

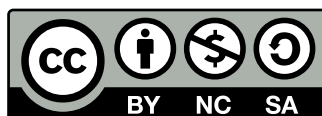


INTERNATIONAL IDEA STRATEGY

At a glance



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WHO WE ARE

MANDATE, VISION AND MISSION

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

International IDEA is an intergovernmental organization (IGO) with an explicit **mandate** to support sustainable democracy worldwide. International IDEA combines a global presence based on a diverse **membership**, a feature that reinforces the legitimacy of its actions.

With its 'think-and-do' approach underpinned by continuous learning, International IDEA combines the role of a global knowledge provider on democracy with country- and region-specific capacity development and advisory support. The Institute has a unique position as the only intergovernmental organization solely dedicated to supporting democracy worldwide with a permanent UN Observer status. Combined with its convening power towards multilateral, national actors, democracy defenders and civil society, International IDEA plays a unique role in harnessing collective global action to champion, defend and advance democracy.

Our Vision

A world in which everyone lives in inclusive and resilient democracies

International IDEA's vision is anchored in the United Nations 2030 Agenda for Sustainable Development. International IDEA believes that democratic principles are core to and important enablers for the realization of the 2030 Agenda. Rule of law; access to justice; accountable and transparent institutions; responsive, inclusive, participatory, and representative decision-making in line with the 'Leave no one behind' principle; and fundamental freedoms are cornerstones to achieve the Sustainable Development Goals (SDGs).

Our Mission

International IDEA advances, promotes and protects sustainable democracy worldwide in consideration of human rights commitments through policy-relevant knowledge, capacity development, advocacy, and the convening of dialogues.

International IDEA considers democracy essential for promoting and guaranteeing human rights, and believes that participation in political life, including government, is part of human rights, proclaimed and guaranteed by international treaties and declarations, as well as the Institute's Statutes.

International IDEA's focus remains support to and advancement of democracy, with the acknowledgement that such progress requires adherence to universal and legally binding human rights commitments. Respect for human rights, democracy, equality, and the rule of law continue to underpin all aspects of the Institute's work.

WHY

THE DEMOCRACY LANDSCAPE

International IDEA's strategic direction and its work respond to key challenges to and opportunities for democracy in the current and emerging democracy landscape.

International IDEA's strategic direction and its work respond to key challenges to and opportunities for democracy in the current and emerging democracy landscape. The democracy landscape in 2022 combines 'traditional' with 'emerging' challenges, including increased disaffection of citizens at democracies' failure to 'deliver', increased polarization of society and distrust in democratic institutions, rising economic inequality and climate change and disinformation. Social media and digital communication technologies have exacerbated existing societal and political polarization, enabling the spread of disinformation.

