

2020 Programme and Budget

International Institute for Democracy and Electoral Assistance



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Foreword by the Secretary-General

The year 2020 marks an important milestone for International IDEA. As the Institute celebrates its 25th anniversary, we want to highlight our achievements, but also relaunch International IDEA with a new sense of purpose, direction and vision for the future.

Democracy is undoubtedly facing many challenges around the world. The data and analysis from our flagship report, the Global State of Democracy, demonstrates that democracy, although still growing in numbers, is experiencing a significant qualitative deterioration around the world. Both established and new democracies are affected. This qualitative decline undermines people's trust in democratic institutions and processes, and fuels anti-establishment rhetoric. Weak democratic performance makes countries susceptible to backsliding, often spurred by corruption, disinformation, hate speech, shrinking civic space, and constitutional manipulation. Although positive developments are also noted, these eminent challenges to democracy make the work of International IDEA more relevant than ever.

As the only inter-governmental organization with a sole mandate to advance democracy worldwide International IDEA, will focus on providing applied, policy relevant knowledge to those engaged in political, electoral or constitutional reform processes. In addition, we will continue to support the knowledge implementation on the ground through our regional, and country offices, as well as in more than 60 places around the globe.

In the coming year, we want to showcase the breadth, depth and relevance of IDEA's work by highlighting our thematic expertise and geographic reach. We want to continue engaging with our boundary partners – such as constitution makers, civil society, governments, parliaments, electoral management bodies, and political parties – to undertake change. We want to create new partnerships and increase our knowledge production on policy areas that enable our Member States and other stakeholders to be better equipped to address intra-generational challenges such as the current climate crisis, the Sustainable Development Goals and the Fourth Industrial Revolution.

Democracy needs to be willed and democracy needs to be built, by all of us, every day. This is why we commit our efforts to inspire others to join us on a journey towards our vision: a world in which democratic processes, actors and institutions are inclusive and accountable and deliver sustainable development for all.

Dr Kevin Casas-Zamora, Secretary-General, International IDEA

Executive Summary

In the 2020 Programme and Budget International IDEA presents its plans for 2020 which consist of 40 programmatic projects funded with unrestricted core funding by the Institute's Member States, and 23 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy for 2018-22 the majority of these projects fall within three impact areas: constitution-building processes, electoral processes and political participation and representation. In addition, the team for Democracy Assessment and Political Analysis works on the Global State of Democracy Indices and the Global State of Democracy report. The regional and global projects will be supported by institutional projects, which deliver organizational services including ICT, human resources, financial administration and oversight, and systems for learning-based management. The estimated core budget for 2020 is EUR 11,2 million and the budget for the 23 projects funded by restricted grants is EUR 20,4 million for 2020. Current expectations are that the budget for restricted projects will continue to increase as new grants are signed.

It is worth noting that core resources have been invaluable for implementing activities that have inspired and supported partners to engage in long-term democratic change projects, that subsequently have leveraged substantial amounts of restricted funding. As these projects contribute to the strategic objectives of International IDEA the combination of core funds and restricted funds help our partners to achieve their (and International IDEA's) outcome objectives, and contribute to democratic development across the globe.

The 2020 Programme and Budget is aligned with International IDEA's results framework, which defines 17 types of institutions and actors that the Institute interacts with, referred to as boundary partners in this document. For each boundary partner, a standardized outcome objective has been formulated, which describe how the behaviours, relationships and practices of a boundary partner will change if a project is extremely successful. The standardized outcome objectives have been used for formulating objectives for all projects in the 2020 Programme and Budget. To achieve these objectives, International IDEA implements eight types of activities: face-to-face events, trainings and advisory services, and online communication products, publications, interactive tools and databases.

All International IDEA's projects are linked to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). In 2020 SDG targets 16.6 (effective, accountable and transparent institutions at all levels) and 16.7 (responsive, inclusive, participatory and representative decision-making at all levels) will receive the highest proportions of International IDEA's resources. Significant resources are also invested in SDG targets 16.3 (promote the rule of law at the national and international levels), 5.5 (women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life) and 5.C (adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls everywhere).

1. Introduction and overview of the 2020 Programme and Budget

In the 2020 Programme and Budget International IDEA presents its plans for 2020 which consist of 40 projects funded with unrestricted core funding by the Institute's Member States, and 23 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy for 2018-22 the majority of these projects fall within three impact areas: constitution-building processes, electoral processes and political participation and representation.

The regional and global projects will be supported by institutional projects, which deliver organizational services including ICT, human resources, financial administration and oversight, and systems for learning-based management.

As seen in Table 1 the estimated core budget for 2020 is EUR 11,2 million, and the total budget for the 23 projects funded by restricted grants is EUR 20,4 million. The expenditure per expense category is seen in Table 2, and Table 3 provides a detailed overview of the full budget.

Table 1. International IDEA overall budget consolidation, 2020

Programme	RES €	UNR €	TOTAL €
Global Programme	2,706,332	3,517,080	6,223,412
Africa and West Asia	7,500,672	2,075,100	9,575,772
Asia and the Pacific	6,099,202	1,478,999	7,578,202
Regional Europe	-	793,449	793,449
Latin America and the Caribbean	3,402,934	971,282	4,374,216
Secretary General's Office, Programmatic	-	513,637	513,637
Subtotal, Programmatic	19,709,140	9,349,547	29,058,687
Subtotal, Institutional	-	1,821,119	1,821,119
Subtotal, Programme support	665,611	95,276	760,888
Total expenditures	20,374,752	11,265,943	31,640,694
Expected income	20,374,752	10,593,187	30,967,939
Surplus/deficit	-	-672,755	-672,755

Table 2. Overall expenditure budget, 2020

Expenditure type	RES €	UNR €	TOTAL €
Activities	14,084,613	3,873,165	17,957,778
Indirect costs	1,029,855	619,257	1,649,112
Office costs	1,384,017	1,006,947	2,390,964
Staff costs	3,876,267	9,213,969	13,090,236
Impact on staff structure	-	80,920	80,920
Net recoveries	-	-1,881,673	-1,881,673
IC recovery	-	-1,645,084	-1,645,084
Total expenditure	20,374,752	11,265,943	31,640,694

Table 3. Budget allocation per programme, 2020

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	Global Programme	Activities	1,873,231	809,168	2,682,399
		Office	36,900	115,000	151,900
		Staff	622,720	2,359,253	2,981,973
		IC	173,481	233,659	407,140
		Total	2,706,332	3,517,080	6,223,412
	Africa and West Asia	Activities	6,031,287	484,151	6,515,438
		Office	98,863	295,000	393,863
		Staff	1,006,572	1,160,195	2,166,767
		IC	363,950	135,754	499,704
		Total	7,500,672	2,075,100	9,575,772
	Asia and the Pacific	Activities	4,165,443	382,148	4,547,591
		Office	377,278	121,347	498,625
		Staff	1,295,345	878,747	2,174,093
		IC	261,136	96,757	357,894
		Total	6,099,202	1,478,999	7,578,202
	Regional Europe	Activities	-	160,000	160,000
		Office	-	45,000	45,000
		Staff	-	536,541	536,541
		IC	-	51,908	51,908
		Total	-	793,449	793,449
	Latin America and the Caribbean	Activities	2,014,652	402,173	2,416,825
		Office	205,365	55,600	260,965

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Staff	951,629	449,960	1,401,589
		IC	231,288	63,549	294,837
		Total	3,402,934	971,282	4,374,216
	Secretary-General's Office, Programmatic	Activities	-	174,000	174,000
		Office	-	142,000	142,000
		Staff	-	164,035	164,035
		IC	-	33,602	33,602
		Total	-	513,637	513,637
	Subtotal, Programmatic		19,709,140	9,349,547	29,058,688
Institutional	Director, Executive Division	Activities	-	7,000	7,000
		Staff	-	203,946	203,946
		Total	-	210,946	210,946
	Secretary-General's Office	Activities	-	222,500	222,500
		Office	-	48,000	48,000
		Staff	-	769,229	769,229
		Total	-	1,039,729	1,039,729
	Internal Audit	Activities	-	-	-
		Staff	-	122,221	122,221
		Total	-	122,221	122,221
	Communications	Activities	-	46,200	46,200
		Staff	-	402,023	402,023
		Total	-	448,223	448,223
	Subtotal, Institutional		-	1,821,119	1,821,119

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programme support	Board of Advisers	Activities	-	80,930	80,930
		Staff	-	107,825	107,825
		Total	-	188,755	188,755
	Publications	Activities	-	29,000	29,000
		Staff	-	375,364	375,364
		Total	-	404,364	404,364
	Library	Activities	-	40,000	40,000
		Staff	-	-	-
		Total	-	40,000	40,000
	Accounting and Treasury	Activities	-	96,000	96,000
		Staff	-	381,002	381,002
		Total	-	477,002	477,002
	Budget and Programme Performance	Activities	-	50,000	50,000
		Staff	-	384,367	384,367
		Total	-	434,367	434,367
	Human Resources and Organizational Development	Activities	-	164,500	164,500
		Staff	-	593,877	593,877
		Benefits and Allowances	-	3,542,199	3,542,199
		Total	-	4,300,576	4,300,576
	IT	Activities	-	622,750	622,750
		Staff	-	193,000	193,000
		Total	-	815,750	815,750
	Facilities	Office	665,611	180,000	845,611
		Staff	-	127,546	127,546

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Total	665,611	307,546	973,157
	Resource Mobilization	Activities	-	15,000	15,000
		Staff	-	99,953	99,953
		Total	-	114,953	114,953
	Impact of staff structure and salary review		-	80,920	80,920
	HR On-cost recovery		-	-4,300,576	-4,300,576
	IT recovery		-	-815,750	-815,750
	Facilities recovery		-	-307,546	-307,546
	Indirect cost recovery		-	-1,645,084	-1,645,084
Subtotal, Programme support			665,611	95,276	760,888
Total Expenditure			20,374,752	11,265,943	31,640,694
Expected income			20,374,752	10,593,187	30,967,939
Surplus/(deficit)			-	-672,755	-672,755

Notes: IC = indirect costs; RES = restricted; UNR = unrestricted.

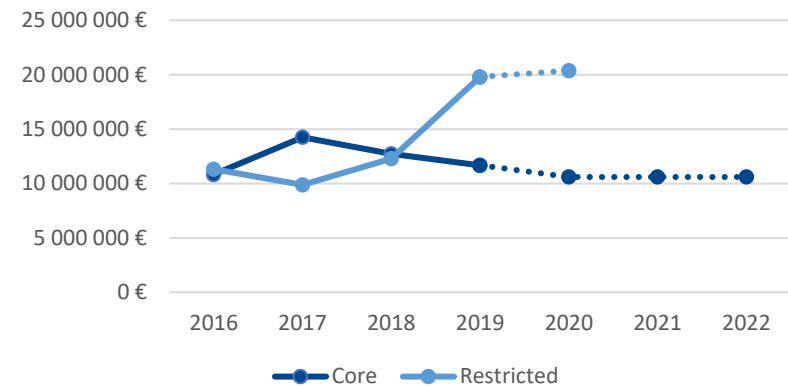
As shown in Table 4 the budget for projects with restricted funding has increased significantly since 2016 whereas core funding has decreased since 2017. Income for 2020 until the end of the current strategy period is however currently projected to stabilize.

Table 4. The figures for years 2016-2019 are actual incomes, whereas the figures for 2020 reflect the agreed budgeted funds (all figures in 1000's of EUR).

Year	RES €	UNR €	TOTAL €
2016	11,304	10,835	22,139
2017	9,870	14,251	24,121
2018	12,283	12,726	25,009
2019	19,794	11,957	31,751
2020	20,374	10,593	30,967
Total	73,625	60,362	133,987

As illustrated by Figure 1 these financial trends have changed the proportion of core funding in relation to restricted funding. At the time of budgeting 36% of the budget for 2020 will be covered by core funds whereas 64% is covered by restricted grants. Current expectations are that the budget for restricted projects will continue to increase as new grants are signed.

Figure 1. Core versus restricted funding



Core funding is an essential source of income for International IDEA, as it enables the Institute to contribute to agenda setting and policy influence and to develop digital tools, publications, knowledge products and databases, such as the Global State of Democracy Indices.

By presenting our repository of knowledge at events and utilizing it in trainings and advisory services we have inspired and supported partners to engage in long-term democratic change projects, that subsequently have leveraged substantial amounts of restricted funding. Together, core funds and restricted funds thus help our partners to achieve their (and our) outcome objectives, which contribute to democratic development all over the world.

Table 5 shows actual and projected financial contributions per Member State between 2012 and 2022.

Table 5. Core funding from International IDEA Member States, 2012 to present

All figures in 1000s of EUR

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019 Budget	2020 Projection	2021 Projection	2022 Projection
1	Australia	1995	512	406	327	0	0	0	0	0	0	0	0
2	Barbados	1995	8	(3)	4	4	4	5	4	4	4	4	4
3	Benin	2016					0	0	0	0	0	0	0
4	Belgium	1995	0	0	0	0	0	0	0	0	0	0	0
5	Botswana	1997	15	16	(3)	(1)	18	19	17	18	18	18	18
6	Brazil	2016					70	70	65	70	70	70	70
7	Cabo Verde	2003	0	0	0	0	0	0	0	0	0	0	0
8	Canada	1997	742	768	657	708	0	0	0	0	0	0	0
9	Chile	1995	133	137	129	156	161	166	70	79	79	79	79
10	Costa Rica	1995	4	4	(1)	9	5	5	4	4	4	4	4
11	Dominican Republic	2011	0	0	20	0	0	0	0	0	0	0	0
12	Finland	1995	500	800	1,000	1,100	0	0	0	0	0	0	0
13	Germany	2002	400	400	400	400	400	400	400	400	400	400	400
14	Ghana	2008	0	0	0	0	0	0	0	0	0	0	0
15	India	1995	38	36	37	45	46	48	42	45	45	45	45
16	Indonesia	2013		0	0	0	0	0	0	0	0	0	0
17	Luxembourg	2018								0	0	0	0
18	Mauritius	1999	8	8	7	9	9	10	8	9	9	9	9
19	Mexico	2003	38	77	73	88	48	48	(3)	0	0	0	0

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019 Budget	2020 Projection	2021 Projection	2022 Projection
20	Mongolia	2011	5	3	4	5	5	4	5	5	5	5	5
21	Namibia	1997	2	0	1	0		2	2	2	2	2	2
22	The Netherlands*	1995	1,500	2,500	3,000	3,500	4,000	4,500	4,000	2,000	1,000	1,000	1,000
23	Norway*	1995	1,930	2,314	2,413	2,569	1,232	3,393	2,544	2,989	2,989	2,989	2,989
24	Panama	2018							26	0	0	0	0
25	Peru	2004	8	37	20	8	9	8	6	7	7	7	7
26	The Philippines	1995	0	0	0	0	0	0	0	0	0	0	0
27	Portugal	1995	0	0	0	0	0	0	0	0	0	0	0
28	South Africa	1995	23	21	17	19		18	17	15	15	15	15
29	Spain	1995	200	0	25	0	50	40	0	50	50	50	50
30	Sweden	1995	5,429	5,865	4,798	4,526	3,823	4,710	5,586	5,102	5,102	5,102	5,102
31	Switzerland*	2006	652	656	658	1,114	925	936	684	875	790	790	790
32	Uruguay	2003	2	2	4	2	2	2	2	2	2	2	2
	Denmark	1995-2014	404	402									
Total unrestricted income			12,553	14,449	13,590	14,261	10,807	14,384	13,479	11,678	10,593	10,593	10,593
Year-on-year movement				1,896	(859)	671	(3,454)	3,577	(905)	(1,801)	(1,085)	-	-

* multi-year funding agreements in place

International IDEA's output categories

In the 40 core funded programmatic projects all planned activities have been grouped in the typology of seven output categories:

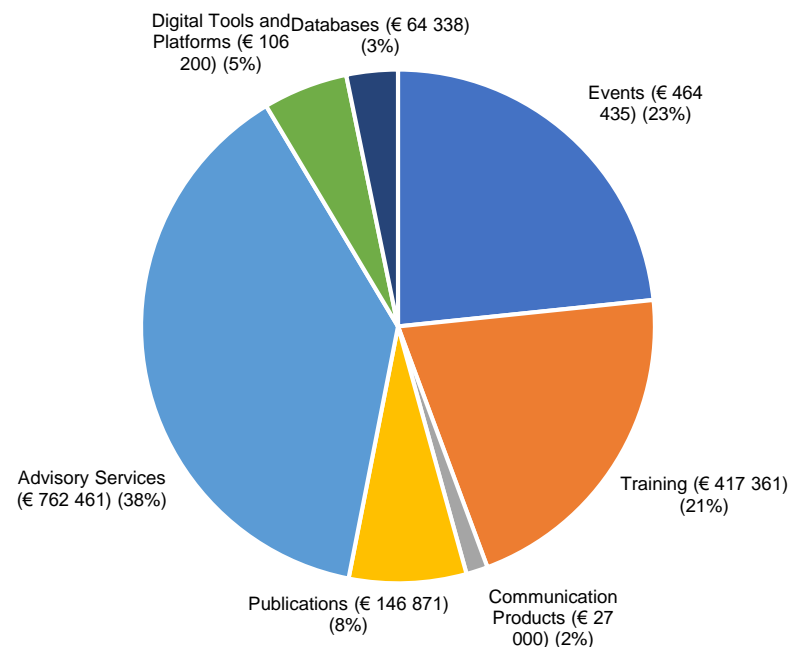
1. *Publications.* Handbooks, reports, translations, policy papers and training modules published by International IDEA (or jointly with partners).
2. *Databases.* Collections of data published via one of our websites.
3. *Digital tools and platforms.* Interactive software made available on one of our websites.
4. *Communication products.* News articles, opinion pieces, press releases, films, social media posts and brochures produced by our staff and published either on one of our websites or externally.
5. *Events.* Dialogues, network meetings, workshops and conferences which we convene.
6. *Advisory services.* On-demand, short-term consultations and presentations provided by the Institute.
7. *Training.* Teaching in skills, knowledge and tools for a minimum of one and a maximum of three days.

All activities in the externally funded restricted projects have been grouped under an eighth output category – *capacity development*. Capacity development is defined as a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity.

Figure 2 shows International IDEA's financial investments in core funded projects per output category in 2020. 82 % of the

budget will be invested in face-to face activities such as trainings, events and advisory services. 18 % of the budget will be invested in publications, communication products, databases and digital tools and platforms which we make available online on International IDEA's websites.

Figure 2. Budget per output category 2020 (core funding)



From outputs to results

International IDEA's planning process takes its departure from the assumption that four complementary approaches are needed to achieve outcomes, i.e. results in terms of changes of behaviours, relationships and practices of the institutions and actors that we work with. These institutions and actors are referred to as *boundary partners* in International IDEA's results framework as well as in this document.

As seen in Figure 3, we regard on-line communication products and publications and face-to-face events as approaches aimed at *inspiring* our boundary partners to engage in change processes. If they engage, International IDEA can provide four types of *supportive* approaches: face-to-face trainings and advisory services, and online interactive tools and databases.

Figure 3. International IDEA's approaches to change

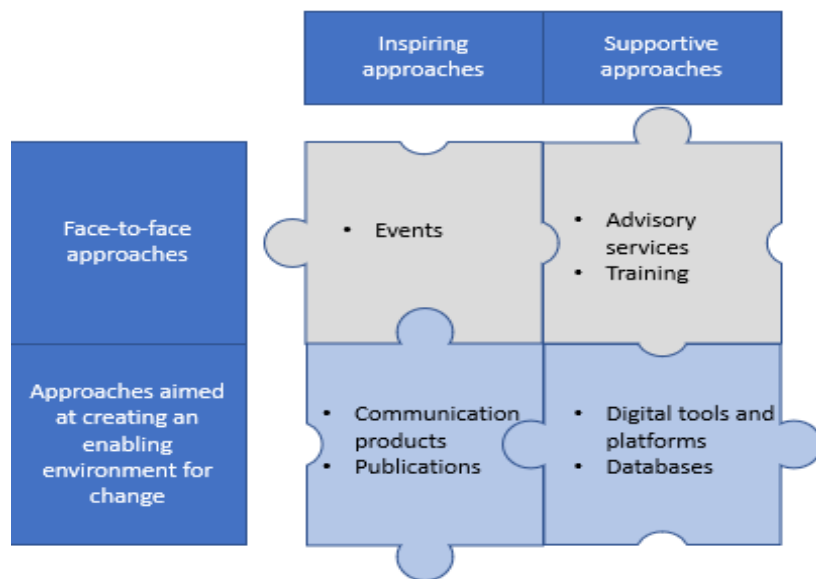
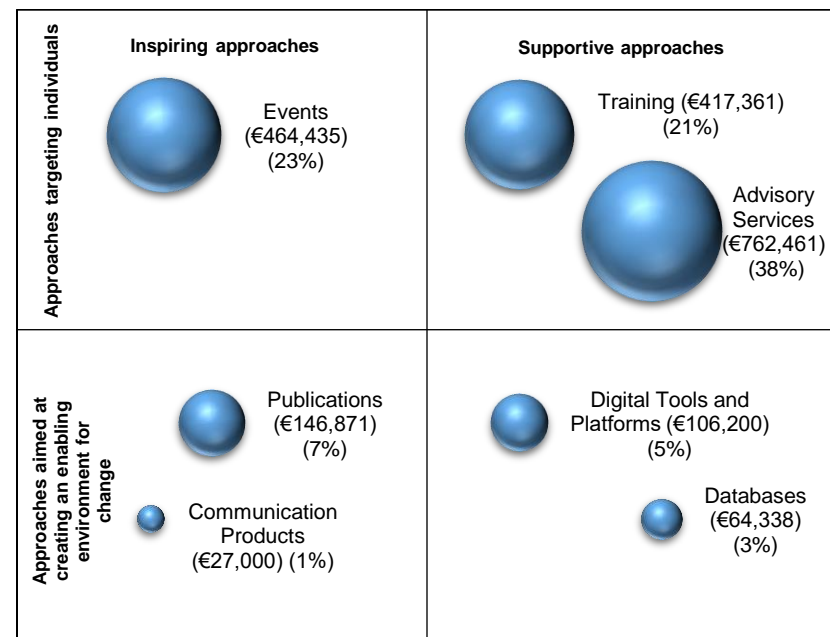


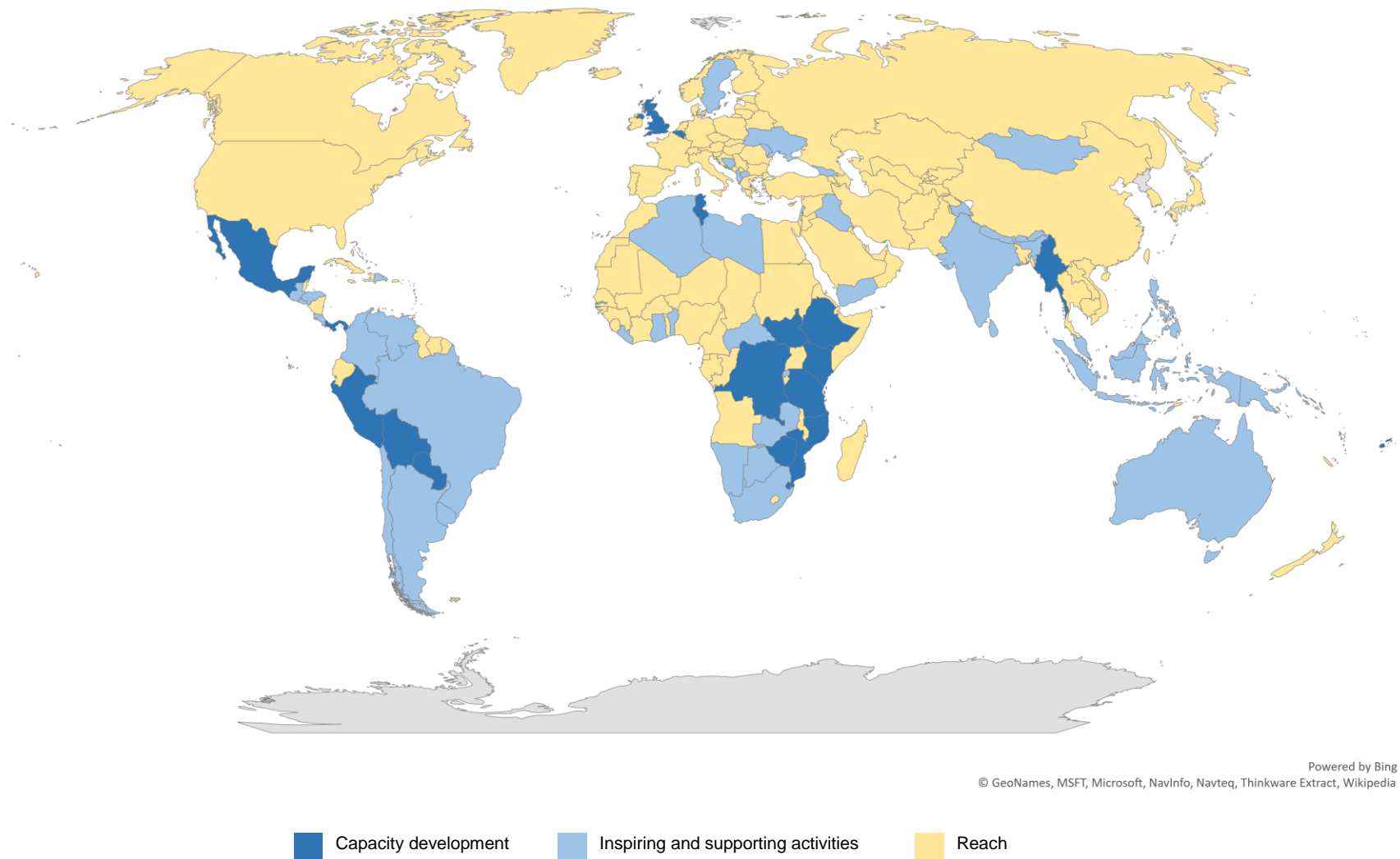
Figure 4 shows International IDEA's financial investment of the core budget distributed by output category and approach: 31% of the unrestricted budget will be invested in core funded inspiring outputs and 69% in core funded supportive outputs.

