnic minority groups. In

Myanmar: A women and youth in politics seminar.

Myanmar: International Observers' IDs.

Myanmar: Women holding up voter ed materials is a civic and voter education training in remote areas.

Myanmar: Post-election national conference group photo with Chair U Tin Aye, Commissioners and participants, February 2016.

addition, International IDEA supported the UEC in its development of a wide range of voter-education materials that were distributed to ethnic minority parties and CSOs engaged in education activities in remote areas of the country. Radio spots were also made available in eight ethnic minority languages. International IDEA also produced infographics with interesting facts and figures on the participation of women and ethnic minority candidates in the Myanmar elections.

ELECTORAL PROCESSES - ASIA AND THE PACIFIC

Myanmar's electoral authorities surprise their critics

Two weeks before the 8 November elections, a candidate in Meiktila told International IDEA she was cautious. She was one of 6,074 candidates competing for 33 million voters in over a thousand constituencies. The elections would bring change, she said, but just "some; something is better than nothing".

A township of Mandalay region in central Myanmar, Meiktila was at the centre of communal violence that left at least 44 people killed, and several hundred displaced in March 2013. A very diverse country with over 130 ethnic minority groups, a key challenge ahead is to make that diversity truly inclusive. Restrictive

policies and discriminatory laws aimed at 'protecting race and religion' had led to the disenfranchisement of voters for many minorities. The activism of nationalist groups in the election made many fear the gloomy days would be back, just in places like Meiktila.

However, besides few billboards down, things were running smooth. Something was different in Meiktila.

The election sub-commission office, like all others in the country, operated on a low budget, inadequate infrastructure and short staff. It was bustling with activity though. It facilitated candidates to canvass voters out in the villages.

Campaign issues brought to the local mediation committee were most often solved through dialogue. Education and polling material was being dispatched off to the villages furthest away just on time.

For the electoral authorities least trusted in Asia (2015 Asian Barometer Survey), holding a credible election was a huge challenge many thought implausible. In January 2015, activists vowed to collect signatures to demand the replacement of the UEC. The Irrawaddy quoted a leading civil society activist: "If we look at the background history of the commission members and their current performances, the conditions to trust them are not there."

10 months later, five days after the election, the same outlet congratulated the commission and its leadership for facilitating a credible poll.

The UEC and sub-commission staff made up for dire conditions with a strong sense of duty. Long hours, hard work and steady engagement with political parties and CSOs helped the UEC address problems arising along the way. Furthermore, the UEC leadership welcomed international advice and assistance on both regulatory and operational decisions. International IDEA shared with UEC staff not only the same working space, but also the long days and hard work to make the success happen.

The UEC's successful, trust-earning performance is a positive sign that Myanmar institutions can meet the expectations of their people.

As the NLD, led by Aung San Suu Kyi, stressed in a letter thanking International IDEA for its help with the electoral process, in Myanmar there is a need for a smooth, stable and honourable transition "that can lay the foundations for national reconciliation".

"The support of our friends and well-wishers around the world in encouraging this process will be greatly appreciated."

– Letter from the NLD
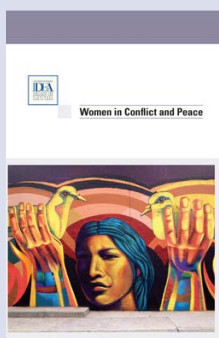
Women in Conflict and Peace

What roles do women from marginalized communities play during conflict, or in peacemaking and democratization? Which factors lie behind their involvement in armed conflicts? What are the consequences of women's inclusion or exclusion from peacebuilding activities? These are some of the questions explored in *Women in Conflict and Peace*. Drawing on case studies from Afghanistan, Myanmar, the Philippines and Rwanda, this publication analyses the impact of women on intrastate conflict and peacebuilding, concluding with recommendations that international and local actors can implement to enhance the participation of marginalized women in future peacebuilding and democracy-building initiatives.

English-Myanmar Glossary of Democratic Terms

The purpose of this glossary is to serve as a starting point for public discussion on democratic terms in Myanmar. Based on extensive consultations with experts, it aims to provide clear, accessible and value-neutral explanations of terms relevant to Myanmar's transition to democracy. International IDEA and the Local Resource Centre welcome suggestions for additional terms and changes of current explanations through the website.

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ELECTORAL PROCESSES: LATIN AMERICA AND THE CARIBBEAN

In Bolivia, 'parity is now!'

Bolivian women take half of seats in all legislatures

Bolivia has again reached record results in terms of gender parity. After an intense campaign run by women's organizations, Bolivians elected a Plurinational Assembly in October 2014 in which more than 50 per cent of the seats were won by women. But the campaign 'Parity is now!' was not to be stopped: six months later, during regional elections, women took 44.5 per cent of the seats in departmental legislatures and 51 per cent in municipal councils.

As had been done at the national level, women from various cultural, political, social and economic backgrounds gathered ahead of the elections to build a policy agenda by women. In this participatory way, each departmental platform developed its own policy agenda; and a diversity of visions, identities, realities and demands was expressed in each agenda. Each of these departmental policy agendas is a reference for future dialogue, to develop consensus on issues that concern women and society in general. International IDEA is proud to have contributed to this historic development through its long-standing partnership with the Coordinadora de la Mujer network and a platform of 18 organizations.

Policy Agenda by Women

The departmental agendas formulate concerns and demands along the five pillars that Bolivian women have proposed in a concerted format to political organizations throughout recent electoral campaigns: (a) democratization of power; (b) dismantling patriarchy through the political, cultural, symbolic and material participation of women; (c) guarantees and conditions for the right to live free from violence; (d) autonomy and self-determination for women's bodies, recognizing the conditions for the exercise of sexual and reproductive rights; and (e) the economic empowerment of women, equal access to resources, income, jobs, opportunities and recognition of their economic contribution and care tasks.

The agendas were then presented to all the candidates of political parties that participated in the departmental and municipal elections in April 2015. Candidates made strong commitments to the policy agenda from women, either in public

Bolivia: Enrollment process of Subnational Elections 2015. Women demanding parity in the candidate lists at the Subnational Electoral Management Bodies (TDEs).

debates during the electoral campaign or by integrating it into the programmatic agendas of their parties.

Since the elections, the Agendas have been applied in each department to enforce women's rights and develop the existing regulatory framework on gender equality and equity.

Bolivia: Every second voter used the app Yo participo

In less than 15 months Bolivia has lived through four electoral processes: presidential and subnational elections, and two referendums. It was in this highly participatory period that the Plurinational Electoral Body had to find ways to facilitate voters' access to electoral information, news monitoring and the observation of results.

To this effect the Supreme Electoral Tribunal (TSE) created two smartphone applications in 2014. Yo participo uses geo-referencing to give voters access to useful information on exercising their right to vote, such as the address of the polling station. Proving that the application met a demand, Yo participo was consulted by more than three million people—or half of all registered voters—in the national elections in 2014; and by nearly two million people—every third voter—in the most recent referendum.

Yo elijo is another application through which people could read, via the webpage of the TSE or on their cell phones, the proposed programmes of political organizations. The application was live during the campaigns for the national and departmental elections.

Through these services, the electoral management body (EMB) found a creative mechanism to interact with the Bolivian electorate. The younger generation in particular, avid users of smartphone applications, felt included, making this initiative a step that leads to more democratic youth participation. The tool has been nominated for an international prize awarded by Electoral Transparency. International IDEA supported the TSE financially and technically in the developing the applications.

Political advertising in Bolivia

From research to regulation

The media is having an increasing impact, for better or for worse, on the quality of electoral contests. International IDEA undertook research on the relationship between the media and electoral processes in Bolivia during the general elections in October 2014. The study, which builds on similar research undertaken during the general elections of 2009, confirms that the mass media has a very large impact on the positioning of actors and the establishment of the

electoral agenda. Moreover, the study confirmed that social media played a significant role in the electoral dynamics in 2014. President Evo Morales indirectly confirmed this finding when he recently blamed social media for people's no-vote to his constitutional amendment that would have enabled his bid for a third consecutive term. The research, published as Comicios Mediáticos

II, was presented in five of the nine departments of Bolivia, where it was greeted with interest by journalists, politicians and academics.

The TSE immediately applied the findings and recommendations of the research to regulate electoral advertising and the use of public resources ahead of the Constitutional Referendum on 21 February 2016. The newly constituted TSE garnered much respect for this step. The former members of the TSE had had to step down in mid-2015 amid allegations of a lack of neutrality.
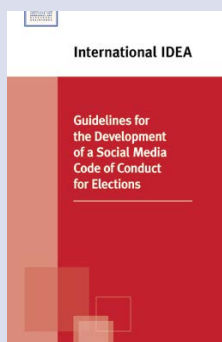
Guidelines for the Development of a Social Media Code of Conduct for Elections

In recent years, social media has taken elections around the world by storm. EMBs have noted stakeholders' increasing reliance on social media throughout the electoral cycle, but they have also voiced concern about the potential for social media to be used to spread hate speech, misinformation and rumour. As a first step towards addressing these concerns International IDEA has developed a model code of conduct for the use of social media during elections. This publication provides general guidelines for EMBs and other stakeholders who wish to agree on a code of etiquette for the publication and dissemination of election-related news and information on social media.
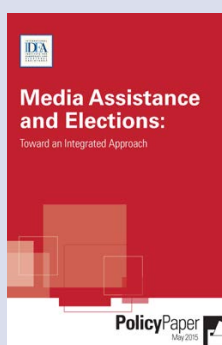
Media Assistance and Elections: Toward an Integrated Approach

Despite the widespread acknowledgement that the media is critical to electoral processes, and that it has the potential to affect voter behaviour, electoral assistance providers do not always prioritize the integration of media support into their work. Obstacles include a lack of clarity regarding the role of the media in the electoral process, the politically sensitive nature of the media and the failure of many organizations to plan projects well in advance of election day. This Policy Paper concludes with recommendations on overcoming these obstacles.
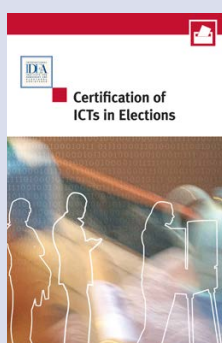
Certification of ICTs in Elections

When introducing or using information and communications technologies (ICTs) in elections, EMBs usually need to assure themselves and other stakeholders that a given technical solution is going to work—that is, that it fulfils legislative requirements, is secure and trustworthy, is of high quality and will perform as expected. Certification of ICTs for use in elections is often seen as an option for EMBs seeking to provide this kind of assurance. However, certification practice varies greatly between countries and EMBs. A further complication is the fact that certification terminology is badly defined and applied inconsistently. Moreover, as there is currently no global technical standard for the various ICTs used in electoral processes, it is usually up to the individual EMB to develop requirements for the certification process and ensure compliance. Based on comparative examples of good practice, this publication provides guidance for EMBs when choosing ICTs.

ELECTORAL PROCESSES: LATIN AMERICA AND THE CARIBBEAN

A lack of electoral integrity in Venezuela contributes to polarization

The first parliamentary elections since the death of President Hugo Chávez were held in Venezuela on 6 December. The Democratic Unity Round Table (Mesa de la Unidad Democrática, MUD) won 112 of the 167 seats in the National Assembly (including the three seats reserved for indigenous representatives), overturning nearly two decades of dominance by the leftist movement founded by Chavez in 1999, the United Socialist Party of Venezuela (Partido Socialista Unido de Venezuela, PSUV), in what was its worst-ever defeat. The PSUV gained the remaining 55 seats. A few weeks after the elections, President Maduro alleged electoral irregularities and his appeal was upheld by the Supreme Court. The three Congressmen under investigation were therefore not present when the opposition lost its supermajority on 5 January 2016.

The MUD has already warned, in remarks by the new speaker of the National Assembly, Henry Ramos Allup, that it will pursue options to bring about a constitutional change of government in the next six months. This is expected to increase the levels of polarization and confrontation between the government and the opposition, and to deepen the already serious economic crisis.

In November, International IDEA worked jointly with the Center for Political Studies at the Universidad Católica Andrés Bello in Caracas to analyse the conditions for electoral integrity during the electoral campaign, examining both strengths and weaknesses. Recommendations to help improve the quality of the upcoming elections included: promoting the secret ballot, guaranteeing effective conditions of fairness for all political organizations, strengthening international observation and lifting the state of emergency in border states. Both organizations regretted, in a follow-up report of 3 December, that their recommendations, presented in a study at the beginning of the campaign, had not been taken into account by the National Electoral Council (Consejo Nacional Electoral, CNE). The report garnered extensive media coverage in Venezuela and the region. All reports and press releases are available on International IDEA's website.

ELECTORAL PROCESSES: LATIN AMERICA AND THE CARIBBEAN

Elections in Haiti

Following a four-year suspension, Haiti held the first round of legislative elections on 9 August 2015, and the first round of its presidential elections on 25 October. While election day unfolded peacefully, without any major incidents of violence, the initial results of the elections were immediately questioned by several opposition candidates, most notably Jude Célestin who came second with more than 25 per cent of the vote. Jovenel Moïse, backed by President Martelly and his party, won 33 per cent according to initial reports. The opposition took to the streets to protest the results and violence gradually escalated. The Provisional Electoral Council (CEP) was eventually forced to postpone the run-off elections scheduled for 27 December.

In an attempt to resolve the conflict, President Martelly appointed an electoral evaluation commission with a mandate to evaluate the results. The commission released its finding on 3

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; Cholzer Chancy, President of the Chamber of deputies.

January 2016 in a report that confirmed major irregularities that included missing fingerprints and signatures on voter lists and faulty electoral card numbers. Only 8 per cent of the audited documents presented no serious irregularities.

The commission recommended greater transparency and replacement of the CEP, since it lacked 'the credibility to continue the electoral process. Despite the commission's findings, the CEP scheduled the run-off election for 24 January. The report had only added fuel to the fire, however, and Célestin vowed to boycott the election unless all the commission's recommendations were implemented.

Amid growing tensions and protest, the CEP decided to cancel the election. With only one day left in office and nobody to replace him, President Martelly and the presidents of the two chambers of parliament brokered a deal. Haitian lawmakers elected the Senate leader, Jocelerme Privert, interim president to lead a 120-day transitional period that would end the ongoing crisis and organize the presidential run-off election. The deal also stated that Privert must appoint a Prime Minister in consultation with parliament in order to oversee the electoral process. The presidential run-off election is set for 24 April 2016, along with the second round of legislative elections and local elections. The new president is due to be sworn in on 14 May. This last-minute political agreement facilitated an honourable exit for President Martelly, and the choice of Privert, who is known to hold moderate political views, should calm politics and wider society.

However, the tight electoral schedule and the more than 150 political parties running in the elections have been issues of concern throughout the electoral process. As of mid-March 2016, President Privert was still unable to obtain parliament's green light to ratify his appointment of Prime Minister, Fritz Jean, which he had made two weeks before. Strong divisions and the fragmentation of politics are now threatening the possibility of reaching a consensus on the choice of prime minister, further delaying the completion of the long overdue election.

International IDEA worked closely with all political stakeholders during the year, including political parties, the CEP and, more recently, members of parliament, to foster dialogue and provide technical assistance to address their most crucial needs.

ELECTORAL PROCESSES - GLOBAL

Second Member States' Electoral Management Body Dialogue

International IDEA organized the second Member State EMB Dialogue in Addis Ababa, Ethiopia, on 30 November. The dialogue was a chance for representatives of Member State EMBs to share experiences between them as well as with IDEA's programmatic teams. Representatives from several EMBs including Mexico, Ghana, Costa Rica, India and Australia attended the event along with embassy representatives from Indonesia, Switzerland and the Netherlands.

"Democratic transitions are home-grown processes", said Keboitse Machangana from International IDEA. No country has the exact same systems as another but even so there are plenty of lessons to be learned by looking at how other countries have tackled specific problems when evaluating your options. One such problem is the timing of elections in post-conflict countries.

"Democratic transitions … cannot be forced into international time tables. This applies to the practice of elections where we have often seen the entire process compromised by forcing early elections."

Another new area of focus of International IDEA will the way migration is impacting electoral processes:

"We also need to look at globalization and electoral rights. Millions of people are internally displaced and millions live in countries where they are not citizens and don't have full voting rights. This will affect democracy and we need to look at how."

Secure and Fair Elections (SAFE) Workshop Model Curriculum

The Secure and Fair Elections (SAFE) Workshop Model Curriculum combines academic and practitioner perspectives to provide a holistic insight into the principles, challenges and good practices related to electoral security. The curriculum consists of 14 modules and 9 practical sessions. Topics cover a variety of perspectives, including security and integrity considerations in elections, analytical methodologies, the role of the media, justice mechanisms, and the use of information and communications technologies in the provision of electoral security. The SAFE Curriculum can be incorporated into electoral assistance programming, and can play an important role in strengthening the capacity of election practitioners and security-sector agencies. It will also assist other national and international stakeholders interested in safe elections.

ELECTORAL PROCESSES - AFRICA

A new standard for electoral risk-management in Nigeria and beyond

International IDEA supported the Nigerian Independent Election Commission (INEC) in a bold and progressive move to introduce International IDEA's Electoral Risk Management (ERM) Tool in Nigeria. In a country plagued by election-related violence, this tool is of particular relevance. Implementation of the tool was initiated country-wide and completed just months ahead of the historic 2015 elections. Completing this task within the time constraints was a respectable achievement, and a credit to the commitment of the INEC leadership, the dedication of the INEC staff who implemented the tool, and the foresight and influence of the African Union (AU).

Evaluation of capacity-building activities

Project evaluators, while recommending a more generous timeframe for introducing the ERM Tool, found that the project met the criteria established by the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD). INEC has also confirmed that the project provided a sustainable platform on which to further build capacity for electoral risk-management and mitigation.

International IDEA's ERM Tool receives praise from the top

In June 2015, a series of articles in Nigerian newspapers, including Leadership and the Herald, quoted the former Chair of the INEC, Professor Attahiru Jega, as praising International IDEA's ERM Tool. Professor Jega led the preparation and conduct of Nigeria's historic 2015 general elections, in which the country underwent a peaceful transition of power, and his statements to the media acknowledged the significance of the Tool in assisting his team in organizing peaceful and credible elections. In the implementation of the ERM Tool, INEC was supported by International IDEA and the AU Commission, backed by the Ministry of Foreign Affairs of the Netherlands and the Government of Norway.

A new standard for partner EMBs in Africa

Institutionalization of risk management in elections is also emerging as a new topic of interest for EMBs and international electoral assistance providers. International IDEA has carried out pioneering work in this area by supporting national stakeholders in implementing the ERM Tool. The Institute partnered with the AU Commission in organizing the international 'Electoral Risk-Management Conference' in Addis Ababa. (1–3 Dec.) The event confirmed the growing interest in the topic across the continent. At the conference, many participants expressed interest in partnering with International IDEA and the AU Commission in strengthening their risk-management capacities.

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES - AFRICA

Barriers to women's participation in Tunisian politics

Since starting its transition to democracy in 2011, Tunisia has been heralded as a success story in the region. Following the 2014 legislative and presidential elections the country has worked to increase the participation of women in the political process. This has included measures such as adopting quotas to ensure that women are guaranteed one-third of the seats in parliament. Despite all these efforts, however, progress has been slow.

Various mechanisms, such as legal frameworks, have been put in place to overcome some of these barriers, but they have so far failed to produce the desired outcomes. For instance, although both the electoral laws of 2011 and 2014 adopted a proportional representation list system to ensure parity in the Assembly of the Representatives of the People (ARP), only 11 per cent of the lists in some regions, including in both Béja and Kébili were headed by women. International IDEA partnered with the Tunisian association Youth without Borders (Jeunes sans frontiers, JSF) to organize two round-table discussions on women's political participation in the governorates of Beja and Kébili, in order to better understand the regional differences in the barriers faced by women in political parties.

Beyond the legal framework, structural problems within the political parties also serve as barriers to women's participation. For instance, many meetings take place in informal public spaces, such as cafés, which are inaccessible to women. This indicates that women are automatically excluded from these decision-making processes available to male politicians. Another barrier is the absence of a childcare system for women political candidates in political parties. To counter this specific problem, political parties have suggested taking measures to provide childcare facilities as well as financial support to cover childcare costs for candidates, as part of campaign expenses, during the electoral campaign.

Even when women do break through these barriers to become political candidates, the evidence has shown that women candidates are subjected to both physical and verbal abuse during elections. This compounds the issue and further discourages political participation by women.

There is a clear need for more research and data on the obstacles women across Tunisia face when seeking to participate in politics. To continue to collect more data, International IDEA will host a second series of round-table events in 2016.

In order to understand the mechanisms and barriers that exclude women from Tunisian politics, International IDEA and the Netherlands Institute for Multiparty Democracy (NIMD) launched a four-year project in 2014 'Respect for Women's Political Rights: Fostering Political Environments for Equal Participation and Leadership of Women in Political Parties'. The project will follow-up these issues during the upcoming municipal elections in Tunisia.

POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES - AFRICA

Zambian political parties vow to address gender inequality ahead of elections in 2016

In Zambia, in the run-up to the general elections scheduled for 2016, at the invitation of International IDEA and the Foundation for Democratic Election, a space for discussion opened up. Women's rights and gender equality organizations engaged in a sustained dialogue with political parties on gender equality as a constituent of intra-party democracy. As a result, and with an important facilitative role taken by the Ministry for Gender and Child Development, five Zambian political parties issued a Communiqué on Gender and Democracy.

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 profiling 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).

Political party financing and equal participation of women in Kenyan electoral politics: A situation overview

Despite the existence of laws, affirmative action initiatives and political party reforms, the participation and representation of women in politics remains underdeveloped. A multitude of factors impede women's participation on an equal basis with their male counterparts. One such factor is access to the financial resources needed to effectively participate in electoral processes as candidates. This report presents findings on political party financing and equal participation of women and men in Kenyan electoral politics. It looks into the role of and extent to which access to financial resources determine the success of women running for elective positions. It discusses the main findings on financial barriers for female politicians in Kenya, and makes recommendations to facilitate reforms in this area.

MONEY IN POLITICS - GLOBAL

Power in Our Pockets

A documentary film on social media, money and politics in the digital age

Over the past year, International IDEA has been making a film on the role of social media and money in politics. The film, Power in our Pockets: Social Media, Money and Politics in the Digital Age, is the result of a number of interviews with various organizations, experts and representatives.

In February 2015 we interviewed CSO representatives, academics and policy experts in Jakarta, Indonesia who were able to show us the influential role that social media plays in Indonesian life and the revolutionary impact it had on the 2014 presidential election. One specific highlight was the pre-election hackathon organized by Perludem and the Asia Foundation, which gave developers 24 hours to use data to create election-related apps. We also heard about President Joko Widodo's use of social media to connect with the electorate and give them a voice. In March 2015 we talked to representatives from think tanks and CSOs, politicians, academics and former members of President Barack Obama's campaign team in Washington, DC, and New York City. They showed us how digital technology is helping candidates reach out to constituents

and fundraise. The power of the Internet is also being used to promote transparency with regard to political contributions and expenditure.

In Madrid, we spoke with members of the Podemos political party, academics, journalists and policy experts. The film features the rise of Podemos and the party's reliance on social media to build its support base, raise money and maintain a conversation with its members and the wider public. The party's innovations, particularly with regard to crowdfunding and transparency initiatives, offer valuable lessons for other political parties and candidates around the world. The film will premiere in Washington, DC, in March 2016.

Video stills from *Power in Our Pockets*

MONEY IN POLITICS - GLOBAL

Money in politics on the global agenda

Global Conference held in Mexico

The Global Conference on Money in Politics, co-organized by International IDEA and the Electoral Tribunal of the Federal Judiciary of Mexico, took place in Mexico City in September. It was the second in a series of conferences supported by International IDEA, following a regional conference held in Brazil in May 2015. Among the panellists were Marvi Kiviniemi, Deputy Secretary-General of the OECD; Lorenzo Cordova Vianello, President of Mexico's National Electoral Institute; and Constancio Carrasco Daza, Chief Justice of Mexico's High Chamber of the Electoral Tribunal of the Federal Judiciary.

The Conference focused on accountability, corporate influence over politics, the gender funding gap, and the nexus between politics and illicit funding. The discussions were solution-oriented, attempting to share knowledge and experience on how issues linked to money in politics have been handled in different countries.

Both statutory and voluntary measures to tackle these problems have been tested in several countries, but many participants noted that even in countries where a framework and legislation are in place, there can still be serious problems with implementation.

Speaking at the closing ceremony, Obiageli Ezekwesili, Senior Economic Adviser at the Africa Economic Development Policy Initiative, said that political and economic reform must go hand-in-hand to tackle the problems of money in politics. These problems, she said, are caused by the accumulation of wealth and inequalities in most countries.

A regional conference in New Delhi was subsequently held in December. As a result of that conference, participants signed the New Delhi Declaration 2015 on Political Finance Regulation in South Asia.

MONEY IN POLITICS - ASIA AND THE PACIFIC

The New Delhi Declaration 2015 on Political Finance Regulation in South Asia

The Regional Conference on Money in Politics and its Effects on People's Representation was held in New Delhi in December 2015. The third event in a series of regional conferences on money in politics, it focused on the importance of effective regulation of financing of the activities of political parties and candidates.

Nine overarching principles in the conference declaration aim to strengthen the regulation of political finance across the region, to ensure a level playing field among all political parties and ultimately ensure that political parties promote the welfare of the public rather than special interests.

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The declaration contains recommendations on political finance regulation, how to close loopholes in the regulatory framework and how to coordinate the efforts of all stakeholders. It also provides guidance on how to ensure equal participation and recognizes that women face particular obstacles created by unequal access to funds.

MONEY IN POLITICS - LATIN AMERICA AND THE CARIBBEAN

The challenge of Peru's 2016 elections

Strong support for Peru's efforts to resist the influence of illegal interests in politics

In the context of upcoming presidential and parliamentary elections in Peru in 2016, International IDEA is implementing the projects 'Fight against the influence of illegal interests in the political processes of Peru', financed by USAID since September 2014, and 'Citizen strategy to improve the quality of politics', financed by the EU since July 2015. The aim is to reduce the influence of illegal interests on Peruvian electoral processes in order to improve the conditions for the electoral process in 2016, and to make the political process more democratic, inclusive and transparent. The complementary nature of the initiatives increases their radius of influence and impact, and helps to identify new, previously unconsidered opportunities to generate impact and broaden the network of alliances at the national level.

'Super candidates wanted'

'Se busca Candidatazos: reto 2016' is a citizen campaign designed primarily for younger voters in the 2016 elections. The main objectives are to increase awareness, promote transparency and enable voters to make better-informed voting decisions. Several tools and audiovisual resources have been designed as part of this initiative.

The candidatazos.pe web platform proposes that citizens take action to demand that all candidates for president publish their sources of funding in an effort to prevent illegal money from drug trafficking, illegal mining and logging from infiltrating their campaigns. The web platform has a number of sections and tools for citizens to make the presidential candidates accountable.

Clean accounts

The first challenge for the elections in 2016 is for citizens to demand that presidential candidates ensure their campaign finance does not come from drug trafficking, illegal mining, illegal logging or other illegal sources. Citizens can send a tweet to all contenders in the 2016 elections asking them to commit to having clean accounts.

Who is financing you?

The second challenge is for citizens to demand that the presidential candidates' parties submit financial reports on their campaigns, with details of who is financing them.

Ana Liza, a very bright girl

The animated series 'Ana Liza, una chica muy despierta' (Ana Liza, a very bright girl) is a collaboration between International IDEA and TV Cultura. The show focuses on the role of youth in strengthening democracy, by exploring organized crime, corruption, asset laundering, illegal mining and logging, and drug trafficking. The series is broadcast on the channel Not Suitable for Adults (No Apto Para Adultos, NAPA) in 15 cities nationwide. The first three videos in a series of eight are available on YouTube.

Prueba electoral T- Conozco

This tool consists of an online test with 12 questions to measure the degree to which a voter knows and trusts his or her preferred candidate. The results can be shared through social networks.

GPS Electoral

Using this interactive tool, voters can see how their political positions compare with those of each candidate. The final result is displayed to visually reflect in percentages how much the voter's and the candidate's positions match. The purpose is for users to focus their electoral decision-making on programmatic political issues, rather than superficial or sensationalist aspects of the campaign.

28J and #YoDejoHuella

28J is a group of young people advocating the need for Super Candidates in Peru, and engaging various groups of artists and organized civil society to join the campaign.

International IDEA has been supporting and promoting the initiative #YoDejoHuella with the idea of promoting youth mobilization to strengthen democracy.

MONEY IN POLITICS - LATIN AMERICA AND THE CARIBBEAN

Party, know your candidate!

The 'Ventanilla Unica Electoral' (VUE, electoral single-window) is a centralized database which political parties can access to consult key information about their possible candidates. The database is being introduced in Peru following a legal reform for which International IDEA had been advocating as part of a debate on mechanisms for political parties to generate filters and avoid supporting candidates with links to illegal activities or who are unsuitable for assuming public office. Peruvian political parties used the tool for the first time between November 2015 and February 2016. The parties were able to access centralized information about court sentences, records on family assistance debts, arrest warrants, INTERPOL wanted lists, etc.

During that period, the records of 3,307 persons have been consulted in the VUE. The first reports show that of the persons subject to queries in the system, 61 were sentenced for intentional crimes meaning they cannot participate as candidates in the election. Another finding to date is that there are national arrest warrants for three persons and an international arrest warrant for one person, which means that these individuals cannot register as candidates.

In Colombia electoral authorities run a similar system quite successfully, and during 2013 and 2014, International IDEA supported exchanges between Peruvian and Colombian officers, as well as technical assistance for the Peruvian parliamentary commissions. Since the law creating the VUE was passed in October 2015, International IDEA provides assistance to the National Election Jury, who implements the measure.

A new tool to detect and tackle organized crime in democratic politics

Organized crime poses an increasing threat to the exercise of democratic politics in most countries. It is therefore imperative that governments find creative ways to detect and tackle this problem. International IDEA has responded to this demand by developing the Organized Crime in Democratic Politics (OCDP) threat assessment tool. Embedded in the Protecting Politics project, this tool will help users such as EMBs, ombudspersons, security sector agencies and NGOs to analyse the threat at the nexus of organized crime and democratic politics.

The OCDP Tool consists of a software platform that links theoretical knowledge, analytical instruments, such as maps and trend charts, and a prevention and mitigation framework. The OCDP Tool also builds on the ERM Tool, the success of which inspired International IDEA to create a similar instrument, integrating the ERM Tool platform with the State of Democracy Assessment framework—another successful International IDEA tool, which helps citizens assess the quality of their democracy and define priority areas for policy and democratic reform.

The Peruvian National Elections Tribunal (NET) is participating in the first stage of the Tool's pilot ahead of Peru's general election in April 2016. The NET has hired a team of three researchers to develop and apply the OCDP Tool. In December 2015, NET convened a meeting of key Peruvian organizations and authorities to launch the initiative and request their active engagement in sharing information. International IDEA is assisting the Peruvian team with USAID's support.

DEMOCRACY, CONFLICT, AND SECURITY - GLOBAL

International community agrees to monitor the effects of organized crime on democracy

After five years of in-depth research and policy analysis by International IDEA on the nexus between illicit networks and democratic politics, there is increased understanding in the international community about the threat that organized crime poses not only to security, but specifically to democratic institutions. The Global Initiative against Transnational Organized Crime advocates worldwide monitoring of organized crime and its affecting the legitimacy of institutions as part of the indicator framework of the Sustainable Development Agenda, under section 16.4, on 'threats to state institutions'. The extent to which a country regulates the funding of political parties is a good proxy indicator in this regard.

International IDEA has been referenced as one of the main sources of information on such indicators, which confirms the relevance of the Institute's research and the value of sharing expertise with a wider security- and peace-building community beyond traditional democracy-support peers.

DEMOCRACY AND DEVELOPMENT - AFRICA

Ghana political parties publish their policies on oil and gas in preparation for 2016 elections

This was President Kufuor's optimistic assessment after large quantities of oil were discovered under the seabed within Ghana's territorial waters. Natural resources have the potential to be a catalyst for progress. Functioning political and institutional frameworks need to be in place, however, if this sector is to contribute to inclusive development.

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 programmatic nature of its political parties. Political organizations make up the parliament and form the executive, so their clear policy positions can strengthen the democratic management of this wealth-creating sector.

Since 2015, International IDEA and the Natural Resource Governance Institute (NRGI) 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 institutions, a methodology was developed that allows for intraparty dialogue and the input of sector experts. The parties then used this to define their new policies.

"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 of the Convention People's Party (CPP)

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 November 2016 are an opportunity for these policies to be translated into electoral manifestos. The Norwegian Ambassador to Ghana, who gave the closing remarks at the public launch, invited Ghanaians to take part in the definition of policies that delineate the management of oil and gas. After all, natural resources should benefit all citizens and not just the few.

Ghanian politician, Mr. Kwaku Kwarteng (MP), Member of Parliament (representing New Patriotic Party- NPP) being interviewed on his party's oil and gas policy.

DEMOCRACY AND DEVELOPMENT - AFRICA

Deepening transitions to democratic governance in Africa

Central Africa Policy Dialogue

A policy dialogue on deepening the transition to democratic governance in Central Africa was convened in Libreville, Gabon (14–15 Dec.). High-level decision-makers participated, contributing their wealth of knowledge and experience on the key issues surrounding the transition to democratic governance in the region as a prerequisite for the eradication of poverty and the shift to sustainable development.

The dialogue was able to establish a solid foundation. This will be built on in 2016 when International IDEA will work with key institutions and stakeholders in the region on efforts to strengthen democratic governance. Concrete recommendations were agreed, such as the need to strengthen CSOs; the importance of and need for civic education; and the need to respect constitutionalism, the rule of law, human rights and the civil liberties of citizens.

DEMOCRACY AND DEVELOPMENT - LATIN AMERICA AND THE CARIBBEAN

Six former presidents debate an agenda for a new era in Latin America

The Third International Forum of Santo Domingo was organized by the Dominican Studies Centre (Fundación Global Democracia y Desarrollo, FUNGLODE), the Catholic University (Pontificia Universidad Católica Madre y Maestra) and International IDEA. The invitation was open and the moment propitious for Latin America to urgently set in motion an agenda of profound structural reform aimed at modernizing the region's development model and strategically adapting to the changed global context.

Six former presidents from the region and 70 experts participated, including politicians, intellectuals, journalists, representatives of international organizations, business leaders and representatives of civil society from across the region and Europe. The reforming regional agenda that emerged from the deliberations aims to improve the quality of democracy, diversify the productive matrix, protect and deepen the social gains obtained in recent years and respond effectively to the grave problem of citizen insecurity. In June 2016, as a follow-up activity, a seminar will be co-organized with the Organization of American States and the Brookings Institution to discuss the political, social and economic contexts of the region and follow up on the agenda set and the recommendations made in the previous year.

"The Latin American political leadership should respond to the major changes in the global economic and political context by urgently implementing an ambitious agenda of reforms aimed at recovering economic growth, ensuring the sustainability of social gains, ensuring citizen security, and improving the quality of democracy, all in a complex economic, social and political context."

— *Conclusions, Third International Forum of Santo Domingo (28–30 Jan.)*

STATE OF DEMOCRACY - LATIN AMERICA AND THE CARIBBEAN

New local democracy index

Economist Intelligence Unit builds on International IDEA's SoLD framework

In 2015 the Instituto Atuação in Curitiba, Brazil, and the Economist Intelligence Unit (EIU) jointly developed an index to measure local democracy in the city. Indicators from different sources, such as the Global Integrity Report, the EIU's own Democracy Index and International IDEA's State of Local Democracy (SoLD) Assessment Framework, were included in the body of the index. In particular, the indicators incorporated from the framework covered issues of transparency and access to information, access to justice, gender representation, the independence of local legislatures, management of diversity (in this case inclusion of minorities), citizen participation, and conflict management and resolution. The final index has been adapted for global application. This was a useful project to explore how the SoLD Assessment Framework can lend itself to indices and quantitative measurements at the local level. International IDEA was part of the expert review committee providing advice and feedback on the development of the index.

STATE OF DEMOCRACY - ASIA AND THE PACIFIC

Debate takes off on quality of democracy in Melanesia

Melanesia's political and civil society came together to discuss the relevance and use of democracy assessments and measurements in Fiji, Papua New Guinea, the Solomon Islands and Vanuatu. Participants from electoral and political bodies, civil society and research institutions in Papua New Guinea, and academic experts from Indonesia and the Philippines came together for a three-day event in Nadi, Fiji in November, 2015. The consensus was that after 40 years of independence, the time has come to assess Papua New Guinea's quality of democracy and to kick-start its first State of Democracy (SoD) assessment. The Registrar of Political Parties in Papua New Guinea invited International IDEA to provide an induction on the use of the SoD assessment, with a focus on the role of political parties and elections.

Based on analysis from both regional and country experts and activists, participants debated positive trends and existing challenges, using Varieties of Democracy (V-Dem) project data for the period of 1900–2014, and provided training on how to use the V-Dem global database. In addition, International IDEA facilitated a democratic landscape scanning exercise.

The growth of mutual engagement is matched by interest in the role of regional organizations—the Pacific Islands Forum and the Melanesian Spearhead Group—and how they can be most effective in supporting Melanesian and Pacific nations, communities and citizens.

GLOBAL ADVOCACY

Adopting the 2030 Agenda for Sustainable Development

Ambitious outcome

In September 2015 the UN General Assembly adopted the 2030 Agenda for Sustainable Development after two years of detailed negotiations. The result is a global and universal agenda with an ambitious set of 17 SDGs containing 169 targets. Democratic institutions and actors such as parliaments, the judiciary and civil society are recognized as key players in achieving these goals and targets.

The Agenda is a culmination of an unprecedentedly open consultation process in which a number of stakeholders were actively engaged. Thanks to the commitment and advocacy efforts of many non-governmental and intergovernmental actors, including organizations such as International IDEA, policymakers were influenced by the findings and recommendations of policy-relevant analysis in crucial new areas. These include the need to address inequality through human rights-based approaches and the importance of democratic accountability in service delivery.

The SDGs enable the international community to address the social, economic and environmental dimensions of poverty reduction and sustainable development.

"Goal 16 is indispensable for ensuring accountability on the whole Agenda. For us, accountability means democratic accountability. It means citizens' control over decision makers, but also, equality in that control. Democratic accountability, citizens' control, refers to the many ways in which citizens, political parties, parliaments and other democratic actors can provide feedback to, reward or sanction officials in charge of setting and enacting public policy. Democratic accountability, and not only accountability as such, should be the backbone of the follow-up and review mechanisms envisaged by the 2030 Agenda"

– International IDEA's Secretary-General Yves Leterme at the Interactive Dialogue 5 on 'Building effective, accountable and inclusive institutions to achieve sustainable development', Saturday 26th September, at the UN Summit on the Post-2015 Development Agenda.

