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Zentrum für
Demokratie
Aarau

Centre for Research on Direct Democracy c2d | UZH
Allgemeine Demokratieforschung | UZH
Politische Bildung und Geschichtsdidaktik | PH FHNW

ZDA Development Plan 2014–2017

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Foreword

The articles of association stipulate that the board of directors of the ZDA must draw up a multiannual development plan outlining the goals, priorities and financial planning of the centre and submit it to the general assembly for approval.

In 2009 the ZDA commenced its activities. The board of directors drew up a development plan for the first four years (2009–2013). The present document sets out the development goals of the ZDA for the 2014–2017 period. The overarching aim in the second development phase is to build on and enhance the reputation of the ZDA as a centre of academic research. The findings of the 2012 external evaluation proved extremely helpful.

The development plan opens with a brief review of the first development phase, which also takes on board the key findings and recommendations of the external evaluators (Introduction). Building on these foundations, the document sets out the strategic goals and measures the ZDA will pursue in relation to its research activities (Chapter I), knowledge transfer to the wider public (Chapter II), teaching and further education provision (Chapter III), and service delivery (Chapter IV). It concludes with a presentation of the resources that it will need to achieve these aims (Chapter V).

The present development plan is based on a preliminary draft by the Board of Directors which they submitted to the scientific advisory council on 24 September 2013 during their annual meeting. The board then revised the draft based on the comments of the advisory council. At the general assembly on 11 November 2013, the new version was discussed, and received written approval on 15 January 2014.

Aarau, January 2014

ZDA Board of Directors

Prof. Dr. Daniel Kübler

Prof. Dr. Béatrice Ziegler

Prof. Dr. Andreas Glaser

I. Introduction: A review of the first four years and strategic implications

The Centre for Democracy Studies Aarau (ZDA) is a joint academic institution of the town of Aarau, the canton of Aargau, the University of Zurich (UZH) and the University of Applied Sciences and Arts of Northwestern Switzerland (FHNW). While it is first and foremost a Swiss-based international centre for democracy research, the ZDA is also part of the Swiss higher education landscape. In all of its activities, the ZDA seeks to honour the exceptional support and commitment that it receives from the town of Aarau and the canton of Aargau by sharing its knowledge and expertise with the general public. One way in which it does this is by carrying out research on behalf of local companies, local government agencies and the regional administration. The ZDA also releases its research findings in the public domain and actively helps to inform the public debate on democracy issues.

In the previous four-year period, the ZDA had divided its **research activities** into *five thematic focuses*: Comparing Democracies (1); Institutions and Practice of Direct Democracy (2); Democratic Innovation (3); Civic Education in Democratic Societies (4); and History and Theory of Democracy (5). As the external evaluators noted, the research output of the ZDA during its first phase of development (2010-2013) was, generally speaking, remarkably high. However, the five thematic priorities did not evolve at the same rate. While Focuses 1–4 undertook a whole range of projects – primarily thanks to successful fundraising ventures – the number of "History and Theory of Democracy" projects was much lower in comparison. Consequently, the decision was taken to discontinue Thematic Focus 5 and incorporate its unfinished projects into one of the remaining four research priorities. This move is also in line with a recommendation by the external evaluators to concentrate research resources on fewer areas with a view to sharpening the profile of the ZDA. The present development plan, which enjoys the full backing of the scientific advisory board, sets out the four (slightly modified) areas of research on which the ZDA will concentrate over the coming four years.

For the ZDA **public events and public relations work** are an important tool for transferring its scientific knowledge to the wider lay public. In this regard, the *Aarau Democracy Days* event, which is held every spring, plays a crucial role. Since it began four years ago, the *Aarau Democracy Days* have become a permanent fixture on the town's event calendar and has enjoyed a positive response from the local community and the wider public. Another important public relations instrument is the annual *Late Summer Meeting* organised by the "Friends of the ZDA" association. The event is met with great interest and helps the ZDA remain strongly rooted in the region. From time to time individual departments and members of ZDA staff also hold or help organise other events, on average two to three per year. In recent years, public relations work has been high on the ZDA agenda. The media resonance analysis by the external evaluators found that ZDA staff frequently featured in regional and national media reports, whether through self-authored articles about their research or commenting on current political affairs. The public relations work of the ZDA also includes presentations to social representatives and associations in the greater Aarau area, enabling the audiences to familiarise themselves with the work and research of the centre.