Figure 4. Approaches to be implemented in 2020 (the size of each bubble in the figure corresponds to the core budget invested in the respective output categories).



The map on the next page (Figure 5) shows where International IDEA plans to implement inspiring and supporting activities, where we have long-term capacity development projects, as well as our reach in terms of where our online communication products, publications, databases and digital tools are downloaded or viewed.

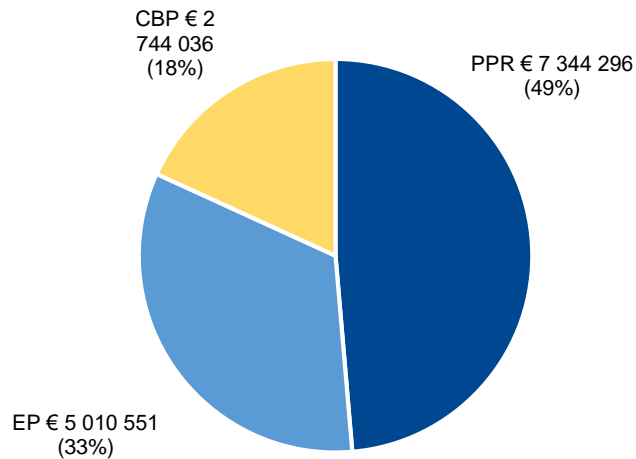
Figure 5. Map of where our supportive and inspirational work will take place in 2020.



Investments in impact areas, boundary partners and Sustainable Development Goals

In accordance with International IDEA's Strategy for 2018-22 the Institute works in three impact areas: constitution-building processes, electoral processes and political participation and representation. Figure 6 shows the budgeted financial investments in each of the impact areas for 2020.

Figure 6. Budget per impact area (core and restricted)



As seen in Table 6 International IDEA works with 13 types of boundary partners in its three impact areas as well as with four boundary partners in Democracy Assessment and Political Analysis.

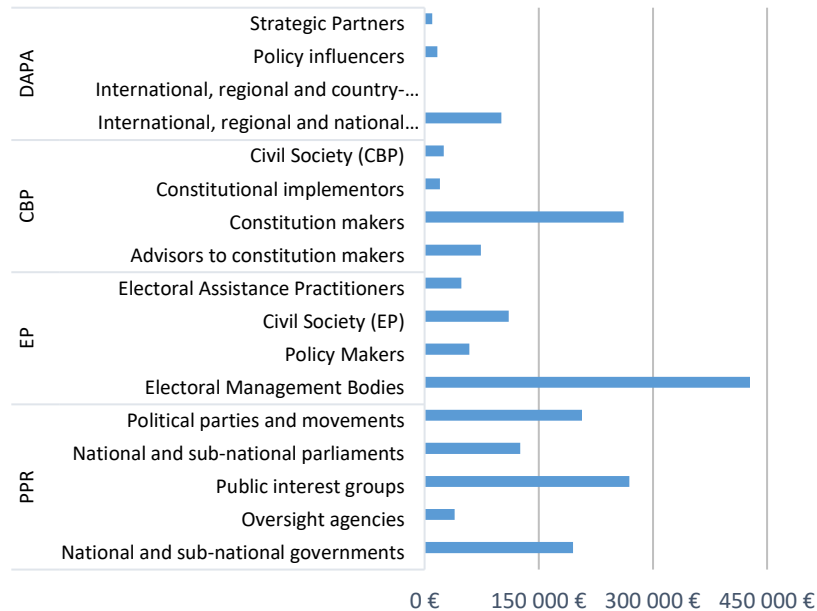
Table 6. International IDEA's boundary partners

	Boundary partners
Constitution-building processes	Constitution makers Advisors to constitution makers Civil Society Constitution implementers
Electoral processes	Electoral Management Bodies Electoral assistance practitioners Policymakers Civil society
Political participation and representation	National and sub-national governments Oversight agencies Political parties and movements National and sub-national parliaments Public interest groups
Democracy assessment and political analysis	International, regional and national policy makers International, regional and country-level civil society organizations Policy influencers Strategic Partners

For each boundary partner, a standardized outcome objective has been formulated.¹ The outcome objectives describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful and achieves its full potential as a facilitator of change. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget. The core funds invested per boundary partner are summarized in Figure 7.

¹ The full set of outcome objectives for our 17 boundary partners can be found in the Annex.

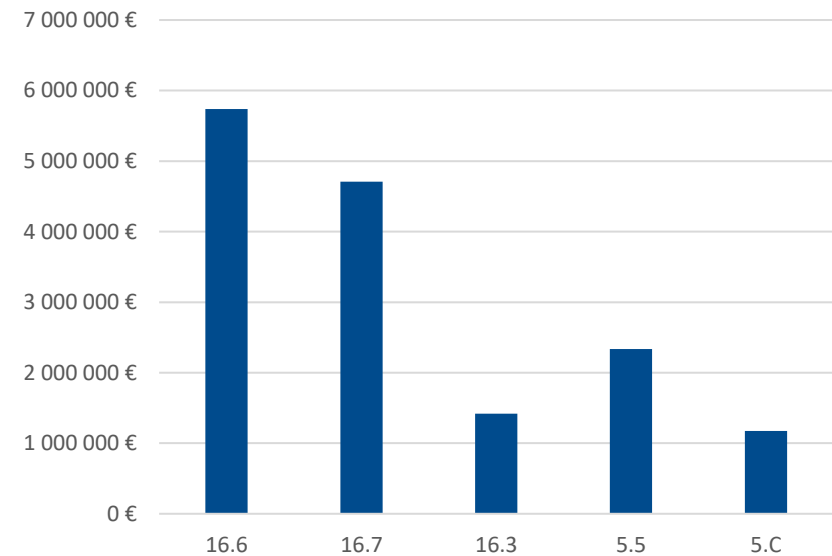
Figure 7. Financial investment per boundary partner (core funding)



Finally, to illustrate how our projects contribute to the 2030 Agenda for Sustainable Development all our projects are linked to a Sustainable Development Goal (SDG). As seen in Figure 8 we invest most of our resources to contribute to SDG targets 16.6 (effective, accountable and transparent institutions at all levels) and 16.7 (responsive, inclusive, participatory and representative decision-making at all levels). Significant resources are also invested in SDG target 16.3 (promote the rule of law at the national and international levels), SDG target

5.5 (women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life), and in SDG target 5.C (adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls everywhere).

Figure 8. Budget per Sustainable Development Goal



In the following sections of the 2020 Programme and Budget we provide the detailed plans for each programme, as well as for all institutional projects.

2. Global Programme

The latest Global State of Democracy Indices (GSoDI) data shows that the number of democracies in the world continues to grow, while the quality of democracy is declining in both new and older democracies. New democracies tend to have weak democratic performance and are susceptible to backsliding into hybridity or non-democracy. Older democracies face challenges in meeting citizen's expectations of equitable and sustainable economic and social development. The share of countries with high democratic performance is decreasing and some face democratic erosion. At the same time, several countries across all regions of the world endure as non-democracies or hybrid regimes.

Democratic backsliding in both new and old democracies is often spurred by enduring corruption (including the negative influence of money in politics), cyber threats, disinformation, hate speech, shrinking civic space, and constitutional amendments or replacements to solidify the executive power of authoritarian leaders. This decline in the quality of representation undermines people's trust in democratic institutions and processes, and fuels populist rhetoric where anti-establishment politicians lure voters with promises of quick solutions to complex socio-economic problems.

Despite these challenges, democracy is still highly supported. A recent survey by Dalia research found that 79% of people surveyed around the world support democracy, leading to a conclusion that *"democracy's crisis is not about people losing*

faith in democracy - it's about people demanding more." The democratic reforms in countries that seemed staunchly undemocratic (such as The Gambia in 2017 or Ethiopia from 2018) or stuck in the hybrid zone (such as Malaysia in 2018), the recent demands for democratic reforms in Algeria, Armenia, Egypt and Sudan, and the consolidation of democratic gains in Timor-Leste, Tunisia and The Gambia, are an encouragement to continue to defend democracy.

In response to this global democracy landscape, in 2020, International IDEA's Global Programme (GP) through its four teams will consolidate its provision of advisory and technical support to field programmes; its contribution to agenda setting and policy influence; and its focus on developing and repurposing demand-driven knowledge resources and practical tools.

The Electoral Processes (EP) team will support electoral design and reform processes through advisory services, focussing particularly on the use of information and communication technology (ICT) in elections, electoral risk management, electoral justice, the financing of elections, and professional development in elections. Emerging topics for 2020 are the independence of electoral commissions, the role of diplomats in conflict elections, and the credibility of result systems. Priority countries and regions are Albania, Bolivia, Indonesia, India, Mexico, Jordan, and the Southern African Development Community (SADC) region.

The Constitution Building Processes (CBP) team will prioritize in-country engagement, with a focus on fragile and conflict-affected states, including those transitioning to democracy. For 2020, priority countries for assistance are likely to continue to include Myanmar, South Sudan, Yemen and The Gambia; while second priority countries could include Algeria, Sudan and the Maldives. CBP will continue to maintain its Constitutionnet.org online platform as well the database on constitution-building processes in conflict-affected states.

The Political Participation and Representation (PPR) team will provide in-country advisory services with a focus on intra party democracy; political parties' strategic planning, gender inclusion and innovations; inter-party dialogues; digital and online campaigns; strengthening of parliaments and sub-national assemblies; citizen engagement; political finance oversight including digital reporting and disclosure mechanisms; political financing regulatory analysis; and gender and political financing measures. In collaboration with regional programmes, PPR will prioritize Ethiopia, The Gambia, Kenya, Tunisia, South Africa, Bolivia, Mexico, Panama, Peru, Paraguay, Myanmar, Fiji, Indonesia, Malaysia, the Philippines, and Georgia.

The Democracy Assessment and Political Analysis (DAPA) team's supportive approaches will focus on presenting the GSoD data and analysis in strategic forums to increase knowledge and use of GSoDI by policymakers and policy influencers, civil society organisations, academia, and research institutions. Training on the use of GSoDI data in analysis and strategies will be provided to selected boundary partners, International IDEA staff, and interested International IDEA Member States.

GP will also engage in inspiring activities aimed at creating an interest for longer-term capacity development initiatives, as follows:

- EP will continue to advocate for a process-driven and long-term approach to election planning that includes stakeholder dialogue, avenues of redress, inter-agency cooperation and partnership-based development of ICT systems.
- CBP will continue to position International IDEA as a thought leader in the CBP assistance field through production of the Annual Constitutional Review, the primer series, the network for women constitution makers, and the Edinburgh Dialogues.
- PPR will continue to position International IDEA as a leader in the development of comparative knowledge resources and a global convener on political participation and representation themes and debates through inter-regional round tables, the primer series, factsheets and news articles, and will continue to position International IDEA as a key player in the Political Party Peer Network, IKNOW Politics, Inter-Parliamentary Union (IPU), Open Government Partnership, Digital for Development (D4D) and relevant UN entities.
- DAPA will continue to play a key role in informing democracy-related policymaking, with data and evidence-based analysis through the Global State of Democracy report and Indices, augmented with GSoD In Focus briefs on specific topics.

Table 7. Planned budgets per programme and project, 2020: Global Programme

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platforms and Databases	-	156,707	156,707
Country-Level Assistance	-	369,572	369,572
Knowledge Generation	-	128,114	128,114
CBP Networks and Shared Learning	-	90,223	90,223
CBP General Programme Management and Office	-	123,050	123,050
Provision of expertise for justice in conflict and transition*	671,207	4,317	675,524
Innovating on Inclusion in Peace Processes (Edinburgh Dialogue) *	54,553	13,489	68,042
TOTAL (CBP)	725,760	885,472	1,611,232
Democracy Assessment and Political Analysis (DAPA)			
Global State of Democracy Indices	-	296,037	296,037
Global State of Democracy report and analysis	-	296,983	296,983
TOTAL (DAPA)	-	593,021	593,021
Electoral Processes (EP)			
Electoral Risks and Conflict	-	162,854	162,854
Emerging Challenges in Electoral Management	-	174,058	174,058
Global Knowledge Products on Electoral Processes	-	177,800	177,800
Global Advisory Services on Electoral Processes	-	219,102	219,102
Electoral capacity development	-	139,161	139,161
TOTAL (EP)	-	872,975	872,975

Programme/Project name	RES €	UNR €	Total €
Political Participation and Representation (PPR)			
Political Finance and Money in Politics	-	339,775	339,775
Political Party Strengthening	-	309,371	309,371
Parliaments and Subnational Assemblies	-	224,104	224,104
INTER PARES – Parliaments in Partnership – EU Global Project to Strengthen the Capacity of Parliaments*	1,980,573	-	1,980,573
TOTAL (PPR)	1,980,573	873,250	2,853,822
Director, Global Programme Office (DGPO)			
Board of Advisers (BoA)**			
Global Programme Management	-	270,753	270,753
Democracy in the Development Agenda	-	21,610	21,610
TOTAL (DGPO)	-	292,363	292,363
TOTAL, GLOBAL PROGRAMME	2,706,332	3,517,080	6,223,412

Notes: RES = restricted; UNR = unrestricted. *Denotes externally funded (restricted) project. **The Board of Advisers budget is listed in Table 10 under 'Programme support'.

Figure 9. Financial investment per output category (core funding), Global Programme

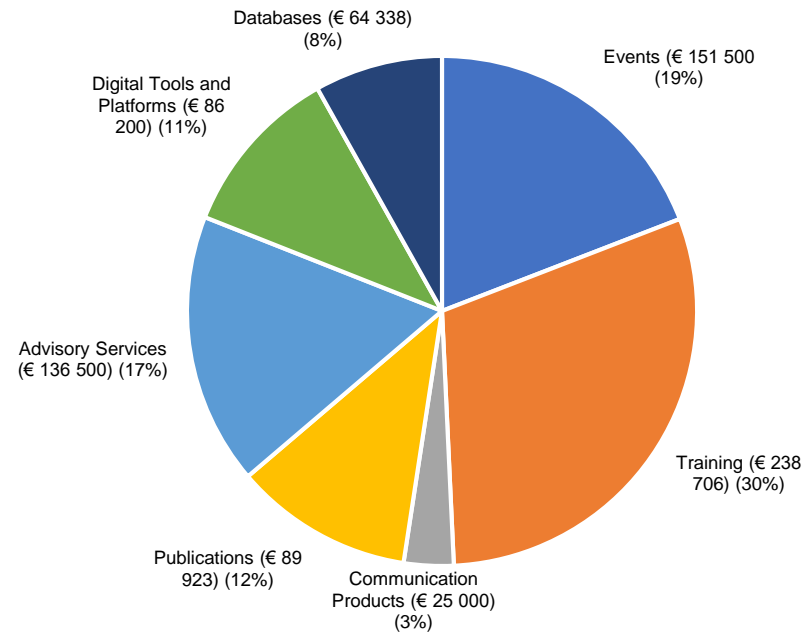


Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in the Global Programme 2020. 66% of the budget in the Global Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 34% of the budget will be invested in publications (handbooks, reports, translations, policy papers and training modules), digital tools and platforms, databases and communication products (news articles, opinion pieces and films) which we make available online on International IDEA's websites.

Figure 10. Strategy map illustrating the financial size of each output category (core funding), Global Programme

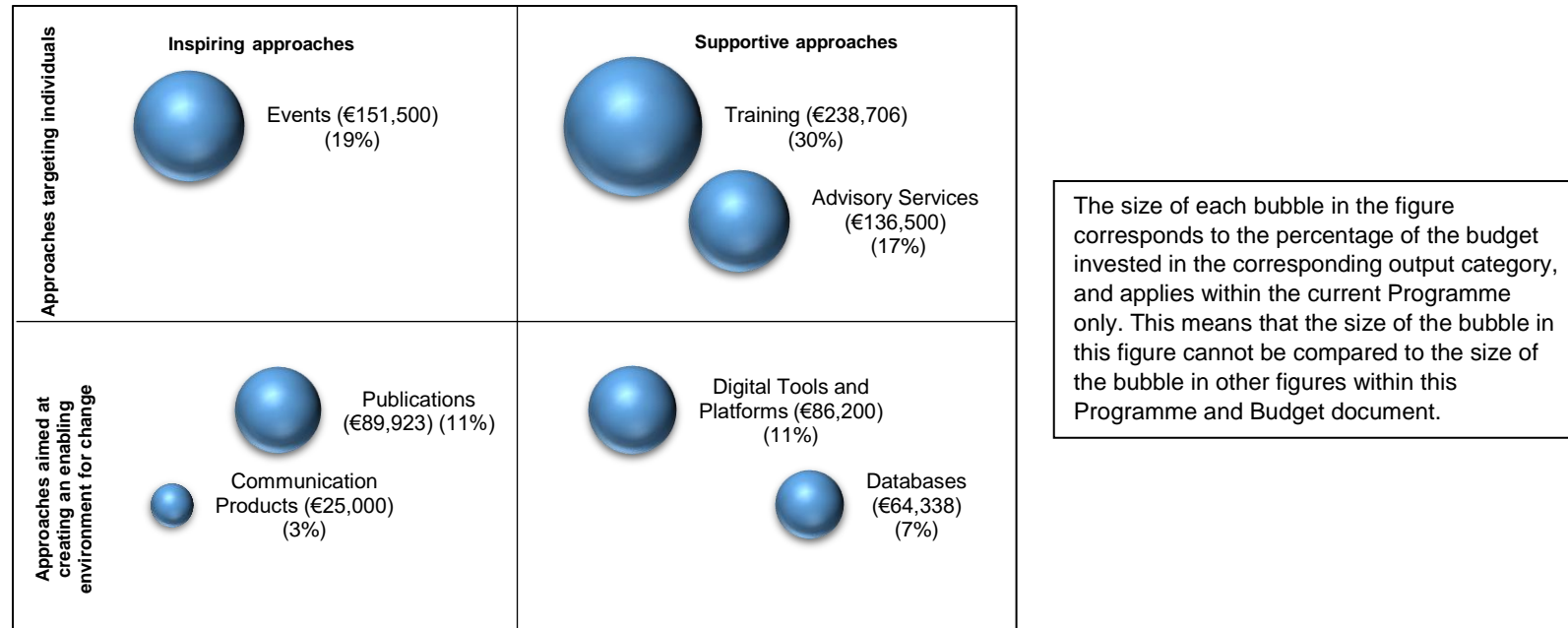


Figure 10 shows International IDEA's financial investments in core funded unrestricted projects per output category in the Global Programme 2020 and illustrates how these outputs are intended to inspire and support change processes. 33% of the budget in the Global Programme will be invested in face-to-face events, online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 67% of the budget will be invested in face-to-face trainings, advisory services, online digital tools and platforms, and databases aimed at *supporting* our boundary partners in their change processes.

Figure 11. Strategy map illustrating the total financial size of each output category (core and restricted funding), Global Programme

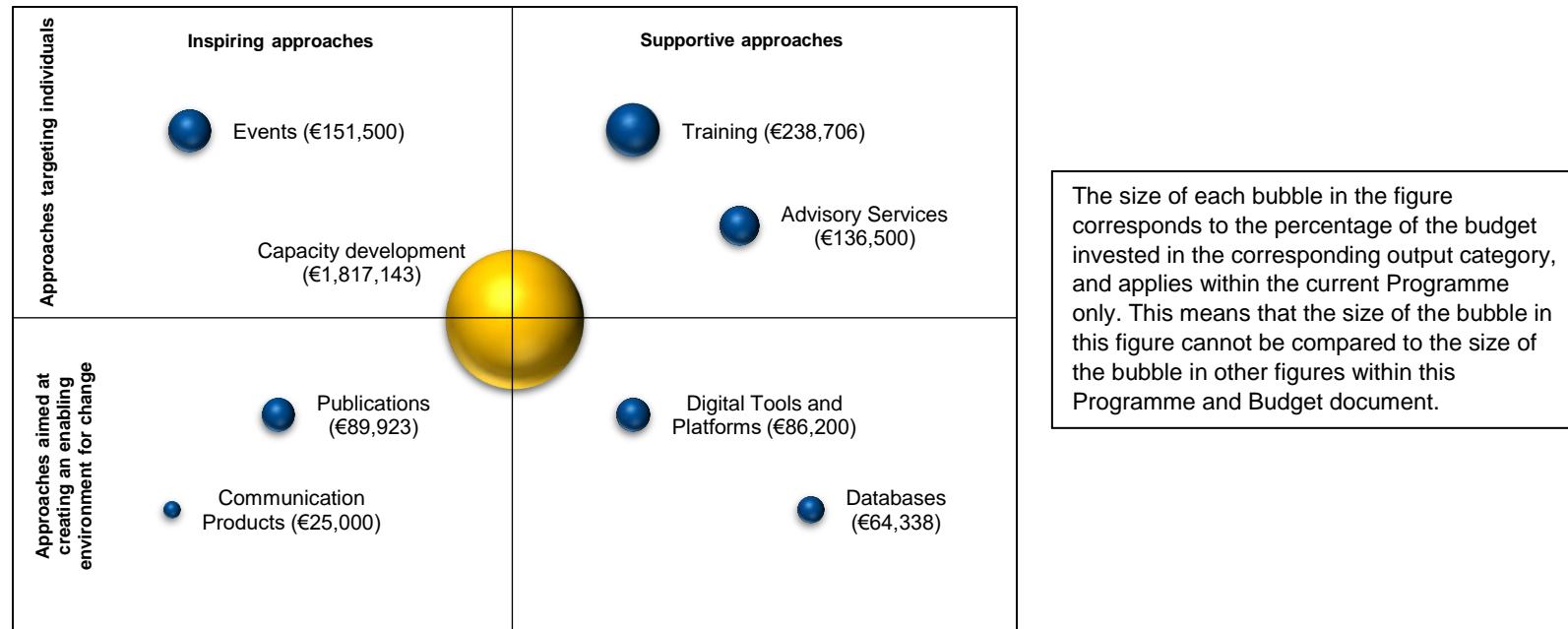
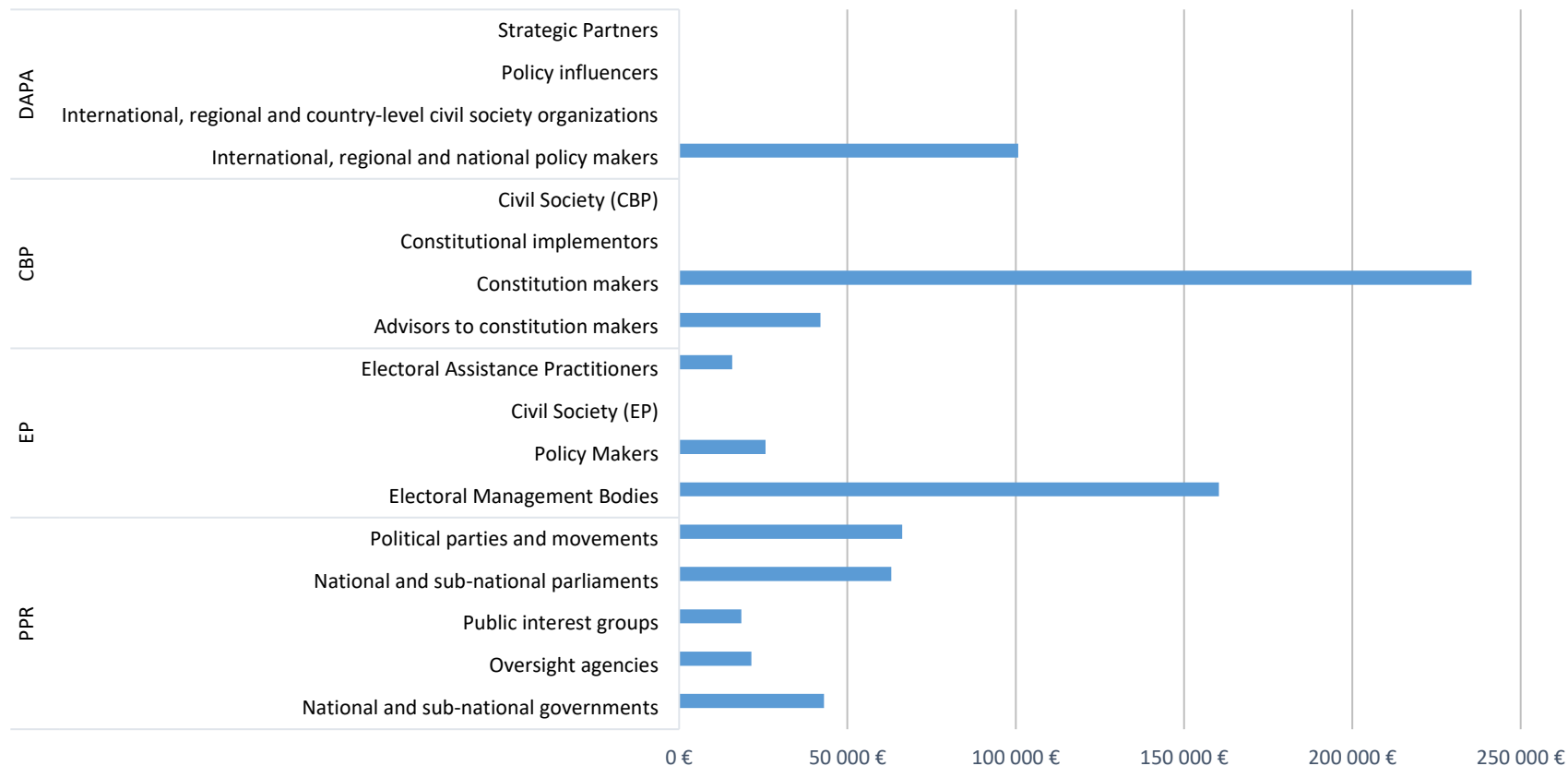


