
**STRATEGY
2011-2013**

**POLITICAL
PARTIES IN A
DEMOCRATIC
CULTURE**

DIPD

DANISH INSTITUTE FOR
PARTIES AND DEMOCRACY

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Foreword

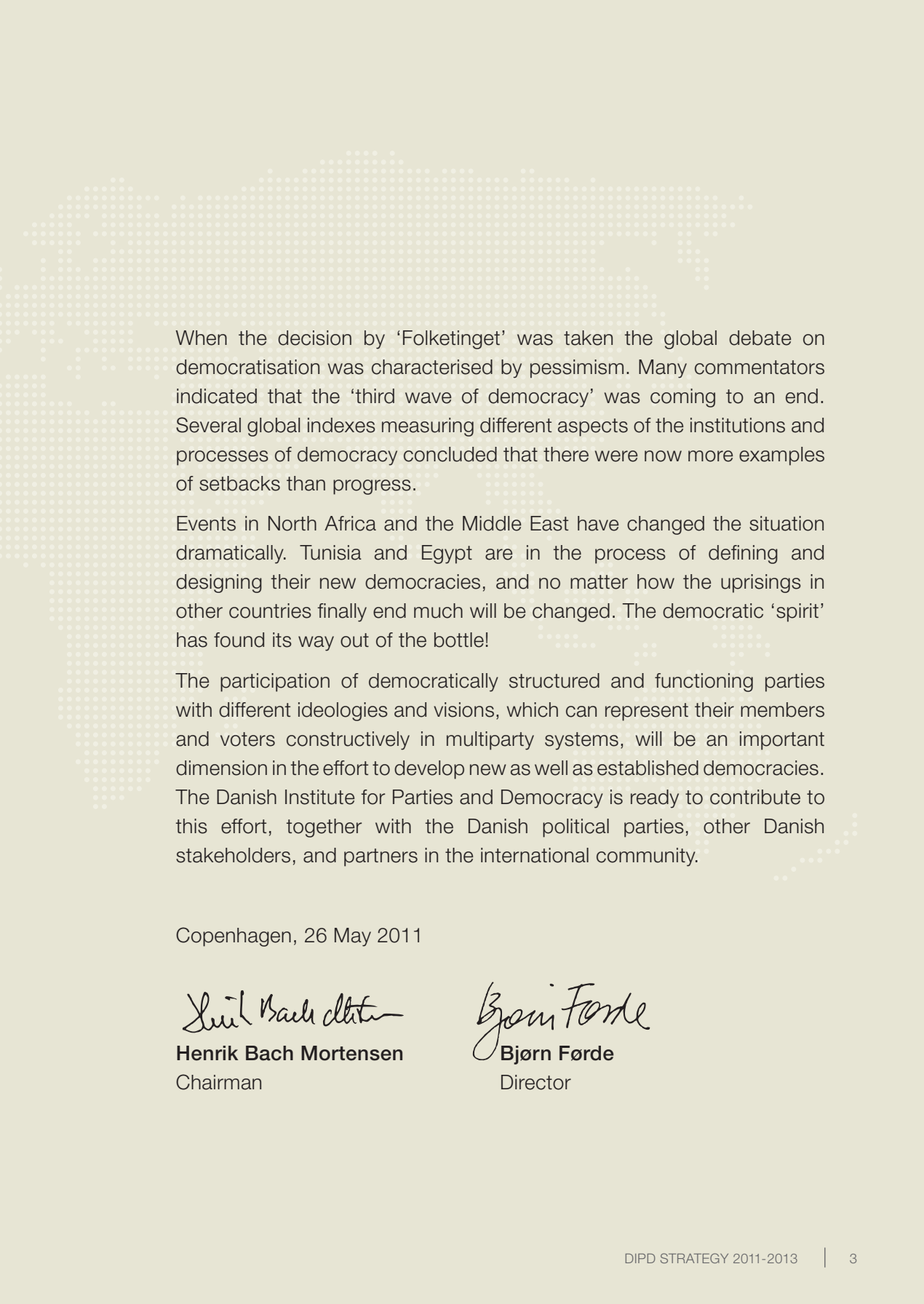


The decision by the Danish parliament 'Folketinget' on 26 May 2010 to establish the Danish Institute for Parties and Democracy has provided Denmark with an additional instrument in the tool box which can be used to support locally driven efforts to develop, strengthen and consolidate democracy in a number of developing countries. This is an important and necessary task, which the new Institute will do its best to deliver on.

But we also recognize that this is a challenging task. It has been emphasized in both the international and the Danish debate that there are few convincing examples of successful support for political parties and multiparty systems, and many activities are implemented without the necessary analysis, without the necessary realism, and without local anchoring and ownership.

In developing this strategy, the Board has therefore tried to keep a sharp focus on the experiences and lessons learnt, and we have made an effort in defining our principles while remembering the experiences of the past. This is not in itself a guarantee for success, but we believe that it provides the Institute with a solid and realistic point of departure for our work.