Complicated landscape

Some UN member states, especially the Group of 77 and China, felt that an emphasis on democratic governance might turn into a justification for new political conditionalities on development. Other member states, especially in the group of Small Island Developing States and some post-conflict countries, underscored the importance of democratic governance and its linkages to building just, peaceful and inclusive societies. Three parallel intergovernmental processes further complicated the landscape, in some cases contributing to the polarization of the policy debate on development: the Sendai Framework for Disaster Risk Reduction, adopted at the Third UN World Conference on Disaster Risk Reduction in March; the Addis Ababa Action Agenda, adopted at the Third International Conference on Financing for Development in July; and the Paris Agreement adopted at the 21st Conference of the Parties to the UN Framework Convention on Climate Change in December.

However, many key enabling dimensions of democracy, such as inclusion, equality, participation, the rule of law and respect for human rights, were successfully advocated and included in the final SDG framework.

In particular, SDG 5 on gender equality and women's and girls' empowerment, marks significant advances compared to the Millennium Development Goals; and SDG 16 underscores the linkages between three broad policy areas that are often considered in isolation—peacebuilding, justice and the quality of institutions.

The outlook: democratic accountability for a people-centred agenda

International IDEA joined forces with like-minded Member States and strategic partners to advocate the inclusion of democratic accountability in the formulation of SDG 16 and as an essential principle in follow-up mechanisms. Democratic accountability, not simply accountability, should be a fundamental concept in a transformative 2030 Agenda that depicts itself as 'people-centred'. The importance of social surveys was highlighted, included as part of a wider set of robust monitoring mechanisms to capture citizens' opinions on the progress made towards meeting goals and targets.

International IDEA stands committed to engaging with Member States and partners on sharing experiences of developing and implementing such mechanisms at the national, regional and global levels.

International IDEA's Secretary-General speaks at the High Level Side Event, 'Engaging People for Sustainable Development: Accountability, Transparency and Participation' on 26 September 2015.

"The Agenda could have been bolder on recognizing the importance of democratic governance. Its approval, however, is an impressive achievement and an example of multilateralism at its best. Let me detail three remarkable facts:

First, the declaration underscores the importance of democracy, human rights and the rule of law for sustainable development.

Second, the SDG framework includes key goals for democratic development, like SDG#5 on Gender Equality, SDG#10 on Reducing Extreme Inequalities, and SDG#16 on Peaceful Inclusive Societies, Justice and Accountable Institutions.

Third, the openness, transparency and inclusivity of the consultation process gave an unprecedented space for engagement with many actors. These included national parliaments, CSOs, academia, local actors, the private sector and other major groups. Alongside governments, they will all play a key role for defining actionable plans, sound public policies and development outcomes."

– International IDEA's Secretary-General Yves Leterme speaking at the 70th session of the UN General Assembly summit for the adoption of the Post-2015 development agenda, UN Headquarters, New York, 26 September 2015.

Accountability deepens democracy

Annual Democracy Forum, November 2015 in Berne

The Annual Democracy Forum was co-organized by International IDEA and Switzerland on 25–26 November 2015 in Berne, Switzerland on the theme of 'Accountability as a Central Element of Deepening Democracy'. A mix of panellists, which included researchers and academics, as well as practitioners and Member-State representatives, discussed how to strengthen accountable practices in democratic and transitioning contexts, in particular in the monitoring of the implementation of the 2030 Agenda. The keynote speech was delivered by UN Deputy Secretary-General Jan Eliasson. Didier Burkhalter, the Swiss Minister of Foreign Affairs, and Lundeg Purevsuren, the Mongolian Minister of Foreign Affairs, delivered the opening remarks.

IDEA

CONSTITUTION-BUILDING PROCESSES - ASIA AND THE PACIFIC

Nepal adopts historic constitution amid protests

It took eight years for Nepal to draft and adopt its new Constitution in a process that was at times tumultuous and uncertain, and at times deadlocked for months. In the end, however, the Second Constituent Assembly (CA II) voted yes to a document that institutionalized the country as a secular, federal republic with multiparty democracy and relegated the Hindu Kingdom to the history books.

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

Several previous constitutions in the country's history had failed to gain the support of the Nepali people and most lasted only one or two of years. This time it was going to be different.

The First Constituent Assembly (CA I) 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. For four years the assembly struggled to find compromise and agreement between the parties and produce a final draft. The failure to produce a final document led to the assembly being dissolved in 2012. The process was not totally in vain, however, as it was in many ways a broad, participatory and truly democratic process, and many lessons were learned.

A period of uncertainty followed as the election of CA II was delayed until November 2013. As with CA I, the second election also produced a constitution-making body in which no party had a majority, leading to long periods of political deadlock between opposing political alliances. The CA II failed to meet its self-imposed deadline to agree on a new constitution by 22 January 2015. The speaker, Subash Nembang, then adjourned the session—an adjournment that was to last a considerable time.

The devastating earthquakes that hit the country in April and May 2015 seemed to spur the political parties into action. Nonetheless, although the will among the larger political parties and the Maoists to pass the new constitution was strong, they failed to get smaller and traditionally marginalized groups on board. Draft constitutional provisions for a smaller percentage of parliament to be elected by proportional representation raised fears was that minorities and lower-caste groups would continue to be marginalized. As a result, the weeks leading up to the promulgation on 20 September were marred by violence that left more than 40 people dead.

Even so, the official promulgation of the Constitution on 20 September was in many ways a cause for celebration. As he signed the Constitution, President Ram Baran Yadav said:

"We believe that the adoption of the new Constitution has now opened the path for development of the country."

On 28 October 2015 Nepal passed another milestone when it elected Bidhya Devi Bhandari, the 54-year-old deputy leader of the Communist Party of Nepal (Unified Marxist-Leninist), its first female President.

International IDEA has worked in Nepal since 2004. It supported both Constituent Assemblies, working with partners such as the Nepal Law Society, the informal Women's Caucus, the Indigenous People's Caucus and the Election Commission on the process of drafting and adopting the final Constitution.

On April 25, 2015, a devastating earthquake in the magnitude of 7.9 hit Nepal. Thousands of people lost their lives and millions of people lost their relatives and properties. A second earthquake of 7.2 hit on May 12 and in the last month there have been 270 aftershocks over 4 on the Richter Scale recorded. To show solidarity International IDEA, Nepal staff members have each donated one day's salary to purchase and distribute relief materials and necessities.

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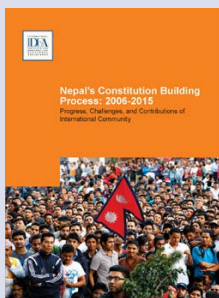
Nepal's Constitution-Building Process, 2006–15: Progress, challenges and the contributions of the international community

This publication provides a brief overview of the peace and constitution-building processes in Nepal, from the end of a decade-long People's War in 2006 to the promulgation of the Constitution in 2015. It describes the incredible gains made by national actors over the years and the important supportive role played by the international community. While many challenges remain, the aim of the publication is to highlight the achievements made so far and how the international community can continue to play a catalytic role in the implementation of the Constitution.

The Constitution Assessment for Women's Equality

Since the start of Nepal's constitution-building process, which was marked by elections to CA I in 2008, women have played active roles as members of the CA, members of political parties, civil society advocates and voting citizens. After 2007, Nepal was governed by the Interim Constitution—a progressive and democratic framework that prohibited discrimination on the basis of gender, guaranteed women's reproductive health rights and recognized women's equal right to inheritance. Throughout the period of CA I (2008–12) and CA II (2013–15), women continued to advocate for the inclusion of women's rights in the new constitution, from both within and outside of the Assembly, with a focus on political participation and representation, equal citizenship rights and proportional inclusion in state structures. Responding to the need for a tool to help gender equality advocates identify critical equality issues across the spectrum of constitutional issues, the local International IDEA team in Kathmandu developed a resource targeted at the Nepal process. The Global Programmes team expanded and globalized what is now the 'Constitution Assessment for Women's Equality', which will be published and launched as an interactive online application in 2016, to empower gender equality advocates to analyse draft and existing constitutions to identify how to strengthen women's rights and substantive equality.

International IDEA supported the application of the assessment methodology to the Nepal draft constitution in June 2015 and to the newly promulgated Constitution of November 2015. The hurried process between the release of the draft and the finalization of the constitution in the summer of 2015 significantly limited the opportunity for public consultation and debate. The outcome is a constitution that includes many important rights for women, but also falls short of some of women's key demands. Having identified the strengths and gaps in the constitution from a gender equality perspective, women's groups have committed to closely monitor the implementation process to ensure that the government lives up to its constitutional commitments and addresses any weaknesses through legislation and executive-led policy reform.

CONSTITUTION-BUILDING PROCESSES - ASIA AND THE PACIFIC

Nepal's 2015 Constitution: What does it do for gender equality?

A large portion of the constitution is inclusive of women, which is positive for guaranteeing the rights of Nepali women.

Depending on constitutional interpretation, it could be argued that the 2015 Constitution of Nepal provides substantive equality between the genders in many spheres of life, such as health, education, employment and participation in state bodies. The preamble makes a commitment to end gender discrimination, a section specifically protects women's human rights, and a Women's Commission is created to address issues specific to women. Given progressive constitutional interpretation, it is likely that many potentially discriminatory laws will be interpreted in favour of women and transgender rights. There are no provisions to guide constitutional interpretation, however, so the type of approach that will be taken remains to be seen, but the overarching commitment to end discrimination and promote an egalitarian society is a positive indicator of a progressive approach.

For the most part, the constitution has used gender neutral and inclusive language.

There are many provisions in which either 'person' or both gendered pronouns are used, and the rights of women and sexual minorities are interwoven throughout the provisions. There is still work to be done in this area, however, as certain Nepali words for heads of state have masculine roots and these words appear in provisions relating to the executive, which reinforces the idea that only men can serve as political leaders. In addition, where both gendered pronouns are used, the masculine pronoun leads before the feminine pronoun, rather than using alphabetical order (her and him).

There is much work still to be done regarding the citizenship provisions and how they relate to Nepali women.

Nepali women are still unable to independently confer citizenship on their children. There are no similar limiting provisions that apply to Nepali men. This has weakened women's overall relationship with the state, and serves to promote patriarchal norms contrary to the overall messages of equality contained in the constitution.

"We, the people of Nepal, in exercise of the sovereign powers inherent in us. . . . Ending all forms of discriminations and oppression created by the feudal, autocratic, centralized and unitary system … Embracing multi-caste, multilingual, multicultural and diverse geographical specificities, we also express our determination to create an egalitarian society on the basis of the principles of proportional inclusion and participation, to ensure equitable economy, prosperity and social justice …"

– Preamble to the Constitution of Nepal
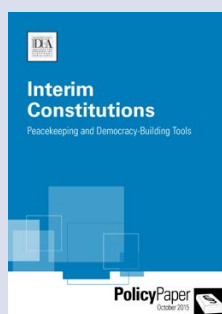
Interim Constitutions: Peacekeeping and Democracy-building Tools

This Policy Paper aims to fill a significant gap in the policy and academic literature on the process and design of interim constitutions in conflict-affected settings. It argues that, unlike both peace agreements and interim arrangements, the strength of interim constitutions lies in their legal enforceability. It examines the diversity of post-1990 interim constitutions in terms of their structure and their role in broader peacebuilding processes. One main conclusion is that interim constitutions can provide more time to facilitate consensus. They also have the potential to contribute to a culture of participatory constitutionalism, and address sequencing issues around elections and the strengthening of key institutions responsible for implementing constitutional frameworks.

CONSTITUTION-BUILDING PROCESSES - GLOBAL

Constitution-building processes in Afghanistan, Chile, Libya, Sri Lanka and Ukraine

International IDEA provides assistance on-demand

In **Afghanistan**, the power-sharing arrangement resulting from the electoral dispute of 2014 means that the 2004 Constitution will need to be reformed, amid fears that opening opportunities for change might result in conservative religious forces regressing on some of the progressive, democratic elements of the Constitution. The Open Society has requested International IDEA's assistance in providing capacity-building activities for civil society to act as public advocates and protect the constitutional rights and democratic procedures guaranteed under the Constitution. International IDEA will conduct a training course and provide technical assistance in designing public engagement campaigns and materials.

In **Chile**, the President launched a process to write a new constitution to replace the current framework, which was originally drafted under the Pinochet regime. The Chilean Government requested advice on how to design the process to ensure a legitimate, democratic outcome through effective public participation. International IDEA staff provided in-person advice and gave public presentations, as well as substantial review of and input to documents.

In **Libya**, the head of the Constitutional Drafting Assembly sent a letter to the Libyan Ambassador to Sweden to request the establishment of a bilateral cooperation between International IDEA and the Assembly in the provision of technical assistance to the constitution-building process.

In **Sri Lanka**, January 2015 saw the defeat of President Rajapaksa and the election of a new reformist government which promised constitutional reform as a key foundation of the restoration of democracy and the resolution of long-standing ethnic conflicts. Prime Minister Wickremesinghe requested International IDEA to organize a preparatory meeting, which was held in Colombo in September 2015 and saw consensus among government and opposition parties over parameters for the process to be launched in 2016.

In **Ukraine**, the constitutional reform process has been notable for its lack of involvement of civil society and the broader public. In 2015 UNITER, a USAID-funded project, requested

assistance from International IDEA in building the capacity of CSOs to engage the public in the constitutional reform process. International IDEA conducted two missions to Kiev to train key civil society organizations and assist them in their design of civic engagement campaigns.

International IDEA's status as a 'go-to' expert on constitution-building processes was not limited to in-country assistance. When Google began investigating how its technology can be used to assist in the drafting of constitutions, they contacted International IDEA to work together in the development and testing of different products which can assist in collaborative constitution-making and access to comparative information.

Constitution-Building Primers

International IDEA's Constitution-Building primers series is intended to assist in-country constitution-building or constitutional reform processes by helping citizens, political parties, CSOs, public officials and members of constituent assemblies make wise constitutional choices. The Primers are also designed to help intergovernmental organizations and other external actors provide well-informed, context-relevant support to local decision-makers. They offer an introduction for non-specialist readers, and act as a convenient aide-memoire for those with prior knowledge or experience of constitution-building. Arranged thematically around the practical choices faced by constitution builders, the Primers aim to explain complicated issues in a quick and easy way. In 2015 International IDEA published primers on presidential powers (legislative initiative and agenda-setting), local democracy, federalism and presidential veto powers.

President Michelle Bachelet receives the International IDEA delegation (D. Zovatto, S. Bisarya) and constitutional experts in La Moneda.

Annual Review of Constitution-Building Processes: 2014

This second Annual Review of Constitution-Building Processes describes the key issues underlying constitutional transitions in 2014. It features chapters on women and constitution-building; constitution-building in Libya and Yemen; exclusionary constitutionalism in Chile and Hungary; secessionist movements; federalism and regionalism; constitutional term limits; and a debate on the use of war powers. It provides a broad and accurate picture of the state of constitution-building in 2014, and serves to underscore the importance of constitution-building processes as both conflict-mediation and conflict-prevention tools; the sometimes divisive norm- and identity-creation functions of constitutions; and the challenges these factors pose for women, minorities and territorially concentrated populations.

DIVERSITY - GLOBAL

How LGBTI groups participate in constitutional change
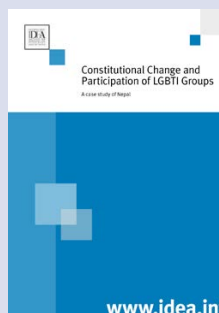
Constitutional Change and Participation of LGBTI Groups: A case study of Nepal

When arriving at Kathmandu airport the arrival form contains an interesting feature. Along with the options of male and female under the category of gender, there is a third option: 'other'. The story of how this option on the form came into being is linked to the personal story of the author of this Discussion Paper, and that of a Nepali NGO, the Blue Diamond Society.
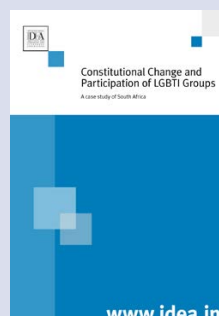
Constitutional Change and Participation of LGBTI Groups: A case study of South Africa

In 1993 South Africa promulgated its first democratic interim constitution and became the first country in the world to include a prohibition on unfair discrimination on the ground of sexual orientation in its constitution. In an attempt to develop an analytical understanding of the various factors that led to the successful inclusion of this prohibition, this Discussion Paper considers the history and context in which this groundbreaking development occurred.

In recent decades, the inclusion of rights for lesbian, gay, bisexual, transsexual and intersex (LGBTI) groups in national constitutions has come to be seen as an indicator of the strength and consolidation of democracy. However, LGBTI advocates do not have sufficient access to

resources that provide guidance on how to engage with the constitution-building process or frame demands for equality of rights and recognition in constitutional texts.

Working mostly with leaders of advocacy campaigns, International IDEA has developed detailed accounts of the struggles for constitutional equality by sexual orientation

minorities in Bolivia, Fiji, Grenada, Kenya, Ireland, Nepal and South Africa. Building on their experiences and knowledge, International IDEA will develop an advocacy guide for LGBTI advocates of constitutional change in other countries. In anticipation of the guide the Institute is making available a selection of national case studies.

DIVERSITY - GLOBAL

Diversity matters: from personal experience to professional capacity

International IDEA has developed a workshop approach to building internal capacities for diversity mainstreaming and inclusiveness. Participants are encouraged to connect to personal observations or personal experience of exclusion, discrimination and inequality. With

awareness thus sharpened it is a small step for staff to assert their professional understanding of the principles and practices that International IDEA is promoting in partner countries' democracy processes: gender equality, diversity management and conflict sensitivity.

DEMOCRACY, CONFLICT AND SECURITY - GLOBAL

Systematic sensitivity to conflict

From theory to policy

In 2015 International IDEA commissioned and finalized an internal report that traces the relevance of the organization's work with regard to conflict and security throughout the 20 years of the Institute's existence. Since publishing this report, International IDEA has acknowledged the need to develop an institutional policy that mainstreams conflict sensitivity in its programming. Consultations on institutional policy development will continue throughout 2016 to allow discussion in all regional and country offices.

In parallel, International IDEA drafted the first systematic conflict assessment on Ukraine, aimed at facilitating a conflict sensitivity approach in International IDEA's new Wider Europe

Programme. Ukraine is experiencing far-reaching and interrelated crises involving the near-collapse of the economy, conflict in its eastern regions and the loss of the Crimean Peninsula after Russia's illegal annexation, as well as a revolution against the political order that emerged immediately after the collapse of the Soviet Union. These crises were triggered by the Euromaidan protests in 2013–14 but stem from unresolved conflicts that have been present in Ukraine since independence in 1991.

In order to resolve these crises, the Ukrainian authorities have launched a broad reform and democratization agenda. International IDEA is set to help the authorities pursue these structural reforms as they involve, for instance, changes

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in the constitutional order, decentralization, political finance regulation and a fight against corruption, as well as empowerment of women and minorities. At the same time, International

IDEA needs a clear and incremental strategy for building partnerships, promoting dialogues and communicating objectives to all stakeholders in Ukraine.

ACROSS THEMATIC AREAS - WIDER EUROPE

Wider Europe Programme launch

International IDEA launched its Wider Europe Programme in 2015 in response to recent democratic developments in Europe. First, post-Soviet countries, such as Ukraine, Moldova and the South Caucasus countries, continue to experience pressure as a result of their vicinity to both Russia and the EU, forcing them to reconsider their political direction and alter their democratic institutions. Second, many Central European and Balkan democracies are threatened by a democratic regression, as large groups of elected representatives question some key democratic reforms of recent decades. Third, established democracies in Western Europe have been experiencing civil discontentment in the form of street protest, growing support for populist political parties and a move towards direct forms of democracy, all of which side-step more traditional bodies for political participation and representation.

It was against this regional backdrop that in 2015 International IDEA embarked on a new programme of scoping missions, partnership-building and fundraising designed for the Wider Europe region that will continue throughout 2016. In parallel with its scoping in 2015, the Institute undertook small-scale activities to respond to immediate and manageable needs. Recent political developments in

Ukraine prompted International IDEA to make it the primary point of initiation in the region. The Institute initiated translations of several of its publications into Ukrainian and Russian, including Funding of Political Parties and Election Campaigns: A Handbook on Political Finance, the Handbook on Electoral Management Design and Democratic Accountability in Service Delivery, to serve short- and medium-term needs in areas where International IDEA knowledge already exists.

Also in **Ukraine**, International IDEA's Constitution-Building Processes Programme, together with the USAID-funded initiative, Pact, provided expertise to civil society and media activists on conducting public outreach during constitution-building. Technical advice on the role of money in politics was also provided to political stakeholders who will be involved in the implementation of Ukraine's new political finance legislation. These experiences will feed into a regional conference on 'Money in Politics in Central and Eastern Europe' (Feb. 2016). Leading up to Ukraine's October 2015 local elections, International IDEA supported a gender-based local elections analysis in 12 regions by the Women's Consortium of Ukraine; and provided an observer for the media centre, working with the Council of Europe.

In **Macedonia**, International IDEA began targeted activities to implement the Institute's Electoral Risk Management Tool. After inductions and a workshop for electoral stakeholders in Ohrid, Macedonia, in November 2015, International IDEA received a funding pledge from the Swiss Embassy in Skopje to implement the tool in the lead-up to Macedonia's 2016 parliamentary elections.

In 2016, International IDEA will continue the design of its Wider Europe Programme at both the country and regional levels.

INTER-REGIONAL DIALOGUE ON DEMOCRACY (IRDD)

UN, regional organizations, civil society join forces to address peace-building and to support democracy

The International Conference on Strengthening Peace and Security Cooperation towards Democracy and Development, Vienna, 29–30 April

The conference's recommendations have been presented to the High-Level Thematic Debate of the UN General Assembly on "Strengthening Cooperation between the United Nations and Regional and Sub-regional organizations" and have contributed to the various review processes of the peace-building architecture, including the progress review of the implementation of the UN Security Council resolution 1325 on women and peace and security. The conference was organized by International IDEA, Global Partnership for the Prevention of Armed Conflict (GPPAC) , United Nations University Institute on Comparative Regional Integration Studies (UNU-CRIS), the Organization of American States (OAS) and the Organization for Security and Co-operation in Europe (OSCE).

The Fifth High Level Meeting of the IRDD: "Building Peace and Democracy in Conflict Affected and Fragile States: The Role of Regional Organizations", Addis Ababa, 15–16 October 2015

Heads and Representatives of the Regional Organizations discussed the experiences and lessons learned in building democracy in conflict affected and fragile states and identified synergies for inter-regional cooperation, including with the UN, to enhance and strengthen democracy in conflict affected and fragile state. The High Level Meeting was hosted by the African Union Commission and International IDEA.

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IRDD Policy Briefs

In 2015 the IRDD Secretariat at International IDEA developed a series of Policy Briefs to cater for the needs of regional organizations. The Policy Briefs highlighted the work of regional organizations, discussed innovations, emerging issues and challenges, and put forward a number of policy recommendations which, if adopted, would help strengthen their work in these fields.

PUBLICATIONS AND DATABASES - GLOBAL

International IDEA's Publications in 2015

Electoral Processes

Certification of ICTs in Elections
2015, 100 pp.
ISBN: 978-91-7671-028-9

Secure and Fair Elections (SAFE) Workshop: Model Curriculum
United Nations Development Programme, Electoral Integrity Project
2015, 90 pp.
ISBN: 978-91-7671-029-6

A reforma da lei eleitoral em África: Perspectivas sobre o papel dos OAEs e abordagens do compromisso (**Electoral Law Reform in Africa: Insights into the Role of EMBs and Approaches to Engagements, Portuguese**)
2015, 44 pp.
ISBN: 978-91-7671-038-8

Guidelines for the Development of a Social Media Code of Conduct for Elections
2015, 18 pp.
ISBN: 978-91-7671-016-6

Introducing Electronic Voting: Essential Considerations (Arabic)
2015, 36 pp.
ISBN: 978-91-86565-71-8

Media Assistance and Elections: Toward an Integrated Approach
2015, 44 pp.
ISBN: 978-91-7671-006-7

Comicios Mediáticos II: Medios de difusión y redes sociales digitales en las elecciones de 2014 en Bolivia (**Media-driven elections: Digital media and social networks in Bolivia's 2014 elections**)
2015, 310 pages

Social Media: A Practical Guide for Electoral Management Bodies (**Arabic**)
2015, 52 pp.
ISBN: 978-91-87729-98-0

Electoral Management during Transition: Challenges and Opportunities (**Arabic**)
2015, 51 pages
ISBN: 978-91-7671-035-7

Policy Briefs
Youth participation in electoral processes: new roles for African electoral management bodies
Association of Southeast Asian Nations (ASEAN) Workshop on Election Observation

Political Participation and Representation Processes

Planicación estratégica para partidos políticos: Una herramienta práctica (**Strategic Planning for Political Parties: A Practical Tool, Spanish**)
Netherlands Institute for Multiparty Democracy
2015, 84 pp.
ISBN: 978-91-7671-012-8

Relations entre partis politiques et parlementaires en Haïti: Résumé exécutif (**Relationships between political parties and parliamentarians in Haiti: An Overview**)
2015, 48 pp.

Relations entre partis politiques et parlementaires en Haïti: Perspectives de 18 personnalités politiques (Relationships between political parties and parliamentarians in Haiti: Insights from 18 political leaders)

2015, 276 pp.
ISBN: 978-91-7671-018-0

El financiamiento de los partidos políticos y las campañas electorales: Manual sobre financimiento politico (Funding of Political Parties and Election Campaigns: A Handbook on Political Finance, Spanish)

Tribunal Electoral del Poder Judicial de la Federación (TEPJF)

2015, 484 pp.
ISBN: 978-91-7671-008-1

Planification stratégique pour les partis politiques: Un outil pratique (Strategic Planning for Political Parties: A Practical Tool, French)

Netherlands Institute for Multiparty Democracy
2015, 84 pp.
ISBN: 978-91-7671-013-5

Political party financing and equal participation of women in Kenyan electoral politics: A situation overview

Netherlands Institute for Multiparty Democracy

2015, 36 pp.
ISBN: 978-91-87729-83-6

Diálogo interpartidario: Guía para el facilitador (Political Party Dialogue: A Facilitator's Guide, Spanish)

Netherlands Institute for Multiparty Democracy, Oslo Center for Peace and Human Rights

2015, 170 pp.
ISBN: 978-91-87729-85-0

Policy Briefs
Money in Politics (Arabic, English, Russian, Ukrainian)

Programmatic Parties Bridge Politics and Policies

Constitution-Building Processes

Annual Review of Constitution-Building Processes: 2014

2015, 140 pp.
ISBN: 978-91-7671-030-2

Constitutional Change and Participation of LGBTI Groups: A case study of Nepal

2015, 27 pages

Constitutional Change and Participation of LGBTI Groups: A case study of South Africa

2015, 32 pages

Interim Constitutions: Peacekeeping and Democracy-Building Tools

2015, 36 pp.
ISBN: 978-91-7671-025-8

National Survey on Nepal's Constitution-Building Process

Outline Media, Roster Logic

2015, 46 pp.
ISBN: 978-91-7671-023-4

Nepal's Constitution-Building Process, 2006–2015: Progress, Challenges and the Contributions of the International Community

2015, 68 pp.
ISBN: 978-91-7671-022-7

Combating Corruption: Constitutional Frameworks for the Middle East and North Africa

Center for Constitutional Transitions, United Nations Development Programme

2015, 164 pp.
ISBN: 978-91-87729-86-7

مكافحة الفساد: أطر دستورية للمنطقة الشرق الأوسط وشمال أفريقيا (Combating Corruption: Constitutional Frameworks for the Middle East and North Africa, Arabic)

Center for Constitutional Transitions, United Nations Development Programme

2015, 156 pp.
ISBN: 978-91-7671-000-5

Decentralization in Unitary States: Constitutional Frameworks for the Middle East and North Africa

Center for Constitutional Transitions School of Law, United Nations Development Programme

2015, 140 pp.

ISBN: 978-91-87729-87-4

اللامركزية في الدول الموحّدةدقأطر دستورية لمنطقة الشرق الأوسط وشمال افريقيا (Decentralization in Unitary States: Constitutional Frameworks for the Middle East and North Africa, Arabic)

Center for Constitutional Transitions School of Law, United Nations Development Programme

2015, 132 pp.
ISBN: 978-91-7671-001-2

Oil and Natural Gas: Constitutional Frameworks for the Middle East and North Africa

Center for Constitutional Transitions School of Law, United Nations Development Programme

2015, 104 pp.
ISBN: 978-91-87729-88-1

النفط والغاز الطبيعي أطر دستورية لمنطقة الشرق الأوسط وشمال افريقيا (Oil and Natural Gas: Constitutional Frameworks for the Middle East and North Africa, Arabic)

Center for Constitutional Transitions School of Law, United Nations Development Programme
2015, 96 pp.
ISBN: 978-91-7671-002-9

Constitutional Transitions and Territorial Cleavages

2015, 34 pp.
ISBN: 978-91-7671-007-4

Marginalized Groups and Constitution-Building

2015, 52 pp.
ISBN: 978-91-87729-83-6

Discussion Papers

Interim Constitutions in Post-Conflict Settings

Inclusive Constitution-Building: Identifying Common Ground through Political Dialogues on Contentious Constitutional Issues & Indigenous Peoples' Concerns in Nepal

Rule of Law in European Union External Action: Guiding Principles, Practices and Lessons Learned

Constitution-Building Primers

Presidential Powers: Legislative Initiative and Agenda-setting

Local Democracy

Federalism

Presidential Veto Powers

Democracy and Development

Akuntabilitas Demokratis Dalam Pelayanan Publik: Panduan praktis untuk mengidentifikasi perbaikan melalui penilaian (Democratic Accountability in Service Delivery: A practical guide to identify improvements through assessment, Bahasa Indonesia)

2015, 112 pp.
ISBN: 978-91-7671-027-2

Democratic Accountability in Service Delivery: A practical guide to identify improvements through assessment (Arabic)

2015, 91 pages

Cadre d'évaluation de l'état de la démocratie locale (State of Local Democracy Assessment Framework, French)

2015, 104 pp.
ISBN: 978-91-7671-005-0

Policy Briefs

Leadership turnover and political instability in Pacific Island states

Tonga in a new political order: analysing the 2014 general election results (English, Tongan)

Democratic Accountability in Service Delivery within the Post-2015 Development Agenda

Across thematic areas

Women in Conflict and Peace

2015, 168 pp.
ISBN: 978-91-7671-014-2

Contesting Patriarchy: The gender gap and gender-based violence in Nepali politics and the Constituent Assembly Elections 2013

Nepal Law Society, General Election Observation Committee Nepal

2015, 150 pp.
ISBN: 978-91-7671-015-9

http://www.idea.int/publications/contesting-patriarchy/index.cfm

Manuel sur la budgétisation sensible au genre en Haïti (Manual for gender sensitive budgeting in Haiti)

2015, 86 pages
ISBN: 978-91-7671-037-1

From Authoritarian Rule Toward Democratic Governance: Learning from Political Leaders

2015, 72 pp.

English–Myanmar Glossary of Democratic Terms (Myanmar)

Local Resource Centre

2015, 154 pp.
ISBN: 978-91-87729-93-5

Institutional

Publications Catalogue 2015

2015, 102 pp.

Annual Results Report 2014

2015, 132 pp.
ISBN: 978-91-7671-003-6

PUBLICATIONS AND DATABASES

International IDEA's databases and networks in 2015

1. Voter Turnout Database

The Voter Turnout Database contains the most comprehensive global collection of voter turnout statistics. Data covers the percentage voter turnout according to region and can be drilled down to the country level.

- Where is voting compulsory?

- How many people voted in Brazil?

2015 statistics

451 941 users; growth on 2014: 22 per cent

2015 updates

Continuous

2. Electoral System Design Database

The Electoral System Design Database contains data on more than 200 countries worldwide.

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

2015 statistics

65 877 users; growth on 2014: 48 per cent

2015 updates

Continuous

3. Electoral Management Design Database

The Electoral Management Design Database contains data on EMBs in various countries, including the number of members and terms of office.

- How are electoral commissions organized in different countries?

2015 statistics

2007 users; growth on 2014: 313 per cent

2015 updates

Continuous

4. Information and Communications Technologies in Elections Database

ICTs can help speed up and streamline several procedures during electoral cycles, such as the registration of voters, casting the vote and processing the results. However, technologies can also create complex challenges to election operations.

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

2015 statistics

8389 users

2015 updates

Continuous

IDEA

IDEA

IDEA

IDEA

5. Direct Democracy Database

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

- What are the specific types of direct democracy instrument and what is the legal basis for them?
- How can we strengthen citizen's active participation in political decision-making?

2015 statistics

8130 users; growth on 2014: 223 per cent

2015 updates

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

6. Electoral Justice Database

The Electoral Justice Database allows stakeholders to learn about and compare how election-related disputes are handled.

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

2015 statistics

5769 users; growth on 2014: 60 per cent

2015 updates

Continuous

7. Voting From Abroad Database

Whether people who live outside their home country can exercise their right to vote from abroad has long been an issue in electoral design and management. The Voting From Abroad Database provides global comparative data on how out-of-country voting practices are organized worldwide.

- How can people vote from abroad?

2015 statistics

1645 users; growth on 2014: 47 per cent

2015 updates

Continuous

8. Political Finance Database

http://www.idea.int/political-finance/index.cfm

Search laws and regulations on political finance from 180 countries.

- How is money in politics controlled and regulated?
- How do countries limit political parties' dependence on large donations?

2015 statistics

29 909 users; growth on 2014: 30.9 per cent

2015 updates

Continuous

9. Global Database of Quotas for Women

The Quota Project is co-managed by International IDEA, the Inter-Parliamentary Union and Stockholm University.

- What types of gender quotas are used in various countries?
- Do they work?

2015 updates

Continuous

2015 statistics

54 877 users; growth on 2014: 15 per cent

10. ConstitutionNet

The ConstitutionNet website helps legislators, constitutional lawyers and constitutional practitioners find useful and relevant information and share knowledge on constitution-building processes.

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

Managed by International IDEA and the Government of Norway.

2015 statistics

260,065 users; growth on 2014: 63.5 per cent

2015 updates

Content reorganized to facilitate navigation, including the new Interim Constitutions Catalogue and a thematic page highlighting publications from International IDEA's Constitution-Building Processes Programme. Throughout the year, International IDEA produced 52 new 'Voices from the Field' articles as well as 12 English newsletters and one Arabic newsletter. ConstitutionNet videos were viewed a total of 37,468 times in 2015.

11. iKNOWpolitics

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

- How can you organize a political campaign with limited funds?
- Do women make political parties more successful?

2015 statistics

102 341 users; growth on 2014: 15 per cent

2015 updates

iKnowPolitics expanded its virtual library with relevant material on women's political participation. It currently makes available 6662 resources (1317 English, 447 Arabic, 393 French, 523 Spanish). During the reporting period, 450 resources (208 in English, 73 in Arabic, 88 in French and 81 in Spanish) were added to the library. On average, each resource receives 600 reads.

12. Agora

AGORA is the leading global knowledge platform on parliamentary development.

- How have women achieved better representation in parliament?
- How can parliament curb corruption?

2015 statistics

12 000 users; growth on 2014: 9.2 per cent

2015 updates

Continuous

13. Administration and Cost of Elections (ACE): The Electoral Knowledge Network

Providing customized information from a database, the ACE Electoral Knowledge Network is also a platform for provision of peer-to-peer advice through a network of over 1000 active members from the field of elections.

- What are best practices in election audits?
- What laws are used to regulate campaign finance?

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

2015 statistics

Monthly site visits to the database: 188 377 (2015), up from 103 440 (2014). Monthly visits to the Practitioner's Network: 1476 (2015), down from 1830 (2014).

2015 updates

International IDEA's contributions in 2015 were: translations of topical databases into Arabic and French, a new focus area on campaign finance and the addition of eight new case studies.

14. Building Resources in Democracy, Governance and Elections (BRIDGE)

BRIDGE is a modular professional development programme, with a particular focus on electoral processes, which aims enhance the skills of stakeholders in the electoral process while promoting internationally accepted principles of democracy and good electoral practice.

2015 updates

International IDEA updated the Voter Registration module, and is currently conducting an update of all other modules with partners. The Institute will continue to work on this project.

15. State of Democracy Network

International IDEA's State of Democracy assessment methodology helps citizens assess the quality of their democracy and define priority areas for policy and democratic reform.

2015 statistics

11 247 users; growth on 2014: 19.6 per cent

2015 updates

In 2015 the website was updated to more prominently feature and provide easier access to International IDEA's State of Local Democracy framework and Democratic Accountability in Service Delivery assessment frameworks.

International IDEA launches the Best Electoral System Test

Selecting an electoral system is one of the most important institutional decisions for any democracy. New democracies must choose an electoral system, while in established democracies a political crisis may provide momentum for electoral system change or campaigners for political reform may attempt to put electoral system change on to the agenda.

The Best Electoral System Test (BEST) is a new online tool that allows those involved in the debate on electoral system design to explore the characteristics of 12 common electoral systems in a simple and interactive way. Step by step, users can set their priorities for 16 properties on a scale from 'not important' to 'very important' and immediately see a list of best matching electoral systems.

The BEST was launched in December 2015. Through various online promotional activities the tool has already reached over 1000 users in more than 100 countries.

PUBLICATIONS AND DATABASES

Popular infographics 2015

PROPORTION OF WOMEN IN PARLIAMENTS: PROGRESS OVER THE LAST DECADE
(regional averages for 2005 and 2015)

Europe — 19% → 25%

Arab states — 7% → 18%

Asia — 15% → 19%

Sub-Saharan Africa — 15% → 22%

Pacific — 11% → 13%

Americas — 19% → 27%

2005   2015
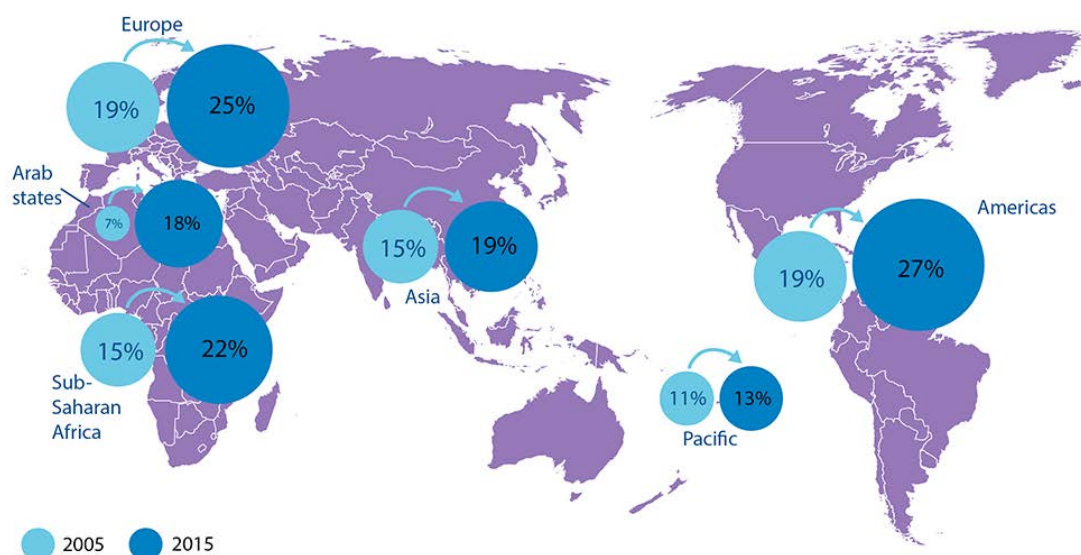
The map shows average proportion of women in parliaments in different regions, contrasting situations in 2005 and 2015. Largest gains in the past decade have been registered in the West Asia and North Africa (WANA) region, Sub-saharan Africa and Americas, while the least progress was seen in the Pacific.