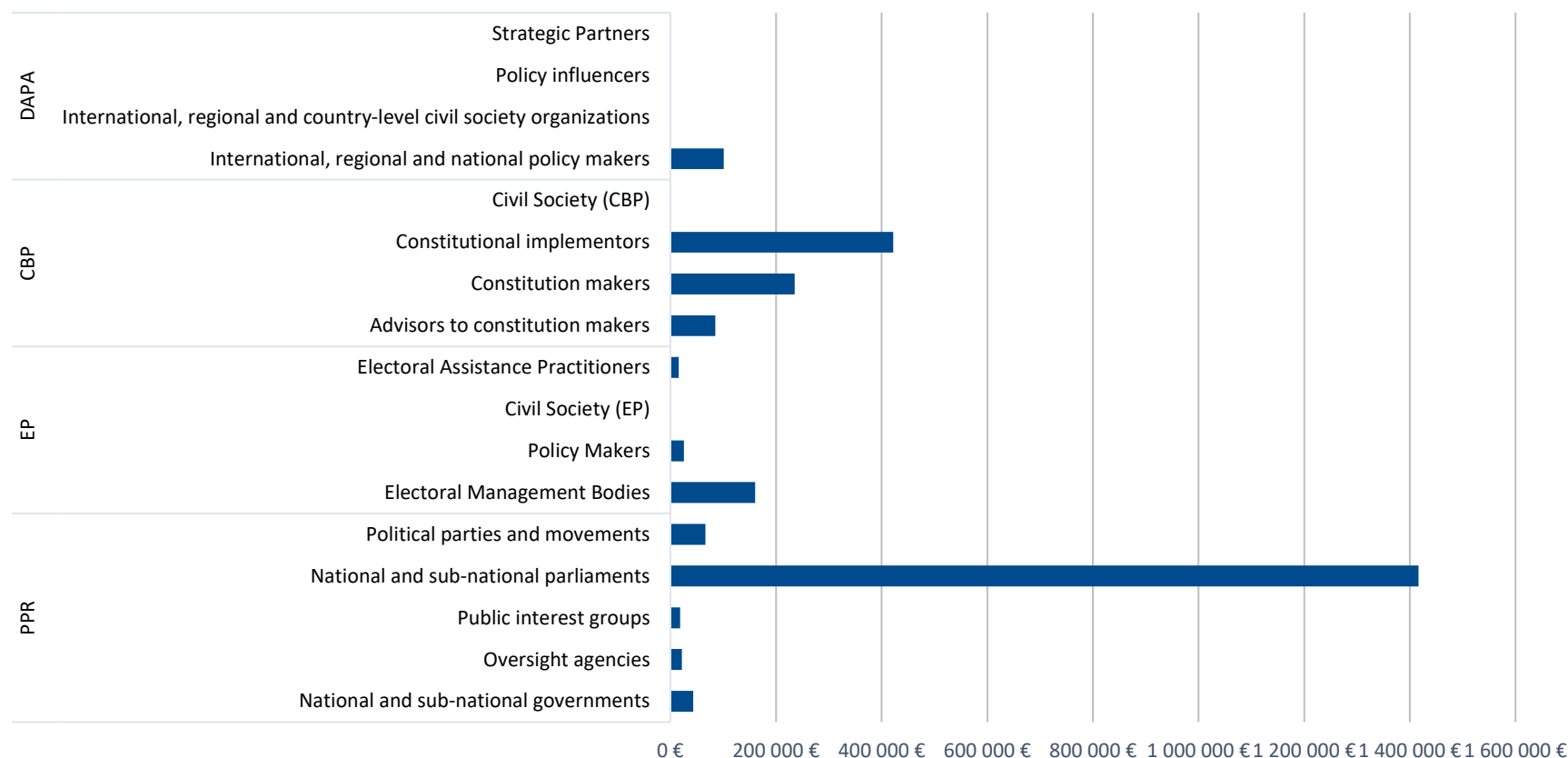
Figure 11 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programme 2020 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 31% of the total budget for the programme. The remaining 69% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms.

Figure 12. Financial investment per boundary partner (core funding), Global Programme



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 12 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Global Programme 2020. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Figure 13. Total financial investment per boundary partner (core and restricted funding), Global Programme



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 13 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programme 2020. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Constitution-Building Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Online Platforms and Databases			
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Digital tools and platforms	ConstitutionNet updated and maintained; codebook and website of Post-Conflict Constitution-Building Processes (PCCBP) Database updated; and public participation platform features updated, to be ready for on-demand use by country-level constitution makers.	25,000
		Staff costs	121,455
		Indirect costs	10,252
		Total	156,707
Country-Level Assistance			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Events	Country-level scoping missions and needs assessments supporting enhanced engagement in national constitution building processes conducted.	18,000
	Training	Country-level events, trainings and advisory services as requested by country partners and in collaboration with IDEA field offices.	194,406
		Staff costs	132,989
		Indirect costs	24,178
		Total	369,572

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Knowledge Generation			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Publications	Three primers developed, potentially on: Regulation of political parties; roles and powers of opposition; policing; or transitional and temporary provisions.	3,000
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Publications	Annual Review of Constitution Building 2019 developed.	2,000
		Staff costs	114,733
		Indirect costs	8,381
		Total	128,114
CBP Networks and Shared Learning			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Events	Founding Women Dialogue II convened (with University of Edinburgh).	20,000
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Advisory services	Co-chairing of panel event on Gender and Constitutions at the 64th meeting of Commission on the Status of Women on reviewing the implementation of Beijing Platform for Action ahead of Beijing +25.	-
	Events	Workshop on constitution making assistance in partnership with National University of Singapore convened.	15,000
	Advisory services	Participation in second conference on Advancing Equal Rights in Constitutions (UCLA World Policy Analysis Center & Section 27).	-
		Staff costs	49,320
		Indirect costs	5,902
		Total	90,223

Project output	Budget, €
CBP General Programme Management and Office	
Office costs	115,000
Indirect costs	8,050
Total	123,050

Restricted projects

Provision of expertise for justice in conflict and transition

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	421,733
	Staff costs	209,598
	Indirect costs	44,193
	Total	675,524

Innovating on Inclusion in Peace Processes (Edinburgh Dialogue)

Boundary Partner and Outcome objective	Output Category	Budget, €
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Capacity development	42,805
	Staff costs	20,785
	Indirect costs	4,452
	Total	68,042

Democracy Assessment and Political Analysis

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global State of Democracy Indices			
<i>International, regional and national policy makers</i> develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Databases	2020 update of GSoD Indices	44,595
		Staff costs	232,075
		Indirect costs	19,367
		Total	296,037
Global State of Democracy report and analysis			
<i>International, regional and national policy makers</i> develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Communication products	Options for communication products include enhancing the country profiles on the website, providing colored framework wheels based on democratic performance, including regime types and color-coding the bar charts. Another option is to develop a film in the transition series based on a new transition, such as for example The Gambia.	21,000
	Communication products	Publication of at least seven GSoD In Focus on the following (tentative) topics: one 'global findings' with 2019 data, four regional updates (AWA, LAC, Europe and Asia), one on rule of law with CBP, one on a PPR or EP topic (TBD).	4,000
	Publications	Preparation for the 2021 GSoD report	31,096
		Staff costs	221,459
		Indirect costs	19,429
		Total	296,983

Electoral Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Electoral Risks and Conflicts			
Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Three demand driven missions to support electoral risk management provided.	15,500
	Publications	Publication of Guide on risk management in elections.	12,000
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	Engagement with peacebuilding community on recommendations regarding the timing and sequencing of elections.	7,500
	Training	Global curriculum on conflict sensitivity during elections developed.	5,000
		Staff costs	112,200
		Indirect costs	10,654
		Total	162,854
Emerging Challenges in Electoral Management			
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Publications	2-4 knowledge products on ICT in elections developed for regional programme use, preliminarily including Bhutan, Indonesia, Sri Lanka and Nepal.	13,200
Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	Expert working groups on emerging challenges in electoral management convened on topics of social media and EMB independence.	17,400
Electoral Assistance Practitioners provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Advisory services	On-demand advice and commentary on emerging challenges in electoral management.	5,800
		Staff costs	126,271
		Indirect costs	11,387
		Total	174,058

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global Knowledge Products on Electoral Processes			
Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Digital tools and platforms	IDEA electoral databases and online tools maintained; global research-practice ties increased.	29,000
	Digital tools and platforms	ACE network and website updated and maintained, used by electoral officials around the world in four languages to find information and best practice on electoral technical issues.	7,200
	Publications	Electoral knowledge publications made more accessible through re-purposing (redesigning and updating) and active dissemination through field offices (including three chapters on electoral justice and one chapter on electoral management design).	13,627
Staff costs			116,341
Indirect costs			11,632
Total			177,800

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global Advisory Services on Electoral Processes			
Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Targeted on demand electoral expertise provided to regional offices, member states and boundary partners.	23,800
	Advisory services	On demand expert support to regional seminars and other activities.	5,200
Electoral Assistance Practitioners provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Advisory services	Active promotion of sustainable electoral assistance practices (long term thinking in electoral system reform; regulatory pluralism in addressing complex issues, and stakeholder consultation) through speaking engagements, input to articles and SG and director speeches.	7,000
Staff costs			168,768
Indirect costs			14,334
Total			219,102

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Electoral capacity development			
Electoral Assistance Practitioners provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Events	BRIDGE project maintained and stakeholders connected through face-to-face meetings.	3,000
Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Training	Election Focused Curricula and Pedagogical Materials developed and shared (e.g. BRIDGE V3).	10,800
	Advisory services	Support to field offices and BRIDGE partners to showcase and/or deliver BRIDGE V3 as part of their capacity development work.	19,200
	Events	Convening communities of practice to cooperate on a publication on best practices in electoral training, civic education and election administration.	6,600
		Staff costs	90,457
		Indirect costs	9,104
		Total	139,161

Political Participation and Representation

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Political Finance and Money in Politics			
Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Advisory services	Advice provided on political finance regulatory frameworks and oversight capacities.	21,500
Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	Approximately two fact sheets, one policy brief and four analytic articles on emerging trends in political finance developed.	6,000
National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Databases	Data in selected countries for the Political Finance Database and tools reviewed and updated.	17,993
	Events	One event convened with the exact theme of the event to be decided in 2020. Focus will be on global policy influence and agenda setting on political finance, gender and political finance, the influence of money in politics (institutions and processes) and digital political campaigning.	25,000
		Staff costs	247,053
		Indirect costs	22,228
		Total	339,775

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Political Party Strengthening			
Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Databases	Maintenance and update of Digital Parties Portal, iKNOW Politics and the Gender Quota Database.	1,750
	Publications	Country reports and comparative analysis papers on the impact of digital political campaigns on the integrity of political processes developed.	5,000
	Publications	Two primers on political party innovation developed: one factsheet on the global trends on youth inclusion in intra-party processes; and one discussion paper on the future of political parties and parliaments.	4,000
	Training	Advice and training on dialogue and strategic planning provided to political parties and interparty platforms in, tentatively, The Philippines, The Gambia, Ethiopia and Mongolia.	12,500
	Advisory services	Advice on mechanisms for youth and gender inclusion in intra and interparty structures and processes provided.	18,000
	Digital tools and platforms	Global Partnership contribution on women empowerment and gender equality.	25,000
Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	One global policy influence and agenda setting event on ICTs in politics and political parties and digital/online campaigns convened.	12,500
Staff costs			210,381
Indirect costs			20,239
Total			309,371

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Parliaments and Subnational Assemblies			
National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Reform dialogues between political parties and sub-national assemblies facilitated.	10,000
	Events	Political/legal reform dialogues with political parties' leadership and parliamentary committees conducted in at least two INTER PARES partner countries.	8,000
	Training	1-2 trainings on democratic accountability and citizen-engagement by sub-national legislatures implemented in in AP and/or AWA.	16,000
	Events	A global or regional roundtable on gender and youth inclusion in national and sub-national legislatures organized.	26,000
	Advisory services	International IDEA's experiences in parliamentary support shared in at least two global/regional events with e.g. IPU, UN Women, EU or African Union.	3,000
Staff costs			146,443
Indirect costs			14,661
Total			224,104

Restricted projects

INTER PARES – Parliaments in Partnership – EU Global Project to Strengthen the Capacity of Parliaments

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	1,353,305
	Office costs	92,288
	Staff costs	405,409
	Indirect costs	129,570
	Total	1,980,573

Director, Global Programme Office (DGPO)

Objective	Outcome	Project outputs	Budget, €
Global Programme Management			
To effectively lead and efficiently manage the Global Programme team.	A highly skilled and motivated Global Programme team.	Global Programme staff retreats.	
	Effective and relevant partnerships built and strengthened that contribute to the objectives of the Global Programme and the Institute.	Advocacy and representation of IDEA in events/meetings.	12,000
		Staff costs	241,040
		Indirect costs	17,713
		Total	270,753
Democracy in the Development Agenda			
Supporting the implementation of the 2030 Agenda for Sustainable Development in the field of democracy building.	Engage and collaborate actively to influence the debate on the monitoring and reporting of the SDGs, particularly SDG 16.	Contribution to SDG16 Data Initiative Annual Global Report.	2,000
		Represent IDEA in critical meetings and advocacy opportunities.	-
		Host/co-host events and side events.	3,000
		Staff costs	15,195
		Indirect costs	1,414
		Total	21,610

3. Africa and West Asia Programme

The Africa and West Asia (AWA) region is characterized by a diversity of governance systems where broadly democratizing countries co-exist with hybrid and authoritarian ones. According to the Global State of Democracy Indices, 20 countries in Africa are democracies, 18 are hybrid regimes and 11 non-democracies. The high performing democracies are concentrated in the West and Southern Africa sub-regions. The Middle East remains the least democratic region in the world, where only two out of twelve countries are democracies, whereas three are hybrid regimes and seven are non-democracies.

Challenges of state and nation-building remain rife in the region and are further compounded by varying depths and intensity of violent conflict and insecurity. In the countries where democratic reforms have been pursued with some consistency over time, accent has mostly been placed on basic constitutional and electoral system reforms. In many other cases, however, the political playing field is still heavily weighted in favour of incumbents, and the appetite for significant democratic governance reforms remains limited as regimes seek to tighten their grip on power by various means. Difficulties with the effective inclusion and participation of women have persisted with women's representation in parliaments remaining low overall. In fact, in a few of the non-democracies in the region, women's autonomous participation in public life is still prohibited. The accommodation of the youth and minorities in the political system represents a further source of challenge,

which, in the worst cases, has led to a violent breakdown of law and order.

In tandem with ongoing changes in the global order, strategic re-alignments have also been ongoing in the region. At one level, this has boosted interest in the role of Regional Economic Communities. At another level, it has focused attention on opportunities for the expansion of regional markets, culminating in the recent launching of African Continental Free Trade Area as the single biggest regional market in the world. Alongside the revival of development planning, a generalized recalibration of government-business relations, and attention to new development corridors and partnerships, including expanded links with China, there is a strong momentum to prioritize and drive economic growth. These efforts are, however, constrained by political instability, widespread insecurity, and extremist violence which underscore the fact that from the Sahel, the Horn, and the Great Lakes to the Maghreb, the Red Sea, and the Gulf, violent conflicts are intersecting with development and governance deficits to serve as fertile grounds for migrations, extremism, and trans-border criminality.

The countries, institutions and actors that have been identified for engagement and as boundary partners for International IDEA's Africa and West Asia Programme in 2020 are reflective of the governance and development dynamics described in the preceding paragraphs. The approaches and modalities of engagement in delivering the Institute's products and services

will be determined on a case-by-case basis and according to the specific needs and demands of the targeted countries, institutions and actors. Broadly speaking, both inspiring and supportive approaches in all three impact areas will be employed in 2020, with most of the projects grouped around four main output categories: training, advisory services, events and capacity development.

At the regional level, the African Union Commission will once again be an anchor partner. The partnership will continue to be expanded beyond the Department of Political Affairs (DPA) to include the Peace and Security Department (PSD) in line with the focus on preventive diplomacy. Collaboration with various arms of the UN will also continue. Partnership agreements with organizations at the sub-regional level, such as IGAD and ECOWAS, will be reinvigorated. At the country level, approaches aimed at inspiring boundary partners to engage in capacity development processes will be adopted in Ethiopia (where legal, institutional and policy reforms have created opportunities for International IDEA to scale-up its contribution to the reform process), Libya (where there are opportunities for International IDEA to engage with advisors to constitution makers, the Central Committee for Municipal Council Elections, political parties and civil society) and Tunisia (where the constitution of 2014 has provided opportunities to work with a wide range of actors).

Countries where longer-term supportive approaches will be adopted include Yemen (where we are involved in the dialogue

on the constitutional framework), Lebanon (where we will continue to support youth to articulate and voice positions on constitutional reforms), The Gambia (where we will invest in capacity development with constitution makers, advisors to constitution makers, the executive branch, the legislature, and civil society groups), South Sudan (where we will continue work with the government and representatives of civil society to think through the contours of the constitutional settlement), Central Africa Republic (where we will continue to assist with the implementation of the gender component of the Agreement for Peace and Reconciliation, work with national institutions involved in human rights protections, and plan support for the strengthening of the Election Management Body and various civil society groupings), Kenya (where we will seek cooperation with oversight agencies, political parties and movements, and the election management bodies) and Mozambique (where work with the parliament, sub-national governments, civil society and electoral assistance).

Other works streams will include various engagements with several networks of election management bodies, the SADC Parliamentary Forum and SADC Lawyers' Association, as well as on-demand advisory services to various partners in Namibia, Botswana, Rwanda, Iraq, Zimbabwe, Zambia, Benin, Cabo Verde, South Africa, Algeria, the Sahel, and the Great Lakes. The main Boundary partners will include Electoral Management Bodies, constitution makers and advisors, civil society, political parties and movements and national and sub national parliaments.

Table 8. Planned budgets per project, 2020: Africa and West Asia Programme

Project name	RES €	UNR €	Total €
Constitution Building Processes (CBP) Training	-	217,398	217,398
Electoral Processes (EP) Advisory	-	78,985	78,985
Electoral Processes (EP) Event	-	115,262	115,262
Electoral Processes (EP) Training	-	116,830	116,830
Political Participation and Representation (PPR) Advisory	-	111,085	111,085
Political Participation and Representation (PPR) Event	-	91,958	91,958
Political Participation and Representation (PPR) Training	-	159,742	159,742
Pan Regional Initiative - AWA Wide	-	397,272	397,272
Addis General Programme Management and Office	-	606,643	606,643
Tunis General Programme Management and Office	-	179,926	179,926
International IDEA–African Union Joint Activity Plan (JAP, Norway)*	420,676	-	420,676
Support to the AU on Structural Preventive Diplomacy and Political Analysis*	1,279,545	-	1,279,545
Establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia*	403,780	-	403,780
Support to the Federalization Process in South Sudan*	463,722	-	463,722
A49 – Working towards a new era in the protection of fundamental rights in Tunisia*	554,913	-	554,913
Leadership Programme Peace, Reconciliation and Conflict Resolution in Ethiopia 2019-2020*	96,759	-	96,759
Support to Consolidation of Democracy in Mozambique*	1,286,205	-	1,286,205
Enhancing the Inclusion of Women in Political Participation in Africa*	2,995,071	-	2,995,071
TOTAL, AFRICA AND WEST ASIA PROGRAMME	7,500,672	2,075,100	9,575,772

Notes: * denotes restricted funding project. RES = restricted funding; UNR = unrestricted funding.

Figure 14. Geographical coverage, Africa and West Asia

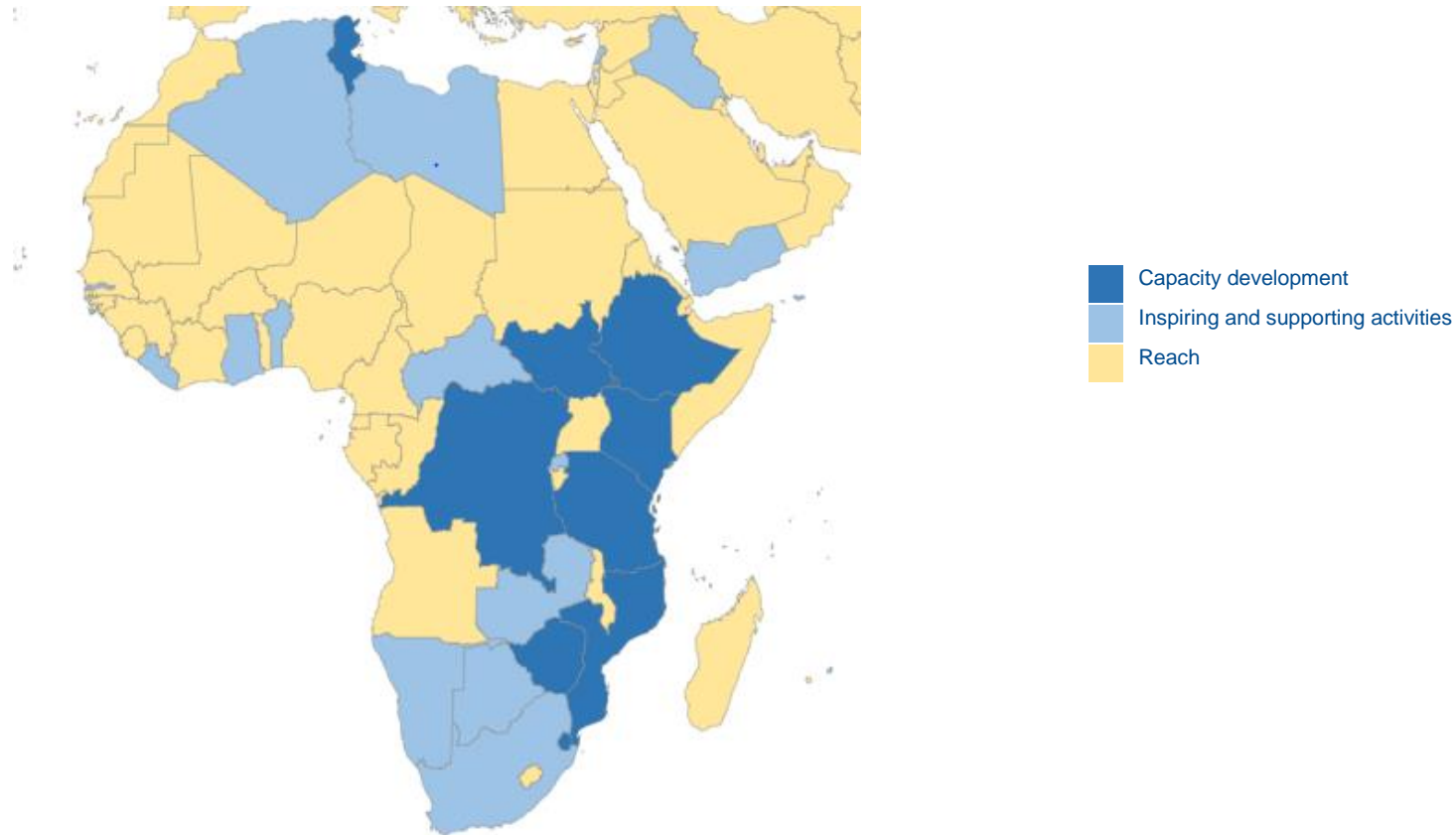


Figure 14 shows where in Africa and West Asia International IDEA plans to make financial investments 2020. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Ethiopia, Tunisia, South Sudan and Mozambique and increased inspiring and supportive activities are planned, among others, for The Gambia, Namibia, Ghana, Benin, Zambia, Yemen and Iraq.