Among the many lessons learnt we would like to emphasize that it is neither possible to export nor to import a particular form of democracy, but through dialogue and solid partnerships it is possible to support and strengthen democratic reforms and processes initiated by citizens themselves. The Institute will therefore not provide a tool box with ready made solutions for democratisation and party development. But we believe that Danish experiences can be useful if communicated with humility and in an open atmosphere.



When the decision by ‘Folketinget’ was taken the global debate on democratisation was characterised by pessimism. Many commentators indicated that the ‘third wave of democracy’ was coming to an end. Several global indexes measuring different aspects of the institutions and processes of democracy concluded that there were now more examples of setbacks than progress.

Events in North Africa and the Middle East have changed the situation dramatically. Tunisia and Egypt are in the process of defining and designing their new democracies, and no matter how the uprisings in other countries finally end much will be changed. The democratic ‘spirit’ has found its way out of the bottle!

The participation of democratically structured and functioning parties with different ideologies and visions, which can represent their members and voters constructively in multiparty systems, will be an important dimension in the effort to develop new as well as established democracies. The Danish Institute for Parties and Democracy is ready to contribute to this effort, together with the Danish political parties, other Danish stakeholders, and partners in the international community.

Copenhagen, 26 May 2011



Henrik Bach Mortensen
Chairman



Bjørn Førde
Director



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1 | The vision

The vision of the Danish Institute for Parties and Democracy is to contribute to the development of effective political parties and well-functioning multiparty systems as key elements in a democratic culture, thus ensuring citizens in developing countries the freedom and human development to which they have a right.

Surveys indicate that a sizeable majority of citizens throughout the developing countries of the world, young as well as old, women as well as men, poor as well as rich, prefer living in a society with free access to information, the right to organise in political parties, the right to participate in free elections and respect for human rights.

No single democratic institution or any one specific democratic process is decisive in itself. The establishment of a well-functioning parliament with clear rules of play is one important element. The election system and holding of free elections under the leadership of an independent commission are similarly important, as is the existence of the rule of law. Additionally important are independent media that can ensure citizens the necessary information and organisations in civil society that can set agendas.

But political parties are also important democratic institutions. Through dialogue with their members and the voters, they articulate various visions of how society should be shaped and how resources should be utilised, and through elections they periodically contribute to channelling the wishes and priorities of the citizens and voters forward to decisions in parliament and government. Effective democratic parties and well-functioning multiparty systems also contribute to peaceful solutions to the conflicts and contradictions that characterise every society.

The democracy support of the international community has tended to focus on support for parliaments, elections, systems of justice, independent media, public administration reforms, decentralisation and strengthening civil society. Support for political parties has been considered to be much too political and thus much too sensitive. But recognising that an effort in this area may be political, sensitive and challenging does not change the fact that it is both important and necessary.

Denmark's contribution in the field of development is robust and recognised. Efforts regarding social and economic conditions go hand in hand with support for governance and democracy, based on respect for the fundamental liberties and human rights. This is the platform on which the DIPD will base its work when supporting the development of well-functioning political parties and multiparty systems.



2 | The mandate

As an independent institution, the Danish Institute for Parties and Democracy is to contribute to Denmark's democratisation efforts by actively involving Danish political parties, other Danish stakeholders and international partners in the support for political parties and multiparty systems in a number of selected developing countries.

According to the wording of the Act, the purpose of establishing an independent Danish Institute for Parties and Democracy is to further Danish democracy assistance in a number of developing countries, including to strengthen a democratic culture, political parties and multiparty systems in particular.

The Institute is to carry out its mission by involving the parties in the Danish Parliament 'Folketinget' in the democracy cooperation, by establishing direct forms of cooperation between Danish and foreign politicians based on a cross and multi-political platform, and by giving the Danish parties an opportunity for individually providing direct support to parties.

The legal framework

The institute's mandate is laid down in Act no. 530 of 26 May 2010. According to the Act, the DIPD is to strive to achieve its purpose in a variety of ways: by supporting party cooperation and building up democratic parties in developing countries; by supporting independent media, think tanks and non-governmental political organisations in developing countries whose purpose is to further the development of a democratic political culture and multiparty systems in developing countries; by entering into cooperation agreements with local partners in developing countries; and through cooperation with international multiparty support institutions and other international partners.

The Act thus provides the DIPD with a mandate both to undertake activities that include cooperation and partnerships directly between a Danish party and a party in a developing country as well as activities that involve a number of political parties and multiparty systems in developing countries and Danish political parties along with other Danish organisations.

Moreover, emphasis is placed on having the Institute establish partnerships with other key stakeholders in the international work on political parties and multiparty systems.

Sister party cooperation

Half of the Institute's project funds are to be used for what is described with a broad term as 'sister party support'. In practice, this will generally refer to cooperation between an individual political party in Denmark on the one hand and parties, party-like groupings and movements in developing countries on the other hand.