VOTER TURNOUT TRENDS IN MEXICO

100 percent

Global voter turnout

Voter turnout in Mexico

80

60

40

0

1950   1960   1970   1980   1990   2000   2010
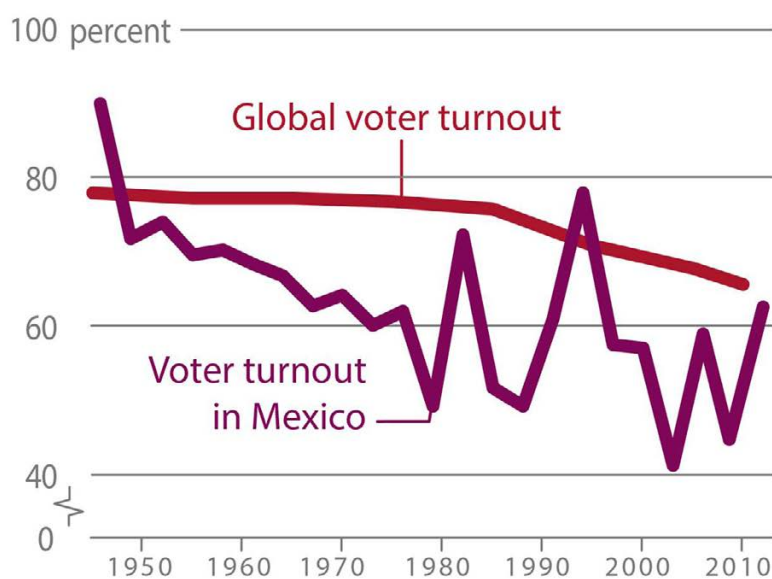
Voter turnout is one of the indicators of how people engage in political processes. This graph shows trends in voter participation for Mexico since 1945 in comparison to global average. It is interesting to observe ups and downs in voter turnout since late 1970s, which shows different rates of participation between general and legislative elections in Mexico.

International IDEA Annual Results Report 2015   www.IDEA.int

3 Global Level

In this section

Link icons

IDEA Link to International IDEA website

🌐 Link to external website

📄 Direct link to document

▶ Video link

ABR Internal document link

Reading the results reports

Milestones	

Strategic Objectives 2015-2017

1. Planned Outcomes 2015

Progress Reports

■ advanced   ■ delayed

■ on track   ■ cancelled

GLOBAL

Global democracy trends in 2015

The year 2015 was characterized by threats to human security, including violent conflicts and terrorist attacks in Burundi, France, Iraq, Libya, Nigeria, Pakistan Syria, and Yemen; extreme weather conditions and natural disasters, which resulted in untold human suffering; and evidence of large-scale corruption in both the public and private sectors. The global spotlight was on the negative influence of money in politics, including the penetration of illicit and criminal money into politics; plummeting oil prices and the anticipated negative economic and social impact in many oil exporting countries; the growing influence of authoritarian regimes that offer alternative ways of organizing politics and government without promoting the protection of human rights and adherence to the rule of law, as well as threats to freedom of speech and a shrinking space for civil society in some regions—as some governments exploit anti-terrorism laws to suppress any kind of dissent. All these developments coalesced to paint a picture of gloom, uncertainty, despair and scepticism about the future of democracy.

Most of these negative developments attracted media headlines for much of 2015, overshadowing positive developments and trends that should give the world cause for optimism about the future of democracy, which remains the preferred form of government for the majority of citizens around the world. The rise of citizen movements in recent years, including in 2015, was about demanding more and better quality democracy, rather than demanding alternative forms of government. Citizens continue to mobilize using different methods and platforms, including social media, to demand democratic accountability, better management of diversity, equality, responsive public institutions, transparency and equitable service delivery. Coupled with citizens' demands for better quality democracy in countries that are already democracies, citizens in repressive regimes continue to agitate for democratic forms of government.

Other positive developments include, but are not limited to, the adoption of a Constitution in Nepal after a long drawn out process lasting almost a decade, and democratic elections in Myanmar that saw Aung San Suu Kyi's NLD win a landslide victory. According to International IDEA's Voter Turnout Database, there is a steady increase in the number of countries that are holding legislative elections and a corresponding increase in the number of registered voters. For instance, 186 countries held legislative elections in 2011–15, compared to 173 countries in 1995–2000, an increase from 2.6 billion voters to 3.37 billion. While the quantity of elections held does not indicate their quality—or the quality of democracy in general, this positive trend confirms that democracy is still hugely supported by citizens around the world.

The 2030 Agenda for Sustainable Development, adopted at the UN Summit in 2015, is another positive development that provides a timely global framework for enhancing and fostering sustainable democracy worldwide. Of the SDGs, Goal 16, which aims to 'promote peaceful and inclusive societies for sustainable development; provide access to justice and build effective, accountable and inclusive institutions at all levels', suggests opportunities for International IDEA and other actors that support democracy to contribute to broadening and deepening democracy.

GLOBAL

Electoral Processes

Power in Our Pockets

International IDEA produced a documentary film on the role of social media in the financing of electoral campaigns in Indonesia, Spain and the United States.

Electoral Risk Management: a new standard in Africa

The AU Commission and International IDEA held the Electoral Risk Management Conference in Addis Ababa.

Meeting of Member State EMBs

The Second Member States' EMB Dialogue was held in Addis Ababa.

Three new databases

International IDEA launched databases on direct democracy, electoral justice, and ICTs in elections.

Electoral reform and integrity

1.   **Utilization of ACE knowledge resources by ACE target audience**

Visits to the ACE website reached 2,260,520 by the end of December 2015: an increase of 770,048 or 52 per cent on the 1,490,372 visits in 2014. By language, Spanish content remains the most accessed, with 52.2 per cent of all visits; followed by English (32.7 per cent), Arabic (5.3 per cent) and French, (4.5 per cent). The website continues to be the world's leading resource on elections and an excellent platform for the dissemination of International IDEA's knowledge resources.

The Memorandum of Understanding underlying the ACE partnership was renewed by International IDEA, UNDP, UNEAD, Elections Canada, the INE, EISA, the Carter Center and IFES until 31 December 2017. In addition, the Memorandum of Understanding between A-WEB and ACE on automatic online data exchange was extended until 31 December 2017.

2.   **Increased access to information on national electoral practices and legislation around the world for practitioners, legislators, NGOs/ CSOs, academia, research centres, media and other actors involved in policymaking, research, communication and advocacy**

Approximately 595 000 users visited election-related databases in 2015: a 27 per cent increase on the previous year. The increase was greatest in the Latin America and the Caribbean (LAC) region. The Electoral Management Design (EMD) Database experienced user growth of 313 per cent in 2014. The number of users of the Direct Democracy Database, which provides in-depth analysis of democracy instruments in various countries, grew by 223 per cent in the same period. The Civic Education Database was discontinued in 2015. All the remaining election-related databases were translated into Spanish during 2015.

The data is being used by mainstream international media: *The Guardian* maps 'Power in Africa: Democracy Mapped' use International IDEA data on VR and voter turnout. International IDEA's Direct Democracy Database has been mentioned on CNN Mexico, and the *Hindustan Times* (with a circulation of around 1.3 million) has made direct reference to International IDEA's Political Finance Database.

advanced   delayed
on track   cancelled

73

3.   **Increased awareness of different electoral management models and approaches and the effects of electoral system choices among electoral management bodies and elected representatives**

The BEST is an interactive online tool that allows people to explore alternative designs for electoral systems. International IDEA piloted the tool during 2015 and launched it at the end of November, and by the end of December, just over 900 individuals had accessed it.

4.   **Increased access to knowledge resources covering the whole electoral process on specific actions to be carried out by different stakeholders with the overall aim of ensuring free and fair elections**

With the most highly reputed international experts in the field, the Model Curriculum Masters in Electoral Policy and Administration (MEPA), designed by International IDEA in 2014, will be implemented as an online course with Scuola Sant Anna in Pisa, Italy, and UNITAR in 2016. The Masters programme offers comprehensive advanced learning on electoral processes for current and aspiring election administrators or members of EMBs. MEPA will consist of an eight-month e-learning module and an optional residential block in Pisa of up to one month.

As part of a multi-year series of academic meetings on electoral integrity, International IDEA and the Electoral Integrity Project jointly organized a workshop, 'Strengthening Electoral Integrity: What works? Establishing systematic evidence about the most effective policy interventions for strengthening electoral integrity' in San Francisco, USA (2 Sep.). The aim was to identify the most effective types of strategic intervention to address common problems and improve the quality of elections. Practitioners were invited to allow knowledge crossover with academic participants. A publication is planned.

The 2015 award of the essay competition on electoral integrity, run by International IDEA and the Electoral Integrity Project (EIP), went to Victor Hernández-Huerta, University of Notre Dame, for his essay, 'Disputed Elections in Presidential Democracies: Challenging Electoral Outcomes as a Negotiation Strategy'.

5.   **Increased access to knowledge resources related to electoral justice, including a diagnostic questionnaire and a catalogue of potential remedies**

As a follow-up to the Electoral Justice Handbook, International IDEA developed a diagnostic questionnaire and a catalogue of potential remedies to be contained in an 'Electoral Justice Toolkit', which will be finalized in 2016. Based on the Handbook, the Toolkit is designed to provide fast-track responses and orientation for lawyers or judges confronted with legal questions regarding elections.

International IDEA has also finalized comparative research on electoral justice in post-conflict countries and countries in political transition. A Policy Paper will be published early in 2016.

Elections and conflict

6.   **Improved capacity of national stakeholders in partner countries to manage electoral risks**

Use of the ERM Tool by national stakeholders helped the conduct of peaceful elections in Kyrgyzstan, Myanmar and Nigeria. The ERM Tool continues to be an attractive resource for organizations that have a mandate for or an interest in ensuring peaceful and credible elections. In 2015, licences for the ERM Tool were shared with 40 organizations from various countries,

including 16 EMBs. Following requests by EMBs in Botswana and South Africa, International IDEA introduced the ERM Tool to the senior management of both organizations and trained their technical staff. The Government of the Former Yugoslav Republic of Macedonia invited the Institute to support the conduct of credible elections through use of the ERM Tool. In late 2015, International IDEA trained the EMB staff and partnered with the European Commission and the Organization for Security and Co-operation in Europe in a risk mapping exercise involving state and non-state actors.

Beyond the application of tools, electoral risk management is becoming increasingly accepted as a new standard for organizing credible elections. This was confirmed during the 'Electoral Risk Management Conference' held in Addis Ababa, Ethiopia (30 Nov.), in partnership with the AU.

The SAFE Workshop Model Curriculum, which will convey the principles, challenges and good practices related to electoral security to election practitioners and security-sector agencies, will be online in 2016. The SAFE Curriculum, which International IDEA developed in partnership with UNDP and the Electoral Integrity Project at the University of Sydney, can be incorporated into electoral assistance programming, and play an important role in strengthening the capacity of election practitioners and security-sector agencies.

Elections and the media

7. **Increased knowledge among political parties, EMBs and the public regarding the ways in which social media is being used for campaign fundraising**

In November 2015 International IDEA completed a documentary film, Power in our Pockets: Social Media, Money & Politics in the Digital Age, on the role of social media and digital technology in electoral processes in Indonesia, Spain and the United States. The film will be premiered in March and June 2016 in Washington, DC, and at the Deutsche Welle Film Festival in Bonn, Germany, respectively. The film is expected to spread knowledge and raise awareness among political parties, EMBs and the general public about the use of modern technology to enhance transparency and contribute to anti-corruption efforts, as observed during elections in Indonesia, Spain and the United States.

8. **Increased knowledge among political parties, EMBs and the public regarding the potential for social media to compete with traditional media as a site for political advertising and communication**

International IDEA published a set of guidelines to aid EMBs on how to draft a code of conduct for the use of social media during elections.

9. **Increased knowledge regarding weaknesses in electoral and media laws**

As part of International IDEA's interaction with several national stakeholders and international assistance providers in Ukraine, the Institute developed a Discussion Paper on the legal framework for local elections. The paper covered issues such as media freedom and freedom of expression, gender equality, campaign finances and illegal vote buying, candidate registration problems, and controversial decisions close to certain polling stations on or shortly before election day. It also provided comparative information on how other countries have attempted to address similar challenges.

advanced   delayed
on track   cancelled

While the amendments to the electoral code were being discussed in Macedonia, the state agency that monitors the media during elections (the AVMU) asked International IDEA for some comparative analysis. The AVMU expressed its gratitude for this analyses, which helped clarify certain aspects of its new methodology and confirmed its own ideas on the proper conduct of incumbent candidates and the media in the run-up to election day.

In response to several EMBs' concerns about the potential spread of misinformation and rumors on social media sites, International IDEA published a set of international guidelines to help EMBs draft a code of conduct on the use of social media during elections.

Elections and technology

10. │ **Increased access to knowledge resources to aid technology choices by EMBs**

As part of a series of International IDEA publications on establishing trust and transparency in the use of information and communications technologies (ICTs) during elections, experts and practitioners met in October to draft a publication on the knowledge requirements of EMBs. The resulting publication on certification of ICTs during elections is available online.

GLOBAL – ELECTORAL PROCESSES

Key outputs in 2015

Producing global comparative knowledge resources

1. International IDEA helped to update the ACE website and launched three databases on its own website during 2015 (the Direct Democracy, Electoral Justice, and ICT in Elections databases). The Institute developed 27 infographics related to electoral processes and published them on social media.

2. International IDEA launched the popular BEST on its website.

3. International IDEA developed the SAFE Curriculum together with UNDP and EIP. International IDEA, produced a documentary film Power in our Pockets: Social Media, Money & Politics in the Digital Age on the role of social media and digital technology in electoral processes in Indonesia, Spain and the United States.

4. International IDEA organized an expert workshop on the certification of ICTs in elections and published a book on the same topic, as well as guidelines for EMBs on how to draft a code of conduct for the use of social media during elections.

5. International IDEA has commenced the development of the Electoral Justice Tool. A preparatory research paper was published on electoral justice in post-conflict countries and in their transition to democracy

6. International IDEA issued a Policy Paper on the challenges international assistance organizations face in regard to electoral and media assistance.

7. International IDEA published at the request of the media four articles on electoral processes in major media outlets such as The Guardian, CNN Mexico's website, The Hindu and the Hindustan Times.

8. The Guardian maps 'Power in Africa' are using IDEA statistics on VR and turnout in Africa. International IDEA's Direct Democracy database is mentioned on CNN Mexico. The Hindustan Times (distribution: 1,3 Million) makes direct reference to IDEA's political finance database.

Substantive support to the regions

9. In Nigeria, International IDEA continued to provide technical and advisory services focused on electoral risk management during the Gubernatorial elections in April. International IDEA subsequently commissioned an independent project evaluation of the assistance provided to the Nigerian EMB.

10. In Myanmar, International IDEA provided technical and advisory services related to observer, media and party agent accreditation systems to the Union Election Commission

11. International IDEA conducted training and introductory events on the ERM Tool for EMBs in Botswana, Kyrgyzstan, Macedonia,

South Africa and Tunisia. The events were complemented by peer-to-peer exchanges on the subject. In Kyrgyzstan, International IDEA worked with UNDP and Peace Nexus to provide advisory and technical support to the National Institute for Strategic Studies, a state-sponsored think tank with a mandate to inform the President and the Prime Minister.

12. In 2015 International IDEA produced legal analyses of Ukrainian and Macedonian electoral law; gave technical support to the Council of Europe's media centre during the local elections in Ukraine; and cooperated technically with several organizations in Macedonia ahead of elections in June 2016.

Agenda setting and convening

13. International IDEA conducted The Second Member States EMB Dialogue in Addis Ababa, Ethiopia, (30 Nov.).

14. International IDEA, with the AU Commission, arranged an 'Electoral Risk Management Conference' in Addis Ababa in November.

GLOBAL – ELECTORAL PROCESSES

International IDEA's Partners

Advisory services provided to:

Electoral Integrity Initiative (EII), Kofi Annan Foundation, UNDP Asia and Pacific, A-WEB, Scuola Sant Anna (Pisa, Italy), UNITAR (Geneva); Council of Europe, Venice

Commission, Annual EMB conference, UNDP Kyrgyzstan, Peace Nexus (Kyrgyzstan), Council of Europe ad hoc Committee of Experts on E-Voting

Implementing partners:

The Electoral Integrity Project (EIP), ACE, BRIDGE

advanced   delayed

on track   cancelled

GLOBAL

Constitution-building Processes

ConstitutionNet increasingly popular

The website attracted 30,000 visitors per month in 2015.

Constitution-building technology fair

International IDEA in partnership with GoogleIdeas and GoogleDocs convened entrepreneurs to present technologies for use in participatory constitution-building processes at a technology fair in USA.

Policy Paper informs peace talks

The Policy Paper on interim constitutions was noticed by the Department for International Development (DFID) in the framework of the Geneva Syria Peace Talks.

Advisory services in demand

International IDEA responded to requests to advise on constitutional reform in Afghanistan, Chile, Libya, Sri Lanka and Ukraine.

Informed constitution-building

1.   **Increased online access to CBP comparative knowledge resources**

Since its creation in 2012 the ConstitutionNet website has become the central source for news, analysis and knowledge resources for those interested and active in constitution-building around the world. Interest in ConstitutionNet continued to grow impressively during 2015, and the number of visitors doubled to 30,000 per month by the end of the year. Twitter followers of the website ConstitutionNet grew from 300 to 1000 in the same period. The growth of ConstitutionNet indicates an increased interest in and enhanced access to comparative knowledge resources on ongoing constitution-building processes. International IDEA is well positioned to shape the agenda of the global constitution-building community in the coming years.

2.   **Increased access to capacity-building materials in the field of constitution-building**

International IDEA received more new requests for in-country advisory services than expected, which it decided should take precedence. The requests were from Afghanistan, Chile, Libya, Sri Lanka and Ukraine.

3.   **Increased access to 'just-in-time' comparative knowledge by national actors**

As evidence of the growing reputation of International IDEA's expertise in the field of constitution-building processes, the Institute received five unsolicited requests for assistance in 2015: from Afghanistan, Chile, Libya, Sri Lanka and Ukraine. International IDEA offered technical assistance to the constitutional reform processes in Sri Lanka and Chile, and held a four-day training event for NGOs in Ukraine. In Chile, International IDEA advised on the public education and public participation processes. Strong indicators of political will were

demonstrated by Sri Lanka's President and Prime Minister when both the government and the opposition participated in International IDEA's capacity-building workshop in September, and asked for further engagement.

4. Increased access to knowledge of constitutional design choices and their consequences including in target countries

International IDEA has expanded its series of Primers on constitutional design choices for non-professional audiences to 14. A total of five new Primers, dealing with presidential powers, presidential veto powers, local democracy, and federalism, were published in 2015. Selected Primers have been translated into Arabic and the Myanmar language; the Primers have also been circulated in Sri Lanka.

5. Increased access to ICT tools for peacebuilding and constitution-building

In collaboration with Google —Google Ideas and Google Docs—International IDEA convened a workshop in Philadelphia, USA, for a group of technology entrepreneurs and constitution-building practitioners to present and discuss technologies for use in participatory constitution-building processes. Following the 'ICTs and Constitution-building' technology fair, a network was launched by USIP, Govright and International IDEA. It currently produces bi-monthly webinars on the subject of technology for constitution-building and public participation. Based on the knowledge gained from the fair and emerging from the network, International IDEA will seek to develop a technology platform for public participation in constitution-building in 2017.

6. Improved access to comparative knowledge in the area of rule of law, constitutionalism and judicial review in Africa

Research for a new International IDEA publication, Judicial Review Systems in West Africa has been finalized and its publication is planned for the first quarter of 2016. The book addresses the question of how judges uphold the constitution, comparing the situation in different constitutional systems in West Africa.

7. Increased capacity among practitioners regarding constitution-building in Africa

International IDEA continues to support the participation of five individuals from African countries in the annual Central European University course in Budapest, building the capacity of the next generation of constitutional scholars in the region. International IDEA's assistance is paramount to the organization of the course, as well as of the conference on African constitution-building that takes place in the midst of the course. The course and the conference serves as a platform for International IDEA to expand its CBP expert network, with key actors of constitutional processes, such as the former Commissioner of the Presidential Constitutional Review Commission of Tanzania, Humphrey Polepole. Furthermore, the course assists us in expanding our network of ConstitutionNet contributors such as, for instance with Mahmoud Hamad, who wrote a Voices from the Field contribution on Egypt in August 2015.

advanced

on track

delayed

cancelled

8. **Improved understanding of constitution-building experience in post-conflict contexts among international and local practitioners on the ground directly involved in constitution-building**

As a result of the annual workshop on post-conflict constitution-building co-organized by the University of Edinburgh and International IDEA, denominated the Edinburgh Dialogues on Post-Conflict Constitution-building, a new exchange has been established between local experts or policy makers, and international experts on constitutional law and theory, conflict resolution and mediation, peace and constitution-building processes. International IDEA published a Policy Paper, *Interim Constitutions: Peacekeeping and Democracy-Building Tools*, in October 2015. A Policy Paper on sequencing peace and constitution the broader post-conflict political settlement process is planned for the fourth quarter of 2016.

International IDEA also has an ongoing project on territorial cleavages: countries with politically salient territorial divisions. A conference in Brussels hosted by the European External Action Service and the EU Committee for the Regions gained the project much attention among partners. International IDEA will produce a Policy Manual based on detailed case studies in 2016. Oxford University Press has asked to publish the accompanying research and case studies for an academic audience.

9. **Increased coordination among practitioners' organizations in the field of constitution-building**

Convening meetings between International IDEA, UNDP, UNDPA, the US Institute of Peace (USIP) and Interpeace has visibly increased day-to-day coordination among practitioners' organizations, which is key to avoiding overlap in the field. International IDEA is recognized as the focal point for this network and continues to drive coordination and information sharing at both the Headquarters and the field operations level.

Constitutional implementation

10. **Better understanding among international and national practitioners of the role of political actors in constitution design negotiation**

Reprioritization has delayed progress on this outcome. Research into the primary case study, Kenya, was completed in 2016 and the early findings, in terms of developing a methodology for mapping the constitutional preferences of political actors, were used for an assessment in Myanmar in 2015. This project is intended to lead to a more rigorous form of needs assessment by constitutional advisers.

11. **Enhanced understanding of lessons learned in implementing constitutions**

International IDEA has initiated the drafting of a methodology that can enhance understanding of the lessons learned out of the implementation of a given constitution. This 'stress test' information can be useful when drafting a constitution, but also when constitutional change might be needed to avoid increased state instability. International IDEA and the University of Johannesburg used the South African Constitution as a model to pilot the methodology for an assessment of constitutional performance. The assessment of the South Africa Constitution will be published in May 2016.

12. | **Increased understanding of endurance of constitutions, based on lessons from experience in the Netherlands**

The Constitution of the Netherlands celebrated its 200th anniversary in 2015. International IDEA organized a conference in June to discuss lessons learned from the experience of the Netherlands. The country developed a constitutional framework that bridged historical societal divides between Catholic and Protestant populations, and provides excellent lessons on the benefits of durable mechanisms for forcing political actors to deliberate and compromise.

13. | **Improved understanding of constitutional reform processes and lessons learned in LAC**

International IDEA produced a series of four discussion papers on trends and challenges associated with modern constitution-building in Latin America as an outcome of the advisory services it provided to Latin American stakeholders and expert discussions throughout the year. These papers were presented at a conference in Santiago, Chile in October, co-organized by International IDEA, in the context of a forum to share experiences from the region for the benefit of Chilean experts and political actors embarking on a constitution-building process of their own.

14. | **Improved access to comparative knowledge regarding implementation of gender-related constitutional provisions**

Prioritization of the ad hoc requests for urgent assistance from in-country processes means that progress on this outcome has been delayed

15. | **Improved access for national practitioners to resources for advocacy for gender responsiveness constitutions**

Learning from a process undertaken with Nepali stakeholders, International IDEA expanded and globalized the Constitution Assessment for Women's Equality, which will be both printed and published as an interactive online application early in 2016. The Assessment will empower gender-equality advocates to analyse draft and existing constitutions and identify how to strengthen women's rights and substantive equality. The tool provides a set of 40 direct questions that guide non-professionals on how to read and understand constitutional texts.

16. | **Increased access to judicial decisions related to equality and advancement of women for judges, lawyers and gender equality advocates**

International IDEA, with funding from UN Women and in collaboration with Cornell University, planned to develop a database of gender case-law jurisprudence as a resource for innovative and progressive interpretations of the right to equality from a gender perspective. Due to a lack of funding from Cornell University, UN Women and International IDEA decided to move forward by producing a report on recent trends and landmark decisions. UN Women will fund International IDEA to produce this report in 2016.

17. | **Increased capacity among practitioners regarding constitutional design for natural resources management**

A planned workshop on National Resource Management was substituted with a workshop for civil society actors seeking to engage in constitution-building processes. The workshop was co-organized with UNDPA, Democratic Reporting International, Interpeace and USIP. It brought together actors from 19 countries seeking to engage with constitution-building processes.

■ advanced   ■ delayed
■ on track   ■ cancelled

GLOBAL - CONSTITUTION-BUILDING PROCESSES

Key outputs in 2015

Agenda setting and convening

1. International IDEA in collaboration with Edinburgh University convened a workshop with organizations active in peace building and conflict resolution: UNDPA, UNDP and the Centre for Humanitarian Dialogue and Conciliation Resources, to bring together the fields of conflict mediation, peacebuilding and constitution-building. International IDEA published a Policy Paper on interim constitutions in 2015.

2. International IDEA held a conference, 'Territorial Cleavages and Constitutional Transitions' in December 2015. A Policy Manual is planned for 2016.

Producing global comparative knowledge resources

3. International IDEA in partnership with GoogleIdeas and GoogleDocs convened a group of technology entrepreneurs to present technologies for use in participatory constitution-building processes at a technology fair in Philadelphia, USA.

4. International IDEA maintains and continuously develops the platform ConstitutionNet. In 2015 the number of visitors to ConstitutionNet doubled to 30,000 per month.

5. International IDEA created a globally applicable tool, the Constitution Assessment for Women's Equality, using learning from a process undertaken with Nepali stakeholders.

6. International IDEA has finalized and will publish in 2016 a report, Judicial Review Systems in West Africa, focused on the context of the common law system in West Africa.

7. International IDEA produced a series of Discussion Papers on modern constitution-building in LAC, published the Annual Review of Constitution-Building Processes, 2014; continued its series of Constitution-Building Primers adding five new issues, and published a Policy Paper, Interim Constitutions: Peacekeeping and Democracy-Building Tools.

Substantive support to the regions

8. International IDEA staff travelled to Chile to provide in-person advice and give public presentations, and review the Chilean Government's design of the constitutional reform process to ensure a legitimate and democratic outcome through effective participation by the public.

9. At the request of the new Sri Lankan Government, International IDEA organized a preparatory meeting for key stakeholders to discuss options for a successful constitution-building process

10. In Ukraine, UNITER, a USAID-funded project, funded International IDEA to conduct two missions to Kiev in order to train key CSOs on how to engage the public in the constitutional reform process and assist them with their design of civic engagement campaigns.

GLOBAL - CONSTITUTION-BUILDING PROCESSES

International IDEA's Partners

Advisory services provided to:

Government of Chile, Government of Sri Lanka, Ukrainian Civil Society Networks

Implementing partners

UNDP, UNDPA, Interpeace Democratic Reporting International, United States Institute of Peace, Forum of Federations, Hanns Seidel Foundation, Google Ideas and Google Docs

GLOBAL

Political Participation and Representation Processes

Global Conference held in Mexico

The Global Conference on Money in Politics, co-organized by International IDEA and the Electoral Tribunal of the Federal Judiciary of Mexico, took place in Mexico City in September.

Political finance affects gender equality

International IDEA published 'Political party financing and equal participation of women in Kenyan electoral politics: A situation overview'.

South Asia Conference concludes with Declaration on Political Finance

Concluding the 'South Asia Conference on the use of money in politics and effects on people's representation', organized by the Election Commission of India., participants signed the New Delhi Declaration 2015 on Political Finance Regulation in South Asia.

Zambian parties to agree on a parties' code of conduct for elections

International IDEA's dialogue training contributed to trust-building among Zambian political parties ahead of presidential and parliamentary elections in 2016.

Money in politics

1. | **Increased capacity of parties to manage fundraising and reporting**

International IDEA has begun research and development of a tool to assist political parties' reporting and disclosure. International IDEA finalized the 'GPS/Policy Positioning Tool' at the end of 2015. The Tool was piloted during local elections in November 2014 and is expected to be applied again in national elections there in April 2016.

advanced   delayed

on track   cancelled

2. **Increased access to comparative information on political finance by academia, democracy assistance providers and enforcement agencies**

Access to comparative information increased throughout 2015. International IDEA's Funding of Political Parties and Election Campaigns: A handbook on political finance and the accompanying Policy Brief, 'Money in Politics', were translated into Ukrainian, Spanish, Russian, Portuguese, the Myanmar language and Arabic. Related workshops were held in Kenya and Tunisia. The Institute produced infographics on the role of money in selected upcoming elections worldwide, which had over 900 Twitter followers.

International IDEA helped to advance practitioners' knowledge of political finance in the Nordic countries too. Two International IDEA conferences in Stockholm gathered key stakeholders from Nordic oversight agencies, active in political finance reform, providing them with a safe space for discussion and sharing lessons learned on ongoing reforms of political finance.

3. **Increased awareness among leading politicians, CSOs, journalists, academics and policymakers about the problems and possible solutions related to political finance**

The first 'Global Conference on Money in Politics' was hosted by International IDEA with the Electoral Court of the Federal Judiciary in Mexico (3–5 Sep.). It was a milestone achievement, putting political finance on the international agenda. The conference was preceded by a regional conference in Brazil, and followed up by a conference in Georgia and by the 'South Asia Conference on the use of money in politics and effects on people's representation', organized by the Election Commission of India. The latter led to the New Delhi Declaration on Political Finance Regulation in South Asia. The Declaration contains a set of principles and guidelines based in part on research and Policy Briefs by International IDEA. These will be disseminated to EMBs in the South Asia region.

Large-scale developments arising from the International IDEA Handbook, Funding of Political Parties and Election Campaigns: A handbook on political finance, were made throughout 2015. Among these were the setting up of a community of practice connecting the main organizations working with money in politics, and Policy Briefs being disseminated using social media.

The OECD and IFES widely referenced International IDEA's Political Finance Database as a source for publications and analysis, while various print and web-based news media outlets, such as Dagens Nyheter, Foreign Policy, The Guardian, BBC-Portuguese and Sweden's state-sponsored radio station, P1, published articles written by International IDEA on money in politics.

4. **Increased understanding of matters related to party law reform among a variety of stakeholders**

Women face barriers to political participation that are rooted in the current systems and practices of political finance. This theme generated interest at the money in politics global and regional level conferences. In 2015 International IDEA helped keep the topic on the global agenda, jointly publishing with NIMD a report, 'Political party financing and equal participation of women in Kenyan electoral politics: A situation overview'. The paper is the first in a series of three on gender and political finance, the others focussing on Tunisia and Colombia being scheduled for 2016.

Political Party Dialogue

5.   **Enhanced dialogue skills of politicians and/or civil society, local dialogue facilitators and EMB representatives**

The Zambian Electoral Commission (ZEC) held a consultative workshop on the gender mainstreaming of electoral-management processes at its headquarters in Lusaka (Nov.).

6.   **Enhanced awareness and application of International IDEA's knowledge resources on political party dialogue**

In March 2015, a total of 25 politicians from the constitution-making dialogue in Nepal improved their interparty dialogue skills in training provided by International IDEA. The Chairperson of the Constituent Assembly, which was the platform for the constitution-making dialogue, also participated in the training. In Zambia, similar training was implemented for 40 politicians representing 15 political parties. The event, supported by International IDEA, was highly publicized ahead of elections scheduled for August 2016. ZCID indicated that the training would add value to a process of trust-building among political parties that ZCID was undertaking ahead of presidential and parliamentary elections in 2016. This training was also widely covered by the local media. The immediate outcome was that participating political party representatives proposed that ZCID, in close collaboration with political parties in Zambia, should organize an all-party convention early in 2016 to agree a parties' code of conduct for the 2016 elections. According to ZCID, this convention will take place in March 2016.

International IDEA knowledge resources and tools on interparty dialogue were also shared at the AU High Level Dialogue on Democracy, Human Rights and Governance in Africa in Kigali, Rwanda (Dec. 2015), and at the Central Africa sub-regional dialogue on peaceful democratic transitions in Libreville, Gabon (Dec. 2015).

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

The number of citizen protests around the world has quadrupled since 2006, and support for political parties as the main bodies of citizen representation is at its lowest. Events took place in Brussels, Manila, the Philippines, Seoul, South Korea and Stockholm in response to the general interest shown in the relationship between political parties and citizen protest movements. International IDEA introduced politicians and civil society representatives to its publication Political Parties and Citizen Movements in Asia and Europe, and its network of citizen activists-turned politicians.

Programmatic parties

8.   **Increased availability of global comparative knowledge on the effectiveness of political party and parliamentary assistance**

International IDEA developed a Digital Parties Portal, which collects 45 digital tools developed in recent years by political parties anywhere from Iceland to India to improve their interaction with citizens. The portal is a search engine that links political parties to tools that do anything from crowd funding to big-data campaigning. The tool will be finalized and launched in the first half of 2016.

■ advanced   ■ delayed
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International IDEA contributed to AGORA, the global knowledge platform, which now has more content on gender and political finance.

9. | **Increased interest among political parties in using the strategic planning tool to understand and analyse their internal planning processes**

International IDEA was invited to Nepal to present its Strategic Planning Tool to 25 senior leaders of the Nepal Electoral Commission (ECN) and the leaders of nine political parties in the country.

10. | **Increased access to new practical knowledge on strategies for political parties to compete for votes based on policies**

Continuing the progress made in 2014, International IDEA developed a tool to guide political parties on developing policy positions on natural resource governance in 2015. International IDEA piloted the tool with four political parties in Ghana—the National Democratic Congress, the National Patriotic Party, the Party of National Congress and the Convention People's party—which will launch their respective programmatic documents in February 2016. The tool will eventually be accessible globally.

International IDEA finalized the 'GPS/Policy Positioning Tool' at the end of 2015. The Tool was piloted during local elections in Peru in April 2016 and is expected to be piloted again in national elections there in March 2016.

11. | **Increased support to the strengthening of programmatic capabilities by key democracy assistance providers**

Throughout the year International IDEA continued to place the issue of programmatic parties on the agenda of democracy assistance organizations. The cooperation between International IDEA and NRGI has resulted in the organization increasing its focus on programmatic political parties and policy making in Ghana.

As a follow-up to the inter-party dialogue training which International IDEA held in Zambia with the Zambia Center for Interparty Dialogue (ZCID), and the subsequent discussions on relevant follow up activities, the ZCID has decided to organize a national summit focusing on political parties creating and delivering better development policies in Zambia.

GLOBAL – POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES

Key outputs in 2015

Agenda setting and convening

1. International IDEA together with the Electoral Court of the Federal Judiciary of Mexico hosted the first 'Global Conference on Money in Politics' in Mexico (3–5 Sep.)

2. International IDEA also published seven articles in major news media (Dagens Nyheter, Foreign Policy; The Guardian, Open Democracy), and was interviewed by BBC Brazil, Portuguese Weekly and the Swedish national radio station.

Producing global comparative knowledge resources

3.   International IDEA developed a Policy Positioning Tool (PPT) to guide political parties on developing their policy positions on natural resources. The tool is expected to be finalized in 2016. International IDEA piloted the PPT with Ghanaian political parties in 2015.

4.   To develop its Digital Parties Portal, International IDEA conducted a workshop on political parties and new technologies in Stockholm, bringing together political parties from nine countries that have introduced digital tools to engage with citizens and voters.

5.   International IDEA produced five infographics about the role of money in elections.

6.   International IDEA hosted two conferences for Nordic-country political finance oversight agencies and parliamentarians on political finance reform and online solutions for disclosure systems.

Substantive support to the regions

7.   International IDEA held training on inter-party dialogue in Lusaka, Zambia in partnership with NIMD and the Zambia Centre for Interparty Dialogue (ZCID) (Nov. 2015). The Institute also presented the 'Strategic Planning Tool for Political Parties' to the Election Commission of Nepal in Kathmandu.

8.   International IDEA published 'Political party financing and equal participation of women in Kenyan electoral politics: A situation overview'. The Tunisia report in the same series is planned for publication in March 2016 and the Colombia report in July.

GLOBAL – POLITICAL PARTICIPATION AND REPRESENTATION PROCESSES

International IDEA's Partners

Advisory services provided to:

Election Commission of Moldova, Ghanaian political parties: National Democratic Congress, National Patriotic Party, Party of National Congress, Convention People's party.

Implementing partners:

Zambia Center for Interparty Dialogue (ZCID), Electoral Tribunal of Mexico, Asia Europe Foundation, Agora, Natural Resources Governance Institute, Election Commission of India, India International Institute of Democracy and Election Management

advanced   delayed

on track   cancelled

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GLOBAL

Democracy and Development

Accountability firmly anchored in the 2030 Agenda for Sustainable Development

The 2030 Agenda endorsed by the UN General Assembly makes reference in several sections to government accountability to citizens and the essential role of parliaments in accountability. International IDEA's persistent advocacy included distributing its Policy Brief, Democratic Accountability in Service Delivery, at critical events.

A critical look at results-based management

Agenda-setting debates took place in Stockholm on innovative approaches to results management in democracy assistance.

New tool for natural resource governance

Political parties in Ghana piloted a new tool that combines the NRGI Natural Resource Charter with International IDEA's Strategic Planning Tool for political parties.

Democracy that delivers

1. | **Increased debates by the authorities in partner countries on how to improve democratic accountability in service delivery**

In the Philippines, an assessment of democratic accountability in service delivery in the reconstruction effort after Typhoon Haiyan was still ongoing at the end of 2015. Its findings will be presented in the second half of 2016, after national elections have taken place. The level of debate has increased in countries with ongoing or planned assessments. International IDEA has received a large number of invitations to run workshop and requests to provide substantive feedback. The publication *Democratic Accountability in Service Delivery – A Practical Guide to Improve Accountability through Assessment* (2014) was translated into Bahasa Indonesian and is much in demand with in-country stakeholders.