Figure 15. Financial investment per output category (core funding), Africa and West Asia

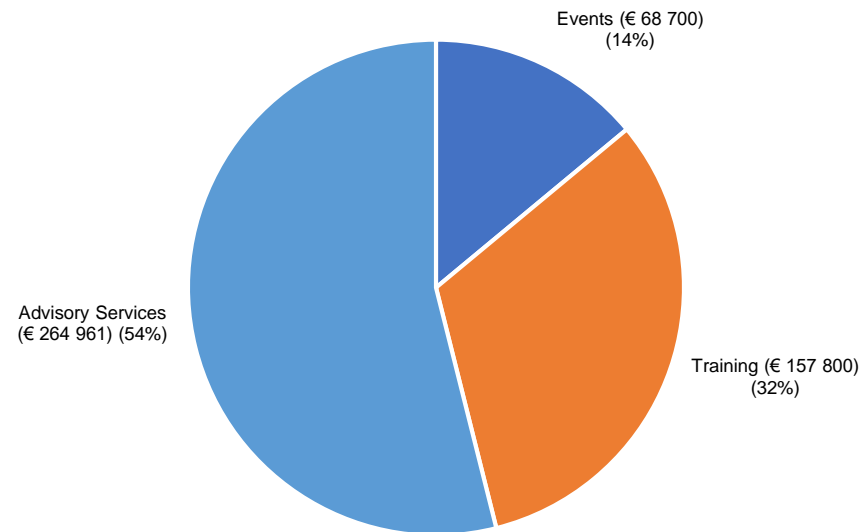


Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2020. 100% of the budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes.

Figure 16. Strategy map illustrating the financial size of each output category (core funding), Africa and West Asia

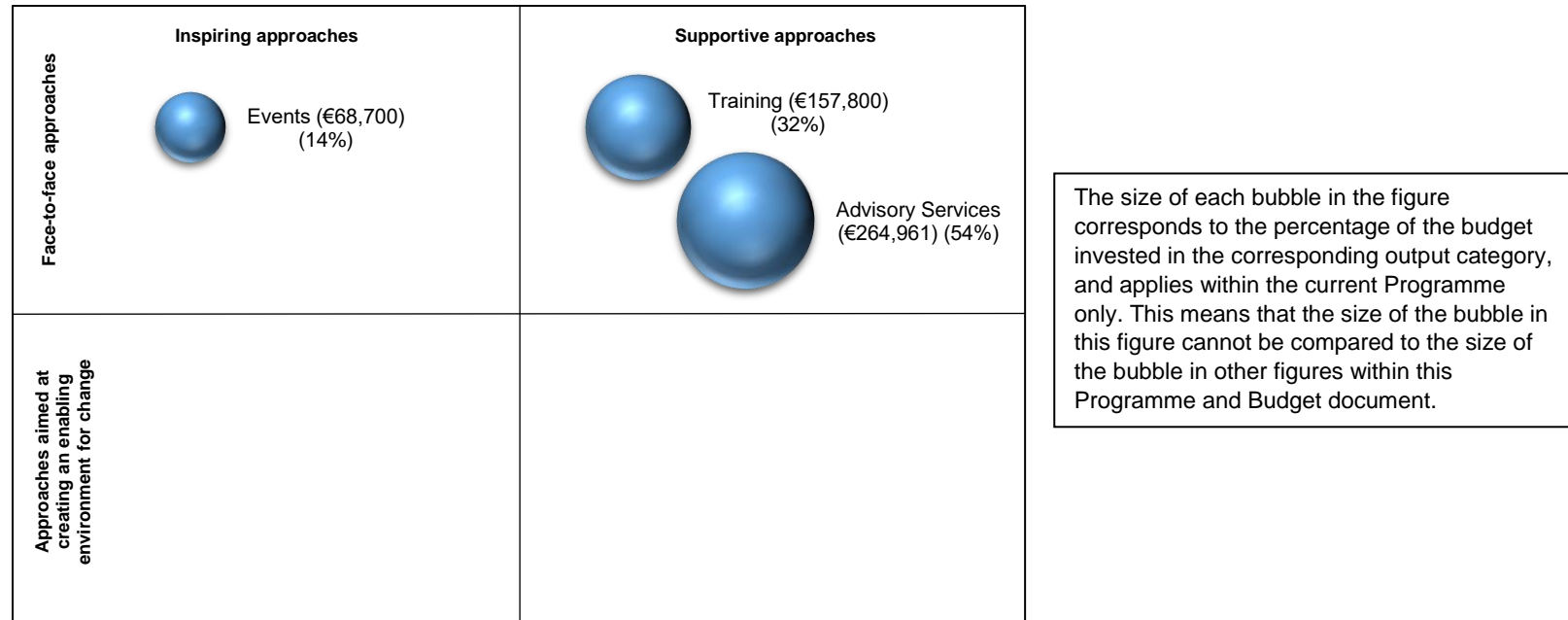


Figure 16 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2020 and illustrates how these outputs are intended to inspire and support change processes. 14% of the budget in the Africa and West Asia Programme will be invested in face-to-face events aimed at *inspiring* boundary partners to engage in change processes. 86% of the budget will be invested in face-to-face trainings and advisory services aimed at *supporting* our boundary partners in their change processes.

Figure 17. Strategy map illustrating the total financial size of each output category (core and restricted funding), Africa and West Asia

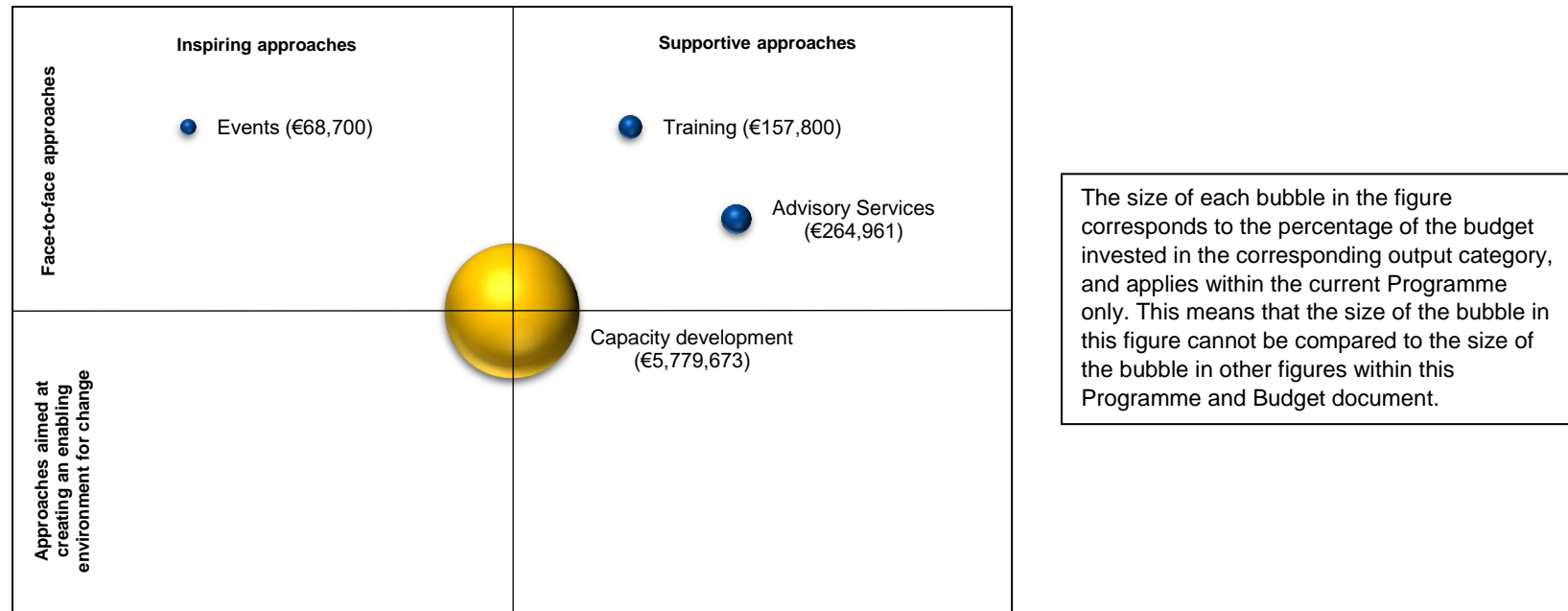
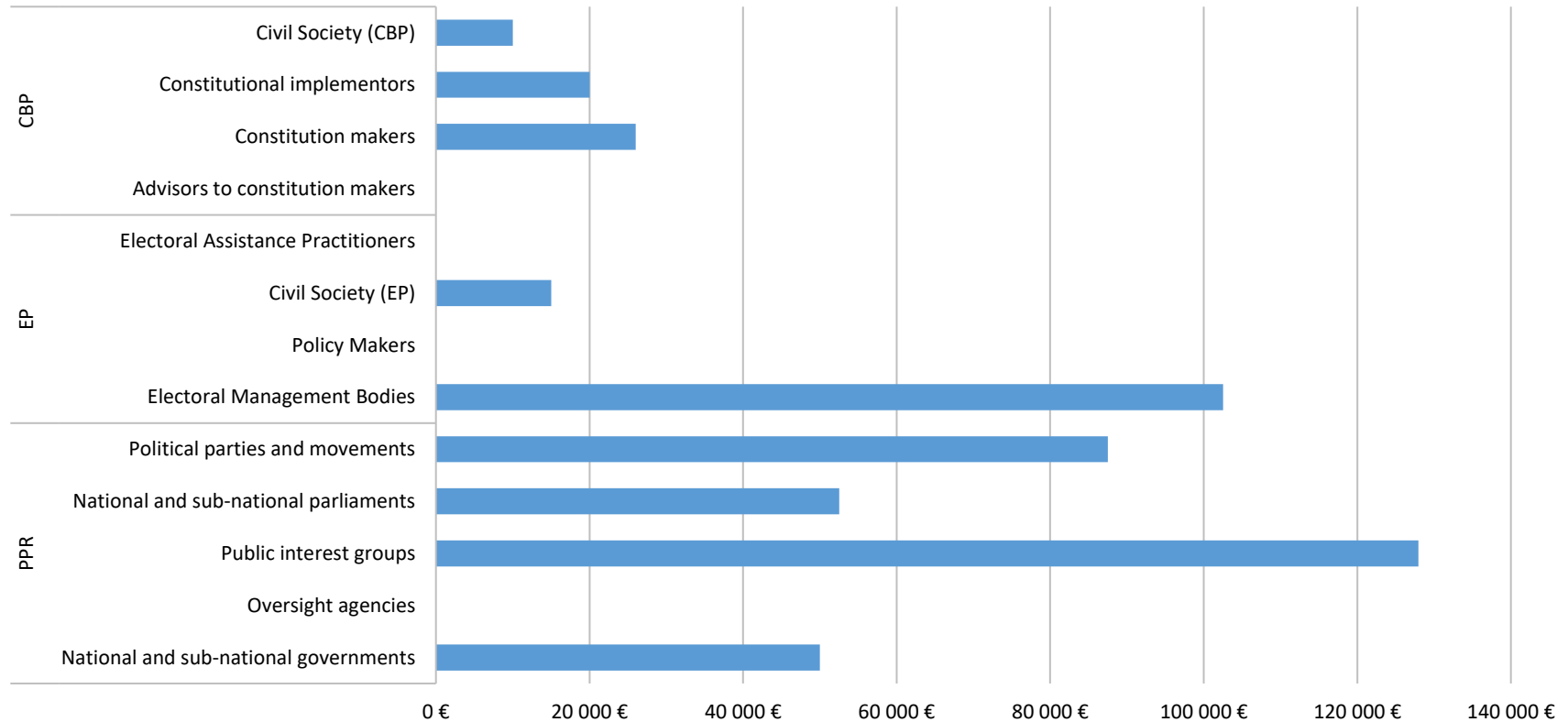


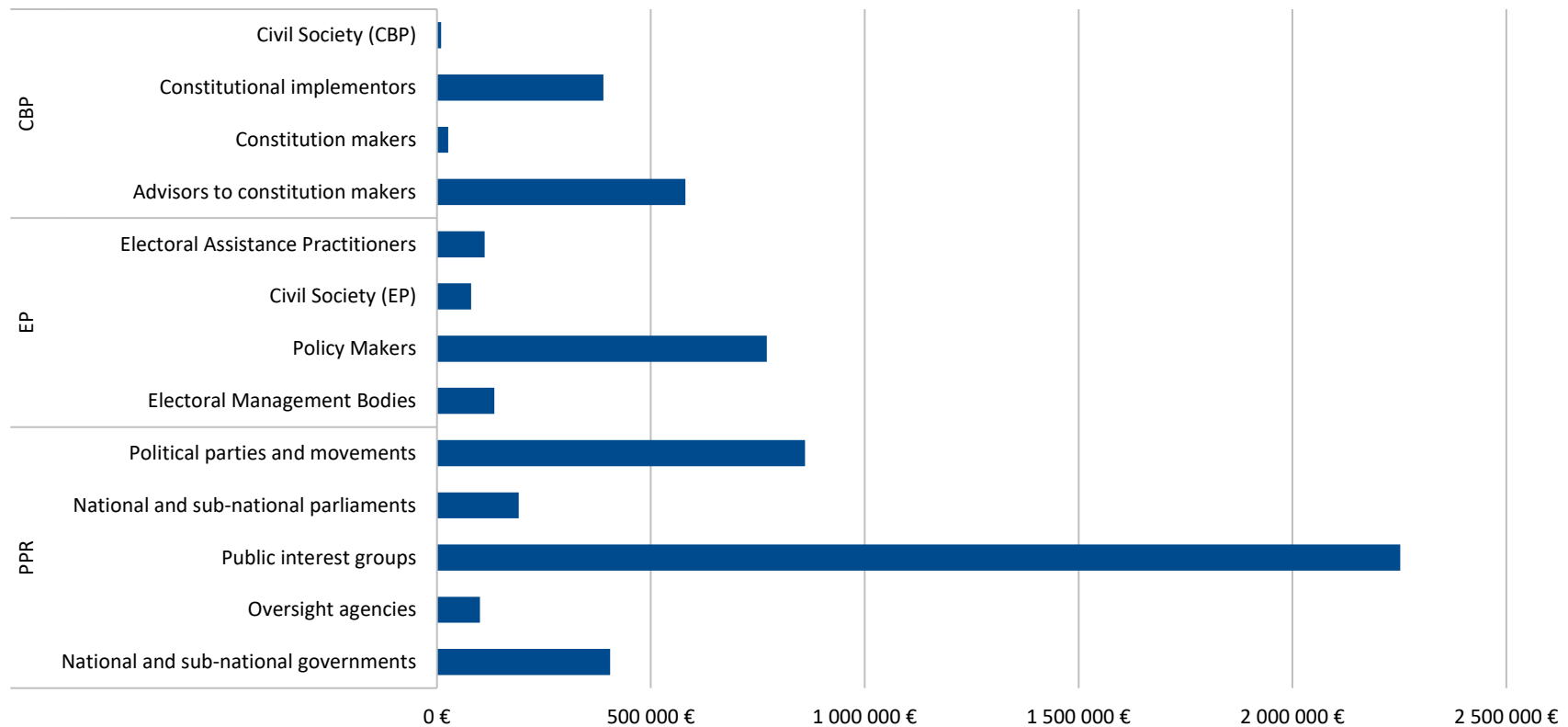
Figure 17 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2020 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 8% of the total budget for the region. The remaining 92% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms.

Figure 18. Financial investment per boundary partner (core funding), Africa and West Asia



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 18 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Africa and West Asia Programme 2020. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Figure 19. Total financial investment per boundary partner (core and restricted funding), Africa and West Asia



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 19 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2020. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Constitution-Building Processes (CBP) Training				
CBP	Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Training	Two trainings, in line with The Gambia's Transitional Justice Framework conducted.	26,000
	Constitutional implementers interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Training	Two trainings on decentralisation in Tunisia conducted.	14,000
	Civil society hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Training	One training on transitional phases in North Africa and West Asia conducted.	10,000
			Staff costs	153,176
			Indirect costs	14,222
			Total	217,398
Electoral Processes (EP) Advisory				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Advisory services to Electoral Management Bodies provided.	35,000
			Staff costs	38,818
			Indirect costs	5,167
			Total	78,985

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Electoral Processes (EP) Event				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	One event to support EMB Networks to strengthen peer to peer experience sharing convened.	20,000
			Staff costs	87,721
			Indirect costs	7,540
			Total	115,262
Electoral Processes (EP) Training				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Training	Three trainings for electoral officials on key areas of electoral administration, including risk management and orientation for new commissioners, convened.	47,500
	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Training	One training for CSOs from West Asia and North Africa on election observation from gender perspective convened.	15,000
			Staff costs	46,687
			Indirect costs	7,643
			Total	116,830

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Political Participation and Representation (PPRP) Advisory				
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services for political parties and women's organisations provided.	50,000
	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services to regional and sub regional parliamentary bodies and parliaments provided.	15,000
			Staff costs	38,818
			Indirect costs	7,267
			Total	111,085
Political Participation and Representation (PPRP) Event				
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	One dialogue session on interparty dialogue and consensus building at the sub regional level convened.	13,000
	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Events	One dialogue session for youth and women representatives from political parties at the sub regional level convened.	20,700
	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Events	One regional platform for policy engagement convened.	15,000
			Staff costs	37,242
			Indirect costs	6,016
			Total	91,958

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €	
Political Participation and Representation (PPRP) Training					
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Training	Three trainings and working sessions on interparty dialogue and consensus building for Tunisian political parties provided.	16,790	
	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Training	Two trainings for municipal councils to strengthen the capacity of its members for strategy development provided.	16,200	
		Training	One training for female members of the Tunisian parliament on gender-sensitive budgeting provided.	5,000	
				Staff costs	111,302
				Indirect costs	10,450
				Total	159,742
Pan Regional Initiative – AWA Wide					
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Advisory services	Dialogues with political actors on key issues facilitated.	114,961	
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Working visits to IDEA Member States and partners conducted.	30,000	
				Staff costs	226,321
				Indirect costs	25,990
				Total	397,272

Project output	Budget, €
Addis General Programme Management and Office	
Office costs	245,000
Staff costs	321,956
Indirect costs	39,687
Total	606,643

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Tunis General Programme Management and Office				
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Working visits to IDEA member states and partners in the sub region to explore new fundraising and partnership possibilities conducted.	20,000
			Office Costs	50,000
			Staff costs	98,155
			Indirect costs	11,771
			Total	179,926

Restricted projects

International IDEA–African Union Joint Activity Plan (JAP, Norway)

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	120,000
	Public interest groups engage with representative institutions in a democratic way to improve public policy and practice, and to hold political decision makers to account.		30,991
CBP	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination in a coherent and communicative community of practice to advance good practices in constitution-building processes.		35,000
EP	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		134,400
		Office costs	51,061
		Staff costs	5,836
		Indirect costs	43,388
		Total	420,676

Support to the AU on Structural Preventive Diplomacy and Political Analysis

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	570,962
CBP	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.		285,146
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.		223,644
		Office costs	22,589
		Staff costs	45,234
		Indirect costs	131,971
		Total	1,279,545

Establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia: IDEA			
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	-
		Office costs	25,816
		Staff costs	31,192
		Indirect costs	3,991
		Total	60,998
Establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia: InterAfrica Group (IAG)			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	24,820
		Capacity development	72,036
		Total	96,856
Establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia: International Revival Ministry (IRM)			
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	40,300
	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.		100,350
		Capacity development	105,276
		Total	245,926

Support to the Federalization Process in South Sudan

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Capacity development	250,902
		Office costs	52,637
		Staff costs	129,846
		Indirect costs	30,337
		Total	463,723

A49 – Working towards a new era in the protection of fundamental rights in Tunisia

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	Constitutional implementers interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	369,269
	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.		9,540
		Staff costs	134,999
		Indirect costs	41,105
		Total	554,912

Leadership Programme Peace, Reconciliation and Conflict Resolution in Ethiopia 2019-2020

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	54,033
		Capacity development	21,063
		Staff costs	15,333
		Indirect costs	6,330
		Total	96,759

Support to Consolidation of Democracy in Mozambique

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
Support to Consolidation of Democracy in Mozambique: International IDEA			
EP	Electoral Assistance Practitioners provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Capacity development	111,500
	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.		25,000
	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.		31,500
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		66,000
		Capacity development	117,627
		Staff costs	459,375
		Indirect costs	56,770
		Total	867,772
Support to Consolidation of Democracy in Mozambique: National Association of Municipalities of Mozambique (ANAMM)			
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	101,115
		Total	101,115

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
Support to Consolidation of Democracy in Mozambique: Institute for Multiparty Democracy (IMD)			
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	277,714
	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.		
		Total	277,714
Support to Consolidation of Democracy in Mozambique: Civil Society Support Mechanism Foundation (MASC)			
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	39,604
		Total	39,604

Enhancing the Inclusion of Women in Political Participation in Africa

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Enhancing the Inclusion of Women in Political Participation in Africa: IDEA			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	330,359
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		200,000
		Staff costs	184,757
		Indirect costs	50,058
		Total	765,174
Enhancing the Inclusion of Women in Political Participation in Africa: Forum for African Women Educationalists (FAWE)			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	165,300
		Capacity development	11,571
		Total	176,871
Enhancing the Inclusion of Women in Political Participation in Africa: African Women's Development and Communication Network (FEMNET)			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	287,470
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	175,000
		Total	462,470

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Enhancing the Inclusion of Women in Political Participation in Africa: Gender Links			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	349,180
	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		100,000
		Capacity development	31,443
		Total	480,623
Enhancing the Inclusion of Women in Political Participation in Africa: IFAN-Gender Lab			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	389,560
	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		198,469
		Total	588,029
Enhancing the Inclusion of Women in Political Participation in Africa: PADARE			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	226,280
		Capacity development	15,840
		Total	242,120

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Enhancing the Inclusion of Women in Political Participation in Africa: Women & Law Southern Africa (WLSA)			
PPR	<i>Public interest groups</i> engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	261,480
		Capacity development	18,304
		Total	279,784

4. Asia and the Pacific Programme

As confirmed by the Global State of Democracy Indices (GSoDI) 2019, Asia and the Pacific is the most democratically heterogeneous region in the world. It includes all regime types: democracies, hybrid regimes and non-democracies. Among the democracies, the region is home to both older, third-wave and recent democracies of varied performance ranges.

As elsewhere in the world, many Asian democracies are showing signs of fragility and even regression. Deep seated challenges include political corruption and clientelism, persistent conflicts, recurrent interference of the military in the political sphere, underrepresentation of minorities and the poor, and growing support for religious majoritarianism and ethnonationalism. Civil liberties as well as trust in political institutions is declining also in the region's older high performing democracies. At the same time, democratic openings and long-awaited reforms are ongoing in for example Nepal, Myanmar, Malaysia and Fiji, and are beginning in places like the Bangsamoro region of the Philippines where the Transitional Authority is drafting sub regional legislation and preparing for the elections 2022. Thailand organized general elections in 2019 and a multiparty government was formed. Many third wave democracies of the region show significant improvements on representative government and political participation over time.

International IDEA's Asia and the Pacific Programme continues to focus on supporting new and emerging democracies while responding to requests from established democracies and

seeking to engage with hybrid countries and non-democracies as opportunities arise. Limited funds force us to withdraw from Bhutan's unique democratization process, with the exception of cooperation with Parliament through the EU funded Inter Pares programme.

The Asia and the Pacific Programme's regional work on electoral processes prioritizes knowledge production and advisory services on integrity of elections; organization of absentee and overseas voting (with a focus on migrant workers), voting technology, and independence of the Electoral Management Bodies. The programme's priorities in constitution building processes include a launch of the Indigenous People's Assessment tool, advisory services in the Philippines and Maldives, and the consolidation of the regional network of policy makers. Within the area of political participation and representation political finance remains a priority, and more engagements are sought with parliaments in the region. International IDEA also works on citizen and youth participation through application of tools such as the State of Local Democracy Assessment Framework and the Youth Democracy Academy. The Asia and Pacific Programme furthermore engages in presenting findings of the GSoD report, while initiating new analysis and identifying research partnerships with academic institutions in view of further editions.

Long-term supportive capacity development programmes will continue in Myanmar and increased inspiring and supportive

activities are planned for the Bangsamoro region in the Philippines, Malaysia and Melanesia.

Myanmar's democratic transition no longer resembles the dizzying positive change of the 2012-16 period, and underlying, decades-long challenges of conflict and underdevelopment have returned to salience. However, positive incremental changes are visible in many areas, and there is no sense that the democratic transition is in existential danger. There has been no significant violence in over two years in Rakhine but 750,000 Rohingya continue to languish in refugee camps in Bangladesh. This issue is unlikely to show progress until after the 2020 elections. International IDEA continues to work in the areas of electoral assistance and civic education, constitution-building, and will initiate a new project with the parliament with support from various donors and implementing partners, including the EU.

GSoD data locates Nepal as a mid-range performing democracy. Progress has been made in implementing the new constitution from 2015 with transition from a unitary to a federal state and toward more inclusive political structures and processes. Over the last two years, International IDEA has been cooperating with DFID to promote a culture of "deliberative decision making", including processes for consultation with citizen groups. The broad framework of local and federal governance can be considered close to settled, even if many of the internal rules, policies, and practices are yet to be formalized, clarified and further defined. It is now the cultural change toward more democratic and inclusive decision making that needs to be strengthened.

