International IDEA

The International Institute for Democracy and Electoral Assistance

INTERNATIONAL IDEA

INSTITUTE FOR DEMOCRACY AND ELECTORAL ASSISTANCE

Annual Programme and Budget Update 2014

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1. OVERVIEW

As the only global intergovernmental organization with the sole mandate of supporting democracy, International IDEA has a strategic vision to be the primary global actor in sharing comparative knowledge and experience in support of democracy. In particular, International IDEA strives to be a trusted partner for those who lead democratic change at the country level; to make global comparative knowledge and expertise available to inspire national dialogue and catalyze political will; and to convene political dialogue on democratic change. International IDEA's *Strategy 2012–2017* provides the strategic framework for all activities implemented through its global and regional programmes, with a presence in 19 countries worldwide.

The *Programme and Budget 2012–2014* outlines in operational terms the results that International IDEA seeks to achieve over the first three-year period of the *Strategy 2012–2017*, in each of its four main areas of expertise—electoral processes, constitution building, political participation and representation, and democracy and development.

The present *Annual Programme and Budget Update 2014* reiterates International IDEA's commitment to delivering the expected outcomes defined in the *Programme and Budget 2012–2014*, through the implementation of a portfolio of projects that respond to the opportunities and challenges affecting democracy around the world, including:

- The enduring **challenges of democratic transition** and inclusive and participatory democracy building in the Arab world, Haiti, Myanmar, Nepal and South Sudan;

- The lack of **integrity of electoral processes** around the world and the need for constitutions that form the basis of **inclusive democratic governance**;

- An **erosion of public trust** in political office-holders in numerous countries of the global North and global South due to various aspects of the role of money in politics, poor service delivery and deficient accountability structures;

- The changing nature of democratic participation, with **increased citizen mobilization** and the use of new technologies for the global spread of information;

- Continued low priority given to democracy in global discussions on the **post-2015 development framework**.

International IDEA's programme of activities for 2014 is based on the implementation of a total of **67 projects** by International IDEA's global programme as well as its regional programmes in Africa, Asia and the Pacific, Latin America and the Caribbean (LAC), and West Asia and North Africa (WANA). Approximately 60% of these projects are funded by International IDEA's core resources, while the remaining 40% are funded through project-based agreements with donors.

Figure 1: A portfolio of 67 projects in the global and regional programmes

- Global Programme
- Africa Programme
- Asia-Pacific Programme
- LAC Programme
- WANA Programme
- Others
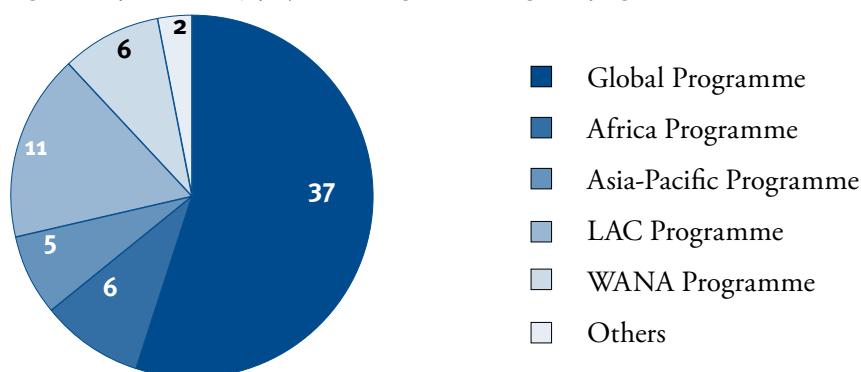
International IDEA implements projects at the global level, at the regional level and at the country level. Overall, **global-level** projects remain the largest within International IDEA's project portfolio. However, in line with International IDEA's strategic commitment to strengthen its focus on the country level and engagement with regional organizations, regional- and country-level projects now represent more than half of the project portfolio.