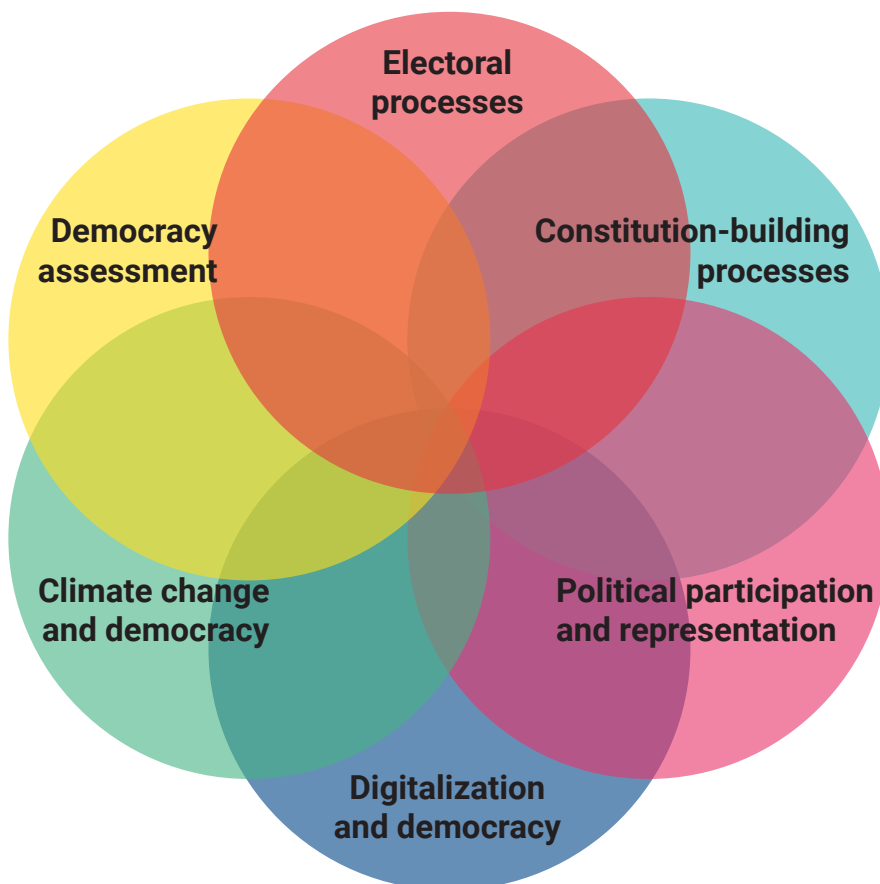
Despite these serious developments, democratic processes and the global legitimacy of democracy have come [a long way](#) over the past 50 years. There is evidence of [broad public support](#) for democracy around the world, including in undemocratic systems. Pro-democracy movements continue to challenge the authoritarian tide from Belarus to Myanmar. Protests over climate change and racial inequality have gone global, despite restrictions on assembly in most countries during the COVID-19 pandemic. These developments indicate support for democratic values globally, particularly among parts of younger generations. Digital technology and access to the Internet enable an unprecedented exchange of information and discourse, connecting democratic actors worldwide.

WHAT WE DO

INTERNATIONAL IDEA'S WORKSTREAMS

To achieve International IDEA's mission, and in pursuit of its vision, International IDEA has defined six workstreams to align with the challenges and opportunities of the democracy landscape and the framework of the 2030 SDG agenda.

International IDEA's workstreams



ELECTORAL PROCESSES

Through the Electoral Processes workstream, International IDEA will support the protection of the integrity of electoral institutions and processes. The focus will be on (a) improving the tools and practices of electoral assistance practitioners; (b) the quality of legal and institutional frameworks, procedures and practices in elections; (c) electoral authorities' capacity to implement their mandate; (d) gender equality and inclusive participation in electoral processes; and (e) the role of civil society, democracy defenders, and the media in ensuring the accountability of electoral institutions and the integrity of the electoral process. International IDEA will build on its convening power to articulate and exemplify options and best practices for electoral reform and regulatory policy.

CONSTITUTION-BUILDING PROCESSES

Through the Constitution-Building Processes workstream, International IDEA will support inclusive democratic constitution-building processes and respect for constitutionalism with the aim of enabling democratic transition and recovery and preventing democratic backsliding or breakdown, in consideration of rule of law and good governance principles. The focus of the workstream will be on (a) constitution-building processes; (b) constitutional design; and (c) contributing to enabling a culture of constitutionalism and raising constitutional awareness.

POLITICAL PARTICIPATION AND REPRESENTATION

Through the Political Participation and Representation workstream, International IDEA will continue to include political parties, political party oversight and party finance, and will take a broader approach to a) produce knowledge and convene dialogues related to new and different forms of political participation and representation, b) provide policy advice and capacity development to parties to help navigate challenges to their roles and changing membership, c) build the capacity of parliaments, and d) enhance the participation of women and youth.

DEMOCRACY ASSESSMENT

Through the Democracy Assessment workstream, International IDEA will produce evidence-based tools, publications, and communication products, including *the Global State of Democracy Indices*, the *Democracy Tracker*, and the *Global State of Democracy Reports*. In addition, current developments impacting on democracy will be systematically monitored and featured on a new Global State of Democracy Platform as a one-stop shop on democracy data and analysis.

CLIMATE CHANGE AND DEMOCRACY

Through the Climate Change and Democracy workstream, International IDEA will support countries to strengthen democratic and inclusive development based on the effective participation in and ownership by people of climate policy agendas by leveraging democracies' inherent advantages and mitigating their shortcomings. Democracies' performance in relation to climate change against democratic attributes will be analyzed as a basis for policy making. The focus will be on (a) democratic innovation to tackle climate change, (b) analyzing the impact of climate change on electoral processes, political participation and constitution-building processes and (c) promoting democratic consensus for effective climate action.