When the National Front government fell, after losing the May 2018 General Elections and ending its 60 years monopoly in power, there was a sudden opening of democratic reforms in Malaysia. The new government's campaign manifesto which promises empowerment of the parliament, repeal of rights-curtailling legislation and more inclusive governance have brought about change, which is notable in the attributes for representative government, fundamental rights and checks on government in the GSoD indices. However, fifteen months on there are signs of regression or at least stagnation in keeping the momentum for change. While the international community's support to the reforms is limited, International IDEA will stay engaged with internal and external resources combined.

While Melanesia is a dynamic sub-region in the Pacific, political instabilities and corruption have hindered democratic development in Papua New Guinea, Vanuatu and Solomon Islands. Social division has also affected national unity with ongoing struggles for independence in Bougainville and New Caledonia, while Fiji is trying hard to move away from ethnic divisions and consolidate its political settlement after return to democracy in 2014. With elections forthcoming for Vanuatu in 2020 and referendums on independence in both Bougainville and New Caledonia, International IDEA intends to focus its work in the sub-region of Melanesia.

The AP program continues developing partnerships with think tanks, Universities and academic networks in the region to strengthen knowledge production and dissemination, and as a way of reaching out to policy makers.

Table 9. Planned budgets per office and project, 2020: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Political Participation and Representation in Asia and the Pacific	-	95,836	95,836
Regional Training Centre in Mongolia	-	32,810	32,810
Electoral Processes in Asia and the Pacific	-	117,725	117,725
Democratic Development in Melanesia	-	78,559	78,559
Citizen Engagement in Political Processes in Asia and the Pacific	-	120,885	120,885
Democracy Assessment and Political Analysis in Asia and the Pacific	-	58,446	58,446
Constitution-building Processes in Asia and the Pacific	-	175,079	175,079
AP General Programme Management and Office	-	518,114	518,114
TOTAL (AP RO)	-	1,197,455	1,197,455
Fiji			
Upholding Citizen's Constitutional Rights for Democratic Consolidation (C ³ Project)*	28,481	-	28,481
TOTAL (Fiji)	28,481	-	28,481
Myanmar			
Support to Electoral Processes and Democracy (STEP Democracy), Phase II*	3,609,642	24,969	3,634,611
MyConstitution II*	1,535,713	20,502	1,556,215
Parliamentary Oversight for Better Service Delivery*	925,367	18,269	943,636
TOTAL (Myanmar)	6,070,721	63,741	6,134,462

Programme/Project name	RES €	UNR €	Total €
Nepal			
Supporting a Cohesive Response to Local Governance in Nepal	-	217,804	217,804
TOTAL (Nepal)	-	217,804	217,804
TOTAL, ASIA AND THE PACIFIC	6,099,202	1,478,999	7,578,202

Notes: * denotes restricted funding project. RES = restricted funding; UNR = unrestricted funding.

Figure 20. Geographical coverage, Asia and the Pacific

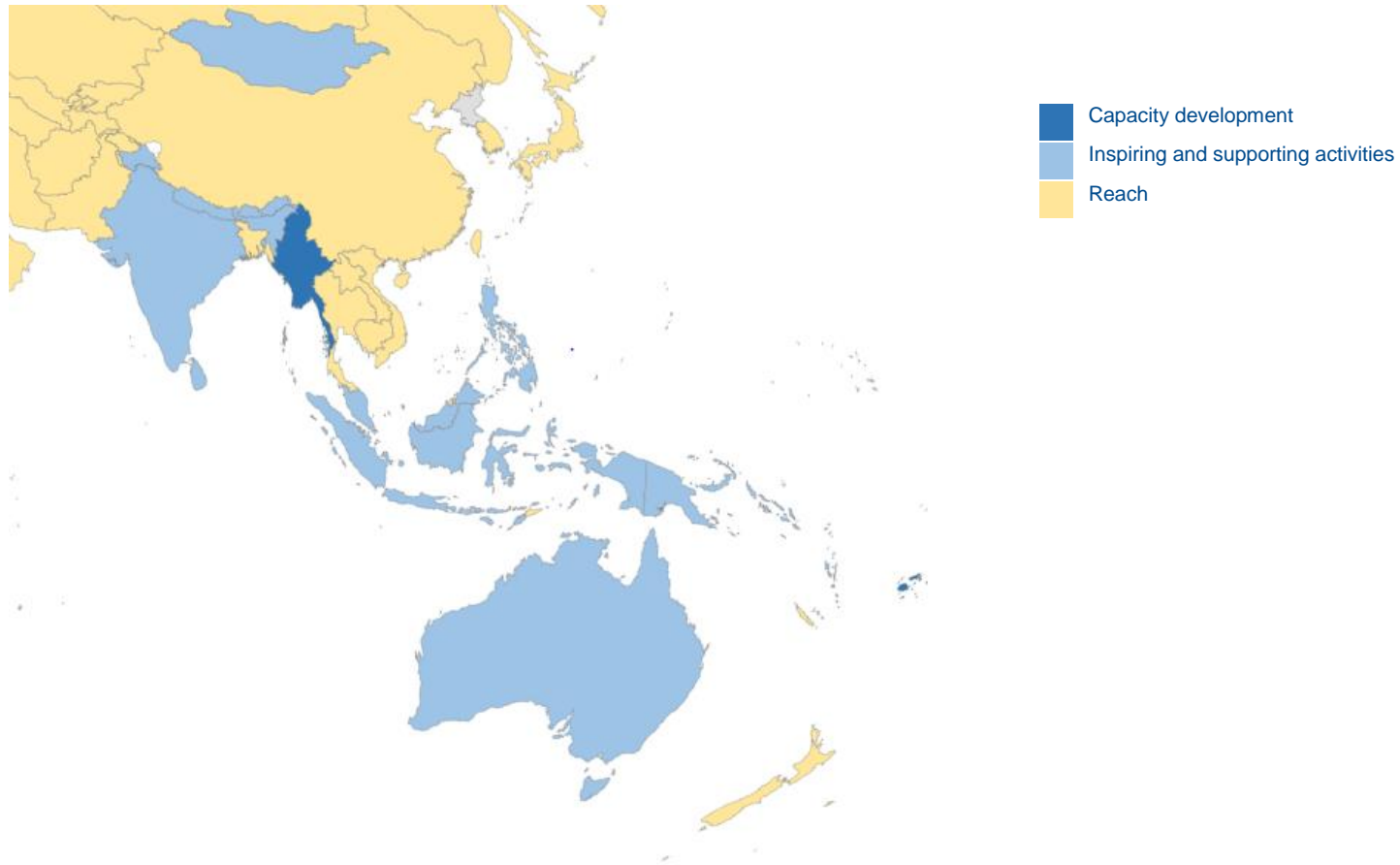


Figure 20 shows where in Asia and the Pacific International IDEA plans to make financial investments 2020. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will continue in Myanmar and increased inspiring and supportive activities are planned for the Bangsamoro region in the Philippines, Malaysia and Melanesia.

Figure 21. Financial investment per output category (core funding), Asia and the Pacific

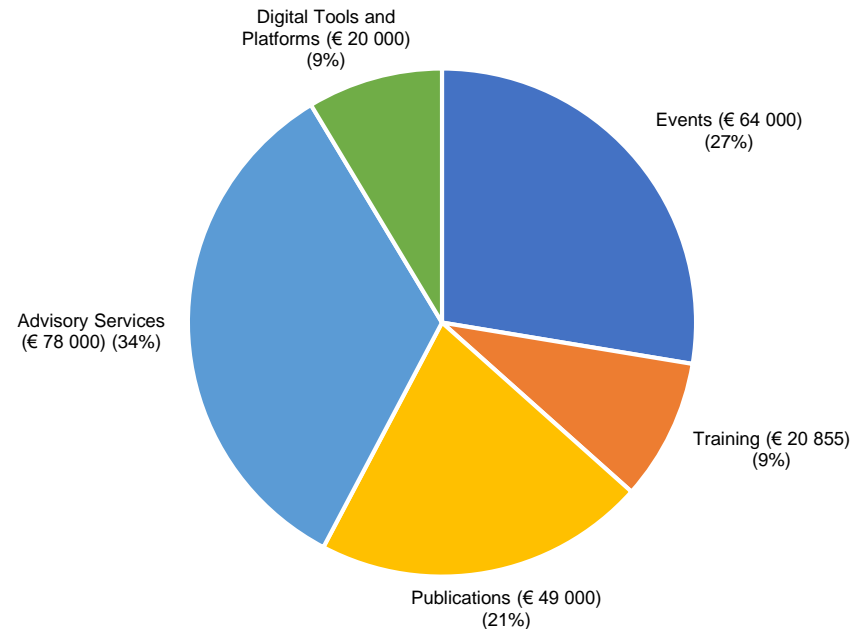


Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2020. 70% of the budget in the Asia and Pacific Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 30% of the budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) and digital tools and platforms which we make available online on International IDEA's websites.

Figure 22. Strategy map illustrating the financial size of each output category (core funding), Asia and the Pacific

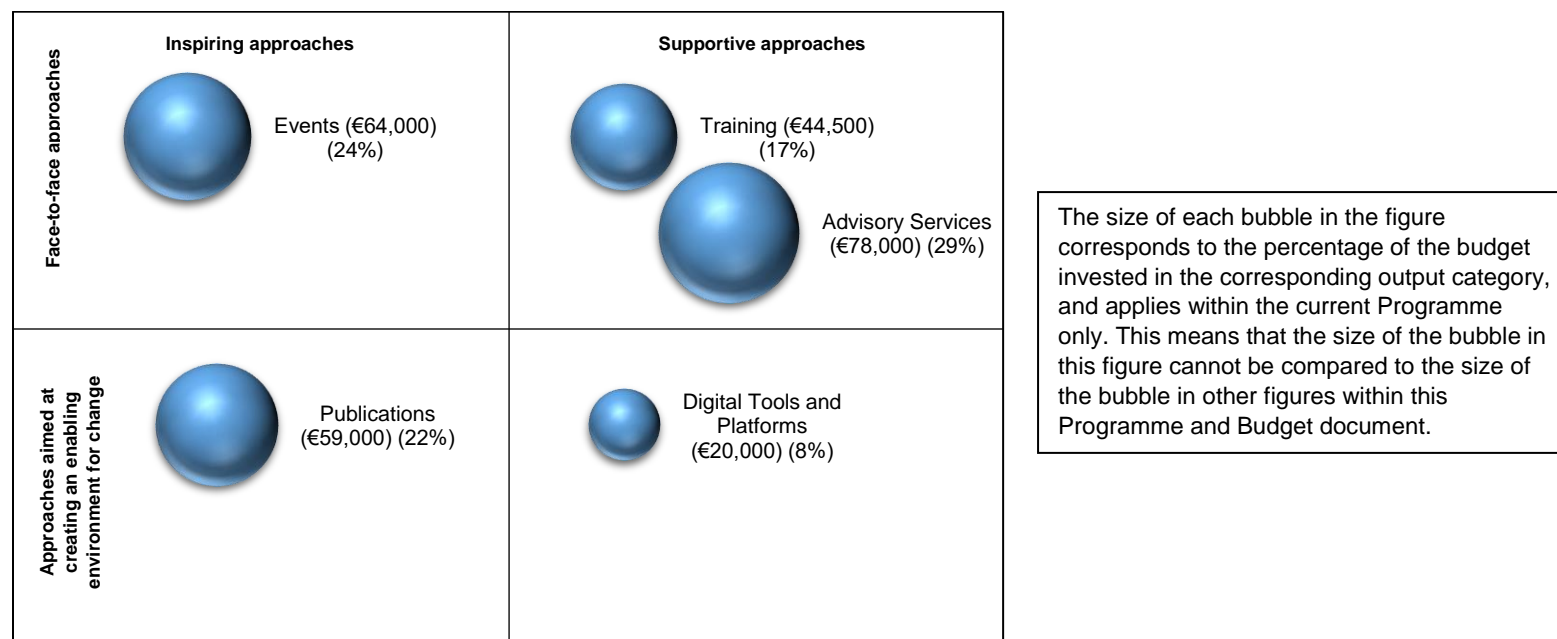


Figure 22 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2020 and illustrates how these outputs are intended to inspire and support change processes. 46% of the budget in the Asia and Pacific Programme will be invested in face-to-face events and online publications aimed at *inspiring* boundary partners to engage in change processes. 54% of the budget will be invested in face-to-face trainings and advisory services and online digital tools and platforms aimed at *supporting* our boundary partners in their change processes.

Figure 23. Strategy map illustrating the total financial size of each output category (core and restricted funding), Asia and the Pacific

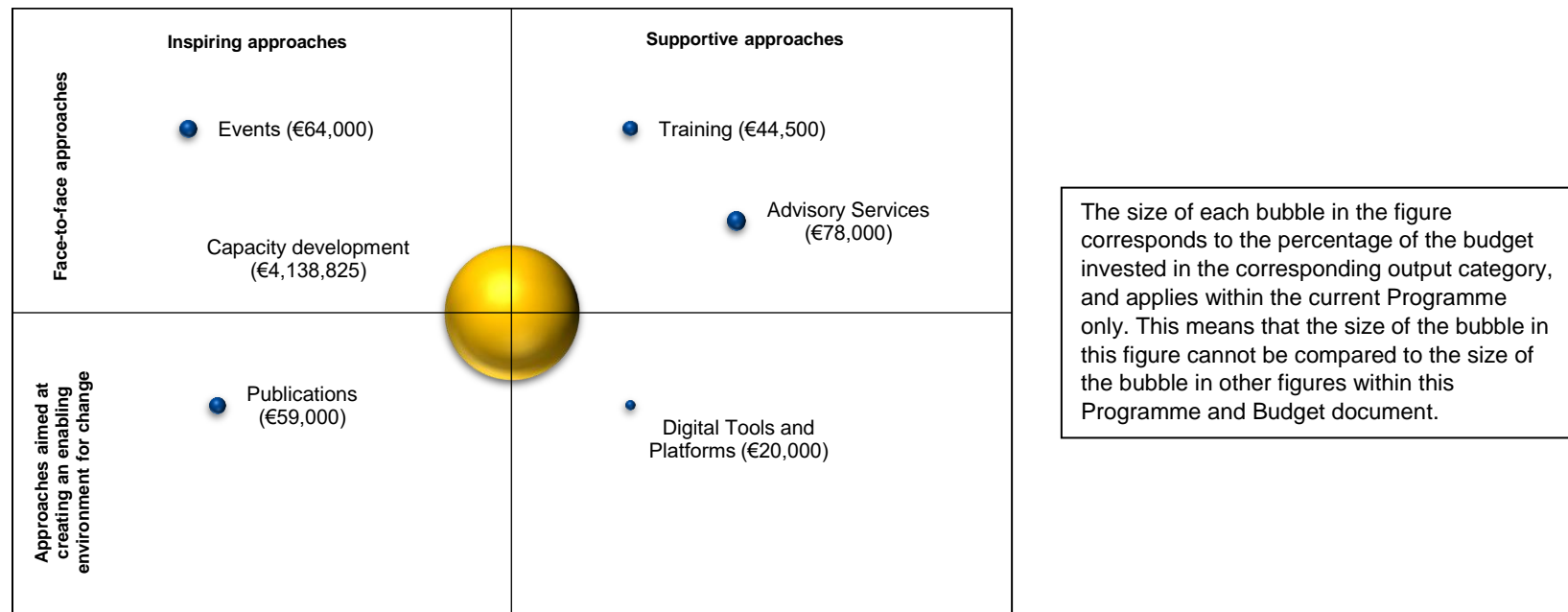
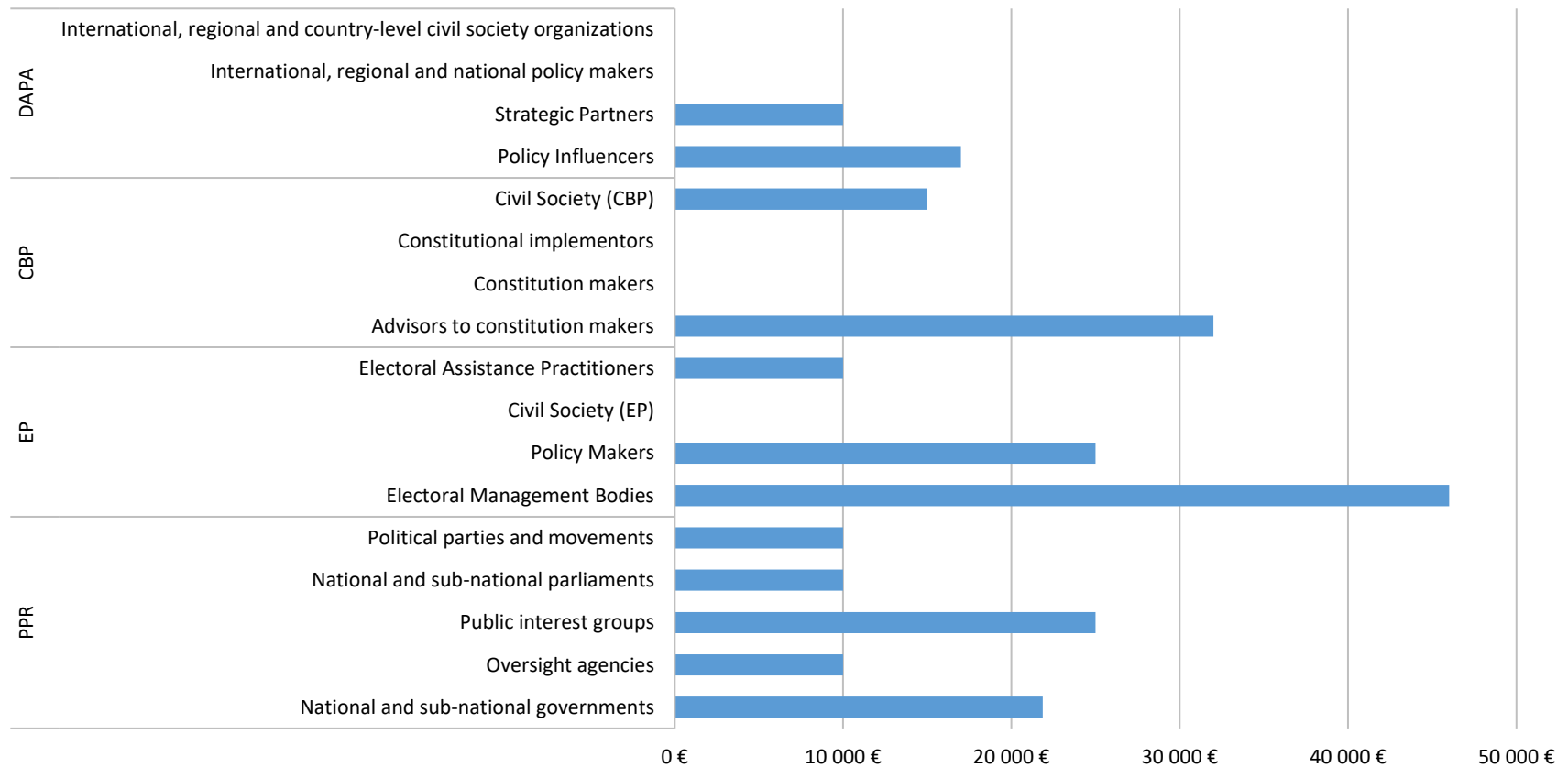


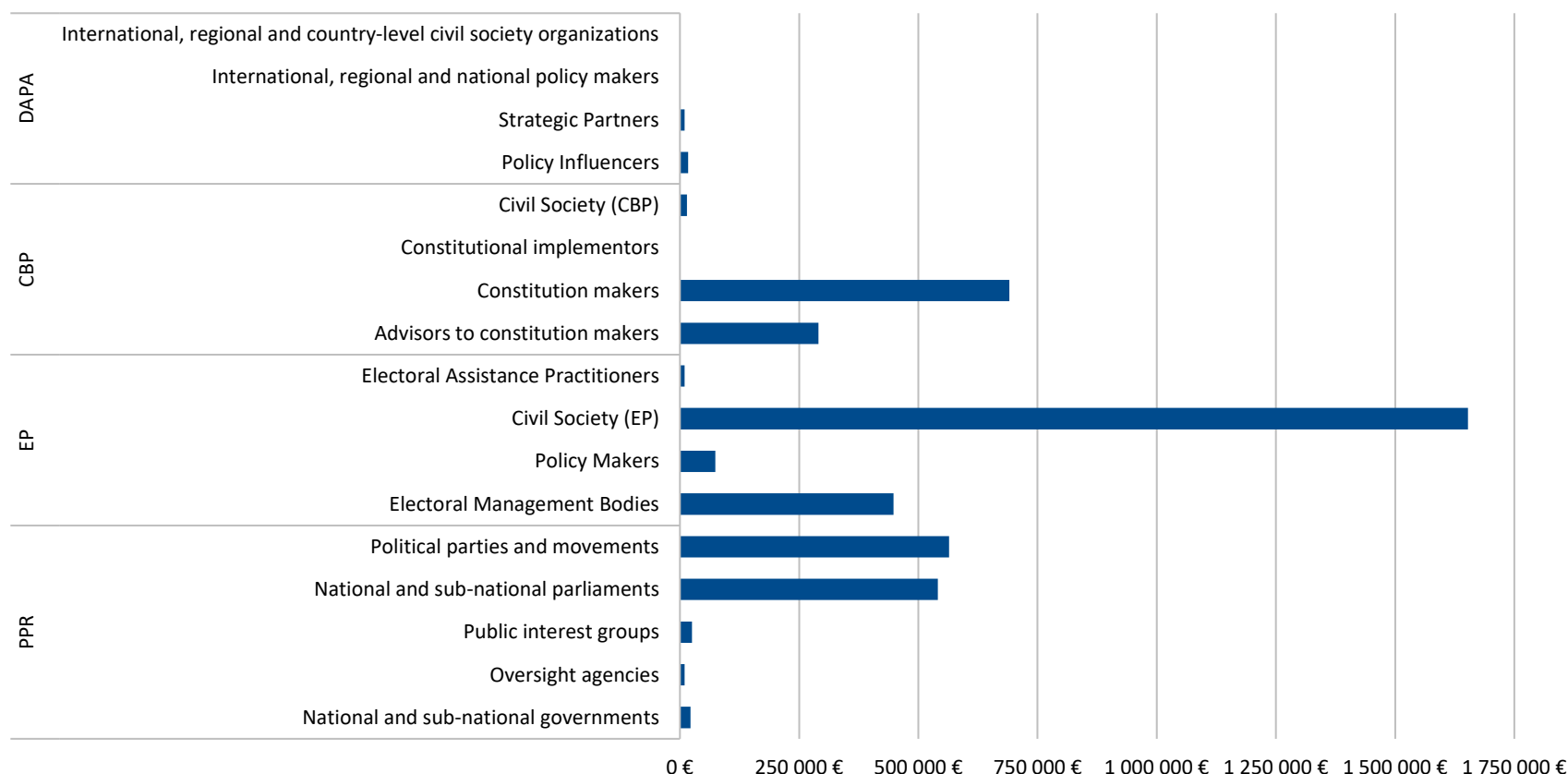
Figure 23 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2020 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 6% of the total budget for the region. The remaining 94% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms.

