



International IDEA

International Institute for Democracy and
Electoral Assistance

DIRECTOR OF PROGRAMMES Job and demand profile

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INTRODUCTION

The former Director is taking up new responsibilities and International IDEA is now looking for his successor.

This job and demand profile is prepared by Mercuri Urval to form the basis for recruitment and selection of the Director of Programmes. The purpose of the profile is to describe the institute, being the organisational set-up, the personnel, the tasks, the services and the finances of International IDEA. On this basis as well as on the basis of the described tasks and responsibilities to be undertaken by the Director, a demand profile of the relevant candidate is drawn up.

The job and demand profile will be made available to possible applicants.

1. ORGANISATIONAL PROFILE

1.1 History

IDEA - International Institute of Democracy and Electoral Assistance – was launched on 27th February 1995 in Stockholm as an intergovernmental organisation with membership of 14 countries: Australia, Barbados, Belgium, Chile, Costa Rica, Denmark, Finland, India, The Netherlands, Norway, Portugal, South Africa, Spain and Sweden.

The Institute was mandated with the responsibility of sustaining and promoting democracy worldwide. The Institute was instructed to work with both new and long-established democracies, helping to develop and strengthen the institutions and culture of democracy.

IDEA is financed through contributions from member states and through complimentary funds obtained from other sources such as the European Commission and other donor agencies.

International IDEA's headquarter is located in the City of Stockholm, Sweden, with 3 regional offices for Africa and the Middle East (Pretoria), Latin America and the Caribbean (San José) and Asia and the Pacific (under establishment, pt Indonesia). In addition, there are sub-regional and project offices in additional countries throughout the world, plus offices in New York and Brussels.

1.2 Tasks and Services

The overall mission of International IDEA is:

To support sustainable democratic change through providing comparative knowledge, and assisting in democratic reform, and influencing policies and politics.

International IDEA is concerned about the process of building democracies as well the design and effective functioning of political systems and institutions. In doing so, International IDEA operates at international, regional and national level, acting in partnership with a range of institutions.

International IDEA's programmes aim to:

- Provide knowledge to democracy builders
- Provide policy development and analysis
- Support democratic reform

In the field of elections, constitution building, political parties, women's political empowerment, and democracy self-assessments, International IDEA undertakes work through three activity areas:

1. Providing comparative knowledge derived from practical experience on democracy building processes from diverse contexts around the world;
2. Assisting political actors in reforming democratic institutions and processes, and engaging in political processes when invited to do so; and
3. Influencing democracy building policies through the provision of our comparative knowledge resources and assistance to political actors.

International IDEA receives approximately 22-25 mil. € every year, 10-12 mil. € of them stemming from core funding from member states. Out of the total amount, approximately 16-18 mil. € are available for programme implementation.

1.3 Strategic challenges

In June 2006, International IDEA's member states adopted a new strategy, initiating a transformation of the organization's operations in several ways: more active member states; making better use of IDEA's convening potential; a stronger South-South dimension; integrating IDEA's expertise; stronger partnerships; and a more diversified range of products and activities.

Much has been done to support the implementation of the new strategy but International IDEA is still in the process of transforming and changing itself.

From previously focusing mainly on research and publication of state-of-the-art knowledge on topics related to democracy and elections, the Institute is now striving to increase focus on implementing programmes. This requires a higher degree of responsiveness to context-specific needs and diverse stakeholders, working less in silos and more in synergy with partners. This in turn has prompted a need for an internal culture change among staff, who are often experts in their fields but need to act less as top-down specialists and more as collaborative partners internally as well as externally with those involved in delicate political reform processes. Nurturing the ability of staff to appreciate and actively seek different perspectives and integrate different skills is key if IDEA is to be effective in the field of democracy-building.

Likewise, in the last couple of years the Institute has seen a dramatic change – a doubling – of the amount of funds available for activities. Whereas 85% of the donor contributions used to be core funding, the balance between core funding/untied contributions and programme funding is now 50/50. In order to be able to deliver on this growing portfolio the number of staff have increased as well, in particular across various programmes.

The Institute has therefore come a long way towards achieving the goals set out in the new strategy but efforts are still ongoing to trim procedures, working relations, organizational set-up and implementation. The coming Director of Programmes will play a central role in facilitating and managing this process of change. A particularly important role of the Director will be to lead by example the implementation of the said culture change across programmes, hand in hand with the implementation of a results-based management system.