In addition to their research activities, members of staff fulfilled various **teaching commitments** at the ZDA parent universities. These included teaching on the Law and Political Science and History programmes (BA and MA) of the University of Zurich, the ETHZ/UZH Joint Master's in Comparative and International Studies, as well as several Master's programmes at the FHNW Teacher Training College. This successful collaboration is set to continue for the foreseeable future. In 2010, the ZDA and the Swiss Graduate School of Public Administration (IDHEAP) in Lausanne jointly developed three further education courses on public administration. However, a lack of enrolments led to the cancellation of the courses. The course offering was completely overhauled in 2011, but in March 2012 the

executive board of the University of Zurich turned down the IDHEAP cooperation agreement, prompting ZDA management to suspend development work on these courses. Nonetheless, the ZDA has set itself the medium-term goal of devising and offering a further education course on a high-potential subject that falls within its areas of expertise.

Since its founding the ZDA has seen a constant rise in the level of its **scientific service provision**. In its first four years, the centre completed a dozen research commissions and evaluations, provided a series of scientific opinions, and undertook a number of consulting assignments. These services were commissioned by a range of clients, including the federal administration, the cantonal administrations of Aargau, Basel-Stadt, Graubünden and Zurich, as well as the local administration of Aarau and the city of Zurich. Private firms, associations, foundations and international non-governmental organisations also sought out the services of the ZDA.

With the exception of the setback in relation to its public administration course, the four main areas of ZDA activity flourished. However, both the board and the external evaluators are of the opinion that this progress could harbour risks. The time and money available to ZDA staff is limited, which means that *trade-offs* must be made. It is simply not realistic to think that all four areas will develop at the same rate. The ZDA will have to prioritise over the next four years. At this juncture, we would like to make it clear that the board considers academic research the core competence of the ZDA and, as such, it should take uppermost priority. The external evaluation found that all departments could improve the quality of their research output. This will definitely be focus of ZDA efforts in the coming four years, as our overarching goal is to ensure that research by ZDA staff informs the academic debate and is highly regarded both nationally and internationally. The present development plan can be seen as a statement of intent in this regard.

The second priority for the ZDA during the 2014–2017 period is stepping up its public relations work and improving the contribution that it makes to public debate on democracy issues. What this means in practice is a stronger focus on publishing the results of our research work. Not only will this give the wider public a better understanding of our work but it will also further strengthen the ties between the ZDA and the local community of Aarau. The present development plan sets out the steps that the ZDA intends to take to realise these goals.

II. Research

Academic research on democracy is the core competence of the ZDA and is thus the centrepiece of the present development plan. Over the coming four years, research will be divided into *four thematic areas*, in which all three departments will be involved and which will deal with political science, legal and educational research on democracy. The goal within these focuses is to build up an internationally renowned capacity for research that informs academic teaching and further education provision and cements the public recognition of the ZDA in the region.

The four focuses are divided into a series of *topics* that include disciplinary and/or thematically specialised groups of research projects that are already approved, proposed or pending, and which are led by experienced researchers from the departments concerned. The topics frame the research work on individual projects (research methods, strategies for publication, scientific conferences, peer reviews etc.).

Research Focus 1: Direct Democracy

In Switzerland, direct democracy is the cornerstone of all three levels of government – federal, cantonal and municipal. The research carried out by the ZDA correspondingly covers the myriad processes and instruments of this system. Research Focus 1 is primarily concerned with the study of the legal bases of democracy, its extensive practice and the possibilities of reforming legal policy at all levels of government. In view of the growing use of direct democratic decision-making processes in many other states and at European Union level, the ZDA also studies the practice of direct democracy in the rest of Europe and the world.

a. Referendum database

As well as continual updates and extensions, the c2d database of referendum results needs to be restructured. Documentation and presentation of the data should meet more exacting standards; the data presented in annual reports, combined with complementary downloadable data series, should be made more accessible and better known.

b. Theory of direct democracy

Discussions on the introduction of, or amendments to, direct democratic instruments raise questions about the regulatory and institutional conditions that need to be in place for direct democratic decision-making processes. In this regard, the Swiss model can be a highly informative reference. Projects in this group examine these issues, which political philosophy has long overlooked.