Figure 24. Financial investment per boundary partner (core funding), Asia and the Pacific



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 24 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Asia and Pacific Programme 2020. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Figure 25. Total financial investment per boundary partner (core and restricted funding), Asia and the Pacific



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 25 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2020. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Asia and the Pacific Regional Office

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Political Participation and Representation in Asia and the Pacific				
PPR	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools and platforms	ICT solutions explored, identified and tested for enhancing constituent relations and policy formulation in one Asia & Pacific country.	10,000
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	One sub-regional event in Southeast Asia on how to curb the adverse effects of money in politics convened.	10,000
			Staff costs	69,567
			Indirect costs	6,270
			Total	95,836
Regional Training Centre in Mongolia				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Advisory services provided on the curriculum and general strategy of the regional Training Centre in Mongolia.	6,000
			Staff costs	24,664
			Indirect costs	2,146
			Total	32,810

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Electoral Processes in Asia and the Pacific				
EP	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	Advice provided on Out of Country Voting (OCV) in one country promoted through advocacy and research by national partners.	17,500
		Advisory services	Advice provided to the Bangsamoro Transition Authority on the process and contents of developing an electoral code as implementation of the Bangsamoro Organic Law.	7,500
	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Publications	The Voting Technology Adoption Guide, initially produced for Indonesia, contextualized in at least one other country.	20,000
	Electoral Assistance Practitioners provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Digital tools and platforms	Asian experiences regarding independence of EMBs provided to the development of an IDEA global EMB scorecard-type product.	10,000
Staff costs				55,023
Indirect costs				7,702
Total				117,725

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democratic Development in Melanesia				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	Three multi-stakeholder consultation events facilitated for participatory and inclusive discussion on improvement of the electoral framework in Fiji.	10,000
		Training	A training on election observation, including international principles and regulatory matters, conducted for EMBs and relevant CSOs from Melanesian Spearhead Group (MSG) member states.	10,000
PPR	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics	Events	One workshop on supporting good governance and anti-corruption measures through transparency and accountability of political financing convened.	10,000
Office costs				20,400
Staff costs				23,020
Indirect costs				5,139
Total				78,559

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Citizen Engagement in Political Processes in Asia and the Pacific				
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Advisory services	Advice provided on contextualizing the youth democracy academy.	15,000
	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Advisory services	Advice provided and dialogues facilitated on mobilizing citizen participation.	10,000
			Staff costs	87,977
			Indirect costs	7,908
			Total	120,885
Democracy Assessment and Political Analysis in Asia and the Pacific				
DAPA	Policy influencers contribute to placing democracy on the public agenda by being aware of and discussing democracy.	Events	At least two thematic seminars/roundtable discussions on the findings and implications of the 2nd GSoD report, or the GSoD Focus items, convened.	17,000
	Strategic Partners use the GSoD data and analysis in their research.	Publications	At least two thematic research studies produced on emerging issues in the region such as climate change and democracy or majority/minority issues.	10,000
			Staff costs	27,623
			Indirect costs	3,824
			Total	58,446

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Constitution-building Processes in Asia and the Pacific				
CBP	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Advisory services	Advice provided to on-going in-country constitution building processes.	15,000
		Events	Outputs from the Melbourne Forum IV and regional gathering on constitution building are followed up. Planning for new format and hosting of Melbourne Forum V is initiated. New regional partnerships explored.	17,000
	Civil society hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Publications	Indigenous Peoples Tool published, launched and piloted.	15,000
Staff costs				116,625
Indirect costs				11,454
Total				175,079

Project output	Budget, €
AP General Programme Management and Office	
General Programme Management and resource mobilization	129,893
Office costs	77,347
Staff costs	276,978
Indirect costs	33,895
Total	518,114

Fiji

Restricted Projects

Upholding Citizen's Constitutional Rights for Democratic Consolidation (C³ Project)

Impact Area	Boundary Partner	Outcome	Output Category	Budget, €
C ³ Project: International IDEA				
			Office costs	26,618
			Staff costs	-
			Indirect costs	1,863
			Total	28,481

Myanmar

Restricted Projects

Support to Electoral Processes and Democracy (STEP Democracy), Phase II

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
STEP II: International IDEA			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	367,500
		Office costs	150,853
		Staff costs	725,460
		Indirect costs	87,067
		Total	1,330,880
STEP II: Netherlands Institute for Multiparty Democracy (NIMD)			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	34,289
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		554,206
		Total	588,495
STEP II: Democracy Reporting International (DRI)			
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for their removal of obstacles to accountability to promote public participation.	Capacity development	665,469
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		11,513

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	38,006
		Total	714,988
STEP II: National partners			
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	366,701
		Indirect costs	12,835
		Total	379,536
STEP II: Danish Institute for Parties and Democracy (DIPD)			
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	620,712
		Total	620,712

MyConstitution II

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Capacity development	690,807
	Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.		258,428
		Office costs	153,550
		Staff costs	351,622
		Indirect costs	101,808
		Total	1,556,215

Parliamentary Oversight for Better Service Delivery

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
PPR	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Capacity development	531,194
		Office costs	72,875
		Staff costs	277,834
		Indirect costs	61,733
		Total	943,636

Nepal

Unrestricted Projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting a Cohesive Response to Local Governance in Nepal				
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Training	Training and deployment of mentors to two rural municipalities in June 2020.	10,855
		Publications	Policy research on local governments to facilitate dialogue on current federalization and publication of glossary.	4,000
		Advisory services	Project learning is harvested and shared for future programming within International IDEA and across other development partners.	7,000
			Office costs	44,000
			Staff costs	137,700
			Indirect costs	14,249
			Total	217,804

5. Regional Europe Programme

International IDEA's in-country programmatic work in Eastern Europe will build on significant democratic transitions that took place in 2019. Two of our focus countries in Eastern Europe – Moldova and Ukraine – hosted major transfers of power through democratic elections in 2019, displaying clear signs of voter discontent with the incumbents, and presenting these countries with new sets of governance challenges.

In Moldova, Ms. Maia Sandu, the prime minister in the newly elected government, has started to champion so-called 'de-oligarchization' reforms, including electoral reforms and steps to increase integrity in political and campaign finance.

In Ukraine, the 2019 presidential and parliamentary elections have ushered in a new single party majority of president Volodimir Zelensky, who stands as a newcomer to public service and promises to take on Ukraine's longstanding problems of corruption and maladministration.

In Georgia, the opposition and a large number of Georgia's dissatisfied citizens continue to challenge the government: They lament the government's policies towards Russia, the alleged misuse of administrative resources, the ruling by majority instead of consensual decision-making, the alleged persecution of opposition leaders, and pressure on independent media.

In Albania and Macedonia internal reforms for more stable and resilient democratic institutions and combating corruption are ever more important, as both countries await the decision on the opening of EU accession negotiations. In Albania, a political deadlock between the government and the opposition has

further heightened in 2019 and is likely to paralyze the work of the country's core governance institutions. These events stem from decades-long practices of vote buying and misuse of administrative resources to pressure voters, and the lack of political will by all sides to protect democratic elections from illicit money and other harmful practices.

In 2020, International IDEA's Regional Europe Programme will continue its efforts in these countries with a focus on supporting and strengthening ongoing efforts for electoral and political finance integrity, and the use of digital tools and innovation to safeguard democratic processes and harness citizen participation in policy making. This agenda will be pursued through assisting parliaments, other state institutions and civil society with expertise on electoral and political finance regulatory frameworks, facilitating peer to peer knowledge exchanges and convening political dialogues among key actors.

In-country work will be complemented by regional initiatives. One of the major regional concerns that affects the whole of Europe is the continued rise of populist parties. This is of concern, as International IDEA's Global State of Democracy assessment shows that there is a correlation between rule by populists and democratic backsliding. The continued popularity of populist parties is a symptom of democracy's failure to deliver on citizen expectations on equitable socio-economic development. International IDEA aims to address that promise-delivery gap by continuing to avail innovative solutions in citizen participation and representation, including in the digital sphere.

With the rise of the use of ICT-instruments by political parties and movements, the risk of voter manipulation for political gain has risen to the top of European policy agendas. Microtargeting by political parties, or the abuse of citizens' personal data for electoral gain, is emerging in established and young European democracies alike. In 2020, the Regional Europe Programme will therefore continue to work on the cross-regional topic of strengthening oversight of digital politics. As a leading broker of democracy-knowledge, International IDEA is well-placed to convene experiences from across Europe and beyond.

Another rising democratic threat in Europe concerns foreign influence over political and electoral processes. This manifests itself both through foreign digital interference in elections, and through foreign funding of political parties. Both issues are rapidly emerging and require cross-European learning to stem these developing and complex threats. In 2020, the Regional Europe Programme will invest in regional knowledge exchange between oversight agencies to monitor and respond to such cases of foreign interference. Lastly, across Europe, long-standing shortcomings in gender equality in politics require the improvement of the position of women and girls.

In 2020, the work of the EU-liaison office of the Regional Europe Programme will be influenced by the new leadership of the

European Commission and the new European Parliament. The European Commission will adopt the new Multi-Annual Financial Framework 2021-2027 (MFF) which is set to reform several of the policy instruments available for democracy support into a single instrument for Neighbourhood, Development and International Cooperation (NDICI). Since NDICI will ultimately inform EU democracy-funding policies across the world, it is a key dossier for follow up by the International IDEA Brussels Office. Any shift in democracy support policy will depend on priorities to be set by the new leadership of the European Parliament and European Commission. Changing power relations in the European Council and Council of Ministers may also impact the space for democracy support.

The EU Liaison office will focus increasingly on EU partnership building and resource mobilization as primary objectives. Partnerships will be further developed with EU institutions, as well as other key European institutions such as the Council of Europe, OSCE-ODIHR, and other relevant international actors present in Brussels. A defined and mutually beneficial engagement with Belgium will also be furthered. Regular engagement with representatives of International IDEA Member States in Brussels (especially Member States of the EU) will be ensured to pursue joint policy objectives.

Table 10. Planned budgets per project, 2020: Regional Europe Programme

Project name	RES €	UNR €	Total €
Money in Politics	-	116,844	116,844
Responding to emerging democratic threats	-	97,081	97,081
Reconnecting political parties and citizens	-	113,131	113,131
Ukraine and Moldova - support to emerging democratic reforms	-	133,812	133,812
REP General Programme Management and Office	-	142,372	142,372
EU Liaison Function	-	190,210	190,210
TOTAL, REGIONAL EUROPE PROGRAMME	-	793,449	793,449

Figure 26. Geographical coverage, Regional Europe



Figure 26 shows where in Regional Europe International IDEA plans to make financial investments 2020. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Inspiring and supportive activities are planned for the Ukraine, Moldova, Georgia and the Balkans. The INTER PARES programme, which is facilitating interaction between EU parliaments with parliaments on other continents is managed from Brussels, and one of International IDEA's major events on constitution-building processes – the Edinburgh Dialogues – will take place in Scotland. Both of these projects are convened with restricted funding and details can be found under the 'Global Programme' section.

Figure 27. Financial investment per output category (core funding), Regional Europe

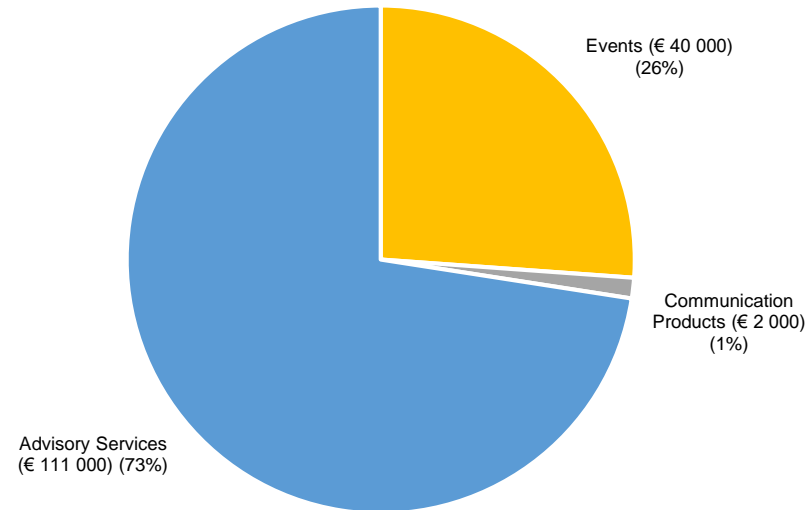


Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Regional Europe 2020. 99% of the budget in the Regional Europe Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 1% of the budget will be invested in communication products (news articles and opinion piece) which we make available online on International IDEA's websites or externally.

Figure 28. Strategy map illustrating the financial size of each output category (core funding), Regional Europe

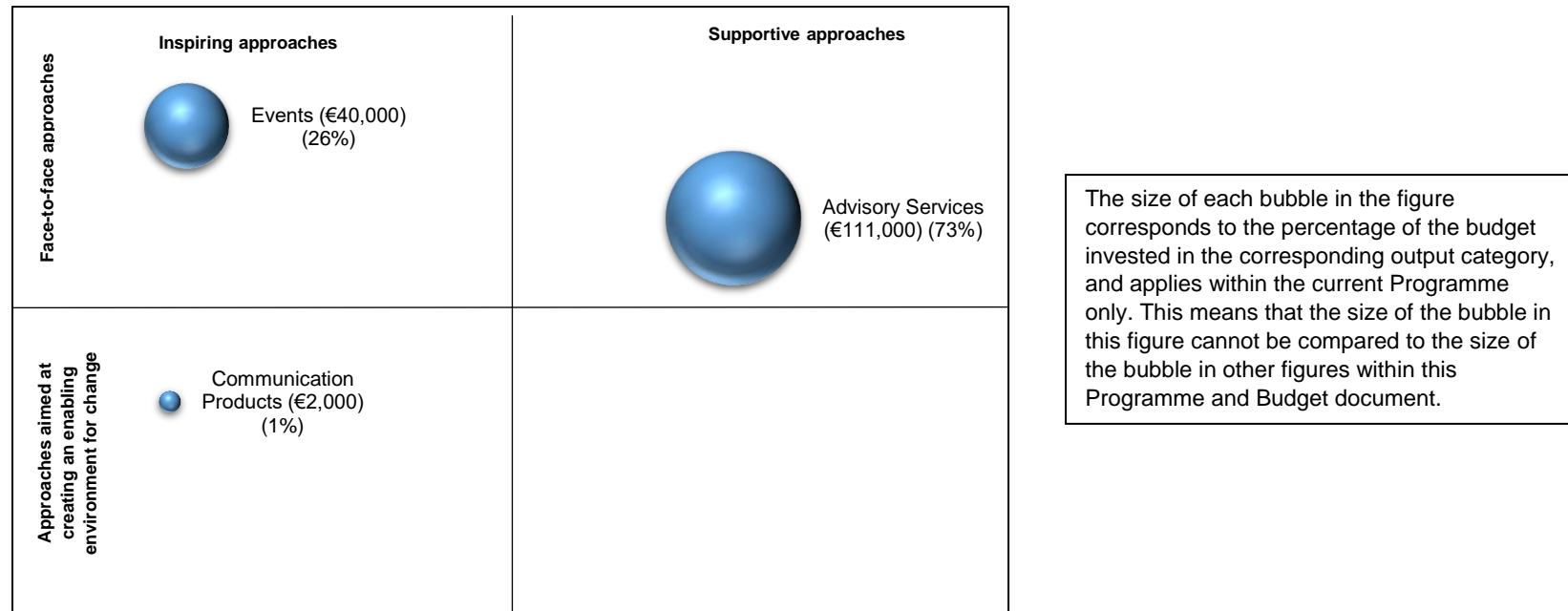
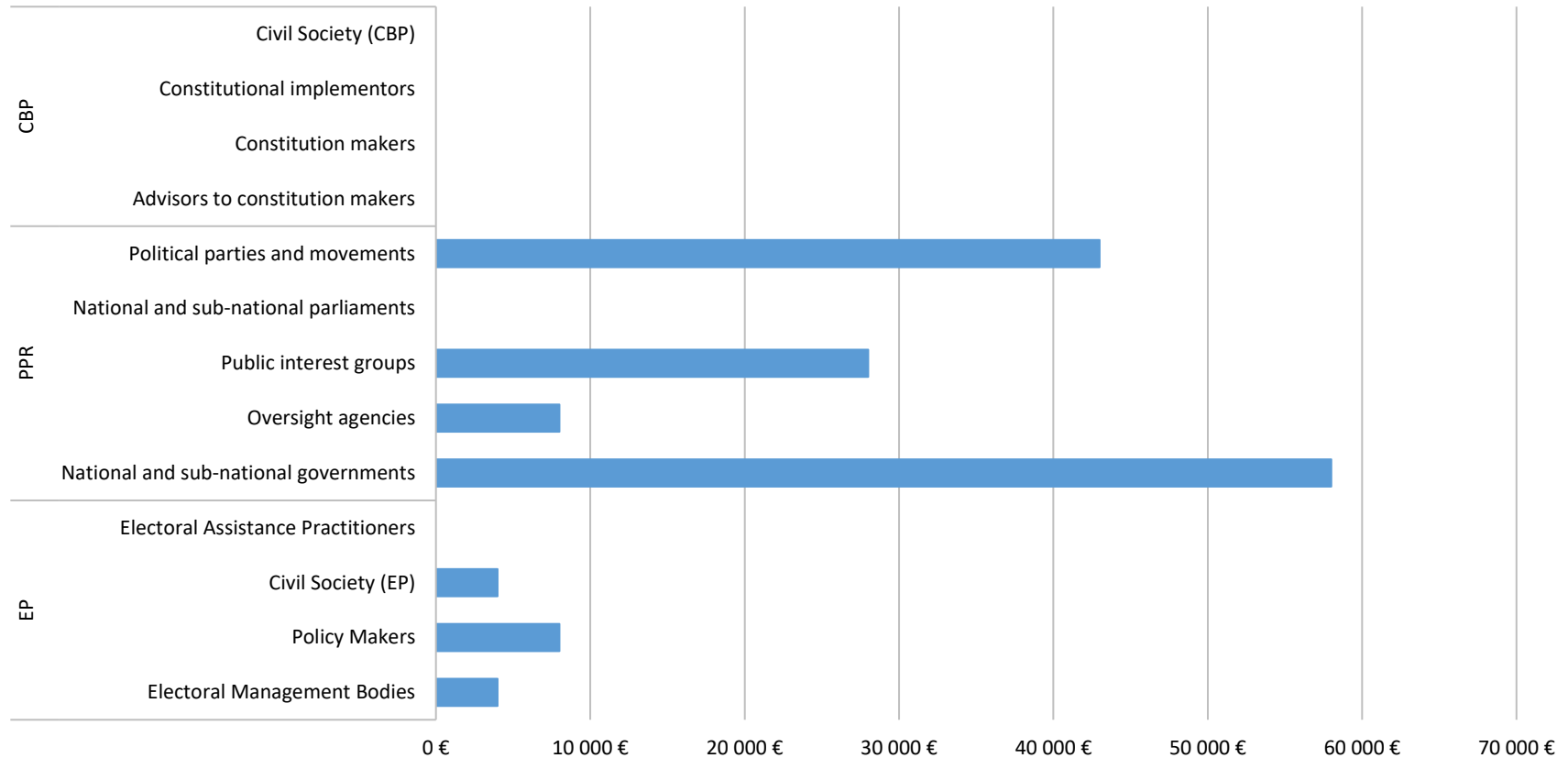


Figure 28 shows International IDEA's financial investments in core funded unrestricted projects per output category in Regional Europe 2020 and illustrates how these outputs are intended to inspire and support change processes. 27% of the budget in the Regional Europe Programme will be invested in face-to-face events and communication products aimed at *inspiring* boundary partners to engage in change processes. 73% of the budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes.

Figure 29. Financial investment per boundary partner (core funding), Regional Europe



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 29 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Regional Europe Programme 2020. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Money in Politics				
PPR	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Events	One regional roundtable on foreign funding convened.	10,000
		Advisory services	On-demand advice on Money in Politics provided.	4,000
		Events	Eastern Europe exchange on Money in Politics convened.	7,000
			Staff costs	88,200
			Indirect costs	7,644
			Total	116,844
Responding to emerging democratic threats				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	One regional roundtable on ICT in elections convened.	8,000
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	On-demand advice on ICT in elections provided.	4,000
			Staff costs	78,730
			Indirect costs	6,351
			Total	97,081

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Reconnecting political parties and citizens				
PPR	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Advisory services	Expertise and advisory services provided to political parties/political finance oversight agencies in Albania.	20,000
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Communication products	Production of op-eds on reconnecting political parties and citizens.	2,000
		Advisory services	Advice to State of (local) Democracy assessments in Georgia, Moldova or Ukraine provided.	5,000
				Staff costs
			Indirect costs	7,401
			Total	113,131
Ukraine and Moldova – support to emerging democratic reforms				
PPR	Oversight agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Advisory services	Advice provided to the Central Election Commission and parliament in Moldova (and potentially Ukraine) on the design of the political finance oversight structure.	58,000
			Staff costs	67,058
			Indirect costs	8,754
			Total	133,812

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
REP General Programme Management				
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Participation in 8-12 events of peer organisations, member states and donors.	14,000
		Office costs	Effective and efficient management and administrative support is provided.	7,000
			Office costs	45,000
			Staff costs	67,058
			Indirect costs	9,314
			Total	142,372

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
EU Liaison Function				
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Engagement with EU institutions to improve the EU policy framework for democracy and democracy support; targeted events with democracy support partners convened.	2,000
		Events	One roundtable event on collaboration for women's access to an effective political leadership convened.	7,000
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	Active engagement and strategic partnerships are built and deepened with European democracy building actors and Brussels-based member state representatives, by organizing joint roundtables and providing on-demand policy briefs.	8,000
EP	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	Engagement on resource mobilization with EU institutions pursued as well as targeted and on-demand events organized.	4,000
Staff costs				156,767
Indirect costs				12,444
Total				190,210

6. Latin America and the Caribbean Programme

Latin America and the Caribbean has experienced one of the greatest democratic advancements in the world since 1970. During this period, the region improved by 65% average in all aspects of democracy in the Global State of Democracy Indices. In this context the regional discussion today revolves around how to improve the quality of democracy and the state's capacities to better represent and deliver results for citizens.

The region continues, however to experience mediocre economic performance, high levels of poverty and inequality, corruption and declining rule of law. These problems undermine public trust in political institutions and the strength of political parties, and has resulted in 'civic anger', often directed at corrupt elites and with a strong anti-establishment bent. Such signs of citizens' disenchantment with democracy are connected to the extreme social inequalities in the region. Inequalities subvert democracy's principle of political equality; undermine the development of the rule of law and respect for human rights; nurture social discontent which fuels mistrust, exacerbate societal tensions, give rise to crime and violence and foster recurrent spells of instability.

The 2017-2019 electoral 'super-cycle' in the region reveals increasing levels of political polarization and frustration with political elites. Another feature of the recent elections is that technology and social media have continued to impact profoundly on electoral dynamics. The levels of electoral integrity in the region are moderate to high – with exceptions

such as Haiti, Honduras, Nicaragua, Venezuela and Cuba. Still, even in countries with moderate and high levels of electoral integrity, there are challenges to the quality of electoral processes, including equal and fair access to resources in electoral campaigns and the impartiality of Electoral Management Bodies.

To address these challenges, International IDEA's overarching programme objective for the Latin America and Caribbean Programme is to stimulate and inform public debate on the quality of democracy across the region, and to enhance capacities of state and non-state actors on reforming and strengthening institutions and processes to advance and safeguard democracy. International IDEA will utilize its recognized convening power to support and inspire institutions and actors to change by producing applied comparative knowledge, facilitating impartial platforms for plural dialogue, providing technical advice, and offering concrete reform options to stakeholders.

We will work with multiple boundary partners, including Electoral Management Bodies, Electoral Dispute Resolution Bodies, national and sub-national governments, parliaments, political parties, policy makers, civil society, and constitution makers and implementers. In parallel, strategic partnerships will be explored with UN bodies, international organizations like the Kofi Annan Foundation, the World Economic Forum, the Brookings Institution, the Wilson Center, the Organization of

American States (OAS), the International Commission against Impunity (CICIG), the Center for the Implementation of Public Policies for Equity and Growth (CIPPEC) and Facultad Latinoamericana de Ciencias Sociales (FLACSO), as well as with multilateral agencies and academia.

With the increasing impact of social networks on democracy, International IDEA will work in close collaboration with journalists, think-tanks, social media platforms such as Facebook, Twitter, YouTube and Google, and regulators to ensure that the strengths of these networks are capitalized upon while the threats and challenges are minimized. At the same time, as political finance irregularities, corruption scandals and weakening rule of law continue to threaten almost all countries in the region, we intend to work closely with government control bodies, legislators as well as citizen watchdogs.

It is worth indicating that the regional dynamics is always changing. Therefore, the Latin America and Caribbean Programme will work adaptively with any partner that requests our advisory services and express interest to collaborate. We need to ensure that we maintain our capacity to respond effectively to emerging issues such as ICT and politics and social media and migration. Considering that young people currently are, and will be, driving forces for supporting development and promoting sustainable democratic processes in the world, International IDEA embraces the issue of youth as a cross-cutting theme that is becoming increasingly relevant in most of the countries of the region.

In line with the above, we have developed four criteria to better identify countries in the region where we will focus our work in 2020:

- *Strategic relevance:* Continue to strengthen IDEA's presence in the region through our established national programmes in Peru, Bolivia, Mexico, Chile, Paraguay and Panama.
- *Global State of Democracy Indices:* Gather evidence-based analysis and data on countries working on democratic reform at the national, regional and global levels.
- *Political environment:* Owing to the changing and challenging political environment, we will continue to work in Colombia, Venezuela, and countries in the Northern Triangle (Guatemala, Honduras and El Salvador).
- *Impact of electoral results:* We will analyze the impact of electoral results in national and regional power dynamics, not only within the countries but also in the context of regional integration. The recent electoral super-cycle will be key to assessing the quality of democracy and integrity of democratic processes in Latin America.

These criteria provide guidance on the way forward, on the one hand regarding the countries where our support will continue, and on the other regarding thematic or geographical areas where International IDEA should invest more resources.