1.4 Organisation and Personnel

1.4.1 Governance and Headquarters

International IDEA's governing body is the Council composed of its Member States. The Council and the Secretariat are assisted by a 15-member Board of Advisers. Members of the Board of Advisers are experts in IDEA's key programme areas and therefore an important sounding board for the Director of Programmes.

International IDEA has 25 member countries which include large and small, older and newer democracies from all continents, sharing in the general objectives of IDEA. Represented usually by Ministries of Foreign Affairs or of Development, they are members of the Council of IDEA, the highest decision making body, giving policy direction to the Institute and deciding on the work programme, budget, membership etc.

International IDEA is headed by a Secretary-General, Vidar Helgesen, and headquarters is staffed with approximately 60 persons. Additionally, app. 60 staff and consultants operate the Institute's regional and project offices. The office in Stockholm is the overall responsible entity for the global operations of the Institute.

International IDEA's Headquarter is composed of three overall departments each headed by a Director:

Finance and Administration providing services within the areas of human resources, finance and office management.

Operations (Programmes) is composed of three teams on Democracy Assessment and Analysis (DAA), Design of Democratic Institutions and Processes (DDIP) and Communications/Publications. In addition, there are three regional Directors who refer to Operations on programmatic issues while representing the Secretary-General in the regions. Changes to the structure of Programmes are envisaged as a consequence of the design and implementation of a new results-based management framework to be approved by the Council in December 2009. Final decisions on organisational structure will not be taken until the new Director of Programmes is in place.

External Relations and Governance Support responsible for fundraising, donor relations, partnerships etc.

The core management group of International IDEA in Stockholm consists of the Secretary General and the three Directors, who meet once a week. The global senior management group also includes the three regional Directors as well as the Permanent Observer to the UN, all of whom meet four times a year.

1.5 Partners

Since the establishment in 1995 International IDEA has sought to develop functional networks and partnerships with a wide variety of organisations and countries.

International IDEA works with UN Agencies or organisations, civil societies, research institutions, the custodians – parliamentarians, political parties, independent media and the promoters such as the interregional, regional organisations, IGOs and NGOs.

In the previous statutes, associate membership was open to international nongovernmental organizations. These former members have now become partners – organisations such as The

International Press Institute, Parliamentarians for Global Action, Transparency International and the Inter-American Institute for Human Rights.

2. RESPONSIBILITIES AND TASKS OF THE DIRECTOR

2.1 Responsibilities

Reporting to the Secretary General, the Director of Programmes will be overall responsible for managing and developing the operations of International IDEA's programme portfolio.

International IDEA is therefore seeking a person who thrives on managing complexity, bringing the best out of highly skilled people and driving effective collaborative processes to successful results.

Committed to the principles and practices of democracy, the Director will lead a diverse and dedicated team of staff members worldwide in delivering on International IDEA's mission.

The Director's main responsibilities are as follows:

- Lead the development and implementation of International IDEA's democracy-building programmes globally;
- Manage planning and implementation of the work plan and budget in line with the organisation's strategy and the principles and practices of results-based management;
- Lead and develop a team of diverse, dedicated and skilled professionals;
 - developing and implementing clear and effective work and communication processes;
 - foster effective collaboration between staff in different functions and localities;
 - manage change in organisational and personal working methods, practices and behaviours;
- Develop operational partnerships and create synergies with other key actors in the fields of democracy, development and conflict management;
- and contribute to strong relations with member states and donors.

The Director of Programmes will be part of Senior Management and as such take institution-wide responsibility including representing International IDEA.

2.2 Tasks of the Director

The Director of Programmes personal tasks will be:

Strategic function

- Further develop International IDEA's project portfolio with a programmatic and strategic focus;
- Strategically manage all operational staff at HQ and in the three regional offices in achieving expected results;
- Liaise with existing and prospective donors to identify needs and possibilities for collaboration;
- In close collaboration with the Secretary General and the Director of External Relations maintain close relationships with senior level officials of the Governments of the Member States as needed;

Management function

- Manage the development of the 3-year Programme of Operations and the Annual Work Plan and Budget;

- Human resource management to promote team-work, staff motivation and programmatic focus;
- Manage the introduction of results based management throughout International IDEA's operations;
- Lead and promote effective communication of operational services provision to external and internal stakeholders;
- Ensure that International IDEA's operational policies, procedures and practices as fully adapted.