c. Referendums on sovereignty issues

This group of projects examines both the territorial (secession) and functional (surrendering of powers to international and supranational organisations) aspects of sovereignty referendums. It explores the relationship between direct democracy and questions of sovereignty in an age of increasing globalisation and territorial reconfiguration.

d. Implementation of successful citizens' initiatives

Citizens' initiatives have enjoyed increasingly high success rates over the last few years. However, most of the initiatives adopted in recent times have proved difficult to implement at federal level due to legal or political reasons. This project seeks to identify general patterns

and use this information to formulate possible ways of improving the effectiveness of successful citizens' initiatives.

e. Recall – political weapon for bad losers or instrument of accountability?

The right to hold a recall referendum exists at all levels of government (national, regional and local) in Latin America, and is exercised with increasing regularity, particularly in Peru and Ecuador. There is no research on the question of whether the reasons for this are purely political or whether there are also substantive issues at play. From a macroperspective, it raises the question of the links between the observed trend towards decentralisation and greater autonomy at the local level.

f. The role of the media in a direct democracy

Institutions of direct democracy place considerable demands on the media. Compared to representative democracies, a direct democratic system requires more regular discussions on policy issues and public information campaigns. Such issue-centred public debate affords the media fewer opportunities to personalise political discussions.

Research Focus 2: A comparative perspective on institutional foundations of democracy

Democracy is not a state but a process that must be subject to constant scrutiny, nurturing and improvement. The parameters in which this process operates also change over time, bringing new challenges to the smooth running and legitimacy of democratic institutions and systems. These changes need to be monitored and classified, and their consequences gauged. The projects in this group are international comparative studies of how democratic institutions function and how they adapt to change.

a. Qualities of democracy: Democracy Barometer

Democracies come in many shapes and forms. The projects here are concerned with the empirical study of the quality and types of democracy across countries and over time. They use data from the Democracy Barometer, which is itself a separate, and ongoing, project.

b. De-nationalisation of democracy

Traditionally, democratic institutions are strongly tied to the framework of a nation state. Globalisation and de-nationalisation increasingly challenge these ties. At international level, decision-making processes are displaced upwards, while at regional, urban and local level the shift is downwards. The projects in this group investigate the impact of these processes.

c. Democracy in multicultural societies

The projects here examine the challenges that both traditional and newer forms of multiculturalism bring to democratic societies. As well as dealing with the different aspects of multilingualism in Switzerland, the projects analyse the situation in multi-ethnic states, such as the Balkans.

d. 'Governance' and democracy

The rationale which underpins the actions taken by the state has changed considerably as the result of administrative reforms and the growing involvement of the private sector and civil

society in the implementation of public policy. The projects in this group investigate the impact that these development have on the creation of democratic legitimacy.

e. Local democracy

As the lowest tier of government and the one closest to citizens, local government occupies a key position in modern democracies. The research projects here examine the growing pressure on the local government system to change and adapt.

f. Comparative Constitutional Design

The projects in this group analyse how the revision and design of constitutions affect both the state and society, as well as the extent to which they comply with democratic and constitutional principles. This interdisciplinary research continues and expands on earlier projects, such as those on constitutional design in African states.

g. Autocracies and democratisation

The research here compares the emergence of democracies around the world. It also examines authoritarian regimes and their stability, and studies countries currently in the process of democratisation. While comparative research to date frequently understood democracy and democratisation as a complete package, the projects here also look at the development of partially democratic regimes, especially in the countries of Eastern and Central Europe.

h. Democratic legitimacy of the judiciary

In scholarly discussions of the law, there are growing claims that the democratic election and control of the judiciary is at odds with judicial independence. Given the central and ever great role played by the justice system, the research here investigates this issue through the lens of democratic legitimacy.

i. Switzerland and the European Union

According to the intentions of the Swiss Federal Council, the bilateral treaties between Switzerland and the EU must fit into an overarching institutionalised framework. Research projects in this group examine the impact on the process of direct democracy and Swiss democracy in general.