2. | **Increased knowledge on how democratic accountability in service delivery improvements support development among target audience of policymakers**

International IDEA co-hosted an event at the 25th World Water Week in Stockholm in August 2015, an annual conference organized by the Stockholm International Water Institute (SIWI) that attracts more than 3,000 participants engaged in water-related development projects around the world. The event, co-hosted with the UNDP Water Governance Facility at SIWI and Forum Syd, focused on the theme 'Democratizing water through accountability: from norms to reality'.

Two educational videos on democratic accountability have been conceptualized and the storyboards completed. The International IDEA guide, Democratic Accountability in Service Delivery, is now available in Bahasa Indonesian. Other translations are in progress.

However, the planned subsite on citizen-led analytic frameworks, including democratic accountability in service delivery, is delayed due to the ongoing reconstruction of the Institute's website.

3. | **Increased knowledge on the importance of democratic arrangements regarding natural resources among political actors**

The Discussion Paper *Tackling the Resource Curse: The Role of Democracy in Achieving Sustainable Development in Resource-rich Countries* has been finalized and is ready for publication early in 2016. It is a literature review of the role of democracy in natural resource management for development. A Policy Brief will be published in early 2016.

4. | **Enhanced capacity of political actors to be included in decision-making processes regarding the transformation of natural resource revenues into inclusive development**

A first draft of a guide for political parties on how to develop policy positions on natural resource governance was completed in 2015. The guide combines the NRGI Natural Resource Charter on economic principles for managing natural resources for development with International IDEA's Strategic Planning Tool for political parties.

International IDEA piloted the guide with four political parties in Ghana in 2015. They launched their respective programmatic documents on oil and gas management in February 2016. The launch event trended on Twitter in Ghana (using the hashtag #GhOilElection). Political parties in Ghana have begun their preparations for the 2016 electoral . These involved internal party rallies and national conventions, as well as redrafting their political manifestos.

A new version of the guide will be developed in 2016 for a second pilot in a different country.

Democracy in the development agenda

5. | **Key principles and standards of democracy feature in the post 2015 agenda and monitoring framework**

Several of the 17 SDGs adopted by the UN General Assembly in October as part of the 2030 Agenda for Sustainable Development promote the principles and standards of democracy. Accountability is a key principle of democracy that has been successfully woven into the outcome document, most notably in SDG 16 and SDG 17. International IDEA advocated the inclusion of both the principles and concrete and specific tools that will give them substance through monitoring implementation.

A Policy Brief, Democratic Accountability in Service Delivery, was shared in the context of the post-2015 debates, including at side events during the UN General Assembly, with United Nation member states and on social media (using the hashtag #post2015).

International IDEA argues that accountability to citizens, in particular accountability through democratic political processes, is a crucial enabler of the SDGs. Furthermore, democratic accountability can help to make the SDG monitoring framework truly people-centred, particularly but not exclusively in relation to SDG 16.

6. | **Increased awareness among development partners, intermediary and implementing partners of International IDEA produced knowledge on innovative approaches to results management in democracy assistance**

International IDEA initiated agenda-setting debates on innovative approaches to results management in democracy assistance with groups of policymakers and practitioners engaged in democracy assistance, including 'Democracy Assistance and Results Management' in Stockholm

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on 1-2 December 2015, a subsequent workshop report and an emerging community of practice. Close to 90 per cent of workshop participants found the workshop either rewarding or very rewarding.

7. Improved information for IDEA member states and Board of Advisors about current debates on the democracy development nexus

Progress has been delayed due to capacity constraints, including the loss of one staff member in March–September 2015.

8. Increased access to knowledge on the relationship between private sector development and democracy building within the European Investment Bank, other international financial institutions, development banks, and representatives of government, parliaments, political parties, academia and NGOs

As a contribution to knowledge on the relationship between private sector development and democracy building, International IDEA and the European Investment Bank (EIB) completed a joint study on Enhancing the Impact of Private Sector Development on Democratic Transition in the Mediterranean Partner Countries: Morocco, Tunisia, Egypt and Jordan. The study will be presented to the EIB at an internal workshop in April 2016. The document contains specific recommendations on updating the Bank's operational framework. Overall findings will be shared more broadly in a Policy Brief to be produced in 2016.

Representation that matters

9. Increased access to new practical knowledge on strategies for political parties to compete for votes based on policies

In December 2015 senior members of political parties and ICT experts from all over the world participated in a workshop organized by International IDEA on the role of new technologies in political party development. Participation ranged from India to Iceland and included established parties, such as the British Labour Party, as well as newer parties such as Podemos from Spain. During the workshop political party experts and practitioners shared experiences and provided feedback on the pilot Digital Parties Portal, an online knowledge repository on ICTs for political parties.

This new digital portal outlines a variety of online applications that have the potential to improve the workflow of political parties and enable a more efficient, engaging and demand-driven policy process. The website will be launched in the first half of 2016.

10. Increased support to the strengthening of programmatic capabilities by key democracy assistance providers

Capacity shortages and reprioritized activities to complete the pilot knowledge repository on ICTs for political parties delayed the activities originally planned. However, several articles and presentations were made on improving programmatic capabilities within political parties at the invitation of peer organizations.

GLOBAL – DEMOCRACY AND DEVELOPMENT

Key outputs 2015

Production of global comparative knowledge resources

1. International IDEA and the European Investment Bank completed a joint study, 'Enhancing the Impact of Private Sector Development on Democratic Transition in the Mediterranean Partner Countries: Morocco, Tunisia, Egypt and Jordan'.

2. International IDEA has completed a feasibility study on the usefulness of gathering knowledge about international and regional obligations and jurisprudence on democratic accountability in service

delivery and conducted an expert workshop in Stockholm (Jan.). These findings fed into a Policy Brief, Democratic Accountability in Service Delivery, debates on adopting the 2030 Agenda for Sustainable Development.

3. International IDEA finalized the Policy Positioning Tool for Political Parties: A facilitator's guide. After a successful pilot during local elections in 2014 in Peru, the tool will be piloted there for a second time ahead of national elections in 2016.

Agenda setting and convening

4. An event for World Water Week co-hosted by International IDEA, the UNDP Water Governance Facility at SIWI and Forum Syd on the topic 'Democratizing water through accountability: from norms to reality' (Aug.).

5. International IDEA hosted a workshop on democracy assistance and results management in Stockholm for peer democracy assistance providers (Dec.). The report is published as Democracy Assistance and Results: Debates and Constructive Reflection.

6. Working to set up a knowledge repository on ICTs for political parties, International IDEA held a workshop on 'Political parties and new technologies' in Stockholm (Dec.).

7. The International IDEA publication Democratic Accountability in Service Delivery: A Practical Guide to Identify Improvements Through Assessment (first published in English in 2014) was translated into Bahasa Indonesian and published in print and online.

8. At the request of local partners in the Philippines, International IDEA provided input into a forthcoming report on their assessment of democratic accountability in the provision of reconstruction services after the Typhoon Haiyan.

Substantive support to the regions

9. At the request of the Government of Sweden, International IDEA provided input into strategies for future development cooperation with Bolivia, Colombia and Guatemala.

10. At the request of the Swiss Agency for Development and Cooperation (SDC), International IDEA shared its expertise on democratic accountability in service delivery at a retreat for SDC's governance advisers from all over the world (June).

11. At the request of political parties in Ghana, International IDEA provided input on achieving political party dialogue on

extractives industries and developed a guide on policy development on natural resource governance. International IDEA in collaboration with NRGI arranged two multiparty retreats with four of the main political parties in Ghana (16–19 Oct. and 24 Nov.) to pilot the guide.

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<tr><td>🟩 advanced</td><td>🟨 delayed</td></tr>
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GLOBAL — DEMOCRACY AND DEVELOPMENT

Partners

Advisory services provided to:

The Government of Sweden, The Swiss Agency for Development and Cooperation (SDC), Guiuan Development Foundation, Inc. (GDFI), The Center for Integrative and Development Studies (CIDS), University of the Philippines, Citizens' Constitutional Forum, Fiji (CCF)

Implementing partners:

The European Investment Bank, The Natural Resource Governance Institute, The Netherlands Institute for Multiparty Democracy, The Guiuan Development Foundation, Inc., The Center for Integrative and Development Studies, University of the Philippines, UNDP, Water Governance Facility at the Stockholm International Water Institute, Forum Syd

"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 of the Convention People's Party at the retreat on policy development on oil and gas in Ghana (Oct. 2015)

DEMOCRACY ASSESSMENT, ANALYSIS AND ADVICE

State of Democracy

SoLD indicators become building blocks of new index

The Economist Intelligence Unit builds on International IDEA's SoLD framework for new local democracy index piloted in Curitiba, Brazil.

Debate takes off on quality of democracy in Melanesia

A high-impact workshop on democracy assessments and measurement, co-organized by International IDEA and V-Dem in Melanesia, spurred a public debate on quality of democracy, which was widely taken up by the media

State of Democracy

1. **Improved access to assessment tools that combine qualitative and quantitative dimensions and are sensitive to varieties of democracy (V-Dem)**

Democracy practitioners and other users have better access to V-Dem data through data updates for 45 countries covering the period 1900–2015, improved online graphics tools and a new country analysis format developed by V-Dem and International IDEA.

V-Dem, with contributions from International IDEA, has developed analytical country briefs for 35 countries. The country briefs make global democracy data more accessible, building bridges between academia and international policymakers in the area of democracy analysis.

New V-Dem data for 2012–14 are available online for Australia, Barbados, Belgium, Botswana, Canada, Cape Verde, Chile, Costa Rica, Dominican Republic, Finland, Germany, Ghana, India, Indonesia, Japan Mauritius, Mexico, Mongolia, Namibia, the Netherlands, Norway, Peru, Philippines, Portugal, South Africa, Spain, Sweden, Switzerland and Uruguay.

New V-Dem data for 2012–15 are available online for Afghanistan, Brazil, Russia, Somalia, South Sudan, Thailand, Ukraine and Yemen.

New V-Dem data for 1900–2014 are available online for five Melanesian countries: East Timor, Fiji, Papua New Guinea, the Solomon Islands and Vanuatu.

2. **Increased access to evidence-based knowledge on the state of democracy in various countries and regions around the world**

International IDEA has commenced discussions on global data on democracy with policymakers at the national level, and hosted its first workshop in Melanesia on democracy assessments, measurements and data validation with participants from Fiji, Papua New Guinea, the Solomon Islands and Vanuatu. Researchers from the V-Dem Institute made a presentation on democratic trends in Melanesia using V-Dem data for the period 1900–2014, and explained how to use the V-Dem global database. International IDEA provided training on using International IDEA's SoD assessment methodology.

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International IDEA developed a proposal for the structure and outline of a planned periodic publication. A new periodic publication on the global state of democracy has now been conceptualized and critical considerations have been presented, providing the Institute with a solid evidence base for decision-making on its publication format, content and approach in 2016.

3. Partnerships with democracy assessment organizations established and/or sustained

Collaborative partnerships with the Club de Madrid 'Next Generation Democracy' project and V-Dem were deepened in 2015, creating stronger networks between organizations involved in assessing and measuring democracy on a global scale.

The first phase of the collaboration between V-Dem and International IDEA resulted in data collection and updates for 45 countries, including International IDEA's Member States, offering a snapshot of a country's democratic development over 113 years. International IDEA also commenced discussions on V-Dem data and analysis with selected policymakers at the national level. The collaboration will continue as part of International IDEA's initiative to develop a new periodic publication on the State of Global Democracy.

International IDEA hosted Next Generation Democracy round tables on post-Soviet Eurasia and wider Europe, and Latin America. These platforms brought together leading democracy experts and Club de Madrid members to debate the challenges and opportunities in improving the quality of democracy in these two regions. The findings were set out in four regional reports co-developed by Bertelsmann's Foundation, FRIDE and Facultad Latino America de Ciencias Sociales (Flasco).

4. Increased demand by citizens to assess and strengthen the quality of their democracy

Reflecting the increasing demand for International IDEA's democracy assessment tools, in 2015 the Bulgaria School of Politics kick-started a new SoD assessment process. International IDEA conducted an introductory workshop to explain the assessment methodology.

International IDEA also provided training on the SoD assessment framework for CSOs engaged in constitutional reform in Ukraine.

International IDEA's first workshop on democracy assessments and measurement in Melanesia generated significant media interest as well as new demands to assess the quality of democracy in Papua New Guinea and Fiji, and for the creation of a Melanesian dialogue platform on democracy.

5. Improved access to and use of practical tools and frameworks for assessing the quality of democracy in fragile states and transitional societies

When developing its new OCDP Threat Assessment Tool, International IDEA relied on the model of its widely used SoD Assessment framework and the ERM Tool. The Peruvian EMB was the first to apply the OCDP Tool with International IDEA in Lima.

In another context, the SoLD methodology has been used by the Economic Intelligence Unit while developing a pilot Local Democracy Index in Curitiba, Brazil.

Furthermore, the Brazilian NGO, Instituto Atuação, independently translated International IDEA's Handbook on Democracy at the Local Level into Portuguese, as part of a collection of democracy handbooks.

State of Local Democracy

6. | **Increased practice among citizens of assessing the quality of democracy at the local level**

International IDEA participated in the 2015 'Global Direct Democracy Forum' held in Tunisia. As an outcome of one of the Institute's interventions at the conference, the forum included in its declaration the importance of assessing the quality of direct participatory democracy. As part of the International Center for Local Democracy (ICLD)'s international training programme 'Local Political Leaders – Capacitating Women in Politics', International IDEA facilitated a session on its work on Local Democracy, Gender and Political Party Dialogue for 40 women politicians at the local level from a number of countries from Europe and Africa. (14 Oct.)

Due to the earthquake in Nepal, a planned citizens' perception survey was delayed.

7. | **Increased availability of global comparative knowledge on practical ways to reform and innovate democracy at the local level**

Due to reduced staff resources a number of activities, particularly on developing global comparative knowledge for local democracy, have been delayed.

GLOBAL – STATE OF DEMOCRACY

Key outputs in 2015

Producing global comparative knowledge resources

1. International IDEA started the conceptualization of its new signature publication on the 'State of Global Democracy'; a first edition is planned in 2017.

2. International IDEA supported V-Dem in collecting democracy data on 45 countries, and to develop analytical country briefs and commence discussions on these briefs with policymakers at the national level.

Substantive support to the regions

3. International IDEA co-organized a 'Workshop on Democracy Assessment and Measurement, and Data Validation in Melanesia' with participants from Fiji, Papua New Guinea, the Solomon Islands and Vanuatu.

4. International IDEA conducted training on the SoD methodology for democratic institutions in Bulgaria, Papua New Guinea and Ukraine.

5. International IDEA, as part of its partnership with Club de Madrid, hosted two high-level Next Generation Democracy Roundtables in Stockholm and Bogota, and supported the development of four region-specific reports written by regional thinks tanks.

Agenda setting and convening

6. International IDEA provided advisory services to the Instituto Atuação and the EIU on the development of a local democracy index for the Brazilian city, Curitiba.

7. International IDEA provided substantive input into a UN Human Rights Council Advisory Committee (UNHRAC) Report on Local Government and Human Rights, and participated in the corresponding forum in South Korea.

advanced   delayed

on track   cancelled

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GLOBAL — STATE OF DEMOCRACY

International IDEA's Partners

Advisory services provided to:

Economist Intelligence Unit and the Instituto Atuacao; Bulgaria School of Politics; Integrity of Political Parties and Candidates Commission (IPPCC); Fiji's election commission; the Korea Human Rights Foundation (KHRF)

in cooperation with the UN Human Rights Council Advisory Committee (UNHRAC) and Asia Democracy Network (ADN); and PACT-UNITER (Ukraine)

Implementing partners:

Varieties of Democracy Institute (V-Dem), Club de Madrid – World Leadership Alliance

DEMOCRACY ASSESSMENT, ANALYSIS AND ADVICE

Democracy and Gender

Achieve gender equality and empower all women and girls!

The UN General Assembly adopted 'Transforming our world: the 2030 Agenda for Sustainable Development', which features 17 goals. Goal 5 commits the international community to achieving gender equality and the empowerment of women.

Increased ambition among EMBs in Africa to institutionalize gender equality

The EMBs in Lesotho and Zambia plan to develop institutional policies for gender equality. The Namibian EMB has drafted a gender policy awaiting adoption.

The International IDEA Gender Quotas Database

Continues to be one of the Institute's most consistently referenced and used data resources.

Gender equality in electoral processes

1. **Improved capacities of EMBs to institutionalize gender policies through the application of a framework on a model gender policy for EMBs / political parties in several countries**

There is an increased ambition among EMBs in Africa to institutionalize gender equality through institutional policies, as in the case of the EMBs in Zambia and Lesotho. In Tunisia, the EMB is striving to integrate gender equality into its strategic plan. The EMB of Namibia, with expert support from International IDEA, has prepared a final draft gender policy that is awaiting adoption.

2. **Improved capacities of political parties to institutionalize gender policies through the application of a framework on a model gender policy for political parties in several countries**

In Zambia, in the run-up to the general elections scheduled for 2016, political parties responded with interest to an invitation from International IDEA and the Foundation for Democratic Elections to engage in a self-assessment and dialogue on the development of party gender policies. After a space for dialogue on gender was opened up, women's rights and gender equality organizations engaged in a sustained dialogue with political parties on gender equality as a constituent of intra-party democracy. As a result, and with an important facilitative role taken by the responsible Ministry for Gender and Child Development, five Zambian political parties with representation in the National Assembly have analysed their statutes and internal processes from a gender perspective. In a formal ceremony on 1 June, hosted by the Ministry for Gender, the party leaderships issued a Communiqué on Gender and Democracy, resolving 'to unite across partisan, sectarian, religious and other interests to press for affirmative action in promoting gender balance in decision-making, especially in elective positions by 2016 and beyond'. Each party is currently pursuing final development and adoption of its respective institutional gender policy.

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

An increasing number of countries engage in debates on strategies for promoting women's political participation, including through the use of gender quotas. Dialogues to which International IDEA continues to contribute took place in Bhutan, among other places, and the Parliament of Fiji has expressed an ambition to facilitate intra-party dialogue on gender equality.

4. **Increased availability of practical resources on strategies for democracy practitioners that impact women's participation and leadership in political parties shared at country and global level**

The International IDEA Gender Quotas Database continues to be one of the Institute's most consistently referenced and used data resources. Every year, the Database draws a growing number of new and returning users (with a 15 per cent increase in visitors in 2015 compared to 2014). It is the only resource of its type, offering information on the number of women in parliaments, electoral systems and the gender quota rules in place in all countries with such rules. Comparative country case studies to assess the gender dimension in political finance have been undertaken in Kenya and Tunisia, and in Colombia (forthcoming). Comparative case study reports on violence against women in politics, and gender and media are also currently in preparation.

5. **Increased attention to women's electoral campaigns and gender equality in electoral law reform in Ukraine**

In Ukraine, a new electoral law that was applied for the first time during the local elections in October and November 2015 establishes a mandatory gender quota for candidates, providing that no less than 30 per cent of the candidates participating in elections should be female. In the run-up to the 2015 elections, International IDEA partnered with the Women's Consortium of Ukraine (WCU) to conduct a gender-based analysis of the local elections, including nominations, campaigns and voting processes. Compared to previous local elections, the October campaign showed an overall increase in levels of outreach and exposure for women

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candidates. Outdoor campaign advertising was dominated by men, who were usually placed at the top of party lists, but women were more visible than ever before. Women made up about 32 per cent of nominated candidates, but only 18 per cent of elected councillors are women.

GLOBAL – DEMOCRACY AND GENDER

Key outputs in 2015

Producing global comparative knowledge resources

1. Based on information from national processes, International IDEA finalized the Framework for a Gender Policy for Political Parties (publication forthcoming).

2. Based on information from national processes, International IDEA finalized the Framework for a Gender Policy for Electoral Management Bodies (publication forthcoming).

Agenda setting and convening

5. International IDEA convened High-level Round tables with the EMBs of Zambia and Lesotho.

Substantive support to the regions

6. International IDEA provided technical support to the Women's Consortium in Ukraine on their analysis of intra-party democracy processes from the perspective of gender equality.

3. International IDEA helped to update and maintain the iKNOW Politics platform.

4. International IDEA produced country analyses of the political party system form a gender perspective for Fiji, Indonesia, Nepal, the Philippines and Timor Leste.

7. International IDEA provided technical support to Zambian civil society actors to accompany the dialogue process with political parties on gender equality.

8. International IDEA provided technical support to the Namibian EMB with its finalization of a draft gender policy.

GLOBAL – DEMOCRACY AND GENDER

International IDEA's Partners

Advisory services provided to:

Independent Electoral Commission of Tunisia, through a joint workshop with International IDEA Tunis office

Electoral Commission of Zambia

Implementing partners:

Co-partners: Netherlands Institute for Multiparty Democracy, Foundation for Democratic Elections, Zambia, Electoral Commission of

Lesotho, Women's Consortium of Ukraine, Ministry of Gender Equality and Child Welfare of Namibia, National Assembly of Namibia

DEMOCRACY ASSESSMENT, ANALYSIS AND ADVICE

Democracy and Diversity

Women in Conflict and Peace

International IDEA published research on the role of women from marginalized groups in conflict and peacebuilding processes.

How have LGBTI communities overcome political exclusion?

International IDEA published stories of LGBTI people that have successfully influenced legislation

Global advocacy for inclusion

In the framework of the 14th Session of the UN Permanent Forum on Indigenous Issues, International IDEA held a side event entitled "Enhancing Political Participation of Indigenous Peoples and the Post-2015 Development Agenda".

Inclusiveness in politics

1. | **International IDEA stakeholders will have increased knowledge and application of comparative knowledge promoting the inclusion and participation of marginalized groups in political decision-making**

In the framework of the 14th Session of the UN Permanent Forum on Indigenous Issues, International IDEA promoted a high-level debate on 'Enhancing Political Participation of Indigenous Peoples and the Post-2015 Development Agenda'. The panel discussed strategies for the inclusion of indigenous peoples in decision-making processes and identified key issues to be considered in the elaboration of the post-2015 development agenda.

The book Women in Conflict and Peace was published in print and online and is being presented to peer practitioners. International IDEA's stakeholders now have access to a body of the organization's research on the role of women from marginalized groups in conflict and peacebuilding processes.

How have marginalized LGBTI communities overcome political exclusion?

International IDEA is making available to the public the stories of LGBTI people and their groups that have successfully influenced legislation at the national level, based on research and case studies from Nepal, the Pacific Islands and southern Africa. Two Discussion papers have been published and a film is in preparation.

As part of learning from and improving its mainstreaming of cross-cutting issues, as recommended in the Mid-term Strategy Review, International IDEA has held round-table discussions and developed a workshop methodology. One interesting finding is the strong nexus between personally experienced exclusion/inclusion, on the one hand, and professional knowledge about political inclusion, on the other. International IDEA has commissioned an assessment of its mainstreaming approach to diversity; and has tested an approach to secondment whereby members of HQ staff temporarily work in local offices. A pilot secondment to Myanmar was organized in 2015 to help staff see and measure issues through a diversity lens as they work.

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GLOBAL — DEMOCRACY AND DIVERSITY

Key outputs in 2015

1. In the framework of the 14th Session of the UN Permanent Forum on Indigenous Issues, International IDEA held a side-event on 'Enhancing Political Participation of Indigenous Peoples and the Post-2015 Development Agenda'.

2. Throughout the year, International IDEA provided advice on the mainstreaming of cross-cutting issues and diversity-management themes in response to over 100 requests from various stakeholders, including International IDEA staff and partner organizations.

3. International IDEA held five workshops to integrate diversity considerations into the Institute's main areas of expertise. Four of the workshops were held in Stockholm, and the fifth was held in Myanmar with the participation of 17 staff members from International IDEA's country office.

4. International IDEA completed its *Women in Conflict and Peace* report, which makes 51 policy recommendations on promoting women's participation in peacebuilding and conflict prevention. The report, which comprises case studies from Afghanistan, Myanmar, the Philippines and Rwanda, has been distributed to multiple stakeholders and a selection of chapters has been translated into Myanmar language and presented in Myitkyina in December 2015.

5. International IDEA held a round-table discussion on 1–2 June to examine how gender, diversity, and conflict and security can be mainstreamed more effectively within the Institute, with the participation of peer organizations and International IDEA staff.

GLOBAL — DEMOCRACY AND DIVERSITY

International IDEA's Partners

Implementing partners

Minority Rights Group International, Meta-culture (conflict resolution group in Bangalore, India)

DEMOCRACY ASSESSMENT, ANALYSIS AND ADVICE

Democracy, conflict and security

Threats to state institutions to be monitored in the 2030 Agenda

International IDEA has been referenced as one of the main sources of information on the indicators in the 2030 Agenda related to 'threats to state institutions'.

Peru pilots organized crime assessment tool ahead of 2016 elections

The Peruvian Electoral Tribunal is piloting International IDEA's OCDP Threat Assessment Tool ahead of the 2016 general elections.

Institutional policy development

International IDEA is developing a policy to mainstream conflict sensitivity in its programmatic work

Money, organized crime and politics

1. **Increased understanding by relevant policymakers and CSOs about the threat of organized crime to democratic politics, and policy options to address the problem**

In 2015 policy actors at the global level significantly increased their understanding of organized crime as a threat to democratic politics. The theme was a key topic of interest at the 'Global Conference on Money in Politics', and International IDEA received numerous invitations to share its knowledge on the topic at international conferences and workshops. The book *Illicit Networks and Politics in Latin America* was presented in Belgium, Colombia and Sweden, and in Mexico City at a side-event at the 'Global Conference on Money in Politics'. References to International IDEA's research have increased significantly among academics and in policy practice. Another indicator of the heightened understanding of the issue is that information about the growing nexus between organized crime and democratic institutions has been proposed as a proxy measure of SDG 16.4 on 'Peace, justice, and accountable and inclusive institutions'. The goal is to 'significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime'] as part of the sustainable development agenda, and International IDEA has been mentioned as the reference institution on the topic. At the regional level, the Peruvian Electoral Tribunal has begun piloting, using its own resources, International IDEA's OCDP Threat Assessment Tool. In addition, the Global Initiative against Transnational Organized Crime has offered to run a second pilot in South Africa, also contributing its own resources.

2. **Increased capacity of security agencies, EMBs, CSOs or political parties in Asia-Pacific, Latin America and Africa to assess the risk of penetration of organized crime in democratic politics and respond to the threats**

International IDEA has developed its OCDP Threat Assessment Tool based on the results of four years of research, which began in 2011. In this context, in 2015 it finalized four thematic Policy Reports containing comparative case studies from Latin America and the Caribbean,

advanced delayed
on track cancelled

Eastern Europe, Central Asia and Southern and West Africa. These reports will be published and disseminated in 2016, and the findings will feed into the Tool, especially with regard to prevention and mitigation strategies.

While piloting the OCDP Threat Assessment Tool, the Peruvian Electoral Tribunal ran a workshop in collaboration with International IDEA in Peru, convening high-level institutions keen to discuss their assessment of the risk of organized crime in politics and gain a contextual overview, and generating articles in the main Peruvian newspapers. The Peruvian Electoral Tribunal expects to continue to use the Tool internally, after the piloting phase, indicating that the approach is sustainable.

Furthermore, the GI has offered to run a second pilot of the Tool in South Africa as part of a new organized crime observatory for southern Africa, with the possibility of expanding it in the future to four other organized-crime observatories in Africa.

3. | Mainstreaming conflict and security into International IDEA's work

International IDEA's internal report on how the Institute has addressed conflict and security issues in the past, how it has contributed to the peacebuilding and state-building agenda, and how it has worked in fragile and conflict-affected states, has provided many valuable lessons for its future work in these areas, most notably the need for a systematic approach to conflict sensitivity. The need for such an approach to International IDEA's programmatic work, through an institutional policy, an action plan and capacity-building, is now being addressed. Furthermore, International IDEA's regional and country offices have started incorporating the conflict sensitivity approach into their programmatic work.

International IDEA's approach to integrating conflict sensitivity into its programmatic work will be ground-breaking for democracy assistance institutions. Inter Peace (IP) has offered to collaborate on drafting a white paper on the issue, which IP believes would be the first of its kind.

GLOBAL – DEMOCRACY, CONFLICT AND SECURITY

Key outputs in 2015

1. As part of the SDGs discussion on indicators for SDG 16, in particular section 16.4 on 'significantly reducing illicit financial [and arms] flows . . . and combatting all forms of organized crime' by 2030, International IDEA was referenced as one of the main sources of information.

2. During the 'Global Conference on Money in Politics' in Mexico in September, a high-level panel and a working group were held on organized crime and illicit political finance. In addition, International IDEA organized a round-table discussion on the findings of *Illicit Networks and Politics in Latin America.*

3. International IDEA conducted a three-day training course with six members of the Peruvian Electoral Tribunal on how to implement the OCDP Threat Assessment Tool, finalized four Policy Papers and held workshops on the nexus between organized crime and politics in Belgium, Colombia, Mexico and Sweden.

4. International IDEA presented an internal report on its contribution to the field of conflict and security to the Institute's Council of Member States, Advisory Board and Management Committee.

5. A conflict sensitivity assessment was conducted at the start of electoral assistance operations in Myanmar.

6. International IDEA organized a workshop on mainstreaming in June 2015. The Institute subsequently produced a draft institutional policy on mainstreaming conflict sensitivity, which is in the process of being reviewed.

7. International IDEA completed its first conflict assessment, on Ukraine.

GLOBAL – DEMOCRACY, CONFLICT AND SECURITY

International IDEA's Partners

Advisory services provided to

Peruvian Electoral Tribunal

Implementing partners

Clingendael Institute

Global Initiative against Transnational Organized Crime

Inter Peace

UN University / Centre for Policy Research

Peruvian Electoral Tribunal

GLOBAL ADVOCACY

International IDEA at the United Nations

UN-adopted 2030 Agenda reflects democratic principles

The 2030 Agenda for Sustainable Development was endorsed by the UN General Assembly with goals on gender equality (no. 5) and peace, justice and accountable institutions (no. 16), as well as accountability mechanisms.

UN member states acknowledge advocacy role of International IDEA

UN member states acknowledge the role of International IDEA in the inclusion of 'accountability' in the Sustainable Development Goals (SDGs), as well as 'democracy' in the preamble to the 2030 Agenda.

High Level Side Event 'Engaging People for Sustainable Development: Accountability, Transparency and Participation'

This advocacy event was co-hosted by Switzerland, Mongolia and Botswana and took place in the Margins of the 70th Session of the UN General Assembly.

▉ advanced   ▉ delayed

▉ on track   ▉ cancelled

Advocacy

1. **Objective (2015–2017): Increased consensus among UN stakeholders on the importance of democracy in the global development agenda**

   UN member states acknowledged the role of International IDEA in the inclusion of 'accountability' in the SDGs, as well as 'democracy' in the preamble to the 2030 Agenda. International IDEA organized high impact side-events on the linkage between democracy and sustainable development, such as the High-level Event on 'Engaging People for Sustainable Development' with the participation of the Heads of State of Switzerland and Mongolia, and the Vice President of Botswana. The Institute also engaged with UN member states in informal meetings and co-hosted events with UN partners, contributing to the conversation on monitoring the progress of the SDGs, insisting on a role for social surveys and indigenous people, and highlighting the importance of democratic accountability mechanisms at the national and subnational levels.

   In an integrated effort, International IDEA prioritized gender equality, focusing on women's representation in the 2030 Agenda, and working to incorporate a gender perspective across all of its initiatives. International IDEA continued to disseminate translations of Democracy and the Pillars of UN Work in the six official UN languages. In addition, it increased its outreach to partners in Washington, DC, and through its attendance at the 132nd Inter-Parliamentary Union General Assembly in Vietnam, and the Ministerial Conference of the Community of Democracies in El Salvador.

2. **Objective (2015–2017): Increased consensus among UN stakeholders on the importance of democratic values and principles in the UN's work**

   In 2015, International IDEA worked in coordination with the UN inter-agency Executive Committee on Peace and Security, Working Group on Democracy on 'Advancing the UN's Democracy Agenda', reviewing and analysing the Special Political Missions (SPMs) of the UN to see how they: incorporate democracy into their work on political transitions in fragile, conflict and post-conflict states; incorporate participation by women and youth into their political and peace/security mandates; and addresses civil society as a key stakeholder in the course of their missions. The project will end in 2016 with recommendations on how to mainstream democracy perspectives in the SPMs.

   International IDEA contributed to the UN's celebration of the 10th anniversary of the Declaration of Principles on International Election Observation. International IDEA has also initiated an analysis of money in politics in the run-up to the US elections in 2016.

GLOBAL ADVOCACY

International IDEA at the European Union

Advocacy

1. **Objective (2015–2017): Increased consensus among EU stakeholders on the importance of democracy in the global development agenda**

International IDEA organized various round-table discussions, conferences and book launches with the participation of EU democracy stakeholders; facilitated high-level meetings at EU institutions, the Council of Europe (CoE) and the Belgian Government for the Secretary-General of International IDEA; and initiated collaboration through the signing of memoranda of understanding with the Club de Madrid and the European Youth Forum. International IDEA also facilitated visits by Members of the European Parliament to the organization's field offices in Haiti and Myanmar.

Through its engagement with EU institutions and CoE bodies, opportunities were created for the promotion of International IDEA policy-relevant products and knowledge resources at the following high-level meetings: the Plenary Session of the Venice Commission, the World Forum for Democracy (WFD) of the Council of Europe, and the Plenary Session of the African, Caribbean and Pacific Group of States (ACP)–EU Joint Parliamentary Assembly.

International IDEA is a member of Carnegie Europe's Democracy Group, and participates in quarterly round tables on topical issues related to democracy and democracy support. Through this engagement, new democracy trends are discussed, and the work of International IDEA promoted with EU institutional stakeholders and Brussels-based democracy actors.

The afore-mentioned advocacy and outreach initiatives enhanced the visibility and relevance of the work of International IDEA at EU stakeholders, and contributed towards a more sustained debate on the importance of democracy in the EU's external relations.

2. **Objective (2015–2017): Increased consensus among EU stakeholders on the importance of inclusive, sustainable democracy support on a wider scale, whether these are political, social and/or economic**

Through active and sustained engagement between International IDEA, the EU member states 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 2015–2019.

With the engagement and participation of EU institutional role-players and other democracy support actors, International IDEA promoted and facilitated dialogue in round-table discussions, workshops and conferences on the themes of: 'Accountability and the Sustainable Development Goals'; 'Democracy: between devolution and the integration of governance'; 'Democratic transitions: lessons from leaders'; 'Inter-generational dialogue for democracy'; 'The participation of young people in democracy: time to act'; and 'From online demands to real life improvements: how to transform civic activism to political realities'.

advanced   delayed

on track   cancelled

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In partnership with the EU institutions, the European Partnership for Democracy (EPD), the European Network of Political Foundations (ENoP) and the European Endowment for Democracy (EED), International IDEA organized a successful multi-stakeholder event to commemorate the 2015 International Day of Democracy in Brussels.

Outreach, advocacy and the promotion of International IDEA with EU institutions, as well as the full implementation of programmatic activities, were affected by the limited number of personnel at the EU office. This situation was rectified towards the end of 2015.

4 Africa

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1. Planned Outcomes 2015

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AFRICA

Regional Initiatives

Burkina Faso holds elections

After the ousting of President Blaise Compaore in October 2014 and a subsequent military coup, Burkina Faso's credible and transparent elections were a welcome development.

Peaceful and democratic transfer of power in Nigeria

Nigerian voters rejected an incumbent president at the ballot box for the first time in March, in elections praised for being largely free, fair and peaceful, after which the incumbent immediately conceded defeat.

International IDEA expands its involvement in Africa

The Institute launched high-level dialogues in southern, central and west Africa.

Democratic Developments

Elections remained central to the development of the continent in 2015 and were once again at the heart of perceptions about the democratic credentials and development trajectory of Africa. At least 16 countries across the continent took to the polls during the year. The outcome was a mixed bag, and both the positive and the negative aspects of African politics were on display.

In Burundi, the incumbent President, Pierre Nkurunziza, was declared the winner in an election marred by intimidation and violence, and widely condemned for being neither free nor fair. In contrast, Nigerian voters rejected an incumbent president at the ballot box for the first time in elections praised for being largely free, fair and peaceful, and with the incumbent immediately conceding defeat.

Political succession is the single question that remains at the top of the agenda, however, and it is playing itself out in all the sub-regions of the continent. The most dramatic manifestation of the politics of succession was witnessed in Burkina Faso, which was rocked by an attempted coup in September. However, in places such as the Democratic Republic of the Congo (DRC), Republic of the Congo and Uganda, issues of

tenure elongation and attempts to change the rules of the game were at the heart of political manoeuvrings.

The migration crisis unfolding across the Sahara and around the Mediterranean has focused attention on the ways in which African countries can build more inclusive political and governance systems that offer the youth hope for a better future. International IDEA's focus on youth as an area of work provides a window for engagement with the various issues that arise from the crisis. Emphasis must be placed on ways to enhance youth participation in the democratic process.

These issues, which speak to International IDEA's key impact areas, will again be prominent in 2016. Together with human rights, with a particular focus on the rights of women, which is the AU's theme for 2016, they will be the foundation for programming in the Africa and West Asia region in 2016.

African Charter on Democracy, Elections and Governance

1. **Increased implementation of the African Charter on Democracy, Governance and Elections**

At the Pan African Parliament (PAP), African Governance Architecture (AGA) members and the African Governance Platform endorsed the draft state reporting guidelines. This was an important milestone in operationalizing the guidelines.

International IDEA helped to deepen the pan-African debate on the role of women in democracy building by co-organizing, with the AU Commission, a continental Youth Consultation.

As part of its work to popularize the Charter, a meeting in Abidjan in July co-organized by International IDEA took important steps to introduce the norms and values of the Charter 'downstream' in higher education and school curricula. Requests for further collaboration have been received from the ministries of education in Nigeria and Abidjan in order to build their advocacy capacities on the Charter and address pressing democracy issues such as diversity.

International IDEA continues to work with the AU Department of Political Affairs (DPA) to develop benchmarks to support the monitoring of compliance with the African Charter on Democracy, Elections and Governance (ACDEG). However, issues of funding and competing priorities delayed completion of the process until 2016.

Shared values of the African Union

2. **The AU's capacity to promote the shared values agenda is strengthened**

The issues surrounding the soft copies and the branding of the Charter, which delayed its printing, have been resolved. It is expected that printing will take place in first quarter of 2016.

Elections and conflict

3. **Enhanced capacity of the AU to support African EMBs in addressing challenges relating to election-related violence**

International IDEA co-organized a 'High-level Dialogue on Election Risk Management in West Africa' in Dakar, Senegal, which included ministerial-level participation. This helped to advance the preventive diplomacy strategy of the Economic Community of West African States (ECOWAS) and of the AU DPA.