In some cases, the fact that cooperation is taking place between 'sister parties' will mean that the parties, broadly defined, have a common ideological standpoint, e.g. that they are based on a liberal, conservative, social-democratic, socialist or similar foundation. However, considering that the parties operate in different environments and under different conditions, the sister dimension will not necessarily mean that the policies of the parties in specific areas are the same.

There will also be cases in which the sister aspect is of a somewhat looser nature. This can typically be the situation in countries where new parties are established following a conflict or following a major upheaval of a political or social nature. In such cases, a political party may stem from a movement that has participated in the upheaval and establishes itself as an actual political party in connection with the preparations for a future general election.

Many Danish political parties have experience in this field from the collaborations and partnerships that were established in Eastern Europe and the Balkans with support from the 'Democracy Fund' in the wake of the fall of the Berlin Wall. Lessons learnt from that time demonstrate that it was not always simple to define a sister party.

Everything indicates that Danish political parties will face a similar challenge in regions such as Asia, Africa, Latin America and the Middle East. The Institute will remain pragmatic and realistic in the face of this challenge, and ultimately it will always be each political party's own assessment of the 'sister party' that is decisive.

Multiparty cooperation

The other half of the Institute's project funds are to be used to support cross-political projects where the intention is to contribute to the development of pluralistic party systems, or what in everyday language are called 'multiparty systems'. This field does not involve the same challenges as described in the cooperation with 'sister parties', but there are other aspects which require careful consideration.

Cross-political projects will often involve all or the majority of the political parties represented in parliament and occasionally also all or the majority of the parties that field candidates for election without getting elected. This may include capacity support in particular areas for all parties, dialogue between parties concerning guidelines for party behaviour during an election, discussions between parties about constitutional amendments that concern political parties, cooperation on specific legislation in parliament, etc.

However, cross-political initiatives may also include a range of other stakeholders, like non-governmental organisations that involve political parties in their work, media platforms such as newspapers, local radio stations and TV stations, and think tanks that carry out analyses of the parties' policies and behaviour.

Through dialogue with the parties about policy development in concrete areas of importance for the country's development, ways of strengthening women's participation in the work of the parties, and the parties' work at the local level in districts and provinces, this range of stakeholders can constructively contribute to building up a well-functioning multiparty system.

Local and international partnerships

Regardless of whether the Institute's activities include sister party or multiparty cooperation, the basis for the cooperation will be a cooperation agreement that precisely outlines the background for the cooperation, the overarching strategic objective of the activities, duties and rights agreed on for the partners in the cooperation, as well as matters of a formal and legal nature.

As a rule, the prerequisite for a robust cooperation agreement will be that it is the result of equality in the cooperation and thorough dialogue. For example, the agreement should be an expression of what the local partner in the developing country itself thinks it needs, rather than what the Danish partner believes the partner needs. Similarly, the agreement must be a realistic expression of what the Danish partner's experience and capacity allow in the way of possibilities for providing support, rather than what they may theoretically like to support.

Even though the process and the content for formulating cooperation agreements will follow the guidelines established by the Institute, it is to be expected that variations will occur from partner to partner and from country to country.

For example, Danish political parties that already participate in institutionalised international cooperation will be able to take advantage of existing routines and experience. Political parties that do not have access to existing networks will naturally have a more complicated point of departure. In developing countries that have extremely restrictive legislation or practices concerning capacity support for political parties, it will also be more difficult to establish formal cooperation agreements than will be the case in countries where there is a long tradition of and openness regarding this type of cooperation.

Cooperation agreements on support for multiparty systems will vary greatly. In some cases an agreement will be entered into directly with a group of parties, for example all the parties which are represented in the parliament; in other cases the agreement will be entered into with a local institute or think tank that all the political parties concerned are confident can function as a 'middle man' or facilitator.

Added to this is the particular nature of cooperation agreements with international partners. They may be agreements with our sister institutes on strategic cooperation in selected developing countries where the Institute and the Danish parties provide a small part of a major programme. They may also be cooperation agreements with international organisations in which the Institute is only one of many partners.



3 | The principles

The Danish Institute for Parties and Democracy wants to ensure the greatest possible relevance, quality, impact and sustainability in its activities. This will be accomplished by building on principles and methods that have been developed through many years of Danish and international development cooperation.

In order to ensure quality and sustainability in the Institute's work, it is necessary to build on the lessons that have been learnt through many decades of Danish and international development cooperation in general and the work in the fields of democracy and parties in particular. Many of these lessons are also embodied in "Freedom from Poverty – Freedom to Change", which is the overarching strategy for Denmark's development cooperation.

Focus on capacity development

With regard to both sister party support and support for multiparty systems, the focus should be on supporting the cooperation partners' capacity in the areas where the foreign partner has defined a need and where the Danish partner can provide the relevant knowledge. It may be capacity at a personal level for the people that play a key role in the party and the party system; however, it must primarily be a capacity that will benefit the party's organisation or the party system as a whole.