Research Focus 3: Democratic citizenship

Democratic processes depend on the active participation of citizens in political decision-making. However, there are a number of indicators that would suggest that the public is disengaging from the political process: voter turnout at elections and referendums is in decline, as is interest in political affairs. Many countries have responded by experimenting with measures to revitalise political participation. As yet, few studies have assessed the effectiveness and impact of these measures. How citizens relate to democratic institutions and processes is therefore of central interest; likewise research on the experiments and measures designed to promote greater public engagement in the political process.

a. E-democracy

Digital technologies influence and challenge democracy at all levels of government – local, regional, national and supra-national. The research here looks at the role of digital

technologies in democratic decision-making processes (e-voting) and in shaping the opinions of the electorate and voters (voting aid applications, social media).

b. New forms of participation in established democracies

The projects in this group look at the emergence, functioning, performance and institutional consequences of mechanisms beyond the realm of traditional democratic institutions.

c. Public opinion and democracy

The quality of a democracy is contingent on citizen participation, but it also has a bearing on citizen satisfaction. The interplay between citizen satisfaction and the performance of democratic institutions is the subject of research here.

d. Elections and referendums: multi-level comparisons

The myriad cantonal and municipal elections and the four yearly national referendums ensure that democracy in Switzerland remains vibrant, also between the quadrennial national elections. The projects here deal with the early identification of national political trends based on cantonal and municipal election/referendum results. Research also looks at the extent to which national elections and referendums influence cantonal and municipal elections, and vice versa.

Research Focus 4: Civic education for democracy

Civic education and history equip individuals to comprehend societies as something shaped yet shapeable. It allows them – based on their values and interests – to help mould society and to carve out their own identity. The research projects here examine personal views of society, the individual and government, how these are handled and enhanced within and outside the school setting, and how they are developed through participation in public debate. Work in this field also involves the study of teaching practices and the concepts behind them, as well as the promotion of greater professionalism in civic education and history teaching. The findings generated by the research are used to devise new teaching resources.

a. Civic education theory

Projects in this field contribute to the development of civic education as a discipline and its mainstreaming as a subject of academic research. They study the interfaces and intersections of related societal themes and school subjects, especially history, and in this way sharpen the profile of (school) civic education.

b. Skills diagnosis and performance rating

Projects in this group examine the opportunities and instruments/methods for skills diagnosis and performance rating, as well as specifying, studying and systemising skill levels.

c. Classroom research

The department has extensive expertise in the video-based study of civic education and history teaching practices. The research projects here focus on interaction, communication and teaching-learning processes. They also consider the interplay between the teaching concepts of staff and how they deliver their lessons. The findings of this research should pave the way for more reflexive teaching practices.

d. Research on the teaching profession

Projects here examine the importance of the professional skills of teaching staff for the quality of history and civic education lessons, for learning advances and for the personal development of students. Moreover, aside from the existing methods available to teachers, the projects look at the structural contingencies of the teaching profession and of school as an institution. At the fore is the generation and enhancement of knowledge to aid the training and further education of teachers.

e. Development of teaching resources

The civic education and history teaching resources and lesson material developed here take into account the latest educational requirements and reflect current debate on the teaching of these subjects. The aim is to impart the skills and knowledge needed to engage critically with history, to stimulate an interest in politics and to encourage participation in political processes. Ultimately, the goal of this work is to shape attitudes to widely and deeply rooted values such as human dignity, fundamental democratic principles and social equality.

Interdisciplinary collaboration

As a centre of interdisciplinary research, one of the main objectives of the ZDA is to foster such cooperation and in doing so facilitate scientific innovation in the field of democracy research. Cross-discipline and cross-department cooperation brings added value to the ZDA. Although the board actively encourages interdisciplinary collaboration, it is of the view that this is not something that can be imposed from without. Consequently, it adopts a more pragmatic approach which involves creating shared spaces for interaction between departments and disciplines with a view to fostering the bottom-up development of interdisciplinary projects and discussions.

A range of measures are in place to ensure that ZDA staff have the opportunity to communicate with one other, whether they work on the same research subject or not. This includes the half-yearly internal ZDA staff seminar. Also, the conference held during the annual Aarau Democracy Days is another opportunity for cross-departmental exchanges. Of course, members of the board continue to exploit every opportunity that arises to foster and advance cross-departmental research commissions and/or publications. The aim of all these measures is to generate "a bigger picture", which sees beyond individual subjects and research priorities and thus stimulates discussions and ideas, which in turn lead to new research projects and services.

