



International IDEA: Programme and Budget 2011

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Supporting Sustainable Democracy Worldwide

"[C]itizens are increasingly and more clearly recognizing that freedom, equality, and human rights are universal common values shared by all humankind, and that democracy, a republic, and constitutionalism constitute the basic structural framework of modern governance. A "modernization" bereft of these universal values and this basic political framework is a disastrous process that deprives humans of their rights, corrodes human nature, and destroys human dignity."

These words from the opening paragraph of Charter 08, a manifesto signed by 350 intellectuals and democracy activists, reflect aspirations that are shared across cultures and religions, wealth and welfare gaps, war and peace. The essence of the universality of democracy is its adaptability to highly diverse contexts. By implication, those diverse contexts present democracy with a diversity of challenges. While the value of democracy is undisputed, the workings of democracy are often the source of dispute and tension.

The exact challenges facing democracy are highly context-specific within and between regions where IDEA is operating. **Latin America** is marked by free and fair elections, constitutional rule and stable support for democracy, but at the same time by lingering legacies of authoritarianism, elitism and inequality which create dangers of populism and weakening of checks and balances. **Africa** encompasses highly different stories, ranging from stable democracies to stable autocracies to coup d'états to fragile and violent situations in which democracy struggles to emerge and where diversity and poverty is often exploited for narrow political gain. **The Middle East** continues to be a region where timid reform efforts and an increasingly vivid civil society and "blogosphere" are met with efforts to further entrench authoritarian rule. **Asia/Pacific** defies analysis of regional trends, as it features massive democratic success stories such as India and Indonesia, heavy conflict and extremist belligerence in Afghanistan and Pakistan, and capitalist autocracy in China. **Europe**, long held to be a region of democratic consolidation, is witnessing social unrest and the strong showing of xenophobic political parties – raising serious questions about the region's ability to manage diversity in a democratic way.

At the heart of the democratic process are **elections**. International IDEA is proud to have played a significant part in strengthening global norms and capacities for design and management of electoral processes. A series of discredited elections in recent years demonstrate however that commitments undertaken by the vast majority of the world's states are not lived up to by many of the same states. It has become evident that international support in the form of technical knowledge and capacity-building do not suffice in the face of skilful political manipulation and rigging of elections. Furthermore, elections in contexts of armed conflict and fragility of institutions need to be addressed by the international community not as a technical event but as a political process with implications for peace and stability. In 2011 IDEA will launch initiatives in search of new approaches in this field.

Building sustainable democracy, peace and stability following armed conflict or transition from autocratic rule normally requires **constitutional reform**. Equal importance should be given to designing inclusive processes of constitution-building, building adequate content of constitutions, and ensuring their proper implementation. In 2011 IDEA will launch its handbook in constitution-building and take corresponding actions.

The best of constitutional frameworks and the most professional of election administrations cannot be sustained unless political actors – notably **parties and parliaments** – work to uphold democratic values of participation, representation, accountability and responsiveness. The reality today is too often that political parties are weak and unable to perform their essential functions in democracy, and that these critical functions of parties are ignored in international conflict management and development policy and action. The democratic process is also increasingly threatened by illicit funding and criminalisation of politics: a phenomenon which presents a challenge in all regions of the world. In 2011 IDEA will launch an initiative for protecting democratic politics and will seek to engage regional organisations in shaping joint strategies for combating the criminalisation of politics.

Critical to the legitimacy of democratic actors is their ability to create conditions for equitable social and economic development. In this too political parties and parliaments often fail and they are not helped by international development cooperation often ignoring the democratic accountability dimension. True democracy and profound development can only grow from within and below in society, and hence there are important synergies to be nurtured between **democracy and development**. In 2011 IDEA will take initiatives that seek to strengthen the role and capacity of democratic actors in promoting development.

Across these areas a continuing challenge to the quality and extent of democracy is the under-representation of women in politics. Through mainstreaming as well as gender-specific programming IDEA will promote **gender** equality in constitutional and electoral processes, political parties and parliaments, and in development processes. The management of **diversity** is also a key theme cutting across political processes and an issue in need of close attention not least in Europe. Finally, as evidenced throughout this Programme, **conflict and security** issues are key determinants of democracy's prospects across the world.

Results Based Management System

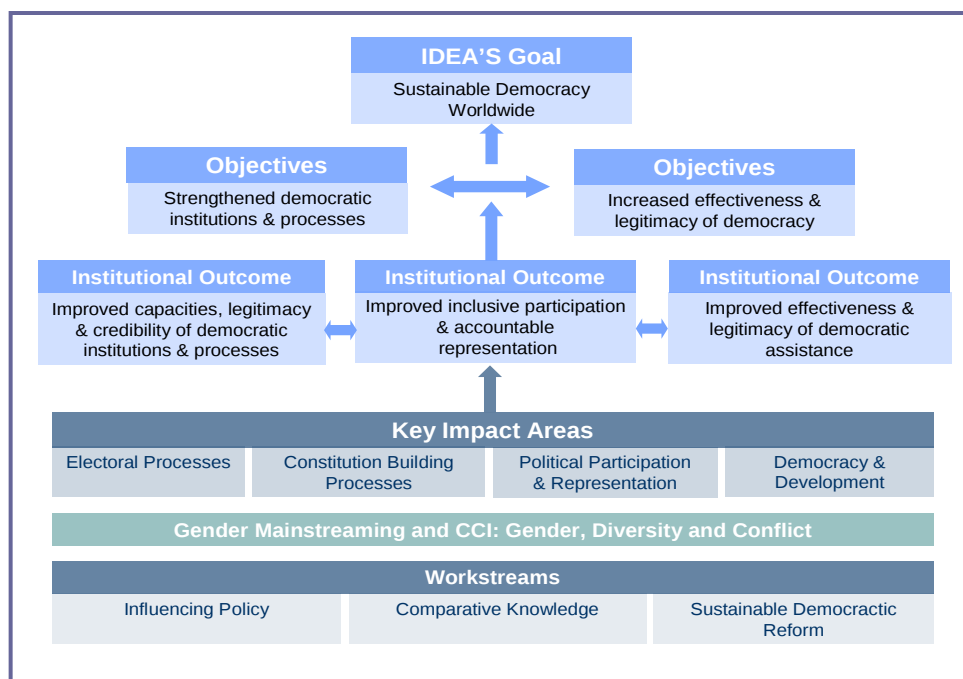
1. RBM Framework

International IDEA started the implementation of a Results Based Management System in 2010 aiming to improve management effectiveness and accountability. The system facilitates the definition of realistic outcomes, monitors progress toward the achievement of expected results; integrates lessons learned into management decisions and reports on performance.

The RBM supports a culture of collaboration and continuous improvement, aligning processes, resources and performance.

The framework for the implementation of the RBM system is designed in four dimensions:

- A hierarchy of an institution-wide goal, as well as objectives and outcomes;
- Four key impact areas (KIAs): electoral processes; political participation and representation; constitution building; and democracy and development;
- Gender mainstreaming as a programmatic focus, and cross-cutting issues (gender, conflict, and diversity) as analytical dimensions used throughout programmatic activities.
- The main streams of work marking International IDEA's approach: influencing policies and politics; developing comparative knowledge; and assisting in sustainable democratic reforms.



Institutional Goal, Objectives and Outcomes

International IDEA's goal is to support sustainable democracy worldwide. It seeks to achieve this goal by pursuing two main institutional objectives:

- Strengthened democratic institutions and processes; and
- Increased effectiveness and legitimacy of democracy.

International IDEA will contribute to the fulfilment of these objectives through three expected institutional outcomes of its work. They are:

- Improved capacities, legitimacy and credibility of democratic institutions and processes;
- Improved inclusive participation and accountable representation;
- Improved effectiveness and legitimacy of democracy assistance;

Key Impact Areas (KIAs)

The key areas on which International IDEA's institutional outcomes will impact are:

- **Electoral Processes:** International IDEA aims to improve the credibility of electoral processes through supporting effective management of electoral processes and political, legal and administrative reform.
- **Political Participation and Representation:** International IDEA supports the strengthening of democratic institutions and processes so that they reflect and respect the will of the people through inclusive participation and accountable representation;
- **Constitution Building Processes:** International IDEA aims to effectively support inclusive and participatory processes of constitution building and to facilitate the design and implementation of constitutional options for democratization and conflict resolution;
- **Democracy and Development:** International IDEA supports the strengthening of democratic institutions and processes so that they are enabled to more effectively generate equitable development.

Cross-Cutting Issues

Together with the comparative knowledge and policy-relevant experience related to the four KIAs, International IDEA utilizes specialized expertise and analysis on issues that cut across each KIA. The use of such expertise is crucial to understanding individual contexts of action for effective dialogue and reform. International IDEA's work focuses on three cross-cutting issues:

- **Gender:** Democracy is supposed to transform power relations between men and women in such a manner that gender equality is promoted in terms of inclusiveness, participation, representation and accountability of democratic processes to both women and men.
- **Diversity:** Democratic reforms will be effective if the capacity to manage human diversity is strengthened to promote inclusive participation and accountable representation of all sections of the population without regard to class, sex, age, gender, race, ethnic or religious background. Managing human diversity in democracy is a key strategy for conflict prevention and sustainable peace building.
- **Conflict:** This is a key analytical dimension of democracy building, not only in post-conflict situations but more broadly in any democratization process. Democratization may in itself be a conflict-prone process, particularly if it takes place in a polarized social environment deprived of functioning institutions and a minimum level of democratic culture, and if it is promoted hastily and focused, as is often the case, almost exclusively on elections.

Gender Mainstreaming

The objective of gender equality is indivisible from International IDEA's goal of sustainable democracy worldwide. Sustainable democracy ought to facilitate conditions and opportunities for women and men to participate fully in social, political and economic processes. Gender equality will be mainstreamed in all programmes, including by defining context-specific, gender-related outcomes and outputs.

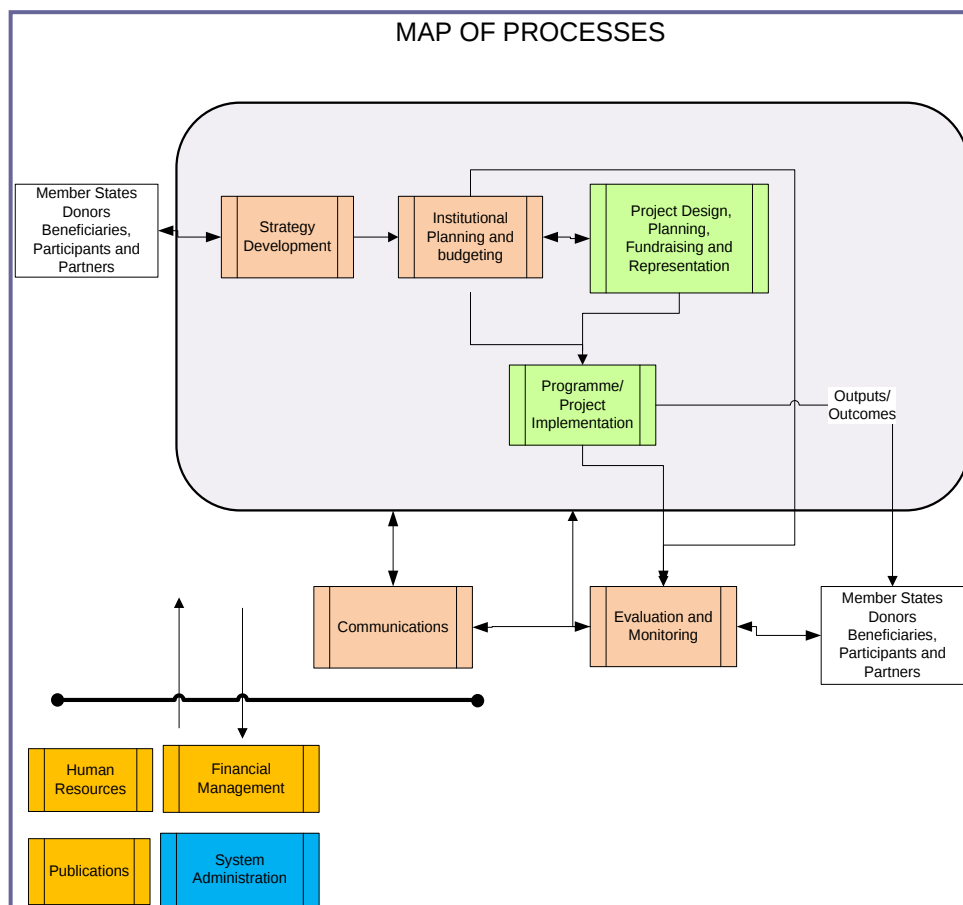
Work Streams

International IDEA has three mutually supportive work streams:

- **Global comparative knowledge development:** Collecting and providing non-prescriptive, comparative knowledge derived from practical experience on democracy building processes from diverse contexts around the world;
- **Sustainable democratic reform:** Assisting political actors in reforming democratic institutions and processes, and engaging in political processes when invited to do so;
- **Influencing policies and politics:** Influencing democracy building policies through the provision of comparative knowledge resources and assistance to political actors.

2. RBM Processes

In order to implement a culture of collaboration and continuous improvement International IDEA has defined three categories of organizational processes: strategic, actualization and support processes as shown on the next figure. These processes allow IDEA to determine and review all requirements applicable to its programmes/projects and to deliver adequate outcomes and outputs.



Processes categories consist of a number of specific processes that covers all IDEA's activities. Performance indicators have been defined for all processes and a summary of those can be found on annex no.1. The processes by category are:

Strategic Processes:

- Strategy Development Process
- Planning and Budgeting
- Evaluation and Monitoring
- Communications

Actualization processes

- Funding and Representation Process
- Project/Programme Implementation Process

Support Processes

- Human Resources Process
- Financial Management Process
- System Administration Process
- Publications and Online Knowledge Resources Process

External Relations and Governance Support

1. Programme Description

With its status as an intergovernmental organization as the starting point, International IDEA aims through its Secretariat to facilitate strategic relations and synergies between Member States, other governments, international cooperation agencies as well as international, regional and national organizations. Particular attention is given to the United Nations Organization as well as the Regional Organizations being the most important forums engaging in peace, security, social progress and human rights – which are all strengthened by democracy.