Far from all political parties in developing countries can be described as weak. Many of them have an organisation similar to those that characterise the political parties in Denmark – with paying members, national, regional and local branches, a youth organisation, rules for standing candidates for both local and general elections, along with many other similarities. However, the majority of parties are often held together by a single charismatic leader, do not have a clear, documented party programme, have their base in a specific region or are built on an ethnic grouping, and follow democratic processes and procedures internally in the party only to a very limited extent.

It is therefore not very peculiar that efforts have often focused on the capacity and will to improve internal democracy, formulate a party programme, provide information to members, plan an election campaign, communicate with the electorate – just to name some of the most typical focus areas. Additionally, there are initiatives that involve the party system as a whole, e.g. concerning joint rules for state support and

private contributions to the parties, rules for how to act towards each other during an election campaign, and rules for how the media are to cover elections.

Thematically, the focus may also be on, for example, combating corruption, the role of young people in political parties, the role and participation of women in political party work, or the work of the parties in the parliament. As a rule, the efforts will focus on the political parties, but in many cases it will also be necessary and effective to involve other stakeholders. It may be the media, including newspapers, radio and TV stations; women's organisations in civil society; the parliament as an institution; academic think tanks that contribute with systematic knowledge and analysis; the independent electoral commission; or it may be other civil society organisations that focus on popular participation and mobilisation.

Long-term sustainability

Consideration of long-term sustainability is important in all development cooperation and is no less important when it involves political parties, party systems and a democratic culture. Ultimately, the goal of a political party is to convince the voters that compared with the other parties, they have better solutions to the wishes, expectations and aspirations expressed by the voters. Thus, indirectly, developing the various capacities of the party is ultimately to be used to ensuring the road to political power and influence.

It is not easy to ensure sustainability. Training a number of members in the party's various branches can ultimately be undermined by the most capable members seeking more lucrative positions elsewhere, or a new leadership may decide for various reasons that a number of the members who have been involved in a project are no longer to play a key role. Moreover, regardless of which beneficial capacities a party has developed through a partnership, it risks losing an election and sliding into oblivion.

The Institute does not seek unrealistic guarantees for sustainability. However, when carrying out a collaboration it is necessary to consider what needs to be kept in mind in order to make the long-term organisational and institutional capacity development as durable as possible. One lesson learnt in this regard is that very short-term interventions rarely will be able to make a major impact.

Local anchoring, ownership and coordination

Evaluations of assistance activities indicate that local anchoring and local ownership are necessary prerequisites for success. Efforts that do not reflect a realistic understanding and recognition of the needs that the citizens and public authorities feel to be crucial and that do not involve these same citizens and authorities in designing, planning and implementing the activity will generally not lead to the desired results and will, moreover, not be sustainable after the conclusion of the partnership.

This is the background for the so-called 'Paris Declaration' from 2005, which is an expression of a political understanding between recipients and providers of development assistance. The intention is to make development assistance more

effective. This is to be achieved for example by increasing the recipient country's responsibility for and ownership of its own development process, by aligning the donors' administrative procedures for assistance to the administrative systems of the recipient country and by harmonising donor rules and procedures and agreeing on an international division of labour regarding the selection of recipient countries and sectors.

The nature of the work of providing support for political parties is altogether special. However, there is no reason to assume that the general experience regarding anchoring and ownership does not play a crucial role in this area as well. In all its activities, the Institute will therefore ensure – through dialogue with applicants, through preliminary studies and through the project formulation itself – that the local anchoring is real and that the partner in the developing country is ready to assume the necessary ownership and leadership in carrying out the activities.

The majority of the stakeholders within the section of the democracy field in which the DIPD is to operate are not signatories to the Paris Declaration, and the same 'rules of the game' therefore do not exist in this area. However, the debate about joint principles was started in 2010 within the OECD, and it is very much a process that the Institute will follow and offer active support to.

Interaction with other Danish efforts

Danish development cooperation includes a long range of initiatives in a number of selected countries in Latin America, Asia, the Middle East and Africa, with the primary focus being on Africa. The initiatives are subject to strategies that describe how the overarching Danish development policy objectives are to be achieved. In the individual partner countries, the concrete initiatives are the result of long-term dialogue with the government, public authorities and other stakeholders, within the framework of the country's own development plan.

As described in the Danish strategy "Freedom from Poverty – Freedom to Change", furthering democracy and human rights is a core priority of Danish development cooperation. Throughout two decades, a significant portion of Danish development assistance has been used to support measures that further democracy – for example constitutional development, parliaments, combating corruption, promoting gender equality and establishing independent media.

Such initiatives are carried out because it is a goal in itself that countries have the will and capacity to uphold human rights, ensure a sensible use of the country's resources by minimising corruption, involve the civil society in decisions about the country's development, etc. However, they are also carried out because such efforts may be the precondition for ensuring that efforts in the social and economic spheres have the desired effect.

Efforts involving democratisation and human rights are of a more sensitive nature than efforts in other areas, and efforts involving political parties and party systems will often be of a particularly sensitive nature. Even though the DIPD is an independent institution, in specific cases it will be necessary to take other Danish democracy initiatives into account, especially in the preparatory work, but often also during implementation.