Publications

The aim of the ZDA during its next four-year phase of development is to improve the quality of its publication output.

As each of three disciplines within the ZDA has its own ideas on the standards and criteria for measuring publication quality, separate objectives have been formulated for each discipline.:

a. Political Science:

- Publication of articles in SSCI-indexed journals with peer review, particularly those with a high impact factor;

- Publication of monographs, anthologies or articles in anthologies by respected publishers, particularly English-language *University Presses*;
- b. Law:*
- Publication of articles in law journals that are respected in the field (on Switzerland-related topics, German-speaking world, English- and French-language);
 - Publication of monographs, articles in anthologies and annotations by publishers that are respected by the field;
- f. Civic education:*
- Publication of articles in peer-reviewed and other relevant German- and English-language journals;
 - Publication of articles in peer-reviewed or other respected anthologies;
 - Publication of monographs and anthologies of particular interest to the given scientific community;
 - Continuation of the series "Geschichtsdidaktik heute" and "Politische Bildung in der Schweiz";
 - Teaching resources;
- g. Interdisciplinary:*
- Publication of results of interdisciplinary projects in respected journals in the given field (e.g. environment, democratic theory, urban studies, EU studies).

The ZDA will continue with its two in-house publication series which detail the results of ZDA research:

- 'Schriften zur Demokratieforschung' series, Zürcher Schulthess Verlag: for anthologies following academic conferences, or for PhD theses;
- 'ZDA-Studien / ZDA-Papers', online publication series published independently: for research reports, legal opinions or working papers.

National and international collaboration

Academic collaboration and networking with colleagues at both the national and international level is a matter of course for ZDA staff. By dint of its origins, the ZDA enjoys close contact with the NCCR Democracy and its many researchers working in universities across Switzerland.

In the interests of nurturing international academic exchanges, the ZDA will continue to host visiting researchers and support its own staff working as visiting researchers at foreign research institutes. In addition, greater use will be made of the ZDA exchange programmes (e.g. SNSF, Sciex, SBF etc.) over the next four years.

The Annual Report provides a list of ZDA national and international research partners.

III. Transferring knowledge to the public

Academic research is the core business of the ZDA. However, this does not mean retreating into the ivory tower of academia. The ZDA is committed to honouring its obligation of sharing the knowledge it creates with the public. To this end, it undertakes a host of public relations activities, and organises public events in and around Aarau aimed at shoring up support for its continued existence among the local community.

1. Public relations

The external evaluation of the ZDA in summer 2012 found that the media visibility of certain members of ZDA staff was particularly impressive, even though their appearances were mostly confined to commenting on current affairs. To date, there has been virtually no media coverage of the research work carried out by the ZDA, a finding which prompted the board to hire a public relations expert in 2012 (20% FTE). His primary mission is to disseminate the findings of ZDA research projects among the wider public, chiefly through greater coverage in the leading Swiss media.

In practical terms this means writing and posting press releases and social media entries (especially Facebook and Twitter), maintaining the ZDA Facebook page (www.facebook.com/zdaarau), liaising with journalists, and handling media queries. All of this work is carried out in close consultation with the communication departments of the ZDA's funders (UZH, FHNW, canton AG, town of Aarau). The ZDA will continue to pursue its PR activities over the coming four years.

In addition to its media-related activities, the ZDA will continue to receive delegations and visitors wishing to familiarise themselves with the work of the ZDA. In turn, ZDA staff will also make themselves available as guest speakers at external events. The aim of these activities is to generate greater awareness of the projects and expertise of the ZDA, particularly in the canton of Aargau and in the leading national media during the 2014–2017 period.

2. Public events

The *Aarau Democracy Days* will be held in spring every year and should become a permanent point of reference in Switzerland for current democracy-related issues.

The departments organise at least one international or national academic conference every year on a topical subject in their field of research. Depending on the topic at hand, other Swiss or foreign universities may be involved in organising these events.

The members of the "Friends of the ZDA" association meet in August every year. As well as the formal business as stipulated by its Articles of Association, the board invites a prominent guest speaker to speak on a current political issue. This is followed by a panel discussion with other experts and the plenary session. In recent years this "Late Summer Event" has become a permanent fixture in the local calendar and has proven very popular. The informal risotto dinner affords the public the opportunity to meet and talk to researchers, politicians and experts.