The specific objectives for the External Relations and Governance Support department are:

- To support the functioning of IDEA's Council and Steering Committee, working closely with the Spanish Chairmanship to ensure political relevance throughout the year and prepare the next Australian Chairmanship
- To maintain and enrich the relationship of International IDEA with its Member States in order to strengthen synergies for supporting democracy worldwide.
- To increase the visibility of IDEA on the international scene through high level events and through deepening the relationship with key international, regional and national actors in the democracy field.
- To contribute to improving United Nations democracy-building policies and actions with respect to the three pillars of UN's work: development, peace and security, and human rights
- To detect and coordinate IDEA's identification of needs and responses to those needs by providing quality control of the design of projects and contribute to ensuring adequate financial resources to implement them.
- To strengthen relations with potential donors and international actors willing to support International IDEA initiatives in democracy building.

As a new initiative building on the networks established through the European Union Presidency Project 2008-2009, IDEA will establish an Inter-Regional Dialogue, as a neutral space for dialogue and joint action between regional organizations on democracy related issues. The Regional Organizations committed to participate are AU, ASEAN, EU, LAS, OAS, PIF and SAARC.

The External Relations and Governance Support team consists of 6 persons (2 females and 4 males) led by Karin Gardes-Koutny as Director, and with Massimo Tommasoli as Permanent Observer to the United Nations. In order to achieve the expected outcomes, Regional Directors, Heads of Offices and Senior Advisors have a key role to play in providing the necessary level of information for the team to perform as planned.

International IDEA expects the achievement of the following outcomes:

Outcomes	Outputs
Member states actively engage in supporting the democracy building strategy of International IDEA.	The Council and Steering Committee meet regularly. The communication plan with Member States is developed and executed. The membership of IDEA's Council is successfully expanded to include an additional Member State.
Effective actions at the global, regional and country level are maximized through well design projects and adequate financial support.	Strong partnerships allow funding activities aligned to IDEA's Key Impact Areas priorities. The Global Resource Mobilization Plan facilitates the identification and finalization of funding opportunities. The project design reflects beneficiaries' needs

Outcomes	Outputs
IDEA's actions are relevant in the international scene through close relationships with international and local stakeholders.	Representation and Advocacy Global Plan are developed and executed. IDEA has a visible and central role in at least 3 high-level events. The Inter-Regional Dialogue platform for engagement on democracy is in place with the support of key Regional Organizations, and has commenced a process towards shared action to combat illicit finance in and criminalization of politics.
Partners in the UN system endorse recommendations on institution building in the field of democracy assistance.	UN practitioners improve their understanding of the linkages between democracy and the three pillars of UN work. Effective spaces of inter-UN institutional dialogue are created on democracy building. Policy papers are produced on "Democracy and Human Rights" and "Democracy and Development".
Agreements are signed, cooperation is fostered and relationships are nurtured between IDEA and the permanent missions of its member states to the UN, other IGOs and NGOs based in North America as well as the UN.	Partners improve their understanding of democracy building and actively engage in partnership with International IDEA. Effective spaces of institutional dialogue are created in the democracy building community as well as CSOs, ISOs, regional organizations, the UN system, academia and governments of existing, new and restored democracies.

2. ERG Budget

The External Relations and Governance Support department is responsible for results at the institutional level but also for some programmatic activities. The budget allocated for institutional activities represents 0.6 million euros and the one for programmatic activities (the inter-regional dialogue as well as the UN and democracy building) is approximately 1 million euros. The programmatic outcomes for these projects are defined under Democracy and Development Key Impact Area. The ERG budget includes the cost related to IDEA's office in New York.

Programmatic Activities

The design of programmatic activities aims to support the achievement of the outcomes defined under each Key Impact Area. In 2010, International IDEA developed KIA Blue Prints that set specific objectives and focus areas for content development of the four Programmes. These are reflected in the following presentations of the Africa Programme, Latin America and the Caribbean Programme, Asia and The Pacific Programme and Global Programme. In addition to these programmes and budget allocations it is proposed to establish an overall programme budget line for “Emerging and Sustained Initiatives.” It builds on a previous arrangement called the Special Project Fund, which provided extra funds for new and unplanned activities in the course of the year. The establishment of the new budget line will also help address the record of under-spending over several years, as allocations can be made by the Secretary-General for projects that prove to execute well and hence are in need of additional funds. The criteria for making allocations from this fund will be as follows: i) The funds can be released only after a decision made by the Secretary-General; ii) The decision of the Secretary-General will be based on proposals submitted by a Director and based on RBM-approved project templates; iii) Only activities within IDEA’s defined RBM framework and Key Impact Areas are eligible for funding; iv) Funding can be provided for activities which were not foreseen at the time of the adoption of the Programme and Budget, or activities which have been successfully executed before the end of the year and which have a need for additional funding in order to sustain the results achieved; V) The Secretary-General will report on the allocations to the Council.

1. Africa Programme¹

1.1. Programme Description

The Africa Programme aims to achieve the following objectives:

- To strengthen democratic institutions and processes and increased effectiveness and legitimacy of democracy in Africa.
- To strengthen political parties, legislatures and electoral management bodies through political and electoral reform, promoting gender participation in political processes.
- To improve engagement of political actors in policy making and accountability in key sectors in order to increase the effectiveness of socio-economic development policies in Africa
- To improve citizen participation and accountable representation through the development of reform agendas using the State of Local Democracy assessment
- To enhance knowledge and actions to counter the increasing threat to democracy of the capture of political processes and political parties by non-state actors (including transnational crime) in East, West and Southern Africa
- To increase understanding and debate amongst key stakeholders on African Shared Values
- To enhance inclusiveness and participation in Constitution Building Processes in Africa

The Africa Programme comprises continent-wide projects (Electoral and Political Reform, Protecting Democratic Politics, Democracy and Development) as well as three sub-programmes (AU/IDEA Joint Activity Plan, Horn of Africa, and West Africa).

¹ The Africa Programme will as from 1 January 2011 no longer incorporate the Middle East. Continuation of ongoing IDEA activities in the Middle East will be managed from Headquarters and the future of IDEA programming in the Middle East will be determined through the process of developing the Strategy 2012-2017

The Programme expects to achieve the following outcomes by KIA:

Electoral Processes

- The ability of Election Management Bodies to perform their roles and responsibilities towards political parties has been strengthened, including the implementation of political party legislation;
- Post-electoral audits and political reform efforts have been supported and have led to the adoption of improved legislation or other measures, with particular emphasis on strengthening gender equality in electoral processes;
- A network of IDEA Member States Electoral Management Bodies in Africa has been established as a peer mechanism to support other EMBs;

Political Participation and Representation Processes

- Democracy assessment at the local level has been commenced in Ghana with the purpose of developing democratic reform agendas, and, in the process, in-country capacity for the conduct of democracy assessments has been strengthened;
- Political parties have been engaged in dialogue on their engagement in electoral processes and with EMBs;
- Political parties have addressed the need to improve policies for socio-economic development and have also discussed policy recommendations on sustaining clean politics, fighting illicit finance, and mitigating the possibilities of non-state armed actors capturing political processes and political parties at local, sub-national and national levels;
- The awareness level about the dangers to democracy of non-state armed actors capturing political processes and political parties has been raised in political parties, sub-regional and regional bodies; and also in the legislative institutions.

Constitution Building Processes

- Capacities of the African Union and its member states have been strengthened on principles and practices of constitutionalism in Africa, including through the sharing of best practices and knowledge of democratic culture;
- Constitution Building Processes in Africa have adopted more inclusive and participatory approaches based on the AU concept of Shared Values;
- IDEA has responded in a timely manner to requests for input into constitution-building processes.

Democracy and Development

- Political actors have addressed the need to adopt stronger accountability mechanisms in key sectors in order to increase the effectiveness of socio-economic development policies;
- The toolkit piloted in Mozambique for the self-assessment of democratic accountability in service delivery has been extended to other parts of Southern Africa.

International IDEA seeks to create synergies and partnerships with regional and local democracy actors. In particular, the Programme works with:

- African Union Commission (AUC) and in particular its Political Affairs Department
- Democratic and Electoral Assistance Unit (DEAU) of the African Union Commission
- Election Management Bodies in Africa
- UN Economic Commission for Africa (UNECA)
- The Economic Community of West African States (ECOWAS)
- Southern Africa Development Community (SADC)
- The United Nations Development Programme (UNDP)

Africa continues making great strides towards establishing democratic practices across the continent, with more and more countries initiating or repeating multi-party elections in 2011. Despite these gains, challenges to democracy remain weak political institutions and parties, under-representation of women in political life, contentious and violent elections and limited media freedom. In the complex political and economic African context, the desired outcomes are based on the following assumptions: that African governments and political leaders seek to live up to commitments undertaken in the field of democracy, elections and governance; that IDEA has the capacity to adequately respond to shifting circumstances and a variety of requests; and that IDEA is able to further develop and strengthen partnerships in the region. At the same time, the programme has identified the following main risks towards achieving the outcomes: lack of commitment or consistency of governments and political leaders; renewed conflict in Sudan and the Horn of Africa; disinterest of or obstruction by political actors to democratic dialogue and reform efforts. During the implementation of the Programme, IDEA will manage the risks and assumptions in order to respond adequately to any changes that may occur.

The Africa programme team consists of 20 people (6 females and 14 males), led by Mustaq Moorad, Regional Director for Africa; from the regional office based in Regional Office (Pretoria, South Africa). The Africa Programme will be strengthened by 7 staff members in 2011.

In addition, a sub-regional office exists in Accra, Ghana (Theo Dowetin is the Programme Manager for West Africa); a project office in Khartoum, Sudan (Manal Ali Basheir is the Project Manager); and an Observer Office is being established at the African Union in Addis Ababa, Ethiopia (Muna Abdalla is the Head of the Office).

1.2. Africa Programme continental-level projects

The Africa Programmes continental-level projects in 2011 seek the achievement of specific objectives, outcomes and outputs regarding the Electoral Processes, Political Representation and Participation Processes and Democracy and Development KIAs.

Electoral Processes

The specific objectives are:

- Increase the knowledge and skills of election and gender experts in the subject area of "Gender and Elections".
- To provide adequate response to requests from African countries for IDEA's assistance in political and electoral reform

Outcomes	Outputs
Increased electoral skills and knowledge of participants on Gender and Elections issues for at least the 80% of participants in BRIDGE trainings	Gender and elections specialists trained using BRIDGE. BRIDGE materials developed and used by participants
Improved capacities of key stakeholders in achieving effective political and electoral reform in Africa (including post referendum Sudan).	Technical assistance to political reform is provided

Political Participation and Representation

The specific objectives are:

- To raise awareness of the increasing global threat to democracy of capture of political processes and political parties by non-state armed actors (including trans-national crime), and to suggest policy recommendations to regional and sub-regional organizations, political parties and legislative institutions.
- To facilitate sub-regional and inter-regional dialogues (with OAS and other regional organisations) on best practices and policy recommendations for mitigating the threats posed to democratic processes and democratic consolidation by non-state armed actors including trans-national crime.

Outcomes and outputs at project level

Outcomes	Outputs
Policy recommendations on party capture and illicit funding are taken up by target audiences	Common platform of dialogue between AU and Regional Economic Communities in Africa. Common platform of dialogue between AU and other regional organizations. Policy recommendations for regional and sub-regional organizations. Paradigmatic sub-regional cases in West Africa developed in partnership with ECOWAS oriented to solution-seeking dialogue between key actors on how best to mitigate the effects of non-state armed actors over the capture of political processes and/or political parties. 2 cases published. Workshops at sub-regional levels to inform AU. One with ECOWAS, one with ECCA, one with EAC.

Democracy and Development

The specific objectives are:

- Support to democratic actors for more effective engagement in policy debate and accountability

Outcomes	Outputs
Increased capacity for domestic democratic stakeholders to engage in socio-economic development policy making and accountability.	A toolkit for the assessment of democratic accountability in service delivery is adapted to the national context. Data collection for pilot assessment is conducted in one African country. Reference groups validate accountability assessments.
Democratic accountability assessments in service delivery are validated as relevant by key stakeholders	Reference groups validate and disseminate accountability assessments.

1.3. AU/IDEA Joint Activity Plan (JAP)

The Joint Action Plan sub-programme aims to strengthen its activities regarding Electoral Processes, Political Participation and Constitution Building.

This sub-programme supports democracy in Africa in partnership with the African Union Commission through the implementation of the principles and values of the African Charter on Democracy, Elections and Governance and strengthens the African Union Commissions capacity as a leading institution on the continent.

Electoral Processes

The specific objectives are:

- Increase the skills and knowledge of election administrators from African EMBs
- Produce an early warning tool aiming at addressing election related violence and increasing users' understanding of this phenomenon.

Outcomes	Outputs
Increased electoral skills and knowledge of participating African EMBs	EMB staff from English, French and Portuguese speaking African countries trained in the use of BRIDGE. BRIDGE materials translated into French and Portuguese and used by participants from English, French and Portuguese speaking African countries.
Increased availability of knowledge resources on electoral violence	Knowledge tool in the final stage of completion finalized, including its piloting in 1 African country and consultation with end users in 3 African countries.

Political Participation and Representation

The specific objectives are:

- Increase awareness among AU member states of the African Charter in order to increase the number of ratifications
- Increased understanding and debate amongst key stakeholders on African Shared Values, including research, collective reflection and consultation with AU and key stakeholders on the matter.

Outcomes	Outputs
Increased awareness of AU member states of the Charter.	Meetings with AU and other stakeholders on the Charter is held with positive results.
Inclusion of African Shared Values on the African Union agenda.	Effective spaces of dialogue on Shared Values held with positive outcomes. Papers developed and used by stakeholders at consultative meetings about African Shared Values.
Increased knowledge of democratic culture and best practice in Africa	Workshops on democratic culture in Africa held. Research papers on democratic culture in Africa.

Constitution Building

The specific objectives are:

- Foster inclusive and participatory constitution building in the region through building comparative knowledge learning from recent constitution building process experiences and practical contribution to the African Union Commissions work on "African Shared Values"
- Increase knowledge of democratic culture and best practice in Africa.

Outcomes	Outputs
Inclusion of African Shared Values in the African Union agenda. Shared Values are put on the AU agenda.	Effective spaces of dialogue on Shared Values. Workshops held with AU, AU member states and key stakeholders. Concept papers on Shared Values developed and 100% of them used by stakeholders. Opening of the Addis Ababa Office.
Increased knowledge of democratic culture and best practice in Africa in at least 80% of participants	Workshops on democratic culture in Africa held. Research papers on democratic culture in Africa developed and used at meetings by participants.