Selection of partner countries

According to the explanatory notes to the Act, the Institute's activities in the first three years are expected to focus on a small group of Denmark's traditional partner countries where a Danish development effort has already been made. In these countries Denmark already possesses an understanding of the political context and experience with development cooperation, making it possible to achieve complementarity between the Institute's efforts and other activities.

With regard to partnerships involving sister parties, there is a need to adopt a pragmatic as well as opportunistic approach, especially in the initial phase. For some parties, it will not be difficult to establish partnerships in the familiar Danish partner countries. For others it may be more appropriate to start up at the point where the party has already achieved a certain amount of knowledge of and acquaintance with possible partners. This dictates that the definition of the partner countries must be flexible to start with.

In terms of cross-political partnerships, all things being equal, it will be easier to focus on a small number of countries within the group of traditional Danish partner countries. However, there may be reasons for flexibility in these cases as well. The most recent wave of democracy allows for new situations and opportunities that were not apparent when preparations for the Institute were underway. Moreover, through cooperation with international stakeholders in the field of political parties, opportunities may become apparent in countries where Denmark has not traditionally been involved but where particular Danish competences may prove beneficial and valuable.

Ultimately, it is the prerogative of the Board to make decisions on the selection of countries. It is therefore crucial that in each case a thorough review is made to determine if and how the Institute can make a difference.

Analyses and a willingness to take risks

The institutions that participate in international development cooperation have recognised that sustainable capacity development does not come from an uncritical transfer of 'our' knowledge and experience to societies whose history and other conditions deviate from our own. Local anchoring, local ownership and local knowledge are therefore absolutely essential.

In drawing up projects, the Institute must ensure that the objectives that are formulated are based on a realistic understanding of the reality in which the project is to operate. Recognising that it is not realistic to expect that every party or other stakeholder will be able to carry out a thorough, independent analysis, the Institute's secretariat must contribute in various ways – through websites, project consultancy and courses – to ensuring that this occurs to the necessary extent.

At the same time, this is, on an equal basis with other aspects of democracy support, an area that by its very nature contains more challenging elements of risk than is the case when a road is being built or a hospital is being planned. The Institute must therefore accept a high level of risk. At the same time, thorough preparatory work will contribute to reducing these risks.

Clear goals and measurable indicators

The criticism of the previous work on support to political parties in developing countries often points to the fact that it is difficult to obtain clear documentation for what the result of the effort has been. It is often also unclear how the preparation for the effort has taken place, precisely which objectives and indicators have been established, and to what extent the efforts have subsequently been evaluated.

The requirements set out for the Institute's work in this area will be the same as are currently imposed on other parts of Danish development assistance. It must be possible to document the results better, and this therefore requires that the preparations for a project are thorough with respect to the point of departure for the effort, the objectives of the effort, formulating indicators that can measure the results of the effort and, at a broader level, how an effort impacts the development of the society in general.

An increased focus on goals and indicators is not in itself a guarantee for success. However, it can decisively contribute to ensuring that the effort is more realistic, and it is precisely this lack of realism in the work with political parties in developing countries that has often been mentioned as a problem.

Many of the Institute's efforts will be relatively small, and a comprehensive job of defining goals and formulating indicators may seem overwhelming. However, in reality it is particularly the small efforts that can benefit from this focus because with limited resources it becomes absolutely crucial that the effort is not spread too thinly.



PRESIDENTE

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4 | The lessons learnt

The Danish Institute for Parties and Democracy is not starting its work in a vacuum. The work of other institutes in this field indicates that the gap between visions and results can be very large. Our efforts must therefore learn from previous experience, both good and bad.

The DIPD is beginning its activities at a point in time when the previous experience with support for political parties and party systems is being vigorously debated. Foundations, organisations and institutes in other countries have worked in this field for decades, and evaluations of projects and programmes indicate that there has been a large gap between the objectives and the results that have actually been achieved. This is the reality in which the Institute must operate.

The waves of democracy

There are far more countries in the world today with a formal democratic system than was the case when the ‘third wave of democracy’ started in the 1970s. At that time, the world first experienced how authoritarian regimes in Portugal, Spain and Greece collapsed and then how the thirst for democracy spread to Latin America. The wave subsequently continued to, among other places, the Soviet Union and the former Eastern Europe.

In the middle of the 1980s, two out of five states were democratic; in the middle of the 1990s, after the fall of the Berlin Wall, three out of five states had established democratic institutions and processes. In this period, approximately 90 countries were born as new democracies. Regardless of all the weaknesses that can rightly be pointed out, there is no denying that this period represents the largest democratic transformation in history.

Since the third wave of democracy peaked in the middle of the 1990s, we have experienced stagnation and setbacks. The introduction of formal democratic institutions does not always rest on a strong democratic culture. In practice, this means that the citizens actually lack the influence on societal development that democratic institutions and processes should guarantee.