In addition to these annual events, the ZDA has plans to organise a major public event in the coming four years for the purposes of publicising its most interesting research projects to the regional community. It will take the form of an open day, a smaller-scale "Scientifica" or a "ZDA party". The springboard will be the opening of the Villa Blumenhalde extension, which is scheduled for summer 2015.

IV. Teaching and further education

Although the ZDA is primarily an academic centre for research, its tasks also include providing for the transfer of the results of democracy research to third-level training and further education.

1. Teaching at the parent universities

The research results produced as part of the work of the ZDA effortlessly become part of the lectures and seminars taken by members of the board and individual staff members.

As part of their teaching obligations at the University of Zurich, Professors Daniel Kübler and Andreas Glaser each taught six hours per week over one semester on the Political Science and Law programmes, both at Bachelor and Master's level. In her capacity as associate professor, Professor Béatrice Ziegler taught two hours per week over one semester on the BA in History programme.

At the FHNW Professor Béatrice Ziegler was responsible for History Education (MA), offered jointly by the teacher training college of the FHNW and the University of Basel. She was also in charge of several civic education modules in the Sekundarstufe I (lower secondary school) course at the FHNW teacher training college.

This teaching work, though not directly attributable to the ZDA, is unlikely to change during the course of the next four years, owing to the contractual obligations of the professors at both universities. As well as these teaching obligations, members of the board and other members of ZDA staff also teach at universities in Switzerland and abroad.

2. Education and advancement of young researchers

The lion's share of the academic research at the ZDA is carried out by young researchers, i.e. doctoral and post-doc students. In this way, research is a means of promoting academics of the future. Over the next four years, the ZDA plans to improve these efforts by incorporating young researchers in development programmes offered by the parent universities (e.g. doctoral programmes, UZH Graduate Campus) and other Swiss institutions.

Following the wind-down of the third phase of the NCCR Democracy (from October 2017), the ZDA will take on an active role in the organisation and running of the Swiss Summer School in Democracy Studies which will be held on an annual basis as of 2014. From 2017, the ZDA will take over the coordination of the Summer School.

3. Continuing education provision by the ZDA

Given the difficulties encountered to date with the development of the public administration course (see Introduction), the ZDA intends to use the next four years to clarify whether and which promising continuing education courses should be developed and with which partners.

The ZDA joined forces with the Swiss School of Journalism (MAZ) in Lucerne to look into the possibility of creating a Certificate in Advanced Studies (CAS) programme on political communication. This is still a work in progress

As regards the final design of the 21 curriculum for German-speaking primary schools, it would be helpful to develop the medium-term plan for offering a DAS (Diploma in Advanced Studies) or CAS in Civic Education. These courses could open the way to additional civic education qualifications which could attract not only teachers of final year students but also lecturers at teacher training colleges with no background in the subject, education administration staff, school principals, and even members of the media. This module could draw on experiences acquired by the ZDA during the annual postgraduate education conference on Civic Education, which is aimed at teaching staff from all disciplines.

V. Services

1. **Datenbases/websites**

All of the research work at the ZDA is based on the analysis of empirical data. Some of these data are stored in continually updated databases, four of which should continue to remain accessible to both in-house researchers and the public.

a. Direct Democracy Database

The database of referendum votes is point of reference for all research conducted at the ZDA on direct democracy in both Switzerland and elsewhere. Since 1993 the c2D has been responsible for the running and maintenance of the database, which contains detailed information on all national referendums held throughout the world. It also catalogues all cantonal referendums in Switzerland since the second half of the 20th century, as well as referendums held in Swiss cities.

Over the next four years, the database should be constantly updated and extended, and documentation and data processing should be improved. The database should also be re-structured.

b. Democracy Barometer

The Democracy Barometer database is the empirical basis for measuring the quality of democracy across countries since 1990. Over the next years, it will continue to be maintained and optimised.

c. Database of Swiss election and referendum results

The Swiss Federal Statistical Office has charged the ZDA with running a database on cantonal parliament and government elections, local elections in 130 towns and municipalities and political parties' positions. Based on these data the ZDA regularly conducts updated analyses of cantonal elections and publishes them on the website.

d. www.politischebildung.ch

The ZDA hosts a website offering information and resources for civic education teachers. These include material for history and civic education lessons, ideas on lesson design as well as an overview of continuing education courses on the subject.