Figure 2: Geographic reach of International IDEA's projects

- Global level
- Regional level
- Country level
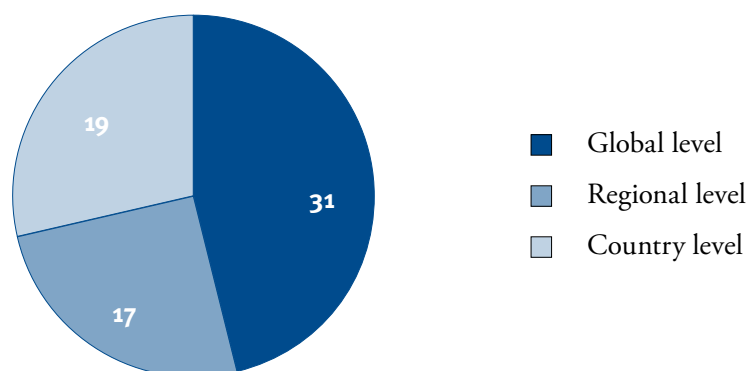
In recent years, International IDEA's project portfolio showed a relative balance between International IDEA's **four key areas of expertise**—namely electoral processes (EP), constitution-building processes (CBP), political participation and representation processes (PPRP), and democracy and development (DD). The project portfolio developed for 2014 stands out for putting a stronger emphasis on PPRP, which has been identified as the primary impact area of 43 per cent of the projects, and a secondary impact area of another 33 per cent. This reflects International IDEA's growing engagement in issues related to the **political participation of empowered citizens**.

Figure 3: A strong emphasis on political participation and representation processes

Legend:
- ☐ Secondary impact area
- ■ Primary impact area

Chart values:
- EP: 28% (Primary), 27% (Secondary)
- CBP: 13% (Primary), 27% (Secondary)
- PPRP: 43% (Primary), 33% (Secondary)
- DD: 15% (Primary), 25% (Secondary)

Y-axis: Percentage of projects
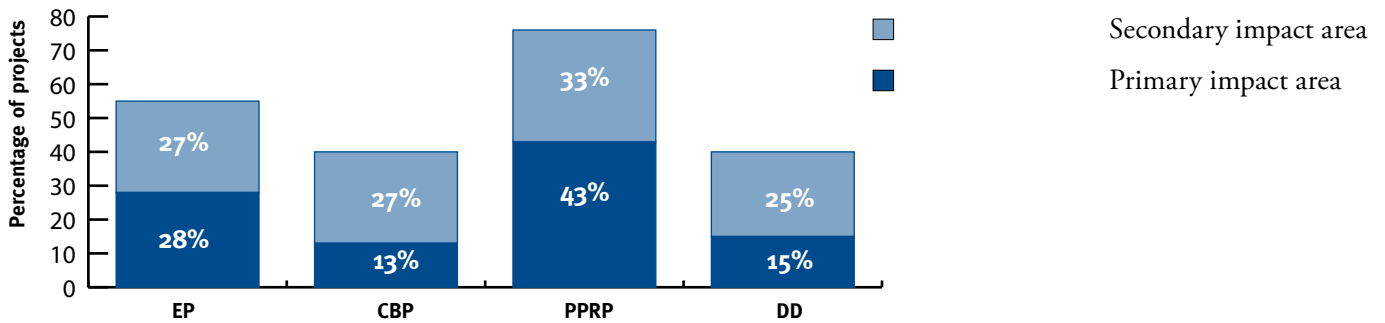
The project portfolio developed for 2014 also reflects a cross-cutting consideration of gender, diversity and conflict and security issues across Inter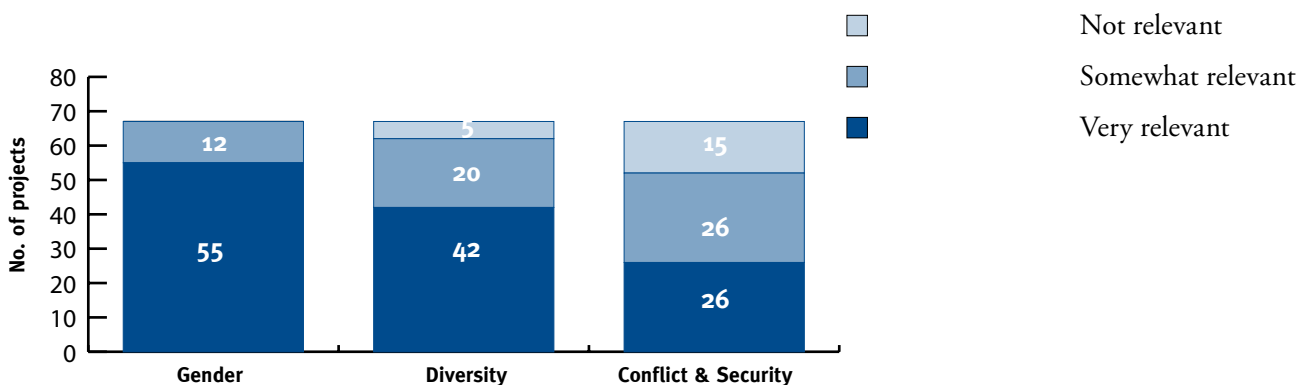national IDEA's activities. Diversity and conflict and security considerations are considered relevant in 62 and 52 of the 67 proposed projects, respectively. **Gender-related considerations** are considered relevant in all projects implemented by International IDEA in 2014. The projects have been designed to mainstream gender by factoring in gender-specific considerations in the needs analysis, addressing gender as an explicit theme in publications and discussions, targeting a gender balance among participants and contributors, and using gender-related indicators of results.