Events in North Africa and the Middle East in the beginning of 2011 demonstrate that it would be premature to declare the third wave of democracy dead and buried. Perhaps events in the coming years will prove that the Jasmine revolution in Tunisia,

the uprising in Tahrir Square in Cairo, and the demonstrations and revolts in Libya, Bahrain, Yemen, Syria and many other countries were the start of a new, fourth wave of democracy in which the participation of young activists and the use of new social media played a crucial role.

Today it is doubtful whether there is a single bilateral or multilateral donor that does not have some kind of policy and strategy for their work in support of governance, good governance, democratic governance or simply 'democratisation'. For certain donors, the effort in this area has grown to become a significant part of the overall development assistance.

For some organisations, the effort in this area is seen solely as a tool or a lever for the effort in the economic and social arenas. For others, the effort is both a means of achieving the overarching objective of combating poverty and a goal in itself – with reference to the universal human rights, the right to assembly and expression, to participate in free elections, gender equality, freedom from discrimination based on social, ethnic, religious or other affiliations.

Conclusions on the various roads to development that different countries have taken are not immediately obvious. Nor do recent events in the Middle East and North Africa provide a foundation to draw final conclusions, apart from the obvious conclusion that the fundamental and universal democratic principles embedded in the UN system's conventions and resolutions apparently appeal to far more people in extremely different cultures and situations than critics have often been willing to admit. The universal strength of the principles has thus been enhanced, and that is also an important starting point for the work with political parties.

However, another conclusion is also important: That it is still not possible to export a specific form of democracy; nor has it been possible to import a specific form of democracy. However, through dialogue and equal partnerships, it is possible to contribute to supporting those democratic reforms and processes that countries and citizens themselves decide on.

DIPD therefore has no intention of travelling around the world with a ready made tool kit of solutions for democratisation and party development. But we believe that certain Danish experiences can be useful, in particular if they are communicated with humility and in an open dialogue with our partners.

The global debate about party support

Experience indicates that anchoring a democracy requires, among many other things, also enhancing multiparty systems, within the framework of which responsible and robust parties can develop. Popularly elected members of political parties play a special role as the formal representatives and voice of the people in the parliaments of the countries, where they comprise the foundation for both the executive and the legislative powers. Opposition parties represented in parliaments constitute, moreover, an important accountability function in regard to the executive power.

There is not great disagreement about this. On the other hand, many observers are uncertain as to what extent it is possible for external stakeholders to contribute to the development of democratic political parties and party systems. This is made clear by a number of studies.

The studies point out, for example, that it is difficult to find examples of any fundamentally transformative effects of the support that has been provided; that there are actually examples of a number of small and medium-sized changes in the behaviour of political parties as a result of the support they have received; that the expectations as to what support can achieve are generally too unrealistic; that support for political parties, besides being a 'victim' of the challenges all assistance for democracy and governance face, is also considered to be incredibly sensitive territory; that far too much of the support has taken its point of departure in blue-print templates; and that that the projects have been based on weak theories about how change occurs.

However, it is also emphasised that changes have occurred that have led to improvements. Moreover, it is suggested that a number of shared principles could contribute additionally to reducing a certain amount of the sensitivity that is felt in both the donor and the recipient countries.

The DIPD is beginning its work at a time when there is intense debate about the role of political parties in the development and democracy processes and about how external stakeholders are able to play a constructive role in a meaningful way. It is an international debate that the Institute will both keep itself informed about as well as contribute actively to, and it also is a debate in which the Institute will involve other Danish stakeholders.

Key international stakeholders

The work involving party support is a relatively specialised field within the overall democracy assistance. Traditionally, the field has been dominated by a small number of bilateral donors along with organisations with ties to Western political parties. In the last couple of decades, the picture has changed somewhat, and the range of institutions working with political parties as a part of their overall democracy profile has grown. The Institute will work closely together with a number of these organisations.

A natural cooperation partner will be the recognised International Institute for Democracy and Electoral Assistance, which has its headquarters in Stockholm and is represented on the Institute's Board of Directors. This also applies to the UN organisation United Nations Development Programme, which has a presence in around 140 countries. Additionally, there is the Netherlands Institute for Multiparty Democracy, which is led by a coalition of political parties and is thus similar to the DIPD in a number of ways. The same is also true for the Finish institute Political Parties of Finland for Democracy.

In Germany there are foundations connected to all the major political parties; this is also the case in the USA and the United Kingdom, and in Sweden a great deal of money from the state is channelled through the international secretariats of the individual political parties. The majority of these organisations are involved with much more than support for political parties. There are also a number of private institutions that are involved with political parties and especially the role of the party system in various contexts. The Carnegie Endowment for International Peace and The Carter Center in the USA are examples of such institutions.

Finally, it must be mentioned that groups of political parties at the international level have created platforms for cooperation, including cooperation on capacity development of political parties.



5 | The goals and targets

The Danish Institute for Parties and Democracy will carry out initiatives to support political parties, multiparty systems and a democratic culture in selected developing countries. Together, these efforts will make the Institute a relevant and respected stakeholder when it comes to Danish support for democracy.