2. **Research commissions and legal opinions**

The ZDA should continue to offer its research expertise to companies, charitable organisations, associations, the authorities and administrative agencies in the region. As before, the ZDA will continue to accept research commissions and answer queries. It will also tender for research contracts and continue research-based monitoring of political events.¹

There are two conditions for accepting such commissions or taking part in research contract tenders. First, their content must correlate with at least one of the four research focuses of the ZDA, or the commission must be of strategic interest. This should avoid diluting content. Second, the ZDA must ensure academic independence in the execution of this work. In real terms, this concerns the publication of results which must be guaranteed regardless of the study findings.

¹ This principally concerns scientific support for the planned World Democracy Days Aarau (WDDA).

VI. Resources

1. Personnel planning

a. Pool

To date, the administration of the ZDA (personal assistant to the board, secretariat of ZDA bodies (general assembly, scientific advisory board, Friends of the ZDA), book-keeping, c2d/ADF personnel administration, events organisation, and office management) has been carried out solely by Ms Eliane Widmer, who is employed full-time. In June 2012, a new part-time public relations post was created (A. Ritter, 20%).

Generally speaking, the administration and management of the ZDA should be kept as streamlined as possible, because any expansion reduces the resources available for research. In view of the growth and development prospects of the centre, an increase in administrative staff will be unavoidable in the medium term.

The personnel planning for each department given below does not include the workloads of management personnel (heads of department, assistant professors) and the man hours spent on NCCR Democracy projects. However, it does include the UZH-funded assistant assigned to Professor Kübler (IPZ).

b. c2d Department

<i>Function</i>	<i>structural</i>	<i>3rd party-funded</i>	Total	
Interns	0	project specific	project specific	
Assistants without degrees	0	1	1	2x 50%
Assistants with BA	0	0	0	
Assistants with MA/Licentiate	0	0.5	0.5	1x 50%
PhD students	0.6	1.2	1.8	3 PhD students
Research fellows/assistants with PhD	3.5	2	5.5	7 research fellows
Administrative/technical personnel		project specific	project specific	project specific
Total Full Time Equivalent posts	4.1	4.7	8.8	
Number of staff			15	

c. ADF Department

<i>Function</i>	<i>structural</i>	<i>3rd party-funded</i>	Total	
Interns	0	project specific	project specific	
Assistants without degrees	1	0.6	1.6	Ass. Post-Docs
Assistants with BA	0	0	0	
Assistants with MA/Licentiate	1	0.5	1.5	
PhD students	0.6	0.6	1.2	A further 3 PhD students employed as part of NCCR Democracy 3-4 research fellows
Research fellows/assistants with PhD	2	0	2	
Administrative/technical personnel	0	project specific	project specific	
Total Full Time Equivalent posts	4.6	1.7	6.3	
Number of staff			17	

d. PBGD Department

<i>Function</i>	<i>structural</i>	<i>3rd party-funded</i>	Total
Interns	0	project specific	project specific
Assistants without degrees	0	project specific	project specific
Assistants with BA	0		0
Assistants with MA/Licentiate	0.5	2	2.5
Doktorierende	0	3	3
Wiss. Mitarbeiter/Assistenten mit Doktorat	0	1.5	1.5
Administrative/technical personnel	0.2	0	0.2
Total Full Time Equivalent posts	0.7	6.5	7.2
Number of staff			10

2. Financial planning

	c2d (Canton AG)	ADF (Town of Aarau)	PBGD (FHNW)	ZDA total
Core funding	CHF 800'000	CHF 785'000		
Internally generated assets UZH/FHNW in projects	n/a	CHF 300'000	CHF 615'000	CHF 2'500'000
3rd party funding	CHF 450'000	CHF 400'000 *	CHF 360'000	CHF 1'210'000
Total revenue (incl. Internally generated assets UZH and pool costs)	CHF 1'250'000	CHF 1'485'000 *	CHF 975'000	CHF 3'710'000
3rd party funding rate, adjusted (excl. NCCR)	36%	31% *	37%	34%
Overhead-share ZDA / Admin costs (Pool)	CHF 175'000	CHF 175'000	CHF 175'000	CHF 525'000