1.4. Horn of Africa

The Horn of Africa sub-programme aims to strengthen political participation and representation as a vehicle for democracy and peace building. The region is a high conflict zone and this has negatively affected the development of democracy. A major risk to the sub-programme is renewed conflict between Eritrea and Ethiopia as well as the Sudan referendum, whose results may derail efforts but which will, at the same time, underline the need for innovative approaches which incorporate democracy building elements into peace and security efforts.

The specific objective is:

- Improve inclusive participation of communities from the Horn of Africa in developing analytical and policy frameworks as tools for conflict management, peace building and sustainable democracy
- To build on experiences from IDEA's Sudan project in the recent four years in assessing possible continued IDEA engagement in the post-referendum context

Political Participation and Representation

Outcomes	Outputs
Improved capacities of key stakeholders in dialogue for peace and democracy processes in the Horn of Africa. Proposals are put on the agenda of high level meetings.	Meetings and workshops on peace and development held with relevant stakeholders present. Space of dialogue held with positive actions taken, including 3 high level meetings and 3 citizen dialogue workshops. Production of issue papers on causes of conflict in the region. Papers are disseminated among project participants.
Institutional strengthening and political reform in the Sudan post-referendum context (to be considered).	Assessment of IDEA programming to be undertaken post-referendum.

1.5. West Africa Sub-programme

The West Africa sub-programme aims to strengthen its activities regarding Electoral Processes and Political Participation and Representation.

Electoral Processes

The specific objective is:

- To enhance the credibility and integrity of electoral outcomes through capacity building of electoral institutions

Outcomes	Outputs
Increased availability of knowledge resources on electoral capacity and integrity	Piloting of training curriculum on integrity of elections and its use to train relevant Electoral Institutions and their stakeholders, based on comparative knowledge.

Political Participation and Representation

The specific objective is:

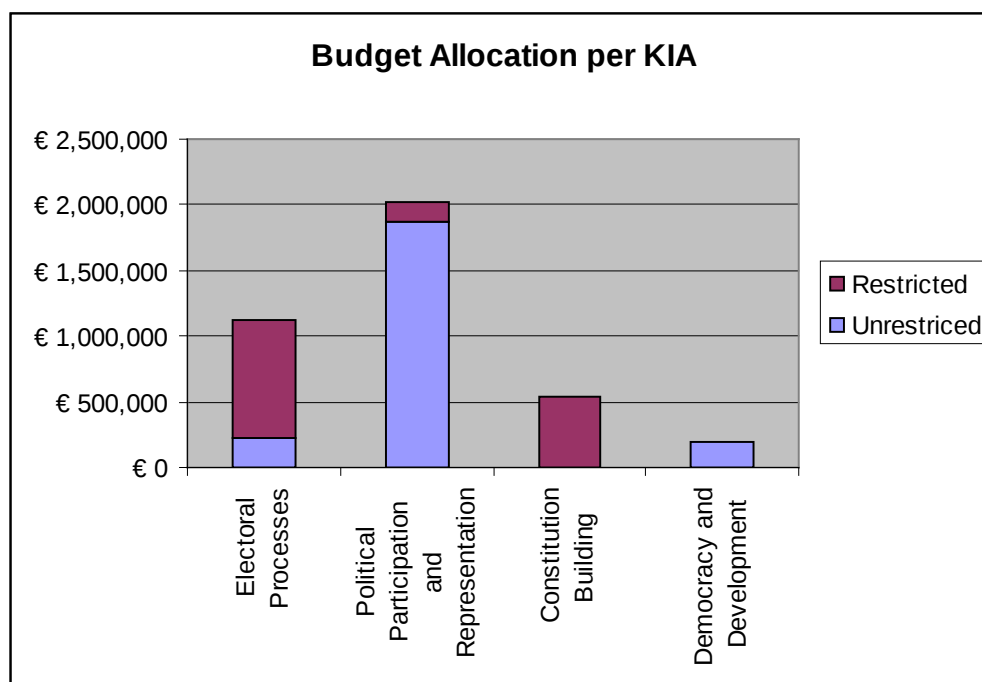
- To improve citizen participation and accountable representation in Ghana using the SOLD assessment.
- To increase knowledge and raise awareness of the dangers to democracy of illicit financing of political parties and state capture among key stakeholders
- To facilitate inter party dialogue mechanisms for West Africa

Outcomes	Outputs
Improved capacity of local governments and civil society organizations to support local democracy in Ghana.	SoLD Methodology adapted for Ghana and research teams trained. SoLD Ghana validation workshops held.
Increased knowledge of key stakeholders on political party capture in East, West and Central Africa.	Mapping of topic of political party capture at sub-regional level. Sub-regional dialogue workshops held. .
Increased understanding among key stakeholders in inter-party dialogue.	Consultation with stakeholders through three national meetings held.

1.6. 2011 Africa Programme Budget

International IDEA will allocate approximately € 3.87 million in order to accomplish the objectives and outcomes of the 2011 Africa Programme.

Constitution Building has previously been almost entirely funded through restricted contributions, but as from 2011 a core financing element will be added. Democracy and Development is financed from unrestricted contributions. Electoral Processes and Political Participation and Representation draw on both restricted and unrestricted contributions.



KIA	Unrestricted	Restricted	Total
Electoral Processes	€ 226,262	€ 902,913	€ 1,129,175
Political Participation and Representation	€ 1,873,534	€ 142,278	€ 2,015,812
Constitution Building	€ 0	€ 534,183	€ 534,183
Democracy and Development	€ 190,710	€ 0	€ 190,710
Total	€ 2,290,507	€ 1,579,374	€ 3,869,880

2. Latin America and the Caribbean Programme

2.1. Programme Description

The Latin American and the Caribbean Programme (LAC) aims to achieve the following objectives:

- Electoral reform processes are facilitated and conditions for free and fair elections are supported, through strengthened institutional capacities of EMBs and frameworks that ensure the equitable access of political parties and candidates to financing and the media;
- Institutionalized, inclusive, participatory and accountable political parties are strengthened in the region;
- To enhance knowledge and actions to counter the increasing threat to democracy of the capture of political processes and political parties by non-state actors (including transnational crime)
- Dialogue for inclusive and participatory processes of constitution building is supported to contribute to the adoption of constitutions which are nationally owned by citizens, inclusive, sustainable and sensitive to the dimensions of gender and conflict prevention;
- Constructive approaches to, and policy dialogue on, strengthening political institutions and actors' capacities to deliver and promote development are facilitated;
- The incorporation of broader women's representation and the inclusion of gender-oriented themes in national and regional political agendas to improve gender equality in politics;
- The assessment of emerging opportunities to assist electoral and political reforms and possible entry points in the region for action on the four Key Impact Areas, with particular reference to the political evolution of countries like Haiti, Honduras and Cuba, and sub-regions like the Caribbean.

The LAC Programme focus its attention on three sub-regions: Central America and the Caribbean, the Andean Region and the Southern Cone and has national-level activities in Costa Rica, Dominican Republic, Mexico, Peru, Ecuador, Bolivia, Colombia, Chile and Argentina. At the regional level, IDEA supports knowledge sharing among democratic actors.

The Programme expects to achieve the following outcomes by KIA:

Electoral Processes

- Improved capacities of EMBs, legislatures, political parties and CSOs to support political dialogue for electoral reform processes.
- Electoral reform proposals are put on the agenda and debated by key stakeholders.
- Gender friendly electoral reforms are developed by parliaments and political parties.
- Improved capacities of political parties to implement the new requirements of the electoral legislation in particular those related to funding.

Political Participation and Representation Processes

- Improved organizational and technical capacities of political parties.
- Improved capacity of civil society and media to be able to verify and monitor political parties funding.
- The awareness level has been raised and policy recommendations discussed in political parties, sub-regional and regional bodies; and also in the legislative institutions about the dangers to democracy of non-state armed actors capturing political processes and political parties at local, sub-national and national levels.
- Enhanced access by women to participation and representation in politics and decision making.
- Direct democracy processes are incorporated in the democratic practices of the region.
- Increased equity and inclusion of women in political institutions.
- Improved performance and gender perspective of women in Congress.

Constitution Building Process

- Improved legal capacity to implement new constitution (Ecuador).

Democracy and Development

- Options for pro-poor political reforms are debated by key stakeholders
- Improved capacities of key stakeholders, especially political leaders, to understand and build consensus on the developmental impact of political systems
- Cooperation agencies utilize political analysis and effectively engage with political actors for development planning and implementation.

International IDEA believes in creating synergies and partnerships with regional and local democracy actors. In particular, the Programme works with:

- Organization of American States (OAS).
- United Nations Development Programme, including the Proyecto de Análisis Político y Escenarios Probables (PAPEP).
- Inter-American Development Bank (IDB).
- Instituto de Investigaciones Jurídicas de la Universidad Nacional Autónoma de México (IIJ UNAM), Instituto Federal Electoral (IFE).
- International Political Science Association (IPSA).
- Fundación para la Paz y la Democracia (FUMPADEM)
- FUNGLODE, Presidencia de la República Dominicana, CIEPLAN, Inter American Dialogue
- The United Nations Development Fund for Women (UNIFEM).
- Inter-Parliamentary Union (IPU).
- Netherlands Institute for Multi-Party Democracy (NIMD)
- The Carter Center
- Red de estudios para la calidad de la Democracia
- Comisión Económica para América Latina y el Caribe (CEPAL)
- The United Nations Development Programme (UNPD)
- Facultad Latinoamericana de Ciencias Sociales, FLACSO Secretaría General.

In a complex political and economical environment the desired outcomes are defined based on three main assumptions; that there is political support for key democratic reforms, IDEA is capable of building strong partnerships in the region, and that there is additional funding available from interested Member States for supporting the consolidation and gradual expansion of the programme to other sub-regions on the continent. The Programme has identified the main risks towards achieving the outcomes: high volatility and political instability in some countries, a lack of interest from political parties and insufficient financial resources. During the implementation of the Programme IDEA will manage the risks and assumptions in order to respond adequately to any changes that may occur.

The LAC Programme team consists of 21 people (14 females and 7 males), led by Daniel Zovatto from the regional office based in Costa Rica. Kristen Sample is the Head of Office for the Andean Region while Virginia Beramendi and Rafael Roncagliolo lead the Bolivia and Peru office, respectively. Programmes in Colombia and Ecuador are implemented in partnership with UNDP and NIMD, respectively.

2.2. Synergies with Regional Actors

In 2011 the Programme will emphasize strengthening the collaboration with ECLAC, OAS, CAF, FLACSO Secretaría General and UNDP in order to create a joint effort to support democratic governance and development in Latin America and the Caribbean. The outcomes and outputs expected of this collaboration fall under the Political Participation and Representation KIA, as detailed below.

Outcomes	Outputs
Latin America and the Caribbean receive a valued added support to strengthen democratic governance and development through a joint programme between IDEA and ECLAC, OAS, CAF, FLACSO Secretaría General and UNDP.	Regional forums and spaces of dialogue to discuss opportunities to improve democratic governance and development (ECLAC, OAS, UNDP) Training process on democratic governance developed (ECLAC) At least one training seminar on electoral processes and democracy (OAS) Space of dialogue to discuss democratic institutions and development in the region (OAS) Space of dialogue to discuss democracy, electoral processes and development in the region (UNDP) Strengthening of relations with regional counterparts and development of new projects (CAF, FLACSO Secretaría General)
The awareness level has been raised in political parties, sub-regional and regional bodies; and also in the legislative institutions about the dangers to democracy of non-state armed actors capturing political processes and political parties.	Dialogue forums and policy recommendations for regional and sub-regional organizations

2.3. Central America, Mexico and the Caribbean

The LAC Programme in Central America, Mexico and the Caribbean seeks in 2011 the achievement of specific objectives, outcomes and outputs regarding Electoral Processes, Political Participation and Democracy and Development.

Electoral Processes

Specific objectives:

- Identification of opportunities to assist in electoral reform in Latin America
- Support the monitoring and evaluation of the effects and challenges of the electoral reform in Costa Rica.
- Support the Mexican Electoral Authorities and the Senate in their effort to provide more transparent and equitable elections rules as well as regarding the regulation of political parties.
- Support the discussion and analysis of electoral justice in Ibero America.

Outcomes	Outputs
At least one proposal on the challenges of Democracy in the Region effectively taken up in the agenda by relevant stakeholders	Space of Dialogue to analyze and discuss electoral justice in the region with the participation of at least 5 EMBs
The Costa Rican EMB has the capacity to monitor and evaluate the electoral reform effects and challenges.	Space of Dialogue between EMB and Legislators to analyze the effects and challenges of the electoral reform Political parties authorities trained in Funding of Political Parties matters
Mexican Stakeholders formally discussed a proposal to strengthen electoral rules and political parties capacities to achieve more transparency and accountability	Effective spaces of dialogue among Mexican institutions to discuss electoral reform and political parties capacities

A proposal to assist in a electoral reform process to achieve more transparency and accountability is formally discuss among stakeholders	At least one opportunity to assist in a electoral reform process in the region is defined
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Political Participation and Representation Processes

Specific objectives:

- Identify key reform areas on direct democracy in the Region
- Provide knowledge resources regarding democracy, legal regulations and practices in political parties funding
- Strength internal capacities of political parties in Central America and the Caribbean.

Outcomes	Outputs
Citizens are able to use direct democracy institutions and knowledge resources	Publications on reform areas are disseminated and discussed among political parties, civil organization and at least one Constitution Building Body
Relevant academic and political actors increased their awareness and knowledge on funding of political parties and illicit practices, in coordination with regional organizations, and assistance on policy recommendations is provided	Spaces of dialogue to discuss and raise awareness on illicit funding of politics and political parties in the region Policy recommendations and assistance on illicit funding in politics to relevant actors, in coordination with regional organizations Publications are used as a tool by political parties to improve their funding practices Research on quality of democracy in Latin America is disseminated among target groups.
Proposals on quality of democracy are recognized and reference by relevant stakeholders	
Political parties have improved their organizational and technical capacities and at least one introduces changes in its procedures.	Space of dialogue at sub-regional level about options for democratizing and strengthening internal capacities of political parties

Democracy and Development

Specific Objective: Strengthening the discussion and analysis of democracy, governance and development in Latin American and the Caribbean

Outcomes	Outputs
Proposals on the challenges of Democracy in the region, effectively taken up in the agenda by relevant stakeholders	Latin American political and academic actors discussed and debated the main challenges of democracy, governance and development in the region

2.4. Brazil and the Southern Cone

The LAC Programme in Brazil and the Southern Cone aims to strengthen its activities regarding Electoral Processes, Political Participation and Democracy and Development.