Table 11. Planned budgets per programme and project, 2020: Latin America and the Caribbean Programme

Programme/Project name	RES €	UNR €	Total €
Latin America and the Caribbean Office (LAC RO)			
Advocacy, representation and fundraising activities	-	146,972	146,972
Supporting electoral, political and constitutional reforms across LAC	-	170,033	170,033
Opening regional and sub regional spaces for dialogue on integrity of elections, electoral justice and the quality of democracy in LAC	-	176,065	176,065
Supporting strategic country-level initiatives to consolidate and strengthen democracy in LAC	-	130,978	130,978
LAC General Programme Management and Office	-	200,960	200,960
TOTAL (LAC RO)	-	825,007	825,007
Bolivia			
Gender and Youth*	906,489	-	906,489
TOTAL (Bolivia)	906,489	-	906,489
Mexico			
Quality of Democracy, integrity in elections and electoral justice*	21,780	-	21,780
Centro de Excelencia Regional Programa de Colaboración Permanente: Tribunal Electoral de Panamá - IDEA Internacional*	431,009	-	431,009
TEPJF-IDEA*	274,553	-	274,553
TOTAL (Mexico)	727,342	-	727,342
Paraguay			
Consolidation of democracy*	830,538	-	830,538
TOTAL (Paraguay)	830,538	-	830,538
Peru			
Democratic strengthening in electoral processes	-	67,108	67,108

Programme/Project name	RES €	UNR €	Total €
Office Costs	-	79,167	79,167
Encouraging conditions to ensure development of a transparent and democratic political and electoral processes*	259,518	-	259,518
Better elections with new electoral rules*	679,046	-	679,046
TOTAL (Peru)	938,564	146,276	1,084,840
TOTAL, LATIN AMERICA AND THE CARIBBEAN PROGRAMME	3,402,934	971,282	4,374,216

Notes: * denotes restricted funding project. RES = restricted funding; UNR = unrestricted funding.

Figure 29. Geographical coverage, Latin America and the Caribbean

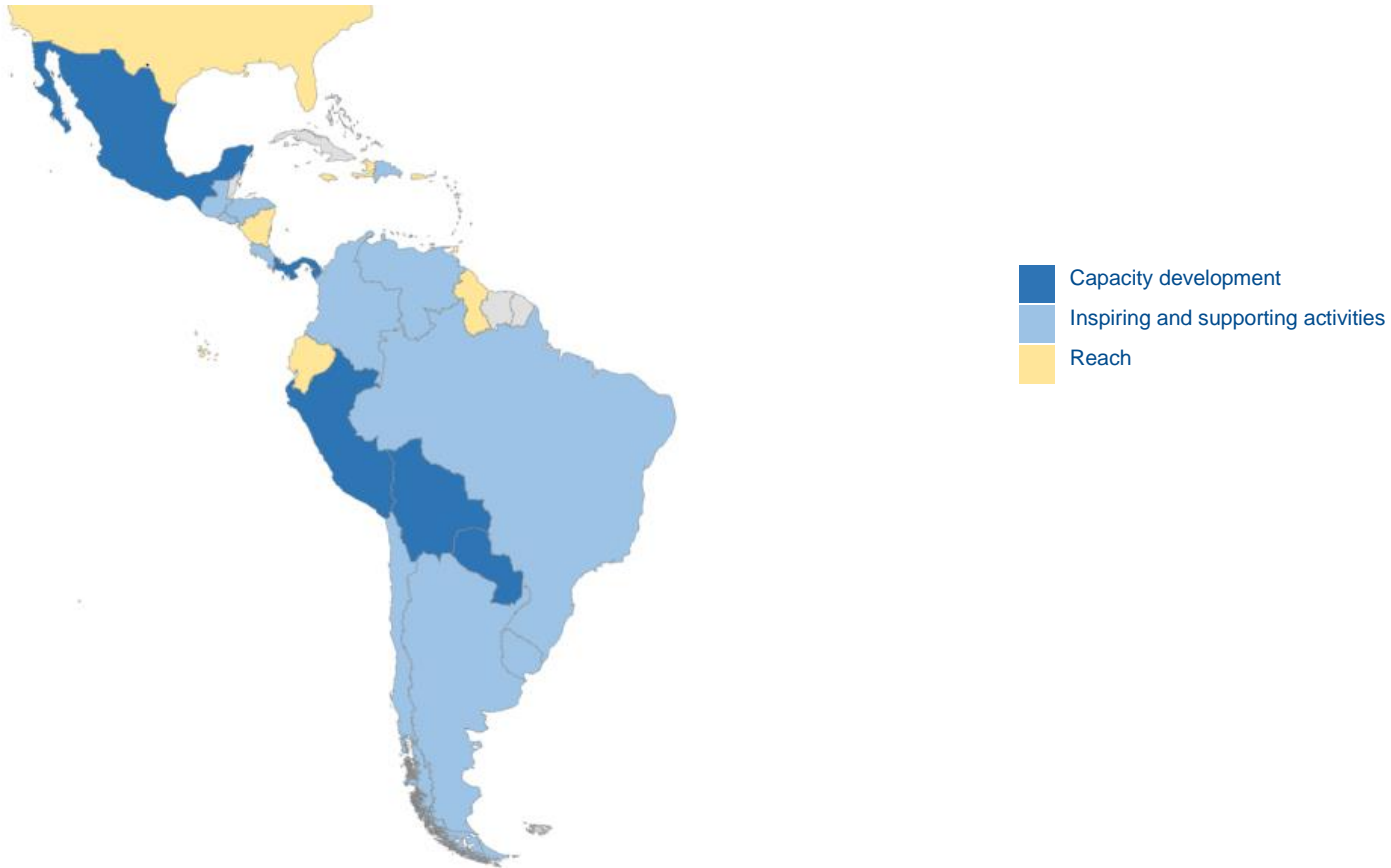


Figure 29 shows where in Latin America and the Caribbean International IDEA plans to make financial investments 2020. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Mexico, Panama, Peru, Bolivia and Paraguay and increased inspiring and supportive activities are planned, among others, for Colombia, Venezuela, Guatemala, Dominican Republic and Argentina.

Figure 30. Financial investment per output category (core), Latin America and the Caribbean

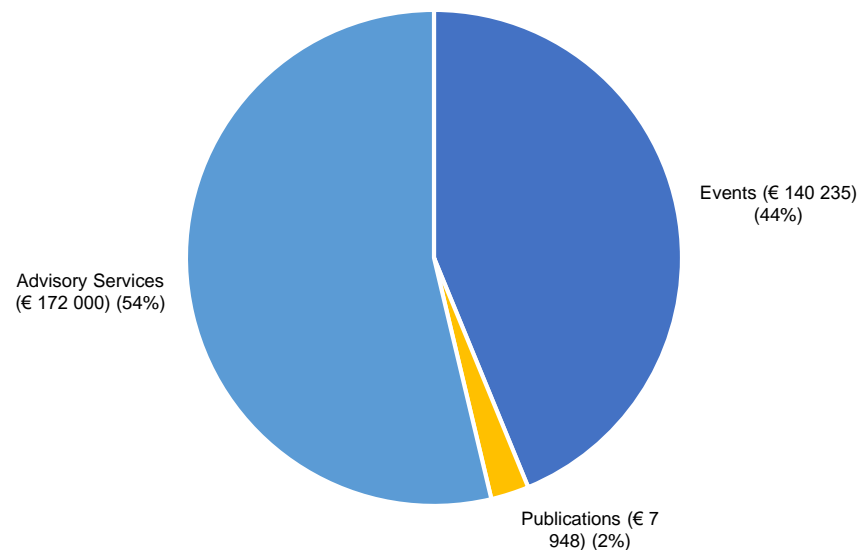


Figure 30 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2020. 98% of the budget in the Latin America and the Caribbean Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 2% of the budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites and distribute locally.

Figure 31. Strategy map illustrating the financial size of each output category (core), Latin America and the Caribbean

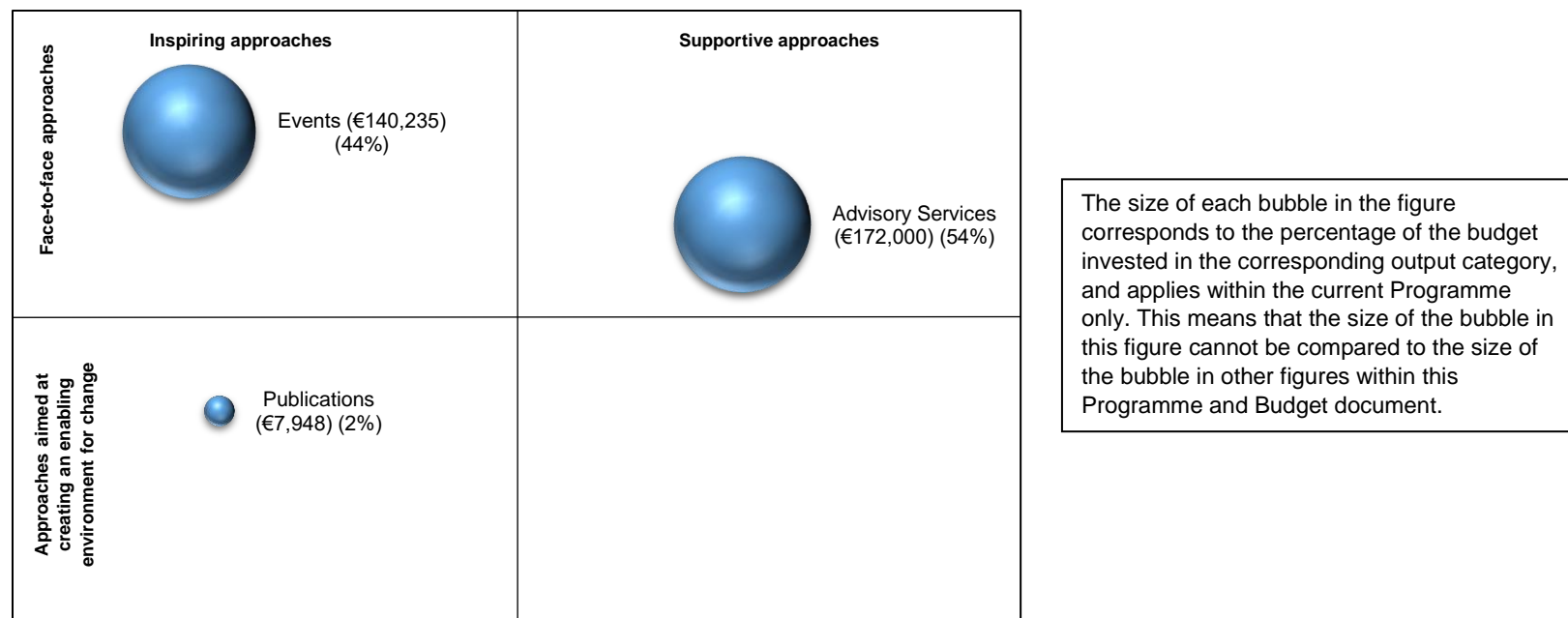


Figure 31 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2020 and illustrates how these outputs are intended to inspire and support change processes. 46% of the budget in the Latin American and the Caribbean Programme will be invested in face-to-face events and online publications aimed at *inspiring* boundary partners to engage in change processes. 54% of the budget will be invested in face-to-face advisory services aimed at *supporting* our boundary partners in their change processes.

Figure 32. Strategy map illustrating the total financial size of each output category (core and restricted), Latin America and the Caribbean

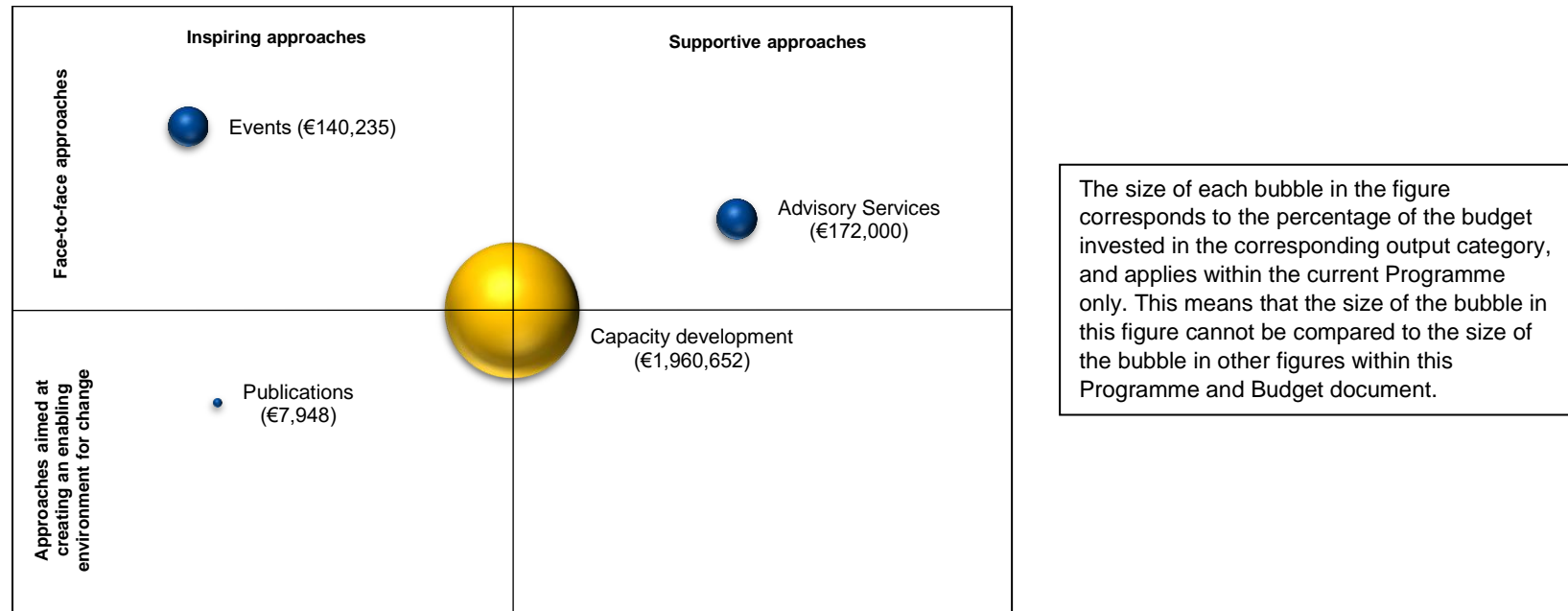
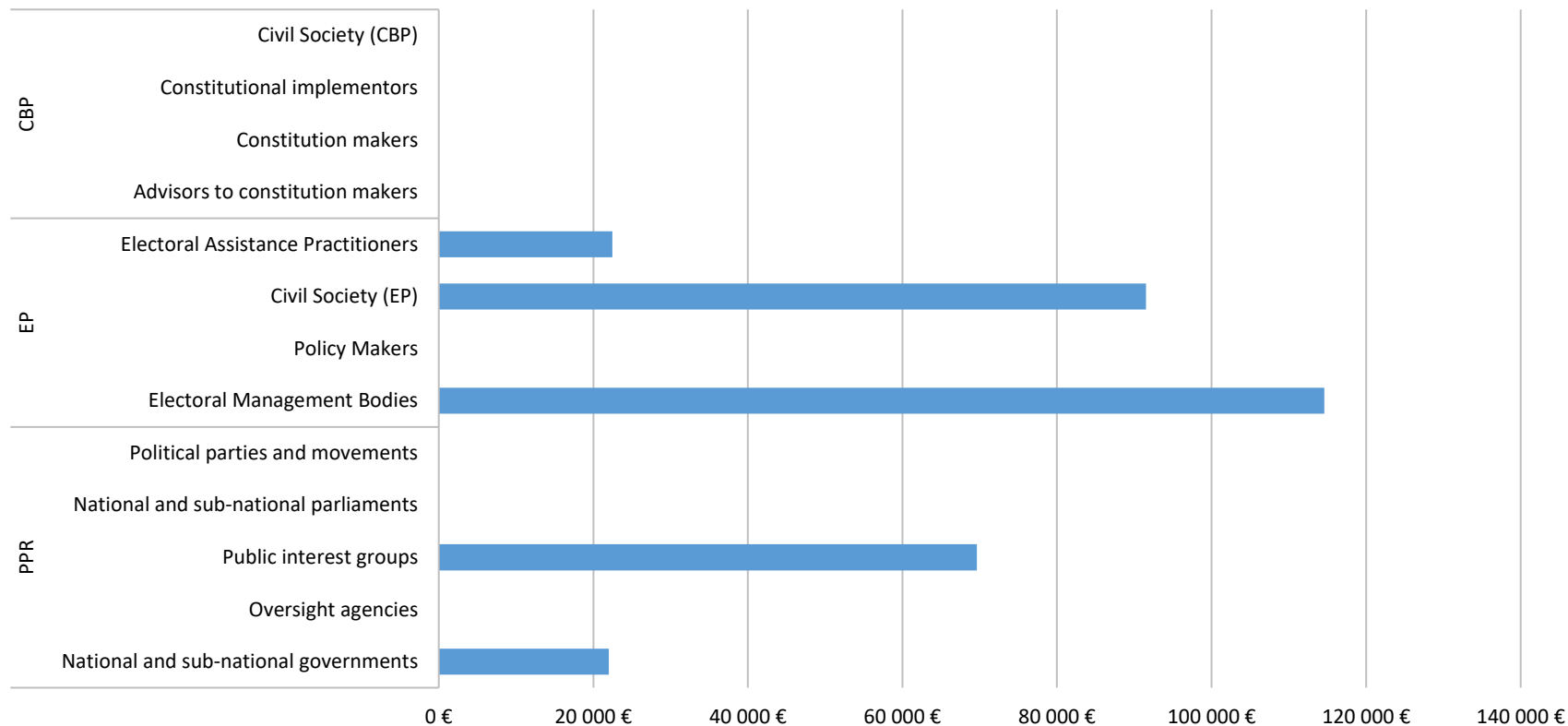


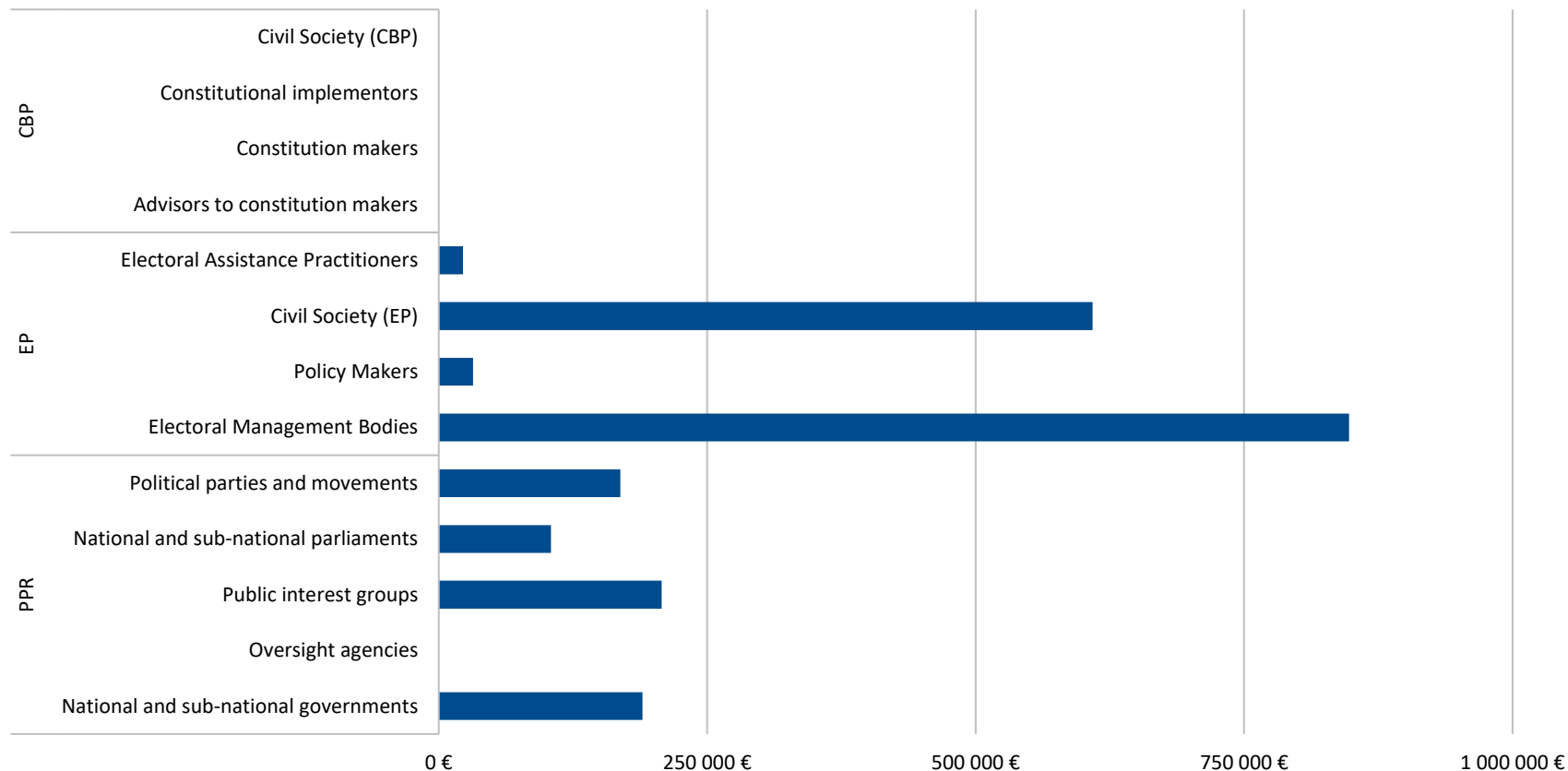
Figure 32 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2020 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 15% of the total budget for the region. The remaining 85% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms.

Figure 33. Financial investment per boundary partner (core), Latin America and the Caribbean



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 33 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Latin America and the Caribbean Programme 2020. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Figure 34. Total financial investment per boundary partner (core and restricted), Latin America and the Caribbean



International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 34 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme 2020. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Latin America and the Caribbean Regional Office

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Advocacy, representation and fundraising activities				
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Events	Regional meetings on the current state and quality of democracy in LAC convened, as platforms for networking, dialogue and knowledge sharing among experts and practitioners.	32,000
		Advisory services	Advice to support the efforts of democratic actors at improving the quality of democracy in LAC provided.	24,500
	Electoral Assistance Practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Publications	Publications on key democratic issues in the region discussed and disseminated; e.g. dissemination of 'Tratado de Derecho Electoral Comparado de América Latina', '40 years since the beginning of the Third Wave of Democracy in Latin America' and policy papers on ICT and politics and social media in democracy.	7,948
			Staff costs	72,909
			Indirect costs	9,615
			Total	146,972

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting Electoral and Political Process and Constitutional Reforms across LAC				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Advice on electoral and political reform processes provided upon request to national governments, legislators and EMB officials.	86,000
			Staff costs	72,909
			Indirect costs	11,124
			Total	170,033
Opening regional and sub regional spaces for dialogue on integrity of elections, electoral justice and the quality of democracy in LAC				
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	Regional and national seminars organised on electoral justice, integrity of elections and the quality of democracy in LAC.	69,635
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advice to national and sub-national governments to promote debates on the current state and quality of democracy in the region provided.	22,000
			Staff costs	72,904
			Indirect costs	11,526
			Total	176,065

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting strategic and thematic country-level initiatives to consolidate and strengthen democracy in LAC				
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Advisory services	Advice in support of strategic and thematic country-level initiatives (e.g. Colombia, Nicaragua, Venezuela) to consolidate and strengthen democracy in LAC provided.	49,500
			Staff costs	72,909
			Indirect costs	8,569
			Total	130,978

Project output	Budget, €
LAC General Programme Management and Office	
Office costs and programme management	106,349
Staff costs	81,464
Indirect costs	13,147
Total	200,960

Bolivia

Restricted projects

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Gender and Youth			
PPR	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	159,632
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.		339,496
	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.		28,146
		Office costs	51,701
		Staff costs	260,367
		Indirect costs	67,147
		Total	906,489

Mexico

Restricted projects

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Quality of Democracy, integrity in elections and electoral justice			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	7,500
		Office costs	2,161
		Staff costs	9,873
		Indirect costs	2,246
		Total	21,780
Centro de Excelencia Regional Programa de Colaboración Permanente: Tribunal Electoral de Panamá - IDEA Internacional			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	263,628
		Office costs	14,601
		Staff costs	124,583
		Indirect costs	28,197
		Total	431,009

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
TEPJF-IDEA			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	105,750
		Office costs	23,912
		Staff costs	126,929
		Indirect costs	17,961
		Total	274,552

Paraguay

Restricted projects

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Consolidation of democracy			
PPR	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Capacity development	86,500
PPR	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		95,000
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.		285,000
EP	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.		89,000
		Office costs	46,800
		Staff costs	173,904
		Indirect costs	54,334
		Total	830,538

Peru

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democratic strengthening in electoral processes				
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	Policy makers, electoral organizations and key actors from LAC share information in at least two spaces for dialogue developed in the region.	28,600
			Staff costs	34,118
			Indirect costs	4,390
			Total	67,108

Project output	Budget, €
Peru General Programme Management and Office	
Office costs and programme management	31,241
Staff costs	42,747
Indirect costs	5,179
Total	79,167

Restricted projects

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Encouraging conditions to ensure development of a transparent and democratic political and electoral processes			
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	70,000
PPR	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.		18,000
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.		55,000
		Office costs	16,700
		Staff costs	82,841
		Indirect costs	16,978
		Total	259,518

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
Better elections with new electoral rules			
PPR	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	115,000
	Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		74,000
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		8,000
EP	Electoral Management Bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.		72,000
	Civil Society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policy makers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.		89,000
		Office costs	49,490
		Staff costs	173,132
		Indirect costs	44,424
		Total	625,046

7. Programme support and institutional management

Strategic priorities for 2020

The key priority for programme support and institutional management identified in 2019, that is ensuring best value is achieved in support functions, remains a priority in 2020. This priority was informed by the requirements expressed by Member States and key funders, and the messages from staff surveys, and internal and external audit reports.