Electoral reform and integrity

4. **Enhanced knowledge on electoral reform promoting credible, inclusive and peaceful electoral processes among African EMBs**

The Electoral Commissions' Forum of the Southern African Development Community (ECF SADC) countries has been planning to initiate regional discussions on youth in elections for several years. International IDEA arranged these discussions in collaboration with the Electoral Commission of South Africa. ECF SADC member EMBs acknowledged the importance of youth, listed possible strategies and actions and agreed to monitor progress in the future. A comparative analysis of EMBs' engagement to promote youth participation will be published by International IDEA in 2016.

■ advanced   ■ delayed
■ on track   ■ cancelled

A report on the role of EMBs in electoral law reform, featuring case studies from across Africa, has been delayed. An International IDEA Policy Paper on the subject, *Electoral Law Reform in Africa* (2014), has now been translated into Portuguese.

5. Improved electoral laws, policies and procedures in at least four countries that demand assistance

In the Seychelles, a CSO active in electoral observation made recommendations on the electoral framework. International IDEA contributed to this process by arranging training ahead of elections. The gender policy adopted by the Namibian Elections Commission was developed with technical input from International IDEA.

In Lesotho, International IDEA is assessing the electoral legislative framework at the request of the EMB. It is also envisaged that it will assist with the development of a gender policy. International IDEA has received new requests for assistance from Zambia's EMB to develop an electoral risk policy and a gender policy. In collaboration with ECF-SADC, a Policy Paper on youth participation in elections in Africa is in development.

6. To enhance the capacity of participating election management bodies by ensuring that election administrators have the right professional skills to effectively carry out their tasks

International IDEA and the AU responded to EMB requests in four countries by implementing BRIDGE training. To increase the relevance of the training, each course was tailored to country needs. A new request assessment procedure was piloted by International IDEA for this purpose. A database of accredited BRIDGE facilitators was made available to the AU to assist it in implementing BRIDGE workshops for member states.

In Lesotho, the BRIDGE workshop was a component of the Independent Election Commission's post-election work plan. International IDEA also provided advisory support on electoral reform and gender policy development. The aim of these combined initiatives is to use the post-election period to build capacities and structures in order to increase the EMB's capacity to deliver credible elections in 2020.

Interparty dialogue

7. Enhanced dialogue skills of politicians and/or civil society, local dialogue facilitators and EMB representatives

International IDEA held a consultative workshop on 'Gender Mainstreaming of Electoral Management Processes' at the headquarters of the (ZEC) in Lusaka (Nov.). This event was well publicized and attended because Zambia is expected to hold elections in August 2016. The Zambia Center for Interparty Dialogue (ZCID) reports that it has joined forces with the politicians who participated in the training to convene an all-party congress in March 2016, during which a discussion will take place on the 'rules of a peaceful game' for the upcoming elections. Much as International IDEA cannot claim the credit for this promising step, it seems likely that the three days of engagement in the training by senior party leaders might have contributed to this increased momentum for and spirit of consensus-building.

Informed constitution-building and inclusiveness in CBP

8. **Enhanced comparative knowledge and learning at Pan-African level about constitution-building and constitutionalism**

In collaboration with the AU's constitutionalism cluster, International IDEA presented and peer-reviewed eight case studies on the state of constitutionalism in Africa. This was an opportunity for African parliaments and the judiciary to acquire a sense of what is within the scope of constitutions, based on international and global evidence. The research shows that parliaments have been given powers that are not necessarily being exercised. Pan-African instruments, such as the ACDEG, are under-employed, for example, in cases of unconstitutional changes or the encroachment of key actors. A joint AU–International IDEA publication is forthcoming in 2016.

High-level Pan-African round tables

9. **Strengthened IDEA footprint on the continent and increased visibility and influence of IDEA as a 'thought leader' and change agent for democratic reform**

In the West African region, the High-level Dialogue (7-9 Dec.), attended by all chairs of the region's francophone electoral commissions, created a new space for dialogue on elections and electoral risks in francophone Africa. International IDEA is expanding its knowledge of political finance in order to extend assistance to francophone countries in Africa.

In Central Africa, International IDEA's High-level Dialogue event (14-15 Dec.), created a new space for dialogue for political parties. There was a good attendance of senior personnel from francophone and lusophone countries.

In East Africa, a workshop on technologies for political parties (10-12 Dec.), was an important step in the AU's strategy, forming new partnerships with political parties in the region.

International IDEA has been consolidating its partnerships with the ECF-SADC and with electoral commissions in the Southern African region. A first-of-its-kind meeting gathered experts from lusophone countries (23-24 Nov.).

Democratic accountability in service delivery

10. **Strengthened horizontal and vertical democratic accountability between national and local authorities and citizens**

Stakeholders in Malawi decided to undertake a full SoD Assessment rather than one on democratic accountability in service delivery.

State of Democracy and State of Local Democracy assessments

11. **Improved citizen influence in shaping democratic reforms through the application of citizenled assessment methodologies (SoD and SoLD)**

After a number of dialogue meetings, the authorities and citizens in Malawi decided to conduct a full SoD assessment in 2016. The lead institutions will be the Malawi Office of the Ombudsman and the Institute for Policy Interaction (IPI). It is planned that the preliminary results and recommendations of the assessment will be presented for consultation at the end of 2016.

advanced delayed
on track cancelled

International IDEA had planned to support stakeholders in Botswana, Côte d'Ivoire and Namibia by conducting SoLD assessments in 2015. The Namibian assessment has been cancelled but requests from Botswana and Côte d'Ivoire will be followed up.

AFRICAN CHARTER ON DEMOCRACY, ELECTIONS AND GOVERNANCE

Key outputs 2015

1. International IDEA provided four BRIDGE training events in collaboration with the AU DPA and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ): on electoral planning and ICTs in elections in Malawi; on civic education and voter information in Lesotho; on pre-election and election-day issues in Guinea; and on electoral security in Burkina Faso.

2. International IDEA, in collaboration with the ECF-SADC, organized a round-table event on elections and youth hosted by the IEC of South Africa; and the third new commissioners' orientation meeting in Maputo. The latter was the first of its kind to be delivered in Portuguese.

3. At the request of Citizen Democracy Watch Seychelles (CDWS), and in the context of the snap presidential elections held in December 2015, International IDEA conducted a five-day citizen-observation training programme in Victoria, the Seychelles.

4. International IDEA launched a number of Policy Dialogues: the Southern Africa Policy Dialogue, on the theme of 'democracy and service delivery' in Pretoria (23–24 Nov.); the West Africa Policy Dialogue Open Society Initiative for West Africa, with the UNDP and the Social Science Research Council in Dakar (7–9 Dec.); and the Central Africa Policy Dialogue, on the theme of 'deepening the transition to democratic governance in Central Africa', in Libreville (14–15 Dec.).

5. Namibia's Ministry of Gender Equality and Child Welfare collaborated with the National Assembly of Namibia and International IDEA to conduct a two-day 'Round table for Women Members of the Sixth National Assembly' in Swakopmund (18–19 Sep.). The event brought together more than 70 female parliamentarians, regional councillors and governors to provide them with an opportunity to reflect on their experiences, achievements and challenges, and the way forward for their respective offices.

6. The AU Commission, together with International IDEA, convened a continental Youth Consultation, entitled 'Youth participation and leadership in political parties in Africa: Special focus on young women', in Kigali, Rwanda (4–6 Dec.).

7. International IDEA consulted with the PAP, regional parliaments, constitutional experts and the judiciary on 'the state of constitutionalism in Africa' in Midrand, South Africa (25–27 Nov.).

AFRICAN CHARTER ON DEMOCRACY, ELECTIONS AND GOVERNANCE

Partners

Advisory services provided to

ECF SADC (Memorandum of Understanding signed in August), EMBs in Burkina Faso, Guinea, Lesotho, Malawi, Namibia, the Seychelles, South Africa and Zambia, Citizen Democracy Watch Seychelles, AU DPA Democracy and Electoral Assistance Unit

Implementing partners

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Zambia Center for Interparty Dialogue (ZCID) and the Natural Resource Governance Institute (NRGI)

International IDEA has signed a Memorandum of Understanding with the Electoral Commission of South Africa and the ECF-SADC, thereby consolidating long-standing relationships.

AFRICA

Ghana

Main political parties publish policy positions on oil and gas

Four of the main political parties in Ghana developed their policy positions on the oil and gas sector using the International IDEA–NRGI Policy Positioning Tool.

Democratic Developments

The start of oil production in 2010 was a major moment in Ghana's economic history. The true extent of Ghana's oil wealth is unknown, but the fields that are already commercially viable generated USD 542 million in 2012, and revenue is expected to grow to around USD 1.4 billion annually by 2016. The mostly negative effects of an abundance of natural resources— particularly oil and gas—on democracy and development have been widely discussed, most notably in the context of the so-called resource curse. International IDEA and NRGI initiated a joint project aimed at enhancing the role and capacities of four of the main political parties in

Ghana in regulating, overseeing and effectively contributing to the public discourse and debate about this sector. Political parties play key roles in this regard in their own right as democratic institutions, and through their representatives in parliament and the executive. International IDEA and the NRGI's support sought to enhance the capacities of four parliamentary parties in Ghana to develop their respective internal policy positions on the sector, as a foundation for its improved governance and to produce effective and productive interparty dialogue on the management of oil and gas revenues.

Institutionalized parties

1.   **Strengthened capacities of political parties to develop internal policy positions on oil and gas sector**

In 2015, four of the main political parties in Ghana developed their policy positions on the oil and gas sector using the International IDEA–NRGI Policy Positioning Tool. The parties' policy positions were published in early 2016. This support was welcome and timely as the parties' new policy positions on aspects of governance of the oil and gas sector will inform their election manifestoes for the 2016 general elections.

■ advanced   ■ delayed
■ on track   ■ cancelled

GHANA

Key outputs 2015

1. International IDEA and NRGI co-developed a Policy Positioning Tool on natural resources, which four political parties used to define their internal policy positions in 2015.

2. Jointly with NRGI, International IDEA facilitated intraparty dialogues on oil and gas sector governance in Ghana during two retreats for representatives of the four main parliamentary parties. International IDEA and NRGI provided natural resources management expertise to all four political parties in the process of discussing/drafting their policy positions; and assisted with the professional editing, layout and printing of each party's policy document (200 copies per party).

GHANA

Partners

Advisory services provided to

The four of the main political parties represented in parliament: the National Democratic Congress, the New Patriotic Party, Progressive People's Party and the Convention People's Party.

Implementing partner

Natural Resource Governance Institute

AFRICA

Nigeria

Victory for electoral democracy

After the elections of March 2015 Nigeria saw the first democratic transition of power from a defeated incumbent to an elected leader.

Nigeria sets new standard for risk management in elections

Newly established risk management unit operated during and after the National Assembly elections.

Democratic Developments

In 2015 the Nigerian political environment was dominated by the Presidential election and elections to the National Assembly, and the subsequent transition to a new administration under President Muhammadu Buhari. Before the polls, Nigeria faced a number of economic and security challenges, most notably linked to the Boko Haram insurgency in the north-east of the country. The elections were a milestone in the history of electoral democracy in Nigeria, resulting in the first democratic transition of power from a defeated incumbent to an elected leader.

Elections and conflict

1. **Enhanced capacity of the Independent National Electoral Commission (INEC) of Nigeria to assess and manage electoral risks and coordinate preventative actions to prevent electoral violence**

In the run-up to elections in Nigeria in March and April, International IDEA, in collaboration with the AU, supported the INEC with the aim of preventing electoral violence through the deployment of International IDEA's ERM Tool. During the implementation period, INEC established a risk management unit to collect and analyse data on electoral risk factors with a view to developing reports and recommendations on measures to prevent or mitigate any possible negative consequences. The unit was fully operational before, during and after the National Assembly elections. It subsequently remained in place to continue its risk analysis during the post-electoral period, as well as during by-elections in Kogi and Bayelsa states in the second part of 2015.

The project, which was co-financed by the Dutch Foreign Ministry, the AU and the Norwegian Foreign Ministry, concluded in September 2015. According to an external evaluation, the focus of International IDEA's technical and advisory services on managing electoral risks was relevant to the country situation, and the Institute's inputs effectively assisted INEC to build its capacities to manage electoral risks and coordinate actions to prevent electoral violence.

2. **Stronger institutionalization of the Electoral Risk Management methodology within INEC of Nigeria**

Following the application of the ERM Tool throughout the elections, the electoral risk management unit within the INEC remained in place to continue the risk analysis during the post-electoral period, and during by-elections in Kogi and Bayelsa states in the second half of 2015. After the external evaluation commissioned by International IDEA, the INEC developed its own lessons and a list of recommendations for future use of the ERM Tool in Nigeria, recommending the institutionalization of risk management practices by creating a permanent ERM unit. This proposal is being considered by the new INEC Chair, Mahmood Yakubu, as the INEC embarks on its strategic planning for the period 2016–20.

NIGERIA

Key outputs 2015

1. International IDEA supported the establishment and operationalization of an Electoral Risk Management Unit within the INEC. This support included the provision of furniture and equipment as well as a number of capacity-building measures.

2. International IDEA provided technical and advisory services to INEC throughout, but particularly in the immediate pre- and post-electoral period. During the 28 March (national) and 11 April (state) elections, International IDEA was present in the INEC Situation Room and contributed directly to the INEC's risk analyses.

■ advanced		■ delayed	
■ on track		■ cancelled	

NIGERIA

Partners

Advisory services provided to

Independent National Electoral Commission of Nigeria

Implementing partner

AU, Department of Political Affairs, Democracy and Electoral Assistance Unit

5 Asia and the Pacific

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Link icons

- **IDEA** Link to International IDEA website
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- **ABR** Internal document link

■ advanced		■ delayed	
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1. Planned Outcomes 2015

Progress Reports

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ASIA AND THE PACIFIC

Regional Initiatives

Historic general elections in Myanmar

The successful November elections strengthened hopes of progress in the transition to democracy in Myanmar. The National League for Democracy (NLD), after its landslide victory, will lead a government in which the military has constitutionally reserved powers.

New Delhi Declaration on Political Finance Regulation in South Asia

The declaration was pronounced at the closing of the 'Conference on the Use of Money in Politics and its Effects on People's Representation in South Asia' organized by the Indian Election Commission.

Democratic Developments

It was a tumultuous year for democracy in the Asia–Pacific region in 2015. Historic elections in Myanmar resulted in victory for the opposition NLD and its leader Aung San Suu Kyi. The promulgation of a long-awaited constitution in Nepal was immediately contested by disaffected groups. Thailand's draft constitution was rejected by the military-appointed parliament and general elections were subsequently postponed for at least another year. A new committee was appointed to begin drafting the constitution from scratch, and a referendum on a new constitution is expected to take place towards the mid of end of 2016. In Sri Lanka, constitutional reform regained its momentum after parliamentary elections confirmed victory for the political parties allied with the new president and his reform agenda, which envisages changes to the electoral system, form of government, judiciary and devolution of power.

In the Pacific, at the 46th meeting of the Pacific Island Forum (PIF), held in Papua New Guinea, leaders discussed the new 'Framework for Pacific Regionalism'. One item of interest was the PIF's recognition of the 'political aspirations of the people of West Papua for self-determination'. Political instability continued to mark the politics of many other parts of the Pacific. In Vanuatu, President Baldwin Lonsdale dissolved parliament after 14 of its 52 members were convicted of

bribery. The new administration now faces the challenge of cleaning up government and undertaking further reforms.

In November, the 27th ASEAN summit launched the ASEAN Community, which was formally established on 31 December 2015, and adopted a vision paper to 2025. The paper renews the commitment of ASEAN's member states to 'thrive in a just, democratic and harmonious environment in accordance with the principles of democracy, good governance and the rule of law'.

In the Philippines, the Bangsamoro peace process received a setback in January due to conflict between Philippine Police Force and the Moro Islamic Liberation Front (with which the Philippine Government has signed a peace agreement). Consequently, Congress put on hold its hearings on the Bangsamoro Basic Law, which is the basis for establishing a new political entity in the Autonomous Region in Muslim Mindanao.

Regional organizations

1.   **Electoral reforms feature on the agenda of regional organizations and institutions more prominently**

International IDEA, the Philippine Foreign Ministry and the Philippines Electoral Commission co-organized the 'ASEAN Workshop on Election Observation' in Manila (24–25 June). Its recommendations and conclusions, agreed by the ASEAN Secretariat and all 10 participating member-state representatives, focused on developing the ASEAN Network of Election Management Bodies, including placing the observation of elections on the ASEAN political cooperation agenda and establishing a dialogue on upholding electoral rights in the ASEAN Community. The representatives subsequently endorsed more frequent interaction and mutual learning among the EMBs. As part of this agenda, several ASEAN EMBs conducted a study visit during the elections in Myanmar, hosted by International IDEA and the Union Election Commission of Myanmar.

2.   **Enhanced engagement of regional organizations from Asia and the Pacific in discussions and policy action related to democracy**

Discussions are continuing with the Melanesian Spearhead Group Secretariat (MSGS) about creating a regional platform for discussing the challenges facing democracy in Melanesia and building the capacity of the MSGS to make policy recommendations.

International IDEA's analysis of the Tongan elections was distributed to key regional actors and was cited by a reputable policy institute in Australia.

An International IDEA Policy Brief, 'Leadership turnover and political instability in Pacific Island states' (Nov. 2015) attracted the attention of media and policy actors, and observers in the region. The current political upheavals in Melanesia demonstrate the relevance of this issue to the stability of democracy in the region.

Electoral integrity and inclusiveness of electoral processes

3.   **Enhanced quality of electoral processes and institutions in countries undergoing or considering electoral reform**

Public discussions were held in Thailand, supported by International IDEA, on the electoral system and the management issues arising from the draft constitution.

Electoral reform discussions are ongoing in Indonesia. The Association for Elections and Democracy (Perkumpulan Untuk Pemilu dan Demokrasi, Perludem), an Indonesian NGO, is distributing and applying International IDEA knowledge resources (four handbooks and one policy paper) in Bahasa Indonesia.

International IDEA also contributed significantly to the reform processes in Nepal and Myanmar (see separate country sections).

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▮ on track	▮ cancelled	

Money in politics

4. Enhanced quality of political finance regulation and its enforcement in Asian and Pacific countries

Sixty participants from South Asian Association for Regional Cooperation (SAARC) countries and elsewhere took part in the 'Regional Conference on the Use of Money in Politics and Its Effects on People's Representation'. Jointly organized by the Election Commission of India, International IDEA and the India International Institute of Democracy and Election Management, the conference included the launch of the New Delhi Declaration on Principles of Political Finance Regulation in South Asia. The Declaration is now available on the International IDEA and ECI websites, and was the subject of a number of articles in the regional media. It is hoped that the declaration will go a long way towards enhancing political finance practice in South Asia, and to reduce the cost of electoral politics and its dependence on a limited number of corporations and individuals, by making funding of and expenditure by parties and candidates more transparent.

Strengthening South–South cooperation, practitioner from Asia and Africa, despite their differing contexts, identified common challenges and common solutions related to regulation of political finance and the eradication of corruption in a meeting held in Bandung, Indonesia, organized with the Non-Aligned Movement Centre for South-South Technical Cooperation (NAM CSSTC) the Indonesian Ministry of Foreign Affairs and International IDEA.

Mongolian representatives are actively engaged in IDEA's research and policy development activities on political finance, contributing to the ongoing in-country discourse.

Democratic accountability of political executives

5. Increased knowledge available on how political executives are held accountable in the Pacific Islands

Information has been collected on political executives in the Solomon Islands and Vanuatu from the date of their independence until 2014. This research is forming a basis for policy dialogue on ways to address political instability. Information on political executives in PNG has been collected for the period 1972–2016. This is by far the most comprehensive data on the work of an executive in the Pacific Islands. The next step is to transfer the information to software that can make it accessible to the public for use in analysing the quality of governance and the accountability of ministers. Analysis will be shared with political leaders, governments and civil society in the region, resulting in a Policy Paper and recommendations for change. A draft paper, 'Ministerial tenure in Papua New Guinea, 1972–2012: a potent challenge to governance', will be presented at the Australian National University and later published as an International IDEA Policy Brief.

Citizen engagement

6. Enhanced opportunity for citizens to shape democratic reforms based on citizenled assessments

In the Philippines, the Guiuan Development Foundation, the Center for Integrative and Development Studies (CIDS) and Politracs used the new Democratic Accountability in Service Delivery Tool to analyse rehabilitation services provided in the aftermath of Typhoon Haiyan. International IDEA provided technical advice and funding support for the analysis. In 2015, the partners analysed selected aspects of disaster relief, focusing on housing and resettlement.

They then made recommendations for reform of the laws and policies on disaster management to political actors and other key stakeholders, and shared their findings on holding duty bearers accountable with the affected communities. The report will be launched in 2016.

The intense media coverage of International IDEA and V-Dem's 'Workshop on Democracy Assessments' in Fiji demonstrated the importance of open spaces for local actors to discuss pressing aspects of the quality of democracy in Melanesia. Participants commented on and endorsed the country analysis of the V-Dem researchers. As a direct follow-up, a democracy assessment is to be carried out through the Integrity of Political Parties and Candidates Commission, focused on political parties and elections in PNG. The workshop, which was the first regional workshop held by International IDEA in the Pacific, kick-started an initiative for a future regional dialogue platform on democracy in Melanesia.

ASIA AND THE PACIFIC - REGIONAL INITIATIVES

Key outputs 2015

1. International IDEA conducted the 'Asian–African Practitioner's Meeting on Political Finance Regulation and Corruption Eradication' in Bandung, Indonesia (20–22 Oct.) with representatives of countries from both continents.

2. Working with the NAM CSSTC and the Indonesian Ministry of Foreign Affairs, International IDEA conducted the 'Asian–African Practitioner's Meeting on Political Finance Regulation and Corruption Eradication' in Bandung, Indonesia (20–22 Oct.) with representatives of countries from both continents.

3. The Election Commission of India co-organized with International IDEA the 'Regional Conference on the Use of Money in Politics and its Effects on People's Representation'.

4. V-Dem and International IDEA co-organized a 'Workshop on Democracy Assessment and Measurement, and Data Validation in Melanesia' with participants from Fiji, the Solomon Islands, PNG and Vanuatu.

5. International IDEA conducted training on the SoD methodology in PNG to support the assessment work there.

6. International IDEA worked with its partner organization in Indonesia, Perkumpulan Untuk Pemilu dan Demokrasi (Perludem) to translate five International IDEA publications into Bahasa Indonesian.

7. International IDEA produced a Policy Brief analysing the general election in the Kingdom of Tonga, translated it into the Tongan language and distributed it strategically to important stakeholders.

8. International IDEA produced a Policy Brief analysing political instability in six Pacific Island states which contributes to efforts in the region aimed at addressing instability.

ASIA AND THE PACIFIC - REGIONAL INITIATIVES

Partners

Advisory services provided to

Bhutan's election Commission, Fiji's election commission, Indonesia's election commission, Myanmar's election commission, Nepal's election commission, PNG Integrity of Political Parties and Candidates Commission, Office of the Prime Minister of the Solomon Islands, Office of the Prime Minister of Sri Lanka and Thailand's election Commission.

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Implementing partners

Permanent Delegation of the Philippines to ASEAN; Indonesia: Perkumpulan Untuk Pemilu dan Demokrasi (Perludem), Non Aligned Movement Center for Technical South-South Cooperation (NAM Center); Bhutan, Myanmar: Canadian Parliamentary Centre; PNG: Integrity of Political Parties and Candidates Commission; India: International Indian Institute for Democracy and Electoral Management (IIDEM) of the Indian Election Commission; Vietnam: Faculty of Law, Vietnam National University and Institute for Public Policy, Thailand: Institute for Human Rights and Peace Studies, Mahidol University. Philippines: Guiuan Development Foundation, Inc., Center for Integrative and Development Studies, Politracs, Department of Foreign Affairs, and Commission on Elections

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'Money power and its pernicious effects on electoral outcomes is one such malpractice, universally afflicting all countries. […] Hence, a strong need is being felt all around for regulating the use, or rather abuse of money power in electoral frays.'

New Delhi Declaration on Political Finance Regulation in South Asia, 16 December 2015

"Looking ahead, ASEAN should continue sharing experiences and strengthening the networks of Election Management Bodies in the region. In all these, I perceive that partnership with and support from ASEAN Dialogue Partners as well as with relevant international organizations and institutions including civil society will be important to enrich our journey ahead."

Dr A. K. P. Mochtan, Deputy Secretary-General of ASEAN, at the ASEAN Workshop on Election Observation, Manila (25 June)

"The Bandung Message [outcome document of the 2015 Asian-African Conference] clearly states that strengthening South-South cooperation, including the triangular one, is a way to develop the countries of the Global South through win-win cooperation."

Ambassador Esti Andayani, Director, Non-Aligned Movement Centre for South-South Technical Cooperation, opening the Asian-African Practitioners' Meeting on Political Finance Regulation and Corruption Eradication, Bandung, Indonesia, 20 October 2015

ASIA AND THE PACIFIC

Bhutan

Democratic Developments

Bhutan is only in its second electoral cycle and all of its democratic institutions are still 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.

Electoral integrity

1. **Enhanced capacities of the National Assembly of Bhutan and the National Council of Bhutan to manage the quality of legislative processes**

Members of parliament (MPs) are currently reviewing a legislative drafting manual developed by International IDEA, which is the first of its kind in Bhutan and which was met with enthusiasm from the lawmakers. The manual is expected to provide common guidelines for legal drafters in the various ministries, enabling uniform formats and terms to be used in legislation and bills.

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

With local elections taking place in 2016, among the core functions of the Election Commission of Bhutan (ECB) and its planned resource centre will be civic and voter education as well as voter information activities. The ECB and the CSOs actively involved in civic education developed a draft voter information, voter education and civic education (VIVECE) strategy, with technical support from International IDEA. To further enhance their capacities, two of the ECB commissioners participated in a work placement programme at the Independent Election Commission of South Africa in March–April to observe election preparations and voter information campaigns. In addition, three ECB staff received training in New Delhi in June on creating interactive e-learning modules.

3. **Enhanced capacity of the Election Commission of Bhutan to implement a voter education strategy**

Once adopted, the draft VIVECE strategy will take the ECB's voter education activities to the next level. International IDEA's programme in Bhutan will follow this up in 2016 by providing expert mentors to develop voter-education materials and covering the costs of helping the ECB to reach a greater spread of the population. Partnerships are also being sought with CSOs that work in the same area and with media organizations that can assist in disseminating key voter education messages from the ECB.

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BHUTAN

Key outputs 2015

1. International IDEA provided training on drafting legislation for MPs and staff.

2. International IDEA facilitated and supported a fellowship programme for two parliamentary staff to travel to Canada to learn about, among other things, legislative processes in a federal and bilingual state.

3. International IDEA gave technical support to the drafting of a strategy on voter information, voter education and civic education for the ECB's consideration.

4. International IDEA facilitated the participation of two ECB staff in a computer software training course in New Delhi.

5. International IDEA conducted BRIDGE training on civic and voter education for ECB officers in the regions.

6. International IDEA conducted a work placement programme in South Africa on staff training and voter education; and supported the design of a modern library and training facilities for the ECB's new building.

BHUTAN

Partners

Advisory services provided to

Election Commission of Bhutan, National Assembly of Bhutan, the National Council of Bhutan (the second chamber of parliament) and the Bhutan Centre for Media and Democracy.

Implementing partners

The ECB, the National Assembly of Bhutan, the NCB and the Bhutan Centre for Media and Democracy

'The monarchs found democracy the most effective means to further national goals, thus, it is incumbent upon each of us to work to deepen and strengthen it.'

- Dasho Kunzang Wangdi, Chief Election Commissioner of Bhutan 2008-2015

'The series of programs conducted by IDEA for the members and staffs of National Council and the National Assembly have proved to be beneficial.'

- Hon. Lyonpo Jigme Zangpo, Speaker of the National Assembly of Bhutan upon receiving an IDEA delegation, Thimphu, Bhutan, 15 December 2015)

ASIA AND THE PACIFIC

Myanmar

Myanmar holds historic elections

The first observed general elections took place in Myanmar on 8 November 2015. Over 6000 candidates participated in national and state/regional contests. The results were considered credible. The elections were monitored by a record number of 1,177 international and 11,445 domestic observers. The newly built trust in the UEC, from among the opposition and across the media, is a milestone in itself.

The Myanmar peace process continues

Eight ethnic armed groups signed a Nationwide Ceasefire Agreement (NCA) on 15 October 2015. The culmination of three years of negotiation is significant, but seven ethnic armed groups declined to sign, revealing continuing distrust of the military and the ceasefire process.

Democratic Developments

The first general elections open to the scrutiny of domestic and international observers took place in Myanmar on 8 November 2015. A total of 6,074 candidates participated in national and state/regional contests. The results were considered largely credible. The NLD won 57 per cent of the popular vote and 78 per cent of the elected seats at the national level (25 per cent of seats are reserved for the military). This put the NLD in a position to nominate all the key executive positions apart from those positions reserved for the military in the Constitution— one Vice President, three key ministerial posts and the Commander-in-Chief, among others. The country is preparing for a transition of power, which commences in 2016 with the election of the President by the Union Assembly and the convening of the Presidential College.

A concurrent peace and reconciliation process is also continuing. Eight ethnic armed groups signed a Nationwide Ceasefire Agreement (NCA) on 15 October 2015. The culmination of three years of negotiations is significant, but at least 8 ethnic armed groups that were expected sign declined to do so, revealing continuing distrust of the military and the ceasefire process. A political dialogue with the signatories to the NCA has commenced. Issues up for discussion include the formation of a federal state and resource sharing.

The non-signatories have convened discussions that could feed into the political dialogue and shape the way forward for peace in Myanmar.

In 2015 International IDEA continued to support the UEC and established an office inside the UEC building in the national capital, Nay Pyi Taw. Staff embedded in the UEC provided daily advice and assistance to the electoral process. International IDEA leads STEP Democracy, an initiative supported by the EU that brings together eight organizations, both domestic and international, to support the plurality of Myanmar stakeholders in making their own choices to move towards a fully functioning democracy. International IDEA Myanmar maintains two offices in Myanmar: one in Yangon and the other in Nay Pyi Taw.

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Electoral integrity and inclusiveness of electoral processes

1. **Enhanced capacity of the Myanmar EMB (the Union Election Commission) to administer the electoral process in a manner that increases the confidence of electoral stakeholders**

The November general elections were the first elections to be contested by a wide variety of political parties. They were also the first elections in Myanmar to be officially observed, with more than 12,000 observers deployed in the country.

The newly built trust of all stakeholders in the electoral process and in the UEC was exemplified in the reaction of the media in its support of the opposition, which, after a long period of suspicion, praised the UEC for its performance.

International IDEA contributed to the success of the UEC through embedded support to its commissioners and officials. International IDEA has provided on-demand advice to the UEC on a wide range of topics, including trust-building measures on voter identification; media accreditation; media access to polling stations; observation methodologies and access of observers; observation of out-of-country voting; risk management; voter education; election security; etc.

2. **The UEC implements an effective regulatory framework for successful election observation**

The UEC successfully ran the accreditation system to the satisfaction of 51 domestic observer organizations, six international electoral observation missions, and 33 diplomatic missions. A total of at least 11,445 accredited domestic observers and 1,177 international observers conducted their work without interference.

Dialogue and feedback mechanisms with civil society, as well as inputs from international peers contributed to a successful implementation process of a regulatory framework for electoral observation that took account of key stakeholders' recommendations.

3. **The UEC communicates with the public based on an understanding of citizens' perceptions about elections**

The UEC conducted an intensive mass-media voter education campaign. Four animated videos produced by the UEC were shown by major private and public television stations, played on the radio and widely shared on social media. Radio spots on those topics were produced in eight ethnic minority languages. The style was innovative, using animation and jargon-free language targeting the wider public. Through these, people were informed about different aspects of the elections such as the authorities to elect, the voter enrolment and scrutiny procedures, the rights and duties of election observers, and the way votes translate into seats. The Embassy of Switzerland developed the storyboard of a fifth animation, to explain the Political Parties Code of Conduct to voters. International IDEA supported these activities.

The UEC also developed and distributed information booklets on the rights and duties of voters, candidates, elections agents and observers, as well as on electoral malpractice and election offences. International IDEA supported these activities.

4. **Enhanced capacity of the UEC to detect and prevent electoral risk**

The UEC established an ERM unit. Consultations with state agencies such as the Myanmar Police Force, the Ministry of Immigration, the General Administration Department, Civil Society Organizations and Political Parties, led to the identification of 19 risk factors for

electoral operations. The ERM unit produced regular monitoring reports focused on those operational risks in the pre-election period. On the day of election, the unit received 78 incident reports from election sub-commissions and monitored 249 critical incidents reported by the media. The unit ranked, fact-checked and reported on five incidents to the UEC leadership for their action. The direct reporting lines from the states and regions to HQ meant that the UEC could get a reliable consolidated image of the risk situation throughout the electoral period. International IDEA held a series of interactions, commencing in 2014, to introduce the ERM Tool and methodology to the UEC and its sub-commissions.

5. The UEC demonstrates increased capacity to plan and undertake strategic, coordinated media communications

The UEC developed strategic communication skills of 104 members and staff from 80 township, district and region and state-level sub-commissions, which helped the spokespersons of each commission to communicate in a comfortable and strategic manner with the press. An information kit was produced and disseminated to international and domestic observers, electoral assistance providers, and domestic and international media entities. International IDEA supported the UEC in these activities.

6. Enhance impact through information-sharing and coordination with the development community including on debate on democratic reform

The STEP consortium provided political intelligence to the international community through more than 30 briefings and analysis on post-election scenarios, the role of religion in the campaign and election preparations. As an active member of the Electoral Support Group, International IDEA facilitated collaboration and information flowing amongst implementers in the country, in particular in the areas of electoral observation, election security, voter education and media.

IDEA supported a delegation of the Club de Madrid (Chancellor Gusenbauer and Prime Minister Thinley) that met with the President of the Union, the Chairman of the Union Election Commission, Union Ministers and the Speaker of the Pyidaungsu Hluttaw to advocate greater transparency in the electoral process.

International IDEA led information-sharing, coordination, and guided the strategic direction of the STEP Democracy consortium through the establishment of key communications platforms such as a STEP Democracy website, a newsletter and a Facebook page.

7. Knowledge production on issues of electoral system design, electoral management and democratic reform

Since 2014, International IDEA has produced comparative knowledge to inspire democratic reforms and action in the Myanmar transition, such as:

• Historical and comparative information on on electoral data, including candidates from ethnic-based parties, and women's participation in the 2015 elections;

• In 2015, International IDEA has made available in Myanmar language relevant sections of four handbooks: *Electoral System Design*; *International Obligations for Elections*; *Political Finance*; and *Electoral Management Design*;

• Launched the Myanmar–English Glossary of Democratic Terms in early 2015 in Myanmar; and

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- Production and dissemination of information briefs on: freedom of movement in political campaigning; political parties' access to the media; promoting gender equality in parliament; the crucial role of democratic dialogue in transitions to democracy; and the importance of process in electoral system reform.

Democratic accountability: parliamentary oversight

8. **Enhanced knowledge by MPs and parliamentary staff of key committees and their roles and responsibilities in the budget process**

Parliamentarians increased their understanding of their oversight role and the functions of parliament, through the use of interactive methodologies for training based on a contextualized curriculum on parliamentary oversight. The training was based on International IDEA's needs assessment survey of 153 serving MPs. An updated survey is being developed targeted at the new intake of MPs in 2016. International IDEA in collaboration with the Parliamentary Centre (Canada) has been providing on-the-job support to research and committee staff.

9. **Concrete steps to identify how to improve institutional capacity, including how to strengthen the role of women**

A needs assessment survey showed that, in the lower house (Pyithu Hlutaw), most of the outgoing cohort of MPs were in favour of making parliament more transparent, and agreed that parliamentarians themselves should be given more influence over its operations and proceedings. The report was well received by parliamentary leaders and senior MPs from several political parties. The assessment finding were and fed into the design and preparations of the orientation programme for new MPs.

MYANMAR

Key outputs 2015

1. International IDEA supported the UEC through training and daily advice to implement effective accreditation systems for at least 12,622 domestic and international observers. The Institute facilitated consultations throughout this process and developed information kits for observers. In addition, the Institute supported a study visit by a delegation of EMBs of the ASEAN during the 2015 national elections.

2. International IDEA provided advice and accreditation cards for 6,000 candidates and 12,000 election agents, through the UEC and its sub-commissions, and for domestic journalists and foreign correspondents, through the Ministry of Information and the Myanmar Press Council.

3. International IDEA assisted the UEC to conduct a mass-media voter education campaign, producing four animated videos to be shown by major private and public

television stations. Radio spots on the same topics were produced in eight ethnic-minority languages.

4. International IDEA helped produce 120,000 electoral information booklets about the rights and duties of voters, candidates, election agents and domestic election observers, as well as electoral offences and malpractice, and campaign finance regulations. The Institute arranged nationwide distribution to all 93 political parties, for candidates and election agents; to elections sub-commissions, information centres and mediation committees; and to Myanmar CSOs working on voter education and domestic observation, as well as media groups.

5. International IDEA trained 104 members and staff from 80 township, district and state sub-commissions in advanced media and strategic communications, which helped the spokespersons from each commission communicate in a comfortable and strategic manner with the press.

6. International IDEA produced and shared with the international community analysis on post-election scenarios, the role of religion in the campaign and election preparations.

7. International IDEA and STEP Democracy partners led celebrations of the International Democracy Day in Yangon. Before the historic election, International IDEA hosted 'Vision for Myanmar's Future,' an open public dialogue amongst eight prominent leaders from different sides in politics and society who reflected on the democratic future of their country.

8. Through daily interaction within the UEC, International IDEA has provided on-demand advice to the UEC on a wide range of topics, including: trust-building measures on voter identification; media accreditation; media access to polling stations; observation methodologies and access of observers; observation of out-of-country voting; etc.

9. With International IDEA support, the UEC established an ERM unit that monitored 19 election-related risk factors during the pre-election period, and approximately 327 critical incident reports on the day of the election.

10. International IDEA undertook a needs assessment survey of 153 serving MPs to develop interactive training and a contextualized curriculum on parliament's scrutiny responsibilities. Surveys are being developed targeted at the new intake of MPs.

11. The book Democratic Transitions: Learning from World Leaders was translated into Myanmar language and was ready to be presented to the Myanmar audience by former President Lagos (Club de Madrid) in January 2016.

STEP Democracy

Strengthening the democratic transition in Myanmar

STEP Democracy supports inclusive, peaceful and credible electoral processes, and enhances the capacity of stakeholders to strengthen the democratic transition in Myanmar. It is an integrated programme closely coordinated with all key national stakeholders, including the UEC, political parties, CSOs involved in domestic election observation, voter and civic education, and advocacy for reform, and media organizations. STEP Democracy is unique in bringing together national and international expertise, and firmly entrenches local ownership throughout all phases of the electoral cycle. STEP Democracy has a strong commitment to a flexible approach to democratic reform which is mindful of the rich history and cultural diversity of Myanmar.