The specific objectives are:

- To Support space of dialogue in order to strengthen the political and electoral reform process in Chile, Brazil and Argentina (Electoral Processes).
- To conduct state of democracy assessments in order to identify strengths and weaknesses of democracy and opportunities to improve in Chile The project aim to research and identify the main challenges and focal points about democracy in Chile, in order to define work and cooperation opportunities. (Democracy and Development).
- Dialogue and consensus building processes facilitated among political parties, private sector and civil society representatives, for the definition of mid and long term policies and strategic decision making processes. (Democracy and Development).

Outcomes	Outputs
Political and Electoral reform is a subject of discussion among stakeholders. (EP)	Space of dialogue in Chile, Brazil and Argentina to strengthen the political and electoral reform process.
Results of SoD recognized by relevant stakeholders and interest groups (PPRP)	Spaces of dialogue to discuss areas of opportunity and improvement of Democracy in Chile.
Institutional Consolidation of COPEC II	At least one workshop developed with COPEC to analyze and discuss achievements and challenges.
Democracy and development in the region is analyzed and discussed among relevant stakeholders	At least 2 workshops on democracy and development

2.5. Andean Region

International IDEA is providing regional and country-level assistance in all the Andean countries with the exception of Venezuela.

Specific objectives:

- Strengthened consensus on democratic institutions and processes.
- Promote fair elections and programmatic debates and improve capacity of new parliamentarians.
- Gender mainstreaming in the OAS electoral observation processes
- Strengthened democratic institutions and processes; increased effectiveness and legitimacy of democracy (Bolivia).

2.5.1. Regional Scope

Electoral Processes

Outcomes	Outputs
Gender mainstreaming in the OAS electoral observation process using gender manual. Gender mainstreaming is discussed and integrated among other electoral observation organizations.	DECO Team and observers trained (50 people) Manual published and disseminated. Dissemination of publication and discussions among 5 relevant stakeholders from the observers' community.

Political Participation and Representation Processes

Outcomes	Outputs
Regional women Leaders and decision makers improve their knowledge on gender inequalities. Women parliamentarians improve their gender perspective and political performance. Transparency and equity in political representation. More inclusive institutions. Political parties and parliaments strengthened. Proposals and consensus on development	Regional Research on i) possible gender disparities in media coverage, ii) measures that promote retention of women, iii) practices for gender mainstreaming are discussed by parliamentarians and key stakeholders. At least 20% increase of users of iKnows website; Forum on gender equity with relevant stakeholder present. At least four publications disseminated on inequities and proposals among key stakeholders. Training for women candidates and party members Strengthening capacities of women's municipal associations Technical Assistance on developing programmatic agendas Democratic dialogue spaces.

Democracy and Development

Outcomes	Outputs
Key regional leaders strengthen their capacities to promote and get agreements inside their countries and regionally. Development actors increase their effectiveness through political analysis tools and enhanced engagement with political actors. Political parties development plans improved Andean-US cross border dialogue.	Sharing experience in natural resources management and indigenous rights. Round tables of Andean Leaders on generation of common agendas and creative solutions. Instruments and training tools in political analysis Best practice guide for political parties on Building Programmatic Parties. Dialogue on state capture and other challenges to development Greater political analysis and programmatic capacity

2.5.2. Perú

Electoral Processes

Outcomes	Outputs
Electoral reform proposals are put on the agenda. Proposals on political representation of Natives agreed. Electoral and public institutions improve legal framework and their capacity to guarantee gender equity in elections. Inclusive participation of citizen on electoral surveillance. Thousands of citizens participate in electoral surveillance process en 2011 national elections.	Promotion of debates on political representation of Natives in local, regional and national level provide proposals that are delivered to parliament [new line of work] Support to Ombudsman office to revise gender quotas application and equity conditions in public and party elections to make recommendations to Electoral Organisms [TBD] Support to “Citizen surveillance” program, organized by Asociación Civil Transparencia

Political Participation and Representation Processes

Outcomes	Outputs
Improved capacities of local and regional representatives: Representatives of national and sub-regional political & social leaders strength their capacities on policies and politics. Improved national and sub-regional parties. Parties improve their programmatic capacities. Representative capacity of Parliamentarian groups strengthened. The legislative capacities and cohesion of new Parliamentarian Groups are strengthened, including Women Parliamentarian Roundtable.	New regional and local authorities trained. Support the production of policy papers delivered to party Think Tanks. Support the National Debate among the teams of main presidential candidates. National election candidates (including, at least 40% women) are trained. Space of dialogue integrated by parliamentarians and Caucus groups to improve cohesion and legislative performance, including Women Parliamentarians Roundtable. Technical Support to legislative initiatives related to political reforms, particularly on Congress.
Electoral and other public institutions improve their normative to guarantee greater gender equity At least 80% of women PP members supported increase their skills; Parliamentarians mainstream gender more effectively in legislative initiatives	Assistance to Ombudsman office and to Electoral Bodies At least 120 women candidates receive a training programme Technical Assistance to Women Parliamentarian to organize roundtables to agree upon poverty reduction policies

Democracy and Development

Outcomes	Outputs
New National Consensus on State, Democracy and Development is debated and agreed by relevant political and social leaders, taking into account intercultural perspectives. Improved capacities of key stakeholders to understand and build consensus on the developmental impact of political systems	Debates (roundtables, seminar) on Natives rights, consultation mechanisms (convention 169, ILO) and natural resources. [new line of work] Roundtables on Media and Democracy. Technical Assistance to political party and local leaders, including women, to reduce poverty and promote development in the poorest Peruvian region (Huancavelica)

2.5.3. Bolivia

Electoral Processes

Outcomes	Outputs
Plurinational Electoral Body (EMB) restructures in normative, technical and operational terms in accordance with new constitutional requirements	Programme implemented to improve capacities of key members of the National and Regional EMBs. Support the new legal framework and adjustment of norms for the Plurinational Electoral Body.

Political Participation and Representation Processes

Outcomes	Outputs
Political organizations increase their ability to build consensus and develop programmatic proposals; Relation between political actors and media improve; Legislation stemming from the new Constitution developed in a participatory manner The National Parliament (ALP) and the Departmental Parliaments (ALDs) are strengthened Support for the development of laws by the ALP and the ALDs with a gender perspective	Training programme in design and administration of public policy. Round Tables and Forums involving political organizations and civil society; media and political stakeholders; Technical assistance to improve programmatic proposals; to media community on political issues; to Plurinational Legislative Assembly; and women's caucus to increase political participation Training programme on legislative procedures, accountability and parliamentary functioning Specialised research on the functioning of the ALDs and the departmental governments Development and implementation of mechanisms and public policies for the exercise of parliamentary functions Pluralistic dialogue spaces are promoted around the development of new laws Specialised research for the formulation and debate of prioritized laws with a gender perspective

Democracy and Development

Outcomes	Outputs
Political organizations reach consensus on the most effective management of natural resources revenues. Policy proposals are developed and debated by strategic stakeholders	Opportunities for pluralistic dialogue for discussion of proposals Technical Assistance for development of proposals for management of revenues from natural resources

2.5.4. Ecuador

Electoral Processes

Outcomes	Outputs
Strengthened institutionalization of the electoral process	Trainings for EMB staff Technical assistance Access to international experiences

Political Participation and Representation Processes

Outcomes	Outputs
Multiparty political systems strengthened Political Organizations strengthen its capacities	At least three political organizations are trained and at least three training activities are developed for women. Technical assistance for at least three organizations to improve drafting notes. At least 2 political parties published their financial statements.

Constitution Building

Outcomes	Outputs
Legal framework necessary to implement the 2008 constitution, including gender equity legislation	Technical assistance for drafting norms for legislation Promotion of opportunities for multiparty debate

Democracy and Development

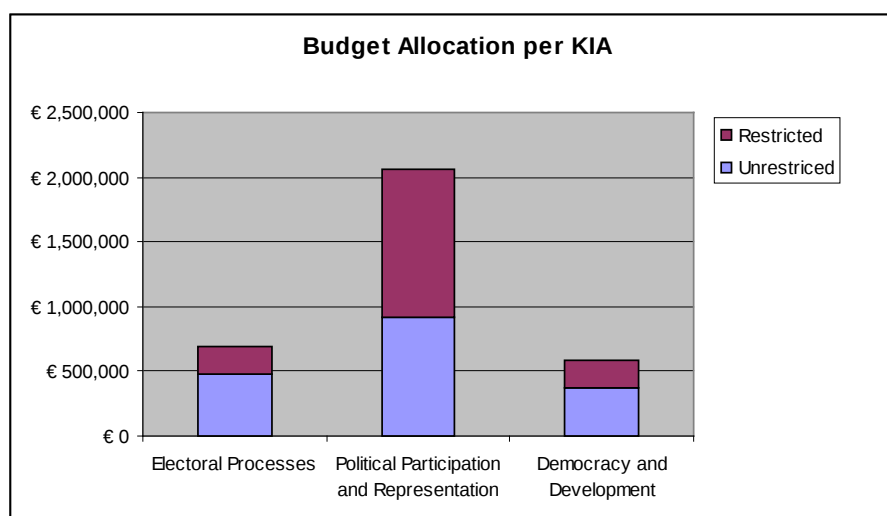
Outcomes	Outputs
Relations between political and civil society improved.	Technical assistance to community media on political issues At least 1 seminar or training for community journalists and editors

The joint IDEA-UNDP “Democratic Strengthening Project” is due to begin in the final quarter of 2011. The definition of outcomes and outputs is currently underway.

2.6. 2011 Latin America and the Caribbean Programme Budget

International IDEA will allocate approximately € 3.35 million in order to accomplish the objectives and outcomes of the 2011 LAC Programme.

Unrestricted funds (52% of the total LAC budget) are allocated to support outcomes related to Electoral Process, Political Participation and Democracy and Development Key Impact Areas, as shown in the following figures. Restricted Funds will be allocated mainly to the strengthening of democracy in the Andean Region and the support provided to Peru, Ecuador and Bolivia in all four KIAs.



KIA	Unrestricted	Restricted	Total
Electoral Processes	€ 476,764	€ 219,150	€ 695,914
Political Participation and Representation	€ 917,977	€ 1,149,238	€ 2,067,215
Democracy and Development	€ 368,636	€ 217,693	€ 586,329
Total	€ 1,763,377	€ 1,586,081	€ 3,349,458

3. Asia and the Pacific Programme

3.1. Programme Description

The process of design and testing the Asia and The Pacific Programme in consultation with member states, observer state and other stakeholders has resulted in the definition of the following general objectives.

- To contribute to supporting sustainable democratic change in Asia and the Pacific;
- To contribute to creating capacities by raising awareness and providing comparative knowledge and analysis on Western, Asian and Southern experience.
- To facilitate networks and partnerships which enable the expertise and experience from the region to inform sustainable democratic change elsewhere in the world.

In this context, the Programme has prioritized the following focus areas: higher level support to processes of political reform and capacity building for participatory governance; citizen assessment of democracy; and working with and through regional organizations to support locally owned and sustainable democratic change. These areas correspond to IDEA's outcomes with relation to the electoral processes, political participation and representation processes and constitution building processes Key Impact Areas.

The Programme expects to achieve the following outcomes by KIA:

Electoral Processes.

- Improved capacities of EMBs built in selected countries leads to better quality of electoral processes
- Reform proposals are taken up by relevant stakeholders
- Implementation of IDEA's work in influencing policies/politics relating to electoral processes and frameworks

Political Participation and Representation Processes

- Civil society organizations, government and other regional stakeholders engage in dialogue and develop reform agendas based on regional experience using Democracy Assessments
- To enhance knowledge and actions to counter the increasing threat to democracy of the capture of political processes and political parties by non-state actors (including transnational crime)

Constitution Building Process

- A space for dialogue created on inclusive constitution building

An important element of the Programme in 2011 will be to design projects that respond to the requests from the Region and identify counterparts interested in providing financial support to fulfil those needs. In this respect, supporting initiatives within South Asia towards the adoption of a SAARC Democracy Charter will play a central role. The Programme would also continue to develop relationships with the ASEAN Secretariat and the Pacific Islands Forum. It is planned to establish a regional office for the short to medium term in Canberra, Australia. In addition, the Programme expects to keep a close relationship with political actors from across the region and, importantly, continues to support Nepal's constitution building process.

The strengthening of alliances with key international and local actors is fundamental in order to facilitate the support of democracy in Asia and The Pacific. The Programme will seek to continue working with the following partners, and will also seek further partners in particular in Thailand and the Maldives:

- The University of the Philippines National College of Public Administration and Governance (UP-NCPAG).
- Philippine Council for Islam and Democracy (PCID).
- Political Development Council of Thailand (PDC).
- The Election Commission of Thailand and the Asian Network for Free Elections (ANFREL).
- South Asia Centre for Policy Studies (SACEPS).
- Nepal Law Society (NLS).
- The Constituent Assembly of Nepal and its interest caucuses.
- The Election Commission of Nepal.
- Women in Good Governance in Nepal.
- Nepal Constitutional Foundation (NCF).
- The Election Commission of Bhutan.
- The Non-Aligned Movement Centre for South-South Technical Cooperation (NAM-CSSTC).
- Bali Democracy Forum.
- The Ministry of Home Affairs (Kemdagri) of Indonesia.
- Centre for Electoral Reform (CETRO) in Indonesia.
- The Election Oversight Body (Bawaslu) of Indonesia.
- The Government of Mongolia.
- The Election Commission of Mongolia.
- International Foundation for Electoral Systems (IFES).
- United Nations Development Programme (UNDP).

The achievement of the outcomes by the Programme is based on three main assumptions: IDEA is capable of offering value-added support to political local actors; partners have the capacity to undertake democracy assessments; and there are counterparts interested in providing financial resources to implement the required activities. Other important considerations assume the active commitment of Mongolian actors to participatory governance and the space for input to the process of reform of the political and electoral legislation in Indonesia.

In Nepal the main assumptions refer to the promulgation of the constitution within a year, the capacity of the constitution to incorporate the agenda on inclusion and the continuing receptiveness of the process to IDEA support.

The Asia and The Pacific Programme also faces risks in accomplishing the specified results such as the limitation of counterparts in raising funds for democracy assessments, shifts in reform needs, and willingness of governments in the region to draw on IDEA as a democracy building resource. Accordingly, the work plan may require alteration mid-way to respond to changing environments, circumstances or opportunities.