Operational function

- Identify the Operations Unit's priorities, performance standards and programme targets;
- Ensure client satisfaction (delivery of programme goals according to agreed time and quality);
- Monitor and oversee the utilization and disbursement of resources (both staff and finances);
- Develop, in conjunction with the Director of Finance and Administration, a fully project based model for all operational programming;
- Develop proposals for fundraising in close collaboration with the two other Directors.

3. PERSONAL PROFILE

3.1 Formal Education

The candidate should hold a master degree majoring in either political science, law, economics, international relations or related field. The position as Director of Programmes does not demand a specific formal educational background other than an advanced university degree but rather demands a sufficient and relevant professional background and experience at the international level.

Effortless command of English on negotiation level is a necessity. Knowledge of other languages (Arabic, French or Spanish) would be an asset.

3.2 Professional Experience

The candidate should have sufficient management experience to be able to run the Operations Department professionally and to facilitate further development of the department and Institute. Experience and proven ability in management, preferably in a multi-cultural setting, enabling the candidate to motivate, lead and develop staff.

In order to succeed, it is also essential that the candidate has extensive experience with operations – preferably from various international organisations - of programme management, including planning and implementation of work plans and budgets. Be able to set clear goals consistent with agreed strategies and to identify priorities and allocate resources accordingly.

Experience with successfully managing relationships to stakeholders and partners preferably gained in politically sensitive environments.

It will be considered an asset to have knowledge of international relations, development cooperation and key challenges in the area of democracy assistance.

3.3 Management Style

The preferred management style of the Director is as follows:

- A team-builder who gets effective collaboration through building trust internally and externally;
- An integrator, actively seeking differing and diverse opinions and perspectives and bringing a mix of talent into participatory decision-making;
- A driver, setting goals and be accountable for own results as well as behaviours, communicate and clarify roles and expected results as well as behaviours of staff;
- A conflict manager, seeing conflict as something inevitable and even desirable in the workplace, using direct and genuine but not confrontational communication and feedback to resolve problems.

3.4 Personal Attributes

The candidate should be motivated by the challenge of managing and further developing the Operations Department and being part of a senior management team leading an intergovernmental organisation. The candidate should also be motivated by the opportunity to work in an international setting, cooperating with other international institutions and organisations.

This means that the preferred candidate should have:

- Vision and dynamism;
- Ability to cope with pressure;
- Strong networking skills, charisma and good empathy;
- Very good communication skills with solid negotiation skills;
- Honesty, personal integrity and transparency;
- Flexibility and be oriented towards problem solving and decision making;
- Good analytical skills combined with a strong will and ability to achieve results;
- Diplomatic skills with an understanding of how to deal with political and cultural considerations.

3.5 Remuneration

The Director of Programmes will be based in Stockholm, Sweden.

The Director will be offered a salary and benefits package matching his/her personal qualifications as an international staff at International IDEA. As an employee of an international non-governmental organisation, the salary is exempted from tax for all nationals except Swedish nationals and persons domiciled in Sweden at the time of hiring.

The salary includes a gross salary, dependency and educational allowance and housing allowance. In addition, the package includes an installation and separation allowance, group life insurance, group permanent health insurance, group accident insurance, medical insurance, travel insurance and payment of pension. Lastly, the Director is granted home leave every two years and 30 working days leave per year.

THE PROCESS

4 If you are interested in the position

Applications should be sent to Mercuri Urval A/S at ans.off.dk@mercuriurval.com, with reference no. DK-160-41800, alternatively to the postal address: Mercuri Urval, Philip Heymans Allé 5, DK-2900 Hellerup, Denmark, fax: +45 39 45 65 65.

The following process will be as follows:

- January 2010: Initial telephone interviews.
26-28 January, 2010: Personal assessment including psychological testing and interview of selected candidates will be conducted by Mercuri Urval in Stockholm, Sweden.
29 January 2010: Presentation to and interview by the recruitment panel of International IDEA in Stockholm, Sweden.

For further information about the position and the procedures please contact Mercuri Urval via email to maria.dyhr@mercuriurval.com or by phone +45 60 84 12 50 to Mercuri Urval contacting Maria Dyhr Zangenberg or senior consultant Louise Dohn.