The DIPD will conduct partnership-based activities that include support for sister parties and multiparty systems in developing countries in Africa, Asia, Latin America and the Middle East. These activities will involve Danish political parties as well as other Danish stakeholders possessing special competences within fields such as the media, young people, elections, gender, human rights and civil society. Moreover, the Institute will participate in activities in cooperation with international organisations that have specialised in support for political parties.

The specific goals and indicators mentioned under the five areas of support are primarily defined at the activity level. However, the intention is that achievements in the five support areas overall are expected to have a longer-term impact, which can be measured as part of future evaluations.

Support for sister parties

In the strategy period, the Institute will work to ensure that all Danish parties that want to, each establish at least one partnership with a sister party with a focus on strengthening the sister party's capacity within one or more clearly defined areas.

This overarching objective will be achieved taking the following specific objectives and indicators into consideration:

- **Before the end of 2011, half of the parties will either have completed preparations for or launched their first partnership.**
- **Before the end of 2012, all the parties that want to participate will have entered into a cooperation agreement with a sister party.**
- **By the end of 2013, it will be possible to conduct an evaluation of at least one partnership from each of the political parties participating.**
- **At least half of the total number of partnerships will visibly contribute to increasing women's participation in the work of the political parties.**

Support for multiparty systems

In the strategy period, the Institute will actively contribute to the development and/or strengthening and consolidation of well-functioning democratic multiparty systems in countries in Africa, Asia, Latin America and the Middle East where special Danish resources and experience exist, allowing the Institute to make a difference.

This overarching objective will be achieved taking the following specific objectives and indicators into consideration:

- **Priority will be given to initiatives that complement or directly cooperate with other Danish efforts involving democratisation.**
- **Initiatives where support for multiparty systems can contribute to strengthening Danish parties' partnerships with sister parties will receive high priority.**
- **Efforts will be made to ensure that activities in particularly sensitive situations are conducted in cooperation with other international institutes and stakeholders in the field of political parties.**

Other Danish stakeholders

In the strategy period, the Institute will support partnerships carried out by Danish stakeholders with strong competences within capacity development of thematic areas such as young people, the media, elections, parliaments, gender, human rights and civil society.

This overarching objective will be achieved taking the following specific objectives and indicators into consideration:

- **Before the end of 2012, at least three projects or partnerships must be launched within some of the areas mentioned.**
- **All partnerships must contain aspects that target the special conditions for women and their participation in a democratic culture.**
- **All partnerships must involve cooperation with local institutions, which will ensure local anchoring and sustainability.**

International partnerships

In the strategy period, the Institute will position itself as a credible participant in international partnerships and consortiums, with a special focus on initiatives that aim to develop new ways of providing effective support for the development of democratic multiparty systems in a democratic culture.

This overarching objective will be achieved taking the following specific objectives and indicators into consideration:

- **In the period 2011-2013, the DIPD must be part of at least one major concrete initiative every year in cooperation with one or more foreign institutes.**

- **Besides economic support for international partnerships, the Institute's participation is to contribute with manifest Danish competences.**
- **A special effort is to be made to contribute to partnerships that focus on the capacity development of institutes or think tanks in developing countries.**
- **In the strategy period, emphasis is to be given to being part of at least one project and partnership with a regional perspective.**

Information

In the strategy period, the Institute will undertake a number of initiatives whose purpose is to inform the general public about the role of political parties and multiparty systems in the development process as well as to contribute to positioning the work with political parties as a recognised and respected part of Denmark's support to democracy.

This overarching objective will be achieved taking the following specific objectives and indicators into consideration:

- **As soon as possible in 2011, the Institute will establish an English language website that will provide information in part about our own activities but also about the activities of our partners.**
- **The Institute will hold an annual 'Christiansborg DIPD Seminar' with a focus on the Nordic cooperation partners and their partners.**
- **The Institute will take the initiative of holding quarterly mini-seminars in order to cast light on special aspects of the work on party support.**
- **Background analyses of parties and party systems in the Institute's partner countries are to involve the institutes and think tanks in developing countries to a great extent.**



6 | The organisation

As a new institution, the Danish Institute for Parties and Democracy faces major challenges which will require ongoing development and modification in the first three-year strategy period and close cooperation between the Board of Directors and the secretariat concurrently with the implementation of concrete initiatives.

The DIPD is established as an independent institution through a decision in the Danish Parliament 'Folketinget', and with backing from a large majority of the Danish political parties. The Board of Directors is comprised of representatives from the Danish political parties supplemented by persons designated by various relevant environments in Danish society. This combination of affiliations and experience gives the Institute a strong foundation for developing a new and important area in the overall Danish development cooperation with countries in various parts of the world.