The key themes informing the work plan for 2020 are interlinked and co-dependent.

The review of significant processes continues, with a focus on eliminating inefficiencies and bureaucracy in the areas of human resources, resource mobilization and project support. Core values identified in 2019 will be fed into this review process.

The new Enterprise Resource Planning (ERP) system will go live in early 2020, and much of the attention in the first quarter will be given to bedding down the system and addressing any teething issues that arise. This system will deliver process enhancements, reduce risks, support decision making, and enable better reporting tailored to address International IDEA's needs.

A structural review was begun in 2019 that considered the overall structure of the Institute, its core values, its reporting lines, job profiles, staff complement and salary structure. The proposals will be consulted in the latter part of 2019 and will

deliver a structure that is transparent and adequately consulted with relevant stakeholders including the Staff Association Executive Committee. This structure will, to the extent possible, ensure that International IDEA is able to retain and reward staff at levels commensurate with the market. Management and staff input, and subsequent buy-in, will be key to the successful design and implementation of any changes which will be implemented in 2020.

Critical to the effective management of any organization is the delivery of key management information to assist managers. Work, started in 2018, will continue in developing key indicators and management information tools to support the early identification and resolution of management-related issues. Decision-making processes and delegations will be considered and amended where needed.

Training interventions, including the newly acquired e-Learning platform will be delivered across the organization, to the extent that funds permit, to enhance managers' technical and soft skills. Competency based assessments and career pathing will be a key focus.

The review of governance structures will continue, with the aim to addressing issues identified.

Risk management will be further embedded in processes across the Institute.

Table 12. Planned budgets per office and project, 2020: Institutional management priorities

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Executive Division	Director, Executive Division	-	210,946	210,946
	Total, Executive Division	-	210,946	210,946
Secretary-General's Office	Secretary-General's Office	-	1,039,729	1,039,729
	Internal Audit	-	122,221	122,221
	Communications	-	448,223	448,223
	Total, Secretary-General's Office	-	1,610,173	1,610,173
Total, Institutional management		-	1,821,119	1,821,119
Programme support				
Global Programme	Board of Advisers	-	188,755	188,755
	Total, Global Programme	-	188,755	188,755
Secretary-General's Office	Publications	-	404,364	404,364
	Library	-	40,000	40,000
	Total, Secretary-General's Office	-	444,364	444,364
Executive Division	Accounting and Treasury	-	477,002	477,002
	Budget and Programme Performance	-	434,367	434,367
	Human Resources and Organizational Development	-	4,300,576	4,300,576
	IT	-	815,750	815,750
	Facilities	665,611	307,546	973,157
	Resource Mobilization	-	114,953	114,953

Programme/Unit	Project	RES €	UNR €	TOTAL €
	Total, Executive Division	665,611	6,450,194	7,115,805
HR Recoveries	HR On-cost recovery	-	-4,300,576	-4,300,576
	IT recovery	-	-815,750	-815,750
	Facilities recovery	-	-307,546	-307,546
	Total, HR recovery	-	-5,423,872	-5,423,872
Indirect cost recovery		-	-1,645,084	-1,645,084
Total, Programme support		665,611	14,356	679,968
Secretary-General's Office, Programmatic				
Secretary General's Office	New York Office	-	513,637	513,637
	Total, Secretary-General's Office	-	513,637	513,637
Total, Secretary-General's Office, Programmatic		-	513,637	513,637
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		665,611	2,349,112	3,014,723

Director, Global Programme Office

Objective	Outcome	Project outputs	Budget, €
Board of Advisers (BoA)			
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organised, substantive and highly interactive BoA meetings.	Board meeting held successfully including production of minutes and Report to the Council.	77,928
	International IDEA's work quality and relevance at the global and regional levels is strengthened and improved.	BoA advise and make substantive inputs	-
	The BoA engages and contributes to partnership building, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events.	3,000
	The BoA endorses International IDEA's work and actively contributes to the Institute's visibility, particularly in their regions.	Reliable communication permits progress – promotion/increased outreach and more interest/enquiry in IDEA's work.	-
Staff costs			107,825
Total			188,755

Executive Division

Objective	Outcome	Project outputs	Budget, €
Accounting and Treasury			
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2019.	96,000
		Mid-year budget review for the 2020 financial year completed by June 2020, initial budget for 2021 prepared and presented to Council, after consideration by relevant management and Committees by December 2020. Monthly expenditure against budget reports prepared and presented for year to date expenditure.	-
		Monthly cashflow reports developed and implemented during 2020.	-
		Staff costs	381,002
		Total	477,002
Budget and Programme Performance			
Exercise efficient oversight (budgeting, monitoring, evaluation and support) by the provisioning of assurance and risk management services.	Operationalisation of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection and revision to foster learning from both success and failure.	Community of Practice developed by means of regular contact with global corporate services teams, and one annual meeting held in Stockholm.	50,000
		Semi-annual, Annual & Outcome Reports prepared and presented to Council, after consideration by relevant management and Committees in accordance with the agreed timetable.	-
	Provision of results reporting for International IDEA's 2018-22 Strategy in line with the approved results framework to facilitate oversight by those stakeholders charged with governance.		
	Staff costs	384,367	
	Total	434,367	

Objective	Outcome	Project outputs	Budget, €
Human Resources and Organisational Development			
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	89,500
	An HR system designed, developed and implemented that will improve processes and effectiveness and is aligned with the organizational ERP system.	Continued review of all HR policies, presented for review by the Executive Director, for onwards submission to relevant governance structures.	-
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures.	75,000
	HR cost recovery	HR cost recovery	(758,377)
		Staff costs	593,877
		Total	-
Information technology (IT)			
Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems	622,750
	ICT recovery	ICT recovery	(815,750)
		Staff costs	193,000
		Total	-

Objective	Outcome	Project outputs	Budget, €
Facilities			
Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.	An adequate office infrastructure to enable a safe, secure and functional working environment.	Review and implement the facilities management plans and contracts.	845,611
	Facilities recovery	Facilities recovery	(307,546)
		Staff costs	127,546
		Total	665,611
Resource mobilization			
Increased and renewed financial support for IDEA's work towards implementing the Strategy 2018-2022.	Increased internal capacity to fundraise among programme staff and increased grant funding secured.	Management information reports prepared.	15,000
		Continued development and institutionalisation of the resource mobilisation toolkit.	-
		Staff costs	99,953
		Total	114,953
Director, Executive Division			
Delivery of Executive Division outputs, on time and on budget.	Delivery of Executive Division outputs, on time and on budget.	Executive Division output delivered on time and within budget.	7,000
		Staff costs	203,946
		Total	210,946

Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
Office of the Secretary-General			
Effective strategic direction provided across the institution.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget.	270,500
Member State engagement. International IDEA will continue to enhance its value for membership, to ensure an active engagement and ownership with Member States.	Member States actively engage in the governance of the Institute and find value in the Institute's programmes. International IDEA's membership base is strategically grown to support its funding base, relevance and future sustainability.	(1) Member State Strategy drafted, reviewed and finalized with a view to deepening relationship with Member States and attracting new Member States to the Institute. (2) Opportunities to showcase the work of International IDEA in Member States identified. (3) Member States are engaged in discussion on the future direction of the Institute. (4) Democracy for Diplomats curriculum developed and piloted.	-
Partnerships. Maintain and establish strategic partnerships with national, regional and international partners to maximize International IDEA's impact and visibility.	Partnerships with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute in delivering on the 2018-22 Strategy at the national, regional and global levels.	(1) Increased and systematic engagement with academic institutions to explore opportunities to establish a fellowship programme at the Institute. (2) Enhanced partnership opportunities for regional offices and Global Programmes thematic units are explored and facilitated. (3) Existing MoUs, partnerships and new opportunities are reviewed and assessed.	-
Governance support. Ensure effective governance of International IDEA by its Member States for effective implementation of the 2018-2022 Strategy.	Member States are supported in their effective governance and strategic leadership of International IDEA's governance system. The work of the governance bodies runs in line with the requirements and Statutes and Rules of Procedure and effectively implements the Strategy 2018-2022.	(1) The work of the Council of Member States, Steering Committee and other governance bodies, is supported and facilitated in line with the Statutes and Rules of Procedure. (2) The Chair and Vice-Chairs of the Council of Member States receive adequate support throughout their Chairship (3) The Open-Ended Council Working Group on Governance is supported in their work and the implementation of its recommendations.	-
External representation and communications. Ensure strategic representation of International IDEA in international and regional fora, to enhance International IDEA's positive visibility and outreach.	Relevant external stakeholders at the global and regional levels, including the wider public, are aware of International IDEAs work.	(1) International IDEA's presence at key international and regional fora through the participation of the Secretary-General and relevant staff is facilitated. (2) The wider public is aware of International IDEA's contributions to democracy throughout its 25 years of existence.	-

Objective	Outcome	Project outputs	Budget, €
Resource mobilization. Manage and seek to increase and diversify institutional core contributions and support restricted funding opportunities for the Institute and encourage in-kind contributions.	Member States and donors are encouraged to maintain and increase institutional core contributions, restricted funding and in-kind contributions to the Institute, in line with the Resource Mobilization policy.	(1) The Institute's core contribution, including multiyear strategic agreements is sustained and efficiently managed. (2) Outreach, representation and network building required to successfully mobilize core and restricted funding is ensured.	-
Organizational leadership. Ensure effective management, strategic direction and improved internal communication across the Institute.	International IDEA is strategically led including through the Management Committee, regular interactions with the Regional Offices, thematic units and all staff. Internal communication is improved, both with regard to frequency as well as information regarding decisions and matters of institutional importance.	(1) Effective leadership and coordination of the Management Committee and follow-up of its decisions (2) Regular meetings held with Regional Offices and GP thematic units (3) Staff participate in regular staff meetings. (4) Staff receive timely and adequate information in an efficient and transparent manner on issues of institutional importance (5) Input provided to Mid Term Strategy Review 2018-2022	-
		Staff costs	769,229
		Total	1,039,729
Internal audit			
Provision of effective and efficient assurance services.	To assist IDEA in achieving effective and efficient governance, risk and control processes associated with operations, financial and management reporting, and legal and regulatory compliance objectives.	Delivery of risk based internal audit plan on time and on budget.	-
		Staff costs	122,221
		Total	122,221

Objective	Outcome	Project outputs	Budget, €
New York Office (NYO), Programmatic			
To produce and disseminate policy-relevant knowledge on democracy and the 2030 Agenda for Sustainable Development in partnership with Member States, key UN actors, democracy building stakeholders and academic networks.	IDEA Member States and other like-Minded Member States, IDEA's partners in the UN system, North America-based democracy building stakeholders and academic partners make use of IDEA's comparative knowledge on democracy and the SDGs for the implementation of the 2030 Agenda for Sustainable Development.	<p>Production and launch of the publication "The UN and Democracy Building";</p> <p>Needs assessment of priorities by Permanent Missions to the UN of IDEA Member States and UN stakeholders in relation to knowledge production</p> <p>General and recurrent NYO activities, including participation in external events to improve visibility and outreach;</p> <p>Partnership building with academic institutions and other stakeholders on UN and democracy.</p>	88,000
		Office costs	228,000
		Staff costs	164,035
		Indirect costs	33,602
		Total	513,637
Communications			
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value-for-partnership narrative is promoted via the International IDEA website, social media, the newsletter and annual outcome report. 1.) Present a 2019 Annual Outcome Report by 31 March 2020. 2.) One article per quarter on Member State engagement is published on the website. The wider public is aware of International IDEA's contributions to democracy throughout its 25 years of existence.	3,000

Objective	Outcome	Project outputs	Budget, €
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	Four newsletters, focused on current events and themes in democracy, are produced and disseminated. Eight 'new release' emails to announce new and updated knowledge products are disseminated. A fully functional and regularly updated website is moderated and maintained with 2 million visits for 2020	28,200
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	3000 media mentions for 2020. International IDEA's reputation in the media is monitored on a daily basis. A media grid to highlight opportunities for interventions with media is disseminated monthly. Pitch media placement, articles and Op-Eds and dissemination of press releases on an ongoing basis. 27,000 Twitter followers and 70,000 Facebook Fans that are actively engaged. Four Facebook Live chats or videos with staff or boundary partners to offer hands-on review and opportunity for Q&A for journalists are organized. Use the 25th anniversary to relaunch the Institute's visibility as a key contributor to the democratic dialogue in Sweden and among other Member States and in our regional offices.	5,000
		Staff costs	412,640
		Total	448,840

Objective	Outcome	Project outputs	Budget, €
Publications			
Produce, disseminate and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published. Storage and dissemination infrastructure is maintained.	Knowledge Product Review Procedure is coordinated and implemented. Effective oversight over publication service providers (e.g., editors, designers, warehouse providers) is undertaken and is evidenced by a contract schedule wherein all contracts are listed, and procurement processes planned. Dates contained within this schedule are adhered to.	29,000
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	Publishing software is maintained, and institutional formats are supported. The Editorial Standards and Publications Toolkit are applied for all publications.	-
		Staff costs	375,364
		Total	404,364
Library			
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	A communications-oriented culture is inculcated within International IDEA.	A communications-oriented culture is inculcated within International IDEA through an internal communications plan. A Workplace platform is moderated and maintained.	-
	A functioning physical and virtual library where knowledge management is facilitated.	Library resources (such as the latest on democracy-related research) and services are available and accessible to all staff. Tailored requests are available and accessible to all staff during Stockholm office hours.	21,000
	Media and web analytics are monitored and reported in order to help knowledge resources production better respond to user demand and needs.	Monthly reports of media and web analytics are compiled, disseminated and accessible to all staff. Tailored requests are met in accordance with the agreed schedules, including output reporting periods.	19,000
		Staff costs	-
		Total	40,000

8. Risk Management

Risk assessments

All projects inherently contain both internal and external risks. However, with proper identification and management, risks can be minimized or mitigated.

We have conducted a risk analysis at an institutional level, as well as for all projects in the Programme and Budget 2020 to identify the risks associated with a project, rate the likelihood that the risks will occur, and the consequences for the project if they occur.

Institutional risks were rated following at a regional and directorate level. These risk assessments were collated and considered by the senior management team to develop the institutional risk register. Risks and actions to manage risks will be periodically reviewed and updated during the course of the year.

Four key risks have been rated for all programmatic projects, being the risk that:

1. International IDEA does not have the capacity to deliver project activities on time.
2. the persons who participate in a project cannot utilize the opportunities provided for learning and networking.
3. the persons who participate in a project do not have the mandate to change behaviours, relationships and practices in accordance with the objectives.
4. the institutions and actors in a project do not have the resources to change behaviours, relationships and practices in accordance with the objectives.

The likelihood that a risk will occur has been rated on a five-graded scale:

1. 0-20 % likelihood that the risk will occur (= very unlikely).
2. 20-40% likelihood that the risk will occur (= unlikely).
3. 40-60% likelihood that the risk will occur (= possible).
4. 60-80 % likelihood that that the risk will occur (= likely).
5. 80-99% likelihood that the risk will occur (= very likely)

Consequences have also rated on a five-graded scale:

1. Insignificant consequences (= insignificant effects on results)
2. Minor consequences (= minor effects on results)
3. Moderate consequences (= moderate effects on results)
4. Major consequences (= major effects on results)
5. Severe consequences (= severe effects on results)

To calculate the risk rating the likelihood value has been multiplied by the consequence value. For example: a very unlikely event [1] x insignificant consequences [1] = risk rating of 1; a very likely event [5] x severe consequences [5] = risk rating of 25. The risk value has subsequently been translated into a risk rating on three-graded scale (high, medium and low) in accordance with figure 35.

Figure 35. International IDEA's risk rating matrix (*red =high risk; yellow and orange = medium risk; green = low risk*)

	Insignificant	Minor	Moderate	Major	Severe
Very likely	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Very unlikely	1	2	3	4	5

The top five risks of the Institute identified during the annual planning process are outlined in the table below.

Institutional risk register

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
1	Governance and institutional ownership risks	a) Failure to secure Chairship and Vice-Chairship volunteer Member State	a) Inability to comply with Statutes and International IDEA's governance system, i.e. its legal and institutional basis. b) Loss of credibility to Member States, donors and partner organizations.	Engagement with Member States, Open-Ended Council Working Group on Governance Matters developing recommendations for Chairship rotation system, system of vice-chairs who can step in to fill a possible gap.	3	3	9	OEGWG work is in progress	Senior Advisor - Member States and External Relations
2	Human Resources issues (job reclassification, titles, reporting structures, salaries and remuneration package and promotions) and consideration of local versus International staff conditions are not adequately addressed	a) Rapid expansion in staff complement b) Time lapsed since previous review c) Changes to business model (move to restricted funding) d) Financial pressures	a) Low staff morale b) High staff turnover c) Possible adverse press attention causing damage to IDEA's reputation	Human Resources issues (job reclassification, reporting structures, salaries and remuneration package and promotions) and consideration of local versus international staff conditions project ongoing	3	3	9	Organisational review with the following points of focus ongoing: a) Structure (organogram) b) Reporting lines c) Titles and job profiles d) Salary scales e) Notch progression and COLA f) International v local terms and conditions of service g) Consultants v staff	Head of HROD

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
3	Work environment not conducive and perception that the action plan is not implemented	a) Perceptions of bias and unfair treatment b) Lack of clear decision processes c) Perception of need for management training and leadership perceived to be resistant to change d) Perceived absence of mechanisms for staff to raise concerns without repercussions d) Lack of clarity in related process documents e) Work life balance not optimal f) Absence of clearly defined and communicated values g) Performance management processes not optimal	a) Low staff morale b) High staff turnover c) Possible adverse press attention causing damage to IDEA's reputation d) Possible health problems (e.g. depression, stress, low energy, etc.)	Action plan to address issues arising being implemented	3	3	9	Action plan to address issues being implemented	Head of HROD
4	Capacity and support for fundraising and project management	As IDEA moves towards a model that is increasingly supported by restricted funding the requirements for fundraising and project management support is increasing	a) Failure to address needs may result in project failure b) Project failure implies reputational damage and consequent negative impact on the ability to attract further projects, meaning that financial sustainability is impacted	Resource Mobilization Task team work in progress	2	3	6	Resource Mobilization Task Team convened to review the existing processes and toolkits that support the resource mobilization function to ensure that: 1. Processes enable decision making about which opportunities to pursue based on an analysis of the strategic advantage of projects, the cost benefit and business case, and a sound risk analysis.	Resource Mobilization Officer

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
			c) Poor project management could also affect the level of quality of the project deliveries or as a whole. d) Stress on staff who have to balance resource mobilization with implementing projects.					<p>2. Appropriate delegations of authority are in place to enable rapid decision making whilst maintaining quality controls</p> <p>3. Toolkits are up to date, fit for purpose and represent the best available resource to support the proposal process enabling success in securing restricted funding projects</p> <p>4. Toolkits are standardized to the maximum extent possible enabling efficiencies in the proposal development process by eliminating the need to rework standard elements of proposals</p> <p>5. Toolkits are communicated and institutionalized so that staff are aware of these and able to utilize them as needed</p> <p>6. Communication across functions is enhanced and silos are broken down so that all relevant stakeholders are aware of resource mobilization activities</p> <p>7. Project management is facilitated to provide assurance that we meet and exceed donor requirements so that IDEA becomes the partner of choice</p> <p>8. Project design takes account of all costs and resources required for delivery to further facilitate financial sustainability</p> <p>9. Management information is developed to enable problem identification and corrective action</p>	
5	Insufficient funds to deliver 5 year strategy	a) Failure to mobilize core funding b) Member States priorities not in line with IDEA strategy c) Perceived lack of ability of IDEA to deliver	a) Inability to deliver outputs, outcomes and impacts to the satisfaction of Member States b) Loss of credibility c) Impact on work environment as staff are	a) Multi year agreements with key donors b) Member States engagement	2	3	6	<p>Member States engagement & communication to be prioritized</p> <p>25th Anniversary opportunity to be used to relaunch IDEA</p>	Senior Advisor - Member States and External Relations

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
		impactful projects and programmes d) Lack of understanding or interest of IDEA's work by MS	pressured to deliver more for less, impacting on work life balance creating concern about the financial sustainability of IDEA d) Impact on human resource capacity (i.e. not able to renew contracts)						

Glossary of terms

Term	Definition
Boundary partners	Institutions and actors with which International IDEA interacts, with the purpose of inspiring and supporting their change processes. The boundary partners can be individuals, groups or organizations working with or for democratic processes. International IDEA has identified 17 types of boundary partners.
Impact/societal trends	Impact and societal trends are used as synonyms. Impacts relate to the trends in democratic development that various development actors (including International IDEA) are contributing to.
Indicator	An indicator is a measurement or value which provides an indication of what something is like.
Learning-based management	A new concept which emphasizes that the main purpose of the results framework of International IDEA is continuous learning and adaptation.
Outcome	Changes in behaviours, relationships and practices by the institutions and actors that International IDEA interacts with.
Outcome objectives	Pre-defined desired changes of behaviours, relationships and practices by International IDEA's 17 boundary partners.
Outputs	The quantity of products and services that International IDEA delivers, and the number of men and women reached.
Performance	Project performance is measured and reported as outputs (i.e. the quantity of the products and services delivered, and the number of men and women reached).
Strategy map	A tool that illustrates how products and services can be grouped in four complementary types of activities (or approaches to change), that together stimulates changes of behaviours, relationships and practices of International IDEA's boundary partners.

List of Acronyms

ACE	The Electoral Knowledge Network
ANAMM	National Association of Municipalities of Mozambique
AP RO	Asia and the Pacific Regional Office
AP	Asia and the Pacific
AU	African Union
AWA	Africa and West Asia
BoA	Board of Advisers
BRIDGE	Building Resource in Democracy, Governance and Elections
CBP	Constitution-building Processes
CICIG	International Commission against Impunity
CIPPEC	Center for the Implementation of Public Policies for Equity and Growth
CSO	Civil Society Organization
D4D	Digital for Development
DAPA	Democracy Assessment and Political Analysis
DFID	Department for International Development
DGPO	Director, Global Programme Office
DIPD	Danish Institute for Parties and Democracy
DPA	Department of Political Affairs
DRI	Democracy Reporting International

ECOWAS	Economic Community of West African States
EMB	Electoral Management Body
EP	Electoral Processes
ERP	Enterprise Resource Planning
FAWE	Forum for African Women Educationalists
FEMNET	African Women's Development and Communication Network
FLACSO	Facultad Latinoamericana de Ciencias Sociales
GP	Global Programme
GSoD	Global State of Democracy
GSoDI	Global State of Democracy Indices
HR	Human Resources
IAG	InterAfrica Group
IC	Indirect Costs
ICT	Information and Communication Technology
IFAN	Institut Fondamental d'Afrique Noire
IGAD	Intergovernmental Authority on Development
IMD	Institute for Multiparty Democracy
IPU	Inter-Parliamentary Union
IRDD	Inter-Regional Dialogue on Democracy
IRM	International Revival Ministry
IT	Information Technology

JAP	Joint Activity Plan
LAC RO	Latin America and the Caribbean Regional Office
LAC	Latin America and the Caribbean
MASC	Civil Society Support Mechanism Foundation
MFF	Multi-Annual Financial Framework
MSG	Melanesian Spearhead Group
MoU	Memorandum of Understanding
NDICI	Neighbourhood Development and International Cooperation
NYO	New York Office
OAS	Organization of American States
OCV	Out of Country Voting
OSCE	Organization for Security and Co-operation in Europe
OSCE-ODIHR	OSCE Office for Democratic Institutions and Human Rights
PCCBP	Post-Conflict Constitution-Building Processes
PPR	Political Participation and Representation
PSD	Peace and Security Department
REP	Regional Europe Programme
RES	Restricted Funding
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
TBD	To be determined

TEPJF	The Federal Electoral Tribunal of Mexico
UCLA	University of California, Los Angeles
UNR	Unrestricted Funding
WLSA	Women & Law Southern Africa

Annex. Outcome objectives for International IDEA's boundary partners

Constitution-Building Processes

Boundary partner	Outcome objective(s)
Constitution makers	Apply increased knowledge and skills to make more informed choices regarding constitutional design and process.
Advisors to constitution makers	Utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.
Civil society	Hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.
Constitutional implementers	Interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.

Electoral Processes

Boundary partner	Outcome objective(s)
Electoral Management Bodies	Recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.
Electoral assistance practitioners	Provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.
Policy makers	Support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.
Civil society	Engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.

Political Participation and Representation

Boundary partner	Outcome objective(s)
National and sub-national parliaments	Exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.
Political parties and movements	Exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.
Public interest groups	Engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.
Oversight agencies	Monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.
National and sub-national governments	Exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.

Democracy Assessment and Political Analysis

Boundary partner	Outcome objective(s)
International, regional and national policy makers	Develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.
International, regional and country-level civil society organizations	Engage in global, regional and national debates on democracy and advocate for democratic reforms using IDEA's state of democracy analysis, recommendations and data (indices). They develop and implement strategies and programmes underpinned by IDEA's state of democracy, analysis, recommendation and data (indices).
Policy influencers	Contribute to placing democracy on the public agenda by being aware of and discussing democracy.
Strategic Partners	To use the GSoD data and analysis in their research.