In Nepal the main risks are the stalling of the negotiations regarding the constitution for a further substantial period of time, and the risk that agreement and promulgation triggers violent reactions. The possible negative attitude by the media to dialogues organized outside of the country and the interpretation as inference in internal political matters by some internal and external players would need to be managed by the Programme.

The Asia and Pacific Programme team consists of 12 people (6 females and 6 males) led by Andrew Ellis on a special assignment basis since 2009. Leena Rikkilä, Senior Programme Manager oversees the Nepal's project in which 10 people are attached. It is expected to officially accredit an office for the short to medium term in Australia before the end of 2011, which will lead to the recruitment of a permanent Regional Director and additional staff.

3.2. Asia and the Pacific - Regional Scope

Through support for the development of regional expertise and knowledge sharing in the field of citizen assessment of democracy, the provision of higher level support to the reform of political and institutional frameworks, and support to the discussion of democracy and democracy support at regional level, the Programme will pursue in 2011 the following specific objectives:

- To build regional capacities for democracy assessment and identify opportunities of reform in at least two countries, and to support the establishment of a regional hub for democracy assessment.
- To improve institutional capacity and quality of political and electoral frameworks and processes and to promote participatory governance, including the institutionalization of participatory approaches to governance in Mongolia.
- To enable and contribute to regional level discussion on a SAARC Democratic Charter.

Electoral Processes

Outcomes	Outputs
Improved capacity leads to better quality of electoral processes. Reform proposals are taken up by relevant stakeholders Implementation of IDEA's work in influencing policies/politics relating to electoral processes and frameworks	Improved knowledge on electoral issues of responsible Home Affairs Ministry and regional government staff in Indonesia. Examination of political and electoral reform topics enabling informed choices to be made. Research and policy paper based substantive discussions and peer exchange. Dissemination of KRs and Database information. An Election Training and Resource Centre is set up by the Election Commission of Bhutan.

Political Participation and Representation Processes

Outcomes	Outputs
Civil society organizations, government and other regional stakeholders engage in dialogue and develop reform agendas based on regional experience using Democracy Assessments.	Regional experience in citizen assessment collated, exchanged and developed. Organizations seeking to undertake citizen assessment briefed and able to use the methodology.
Options for institutional frameworks and other initiatives to promote political participation developed.	Spaces of dialogue are created to debate on participatory governance and on institutional frameworks supporting reconciliation and inclusion.
The awareness level has been raised in political parties, sub-regional and regional bodies; and also in the legislative institutions about the dangers to democracy of non-state armed actors capturing political processes and political parties.	Dialogue forums and policy recommendations for regional and sub-regional organisations

Outcomes	Outputs
Mongolia: Improved knowledge of, commitment to, and implementation of participatory governance principles and practices by central/regional government leadership and other stakeholders. Proposed changes to public hearing and participation mechanisms which enhance awareness and use of them by citizens.	Central/regional government leadership and other stakeholders trained in participatory governance. Examination of specific topics as needed enabling informed choices to be made. Contextualized summaries of the Democracy and Development. Dissemination among relevant actors the results of SoD assessments.
South Asian discussion on Democratic Charter issues impacts on the official SAARC Democracy Charter.	Synthesis of national studies towards draft/amendment of SAARC Democracy Charter to be presented at 2011 SAARC meeting

3.3. Nepal

The programme "Supporting Nepal's Constitution Building and Implementation: Realizing Promise of Diversity, Accountability and Social Inclusion 2010-2012" aims at supporting the on-going constitution writing process and beyond, with a special emphasis on facilitation of transition and inputs to design for diversity, accountability and public participation in the institutional framework of the new Nepal and in supporting and strengthening the new Legislature and the Election Commission in the practical implementation of the new/revised constitution. Nepal's constitution building process is considered through a conflict prism, recognizing that constitution building process is part of the still on-going peace process.

In 2011, the Asia and the Pacific Programme expects also to contribute towards forging consensus on contentious constitutional issue amongst the political party representatives of Nepal.

Electoral Processes

Outcomes	Outputs
Enhanced capacities of the Election Commission.	Capacity building training for election management bodies and other stakeholders. Technical assistance to Election Commission in designing of the electoral dispute resolution mechanism.

Constitution Building Processes

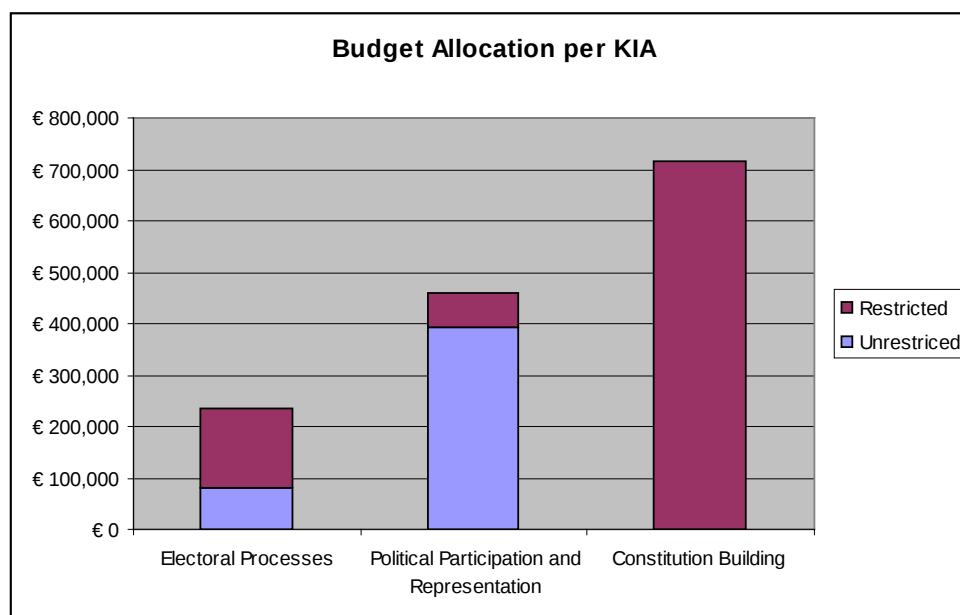
Outcomes	Outputs
Enhanced capacities of the Constituent Assembly (women and Indigenous people' caucuses).	Support the CA's Women's Caucus and the Indigenous People's Caucus in their efforts to come up with common agendas. Assist the Election Commission with the design of the EDR mechanism.
Proposals incorporated into the Constituent Assembly's documents and work plans.	Orientation for the Constituent Assembly staff on second round of public view collection- also through the Constitution Information Centres-, amendment process. Continued production of analysis and background materials on constitution related issues. Provide assistance to the Constitutional Committee (CC), the Public Outreach Committee, and the Constituent Assembly.
Increased understanding and willingness to engage in seeking consensus on contentious constitutional issues.	Facilitate political party dialogues on contentious constitutional issues. Facilitated three day dialogue organized with a follow up plan.

3.5. 2011 Asia and the Pacific Programme Budget

International IDEA will allocate approximately € 1.4 million in order to accomplish the objectives and outcomes of the 2011 Asia and The Pacific Programme.

Unrestricted funds (34% of the total A&P budget) are allocated to support outcomes related to Electoral Process and Political Representation and Participation as shown in the following figures.

Restricted Funds will be allocated mainly to the strengthening of Constitution Building in Nepal.



KIA	Unrestricted	Restricted	Total
Electoral Processes	€ 80,499	€ 154,509	€ 235,008
Political Participation and Representation	€ 392,876	€ 67,740	€ 460,616
Constitution Building	€ 0	€ 717,396	€ 717,396
Total	€ 473,375	€ 939,645	€ 1,413,021

4. Global Programme

4.1. Programme Description

The Global Programme aims to achieve the following objectives:

- To improve the capacities of global and regional actors and democracy building practitioners in electoral processes, political participation and representation, constitution building processes, and democracy and development;
- To include the cross-cutting themes of gender, diversity, and conflict and security in the analysis and programming at global, regional and national levels;
- To enhance the consistency, quality and sustainability of electoral processes and international support to these processes;
- To advance the policy agendas of global and multilateral actors in support of sustainable democracy;
- To strengthen competencies to develop policies, measures and practices that contribute to reducing inequalities between men and women in democracy; and
- To build capacities of domestic actors to analyze and assess democratic trends and influence agendas for democracy building and reforms.

The Global Programme focuses its attention on developing knowledge resources in each Key Impact Area that are relevant for policy development and reform efforts by global, regional and national actors. The Programme also emphasizes the elaboration of methodologies and tools to integrate cross-cutting issues in all programmatic activities.

The Programme expects to achieve the following outcomes by KIA:

Electoral Processes

- Enhanced capacities of election management bodies (EMBs) and election practitioners to contribute to credible, legitimate and democratic electoral processes;
- Increased adoption by key policy makers of the electoral cycle approach, including in the area of electoral assistance effectiveness and reform; and
- Enhanced respect for electoral rights and equitable citizen participation in democratic processes.

Political Participation and Representation Processes

- Enhanced capacities of practitioners, policy makers and political party actors to support effective quality political party assistance;
- Enhanced capacities of political parties and other political actors (e.g. political movements) in performing inclusive political participation and accountable representation for effective democratic governance;
- Improved political cycle of accountability through proposals for reform and change put on the agenda by relevant stakeholders, particularly on making national politics work for development; empowering women in political processes; influencing how citizens can hold their own political leaders accountable; influencing how international development and democracy assistance can help strengthen domestic democratic accountability;
- Improved capacity of domestic actors to analyze and assess democratic trends and influence agendas for democracy building and reforms; and
- Citizens' self-assessments of quality of democracy contribute to popularly defined agendas for democratic reforms in selected priority countries/regions.

Constitution Building Processes:

- Enhanced institutional capacities of practitioners, policy makers, political parties, CSOs and other actors to support inclusive and participatory constitution building processes; and
- Better informed strategic and institutional approaches to constitution building, and support to constitutional reform and change processes.

Democracy and Development

- Enhanced institutional capacities of practitioners, policy makers, domestic and international actors to strengthen democratic accountability mechanisms and actors in service delivery; and
- Increased engagement of development processes and actors with democratic institutions and actors.

The Global Programme works in collaboration and partnership with local and international democracy actors as well as international cooperation agencies in order to maximize efforts and resources. Some of these organizations are:

Local and International Organizations

- Electoral Institute for the Sustainability of Democracy in Africa.
- Forum for Democratic Progress (FODEP).
- Independent Electoral Comisión-Botswana.
- Internacional Republican Institute (IRI)
- International Organization for Migration (IOM).
- National Democratic Institute (NDI).
- Netherlands Institute for Multiparty Democracy (NMID).
- Registrar of Political Party/Interim Independent Electoral Commission-Kenya.
- The Organization of Africa Unity (OAU).
- The Economic Community Of West African States (ECOWAS).
- The Center for Electoral Assistance and Promotion/Centro de Asesoría y Promoción Electoral (CAPEL).
- University of Zambia (UNZA).

International Cooperation Agencies

- Center on International Cooperation New York University.
- Organization for Economic Co-operation and Development. The Development Assistance Committee (OECD-DAC)
- United States Agency for International Development (USAID).
- United Kingdom Department for International Development (DFID).
- United Nations Development Programme (UNDP).
- United Nations Department for Political Affairs.
- World Bank Institute.

The Global Programme sets its priorities in a worldwide context and as a consequence the management of assumptions and risks is particularly complex.

Regarding Electoral Processes the main assumption for achieving the results refers to IDEA's capacity to maintain the high quality of its existing knowledge resources as well as to introduce new tools that facilitate assistance to regions and countries. The main risks identified are the limited engagement of key stakeholders in reform efforts and the volatility of the political context, particularly in conflict-prone situations.

The achievement of outcomes related to Political Participation and Representation Processes is based on the assumption that all stakeholders and partners involved have the required interest, engagement and commitment. Linked to this, the two main risks refer to the insufficient interest and engagement of practitioners, policy makers and political party assistance actors in dialogue and the limited commitment of political parties in these processes.

The main assumptions in providing support to Constitution Building Processes are a strong interest among States to engage with International IDEA on this topic, and a positive Member States' response to International IDEA taking on a more focused policy influencing role. The main risk in

countries covered by direct assistance is the emergence of a political crisis. In such a situation, IDEA would be required to adjust or even delay its support.

The most recent area of IDEA's impact, Democracy and Development, based its global contribution on the assumptions that their activities are not blocked by political leadership or crisis, and that the self-assessment tool is not considered too politically sensitive to pilot. Principal risks to the achievement of the outcomes are the insufficient incentives for donors and development actors to change their practice in order to engage more with democratic accountability institutions.

The outcomes expected in reducing the inequalities between men and women in democracy are based on the assumption that gender is mainstreamed in all programmatic and institutional activities in IDEA, and the engagement and commitment from political actors to implement change.

The Global Programmes team, based in Stockholm, Sweden comprised of 34 staff members (17 females and 17 males), and is led by Andrew Bradley. The team has six Managers: Anna Lekvall-Zaar, Democracy and Development; Bjarte Torå, Political Parties; Keboitse Machangana, State of Democracy; Rumbidzai Kandawasvika-Nhundu, Democracy and Gender; Rushdi Nackerdien, Electoral Processes (acting) and Winluck Wahiu, Constitution Building Processes. Additionally for the cross-cutting issues, Santiago Villaveces, is Senior Advisor for Conflict and Security, and the Senior Advisor for Democracy and Diversity is currently under recruitment. Due to the nature of Global Programmes, the team interacts with all regions.

4.2. Electoral Processes

In 2011, The Global Programme will support electoral processes through the delivery of global comparative knowledge resources and assistance in policy development and electoral reform. Recent initiatives regarding electoral-related violence and participatory democracy will be strengthened.

Specific objectives:

- Strengthen capacities of election officials, electoral practitioners and EU and domestic observers through specialized training tools, effective networks and international fora.
- Contribute to an improved understanding of electoral violence by providing an early warning tool for addressing election conflict and violence.
- Create capacities to integrate gender in strengthening democratic institutions and processes.