The structure

The Institute is an autonomous and independent institution led by a Board of Directors consisting of 15 members, with 9 members appointed by the parties of 'Folketinget', 2 by the Danish Youth Council, 1 by the Danish NGO Forum, 1 by the Danish Rectors' Conference, 1 by the Danish Centre for International Studies and Human Rights, and 1 member is appointed directly by the Minister for Development Cooperation.

The Board makes decisions on all important questions about the Institute's professional field of work, economy and administration, while the day-to-day leadership is assumed by a Director.

The Board determines the Institute's overarching strategy and approach to the efforts. At the same time, it is the Board that formulates guidelines for approving project proposals, including the criteria for selecting organisations and activities worthy of support. Moreover, the Board makes decisions in all cases involving grants to project activities.

The secretariat of the Institute is still being put together, and it is expected that in the course of 2011 an additional couple of staff members will be employed so that the staff in the secretariat, including the Director, totals 4 and a half full time positions. The role of the secretariat is first and foremost to ensure the professional and administrative capacity in connection with planning and implementation of activities.

The Institute has entered into a cooperation agreement with the Danish Centre for International Studies and Human Rights regarding offices and administrative support. This location provides the Institute with easy access to develop dialogue and cooperation with the researchers at the two institutes, and this will contribute to the development of the areas of the Institute.

The economy

The Institute is financed by way of a three-year appropriation totalling DKK 75 million through the Danish Ministry of Foreign Affairs' framework for development assistance. The appropriation covers both the Institute's running costs and the financing of the projects.

A great amount of attention is given to setting the Institute's budgets in order to ensure that the Institute's funds are spent in a prudent way. This applies to both the Institute's operations budget and the project budgets. All in all, a prudent view is adopted regarding cost effectiveness so that there is a reasonable correlation between the activities and the related expenditures.

The Institute will ensure that a secure and reliable accounting system is maintained in accordance with good bookkeeping and accountancy practices and that the economic-administrative procedures are satisfactory. The Institute submits overall annual accounts to the Ministry of Foreign Affairs. The Institute is subject to audit by the National Audit Office of Denmark.

The Institute's future economy will i.a. depend on the review of the Institute's activities that the Ministry will conduct after three years. Apart from the concrete results, the review will i.a. involve the Institute's administration and future appropriation needs.

The procedures

The Institute is an autonomous institution within the public administration, financed by public funds. This means that there are a number of requirements and regulations i.a. in compliance with the Danish Public Administration Act and the Danish Public Access Act that the Institute must live up to. The Institute emphasises being an open and transparent organisation that provides information and enters into dialogue with the world around it.

As a part of its establishment and start up, the Institute has entered into a cooperation agreement with the Ministry of Foreign Affairs. The agreement determines, in continuation of the Act on establishing the Institute, the most important objectives for the institute within a three-year time frame. It establishes rules and conditions for the use of the appropriation as well as requirements for the annual reporting on implementing the grant.

The agreement stresses that the structural development of the Institute is key to being able to achieve the objectives that are established in the Act. The Institute will strive therefore to establish an effective secretariat that can assist the Board and enter into dialogue with relevant stakeholders in order to ensure the necessary professional and administrative capacity for the implementation and quality control of the activities, including the professional preparation, implementation, monitoring and evaluation of the activities.

Monitoring and reporting

The Institute must document and communicate its results on an ongoing basis to the wider world. There is a need to document that the efforts carried out by the Institute have a positive impact for democracy in developing countries. At the same time, the Institute is aware that ready-made initiatives do not exist that can be implemented quickly and solve the problems. It is about 'the small steps principle' and 'the long tough haul'. The Institute will, therefore, build realistic and measurable indicators into all its activities.

The Institute is responsible for monitoring its various activities on an ongoing basis and reporting on the individual indicators. The monitoring will also provide an opportunity for carrying out adjustments to the activities in progress if there proves to be a need to do so. At the same time, the lessons learnt from previous projects are to be applied when new activities are launched.

Once a year the Board of Directors will discuss progress in implementation of the strategy, to ensure that the direction agreed upon is followed. The strategy as a whole will also be part of the evaluation planned at the end of the first three-year phase of the Institute.

The Institute compiles an annual report documenting the efforts of the Institute, including the achievement of goals and results.

Information to the public

An important dimension of the actual establishment of the Institute is that it will provide Danish political parties with an opportunity for becoming directly and concretely involved in a part of Danish development cooperation, as is the case in other countries. The Institute will also be able to contribute positively to a deeper and broader engagement in Danish development assistance generally and particularly in the part that concerns democracy support.

With a point of departure in the political parties' projects, it will thus be possible to provide information directly to the parties' members and the voters. Moreover via the Institute's website, publications, seminars and other channels, information can be provided collectively to the general public about the work on supporting political parties. It is the Institute's ambition to provide information about all of our activities as comprehensively and openly as resources allow.

Besides information about the Danish activities, it will be the Institute's ambition to provide the Danish public with access to the international debate about support for political parties and party systems, not just the part of the debate that takes place among donors and think tanks in the Western world but also the part which comes from political parties and democratic institutions in developing countries.

Strategy 2011-2013

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