In the STEP Democracy programme, the EU provides support via eight organizations; four international organizations, International IDEA, the Danish Institute for Parties and Democracy (DIPD), Democracy Reporting International (DRI), and the Friedrich Naumann Foundation (FNF); and four local organizations, Myanmar Egress, Hornbill Organization, Scholar Institute

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and Naushawng Education Network, which are implementing civic and voter education programmes with FNF.

From our partners' 2015 progress reports

The Danish Institute of Political Party Development supported political parties...

…by convening political discussions, voter education and polling agent training sessions, financial management training sessions, and technical briefing sessions on electoral regulations and electoral processes, the role of the media and the participation of women and youth in elections. DIPD sought to engage all 92 political parties registered to contest the elections. With capacities thus built, political parties and alliances were able to engage more effectively in registration, campaigning and observation processes. Political parties monitored the registration process, carried out effective nationwide campaigns and organized successful observation teams.

DIPD provided technical assistance to and convened meetings of parties for the development and drafting of the Code of Conduct for Political Parties, including the components related to the media and political finance. DIPD's assessment reports showed that many women and youth were actively engaged in a wide range of campaign- and election-related activities. Women and youth representation in the national and state/regional assemblies tripled, and the number of women and youth candidates each represented over 10 per cent of the total candidates.

Democracy Reporting Institute supported local organizations engaged in electoral observation.

The DRI's five domestic election observation partners (Charity Oriented Myanmar, Peace and Justice Myanmar, Hornbill Organizations, Kachin Observer Network, and Generation Wave) deployed over 1600 short- and long-term observers who were effectively equipped to cover the elections in a systematic way, combining long- and short-term election observation with specialist media monitoring, according to international good practices. Partners identified different areas of observation, ranging from inclusiveness to polling in remote areas and including performance on election management and polling in ethnic areas.

Partners delivered preliminary statements based on their data, supporting their conclusions on the evidence collected and the trends identified, and contributing constructively to the identification of areas for improvement. Partners dealt with media organizations effectively and communicated their preliminary findings according to international good practices, receiving coverage by over a dozen different broadcast or print news outlets.

DRI worked with the Myanmar Institute for Democracy (MID), to establish a media monitoring unit and issued three monitoring reports prior to the election which were covered by major broadcasters and print media.

Friedrich Naumann Foundation partnered with four Myanmar CSOs—Myanmar Egress, the Hornbill Organization, the Naushawng Education Network and the Scholar Institute...

…to enhance their capacity to carry out voter and civic education workshops in remote areas of Myanmar. After training 50 voter education trainers, over 13,000 participants in the remote areas of eight states/regions were reached in voter education workshops before the elections. Approximately 90 per cent of the participants rated the training as very useful and 80 per cent indicated their intention to distribute voter education materials in their community.

FNF gave out 166,200 voter education materials for further dissemination; the materials were downloaded, 'liked' and followed more than 132,500 times online. These voter education activities were covered in the print, radio and broadcast media at least 26 times before the historic elections. In December 2015, 25 election reflection workshops captured at least 1,000 participants' perspectives on the general elections.

MYANMAR

Partners

Advisory services provided to

Union Election Commission

Pyidaungsu Hluttaw (Assembly of the Union)

Implementing partner

As part of STEP Democracy: the DIPD, the FNF, the DRI, the Hornbill Organization, the Naushawng Education Network, Myanmar Egress, and the Scholar Institute;

Local Resource Centre

Parliamentary Centre of Canada

Club de Madrid

The EU Delegation

The Embassy of the Kingdom of Norway

"I meet often with the media. . . . I have to meet the media very often, private and public. Media in this country have different levels of professionalism. There are many mistakes and inaccuracies in their reporting, so much so that I do not dare to pick up the phone when journalists ring me. But I still have to meet them and share information."

— Electoral Officer, Taunggyi, Shan State

"We did not know how to answer questions from journalists during interviews; now we are more confident."

—Township chairman, Mawlemyein, Mon State

ASIA AND THE PACIFIC

Nepal

After eight years, Nepal has a new Constitution

While the new Constitution is not acceptable to all parties, it contains progressive elements and has already been amended to address some of the concerns of protesting groups. The issues of federal boundaries and equal citizenship remain contested.

Two women appointed to positions of parliamentary leadership

Women were appointed to the positions of Speaker and President of the Parliament under the provisions of the new Constitution.

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Democratic Developments

In 2015 Nepal was struck by two major earthquakes, on 25 April and 12 May, respectively. These devastating events provided a strong impetus to speed up the process of constitution drafting, and on 20 September Nepal's Second Constituent Assembly (CA-II) passed its new Constitution by an overwhelming majority. The new constitution institutionalizes Nepal as a secular, federal republic with a parliamentary system and a multiparty democracy. In the time between the pre-voting period and the end of the year, violence and protests against the draft and final constitution left over 50 dead and hundreds injured. Protesting communities argue that the constitution fails to address their demands for an inclusive federal system. The coming year will be critical in terms of getting constitution implementation started and disaffected groups back to the table.

Informed constitution-building processes

1. **Increased opportunity and capacity of key national stakeholders, including members of the Constituent Assembly (CA), to engage in informed and timely discussions on constitution-building process and content**

As soon as the constitutional process picked up (June 2015), International IDEA, at the request of the Second Constituent Assembly, procured technical and legal drafting expertise to increase the capacity of Nepal's Constituent Assembly Drafting Committee (CDC) to meet the fast-tracked deadline for finalizing the drafting of the constitution in the post-earthquake environment. Building on seven years of constitutional drafting, the CDC produced a preliminary draft on 30 June, a Constitution Bill on 23 August and a final Constitution on 20 September. However, in a contested move after the Preliminary Draft, the Nepali Government reduced the number of provinces from eight to seven without consultation.

Inclusive constitutions

2. **Enhanced consensus and compromise around contested constitutional issues among political parties and social groups**

The defective government process in the final stages of constitution drafting—in particular related to reducing the number of provinces in the new federal system without consultation— resulted in political divisions and protests by disaffected groups, generating violence and death, and a blockade of the India–Nepal border that resulted in a general shortage of fuel and other essential goods.

The new Constitution does not meet many of the concrete aspirations of marginalized groups for political inclusion and fundamental rights. However, its Preamble does put inclusiveness at its core; and many of the issues related to inclusion and social justice could be progressed through legislation and policy change in the future.

International IDEA supported a comprehensive analysis of the impact of the new Constitution on the protection and advancement of the rights of women, facilitating the identification of a road map for advocacy at the constitutional implementation stage. Various donors are interested in becoming involved in the roll-out of this strategy.

NEPAL

Key outputs in 2015

1. In 2015 International IDEA continued to support the CDC's public consultation work, engaging 28,000 people in 203 constitution-building programmes and as library visitors.

2. The International IDEA–Nepal Law Society (NLS) Expert Team supported the CDC core team to produce the preliminary draft constitution on 30 June 2015. International IDEA also contributed progressive and inclusive options for drafting, some but not all of which were adopted.

3. International IDEA, at the request of the CA-II, mobilized experts to compile the official guide, Basic Features of the Preliminary Draft Constitution, and printed 75,000 copies which the CA-II distributed during its official public consultation process (20–21 July). This enabled citizens to provide informed feedback that could be incorporated into the revised draft. The consultations covered 60 districts and reached more than 200,000 people.

4. International IDEA supported a comprehensive analysis of the positive and negative impacts on the protections for, and the rights and advancement of, women under Nepal's proposed constitution.

5. International IDEA developed a draft Indigenous People's Audit Tool to conduct an assessment of the Preliminary Draft of the Nepal Constitution from the perspective of indigenous people; and supported dialogues and publications for elected representatives from Dalit, Madhesi, Muslim and indigenous people's communities and their civil-society organizations, as well as women's organizations.

6. International IDEA produced a comparative analysis of the draft constitution from CA-I, the preliminary draft constitution of 30 June 2015 and the Constitution Bill of 23 August 2015, and shared the implications with national and international stakeholders. High-quality unofficial English translations of the preliminary draft constitution, the Constitution Bill, a joint amendment Proposal of 16 September 2015 and the Constitution of Nepal of 2015 were produced and shared with national actors and the international community.

NEPAL

Partners

Advisory services were provided to

Constituent Assembly (CA) Secretariat, CA Capacity Building and Resource Mobilization Committee, CA Constitutional Political Dialogue and Consensus Committee, CA CDC, Election Commission of Nepal, President's Office

Implementing partners

CA Secretariat, Jaghrit Nepal, Nepal Bar Association, Nepal Constitution Foundation (NCF), Nepal Federation of Indigenous Nationalities (NEFIN), Nepal Law Society (NLS), Nepal Madhesh Foundation (NEMAF), Samata Foundation, Support to Participatory

Constitution-building in Nepal (UNDP/ SPCBN), Swiss Development Cooperation (SDC)

advanced   delayed
on track   cancelled

"It would not have been possible to bring out a quality draft on time without the technical support and experts' input provided by International IDEA and NLS."

CDC Member the Honorable Ram Narayan Bidari appreciated the technical expertise provided by International IDEA and NLS at the workshop on the 'Structure and Functions of the Judiciary: an International Perspective' (26–27 March), which focused on drafting skills

"The conclusion of the dialogue shall be taken into consideration in the formal deliberation of the committee."

the Honorable Babu Ram Bhattarai, Chair of the CPDCC, expressed appreciation for International IDEA and the NLS at the 'Dialogue Programme on Judicial Structure' (3 Sep.)

"IDEA did a commendable job in two areas: it made a remarkable contribution in the constitution writing process by providing knowledge and expertise; it also provided immense support to the disadvantaged communities, including Janajati, Madhesi and women, among others'.

Laxman Lal Karna, Member of Parliament, on International IDEA's support to the constitution writing process (impact assessment interview, Aug. 2015)

6 Latin America and the Caribbean

In this section

Link icons

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- Direct link to document
- Video link
- Internal document link

advanced   delayed
on track   cancelled

Reading the results reports

Milestones	

Strategic Objectives 2015-2017

1. Planned Outcomes 2015

Progress Reports

advanced   delayed
on track   cancelled

LATIN AMERICA AND THE CARIBBEAN

Regional Initiatives

Citizens protest effectively against corruption

A wave of demands from citizens against corruption is affecting the region. In Guatemala, President Molina resigned and was arrested for corruption allegations. In Brazil, President Rousseff now faces impeachment in Congress.

Seventh Ibero-American Conference on Electoral Justice held in Peru

In 2015, International IDEA organized this annual event in partnership with Peru's National Election Board. It was attended by electoral authorities from 18 countries throughout the region.

Strong recommendations for the quality of democracy in Latin America

The Third International Forum of Santo Domingo gathers six former presidents and concludes with an 'Agenda for Latin America'.

Democratic Developments

Latin America (and especially South America) began the year in the midst of a major economic slowdown, heading into three presidential elections (Argentina, Guatemala and Haiti) and six municipal and legislative elections (Colombia, El Salvador, Haiti, Mexico, Paraguay and Venezuela), the attention given to the final phase of negotiations on the peace accords in Colombia, the reestablishment of diplomatic relations between US and Cuba, and, above all, the need for profound structural reforms aimed at changing the development model and strategically adapting to the new global context.

Twelve months later, these same issues are as relevant as ever, if not more so. The region ended the year with a contraction of 0.4 per cent (according to the Economic Commission for Latin America and the Caribbean), electoral processes in which alternation of power was favoured (in Argentina and Guatemala), ever more common use of second rounds in elections, re-election fever and action still pending—and urgently needed—on economic, social and political reforms to take on the new challenges.

The results of the 2015 presidential elections in Argentina and the legislative elections in Venezuela, in which both governing parties were defeated, would appear to indicate a new political cycle has begun in South America, probably at least in part a result of a profound change in the economic cycle.

This new cycle is accompanied by an explosive combination of economic slowdown, adjustment programmes, stagnation in the reduction of poverty, allegations of corruption and public support for presidents declining. This is likely to lead to greater social conflict and more complex governance in several countries in the region.

Electoral reform and integrity

1. **Enhanced understanding of common challenges in electoral justice among EMB officials in Latin America and the Caribbean**

Electoral magistrates from 18 countries throughout the region, including Puerto Rico, attended the seventh Ibero-American Conference on Electoral Justice in Cusco, Peru, jointly hosted by Peru's National Election Board (JNE) and International IDEA. At its conclusion, participating magistrates and stakeholders from 18 participating countries signed the Cusco Declaration. They thus reaffirmed the Ibero-American Conference on Electoral Justice as the region's only inter-institutional forum exclusively devoted to addressing this important issue. In 2016 Brazil will host the eighth Ibero-American Conference on Electoral Justice in the city of Manaus

Money, organized crime and politics

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

The first 'Global Conference on Money in Politics', which was held in Mexico City, co-hosted with the Electoral Court of the Federal Judiciary and in collaboration with the OECD, the INE and NIMD, attracted over 150 participants. The conference successfully established a global community of practice on money in politics, which will help raise awareness of the issue internationally, share research and good practices and identify the necessary reforms to protect democratic politics from money-based influence, and establish effective enforcement of political finance regulations. International IDEA's Handbook on Political Finance has been translated into Spanish and is in high demand among practitioners.

A follow-up conference took place in New Delhi, leading to the issuance of a declaration. A further conference is planned to take place in Tbilisi in early 2016, with a focus on wider Europe.

Inclusiveness in CBP

3. **Enhanced comparative understanding of constitutional reform processes and lessons learned in Latin America and the Caribbean**

International IDEA co-hosted, with the Ministry of the Secretary of the Presidency of Chile (Segpres), a regional conference on constitutional reform processes and lessons learned in Latin America and the Caribbean (21–22 Oct.) in Santiago de Chile. The conference was well received by governments. International IDEA may establish a high-level network of constitutional experts for subsequent engagement in Chile or elsewhere in the LAC region. A Chile-specific chapter is being added to the Discussion Paper on constitutional reform in LAC, due in early 2016.

■ advanced   ■ delayed
■ on track   ■ cancelled

Elections and gender

4. **Enhanced capacities of stakeholders (EMBs, parliamentarians, political parties, academics and journalists) in Latin America to implement electoral reform for gender equity**

International IDEA, in an ongoing partnership with UNDP and UN Women, continued to implement the ATENEA project in 2015. Research and surveys on women's political participation have been nearly finalized in Chile, Honduras, Panama and Uruguay, and will be available online in the first half of 2016. ATENEA is a new information and monitoring system on parity in political processes at the regional, national and subnational levels.

Shared visions for development

5. **Enhanced understanding on the current state and quality of democracy in the region, including post2015 agenda topics, and more effective collaboration and coordination among international organizations working on key democracy issues in LAC**

The moment was propitious for Latin America to urgently set in motion an agenda of profound structural reforms aimed at strategically adapting to the changed global context. The Third International Forum of Santo Domingo (28–30 Jan.) gathered six former presidents from the region and 70 experts from across the region and Europe to discuss the quality of democracy, and make strong recommendations in an Agenda for Latin America. In June 2016, in an event hosted by the Organization of American States and the Brookings Institution, experts will follow up on the agenda and recommendations made one year before. An English translation of the book The Quality of Democracy in Latin America is forthcoming.

LATIN AMERICA AND THE CARIBBEAN - REGIONAL INITIATIVES

Key outputs 2015

1. International IDEA hosted the International Forum of Santo Domingo. To conclude the event, the Agenda for Latin America was presented at a press conference.

2. International IDEA together with the Electoral Court of the Federal Judiciary of Mexico and the Netherlands Institute for Multiparty Democracy hosted the first Global Conference on Money in Politics in Mexico on 3–5 September, with 150 participants.

3. International IDEA organized the seventh Ibero-American Conference on Electoral Justice in Peru, in partnership with Peru's National Election Board. It was attended by representatives from 18 countries throughout the region.

4. International IDEA hosted a regional conference on constitutional reform processes and lessons learned in Latin America and the Caribbean (21–22 Oct.) in Santiago de Chile.

5. At the request of the Catholic University in Venezuela, International IDEA undertook two study missions to evaluate conditions for electoral integrity before the parliamentary elections. The report was presented to the public in Caracas (16 Nov.) and Washington, DC (19 Nov.).

LATIN AMERICA AND THE CARIBBEAN - REGIONAL INITIATIVES

International IDEA's partners

Advisory services provided to

Segpres (Chile)

Implementing partner

FUNGLODE, UCAB, Peru's National Election Board, the Electoral Court of the Federal Judiciary of Mexico, UNDP, UN Women, the Government of Chile.

LATIN AMERICA AND THE CARIBBEAN

Mexico and Central America (sub-region)

Democratic Developments

On 7 June mid-term elections took place in Mexico. A total of 500 seats in the Chamber of Deputies were up for renewal, while local elections were held in 16 out of 31 states, which included nine governorships and hundreds of mayors. The elections represented a test for incumbent President Enrique Peña Nieto's image and the Mexican political system as a whole, as well as a test for the new electoral authorities, which was reformed in 2014 with the aim of guaranteeing greater fairness, particularly in the field of auditing pre-campaign and campaign expenses. Among the results that changed the political landscape were the growth of small parties such as Movimiento Ciudadano, the victory of independent candidates, and the defeat of the PRD in Mexico City and of the PAN in Michoacán.

Otto Pérez Molina resigned as President of Guatemala just a few days before elections were held there. Pérez Molina was later indicted for corruption. He stepped down as president when Congress lifted his political immunity after months of street protest against corruption. Despite the corruption scandal, which began in April 2015, the elections held on 6 September had a 70 per cent turnout. No candidate won 50 per cent of votes, which meant a second round. Jimmy Morales of the Frente de Convergencia Nacional (FCN) won 23.99 per cent of the votes. The runner up was a very close battle between Sandra Torres, who got a 19.75 per cent and Manuel Baldizón, who ended with 19.38 per cent of the vote.

The second round was held on 25 October between Jimmy Morales, a former television comedian, known as an outsider because of his lack of experience in government, and the ex-first lady, Sandra Torres. Morales of the Frente de Convergencia Nacional won with 67.4 per cent of the votes, while Torres of the Unidad Nacional de la Esperanza received 32.6 per cent.

Programmatic Parties

1. **Enhanced capacity of political parties to improve and manage regulatory frameworks in Central America, the Dominican Republic and Mexico**

   The new political party law in the Dominican Republic is still under discussion, delaying planned activities.

	advanced		delayed
	on track		cancelled

Electoral reform and integrity and Electoral justice

2. | More informed debate between electoral stakeholders, academic experts and the media in Mexico and Central America on issues of electoral reform

Key authorities on electoral justice in Mexico (including INE, the Electoral Tribunal and FEPADE) and guests from the subregion gathered to analyse data trends and scenarios before the 7 June elections. It was pointed out that the new Mexican electoral model had demonstrated rigidities, complexities, distortions and perverse incentives in its design and implementation that needed to be adjusted.

International IDEA provided technical assistance to the Electoral Tribunal and to the National Commission for Electoral Reform on evaluation and the electoral reforms required, and on the topics of political finance, media access and a global revision of the proposed reforms. In Colombia, International IDEA contributed to high-level deliberations with four key ministers, the President of the Congress, the President of the Chamber of Representatives and 70 Senators and legislative representatives on proposed changes to the country's political and judicial systems. The event 'Electoral reforms in Honduras: Comparative perspectives' continued the discussion and agenda setting on the electoral-political reform process in Honduras, with a focus on the issue of the funding of political parties.

The region's 'electoral super-cycle' in 2014, the upcoming presidential elections in Argentina and Guatemala, and parliamentary elections in Venezuela were discussed and broadcast at a joint event at the Wilson Center in Washington, DC (10 Feb.). With journalists from international media (El País from Spain and Channel NTN 24 from Washington DC the political and economic challenges the region has faced and will be facing were debated through an overview of elections in central South America and the Andes.

MEXICO AND CENTRAL AMERICA (SUB-REGION)

Key outputs 2015

1. International IDEA hosted the eighth Inter-American Electoral Training, dedicated to the topic of electoral integrity. It was jointly organized with INE and the OAS in the presence of officials from 10 LAC countries.

2. International IDEA jointly organized with INE, TEPJF, UNAM, UNDP and CoD the sixth Latin America Democracy Forum in Mexico on the topic of democracy and citizenship, in the presence of two former presidents from the region: Carlos Mesa and Vinicio Cerezo.

3. A seminar for civil society actors to evaluate the 2015 electoral process in El Salvador was jointly organized by the Electoral Tribunal, International IDEA, NIMD and IIJ/UNAM. The Electoral Tribunal of Panama also supported the activity, bringing comparative experience to the analysis.

4. International IDEA supported the Electoral Tribunal of Panama on the topics of public funding and media campaigns. Meetings were held with different political actors, including magistrates, members of the National Commission of Electoral Reform, representatives of the Presidency and political party representatives.

5. A seminar to evaluate the 2015 electoral process and political crisis in Guatemala was jointly organized by NDI, International IDEA and IIJ/UNAM with the support of USAID and the Swedish and Norwegian embassies.

6. In Colombia, the Ministries of Justice and of the Interior, the Inter-American Development Bank and International IDEA organized the 'Balance of powers: Experts' Opinions Forum' as well as the 'Balance

of powers and institutional readjustment: Congress and democratic transformation' forum (4–6 March).

7. International IDEA, the Woodrow Wilson Center, El País and Channel NTN 24 held the 'Latin America's Electoral Cycle 2014–15 Forum' at the Woodrow Wilson Center in Washington, DC, on 10 February 2015.

MEXICO AND CENTRAL AMERICA (SUB-REGION)

Partners

Advisory services provided to

Electoral Tribunal of Panama, Government of Colombia

Implementing partners

Woodrow Wilson Center, INE, TEPJF, NDI, UNAM, OAS and NIMD

LATIN AMERICA AND THE CARIBBEAN

Chile

Democratic Developments

On 28 April, Chilean President Michelle Bachelet addressed the entire nation to announce the initiation of a process for a new Constitution in the following months, stating: "Chile needs a new and improved Constitution, born in democracy that expresses the popular will, legitimate and respected by all."

The process for the new constitution started with a preliminary stage of providing information for all citizens on civics and constitutional education. As of March 2016, the plan is to start a process of citizens' dialogues in which everybody can participate. This will start locally and then move to the regions and end in a national level synthesis that will be compiled in a document to be taken into account in the constitutional drafting process.

In order to ensure that the process will engage citizens, and that it will be free and transparent, with no undue influences, Bachelet named a Citizens' Observer Council, a diverse group of professionals from different fields. The government will present the new constitution project to Congress early in 2017.

Chile's current constitution was created after a highly controversial plebiscite held in 1981, under the dictatorship of Augusto Pinochet. It has been amended several times since.

advanced   delayed
on track   cancelled

141

Inclusiveness in CBP

1. | **Regional experience sharing between academic experts, politicians and officials on constitutional reform in Chile**

The Chilean President launched a process to write a new Constitution to replace the current framework, which was originally drafted under the Pinochet regime. The government requested advice and inputs on how to design the process to ensure a legitimate, democratic outcome through effective participation by the public. International IDEA staff travelled to Chile to provide in-person advice and give public presentations, while also providing reviews and inputs over the Internet.

CHILE

Key outputs 2015

1. At the request of the Chilean government, International IDEA provided technical support to the constitutional reform project through several expert missions and by providing comparative knowledge products.

2. At the request of the Chilean government, International IDEA contributed to the Presidential Advisory Council against conflicts of interest, influence peddling and corruption, focused mainly on the area of political finance, by providing extensive comparative international experience in the form of global handbooks, comparative studies on the Latin American region and databases. In addition, International IDEA facilitated an exchange of experiences among the electoral authorities of Brazil, Colombia and Mexico.

CHILE

Partners

Advisory services provided to

Segpres, Government of Chile

Implementing partner

Segpres

LATIN AMERICA AND THE CARIBBEAN

Argentina, Brazil, Paraguay and Uruguay

Democratic Developments

Elections were held in Argentina on 25 October. The final results showed Governor of the province of Buenos Aires Daniel Scioli (the candidate of the ruling party) leading by a narrow margin over the opposition leader, Mauricio Macri (Cambiemos). Scioli received 37.08 per cent of the votes, while Macri got 34.15 per cent. Sergio Massa of the Unidos por una Nueva Alternativa earned 21 per cent of the votes. Turnout was 81.23 per cent. Since neither candidate received the 45 per cent needed to win in the first round, both Scioli and Macri headed to a run-off a month later. The ballot between Scioli and Macri was held on 22 November. Macri won the election with 51.34 per cent of the votes. Scioli received 48.66 per cent. The turnout for the second round was 80.93 per cent. Macri's election ended 12 years of Kirchnerism (3 consecutive governments of the Kirchner family) in Argentina. It meant a turn to the center-right and has been seen as having a big impact on the rest of South America.

Brazil is currently experiencing its longest recession in a century, as well as the biggest bribery scandal in its history and its most unpopular leader in living memory. This is a huge turnaround in a country that seven years ago, under Luis Inácio Lula da Silva, was becoming one of the new great economic markets. A political crisis has melded with an economic crisis at a time when Brazil has had its biggest exposure to the world through two of the largest sporting events. This has all contributed to Rousseff's dismal 11 per cent approval rating, according to a recent CNT/MDA poll.

Programmatic Parties

1. | **Enhanced capacity of political parties to improve and manage regulatory frameworks in Argentina, Brazil, Paraguay and Uruguay**

A well regarded Second Survey on Constitutional Culture in Argentina, co-produced by International IDEA, measured the perceptions of and attitudes of Argentine society to democracy, law, human rights, political actors and institutions. Among the most relevant research findings was that almost 80 per cent of Argentinians believe their country to be acting outside the law, and 83 per cent believe that Argentinians violate the law. For 74 per cent of those surveyed, politicians are the top offenders in breaching the law, followed by the police (52 per cent) and public officials (43 per cent). In addition, 63 per cent believe that the principle of equality before the law is not observed.

advanced   delayed
on track   cancelled

ARGENTINA, BRAZIL, PARAGUAY AND URUGUAY

Key outputs 2015

1. Chile: International IDEA, through its Regional Director, contributed to the Presidential Advisory Council's report on conflicts of interest, influence peddling and corruption by providing extensive comparative international experience in the form of global handbooks, comparative studies covering the Latin American region and databases. In addition, International IDEA facilitated an exchange of experiences among the electoral authorities of Brazil, Colombia and Mexico.

2. Argentina: International IDEA presented the results of the Second Survey on Constitutional Culture in Argentina in the cities of Buenos Aires and Cordoba (6–9 Apr.). The survey was co-produced by International IDEA in partnership with Poliarquía.

3. The 'International Seminar on Electoral Financing and Democracy' in Brasilia on 11–12 June was organized by the Electoral Tribunal with the support of International IDEA. The seminar focused on electoral financing, transparency, control mechanisms and fighting corruption. The Portuguese version of the Handbook on Political Finance was launched during the event. This publication was a joint effort between International IDEA, the Electoral Tribunal, the Getulio Vargas Foundation and Brazil's Bar Association.

4. Uruguay: The international seminar 'State of democracy and future scenarios' was jointly organized by the Electoral Court, the MFA, the Senate and International IDEA. Yves Leterme gave the opening remarks on behalf of International IDEA and was the keynote speaker on the state of democracy in the world, lessons learned from the Uruguayan transition and democratic consolidation process, and the centrality of the integrity of elections as a cornerstone of democracy and the role of EMBs.

ARGENTINA, BRAZIL, PARAGUAY AND URUGUAY

Partners

Electoral Court of Uruguay, MFA of Uruguay, the Senate of Uruguay, Poliarquía, Electoral Tribunal of Brazil, Getulio Vargas Foundation and Brazil's Bar Association.

LATIN AMERICA AND THE CARIBBEAN

Andean Region (sub-region)

Democratic Developments

In recent months, the Andean Region has faced rapid and continuing disruptions that could dramatically change the political arena in the coming years. Although some of these changes were caused by planned electoral processes or ongoing negotiations, the surprising outcomes are severely affecting traditional political actors, including current administrations, forcing them

to face new scenarios that were inconceivable just months before. In other cases, decisions made by electoral authorities seem to be threatening the basis for democratic practice.

In Bolivia, President Evo Morales was unable to pass a constitutional reform that would have allowed him to run for president again in 2018. His party received less than 50 per cent of the votes needed to pass the constitutional changes.

In Ecuador, President Rafael Correa is increasingly shifting his left wing platform to become more pro-market, while maintaining his authoritarian approach.

In Peru, the 2016 electoral process is being affected by complaints by some of the presidential candidates. Julio Guzman and Cesar Acuña were accused of procedural mismanagement and vote buying, respectively. The decision by the electoral authorities to halt their candidacies has caused strong reactions and increased the animosity against the return of the Fujimorismo, with Alberto Fujimori's daughter, Keiko, as candidate.

In Colombia, the slowdown of the peace talks between President Santos's administration and FARC has encouraged former president Alvaro Uribe to criticize Santos' performance in the media.

More broadly, South America has recently changed its political leadership. Strong left-wing frontrunners, who were influential in the past, have either been defeated or seriously weakened. Hugo Chavez's successor, Nicolas Maduro, does not have the same charisma; Cristina Fernandez's candidate Daniel Scioli lost in Argentina, and in Uruguay Tabare Vasquez replaced the charismatic Jose Mujica. Meanwhile, the Labor Party in Brazil is facing serious corruption allegations. The Andes seems to be in a transition, but the destination is still unclear.

Money, organized crime and politics

1. **Enhanced awareness and increased understanding, with a gender perspective, of illicit practices in the funding of political parties**

The two research teams in Ecuador and Peru have finalized data collection and interviews on candidates' funding in Ecuador and Peru. The research timetable was not without its challenges, demanding interviews with candidates who are busy and mobile people. The information has been analysed and the report is expected in early 2016. It will be shared with political parties and EMBs, the Ministry of Women, and civil society in Peru before the elections, in the context of discussions on political party finance. There will be recommendations arising from the research on how to improve funding for female candidates. In Ecuador political parties have no access to public finance. In both countries the objective of the research is to motivate political parties to put the topic of political finance on their agenda for discussion and action.

Internal democracy

2. **Increased responsiveness of political parties to the needs and demands of citizens**

In 2014–15 Bolivian political parties started to develop the tools to become more attentive and responsive to citizens' demands. An international seminar to discuss these tools among peers from political parties in Ecuador, Bolivia and Peru hit a nerve with Peruvian participants, who shared the details with their parties back home. They decided to embark on discussions for internal change in 2016. Political parties in Peru are demonstrating increasing political will to improve their internal democracy. They have found that many citizens, in particular the youth, do want to participate politically, but political parties are failing to connect with them.

advanced   delayed
on track   cancelled

Programmatic Parties

3. **Political parties' development plans improved and adequately monitored by civil society**

This intended outcome depends on preceding ones. No particular progress made.

Media in Elections

4. **Enriched national and regional democratic processes through agreements on the role of the media to promote representation and accountability**

In Peru, the four largest media groups and more than 400 journalists agreed and signed a code of conduct for the media during the electoral process in February 2016. The code of conduct, among other things, requires journalists and media groups to ensure equal treatment for all candidates; to actively seek and give priority to information on political programmes; and to commit to seek to publish facts not opinion. The code of conduct was discussed and agreed in a series of 10 meetings and 10 workshops with journalists. A regional seminar, held in partnership with the Institute of Media and Society, provided helpful information for the Peruvian process, providing context from countries with different media landscapes such as Brazil, Ecuador, Bolivia and Colombia.

Shared visions for development

5. **Strengthened capacity of key regional leaders to come to agreements with respect to extractive industries, inside their countries and regionally**

How is the income from oil (Bolivia and Ecuador) and mining (Peru) used and redistributed for development? Can the Andean region countries learn from each other about natural resource governance? In a first step, key government representatives, parliamentarians and candidates standing for elections in Peru, Ecuador and Bolivia met to discuss and share their take on the issue. Between the three countries, it turned out that priorities are set very differently. In Peru, companies pay a share of their profits to the government to spend in the territories or cities where the mines are located. This policy decision is not up for discussion. In Bolivia, the objective is to maximize the revenues from oil that benefit all the people. In Ecuador, the priority is currently to deal with the gaps that falling oil prices are opening up. A follow-up international seminar will take place in Bolivia in June 2016.

6. **Increased capacity of the UNASUR Center for the Study of Democracy, Peru, to conduct research and provide guidance for strengthening democratic institutions in South American countries**

The UNASUR Center for the Study of Democracy has been established as a common project between the Catholic University of Peru and the Ministry of Foreign Relations in Lima, with a budget guaranteed by both institutions. One of the first UNASUR activities was a high-level international seminar on the quality of democracy, with participants from Colombia, Ecuador, Mexico, Costa Rica and Argentina. The UNASUR Center for the Study of Democracy has a mission to conduct research and provide guidance on strengthening democratic institutions in South American countries. International IDEA's contribution to its establishment ended in 2015.

ANDEAN REGION

Key outputs 2015

1. In the context of developing the capacity of the newly established UNASUR Center for the Study of Democracy, International IDEA co-organized an international seminar in Lima, Peru on the quality of democracy in Latin America (3–4 Aug.), with closed workshops and public lectures. Topics included the future of political parties and the role of mass media during elections. Partners were the Spanish Agency for International Cooperation (AECID), Transparency International, the Public Policies School of Pontificia Universidad and the Peruvian government.

2. International IDEA held a series of preparatory meetings and discussion forums for the Global Conference on Money in Politics with EMB officials, parliamentarians, political parties and other actors involved in political finance regulation. Research and fieldwork (data collection, interviews) were completed on political funding in Peru and Ecuador.

3. International IDEA co-organized, with its partner organization Jubileo and leaders of political organizations from Peru, Ecuador and Bolivia, an international workshop in Quito on experiences on the development of programmatic political organizations (25 July).

4. International IDEA convened a regional round table in La Paz on the use of revenues from natural resources with organizations from four Bolivian autonomous departmental governments and nine political organizations from the Andean region (29–30 June).

ANDEAN REGION

Partners

Ministry of Foreign Affairs, Catolica University Peru, Press and Society Insstituto de Prensa y Sociedad, (IPYS)

LATIN AMERICA AND THE CARIBBEAN

Bolivia

Parity in all legislatures! Women's campaign success continues at local level

After winning half of seats in the 2014 general elections, women candidates took 44.5 per cent of the seats in the Departmental Legislatures and 51 per cent in the Municipal Councils in the April 2015 regional elections.

Parliament gives go-ahead for Constitutional referendum

In November 2015 the Plurinational Legislative Assembly gave approval for a referendum to take place in February. 2016 on whether the two-term limit on presidential and vice-presidential terms should be abolished. At the ballot box in February, voters rejected the amendment by a slim margin.

▮ advanced   ▮ delayed
▮ on track   ▮ cancelled

New Electoral Body elected after old members resign in credibility crisis

Bolivias Parliament, the Plurinational Legislative Assembly, drafted a Transitional Law for the election of new Members of the Plurinational Electoral Body under the criteria of professional qualifications, knowledge and transparency of the electoral system.

Democratic Developments

Bolivia held regional elections (departmental, municipal and indigenous people's) on 29 May. President Evo Morales' MAS remained the strongest power but lost to opposition candidates for mayor in eight out of Bolivia's ten largest cities, compared to five in 2010. The opposition also won the department of La Paz, a former stronghold of MAS.

After the historic result in 2014 when women won more than half of the seats in the Plurinational Legislative Assembly, Bolivia once again achieved record results in terms of near parity. The efforts of women's groups resulted in women taking 44.5 per cent of the seats in the Departmental Legislatures and 51 per cent in the Municipal Councils. Parity in the assembly halls is expected to have a significant impact on the adoption of policies with a gender perspective in the future.

All the members of the TSE resigned in May, after pressure from the government and the population over their performance and alleged lack of neutrality in the electoral processes.

Elections also revealed the limited capacity of the political organizations, in either the government or the opposition, to propose relevant and attractive government programmes or, in the case of the opposition, build broader and more consistent coalitions.

In November 2015 the Plurinational Legislative Assembly gave approval for a referendum to take place on 21 Feb. 2016 on whether the two-term limit on presidential and vice-presidential terms should be abolished.

In September 2015, the International Court of Justice in The Hague ruled in favour of Bolivia, declaring its competency to consider Bolivia's maritime claim in its conflict with Chile.

Electoral reform and integrity

1. **Enhanced capacity of the Bolivian EMB to manage the electoral process through institutional development, including through healthy relationships with the Departmental Electoral Courts**

The Supreme Electoral Tribunal as well as the Departmental Electoral Courts engaged in a shared process, supported by International IDEA, to analyse lessons learned from the organization of the national elections in October 2014, with a view to improving the running of the upcoming departmental elections. However, the institutional crisis ultimately led to a complete change in the membership of the TSE.

There was an urgent need to change the perspective of the TSE and improve coordination between the electoral authorities at the national and departmental levels in order to carry out two referendums in a very short time—the Referendum to approve the Departmental Autonomous Statutes and the Referendum for the Partial Reform of the Constitution. Key decisions were taken and a work plan was drafted to improve performance in areas such as providing training and information for civil society; and analysis and regulation of electoral

information and publicity. There was a need to train staff in monitoring and supervisory procedures, on the applicable electoral systems, as they differ in each department, and on how to support the election of indigenous authorities at the Departmental and Regional Legislative Assemblies. As a result, an agreement was reached to improve the institutional capacity and recover the credibility of the TSE.

The new EMB's first challenge was to manage the Sub-National Elections for Governors, Departmental Assembly Members, Mayors, Departmental Directors and Executives, which were held just two weeks after they were appointed. After that, the referendums on approval of the first Departmental Autonomous Statutes and on the first Indigenous Autonomies quickly followed.

2. More effective participation of the Bolivian EMB in the drafting of electoral regulations

The TSE was restructured taking a holistic approach: evaluating whether the electoral legislation was capable of achieving its constitutional objectives; and making the TSE a state power, enabling a break with the publicly mistrusted practices of the preceding institution. International IDEA provided technical assistance with this restructuring.

One of the priorities of the new members of the TSE was to pass new regulations, on electoral advertising in elections and referendums. The key decisions behind the regulations were taken based on research conducted by International IDEA on the 2014–15 electoral processes, published as Comicios Mediáticos II. The findings and recommendations of the research were especially relevant for the regulation of electoral advertising and the use of public resources. Enacting this new regulation was a key factor in the widely positive public perception of the TSE's performance in overseeing the constitutional referendum on 21 February 2016.

Electoral justice

3. Increased capacity of the Service for Strengthening Intercultural Democracy (SIFDE) to foster voter participation in Bolivia

During the 2015 elections and referendums, the Service for Strengthening Intercultural Democracy (SIFDE) developed and disseminated messages destined to increase the participation from various groups of people ; SIFDE also disseminated the rules that governed both the electoral process in April 2015 and the referendums.

SIFDE has systematically documented the first experiences of indigenous authorities who have been elected on behalf of their people as members of different Departmental Assemblies in the country.

SIFDE undertook an analysis of its own performance during the April 2015 elections and referendums in the fields of: communication and media management, electoral training, monitoring, support to Community Democracy and Indigenous, Native and Peasant Autonomy as well as internal coordination and administration. The outcome report proposes corrective actions and measures to be taken by SIFDE in support of the recovery of credibility of the Electoral Management Body.