Outcomes	Outputs
Improved Institutional capacities of Electoral Management Bodies.	Senior election managers are trained on elections management using BRIDGE leadership curriculum. Database updated and e-publications disseminated. Electoral Legal Framework Research Tool available online. Overall design of Electoral System and Boundary Delimitation Tool finished. Facilitators are trained on BRIDGE Democracy and Governance.
New observers trained and ready to take up a more comprehensive and professional role (Network for Enhanced Electoral and Democratic Support-NEEDS).	EU Observers and domestic observation groups trained on election observation methodologies. Publications are disseminated among relevant stakeholders. Training courses are improved through collective peer-reviews and update mechanisms.
Increased capacity to apply the electoral cycle-knowledge by EMBs, practitioners and institutions engaged in elections. (Electoral Knowledge Network – ACE)	Key persons from the global field of elections assisted in building their ACE/BRIDGE capabilities. ACE Practitioners' Network is expanded, and linkages to Regional Centres are strengthened. Development of electoral related knowledge to fill gap on the ACE website and knowledge base
Recommendations stemming from the worldwide forum of election officials are taken up by relevant stakeholders. (The Global Elections Organization Conference)	The Global Elections Organization (GEO) Conference takes place in Africa. Strengthened peer networks of election officials
Improved institutional capacity of key stakeholders (EMBs, CSOs) to manage electoral risk and prevent and mitigate election conflict and violence	A conflict management tool addressing election-related violence throughout the electoral cycle is validated by key stakeholders (EMBs, CSOs, IOs, election practitioners, regional and international partners)
Improved capacities of key stakeholders to integrate gender aspects in strengthening democratic institutions and processes.	Policy options on gender equality and diversity in politics and electoral cycle processes.

4.2.1. Protecting and Promoting the Integrity of the Electoral Process

A number of troubled electoral processes and their fall-out in recent years have cast a shadow on the credibility of democracy, including the commitment of the international community to upholding democratic principles. To this end, the nature and practice of electoral assistance are being questioned. While some well-managed elections lead to a peaceful transition of power, other elections can be fraudulent, violent, manipulated, or a combination thereof. In some cases national stakeholders fail to live up to commitments they have undertaken. Moreover, the international community often lacks a consistent and long-term approach in support of elections, or does not

succeed in shaping united and timely responses to potentially challenging elections. International actors however frequently fail to take accountability for their own shortcomings in this respect.

As a leading actor in electoral knowledge and assistance International IDEA will launch an initiative to protect and promote the integrity of the electoral process, which is fundamental for sustainable democracy. This will be achieved by enhancing the consistency, quality and sustainability of electoral processes and international support to these, through work in three key areas: the establishment of a Global Commission which will develop new recommendations for comprehensive and sustainable international support to electoral processes; supporting the institutional and professional development of key actors and stakeholders of the electoral process and its outcomes; and strengthening knowledge-sharing through peer networks of election officials. The initiative is launched in partnership with the Kofi Annan Foundation.

Outcomes	Outputs
Recommendations from The Global Commission on Electoral Processes to improve consistency, quality and sustainability of electoral processes taken up by relevant stakeholders.	Global Commission on Electoral Processes distils recommendations to governments, regional and international organizations on how to prioritize and implement principles and practices to enhance the integrity of electoral processes.
Improve capacities of national actors on electoral processes, and its linkages to democracy building and support.	A multi-stakeholder institutional and professional development programme on electoral processes. Peer networks of election officials strengthen in order to facilitate knowledge-sharing.

4.3. Political Participation and Representation

In terms of Political Participation and Representation, the Global Programme will focus its attention on four main areas: political parties (funding, effective assistance, and best practices); democracy assessments for the identification of priority areas of democratic reform, inclusive participation (promoting gender and diversity) and protection of political processes.

Specific objectives

- To support national and international actors in examining and improving policy and legislative frameworks regarding the funding of political parties and election campaigns through the delivery of updated comparative knowledge tools.
- To document and raise awareness of the increasing global threat to democracy from capture of political parties and political processes by non-state armed actors (including transnational crime), and to suggest policy recommendations to regional and sub-regional organizations, political parties and legislative institutions
- To contribute to a common understanding of what constitutes effective political party and parliamentary assistance and the political cooperation mechanisms among democratic institutions and democracy assistance providers.
- To assist the Registrar of Political Parties in Kenya in the identification and implementation of Best Practices for Political Party Registrars.
- To support citizens in assessing the quality of their democracy and in defining priority areas for policy and democratic reform. (Zambia and to explore opportunities in West and Southern Africa, Pacific and Caribbean Region)
- To improve integration of gender equality aspects in political parties' structures and processes and to strengthen local capacity to integrate gender aspects in SoLD assessments.
- To introduce equality criterion in political party hierarchy for inclusive participation in democratic processes.
- To build local and international capacities for conflict management in political and electoral processes addressing women's and men's concerns.

Outcomes	Outputs
Increased knowledge on political finance leads to improved political parties' procedures.	Database updated with information from 150 countries Dissemination of database among 50 key stakeholders (2012-2013).
Policy recommendations on party capture and illicit funding are taken up by target audiences, in particular regional organisations	Mapping of the problem of illicit finance and the criminalization of politics fed into the interregional dialogue on democracy Proposals for joint actions by regional organizations and other actors developed through dialogue with the regional organizations (2011-2012)
Democracy assistance will include increased focus on the effectiveness of parties and parliaments.	Spaces of dialogue are created to discuss findings on political party assistance among key stakeholders such as practitioners, policy makers, political party assistance actors and IDEA's Steering Committee. Updated and relevant comparative knowledge is available.
Increased knowledge of existing political cooperation mechanisms available and in use.	Comparative knowledge publication on existing political cooperation mechanisms developed and disseminated among 50 key stakeholders.
An increased capacity of EMBs and Registrars of Political Parties in the performance of their roles and responsibilities implementing, enforcing, sanctioning political legislation.	Assistance provided to the Registrar of Political Parties in Kenya to develop an institutional plan for the implementation, enforcement and sanction of the Political Party Act.
Improved management of diversity concerning policies and legislations in democracy building.	Comprehensive study on sustainable management of diversity including country, regional and international experiences.
Improved capacities of local and international actors in conflict management.	Areas of opportunities for addressing democracy and conflict are identified. Knowledge resources and spaces of dialogue are created to analyze the influence of organized crime and to identify policy recommendations. Relevant institutions are sensitized to adopt conflict/security solutions and measures that address women's and men's concerns

Outcomes	Outputs
Enhanced expertise of political parties, legislative bodies, state agencies for gender equality, NGOs on strategies/policy options for promoting women's political representation; Policy reform recommendations to improve women's access to participation in politics and decision making are taken up by relevant stakeholders.	Spaces of dialogue among national practitioners on regional trends, challenges and policy solutions for addressing women's under-representation in political decision making. Challenges and recommendations for the improvement of women's political participation and representation with substantial local ownership. Expanded knowledge resources and networks to assist women's participation and representation in politics and decision making, including the Quota Project database and the iKNOW Politics online resource.
In-country capacity for the conduct of democracy assessments.	Zambia citizens properly implement SoD methodology and spaces of dialogue are created amongst key stakeholders on SoD results.
Increased capacity of partners in conducting SoD/SoLD assessments; analyzing democratic trends and influencing agendas for changes. Increased access to the SoD/SoLD methodology and its application via knowledge resources, electronic media and training.	Improved and updated State of Local Democracy methodology. Electronic versions of SoD tools available through website (training courses, handbooks, forums). SoD and SoLD include gender-specific assessments criteria and provisions for participation of both women and men and marginalized groups in SoD/SoLD assessments. Space of dialogue among practitioners for sharing experience and lessons learnt on SoD and SoLD methodologies (Global Networks). Opportunities to support SoD West Africa, SoD/SoLD Southern Africa, Pacific and Caribbean Region are identified and funding is awarded.

4.4. Constitution Building Processes

The Global Programme, aware that constitution building processes have an increasingly important role in the design of institutions during democratic reforms and in post conflict transitions, seeks to strengthen such processes. In 2011 it will focus its attention on developing comparative knowledge, implementing specialized training tools, and promoting South-South Dialogue. The Global Programme will engage with regional programmes in order to reinforce activities in countries where IDEA has presence, in particular Nepal and Ecuador. A particular emphasis will be given to the linkages between security and constitution building.

Specific objectives

- Undertake research in constitution building to strengthen the relation with conflict dynamics and democratization challenges;
- Build and share knowledge tools for application by practitioners and policy makers in constitution building;
- Build a community of practitioners by providing network opportunities through symposia, events and online discussion for a, emphasizing South-South dialogue;
- Provide support based on comparative knowledge and aligned to national priorities in constitution building processes in order to be inclusive, participatory and sustainable.
- Improved understanding of the impact of security issues on decision making and the implementation of constitutions.

Outcomes	Outputs
Practitioners from countries that are emerging from conflict or periods of transition increase their knowledge on substantive constitutional options. Increased consensus on a common understanding of the field of constitution building Greater South-South cooperation and exchanges on support for constitution building. Practitioners are better able to engage or support constitution building processes through usage of ConstitutionNet resources and specific training.	CBP Handbook will be produced and disseminated A series of policy papers on constitution building will be published and disseminated on relevant topics Key CBP practitioners participate in South-South dialogue. Electronic tools available on website (e-book, documents from 21 countries including Nepal, Bolivia, Sri Lanka, Ecuador, South Africa, Kenya, Namibia, Thailand, Sudan, and Indonesia). Facilitators and practitioners trained on Constitution Building.
Proposals for inclusive and participatory CBP in Sudan and Nepal are taken up by relevant national actors	Needs assessment on Sudan completed Technical assistance to Nepal.
Policy recommendations on security issues are taken up by relevant stakeholders.	Knowledge resources and spaces of dialogue are created to discuss recommendations concerning security in constitution building.
Improved capacities of key stakeholders to integrate gender aspects in constitution building processes.	Provisions on gender equality in constitution building processes.

4.5. Democracy and Development

Based on the institutional Strategy 2006-2011, International IDEA expects to contribute not only to supporting democracy worldwide, but also improving the ability of democracy to deliver economic and social development.

In this context, the Global Programme aims to facilitate dialogue among national and local political actors on the relationships between democracy and accountability, and democracy and socio-economic development. Additionally, the Global Programme aims to introduce the linkages between effective aid and the promotion of democracy to the agendas of international cooperation agencies.

Specific objectives:

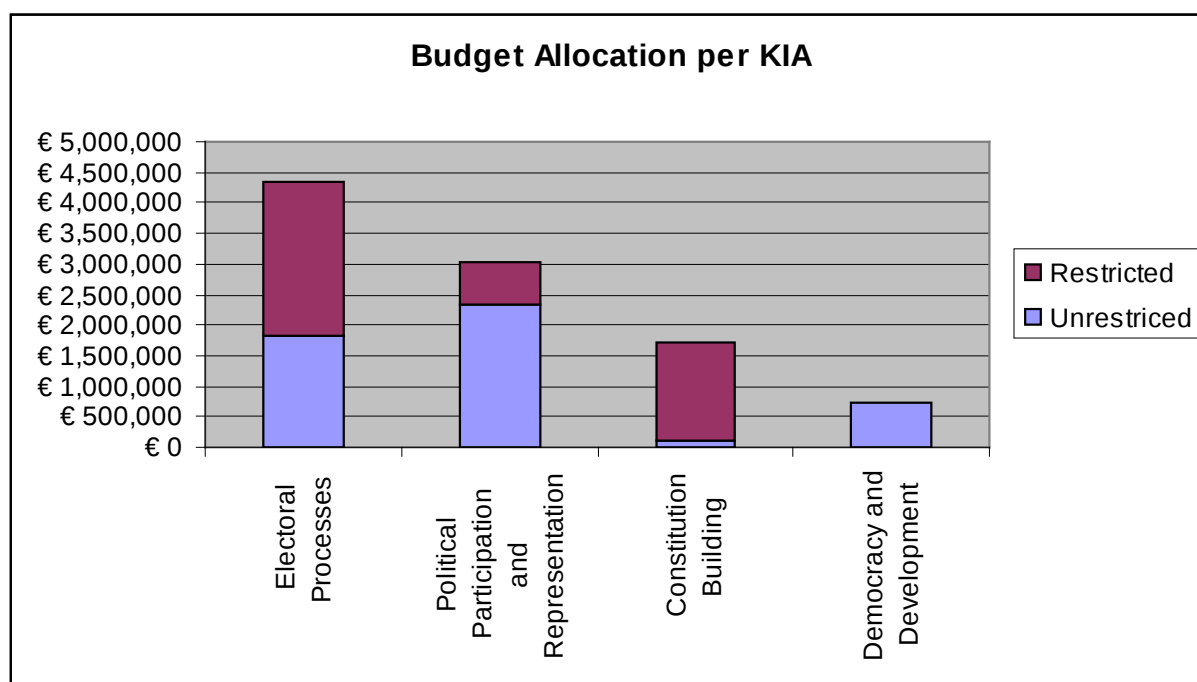
- Support democratic actors for a more effective engagement in policy debate and accountability.
- Articulation of the nexus between socio-economic development strategies and democracy
Identification of linkages between democracy and gender and socio-economic development.

Outcomes	Outputs
Democratic accountability assessments in service delivery are referenced in proposals for political reforms in two countries. Increased capacity of domestic democratic stakeholders to engage in socio-economic development policy and accountability.	A toolkit for the assessment of democratic accountability in service delivery is piloted in three to four countries, finalized and ready for publication. Assessment and reference teams of democratic accountability from two countries are trained on accountability assessment toolkit. Reference groups validate and disseminate accountability assessments Inter-regional space of dialogue for exchanging experiences on building programmatic linkages between politicians and citizens.
OECD/GOVNET Working Party on Aid Effectiveness and the Work Stream on Domestic Accountability take into consideration democratic challenges when supporting development cooperation. Development agencies, democracy assistance providers and International IDEA take critical review and policy recommendations into their own strategies	OECD/GOVNET case-studies on domestic accountability and ownership are framed with reference to electoral cycle approach Dialogues on key democratic challenges to socio-economic development. Critical reviews of existing strategies on challenges for democracy promotion. Spaces of dialogue on gender, democracy and socio-economic development.

4.6. 2011 Global Programme Budget

International IDEA will allocate approximately 9.8 million euros in order to accomplish the objectives and outcomes of the 2011 Global Programme. Half of the budget will come from unrestricted funding.

Restricted Funds will largely finance the activities regarding Constitution Building and Electoral Processes. GP is also investing in developing methodologies and cases studies in Democracy and Development in order to build strong competencies in this Key Impact Area.