DIGITALIZATION AND DEMOCRACY

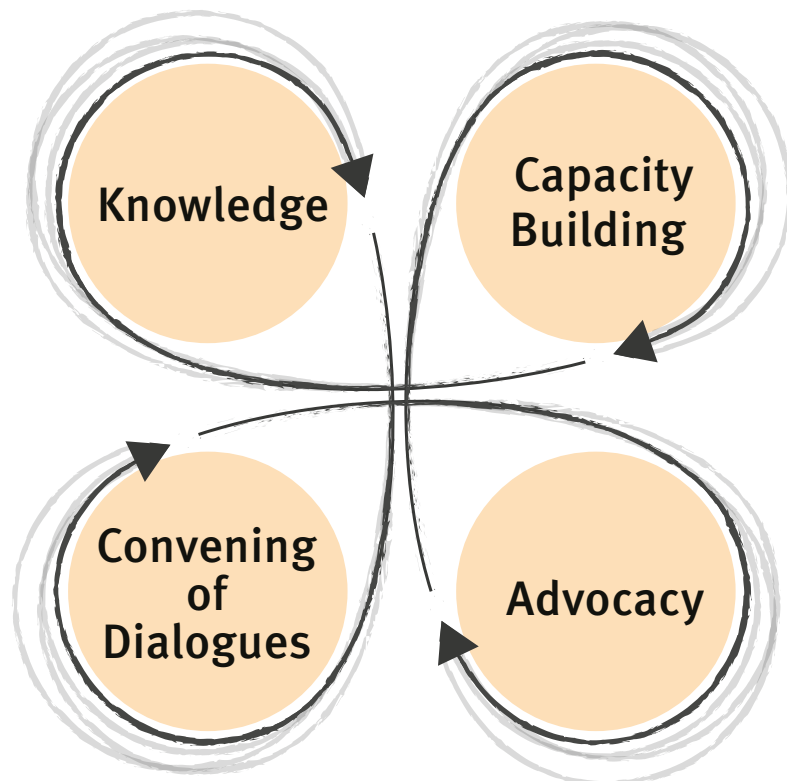
Through the Digitalization and Democracy workstream, International IDEA will take a holistic approach and support democratic institutions and actors in reaping the benefits of digital innovation for governance and oversight and providing them with the analysis and tools to protect and renew democracy by countering digital threats and ensuring digital participation and the protection of fundamental human rights. The Institute will focus on (a) digital innovation, e-governance, digital literacy, and democracy; (b) protecting democratic processes (particularly elections) and institutions in the context of digital transformation and disinformation and (c) ensuring democratic regulation and oversight of the digital online space.

HOW WE WORK

WORKING MODALITIES

International IDEA's working modalities include a virtuous cycle of knowledge production, capacity development, advocacy as well as convening of dialogues. International IDEA's comparative knowledge and research inform its capacity development, and both enable policy influence and advocacy and the convening of dialogues. In turn, capacity development provides valuable lessons from the field for knowledge production and policy influence and advocacy, enabling continuous learning within the Institute.

International IDEA's working modalities



MAINSTREAMING LENSES

International IDEA will mainstream (a) gender and inclusion; (b) conflict sensitivity and (c) environmental protection across all its areas of work.

CRITERIA FOR ENGAGEMENT

International IDEA will work worldwide at a global, regional, and country level. Based on International IDEA's vision of democracy and its status as an inter-governmental organization, in its Strategy the Institute's work will continue to be characterized by an impartial, non-partisan, collaborative, demand-driven and holistic approach to democracy cooperation. International IDEA believes that this approach lays a solid basis for acting as a trusted partner to those leading democratic change at the country level.

International IDEA will work in all democratic countries to counteract challenges to democracy where opportunities exist to remedy democratic erosion and breakdown or improve and advance democracy. Specifically, International IDEA will:

- prioritize countries experiencing visible signs of democratic erosion, including democratic backsliding.¹
- continue to engage in countries experiencing democratic breakdown,² as measured by its Global State of Democracy Indices on a case-by-case basis based on political-economic and risk assessments
- focus on countries that are emerging democracies, choosing opportunities for intervention by conducting stakeholder analysis and identifying pro-democracy target groups.