* incl. additional third-party funds accrued within the framework of the Public Governance professorship held by D. Kübler at the IPZ/UZH, financed by the city of Aarau

The contractually stipulated core funding of the ZDA by its sponsors has been secured until 2022 and will ensure the continuity of the centre's core activities. The partners' meeting will decide on how these funds are allocated across the departments. For the 2008–2011 period, the core funding provided by the town of Aarau and the canton of Aargau were used, as per the contract, for the ADF/c2d departments. Since the end of 2011, this contractual obligation has largely been lifted. The partners' meeting and the board have taken note of this development, but they consider that the current allocation of funds is in order. The shared administrative costs are divided proportionately across the departments. This share of the overheads has so far been kept relatively low, at an annual rate of CHF 450,000. However, it is set to rise in coming years due to the rent increase following the extension work on the Villa Blumenhalde and the hiring of additional administrative staff.

Moreover, if the ZDA is to achieve its objectives, it will need to find additional third-party funds in the shape of project funding, services and research commissions.

During the development and consolidation phase, the share of third-party funds has been encouragingly high compared to similar institutions. The volume and number of accepted projects/commissions by public institutions (in particular the SNSF, federal authorities and the cantonal administration) as well as private organisations (foundations, NGOs, private

firms and associations), however, depend heavily on external factors (state of the economy, political developments etc.), which are themselves subject to considerable fluctuations. The ZDA will aspire to a long-term average of 30% of third-party funding, which is ambitious compared to the norm in social and legal sciences.

3. Infrastructure

It became clear as far back as 2010 that the Blumenhalde would no longer be able to accommodate the ZDA if the centre was to realise its medium- and long-term consolidation and expansion goals. Existing office space and work stations are already at full capacity. Compared to its parent universities, working space at the ZDA is extremely cramped. An evaluation of existing premises and growth prospects was urgently needed. The board reviewed a number of options, including finding alternative or additional premises elsewhere. However, they came to the decision that the ZDA should remain at its current location (Blumenhalde/Aarau). The citizens' municipality of Aarau commissioned a feasibility study on the extension/renovation of the Blumenhalde. The study was pre-funded by the ZDA. Following negotiations, and in cooperation with all parties involved, a project was finally developed that corresponds to the needs of the ZDA. Thanks also to the generosity of the municipality, in the form of an adjusted rent and risk limitation, the plans will be financially viable for ZDA. At the town meeting in June 2013, the building budget was approved and the corresponding building permit was issued in autumn 2013. The extension is timetabled for completion by summer 2015, providing three additional offices with around 12 work spaces.

The ZDA lending library is attached to the library of the FNHW teacher training college. As a result of the relocation of the college to the Windisch campus in summer 2013, the management of the library had to be reorganised, which made inter-library loans particularly complicated for staff. Financial and organisational reasons rule out making the ZDA library independent and integrating it within NEBIS.

VII. Prospects for expansion

Since it was founded four years ago, the ZDA has gone from strength to strength. According to the external evaluators, the ZDA finds itself "in a productive phase of development". Today the ZDA is a nationally renowned and increasingly internationally respected research institute which endeavours to cover scientifically important themes of democracy research.

For this reason, the present development plan aims at improving quality and building on our many achievements. However, the plan also seeks to identify the latest developments and prospects for expansion. In this sense, the ZDA Board of Directors has pinpointed two areas which should be developed further in the coming four years.

a. e-Democracy (e-dc) department

The rapid spread of digital technologies will change democracies further in the 21st century. To date, little supporting research has been carried out on the subject, and demand for such knowledge is only set to increase. The ZDA wants to play a leading role in this field, which is why it created a project group on the subject of e-Democracy. This should lead, in the medium term, to the creation of a new department within the ZDA.

b. Political communication department

In this information age, the role of the media in democracy deserves greater attention. As the NCCR Democracy has shown, communications sciences can make a major contribution to democracy research. The ZDA would like to develop its work in this area and step up collaboration with the communications sciences. The creation of a "Role of the Media in a Direct Democracy" project group should further these ends. We shall also pursue the long-term goal of creating our own communication department with sound core financing – also with a view to the consolidation of the research agenda of the NCCR Democracy when its third and final phase ends in autumn 2017.