SIFDE is also developing training paths for teachers and a teaching guide in Intercultural Democracy that can be applied within the national curriculum for Bolivian children.

International IDEA has provided technical and financial assistance to the achievement of the above results.

🟩 advanced	🟨 delayed
🟩 on track	⬜ cancelled

4. **The EMB uses adequate instruments to monitor and control the information and propaganda in electoral campaigns and the role of the media in democracy**

The TSE took corrective action through regulation of electoral advertising before the holding of the constitutional referendum. The regulation drew heavily on International IDEA's most recent research published in 2015 as *Comicios Mediáticos II*, which followed a project undertaken in 2009. *Comicios Mediáticos II* provides a systematic and documented analysis of the performance of the press, television and social media during the 2014–15 election with regard to news, opinion, advertising, election polls and activism on social networks. An analysis of gender issues, as in the first book, takes a privileged place. The influence of social media in the elections was a key finding, which was confirmed in a forceful way when President Evo Morales blamed social media for the people's rejection of the constitutional amendment in February 2016 that would have enabled his bid for a third consecutive term in office.

Furthermore, both the departmental and the national electoral authorities electoral in the nine departments and the TSE in La Paz, tested a monitoring system for electoral advertising during the most recent round of elections. The system will be further developed with the support of International IDEA.

Finally, the departmental and national electoral authorities administered voter information webpages, in accordance with their communication strategies agreed in 2014. International IDEA provided technical support for this process.

Mechanisms for inclusion

5. **Increased capacity of new regional and indigenous political organizations to conform to the law on political organizations in Bolivia**

The new members of the Supreme Electoral Tribunal have made the whole project development process for the Political Organizations Law one of their main priorities. It will be one of the top issues in the normative restructuring to be taken up in 2016, after the electoral period.

Elections and gender

6. **Strengthened participation of women in political organizations and in the electoral process**

The record results for women's political participation in the regional elections in 2015 can be largely attributed to the campaign 50/50 Parity is Now, run by women's associations and female candidates across the political landscape. International IDEA was a main supporting partner of the campaign, as it had been in 2014 in advance of the national elections.

Because of the powerful citizen oversight campaign, political parties were obliged to comply better with the regulations on achieving parity and alternating party lists. Attention was drawn to women candidates and their role as political actors. To develop women's collective policy agendas for each department in the framework of the 2014 National Policy Agenda for Women, a coordinated and intensive process of argumentative development took place in the nine departments. The campaign developed a civil society network, and alliances with advocacy leaders and other strategic actors that shared the vision of the women's agenda. The campaign also succeeded in sensitizing the mass media to disseminate the proposed agenda for transformation; and also sensitized electoral authorities and political parties to the urgent need for effective gender-sensitive policies and regulations.

Internal democracy

7. **Increased capacity of political organizations to increase their ability to build consensus and develop programmatic proposals, including about internal rules and practices**

International IDEA has focused on supporting new political organizations at the departmental level. SOL.Bo, for instance, was created from the loss of legal status of the MSM in La Paz, and Libertad de Pensamiento para Bolivia in Cochabamba. Both organizations have received support with institutionalization and developing programmatic visions.

Shared visions for development

8. **Political organizations reach consensus on the most effective management of natural resources revenues (hydrocarbons and minerals)**

The work was coordinated and implemented internationally (see also the Andean Region section).

How is the income from oil (Bolivia and Ecuador) and mining (Peru) used and redistributed for development? Can the Andean region countries learn from each other about natural resource governance? In a first step, key government representatives, parliamentarians and candidates standing for election in Peru, Ecuador and Bolivia met to discuss and share their take on the issue. Between the three countries, it became apparent that priorities are set very differently: In Peru, companies pay a share of their profits to government to spend in the territories or cities where the mines are located. This policy decision is not up for discussion. In Bolivia, the objective is to maximize the revenues from oil for the benefit of all the people. In Ecuador, the priority is currently to deal with the gaps that falling oil prices are opening up. A follow-up international seminar will take place in Bolivia in June 2016.

Strong parliaments

9. **Strengthening political and legislative management of the Plurinational Legislative Assembly (ALP)**

In 2015 the newly elected legislative body, the ALP, improved the systematization of new laws passed in 2015 with the objective of improving accountability. International IDEA supported this endeavour with advisory inputs that were considered highly relevant. The President of the Lower Chamber, for instance, used a discussion paper by International IDEA for a public presentation on accountability.

International IDEA also provided input into the ALP as it monitors the application of the mainstreaming of the depatriarchalization prerogative in laws passed in 2015. Follow-up workshops with assembly members were held to improve the systematic application of the depatriarchalization prerogative in the legislative agenda in future. International IDEA also supported the process by which civil society proposals are to be incorporated into the Criminal Code.

International IDEA supported further institutional development of the ALP through the design of a training course on international relations in legislative affairs. The curriculum addresses parliamentary representatives in supranational bodies. This training course, which will be supported by the Ministry of Education, will begin in 2016. International IDEA also supported Research on political harassment in the ALP.

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BOLIVIA

Key outputs 2015

1. International IDEA contributed a policy analysis and opportunities for dialogue to a process of systematization of the experiences of the members of the indigenous authorities on becoming elected representatives in the departmental assemblies.

2. International IDEA provided technical assistance with the drafting of legal responses, complaints about violations of election campaign rules and other regulations in force.

3. International IDEA provided technical support to the Presidency of the Legislative Assembly with the drafting of organizational regulations. Support was also provided with drafting the Law of the Legislative Body.

4. International IDEA organized the 'International Colloquium on Media, elections and intercultural democracy'. The Institute produced an analysis of the behaviour of the media in the 2014 Bolivian electoral process. It also provided support to the Electoral Management Bodies in Bolivia with the dissemination, in all nine departments, of the regulations concerning media and political parties

5. International IDEA provided technical advice to two new political organizations, Soberanía y Libertad (Sol.bo) and Libre Pensamiento para Bolivia, on the adoption of programmatic visions.

6. International IDEA shared the Political Agenda for Women with the political organizations MAS, Verdes, Sol.bo and Libre Pensamiento para Bolivia, which competed in the 2015 elections.

7. Jointly with the Constitutional Commission of the Lower Chamber, International IDEA created three dialogue spaces to discuss reforms to the Penal Code. The Institute also worked on the supranational representation agenda with supranational assembly members and, together with the School of Public Management, produced a training schedule for these members.

BOLIVIA

Partners

Advisory services provided to:

La Asamblea Legislativa Plurinacional, Órgano Electoral Plurinacional (Tribunal Supremo Electoral y Tribunales departamentales Electorales)

Implementing partner:

La Coordinadora de la Mujer

LATIN AMERICA AND THE CARIBBEAN

Ecuador

Democratic Developments

Although Ecuador has made significant advances in recent years in terms of its economy and political stability, both are centered on the leadership of President Rafael Correa. The institutionalization of and support for democracy are also closely related to the economic welfare of Ecuadorians. The combination of the current political polarization between the government and the opposition, the strong leadership based on modern but weak institutions and a declining economy could cause a major setback for the country.

Signs of this weakness could be seen in early 2015, with mobilizations against two law proposals: the inheritance law and the law on capital gains (plusvalía). People took to the streets to protest against the laws and demanded their repeal. Due to the fact that Ecuador was expecting the visit of Pope Francis, the government decided to remove the laws from debate in the National Assembly, and called instead for a National Dialogue to discuss how the laws could be improved to guarantee better social equity.

Some sectors of society were sceptical about the real intentions of the dialogue, and refused to participate. However, others met with government officials and the results of the dialogue were delivered in September 2015. The main conclusions concerned the need to improve the quality of public services and to ensure that the interests of citizens are more integrated in the development of public policies. By the end of 2015, however, despite the resources spent on the dialogue, the government had not made much progress, with some sectors of government even downplaying the process.

The last quarter of the year was characterized by the final debate on the constitutional amendments. In December the National Assembly approved the amendments, one of which concerns the resolution of the issue of indefinite re-election (which will only come into effect after the 2017 elections). This means that neither Correa nor the Assembly members that have already been elected twice in a row will be able to run for office in 2017.

Finally, the Ecuadorian economy has been significantly affected by the reduction in oil prices and the strengthening of the US dollar towards other currencies. The lack of reserves, plus a huge state apparatus, has obliged the government to take actions which affect many sectors of Ecuadorian society, and which have lead many to question the economic model imposed by the so called Revolución Ciudadana.

1. | Stronger Parliaments

Ágora Democrática and the Legislative School of the National Assembly have coordinated a participatory process, involving nearly 100 knowledgeable persons, to gather the information on procedures of the National Assembly and to document it in the National Assembly's new manual of procedures. Work has also begun to develop a mechanism for the National Assembly that will allow laws to be translated into a language that is more accessible to citizens.

2. | Legitimate political parties

The public debate on the future of political parties that had been initiated in 2014 was continued through International Seminar, jointly organized with the IDD (Instituto de la Democracia).

advanced   delayed
on track   cancelled

Mechanisms for inclusion

3. | Engagement and interrelation between political and civil society improved

Ágora Democrática has been raising awareness of the importance of the interrelation between political and civil society by covening debates with national and local political organizations and local government representatives. During the debates, participants have discussed how online tools are being used in Argentina, Chile, Brazil, Mexico, Peru and Uruguay to foster political interaction and political participation. Ágora Democrática has also initiated a series of debates to promote public dialogue on political, social and economic analysis with key political stakeholders, in which both opposition and government actors participate.

The themes in 2015 were: 'Redistribution of wealth, social unrest and political transition', 'National dialogue for equity and justice' and 'Constitutional amendments'. In 2015, International IDEA's partner organization AMJUPRE (Asociación de Mujeres de Juntas Parroquiales Rurales) raised awareness of the political participation of women who have been elected, by publishing, disseminating and discussing the results of their research (e.g. on Rural Women's Day).

ECUADOR

Key outputs 2015

1. Ágora Democrática, together with the Legislative School, held a series of workshops and interviews in order to gather information and produce a procedural guide for the National Assembly in a participatory way.

2. Ágora Democrática, together with IDD, held an international seminar, 'Democracy in the 21st Century: Reflections on the future of political parties' in Quito (16-17 Nov.), with 150 participants. In preparation for the seminar, Ágora Democrática held an expert seminar on the future of political parties and their use of online tools (22–23 Apr.).

3. Ágora Democrática held an international seminar, 'Political Participation and interactions: online tools', with 100 participants from national and local political organizations and local governments learning about online tools for political interaction and political participation as they are being used in Argentina, Chile, Brazil, Mexico, Peru and Uruguay.

4. Ágora Democrática held a series of three dialogues on political, social and economic analysis, with key political stakeholders from the government and the opposition in attendance.

5. Ágora Democrática printed and disseminated 3,000 brochures featuring the main results of the research on the political participation of rural women.

ECUADOR

Partners

Implementing partner:

National Assembly (Legislative School)

Insituto de la Democracia (National Electoral Council)

AMJUPRE (Asociación de Mujeres de Juntas Parroquiales Rurales)

LATIN AMERICA AND THE CARIBBEAN

Peru

Powerful tools against candidates linked to organized crime

Ahead of the 2016 elections, Congress agreed to implement tools that empower and incentivize political parties to filter out those candidates who are linked to organized crime.

Peruvian political parties commit to transparency in campaign finance

In 2015, 18 of the 20 Peruvian political parties publicly committed to transparency in their campaign financing.

Press engages intensely in the debate on transparent campaign finance

In the past elections, the public discovered candidates were linked to organized crime. In 2015, the Peruvian press engaged intensely in the debate on legal reform for transparency in campaign finance.

Democratic Developments

The year has been an especially important one for political reform and there are many proposals on parliament's agenda to increase transparency over the funds used to finance political parties and campaigns and to enhance the quality of political representation. Many reforms were approved, but others failed to get the required majority. It is hoped these will be adopted by the newly elected parliament in July 2016.

Throughout 2015, the national political environment has been tarnished by many accusations against and investigations into the authorities, civil servants, politicians and business people in relation to their presumed links with corruption and illicit funds.

In Congress, two commissions undertook investigations into such issues. The Belaunde Lossio commission investigated links between a government adviser and illicit networks. The Multi-Party Commission in charge of investigating the Infiltration of Drug Trafficking in Political Parties focused on the connections between drug trafficking and political parties, concentrating its efforts on promoting political reforms to help combat the issue of illicit money in politics.

On a positive note, the scandals and accusations, and the related calls for political reform, have led to a greater awareness of these issues and highlighted the need to prohibit or prevent the use of resources linked to illicit money and the candidacies of people with such links. By the end of 2015, internal elections for the presidential candidate had taken place in accordance with the official electoral calendar. Five alliances were formed from among the 23 political organizations registered by the National Jury of Elections (JNE), which means that there are 19 political organizations participating in the 2016 electoral process.

advanced   delayed
on track   cancelled

Electoral reform and integrity

1. **Enhanced awareness of voters of the dangers of the infiltration of illicit money into the electoral process and can better evaluate their candidates**

Following the most recent elections in Peru, the campaign *Se busca Candidatazos: reto 2016* (Super candidates wanted: challenge 2016) is in full swing to raise awareness about the risk of the growing linkages between candidates and illicit money. The new web platform Candidatazos ('Peru decides well') allows citizens to publicly demand that the political parties of presidential candidates do not use illicit funding and disclose their sources of campaign finance. The platform is interactive with Facebook and twitter accounts. It is hoped that political parties will make use of the disclosure platform mandatory, and that it will further increase public interest in implementing the new legal oversight regulations. When the platform was presented to the public it garnered great interest and approval, including from national regulatory bodies and the mainstream media. This campaign is being delivered in partnership with Proetica, Transparencia and International IDEA.

The media, in particular radio stations, are very active in raising public awareness of the risk of illegal interests infiltrating politics, and the need to improve the legal oversight regulation. International IDEA contributed an animated television series (Ana Liza, a very bright girl) to the media campaign.

In addition, electoral mini-fairs were held under the slogan 'Buscando Candidatazos que hagan grande a Mi Peru' (Seeking great candidates who make my Peru great) in the week before local elections to the new district of Mi Perú in Lima.

2. **Enhanced capacities of CSOs to serve as campaign watchdogs**

A monitoring tool, 'Finance Hacker', has been developed for CSOs to track information on campaign funding. The idea is to standardize the measure of campaign spending so that an NGO can realistically estimate the cost of campaign activities. A pilot was launched in the new district Mi Perú. Volunteers who participate in the monitoring will receive training. Activities will commence at the start of the electoral campaign in January 2016. International IDEA has jointly developed the tool with its partner organization, Proetica, holding international workshops, bringing in experts and learning from the experience of Argentina.

3. **Improved oversight by political parties of candidates and the sources of their campaign funds**

18 of the 20 political parties have drafted and signed an electoral ethics compact in which they commit to transparency in campaign financing. International IDEA and its partners held workshops and information sessions with the political parties and the JNE on ways to reach agreement.

4. **More pressure to be more transparent put on political parties and candidates by journalists.**

Training and information sessions were held with journalists to enable them to engage in journalistic investigations. Articles that investigate and explain concrete cases of campaign finance irregularities have started to appear.

5. **Submission of legislative proposals to improve electoral regulations (including gender sensitive ones) to Parliament or the appropriate body**

Congress approved the legislation enabling the so-called ventanilla unica in May—a tool that makes centralized information accessible about the criminal records of candidates.

Congress also approved the Empty Chair regulation, so political parties cannot replace an impeached legislator, but lose the elected mandate if a candidate is found unsuitable for public office.

The Political Parties Law has been amended. All of the changes mean that, for the first time, Peru has the ability to sanction political parties linked with criminal organizations. Opinion leaders are positioning themselves on these political reforms. International IDEA has been advocating these changes for several years and in 2015 provided research to Congress that highlighted the relationship between criminal organizations and politics. This research subsequently formed the basis for the proposed changes in the regulations.

Political parties have already used the ventanilla unica database. The records of 3307 people have been consulted, of whom 61 were found to have been convicted of crimes. Furthermore, the database revealed arrest warrants for four people, which meant that these individuals could not register as candidates. International IDEA provides assistance to the JNE, which is responsible for implementing the ventanilla unica, and helped facilitate exchanges with Colombian stakeholders that are already using the tool successfully.

6. **More effective integration of gender in legislative initiatives by Parliamentarians**

In 2015, 18 of the 20 Peruvian political parties signed an electoral ethics compact that, among another provisions, commits political parties to publish their programme position on LGBTI issues ahead of elections. International IDEA has for many years actively supported both the ethical compact process and the political participation of the LGBTI community and thus significantly contributed to the improved quality of political parties' programmes with regard to making space for gender diversity.

International IDEA, with the OAS International Commission for Women (ICW), provided technical assistance to the new Peruvian women parliamentarians' round table to promote the integration of gender in legislative initiatives. Peruvian parliamentarians and women political leaders from the LAC region participated in a round table organized by International IDEA to debate a legislative proposal that aims to combat political harassment (25 Feb.).

PERU

Key outputs 2015

1. International IDEA provided technical assistance on reforming the oversight regulations of the National Office of Elections (Political Parties Law) and to the Multi-Party Commission in charge of investigating the Infiltration of Drug Trafficking in Political Parties.

2. International IDEA provided technical assistance to a working group of the JNE on the implementation of the recently approved 'empty chair' and 'single window' regulations.

3. International IDEA, together with the Congress of the Republic and the European Commission, co-organized a forum on 'The influence of drug trafficking in political parties and in regional and local movements'

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in Lima (31 Mar.) with 120 participants, including parliamentary staff, political party members, specialists and the general public.

4. International IDEA organized a round table for Peruvian parliamentarians and women political leaders from the LAC region to debate a legislative proposal that aims to combat political harassment (25 Feb.).

5. International IDEA developed the web-platform 'Candidatazos' ('Peru decides well') and the tool Prueba Electoral (the Electoral Test). These were made available digitally for public use in October 2015.

6. On 21 November, one week before elections, International IDEA, together with its partner organizations Tránsito and Proética, held a pilot of the mini-fairs 'Buscando Candidatazos que hagan grande a Mi Peru' ('Seeking great candidates who make my Peru great') in the new district of Mi Perú in Lima.

7. International IDEA held working sessions with the 18 political parties and the JNE to define the commitments in the electoral ethics pact, in which the political parties will commit to transparency in campaign financing (17 Dec.). International IDEA also held working sessions for investigative journalists.

8. International IDEA is currently developing the first pilot of the OCDP Tool. The JNE agreed to host the first pilot implementation of the tool.

9. International IDEA, with its partner organization Proética, has conceptualized a working methodology and tools for tracking campaign spending. A pilot has been run and evaluated, and roll out of the tool will start with the election campaign.

PERU

Partners

Advisory services provided to
Political parties (5), National Congress, JNE, ONPE (National office of electoral process).

Implementing partners
JNE, ONPE (National office of electoral process), Proetica, Transito, Tv Cultira, IPYS, Radio programas del Peru (one of the biggest national media. It has 8 radios stations, a TV channel and WEB platform)

LATIN AMERICA AND THE CARIBBEAN

Haiti

Historic election year in Haiti

Although the legislative electoral process is yet to be completed, the installation of a newly elected parliament in January 2016 put an end to a year-long parliamentary vacuum and signalled a return to parliamentary order.

Gender quota implemented at the local level

The constitutional provision setting a target for women to serve in at least 30 per cent of all positions in public institutions is now a reality at the local level.

Democratic Developments

In Haiti, strong divisions between the different political blocs led to a dysfunctional parliament at the outset of the year, which led to the President ruling by decree. The first round of parliamentary elections was held on 9 August, but was marred by allegations of fraud. About 5 per cent of polling stations had to close on election day because of electoral violence. The tight electoral schedule and the more than 150 political parties running in the elections were also issues of concern. The participation rate was very low at 18 per cent. The second round of legislative elections, and the first round of presidential and municipal elections were held on 25 October 2015. Although election day unfolded peacefully, with a slightly higher turnout (30 per cent), there were more allegations of fraud. The independent commission set up to evaluate the results found massive irregularities. Amid growing popular protests and fear of widespread unrest, the second round of presidential election was postponed twice. A political agreement aimed at avoiding a political vacuum was eventually reached the day before President Martelly's term in office ended. In mid-February 2016, parliament elected Jocelerme Privert, the Senate leader, as Interim President. He has a mandate to lead a 120-day transition to restore dialogue and complete the electoral process. The run-off presidential election, along with a partial legislative election in districts where the polls were cancelled due to irregularities and local elections are now set for 24 April 2016.

Programmatic parties and internal democracy

1. | **Stronger political parties and parliamentary structure**

Many members of political parties have enhanced their capacity to improve the strategy and structure of their party by engaging in strategic planning exercises and political dialogues, and increasing their organizational self-awareness. In 2015 International IDEA contributed a study on the relationships between political parties and parliamentarians, which was widely read and discussed by its audience among political parties ahead of the elections.

The concerns of young people in particular have been put on the agenda of political parties' organizational development in the 2015 electoral process. International IDEA has supported political participation by young people, encouraging them to vote and to engage in political parties. More young people have filled important roles in established political parties and worked on candidates' campaign teams; the RDNP created a youth section in its internal structure.

■ advanced		■ delayed	
■ on track		■ cancelled	

2. **Enhanced capacity of newly elected Members of Parliament to fulfil their parliamentary mandate**

After parliament became dysfunctional in January 2015, all planned work with elected MPs had to be cancelled. However, International IDEA worked ahead of the legislative election, publishing a study on the relationships between political parties and their representatives in parliament. This was recognized as a key tool for political stakeholders to address critical issues that undermine parliamentary performance, such as defections, fragmentation and the lack of a majority. Presentations of the study throughout the country directly reached 783 participants.

After a year without a parliament in Haiti, International IDEA anticipated the launch of the 50th legislature. Along with the administrative bureau of the Chamber of Deputies, International IDEA is developing a Manual on the preparation of a legislative agenda.

Integrity of elections

3. **Increased capacity of the CEP's permanent staff to improve its internal structure and capacities in preparation for it becoming a permanent body**

The second round of elections on 25 October passed off peacefully, and the CEP was applauded for its performance by local and international media. International IDEA helped to strengthen the permanent staff's capacities and improve the technical performance of the electoral apparatus throughout the country. The Institute also facilitated a board retreat to plan the elections. In addition, the CEP worked with International IDEA to develop a manual of procedures. The support provided to the CEP ahead of the important elections was praised by its Executive Director for having been tailored to needs of the organization.

International IDEA also contributed to the electoral process by fostering dialogue between key stakeholders, particularly between political parties, civil society and the CEP. Ahead of the 25 October elections, the CEP and other partners co-organized with International IDEA a series of workshops discussing electoral risks and good practices to uphold the integrity of elections. These workshops had more than 650 participants.

Mechanisms for inclusion

4. **Increased sensitization of parliamentarians and political leaders, particularly women, on the need to foster women's political participation**

The constitutional requirement for 30 per cent women's representation was fulfilled in the local and municipal elections, which means that there is now at least one female mayor or deputy mayor in every one of the 142 communes' three-member town councils. However, the decision by the last parliament not to make the gender quota mandatory in the electoral law led to a parliament that is now exclusively composed of male deputies and senators. Only six female candidates stood in contested districts in the second round of legislative elections. It is worth stressing, however, that more women ran for office in this cycle, which is a positive trend that can be built on. Moreover, the nationwide election of women at the local level will help build a significant pool of experienced and trained local female politicians, who will then be better prepared to compete for parliamentary seats.

The transitional Government of the newly appointed Prime Minister, Fritz Jean, has four women leading five of the 15 ministries. By providing advocacy and support for the female Electoral Council members, International IDEA contributed significantly to the maintenance of the quota. The Institute's work with the media kept the discussion about female representativeness and effective participation in the political sphere alive.

More particularly, women members of political parties have enhanced their capacity to promote awareness of the importance of gender-sensitive budgeting. The women members of political parties were introduced to the national budget and learned about the results of a study, commissioned by International IDEA, which analysed the last two national budgets with regard to their effect on gender equality. They acquired knowledge of international practice and the tools to analyse the budget themselves. Political leaders and female party members will have access to the above studies and their recommendations as well as comparative references to international best practice in International IDEA's recently published Handbook on Gender Sensitive Budgeting in Haiti.

Accountability in service delivery

5. | **Increased awareness of CSOs on their rights and responsibilities with regard to accountable delivery of public services**

The pilot project on water distribution in Cité L'éternel shows great potential as a model. Although it was carried out in just one community, its members have been able to work with the water distribution agency to follow up on the community's needs and develop a modus operandi. The broader impact is seen in the community's understanding of the process and the gaps between a candidate's promises and their ability to deliver.

From 20 August to 15 September, a one-minute radio spot produced by International IDEA with the Sosyete animasyon kominikasyon sosyal (SAKS), a non-profit organization that reinforces community radio, was broadcast on six community radio stations in the north, south, south-east and central departments of the country. The radio spot was a short sketch in which two stakeholders discuss the importance of accountability in water service delivery at the local level. A 30-minute radio programme, in Creole and French, was broadcast to raise awareness of and popularize key concepts related to democratic accountability in public service delivery. Radio listeners contacted through a telephone survey confirmed that their expectations of their elected representatives had been changed, and several mentioned that they now consider it normal for candidates and political parties to report on their finances.

HAITI

Key outputs 2015

1. International IDEA organized training workshops with all political parties on the national budget (30 Mar.–1 Apr.).

2. International IDEA, together with the CEP, conducted a simulation with the central and local EMB, political parties and CSOs to prepare for the 25 October elections (170 participants). International IDEA also organized, jointly with Fondation Maurice Sixto, four workshops for youth to raise awareness of good practices during elections (16–19 Oct., 325 participants in total).

3. International IDEA co-organized with Haiti Citizen Watchdog (Observatoire citoyen de l'action des pouvoirs publics en Haïti, OCAPH) a workshop on the participation of youth and women to reduce electoral violence (14 Oct., 150 participants, including at least 12 persons with a disability). An OCAPH representative attended the International IDEA Roundtable on Elections and Youth in South Africa (24–26 Nov.).

4. International IDEA conducted a study on the relationships between political parties and parliamentarians in Haiti. It was presented on 1–4 October in 13 cities nationwide to 338 participants from the media (288 men/50 women) and 445 participants from

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political parties (359 men/84 women). It was also presented to an audience of 200 in Port-au-Prince on 7 October.

5. International IDEA co-organized with the National Youth Convention a series of youth participation workshops, with a total of 200 participants (20 Nov., 27 Nov., 11 Dec. and 18 Dec.).

6. International IDEA commissioned and published a Handbook on Gender Sensitive Budgeting in Haiti (launch planned for 22 Mar. 2016).

7. International IDEA, together with the Réseau pluriel des femmes, held a three-day training session 'Financing for gender

equality' to strengthen the capacities of 40 women in parliament and in the Ministry of Women's Affairs (16–20 Mar.).

8. International IDEA held three workshops and a training session in Port-au-Prince and the regions to raise awareness among media and journalists of the need to enhance accountability in public service delivery.

9. From 20 August to 15 September 2015, a one-minute radio spot was broadcast on six community radio stations on the importance of accountability at the local level. A 30-minute radio programme was also broadcast to raise awareness of democratic accountability in public service delivery.

HAITI

Partners

Advisory services provided to political parties, the CEP, Parliament, women's organizations, international organizations working on democracy, governance and political affairs in Haiti

"They didn't come to us with something we might not need. They asked us about our plans, priorities and needs, and how they could help."

Mosler Georges, Executive Director of the Electoral Council
(quote from evaluation report, March 2016)

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IDEA   Link to International IDEA website

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▶   Video link

ARR   Internal document link

Reading the results reports

Milestones	

Strategic Objectives 2015-2017

1. Planned Outcomes 2015

Progress Reports

▮ advanced	▮ delayed
▮ on track	▮ cancelled

7 West Asia and North Africa

▮ advanced	▮ delayed
▮ on track	▮ cancelled

WEST ASIA AND NORTH AFRICA

Regional Initiatives

Democratic Developments

Events in 2015 showed that the path towards democracy is neither linear nor simple. Although various elections were anticipated across the region in 2015, only the United Arab Emirates, Oman and Egypt saw parliamentary elections. In Egypt, these brought a record number of 89 women into parliament. Democratic consolidation continues in Tunisia but not without setbacks, as witnessed by the fractures within the leading political party in the latter part of the year. These setbacks were not kind to a government that is also struggling to revive a depressed economy and to counter an increase in the number of Tunisians leaving the country to fight with extremist groups abroad—the consequences of which presented themselves all too vividly in three terrorist attacks on the country during the year. Nonetheless, the Tunisian Parliament passed important laws to implement the Constitution and build judicial institutions such as the Constitutional Court.

In neighbouring Libya, the Constituent Assembly, elected in early 2014, continued to debate the country's new constitution and future structures at the close of 2015. The 12-member working group released a first draft that displayed their consensus on most of the issues apart from the location of the capital city with discussions ongoing with other members of the Constituent Drafting Assembly (CDA). This work occurred

in parallel with international support for the conclusion of a Libyan Political Agreement which, although signed by representatives of the two governments—the House of Representatives, the internationally recognized government based in Tobruk; and the General National Congress, the Tripoli-based government—at the end of the year, was not endorsed by the head of either. Meanwhile, the Islamic State in Iraq and Syria (ISIS) reinforced its presence in Sirte, making Libya a possible new territory for expansion.

Across the region, violent conflict continues to prevent progress with transitions to democracy. In Yemen, for example, the consensus building and movement towards the adoption of a new constitution of 2014 appeared to be a distant memory at the conclusion of 2015. The Shia–Sunni polarization reached its peak in Yemen, Syria and Iraq but also affected Lebanon, shifting the focus from the struggle for democratization to sectarian considerations. These conflicts increasingly involved neighbouring states and new international forces on the ground, such as Russia and a collection of Islamic countries led by Saudi Arabia, in the fight against terrorism.

Countries less affected by violence, such as Morocco and Algeria, have seen slight advances; and women were elected to office for the first time in municipal elections in Saudi Arabia.

Knowledge sharing on constitution-building processes

1. | **Creation of a regional network of experts who focus on constitutional law**

The Arab Association of Constitutional Law (AACL), a network of experts in constitutional law—the first of its kind in West Asia and North Africa—was established and is preparing to be officially registered in Beirut in 2016. Bringing together the most active experts working on constitutional reform in the region, this network intends to be one of the most influential actors in disseminating the comparative knowledge needed to build democratic constitutions in the Arab world. The website of the AACL was launched at the end of the year, garnering over 2000 page views in December alone.

2. | **Sharing of experiences and studies on constitutional processes within the region**

In May 2015, the third annual conference of the AACL brought together nearly 50 legal professionals from West Asia and North Africa as well as invited international experts from various jurisdictions. The first AACL Academy started work in partnership with the University of Tunis, hosting three fellows from Egypt, Libya and Saudi Arabia for two months. The Academy allows in-depth discussion between the fellows and global experts on the role of the Judiciary in democratic transitions, and academic papers will be produced by each of the fellows.

3. | **Contribution to the constitution-building process in Yemen**

The change in the situation of Yemen and the cessation of the constitution-building process there mean that International IDEA's focus has shifted from constitution-building to the development of a publication analysing the country's democratic transition.

Increased inclusiveness

4. | **Increased capacities and opportunities for young people for participation and representation in the processes of democracy building**

International IDEA has finalized the development of its youth democracy curriculum designed to target young people across the region. In a major step in the development of the curriculum, a participative workshop brought together 15 youth from eight countries across West Asia and North Africa. The workshop provided feedback on the draft curriculum, ensuring that it will be unique and interesting, and meet the learning needs of young people. This feedback was subsequently incorporated into the curriculum ahead of its finalization. The workshop also served as a first step in the development of a regional youth network, which began on social media before the workshop even came to a close. The network will be further developed in parallel with the anticipated pilot of the curriculum.

Money in politics

5. | **Strengthened discussions on money in politics at the regional and global level**

International IDEA actively supported emerging regional discussions on the topic of political finance, by enabling the participation of a Commissioner from the Tunisian EMB in the global conference in Mexico, and the head of the Tunisian Court of Accounts in the Bandung conference.

Transitional policies and processes

6. | **Partnering with UNESCWA to support the 'National Agenda for the Future of Syria' project achieve its goals of presenting sound options for the future transition process in Syria**

International IDEA's partnership with UNESCWA continued into 2015 with a contribution to the National Agenda for the Future of Syria. This was conducted through three expert reviews of policy papers within the Governance, Institution Building and Democratization pillar of the agenda. In line with the partnership agreement, International IDEA has submitted expert

advanced   delayed
on track   cancelled

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reviews on the topics of elections, the parliament and constitution-building. The Institute continues to be on standby for further requests from the project, including to host capacity-development workshops for policymakers.

7. | **Impact policy formation process in Iraq**

In order to support public dialogue and policy options for better governance in Iraq, International IDEA supported a series of workshops on the people's governance programme, an initiative led by civil society to prepare an alternative, people-driven programme that caters for the interests of citizens as opposed to the political elite. The programme was discussed and debated in the Iraqi media, and submitted to the Iraqi Parliament's legal committee and the Council of Ministers. International IDEA has been asked to support a similar exercise ahead of the next elections.

8. | **Contributing to a better understanding of Yemen's transition**

Since the constitution-building process in Yemen was brutally ended by a coup in 2014, all attention has subsequently focused on the deteriorating security situation. In order to inform policy positions, International IDEA changed its work programme to learn lessons from the failed transition. A detailed study on Yemen's transition was conducted based on a roundtable of Yemeni and international experts. This unique analysis offers policy options for future reform for national and international actors. The study will be published in 2016.

WEST ASIA AND NORTH AFRICA - REGIONAL INITIATIVES

Key outputs 2015

1. International IDEA provided technical and financial assistance to the AACL during the process of their establishment, including the production of a website and the organization of their third annual conference (May 2015).

2. International IDEA hosted a workshop for 15 youth from Iraq, Lebanon, Jordan, Libya, Tunisia, Egypt and Morocco (April 2015) in order to receive their feedback on the substance and methodology of the draft youth democracy curriculum.

3. International IDEA worked with an expert group to produce a report on Yemen's failed transition to democracy. The publication is forthcoming in 2016.

WEST ASIA AND NORTH AFRICA

Egypt

Peaceful, well managed elections, albeit with reduced voter turnout

After an initial delay, parliamentary elections were held in October and November 2015.

More women MPs than ever

15 per cent of the seats in parliament went to women—the most since women were first admitted to parliament in 1957.

Democratic Developments

In 2015, Egypt completed the final stage of its political road map (announced in July 2013), by conducting parliamentary elections. The elections scheduled for the spring of 2015 were postponed after the election laws were deemed unconstitutional and had to be amended. Voting for the nearly 6,000 registered individual candidates and closed lists took place in two rounds in October and November, covering 14 governorates in the first phase and 13 in the second phase. Voter turnout was low (28.3 per cent), but women won 89 seats (15 per cent), which is the highest number of seats since women were first admitted to parliament in 1957. The new parliament is also the most diverse in history, with 36 Christian MPs, at least 8 MPs with special needs and 8 MPs from abroad.

In a cabinet reshuffle at the end of September, 16 new ministers were appointed (out of 33), including 3 women. The Ministry of Transitional Justice and House of Representatives was renamed the Ministry of Legal Affairs and House of Representatives. International IDEA will support the ministry with the formation of a new and permanent National Elections Committee (NEC) as well as other independent commissions as relevant.

Increased capacity and understanding of electoral processes

1. | Enhance the electoral management practices of the state institutions

Responding to the call for increased transparency, International IDEA, in cooperation with the High Election Committee (HEC), significantly enhanced international actors' understanding of the electoral process in Egypt through conducting an awareness session for embassies in Cairo prior to the start of the parliamentary elections. In addition, the translation and publication of the legal framework (electoral laws) in English on the HEC's website, and the production of further information about the electoral process and a guide to election-day procedures.

In the same vein, during the second phase of the election, International IDEA and the HEC invited and facilitated the visit of a delegation of 10 representatives of international EMBs to conduct peer-to-peer experience exchange on electoral management operations. The delegation produced a set of recommendations that the NEC will benefit from in future elections.

Furthermore, the HEC, with International IDEA's support, prepared and disseminated awareness-raising materials for voters at a significant number of ballot stations.

According to election observation reports, the number of irregularities in ballot stations that were under the supervision of judges was low. The HEC and International IDEA jointly trained over 1,100 judges to supervise the elections, almost certainly contributing to their positive running.

2. | Improved capacities of the focal points from CSOs, to effectively and productively participate in the electoral process

One training event on the electoral process was organized for the focal points within domestic organizations with sessions dedicated to ways of transferring this knowledge to their grassroots in a professional, unbiased and gender-sensitive way (early 2015).

Going forward, and due to the delay in the holding of elections, International IDEA's cooperation with the Ministry of Legal Affairs and House of Representatives to support the establishment of a permanent independent election commission has been shifted to 2016.

■ advanced   ■ delayed
■ on track   ■ cancelled

EGYPT

Key outputs 2015

1. International IDEA conducted a 'train the trainers' event targeted at accredited election observers (35 people trained) and three one-day training events for voter educators (77 people trained).

2. At the request of the HEC, International IDEA translated the legal framework of the elections for publication on the HEC website, and produced a video on voting from abroad for consular staff in Egyptian embassies.

3. At the request of the HEC, International IDEA produced the HEC's procedural guidelines for voting, the counting of votes and results announcement in an online version and as printed copies in both Arabic (19,000 copies) and English (205 copies), as well as 35,000 voter education posters.

4. At the request of the HEC, International IDEA provided a number of training events for the 652 judges who supervised the electoral process in Alexandria, Luxor and Ismailia during the first phase of election; another set of training was provided in Cairo for 472 judges during the second phase of the elections.

5. At the request of the HEC, International IDEA facilitated and supported the visit of 10 EMB representatives from nine International IDEA Member States (Chile, Costa Rica, the Dominican Republic, Mauritius, Mongolia, Peru, the Philippines, Portugal and Uruguay) during the second phase of the elections.

EGYPT

Partners

Advisory services provided to The High Elections Committee

Implementing partners

The High Elections Committee

The Egyptian Association for Community Participation Enhancement

The Egyptian Observatory for Training and Consultation

WEST ASIA AND NORTH AFRICA

Libya

Libyans' first real constitutional draft

In October 2015, the CDA offered Libyans the first real constitutional draft since the uprising. It proposes a political system similar to a federalist model, while insisting on the unity of the state.

Democratic Developments

In Libya, after many rounds of negotiations, the UN brokered political agreement for a government of national unity was signed between two parties to the Libyan conflict. It provides for the nomination of a single cabinet, the election of a new parliament and finalization of the constitution by the CDA. However, implementation of the agreement is still problematic since the speakers of the two parliaments did not agree its content.

At the end of September, a majority of the members of the CDA—excluding those who are boycotting it—met in Libya to discuss a new draft of the constitution presented by a nominated working group. The group is composed of 12 members from the three main regions of Libya who represent the primary political and ideological streams of thinking within the CDA.