Figure 4: Cross-cutting issues in International IDEA's projects for 2014

Legend:
- ☐ Not relevant
- ☐ Somewhat relevant
- ■ Very relevant

Chart values:
- Gender: 55 (Very relevant), 12 (Somewhat relevant)
- Diversity: 42 (Very relevant), 20 (Somewhat relevant), 5 (Not relevant)
- Conflict & Security: 26 (Very relevant), 26 (Somewhat relevant), 15 (Not relevant)

Y-axis: No. of projects

International IDEA's work in implementing these projects in 2014 will produce various types of outputs. The production of **knowledge resources** (including publications, databases and online platforms) and the facilitation of platforms for **dialogue**, knowledge-sharing and inclusiveness remain the focus of much of International IDEA's work, in line with the strategic vision to make comparative knowledge and experience available to inspire dialogue on democracy and catalyze political will for democratic reform. The provision of **advisory services** to national political and social institutions—either on substantive issues or on institution building—is also another recurrent type of output among International IDEA's regional programmes, together with the provision of **capacity strengthening** for political actors and civil society groups. The development and implementation of **tools for practitioners**, such as the Electoral Risk Management Tool (ERMTool) and citizen-led assessment frameworks, is another growing type of output expected from International IDEA's projects in 2014.

Figure 5: Types of outputs from International IDEA's projects in 2014
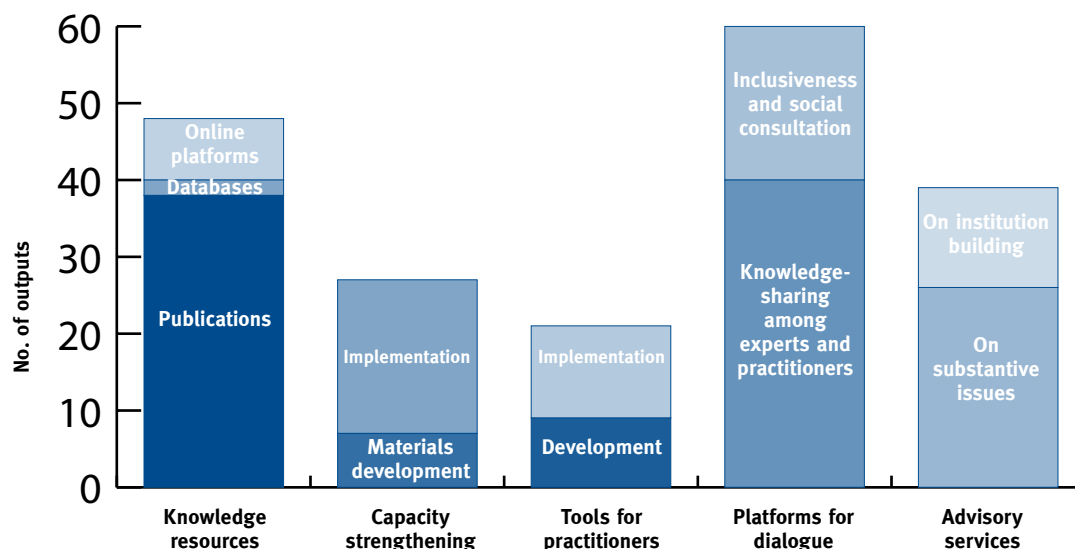
NOTE: *Streams of similar outputs on the same topic in the same project (eg. a series of policy papers, a series of workshops, a policy brief extracted from a publication, etc.) were only counted as one output.*

International IDEA will continue managing its project portfolio using a results-based approach, wherein project activities are designed to deliver outputs and contribute to outcomes that are aligned with the *Strategy 2012–2017*. Progress in achieving expected results will be monitored and communicated to Member States periodically through the year, as per the framework laid out in Annex 3. The strategic and operational risks related to International IDEA's project portfolio will also be monitored periodically, as described in the *Corporate Risk Profile 2014*.

The Global Programme

Most of International IDEA's global-level projects are implemented under the auspices of the Global Programme, based at the International IDEA headquarters in Stockholm and an office in The Hague. Drawing on inputs from all regional programmes, the Global Programme develops global knowledge resources, capacity strengthening materials and tools that respond to the needs of democracy practitioners worldwide. The Global Programme also works alongside regional programmes in regional- and country-level initiatives to support the practical application of these resources, materials and tools in democratic reform efforts at the regional and country levels.