KIA	Unrestricted	Restricted	Total
Electoral Processes	€ 1,812,179	€ 2,548,276	€ 4,360,455
Political Participation and Representation	€ 2,339,596	€ 704,198	€ 3,043,794
Constitution Building	€ 123,746	€ 1,582,812	€ 1,706,558
Democracy and Development	€ 717,222	€ 0	€ 717,222
Total	€ 4,992,743	€ 4,835,286	€ 9,828,029

5. Gender Mainstreaming and Gender Policy

The objective of achieving gender equality is indivisible from the International IDEA goal of sustainable democracy worldwide, hence International IDEA's commitment to making gender equality a reality.

To crystallize this commitment International IDEA has defined a Gender Policy that sets the frame for the implementation of actions. The Institute addresses gender through two complementary and critical approaches; gender mainstreaming and women's empowerment.

Gender mainstreaming is a strategy for enhancing gender responsive management practices and programming which benefits both women and men through International IDEA's work.

Women's empowerment is a strategy of targeted actions aimed at empowering women and righting gender inequalities in the social, political and economic spheres. Focus on women's political empowerment and mobilization will be undertaken alongside efforts to mainstream gender within the institutional mechanisms and work on democracy.

In this context International IDEA has defined specific objectives:

- To ensure that the institutional strategy, policies, management systems, practices and programmes are gender sensitive and responsive;
- To promote the adoption of policies and practices that address the equal distribution of power and influence between men and women in shaping sustainable democratic processes, institutions and outcomes;
- To ensure that gender equality objectives and indicators are reflected in staff objectives and results, performance assessments, management and administration systems.

The main priorities for 2011 are the strengthening of explicit gender objectives, indicators and strategies in all key impact areas, and the implementation of work methodologies that facilitates gender equality. Regarding internal management systems, International IDEA will continue implementing its work plan.

In addressing gender, International IDEA faces some challenges: the perception that gender equality goals are "self implementing" without the requirement of specific support; inadequate knowledge on the nature of gender disparities that makes it difficult to define improvement actions; and the level of consistency and political willingness-in practice for achievement gender equality.

International IDEA expects to achieve the following outcomes and outputs.

Outcomes	Outputs
Improved capacities of IDEA's staff to address gender inequalities.	IDEA's staff trained on the nature of gender inequalities. IDEA's staff adopts visible gender values, attitudes and practices.
Improved integration of gender aspects in International IDEA's work on strengthening democratic institutions and processes.	Programmatic activities have specific gender objectives and indicators. Methodologies to overcome gender inequalities are ready to use for IDEA's staff.

6. Secretary-General's Office

6.1. Strategy Development

The current International IDEA Strategy closes its cycle in 2011 therefore a new process for the development of the strategy started early this year and it is expected to result in a new strategy for 2012-2017. As a result of the RBM system, the strategy development process follows specific procedures that will contribute to the quality and consistency of the new strategy.

In the first semester of 2011 the process will include a review of the base line analysis, stakeholder consultations and the elaboration of a draft to be presented to Member States.

6.2. Communications and Knowledge Management

In responding to rapid technological changes and recognizing the need to formally manage its internal knowledge, International IDEA will broaden its approach to Communications by introducing more formalized Knowledge Management processes.

The objective of communications and knowledge management is two-fold: communicate IDEA's work, and take advantage of its intellectual assets through knowledge management.

The management of knowledge in a systematic way will allow the institute not only to streamline its own internal operations and information flows, but more coherently articulate its work and achievements to the wide range of target audiences outside the institute, whether they are partners, practitioners, investors, the media and others.

In 2011, the Communications and Knowledge Management team will pursue the following specific objectives.

- Develop corporate communications material facilitating the awareness of International IDEA's outcomes, outputs and programmatic activities.
- Support programmatic activities in launching knowledge resources such as publications and e-databases.
- Initiate the development of a knowledge management system.
- Strengthen an information technology platform that supports the achievement of IDEA's objectives.
- Ensure a consistent corporate image through all communication elements.
- Facilitate communications with stakeholders through e-social networks and other internet tools.

6.3. RBM System

Most of the RBM System has been designed in 2010 and some processes are already under execution. The objective in 2011 will be to complete the implementation of all processes and start the improvement cycle of the system through RBM audits and management reviews.

A key element for the success of the system is the recruitment of the Head of Strategic Planning and RBM who will be responsible for the administration of the system.

6.4. Evaluation

In 2011 International IDEA will implement a renewed evaluation process to ensure the conformity and effectiveness of its work. The process consists of four sub-processes: strategy review; institutional planning, programme/project evaluation and management review.

The evaluation results will aim at improvement the Institute performance and the adherence of rules and regulations. The Secretary-General is responsible for the process and adequate resources are being allocated to execute it.

Financial audits will remain under the responsibility of the Director of Corporate Services.

Outcomes and outputs of SG's Office

Outcomes	Outputs
A clearly defined strategy allows International IDEA to add value in supporting democracy.	Strategy 2012-2018 approved by the Council and elaborated according to quality requirements.
Increased visibility and use of the work of International IDEA in countries where IDEA works, and beyond.	IDEA's knowledge resources published and disseminated.
Increased role of International IDEA as a source or reference for the media on democratic processes.	Corporate promotional material published and distributed. Corporate Website Updated. Web-online knowledge resources developed.
Improved capacities of IDEA's staff in knowledge management.	Knowledge Management strategy developed.
Improved reporting and documentation required to service the desired institutional outcomes.	Requirements documented and initial steps taken towards developing the new knowledge management system and supporting platform. Services for knowledge management (acquisition of key magazines and books, administration of library).
Increased performance of the Institute through the implementation of a continuous improvement system.	RBM system is implemented. Conformity of processes according to the Monitoring and Evaluation Process. Improvement opportunities identified.

7. Corporate Services

7.1. Human Resources

Human Resources at International IDEA aims to provide effective and efficient support services for attracting new staff, implementing strategies to retain and develop them and strengthen a culture of gender equality and collaboration.

In 2011, the specific objectives of Human Resources are:

- To strengthen mechanisms to attract competent professionals to join IDEA.
- To determine critical positions and implement a retention plan.
- To identify staffing needs for the coming year, and beyond, whilst working towards improving the working conditions and moral of Staff.
- To review and improve IDEA's salary structure, remuneration and benefits.
- To review conditions of service for field staff.
- To strengthen gender equality and diversity principles in all human support services.

Particular attention is given to strengthening the competencies and skills of IDEA staff. Hence, the Institute decided to invest 5% of salary cost for the implementation of a training and development plan. The main components and budget allocation of this plan are:

- Gender Policy, €35,000.
- Collaboration Culture, €20,000.
- Results Based Management System, €35,000.
- Information Technology, Maconomy and other IT tools, €35,000.
- Specific training for individual needs, €75,000.

In terms of recruitment, Human Resources will provide extra support to the Africa Programme since International IDEA expects to grow significantly in this Region.

Outcomes	Outputs
Highly competent, collaborative and motivated staff allows the organization to provide effective support to democracy worldwide.	New staff positions are recruited. Critical positions are determined and retained. Staff moral improved. Complete set of staff rules are completed and signed off. Salary Structure adjusted. Development plan implemented.

7.2. Finance and Administration

Finance and Administration aims to support International IDEA in the effective management of the Institute regarding financial and contractual matters. It provides guidance and support to project managers in all matters related to budget management, grants and contracts. Hence ensure effective implementation of the Institute regulations, rules policies and procedures.

In 2011, the specific objectives of Finance and Administration are:

- To provide accurate and timely information for project management.
- To produce a quarterly financial report.
- To include RBM requirements in Maconomy and in financial procedures.
- To manage cash flows efficiently.
- To facilitate financial audits.

Outcomes	Outputs
Effective implementation of financial and administrative services allowing the effective management of the institute.	Maconomy implemented including RBM procedures. Funding requests and contracts are prepared in conformity with IDEA's internal policies and with client requirements. Financial audits on time with no critical observations.

8. 2011 Budget

The budget for 2011 is allocation on the basis of principles defined as part of the new RBM system, in order to ensure that financial resources support the achievement of the expected outcomes and outputs. There are five categories of principles:

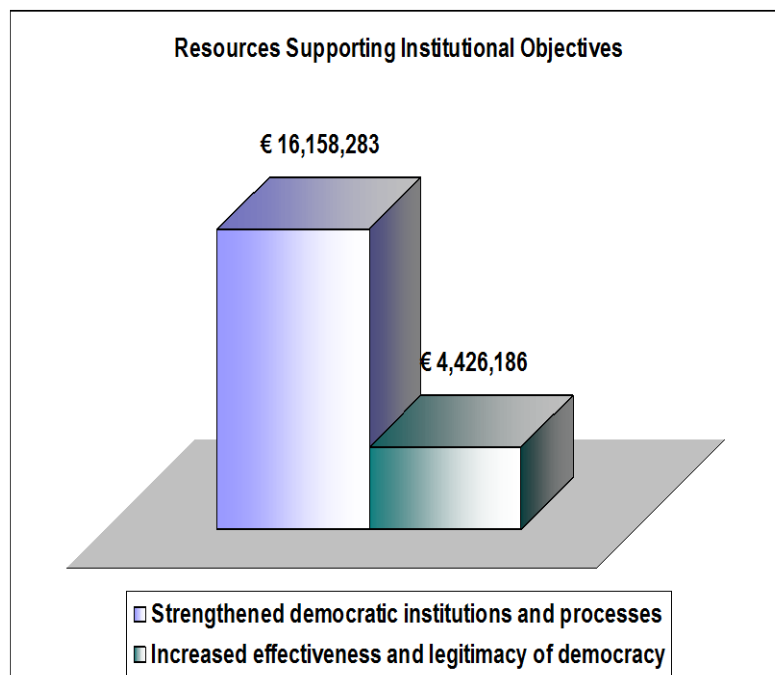
- **Strategic and IGO Identity.** These principles stipulate that the budget allocation should be in accordance with the Statutes and the Regulations endorsed by the Council and should adhere to IDEA's Mandate, Institutional Strategy and Gender Policy. The budget should also support the objectives of each Key Impact Area and take into account the feedback received from IDEA's evaluation process.
- **Accountability Principles.** IDEA should have a clear and transparent decision making process where priorities are defined and choices are made, based either on political priorities or on the level of impact.. Budget allocation should also consider teams' proven capacity based on RBM performance and evaluations.
- **Innovation Principles.** These principles stipulate that International IDEA should allocate resources to be able to launch new approaches, methodologies and initiatives in order to maintain its leading position in democracy assistance.
- **Equity Principle.** Allocation of unrestricted funding should reflect the level of IDEA's comparative strength in each KIA, taking advantage of maturity in certain areas of success, IDEA's presence in certain regions and the promotion of new initiatives. In addition, allocation of Unrestricted Funding should consider the capacity within each KIA to attract complementary resources in order to achieve the expected results at global, regional and country level.
- **Human Capital Development Principle.** These principles indicate that budget allocation should facilitate the strengthening of IDEA's competence, professional development and knowledge transfer and building of a collaborative working environment within IDEA.

The implementation of the budget allocation principles has had certain consequences for the cost structure and the management of indirect costs, as follows:

- Institutional Costs are covered by Unrestricting Funding and include expenses related to:
 - Secretary-General's Office
 - External Relations and Governance
 - Director of Corporate Services
 - Communications
- Programme Support Costs are recovered by indirect costs approved at the level of 13.5% and include expenses related to:
 - Board of Advisors
 - Finance
 - IT
 - Library and Publications
 - Research and Innovation
 - Programme Design
 - Human Development (included in salary cost)

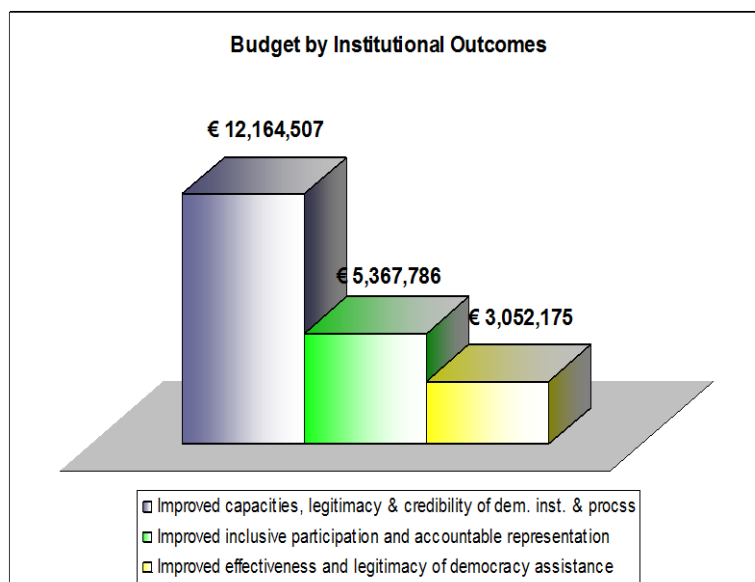
2011 Funds by Institutional Objectives

The achievement of the institutional objectives requires a level of funding of approximately € 20.6 million, of which approximately € 16.1 million are allocated to strengthening democratic institutions and processes, and approximately € 4.6 million to increasing the effectiveness and legitimacy of democracy.



2011 Budget by Institutional Outcomes

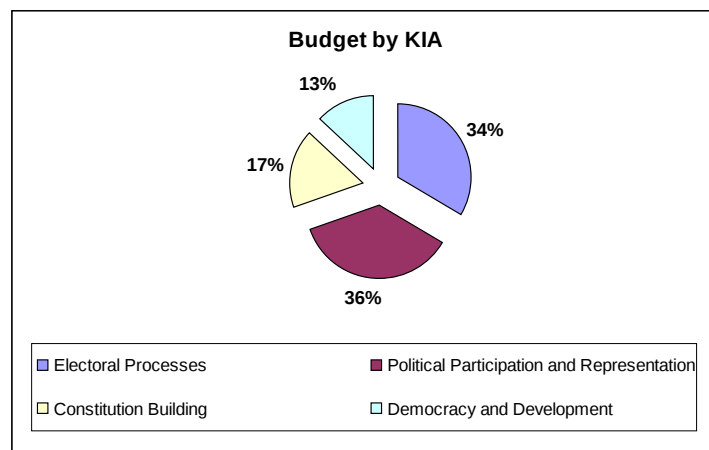
In accordance with the allocation by Institutional Objectives most of the financial resources are allocated to the institutional outcome of improved capacities, legitimacy and credibility of democratic institutions and processes (approximately € 12 million). Approximately €5.4 million is allocated towards the institutional outcome of improved and inclusive participation and accountable representation. The outcome of improved effectiveness and legitimacy of democracy assistance has an allocation of € 3 million.