The working group gathered the proposals of the different committees and adopted a new constitutional draft (published in October 2015) by a two-thirds majority. This new text introduced a political system with two parliamentary chambers similar to a federalist model, while insisting on the unity of the state. Apart from article 2 on the location of the capital city, the working group approved all the articles, offering Libyans the first real constitutional draft since the uprising. By the end of 2015 the working group pursued their work of improving the draft, however a similar consensus with the rest of the CDA appeared to be more challenging. This process took place in parallel with the political negotiations coordinated by the UN, which resulted in the signature of the Libyan Political Agreement.

International IDEA continued to support national partners such as the EMB and the CDA throughout 2015.

1. | Improved institutional embedding of the Electoral Risk Management Tool

International IDEA has provided continuous support to the HNEC since the country's transition towards democracy in 2011. In the light of the upcoming constitutional referendum, the High National Elections Commission (HNEC) is increasing its capacity to manage elections that have a high level of credibility and minimal risk. Although International IDEA has continued to work with the HNEC on the implementation of the ERM Tool, in a workshop (August 2015) and through ongoing technical support, progress has been slow. The Institute has been unable to work in the country and delays in the promulgation of the constitution have resulted in an unclear electoral timeframe.

2. | Enhanced and sustainable legal electoral framework that meets international good practice

After the appointment of the 12-member working group, the CDA produced a first complete draft of the constitution in 2015. At the request of the CDA, International IDEA has provided comparative knowledge on international good practices and analyses of the CDA's drafts throughout the process. The quality of the drafts improved tremendously in 2015, giving a clear indication of the impact of International IDEA's work in partnership with DRI and the UN Support Mission in Libya (UNSMIL).

advanced delayed

on track cancelled

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LIBYA

Key outputs 2015

1. International IDEA, in assistance to the CDA, prepared three separate analyses of the first complete and official constitutional draft to inform the CDA and the international community of any potential weaknesses.

2. International IDEA facilitated the participation of the Libyan EMB in the global conference on Electoral Risk Management in Addis Ababa (4 Dec. 2015).

3. International IDEA hosted a workshop with members of the HNEC's central office and its regional units in order to better inform the implementation of the ERM Tool across the country (August 2015), and continued to provide ongoing technical assistance to the EMB.

LIBYA

Partners

Advisory services provided to

The High National Elections Commission, the Constituent Drafting Assembly

Implementing partners

Democracy Reporting International, UN Special Mission in Libya

WEST ASIA AND NORTH AFRICA

Tunisia

Nobel Peace Prize for dialogue in Tunisia's democratic transition

The Tunisian Quartet, made up of the Tunisian General Labour Union (UGTT), the Tunisian Union of Industry, Commerce and Handicrafts (UTICA), the Tunisian League of Human Rights (LTDH) and the Tunisian National Bar Association, was awarded the Nobel Peace Prize in 2015, underlining the role of dialogue in Tunisia's democratic transition.

Law on constitutional court finally adopted

The new Tunisian Parliament adopted the law on the constitutional court, while the law on the Supreme Judiciary Council was declared unconstitutional for the third time.

Democratic Developments

The year in Tunisia began with the election of the new 217-seat parliament and the appointment of a new unity government. Over the course of the year, the parliament was faced with a long list of priorities, including the law on the constitutional court, the law on the supreme judicial court,

the special provision for reconciliation in the economic, and financial areas and the municipal elections law and related laws on decentralization and boundary delimitation.

The passage of a law on the fight against terrorism and money laundering, as well as the various states of emergency and curfews over the course of the year raised concerns among many that these constituted a clampdown on fundamental human rights. Tunisia also suffered three murderous terrorist attacks in 2015. The violence was attributed to ISIS and appeared to indicate a strategy to destabilize the region.

The EMB (L'instance Supérieure Indépendante pour les Élections, ISIE) worked to solidify its internal structure ahead of the municipal elections. The electoral law on municipal elections and decentralization, which includes boundary delimitations, is yet to be passed. It is hoped that these laws will reflect an ambitious target to secure women's place in political life at the local level.

Increased inclusiveness

1. **Assessments of barriers and strategies that impact on women's political participation and leadership conducted by political parties**

International IDEA is explicitly engaging with stakeholders in areas where women's participation is still lower than the Tunisian average. Workshops took place in the southern and north-western regions with the local sections of nine political parties. Financing women's political participation was also addressed in a separate workshop, which provided a comparative overview.

2. **Stronger promotion of women's political empowerment by political parties' leadership**

The new baseline study conducted by International IDEA with NIMD on the barriers that affect women's political participation and leadership will be a strategic tool for future democracy support in this field. The baseline research was conducted in part in 2014, but changes in parliament affected the partner parties that the project was working with. The remainder of the research was carried out in 2015 and will be published early in 2016.

Gender-sensitive internal regulation of political parties was addressed in a workshop that provided comparative overviews of Canada, Kenya and Sweden (31 October). There was a gender-balanced attendance from the nine partner political parties.

3. **Enhanced capacity of female candidates in leadership, campaigning, political formation, policymaking and legislation**

A workshop, entitled 'Women Working Together in Parliament', was organized for 11 female MPs (6–7 June). There were presentations on experiences in Senegal and Belgium. Participants highlighted the importance of having an informal mechanism that allowed them to work together to influence policymaking and legislation.

advanced delayed

on track cancelled

Increased capacity and understanding of electoral processes

4.   **Increased capacity of national CSOs involved in domestic observation to identify and report on areas that incentivize or hinder women's full participation in electoral processes**

Due to the rescheduling of the municipal elections, this project has been postponed.

5.   **Improved institutional embedding of the ERM Tool beyond the 2014 elections**

The ERM Unit, which successfully functioned during the three elections in 2014, is under consideration as a permanent unit in the new organogram of the EMB. Further customization and training will be needed before the ERM Tool can be fully adopted. A work plan with a clear division of tasks and reporting still needs to be established.

Electoral integrity and reform

6.   **Enhanced sustainability of the institutional and legal framework for elections**

The ongoing peer-to-peer relationship with the Indonesian EMB continued throughout the year. In a one-to-one session hosted by International IDEA, the ISIE had an opportunity to discuss the process of voter registration during local elections in Indonesia. Following an invitation by the Indonesian EMB, International IDEA supported a study tour for four members of the ISIE and one member of a prominent CSO working with elections to the Indonesian municipal elections in December.

The ISIE, which managed three elections in 2014 with acclaim, began the consolidation of its internal working structures over the course of 2015. International IDEA supported this process through the compilation of a detailed report offering several options for an organogram for the ISIE to consider. It is expected that the organogram will be adopted early in 2016, to ensure a clear working structure ahead of the municipal elections.

Based on a direct request for support from the ISIE, International IDEA is working in collaboration with the EMB to develop a resource centre aimed at increasing knowledge of electoral processes. Activities undertaken in 2015 include development of the initial concept with the ISIE, procurement of ICT equipment and the transfer of initial knowledge resources from International IDEA and other organizations publishing in the field of democracy—and in particular electoral support. The Institute will continue to support this project throughout 2016.

7.   **Gender mainstreaming in the administration of the Tunisian EMB itself and throughout the electoral process**

At the request of the ISIE, International IDEA hosted an initial one-day workshop (10 Apr.) to discuss electoral management from a gender perspective and gender equality in the electoral process. The discussions resulted in a number of recommendations for the further promotion of gender equality in the administration of ISIE and for the further promotion of gender equality throughout electoral process.

Implementing constitutions

8. **Constitutional implementation: Improved consideration of the concept of proportionality in laws**

Over the course of 2015 International IDEA began the development of a manual on the use of limitations clauses in order to help inform the implementation of article 49 of Tunisia's 2014 Constitution. In parallel, International IDEA continued its series of workshops on limitations clauses, intended to bring an international, peer-to-peer perspective on how such clauses can be implemented in Tunisia, and to raise issues that might arise in their implementation. Participants in the workshops included judges, lawyers, academics and experts.

The establishment of the constitutional court is now under way. International IDEA is contributing to the debate on the draft law on its establishment and hosting a conference in partnership with the Tunisian Association of Constitutional Law (ATDC) and DRI. After the law was adopted, International IDEA, DRI and UNDP, at the request of parliament, organized a conference to discuss the next steps to be monitored by the MPs.

The appointment of the Supreme Judiciary Council is fundamental to the set-up of the Constitutional Court. International IDEA, in partnership with the ATDC and DRI, hosted a roundtable to debate the draft law and the implementation of the council. This event was intended to advance the dialogue between different factions of judges who constitute the main opposition to the law, which was declared unconstitutional three times during 2015.

9. **Assessment of the constitution from a gender perspective**

Although it was anticipated that International IDEA would conduct a review of the Tunisian Constitution from a gender perspective, due to staff changes the project was postponed until 2016.

TUNISIA

Key outputs 2015

1. International IDEA facilitated a peer-to-peer study session between the Tunisian EMB and the Indonesian EMB (in Tunis), and supported a study tour of the Tunisian EMB and an CSO during the Indonesian municipal elections (6–10 Dec.).

2. International IDEA technically supported the ISIE with the process of revising the organogram for the institution.

3. International IDEA technically and financially supported the development of a resource centre within the ISIE, including development of the initial concept with the ISIE, procurement of ICT equipment and the transfer of initial knowledge resources from International IDEA and other organizations.

4. International IDEA, with NIMD, conducted a workshop on political parties' financial approaches to promoting gender equality, and a seminar on political parties' internal regulations from a gender perspective (31 Oct.) in Tunis, as well as two roundtables in the Beja (north-west) and Kebili (South) governorates (5 Dec.) on the barriers to women's political participation.

5. International IDEA produced a baseline study on the barriers to women's political participation and leadership in Tunisia. Its publication is forthcoming.

6. International IDEA convened a workshop in Hammamet on 'Women Working together in Parliamant' (6–7 June).

■ advanced   ■ delayed
■ on track   ■ cancelled

7. International IDEA convened a workshop with members of the ISIE Board of Commissioners and Executive Body (10 April), and provided advice on promoting gender equality in electoral processes and electoral management.

8. International IDEA, in partnership with the Tunisian Association of Constitutional Law and DRI, organized a conference to debate the law on the proposed constitutional court (24 Oct.), as well as one roundtable to debate the law on the Supreme Judiciary Council (18 Dec.).

9. International IDEA, in partnership with parliament, DRI and UNDP, hosted a one-day workshop and dialogue to discuss the next steps in the implementation of the law on the constitutional court (11 Dec).

10. International IDEA hosted an expert workshop on proportionality and the implementation of limitations clauses in Tunisia (28 May)

11. International IDEA drafted a comparative paper on the implementation of limitations clauses

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Reading the results reports

Milestones	

Strategic Objectives 2015-2017

1. Planned Outcomes 2015

   Progress Reports

🟩 advanced   🟨 delayed

🟩 on track   ⬜ cancelled

8 Institutional Management

🟩 advanced   🟨 delayed

🟩 on track   ⬜ cancelled

EXTERNAL RELATIONS AND GOVERNANCE SUPPORT

Institutional Management Results

Democratic accountability promoted

The Annual Democracy Forum was co-organized by Switzerland and International IDEA on the theme 'Accountability as a Central Element of Deepening Democracy'. The media campaign on the same theme, #DemocracyMatters, promoted in collaboration with Switzerland and Botswana, has reached more than 10 million people.

IRDD recommendations contribute to peace-building architecture

Recommendations of the IRDD Conference on Strengthening Peace and Security Cooperation towards Democracy and Development have contributed to a progress review of the implementation of the UN Security Council Resolution 1325 on women and peace and security.

Member States' Engagement and Partnerships

1. **Objective (2015–2017): Increased and sustained engagement of International IDEA Member States in supporting the work of the Institute towards implementing the Strategy 2012–2017**

In 2015, International IDEA supported outreach missions and strengthened relations with key prospective member states in East Asia, Europe, the Pacific, South America and West Africa. On 21 May 2015, Brazil formally conveyed its interest in joining International IDEA and several other countries have expressed a keen interest in joining the organization.

International IDEA successfully convened a meeting of Member States to discuss key issues of strategic importance, most notably the Mid-Term Strategy Review on 26 March and a follow-up meeting with the Board of Advisers. Key strategic consultations were held with Member States throughout the year. These bilateral contacts resulted in the signing of a Host Country Agreement with the Government of Chile for the new Regional Office in Santiago de Chile; and with the Federal Government of Belgium for the International IDEA EU Office in Brussels which includes financial support from 2015 over a five-year period. International IDEA also convened meetings of Member State representatives to discuss the Institute's plans for engagement in Egypt, Haiti, Nepal, the Africa programme and the Wider Europe programme.

International IDEA convened meetings of the Council of Member States in June, September and November, and the Steering Committee and Finance and Audit Committee during the year, fully respecting its intergovernmental operating requirements. A highlight in 2015 was the Extraordinary Council session convened on 15 September, the International Day of Democracy, which celebrated International IDEA's 20th Anniversary and allowed Member States to reaffirm their commitment to the Institute's mission and relevance in the Declaration on the Occasion of the International Day of Democracy 2015.

International IDEA supported Mongolia in its planning to Chair the organization in 2016.

2. **Objective (2015–2017): Increased and renewed financial support for International IDEA's work towards implementing the Strategy 2012–2017 (includes efforts to secure core and restricted funding)**

International IDEA significantly increased its capacity and strengthened its fundraising systems across the organization in 2015. This institution-wide effort was achieved through the implementation of a project design peer-review process throughout the organization, which systematizes and improves the process of developing project proposals and concept notes. International IDEA also organized in-house training for staff at headquarters and regional offices on effective proposal writing and resource mobilization. In 2015, International IDEA developed a Strategic Plan for the Institute's engagement in Haiti for the period 2016–2020, and organized strategic consultation meetings with Member States, donors and partner organizations in Bolivia, Nepal, Ukraine and the WANA region, among other locations. International IDEA's successes in mobilizing increased resources for its work were achieved in an overall landscape of increased competition and reduced development cooperation budgets for democracy support.

3. **Objective (2015–2017): Increased collaboration between International IDEA and regional organizations on setting priorities for regional and global action in support of democracy**

International IDEA played a central role in convening regional organizations at the Fifth High-level Meeting of the Inter-Regional Dialogue on Democracy (IRDD) hosted by the African Union Commission in Addis Ababa, Ethiopia, on 15–16 October 2015. The meeting was hosted by Nkosazana Dlamini-Zuma, Chairperson of the African Union Commission, represented by Her Excellency Dr Aisha Labara Abdullahi, Commissioner for Political Affairs of the African Union Commission, and reflected on the theme 'Building Peace and Democracy in Conflict Affected and Fragile States: The Role of Regional Organizations'. The IRDD, in cooperation with regional organizations, developed three Policy Briefs on this theme: Promoting Democracy and Peace in Africa: the role of the African Union; Supporting Democracy in the EU Neighbourhood: the Eastern Partnership; and Supporting Peace in the Americas: Lessons from the Organization of American States. In 2015, International IDEA continued to cooperate closely with its Member States in high-level international events, most notably the UN General Assembly, the European Parliament, the Council of Europe, the Bali Democracy Forum and the World Forum for Democracy.

4. **Objective (2015–2017): Increased opportunities for key global actors to enrich International IDEA's knowledge development efforts in areas of interest to the Institute's Member States**

The Annual Democracy Forum was co-organized by Switzerland and International IDEA on the theme 'Accountability as a Central Element of Deepening Democracy'. The Forum allowed a mix of panellists—researchers, academics, practitioners and Member State representatives—to discuss how to promote and strengthen accountable practices in democratic and transitioning contexts. As the 2030 Agenda for Sustainable Development was adopted by UN member states in September 2015, the Annual Democracy Forum was held at an optimal time to identify the various strategies of and challenges facing different actors, international organizations and development partners.

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on track   cancelled

CORPORATE SERVICES

Communications

Johns Hopkins University Press publishes Democratic Transitions book

Johns Hopkins University Press published the International IDEA-initiated volume, *Democratic Transitions: Conversations with World Leaders.*

Over 50 knowledge products in 2015

Highlights included the second Annual Review of Constitution-Building Processes, a report on the roles of women in conflict and peace, and a Spanish translation of the Handbook on Political Finance.

External communication

1. **Objective (2015–2017): Enhance International IDEA's general institutional visibility among key target audiences**

   Under a newly adopted communications strategy in 2015, International IDEA has implemented a work plan that includes clear strategies for sharing global and regional initiatives. The social media activities under this plan have rapidly increased and Twitter chats became an attractive and free aspect of several campaigns, including one on Money in Politics and one on the Inter-Regional Dialogue on Democracy.

   The 20th anniversary of International IDEA was a high-visibility moment for the Institute, marked by television coverage of how democracy applies to wider current issues including migration and security.

   International IDEA developed 'a statement guideline' to prepare clear ways to announce, share positions and reflect on a variety of situations, ranging from global acts of violence to more positive celebratory occasions.

2. **Objective (2015–2017): Increased awareness among selected external stakeholders of IDEA's work and comparative advantage in the field of democracy support**

   An institutional website redesign project was initiated in late 2015 to offer the public and International IDEA partners a clearer and better way to learn about and engage with the organization and its activities. Following an open competition, a website development company was approved to assist in restructuring the entire site to allow for quicker access to IDEA key publications, databases and tools. The new website, to launch in 2016, will mean a new way of communicating with external audiences about what IDEA does as an intergovernmental agency focused on democracy support. In line with creating a fresh start under the strategy, revising content will be critical to providing more relevant content for external users of the Institute's site.

3. **Objective (2015–2017): Increased outreach for IDEA's knowledge products among actors working to support democracy**

In October 2015, Johns Hopkins University Press published the International IDEA-initiated volume, *Democratic Transitions: Conversations with World Leaders*. The book presents personal reflections, on both ending authoritarian rule and building democracy, by 13 former presidents on five continents who played key roles in democratic transitions over the past 30 years. It is the first volume in any language to focus on learning lessons from political leaders about promoting and managing these transitions. In December, an article by the book's co-editors, Abraham Lowenthal and Sergio Bitar, appeared online in *Foreign Affairs*. Extracts from the Myanmar translation also appeared in the Yangon-based *Journal of Human Rights and Democracy*. Launch events for the book were held in London, Prague, Warsaw, Washington, DC, New York City, Brussels, Addis Ababa, Oslo and Strasbourg. Translations of the book into Arabic, Dutch, French, Spanish and the Myanmar language were well advanced in 2015, but delayed until early 2016.

Publications

4. **Objective (2015–2017): High quality IDEA knowledge products are produced in an engaging and relevant format to primary stakeholders in a way which reinforces IDEA's brand and reputation**

In 2015 International IDEA initiated a review of the Institute's publication processes, submitting an interim report to the Secretary-General in December 2015. The review represented an opportunity to reassess how International IDEA creates and disseminates its publications, and included an analysis of audiences, the demand for print publications, production workflows, outreach and promotion, and copyright and accessibility issues.

The interim report concluded that International IDEA needs to re-evaluate both its audiences and its suite of knowledge products. Furthermore, in order to reap the benefits of its knowledge, the Institute must re-engineer the ways in which it goes about planning, creating, producing and disseminating these products.

As part of the review process, in 2016 the Institute will evaluate the cooperation with Johns Hopkins University Press in publishing *Democratic Transitions: Conversations with World Leaders*, including any lessons that might be relevant to the Institute's future engagements with academic and commercial publishers.

Library

5. **Objective (2015–2017): Improved understanding of International IDEA's global outreach through monitoring and analysis of media and academic writing citing International IDEA's work and name**

Quarterly analytics reports were distributed, including mentions of International IDEA in the media, social media statistics, downloads of International IDEA publications and statistics on unique visits to the International IDEA website.

advanced   delayed
on track   cancelled

6. **Objective (2015–2017): Increased quality of International IDEA's comparative knowledge products through building the research capacity of staff, with a particular focus on online resources**

Continuous research support was provided to staff, through inter-library loans, information searches, and so on; library resources were reviewed; and the *Journal of International Feminist Politics* was added to the catalogue.

Mainstreaming gender (internal governance)

7. **Objective (2015–2017): Increased awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices**

International IDEA produced an International Women's Day newsletter that reflects the organization's activities and commitments to supporting gender equality. In developing visual elements such as infographics, icons and videos for use in communications products, a collaborative review process involved ensuring gender was presented in a thoughtful and balanced way.

CORPORATE SERVICES

Gender Mainstreaming

High usage of Gender Quotas Databases

The International IDEA Gender Quotas Database continues to be one of the Institute's most consistently referenced and used data resources.

Gender Mainstreaming: Internal Governance, Risk Management and Internal Control

1. **Increased awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices.**

International IDEA's gender committee was reconstituted and continued its work by focusing on the setting of staff annual performance objectives on gender equality, gender targets in recruitment processes in 2014–15 and guiding tools/resources on gender mainstreaming responses.

As an institutional priority, International IDEA held introductory meetings and awareness-raising meetings on the Gender Policy for staff during 2015. With regard to human resources, gender-relevant data is collected for all recruitments and a new monitoring and reporting system on gender equality in the distribution of salaries and posts has been proposed. The reporting system was proposed for inclusion in the Secretary-General's Quarterly Report to Member States in 2016 and the Gender Committee has discussed the proposal.

Due to budget restrictions, consistent induction and orientation of new staff on gender awareness and gender mainstreaming processes was delayed in 2015.

2. Objective (2015–2017): Increase the capacity of International IDEA programmes to influence key democratic stakeholders on promoting gender equality

Capacity development and support on gender responsive approaches/strategies was consistently provided in programme planning and implementation through substantive inputs into the activities of the various teams and in programming reviews and monitoring, as well as planning for 2016 during the different team's planning meetings, among other things.

3. Objective (2015–17): Equal participation and representation of women

Due to budgetary restrictions, work on a new book of conversations with women elected as presidents/prime ministers in the different regions of the world has been delayed.

CORPORATE SERVICES

Finance and Strategic Planning

Increased disclosure
International IDEA achieves full alignment with International Public Sector Accounting Standards (IPSAS) in the Financial Statements 2015

Annual Results Report 2014 in a new format
Member States and peer organizations have commended the Annual Results Report 2014 for delivering on both accountability and substantive communication of results.

International IDEA prepares first real Programme Budget
The planning and finance units were merged in February 2015 into the Corporate Services Department. The major collaborative results of 2015 were the Operations Manual and the Programme and Budget 2016. The Programme and Budget 2016 for the first time fully links narrative and financial planning.

Strategy Development, Planning and Performance Management

1. Objective (2015–2017): Enhanced focus in International IDEA's programming

In 2015, International IDEA began to systematically integrate its narrative and financial planning processes. International IDEA's Programme and Budget 2016 is, for the first time, a programme budget. It provides detailed information on how much International IDEA spends, where and on which methods to achieve what goals. This is a major step for accountability and

advanced   delayed
on track   cancelled

transparency and for use in management and governance. Furthermore, the resource allocations to institutional departments are documented with associated objectives. Organizational intelligence about costs in direct relation to outcomes will be available from 2016.

2. **Objective (2015–2017): Enhanced ability to capture and communicate the results of International IDEA's work to Member States, partners and donors**

The Annual Results Report 2014 marked a major leap forward for International IDEA. Member States and peer organizations have commended the report for delivering on both accountability and substantive communication of results. Data collection was again carried out extensively through interviews, which in-turn called for organizational reflection on progress and obstacles. The Annual Results Report 2014 also gives a full account of International IDEA's activities (outputs) in their respective regional and country democracy contexts. In each context, the report documents specific democracy outcomes (milestones) that International IDEA plausibly contributed to.

In 2015, integration of the planning and budgeting frameworks has created a database that, as of 2016, will facilitate structured collection, analysis and reporting of regular monitoring information from the entire organization.

3. **Objective (2015–2017): Enhanced quality of International IDEA's internal controls, risk management and governance processes**

The new layout and structure of online risk registers enabling an improved overview of risk information was implemented in Q1 2015. New illustrations and additional analysis were included in the draft 'Corporate Risk Profile 2016' in September 2015.

4. **Objective (2015–2017): Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making**

Budgets for the annual budget 2015 and 2016 were drawn up on a quarterly basis. International IDEA is still evaluating the benefits versus costs.

The grant management module in International IDEA's ERP system has been fully developed and will go live in 2016.

Internal Governance, Risk Management and Internal Control

5. **Objective (2015–2017): Enhanced efficiency across International IDEA's operations, balancing cost considerations and programming results**

The planning and finance units were merged in February 2015 into the Corporate Services Department. The major collaborative results of 2015 were the Operations Manual and the Programme and Budget 2016. The new integrated system will provide organizational intelligence about costs in relation to outcomes, which should contribute to improved efficiency and effectiveness of implementation across the Institute.

A focus on cross-functional collaboration within Corporate Services was highlighted throughout the elaboration of the Operations Manual.

Finance and Administration

6. **Objective (2015–2017): Increased compliance with financial and procurement policies and procedures across International IDEA's operations**

International IDEA's Operations Manual was developed and implemented in 2015. It is a major achievement in consolidating and making accessible the entire body of processes and procedures in a single entry point.

The finance function intensified its oversight through field trips and implementing financial process engineering in field offices.

International IDEA initiated the process for a five-pillar EU assessment in 2015. The assessment took place in October 2015 and International IDEA achieved a partial pass, which will be reassessed in June 2016.

7. **Objective (2015–2017): Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making**

International IDEA has increased the level of disclosure in its Quarterly Reports. Since June 2015, these have included information on staff by level, staff by nationality and direct contracts awarded, as well as more contract information by category (including the highest, lowest and median payments by contract). International IDEA has also increased its transparency with respect to contract awards and the financial information posted directly on the website.

The Financial Statements 2014 also increased disclosure. The aim is for full IPSAS alignment in the Financial Statements 2015.

CORPORATE SERVICES

Facilities

Refurbishments

The main conference room and side rooms at International IDEA's headquarters in Stockholm have been refurbished.

Facilities Management

1. **Objective (2015–2017): Enhanced efficiency in facilities management at International IDEA's headquarters**

International IDEA continues to find more cost-effective ways of providing support and assistance to all the different teams during in-house HQ events.

International IDEA completed the refurbishment of the conference room on the second floor with new curtains, carpets, heating covers and an air conditioning system.

	advanced		delayed
	on track		cancelled

Improvement to the conference room's light and sound system was delayed.

Recruitment of a receptionist has been completed and the successful applicant will begin work in April 2016.

CORPORATE SERVICES

Human Resources

Strategy Development, Planning and Performance Management

1. **Objective (2015–17): Improved policies, procedures and conditions for the recruitment of knowledgeable professionals**

Several key procedures have been reviewed and modernized to take account of the latest developments in human resource management and the needs of the Institute.

In particular, all allowances procedures define the benefits to be attributed to international staff in order to maintain reasonable competitiveness on the international labour market while reducing costs at the same time.

The recruitment procedure also sets out a rigorous recruitment process for all staff at the Institute.

In order to optimize the consistent treatment of staff in all circumstances, all Human Resources (HR) processes and procedures are described in detail in the HR section of the Institute's Operations Manual.

2. **Objective (2015–2017): Enhanced commitment of staff to IDEA's values and mission**

Several institutional training programmes have been developed to enhance staff members' abilities to face present and future challenges in their daily activities, most notably in the fields of management and leadership skills, and fundraising. Management training is followed up by individual managerial coaching for line managers who wish to progress it further.

Thorough training on all administrative matters and compliance requirements has also been organized for support staff in field offices.

Several internal exchanges of staff between headquarters and field offices, and between entities within headquarters, have taken place to increase cross-fertilization and open up opportunities for staff development.

Gender Mainstreaming: Internal Governance, Risk Management and Internal Control

3. **Objective (2015–17): Increased awareness of gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices**

Gender data are now monitored systematically in all recruitment processes in order to guarantee equal access to work opportunities for men and women. Particular attention has been placed in 2015 on gender neutrality in interview questionnaires and gender balance among panellists. Gender-differentiated information on salary distribution is reported regularly to the Gender Committee and made available in the Secretary-General's quarterly reports.

CORPORATE SERVICES

IT

Information and Communication Technology

1. **Objective (2015–2017): Continuous improvement of IT environment and processes across IDEA**

New software has been deployed to carry out all minor updates on PCs automatically.

Bring your own (BYO) device policy and guidelines for mobile phones have been formulated and are in the process of being approved. This solution will effectively manage corporate-issued and BYO devices to protect the Institute's data assets and allow productivity, accessibility and collaboration to happen safely whenever and wherever it benefits the organization. The Communications Department is taking the overall lead on this project, which is on course. Information technology (IT) is playing a crucial role in ensuring appropriate project methodologies and processes are adhered to.

Other key achievements in improving IT processes include the development of monthly time reports, and the Travel Proposal Form and Claim workflow, which are nearly ready for launch.

2. **Objective (2015–2017): Increased utilization of ERP system (Maconomy) Realize and use full functionality of HR module**

International IDEA has reviewed the current deployment of Maconomy with the vendor and what needs to be done to activate more functions in order to increase its use. A roadmap has been prepared. An evaluation process has been initiated for HR products that meet the detailed requirements of the Institute and integrate with the payroll system. Both of these initiatives have budget implications that will have to be discussed and the next steps agreed.

3. **Objective (2015–2017): Improved collaboration and information sharing across the whole Institute**

Secure connectivity remains the key challenge for regional offices. This will require investment in minimum Internet capacity and the installation of firewalls to secure IT assets. This has been a gradual process as the funds become available. The next target offices are Myanmar and Haiti.

advanced   delayed

on track   cancelled

Although the constraints explained above remain, automated business processes are intranet-based and it is therefore important that all staff have access to this application. Field staff are now increasingly able to access applications, Maconomy, the Internet and intranet-based workflows. More processes, such as Monthly Time report and Travel Proposal/Claim form, have been automated. These are now also accessible from mobile devices.

The Institute took a strategic decision that Communications would take on the content management of the intranet in order to improve its use for collaboration and information-sharing.

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KPMG

Auditor's report

To the Council of Member States of International Institute for Democracy and Electoral Assistance, corp. id 902000-0098

Report on the Financial Statements

We have audited the International Institute for Democracy and Electoral Assistance's (International IDEA) financial statements for the year ending 31 December 2015. These financial statements comprise the Statement of Financial Position, the Statement of Financial Performance, the Statement of Cash Flows and the Statement of Changes in Net Assets, as well as a summary of significant accounting policies and other explanatory notes.

Responsibilities of Management for the financial statements

The financial statements of the Institute are prepared in accordance with International Public Sector Accounting Standards (IPSAS). Management's responsibility includes designing, implementing and monitoring internal control relevant to the preparation and fair presentation of the financial statements with no material misstatement, whether due to fraud or errors, as well as establishing reasonable accounting estimates based on the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (International Standards on Auditing - ISA). These standards require that we comply with ethical rules and that we plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit involves performing procedures to obtain evidence in connection with the amounts and disclosures in the financial statements. The procedures selected depend on the judgment of the auditor, and the assessment of the risks that the financial statements contain material misstatements, whether due to fraud or error. While assessing these risks, the auditor considers the internal control in place in the entity in relation to the compilation and preparation of the financial statements in order to define audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide the basis for our audit opinion.

Opinion

In our opinion, the financial statements have been prepared in accordance with the International Public Sector Accounting Standards, and present fairly, in all material respects, the financial position of International IDEA as at 31 December 2015 and its financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards.

Other matters

The audit of the financial statements for year 2014 was performed by another auditor who submitted an auditor's report dated 22 April 2015, with unmodified opinions in the Report on the financial statements.

Stockholm 28 April 2016

KPMG AB

Birgitta Johansson Vognsen
Authorized Public Accountant

Statement of financial performance for the year ended

For the year ended December 31, 2015.

(Thousands of Euros)

Income & Operating Costs	2015	2014
	Total	Total
Income		
Donor Contributions	25,623	22,258
Other Income	20	78
Total Income	*25,643*	*22,336*
Operating Costs		
Contractors	6,716	4,400
Operating Costs	4,968	4,844
Personnel Costs	10,274	10,403
Travel	3,626	2,421
Total Operating Costs	*25,584*	*22,068*
Total Surplus for the Year	**59**	**268**

Statement of Financial Position as at

As of 31 December, 2015 and 2014.

(Thousands of Euros)

Assets	2015	2014
Current Assets		
Cash and cash equivalents	14,041	15,370
Accounts receivables	421	556
Prepayments	5	265
Recoverable staff income tax & social security payments	972	966
Recoverable value added tax	94	64
Other receivables	27	24
Total Current Assets	*15,560*	*17,425*
Non-current assets		
Fixed Assets	42	-
Total non-current assets	*42*	*-*
Total Assets	***15,602***	***17,425***

Liabilities		
Current Liabilities		
Trade Payables and Accruals	1,506	1,577
Deferred Income	2,526	4,352
Personnel Accruals	1,493	1,298
Total current liabilities	*5,525*	*7,227*
Total Liabilities	5,525	7,227

Net Assets	2015	2014
General Reserve	9,018	8,750
Currency Reserve	1,000	1,000
Surplus for the period	59	268
Net Assets	*10,077*	*10,018*
Total Liabilities and Reserves	***15,602***	***17,245***

Analysis of Income - Unrestricted

For the year ended December 31,
2015. (Thousands of Euros)

Donors	Opening Balance	Cash Payments	Exchange rate (loss)/gain on Receivables	Accounts Receivable	Advance Payment	**Total Grants**	Total Grants
			31 Dec 2015				**31 Dec 2014**
Unrestricted Contributions	**712**	**13,460**	**84**	**5**	**0**	**14,261**	13,592
Australia	-	-	-	-	-	-	327
Barbados	-	4	-	-	-	**4**	4
Botswana	-	-	(1)	-	-	**(1)**	(3)
Canada	712	-	(4)	-	-	**708**	658
Chile	-	156	-	-	-	**156**	129
Costa Rica	-	9	-	-	-	**9**	(1)
Dominican Republic	-	-	-	-	-	-	20
Finland	-	1,100	-	-	-	**1,100**	1,000
Germany	-	400	-	-	-	**400**	400
India	-	45	-	-	-	**45**	37
Mauritius	-	9	-	-	-	**9**	7
Mexico	-	91	(3)	-	-	**88**	73
Mongolia	-	-	-	5	-	**5**	4
Namibia	-	-	-	-	-	-	1
Netherlands	-	3,500	-	-	-	**3,500**	3,000
Norway	-	2,499	70	-	-	**2,569**	2,414
Peru	-	8	-	-	-	**8**	20
South Africa	-	19	-	-	-	**19**	17
Spain	-	-	-	-	-	-	25
Sweden	-	4,510	16	-	-	**4,526**	4,798
Switzerland	-	1,108	6	-	-	**1,114**	658
Uruguay	-	2	-	-	-	**2**	4

Restricted contributions for the year ended

For the year ended December 31, 2015.

(Thousands of Euros)

Donors	2015					2014
	Opening Balance	Cash Payments	Receivable	Advance Payment	Total Grants	Total Grants
Restricted Contributions	**3,083**	**10,387**	**416**	**2,526**	**11,361**	8,667
Australia	-	-	-	-	-	27
Australian Agency for International Development	-	-	-	-	-	27
Belgium	-	48	-	-	48	-
Belgian Ministry of Foreign Affairs	-	48	-	-	48	-
Canada	9	73	10	1	91	80
Department of Foreign Affairs, Trade and Development	19	63	10	1	91	37
The International Development Research Centre	10	10	-	0	-	43
European Union	84	4,218	133	1,071	3,196	779
European Commission	84	4,218	133	1,071	3,196	779
Finland	-	-	-	-	-	38
Ministry for Foreign Affairs of Finland	-	-	-	-	-	38
Germany	-	322	-	117	205	-
Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) GmbH	-	322	-	117	205	-
Inter American Development Bank	1	18	-	-	17	-
Inter-American Development Bank	1	18	-	-	17	-
Korea, Republic of	5	191	-	68	118	85
Ministry of Foreign Affairs	5	191	-	68	118	85
Netherlands	7	353	-	19	341	265
Ministry of Foreign Affairs	25	200	-	-	225	175
The Netherlands Institute for Multi-Party Democracy	18	153	-	19	116	90
Norway	2,762	3,391	19	874	5,298	5,230
Norwegian Ministry of Foreign Affairs	2,762	3,391	19	874	5,298	5,230
Organisation of American States - General Secretariat	1	-	1	-	-	-
Organization of American States	1	-	1	-	-	-
Spain	117	62	-	32	147	55
Spanish Agency for International Cooperation	117	62	-	32	147	55
Sweden	387	1,238	-	317	1,308	1,745
Swedish Ministry of Foreign Affairs	9	1,205	-	317	897	992
Swedish International Development Agency	378	33	-	-	411	753

Donors	2015					2014
	Opening Balance	Cash Payments	Receivable	Advance Payment	**Total Grants**	Total Grants
Switzerland	6	21	0	-	15	107
The Swiss Federal Department of Foreign Affairs	6	21	0	-	15	107
United Kingdom	-	2	66	3	65	-
Department for International Development	-	2	66	3	65	-
United Nations	0	17	-	3	14	96
United Nations	0	17	-	3	14	96
USA	104	371	189	16	440	135
US Agency for International Development	54	245	189	-	380	54
The Ford Foundation	50	94	-	16	28	82
US Pact	-	32	-	-	32	-
United States	-	21	-	-	21	-
US Department of States	-	21	-	-	21	-
Nepal	-	32	-	5	27	-
Governance Facility	-	32	-	5	27	-
Other	-	10	-	-	10	25
Other	-	10	-	-	10	25

Budget statement for the year ended

31 December 2015 (Thousands of Euros)	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	**26,666**	**25,643**	**96%**	**24,554**	**26,666**	**2,112**
Member states contribution	15,076	14,995	99%	14,865	15,076	211
Restricted Income	11,570	10,628	92%	9,669	11,570	1,901
Other income	20	20	99%	20	20	-
Expenditures	**26,496**	**25,626**	**97%**	**24,557**	**26,496**	**1,939**
Operational Costs	**24,030**	**23,043**	**96%**	**21,588**	**24,030**	**2,442**
Non-staff Cost	13,150	12,505	95%	11,533	13,150	1,617
Staff Cost	8,019	7,791	97%	7,487	8,019	532
Indirect Cost	2,861	2,747	96%	2,568	2,861	293
Institutional Cost	**3,033**	**3,236**	**107%**	**3,159**	**3,033**	**(126)**
Non-staff Cost	1,439	1,542	107%	1,544	1,439	(105)
Staff Cost	1,594	1,694	106%	1,615	1,594	(21)
Net Programme Support Cost	**(567)**	**(653)**	**115%**	**(190)**	**(567)**	**(377)**
Non-staff Cost	632	1,305	206%	669	632	(36)
Staff Cost	1,662	789	47%	1,709	1,662	(48)
Indirect Cost recovery	(2,861)	(2,747)	96%	(2,568)	(2,861)	(293)
Surplus/(Deficit)	**170**	**17**	**10%**	**(3)**	**170**	**173**
Reconciliation to Statement of Financial Performance						
Fixed asset capitalization		42				
Total Surplus for the Year		**59**				

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