The Global Programme in 2014: Key facts		
Budget:	Core: EUR 5,391,493	Restricted: EUR 1,975,612 (from the Netherlands)
Additional restricted funds pending confirmation (2014 only)		EUR 112,000 (from Republic of Korea)
Projects:	37	
Key partners:	ACE, African Union, Asia-Europe Foundation, BBC Media Action, BRIDGE, Clingendael Institute of International Relations, Commonwealth Local Governance Forum, EMBs, GEO, Hanns Seidel Foundation, Inter-Parliamentary Union, Minority Rights Group International, Netherlands Institute of Multiparty Democracy (NIMD), Overseas Development Institute, Pro-Demos, Stockholm University, Swedish International Centre for Local Democracy, UNDP Oslo Governance Center, United Nations (UN) Department of Political Affairs, V-DEM	

A significant share of the Global Programme's efforts in 2014 will be dedicated to expanding, upating and promoting knowledge resources and tools developed in past years, to further their resonance among global, regional and national democratic actors. Particular efforts will be made to:

- Provide support to national institutions interested in using International IDEA's ERMTool to assess, prevent and mitigate the risk of **elections-related violence**, including in Libya, Nepal and Nigeria;

- Provide support to national institutions and civil society organizations interested in using International IDEA's State of Democracy (SoD), State of Local Democracy (SoLD) and State of Democracy Accountability in Service Delivery frameworks to conduct **citizen-led assessments** and produce recommendations for democratic reform;

- Share with policy makers and practitioners around the world the policy recommendations originating from recent International IDEA comparative knowledge resources, including on **political finance regulation** and protecting democratic politics from illicit networks;

- Produce new editions of some of International IDEA's most widely used **publications**, including the *Electoral Management Design Handbook* and the *International Electoral Standards: Guidelines for reviewing the legal framework of elections*;

- Update, expand and promote interactive **web portals** pertaining to International IDEA's key partnerships, including the ACE Electoral Knowledge Network website (www.aceproject.org), the ConstitutionNet website (www.constitutionnet.org) and the iKNOW Politics website (www.iknowpolitics.org);

- Update, expand and promote International IDEA's online **databases**.