2011 Budget Allocation by Key Impact Area

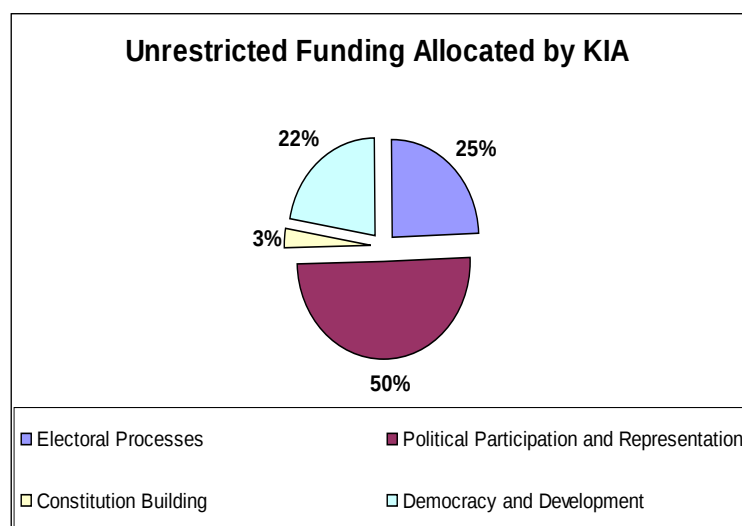
In terms of the total **budget** the two Key Impact Areas that require the most resources to accomplish their outcomes are Electoral Processes (34%) and Political Participation and Representation (36%).

KIA	Total	%
Electoral Processes	€ 6,912,200	34%
Political Participation and Representation	€ 7,422,600	36%
Constitution Building	€ 3,584,661	17%
Democracy and Development	€ 2,665,008	13%
Total	€ 20,584,469	100%



Unrestricted Funding in 2011 will be invested primarily in supporting Political Participation and Representation (50%) and Electoral Processes (25%). Democracy and Development is the newest area of impact and an important allocation is made to promote new initiatives in this area. Constitution Building is an area where IDEA is receiving significant project support.

KIA	Total	%
Electoral Processes	€ 2,862,405	25%
Political Participation and Representation	€ 5,790,685	50%
Constitution Building	€ 390,448	3%
Democracy and Development	€ 2,600,545	22%
Total	€ 11,644,083	100%

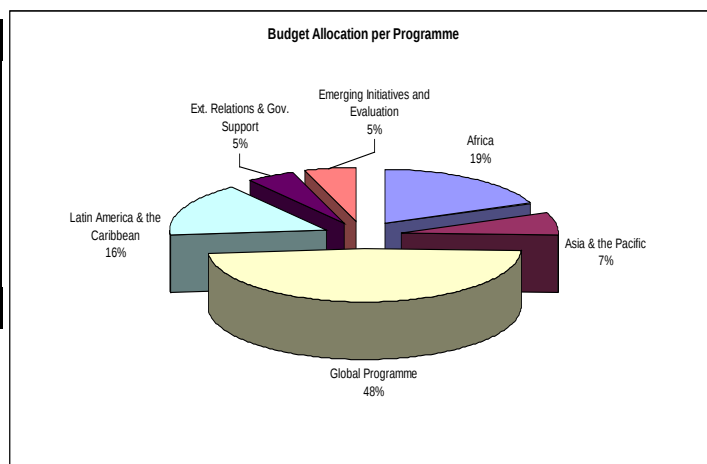


2011 Budget Allocation by Programme

The achievement of outcomes and outputs expected by the Global Programme require almost half of the total budget as shown in the following figures. It is important however to note that the Global Programme interacts with Regional Programmes and a number of activities with regional impact are financed through the Global Programme.

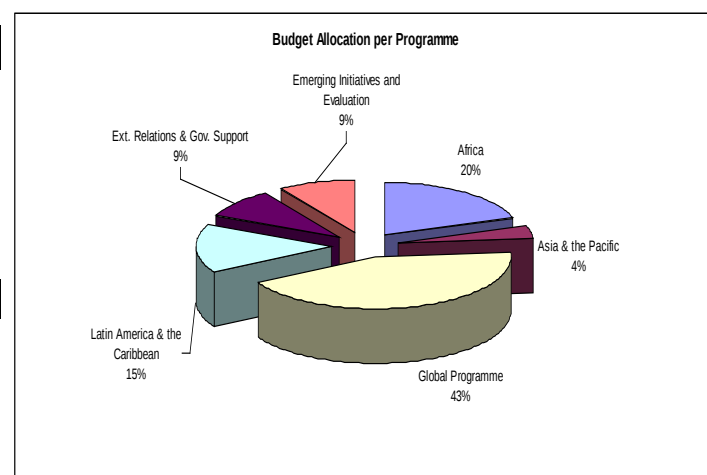
In response to the desire of International IDEA to have more impact at regional and country level 42% of the total budget is allocated to Regional Programmes. Africa is an important priority and 19% of the budget will fund the Africa Programme.

Programme	Budget	%
Africa	€ 3,869,880	19%
Asia & the Pacific	€ 1,413,021	7%
Global Programme	€ 9,828,029	48%
Latin America & the Caribbean	€ 3,349,458	16%
Ext. Relations & Gov. Support	€ 1,057,274	5%
Emerging Initiatives and Evaluation	€ 1,066,807	5%
Total Operations	€ 20,584,469	100%



The allocation is largely the same in terms of the **Unrestricted Funds**.

Programme	Budget	%
Africa	€ 2,290,507	20%
Asia & the Pacific	€ 473,375	4%
Global Programme	€ 4,992,743	43%
Latin America & the Caribbean	€ 1,763,377	15%
Ext. Relations & Gov. Support	€ 1,057,274	9%
Emerging Initiatives and Evaluation	€ 1,066,807	9%
Total Operations	€ 11,644,083	100%



Detailed figures of the 2011 budget are shown in the next pages.

2011 Budget Summary

	2011 Draft Budget			
	Unrestricted	Restricted	Total	
INCOME				
Member states contribution	11,842,654	0	11,842,654	55%
Restricted Income	0	8,940,386	8,940,386	42%
Other income	600,000	0	600,000	3%
Total Income	12,442,654	8,940,386	21,383,040	100%
EXPENDITURES				
Programme cost (staff cost)	4,656,006	2,472,920	7,128,926	31%
Programme Delivery (non-staff cost)	6,988,077	6,467,466	13,455,543	59%
Total operations	11,644,083	8,940,386	20,584,469	90%
Institutional Cost	2,380,810	0	2,380,810	10%
Programme Support Cost	1,361,250	1,045,175	2,406,424	11%
Cost recovery	(1,502,957)	(978,899)	(2,481,856)	-11%
Net Programme Support Cost	(141,707)	66,276	(75,431)	0%
Grand Total Expenditures	13,883,185	9,006,662	22,889,847	100%
Surplus / (Deficit)	(1,440,531)	(66,276)	(1,506,807)	

2011 Budget Breakdown - Programmatic Costs

2011 Draft Budget				
	Unrestricted	Restricted	Total	
Programme cost (staff cost)	4,656,006	2,472,920	7,128,926	35%
Africa	862,709	495,586	1,358,295	
Asia & the Pacific	143,850	273,327	417,178	
Global Programme	2,323,570	1,320,328	3,643,898	
Latin America & the Caribbean	563,055	383,678	946,733	
Ext. Relations & Gov. Support	343,991	0	343,991	
Emerging and Sustained Initiatives	418,830	0	418,830	
Programme Delivery (non-staff cost)	6,988,077	6,467,466	13,455,543	65%
Africa	1,427,797	1,083,787	2,511,585	
Asia & the Pacific	329,525	666,318	995,843	
Global Programme	2,669,173	3,514,958	6,184,131	
Latin America & the Caribbean	1,200,321	1,202,403	2,402,724	
Ext. Relations & Gov. Support	713,283	0	713,283	
Emerging and Sustained Initiatives	503,977	0	503,977	
Evaluation	144,000	0	144,000	
Total Operations	11,644,083	8,940,386	20,584,469	100%
Africa	2,290,507	1,579,374	3,869,880	19%
Asia & the Pacific	473,375	939,645	1,413,021	7%
Global Programme	4,992,743	4,835,286	9,828,029	48%
Latin America & the Caribbean	1,763,377	1,586,081	3,349,458	16%
Ext. Relations & Gov. Support	1,057,274	0	1,057,274	5%
Emerging and Sustained Initiatives	922,807	0	922,807	4%
Evaluation	144,000	0	144,000	1%

a) Includes Inter-Regional Dialogue & UN Observer projects

b) Includes IT and Stockholm Facilities recharges plus 13.5% indirect cost

c) Programme evaluation managed by SGO office

2011 Budget Breakdown - Non Programmatic Costs

Institutional Cost	2,380,810
Secretary-General Office	1,044,881
Governance	345,343
External Relation	331,291
Director Corporate Services	285,108
Communication	374,186

Programme Support Cost	2,406,424
Board of Advisors	263,890
Finance	821,072
IT special project	125,000
Library	245,112
Publication	308,241
Research and Innovation	100,000
Programme Design	543,110
Human Development	0

1. Includes Strategic Planning and RBM

2. IT special project not recovered by direct recharges

3. Human Development recovered under HR project by on-costs

Annex 1. Processes Performance Indicators

The following are the performance indicators of all ten organizational processes of International IDEA.

Strategy and Development Process

Indicator	Goal
Strategy approved by the Council and according with quality criteria.	100% of relevant organizations by stakeholders' type has been consulted according to a plan. (level of engagement of stakeholders) Consultative meetings at headquarters and in the regional offices are performed according to a plan (level of engagement of IDEA staff in consultations)

Institutional Planning and Budgeting Process

Indicator	Goal
Conformity of Institutional Planning	Deadline for the development of the PoOP is fulfilled. Consistent Plans are approved

Funding, Representation and Advocacy

Indicator	Goal
Development of funding proposals	Number of proposals developed during the year
Funding raised	Euro raised during the year Funding of member states goes up by x% during the year. A plan indicating the specific support for the year from ER to of IDEA's programmes and donors is developed and followed.
Signed agreements	Number of proposals presented are transformed into signed agreements
Representation/Advocacy activities performance	Representation/Advocacy activities performed 100% of Council and Steering committee meetings successfully held

Project Implementation - Outcomes

Indicator	Goal
Improved Institutional capacity (Outcome)	Number of projects/programme where: Procedures are improved or put in place according to a specific goal defined in the workplan critical minority are accomplished according to a specific goal defined in the workplan Participants' post-course evaluation indicates increased knowledge and skills acquired thru workshops according to a specific goal defined in the workplan Participants' post-course evaluation indicates knowledge applied after training is finished according to a specific goal defined in the workplan
Proposals effectively taken up (Outcome)	Number of projects/programme where: Proposals are put on the agenda by (all) relevant stakeholders according to a specific goal defined in the workplan Proposals are referenced by external sources according to a specific goal defined in the workplan Proposals are recognized by other interest groups according to a specific goal defined in the workplan

Project Implementation - Outputs

Indicator	Goal
People trained (Output)	Number of people has been trained
Effective Spaces of Dialogue (Output)	Number of projects/programmes where all relevant stakeholders are present (including women, minorities) according to a specific goal defined in the workplan At least X workshops are held with positive actions according to a specific goal defined in the workplan
Knowledge resources (Output)	Number of projects/programme where: There are dissemination of publications among target groups according to a specific goal defined in the workplan Acceptance of publication by peers according to a specific goal defined in the workplan Knowledge resources are used by stakeholders according to a specific goal defined in the workplan
Technical Assistance (output)	Number of people has been technically assisted Number of projects/programme where proposals are elaborated according to a specific goal defined in the workplan
Quality	Outputs fulfilled in y% of projects/programmes Budgeting fulfilled in y% of projects/programmes.
Projects/programmes according to schedule	Percentage of projects/programmes are implemented according to schedule on a yearly basis

Communications

Indicator	Goal
Budget performance	Number of the assignments are done within budget on a year
Corporate promotional material published and distributed	Number of the assignments are finished on time and with conformity on a yearly basis
Corporate Website Updated	100% conformity
Web-online knowledge resources developed	100% conformity
Knowledge Management strategy developed	Strategy Approved

Publications and Online Knowledge Resources

Indicator	Goal
Budget performance	Percentage of the assignments are done within budget on a yearly basis
IDEA Books and documents published	100% conformity on a yearly basis according to plan
IDEA Publications Catalogue published	100% conformity on a yearly basis
Online knowledge resources made available	100% achieved according to plan

Monitoring and Evaluation

Indicator	Goal
Project/Programmes conform with the Monitoring and Evaluation Process	Number of project/programmes evaluated fulfil the outcomes/outputs
The RBM system is implemented consistently	100% of internal process audit programme is fulfilled on a yearly basis. 100% processes are declared as fulfilling RBM system requirements on internal audits Fulfilment of Management Review Agreements is 100% on a yearly basis Percentage of the objectives planned on Programme of Operations is reached on a yearly basis.

Human Resources

Indicator	Goal
Critical positions are determined and retained	Determination of critic positions, determination of critical positions retaining level and definition of an associated improvement plan is achieved, that means its progress is 100%. Critic Position Retaining Rate between x-y range
Staff moral improved.	Level of staff satisfaction $\geq x\%$ Average level of satisfaction with the training $\geq x\%$ measured on a yearly basis High percentage of Staff feels informed about HR regulations Research into working conditions for field staff followed by a proposal of improvements is completed 100%
Complete set of staff rules are completed and signed off.	Internal project related to the completion and signing off of the complete set of staff rules get a progress of 100%, which means it is finished.
Salary Structure	Complete review of the entire salary and remuneration matrix within IDEA, and the design of a new process is achieved 100%.

Financial Management

Indicator	Goal
Maconomy system implemented	100% of progress (which means the project is finished)
Procurement requirements are fulfilled	No contracts/agreements awarded or signed without adhering to the procedures, policies, rules and regulations
RBM reports are delivered on time	Fulfilment of datelines is got according to majority of opinions (70% or more)

System Administration

Indicator	Goal
Fulfilment of the programme of Internal Audits	100% of programme is fulfilled on a yearly basis.
RBM system is implemented in a conformed manner	Processes are declared as fulfilling RBM system requirements on internal audits
Management Review Agreements Fulfilment	Fulfilment of Management Review Agreements 100% following the previous Management Review