OPTIMIZING OUR WORK

International IDEA aims to continuously optimize its work and improve its internal operations by:

Assessing impact and increasing our learning capacities

International IDEA will strive to expand its existing monitoring and evaluation capacities beyond its existing structures to better assess how its work and

The Institute's work will continue to be characterized by an impartial, non-partisan, collaborative, demand-driven and holistic approach to democracy cooperation.

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¹ International IDEA uses the term '(modern) democratic backsliding' to describe the gradual and usually intentional weakening of checks on government and civil liberties by democratically elected governments. Democratic backsliding is always used to describe countries that were democratic at the onset of the backsliding episode. Democratic backsliding is a form of democratic erosion.

² The term 'democratic breakdown' is used by International IDEA to describe the movement of a country from democracy to a hybrid regime (partial breakdown) or to a non-democracy (full breakdown).

projects contribute to outcomes that protect and advance democracy as set out in International IDEA's Theory of Change.

Enhancing integrated programming and collaboration within the organization. The global footprint of International IDEA as well as its extensive thematic, regional, and country expertise are substantial assets for the organization. The Institute will nurture a cohesive institutional culture and knowledge management structure, the Institute will encourage co-owned, institute-wide projects led by cross-functional and/or cross-regional teams.

International IDEA will enhance its digital footprint and invest in digital technology and the digital capabilities of its staff, to increase and facilitate internal and external communication and outreach.

Expanding and harnessing our digital footprint

International IDEA will enhance its digital footprint and invest in digital technology and the digital capabilities of its staff, to increase and facilitate internal and external communication and outreach. The Institute will also continue to harness the opportunities available through digital means to develop digital (versions of its) products, thereby increasing (cost) efficiency, visibility, and reach.

Investing in International IDEA's human capital

International IDEA will invest in its staff to attract and maintain talent by offering competitive working conditions, professional development as well as flexible working and residence modalities. The Institute will prioritize and ensure inclusivity, non-discrimination, and diversity in its workforce, including by creating institutional Diversity, Equality and Inclusion goals and an accompanying action plan.

RESOURCE MOBILIZATION

To ensure International IDEA's financial sustainability and to be able to maintain or modestly grow its current levels of core funding, while increasing its amount of restricted funding, the Institute will (a) enhance its monitoring and evaluation systems and results reporting to Member States and other donors, (b) continue to develop and implement cost-effective programmes and improve the transparency of reporting, (c) increase its capacity for resource mobilization and (d) seek to diversify its donor base and grow its ability to manage various funding modalities including 'basket funding' to balance core and restricted funds.

COMMUNICATION AND OUTREACH

To support its mission and help realize its strategic objectives, International IDEA will seek to increase its visibility with an increased focus on creative and digital models as a tool for democracy promotion. In its communication, International IDEA will focus on creating and strengthening ownership of its Member States and donors on the outcomes of International IDEA's work on the state of democracy, democratic reform, and democracy building, highlighting its relevance as an intergovernmental organization and as a credible partner for sustainable democracy.

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WITH WHOM

INTERNATIONAL IDEA'S STAKEHOLDERS

To achieve its strategic objective, International IDEA identifies three groups of stakeholders, depending on their interest in the organization and their willingness to engage to advance democracy.

1. **Governance actors.** Stakeholders in this group include International IDEA Member States, the Steering Committee, the Finance and Audit Committee, the Institute's Board of Advisers, donors, and the Secretariat.
2. **Target groups.**³ This group include civil society organizations, media, political parties (including opposition), parliaments (supranational, national, and sub-national), electoral management bodies, constitution making bodies, oversight agencies, governments (including in exile), regional organizations, and the judiciary.
3. **Strategic Partners.** International IDEA's partners include professional networks, peer organizations, civil society organizations, multilateral organizations (e.g. EU, AU and UN).



³ In its results framework, International IDEA calls target groups boundary partners which are defined as institutions and actors which the Institute interacts with, and thus influences directly. The purpose of interacting with boundary partners is to inspire and support them to adopt more democratic behaviours, relationships, and practices.



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