Other initiatives of the Global Programme in 2014 will seek to develop new knowledge resources and tools that will broaden International IDEA's expertise and bring new contributions to democratic dialogues and reforms, in 2014 and beyond. These include:

- A methodology for the **gender audit of constitutions**, building on International IDEA's experience promoting gender-sensitive approaches to constitution building in countries such as Bolivia, Nepal and Tunisia;

- A **Policy Position Tool** to help political parties strengthen their programmatic capacities and articulate their policy stance on themes that are central to their society's socio-economic development;

- Policy recommendations to improve the responsiveness of political parties to **citizen movements**, based on research and case studies from Africa, Asia, Europe, Latin America and the Arab world;

- Policy recommendations to support electoral administrators and assistance providers in helping the **media** play a constructive role in electoral processes.

International IDEA's Programme Development Committee will ensure that the Global Programme's activities are implemented in collaboration and synergy with the regional programmes and external partners, while the Board of Advisors will be a sounding board for their strategic growth and enduring relevance.

International IDEA's regional programmes will draw on the knowledge resources, capacity-strengthening materials and tools developed in the Global Programme to lend their support to the regional and national actors of democratic processes and institutions in Africa, Asia and the Pacific, LAC and WANA, with a non-prescriptive and non-intrusive approach and in a spirit of peer dialogue.

The Africa Programme

International IDEA's Africa Programme is designed to support democratic reform throughout sub-Saharan Africa. While the programme will undergo a geographic and programmatic review in 2014, the **IDEA–African Union (AU) Joint Action Plan** will provide a guiding framework for International IDEA's engagement in regional processes. Country-level initiatives will also be implemented in partnership with national institutions in a number of African countries, including Botswana, Liberia, Malawi, Namibia and South Sudan.

The Africa Programme in 2014: Key facts		
Budget:	Core: EUR 1,310,600	Restricted: EUR 2,360,033 (from Norway)
Projects:	6	
Countries in focus:	Botswana, Liberia, Malawi, Namibia, South Africa, South Sudan, Tanzania	
Key partners:	African Union (AU), Botswana Association of Local Authorities, Office of the Ombudsman of Malawi, Windhoek City Council	

Key results expected from the Africa Programme in 2014 include:

- The provision of capacity support to the AU Department of Political Affairs in promoting and monitoring the implementation of the **African Charter on Democracy, Elections and Governance (ACDEG)** among AU Member States;

- The creation of an **African Forum on Constitution Building** to increase opportunities for knowledge-sharing amongst African constitutional experts and practitioners;

- A policy paper to enhance the awareness of African EMBs on comparative approaches for their engagement in **electoral reform** processes;

- A contribution to **inclusive constitution building in South Sudan** through the provision of advice and knowledge resources to the Constitutional Review Commission, as well as capacity strengthening to enable the Youth Forum to engage in the process;

- Support to ongoing **citizen-led assessments** of the quality of democracy in Botswana, Malawi and Namibia to enhance citizens' voice in national discussions on democratic reform;

- Support to an ongoing citizen-led assessment of **democratic accountability** in service delivery in Malawi, to enhance citizen's engagement in making democracy deliver.

International IDEA will seek to consolidate its presence in Africa and increase interactions with continental actors by relocating the regional office from Pretoria to Addis Ababa, where synergies between International IDEA's regional programming and engagement with the AU can be leveraged. Opportunities for engagement at the sub-regional level will also be pursued through continued collaboration with the Economic Community of West-African States (ECOWAS), the Southern African Development Community (SADC) and the Intergovernmental Authority on Development (IGAD).

The Asia-Pacific Programme

With a regional office temporarily located in Canberra and a country presence in Kathmandu and Yangon, International IDEA's Asia-Pacific Programme will continue to support democratic reform in Asia and the Pacific through peer engagement with regional organizations, including the Association of South-East Asian Nations (ASEAN) and the Pacific Islands Forum (PIF), as well as targeted country-level interventions, with a particular focus on Mongolia, Myanmar, Nepal and the Philippines.

The Asia–Pacific Programme in 2014: Key facts		
Budget:	Core: EUR 1,041,276	Restricted: EUR 948,600 (from Norway and Switzerland)
Additional restricted funds pending confirmation (2014 only)		EUR 600,000 (from Norway)
Projects:	7	
Countries in focus:	Mongolia, Myanmar, Nepal, the Philippines	
Key partners:	ASEAN, Electoral Commission of Nepal, Myanmar Peace Center, Nepal Law Society, Philippine Center for Civic Education and Democracy, Pacific Islands Forum (PIF), Union Election Commission of Myanmar, Zorig Foundation	

Key results expected from the Asia-Pacific Programme in 2014 include:

- The facilitation of regional exchanges of good practices for election observation, to enhance awareness of **electoral integrity** issues among EMBs and political parties across the region;

- The provision of capacity strengthening and operational support to the Electoral Commission of Nepal in using the ERMTool to manage the risks of elections-related violence;

- Support to **inclusive constitution building in Nepal**, including by providing opportunities for social/identity groups to engage in consultations and building political will to reach agreement among political parties and social groups;

- Publications, policy recommendations and dialogue to enable informed decision-making and favour consensus among political and social actors on **peace-building and democratic reform in Myanmar**;

- Support to an ongoing citizen-led assessment of **democratic accountability in service delivery in Mongolia**, to enhance citizen's engagement in making democracy deliver.

International IDEA will also seek to consolidate its long-term engagement in the region by pursuing the renewal of its host-country agreement with Nepal, and realizing its partnership with the India International Institute on Democracy and Election Management. Ongoing negotiations with Indonesia will continue in view of the relocation of the regional office to Jakarta.

The LAC Programme

International IDEA's LAC Programme will continue to support democratic consolidation in LAC through a regional office in San José, a sub-regional office for the Andean Region in Lima, and country offices in Lima, La Paz, Port-au-Prince and Mexico. International IDEA is a trusted partner of regional organizations, including the Organization of American States (OAS), the Union of South American Nations (UNASUR) and the Economic Commission for Latin America and the Caribbean (ECLAC), and has long-standing collaboration with key actors of democracy support across the region.

The LAC Programme in 2014: Key facts		
Budget:	Core: EUR 1,243,308	Restricted: EUR 1,543,747 (from EU, Norway, Spain)
Additional restricted funds pending confirmation (2014 only)		EUR 650,000 (from Sweden)
Projects:	11	
Countries in focus:	Bolivia, Ecuador, Haiti, Peru	
Key partners:	Coordinadora de la Mujer (Bolivia), EMBs, Fundación UNIR, GIZ, IIJ/UNAM, NIMD, UN Women, UNASUR	

Key results expected from the LAC Programme in 2014 include:

- The VI Iberoamerican Conference on **Electoral Justice** to enhance understanding of common challenges and best practices among EMB officials;

- The provision of analysis and policy options to political institutions and stakeholders to facilitate the implementation of the new **electoral framework in Mexico**;

- The provision of advice and policy options based on regional good practices in support of the ongoing **electoral reforms in the Dominican Republic and Guatemala**;

- A contribution to **democratic consolidation in Haiti** through capacity strengthening for the EMB, support for the consolidation of political parties based on strong policy platforms and inclusiveness, and creation of opportunities for citizens, particularly women, to enhance their voice in the democratic process, including through a citizen-led assessment of the state of democracy;

- Support for the institutional capacity of the **UNASUR Center for the Study of Democracy** to conduct research and provide guidance on democratic institution building in South American countries;

- The publication of a guide of best practices for **programmatic parties in the Andean Region**, to increase the capacity of political parties to elaborate development plans that reflect the aspirations and demands of citizens;

- The development and implementation of tools to favour increased participation and representation of **women and indigenous peoples** in democratic processes across the Andean Region, including a Regional Warning System on women's participation and platforms for constructive conflict management;

- Support for the **effective and inclusive management of the 2014 elections in Bolivia**, by enhancing the capacity of national institutions to foster citizen participation, manage civic information campaigns and the role of the media, and handle issues of electoral justice;

- The provision of advice and recommendations to the Roundtable of Women Parlamentarians in Peru for the development of a legislative proposal on the **political harassment of women**.

International IDEA will also seek to consolidate its long-term engagement in the Andean Region by renewing its cooperation agreement with the Plurinational State of Bolivia and exploring options for a sustainable partnership with the Netherlands Institute of Multiparty Democracy (NIMD) in the Agora Democratica joint initiative in Ecuador.

The WANA Programme

International IDEA's WANA Programme will continue to support emerging democratic institutions in the complex transition processes underway in Egypt, Libya and Tunisia, and consolidate its establishment as a trusted partner for democratic actors across the WANA region. While enduring political tensions and deteriorated security conditions have prompted International IDEA to seek authorization to temporarily relocate the regional office from Cairo to Tunis, International IDEA will continue to engage at the country level in Egypt and Libya, as well as Tunisia. International IDEA will also continue to monitor the possibility for future engagement in Syria and Yemen, as conditions evolve in these two countries.

The WANA Programme in 2014: Key facts		
Budget:	Core: EUR 601,001	Restricted: EUR 837,697 (from Ford Foundation, Norway, Switzerland)
Additional restricted funds pending confirmation (2014 only)	EUR 1,000,000 (from EU)	
Projects:	6	
Countries in focus:	Egypt, Libya, Morocco, Tunisia	
Key partners:	Association marocaine de solidarité et développement (AMSED), League of Arab States, UNDP Regional Center for the Arab World	

Key results expected from the WANA Programme in 2014 include:

- The consolidation of the regional **Association of Constitutional Law** to increase opportunities for knowledge-sharing amongst regional constitutional experts and practitioners;

- A training curriculum on democracy building for **youth leaders** to increase the capacity of empowered youth to participate in political processes and institutions across the region;

- A manual on **gender-sensitive election monitoring** in Tunisia, to enhance the capacity of Tunisian civil society organizations to make recommendations to address the challenges facing women in electoral processes;

- The provision of knowledge resources, policy advice and capacity strengthening to electoral officials and civil society organizations, to contribute to the effective and inclusive management of the **electoral processes in Egypt and Libya**;

- The provision of knowledge resources, policy advice and capacity strengthening to the constituent assembly, to contribute to effective and inclusive **constitution building in Libya**.

International IDEA will also seek to broaden its engagement at the regional level through increased collaboration with the League of Arab States and emerging partnerships with other regional actors, including the UNDP Regional Center for the Arab World.

Global Policy Advocacy

In 2014, International IDEA will leverage its expertise to inform global discussions on policy issues related to democracy, through a concerted effort to communicate key messages in support of democracy among global, regional and national stakeholders. Targeted advocacy initiatives will be carried out by all global and regional programmes, as well as International IDEA's Office to the European Union (EU) in Brussels and Permanent Observer to the United Nations (UN), with a focus on:

- The relevance of democracy as an enabler of sustainable development in global discussions on the **post-2015 development agenda**, particularly within the UN Working Group on Democracy of the Executive Committee on Peace and Security and among Brussels-based policy influencers;

- The nexus between **democracy and women's empowerment** and the importance of strengthening women's political participation and representation;

- The nexus between **democracy, peace and security**, particularly in post-conflict situations, transitional settings and fragile states.

Institutional Management Priorities

In implementing its programme of activities for 2014, International IDEA will build on the efforts of the last few years to deliver high efficiency and accountability in project management, as per international best practices. Engagement with Member States, donors and partners in policy discussions will be an institutional priority, together with the mobilization of resources for the continued implementation of International IDEA's *Strategy 2012–2017*. The Secretariat of International IDEA will also support the Council of Member States in selecting and appointing a new Secretary-General. A mid-term review of the *Strategy 2012–2017* will be conducted in consultation with the Council of Member States and the Board of Advisors, providing guidance for the operationalization of the *Strategy 2012–2017* through International IDEA's work in 2015-2017.

Other priorities in terms of governance and external relations include:

- Reaching out to target countries for membership, with a priority in Asia and the Pacific;

- Continuing the process of seeking a framework agreement with the European Union;

- Reviewing International IDEA's engagement in key operational partnerships, including ACE and BRIDGE;

- Assessing the feasibility of joining the International Aid Transparency Initiative.

International IDEA will continue to communicate with Member States, partners and the general public through multiple external communication platforms, including the institutional websites and traditional and social media. Regional strategies will be developed for social media engagement that responds to the realities of International IDEA's target audience in each region. Resources on International IDEA's institutional website, including the unified database, will also be made available in some languages other than English.

International IDEA will continue implementing the recommendations of the Goss Gilroy report, particularly to strengthen risk management and internal control, including through the newly established Internal Audit function. Corporate services will be focused on consolidating the benefits of improved policies and processes, through implementation and enhanced systems for internal control, including new financial reports. International IDEA will also build on the risk register and corporate risk profile developed in 2013 to enhance the integration of risk management in management practices in 2014. A review of job classification across International IDEA offices will improve the employment framework to strengthen International IDEA's capacity to attract and retain talent.

2. PROGRAMMATIC RESULTS FRAMEWORK

The following tables present the expected results of International IDEA's projects in 2014. Annex 2 explains how these project-level results relate to the three-year programme-level outcomes defined in International IDEA's *Programme and Budget 2012–2014*.

2.1 The Global Programme

General		
Topic	**Project outcomes**	**Project outputs**
Global democracy curriculum	1. Enhanced availability of accessible learning resources on basic democratic principles through the development of a Global Democracy Curriculum that draws on IDEA's capacity building material	1.1. Pilot online platform for learning management established 1.2. Selected capacity building materials customized for effective online placement and dissemination

Electoral Processes		
Topic	**Project outcomes**	**Project outputs**
Elections and the media	1. Improved capacity among electoral management bodies (EMBs) and other electoral stakeholders to manage the role of the media throughout the electoral cycle, including social media as catalysts of youth participation	1.1. Policy recommendations developed and presented to EMB officials and electoral assistance providers, in collaboration with BBC Media Action, on how to help the media play a constructive role throughout the electoral cycle 1.2. Documentary film on social media as catalysts of youth participation in electoral processes scripted and ready for filming
Unified database (UID)	2. Increased access to information on national electoral practices and legislation around the world for practitioners, legislators, civil society organizations (CSOs), academia, research centers, media and other actors involved in policy-making, research, communications and advocacy	2.1. Elections-related databases within IDEA's UID updated to reflect all new elections and electoral law reforms taking place in 2014, start collecting data on trends in the use of information and communication technologies (ICT) in electoral processes, add new data categories to existing databases, and start developing time series data on electoral system design and voting from abroad databases 2.2. Database promoted among academic and practitioner networks related to democracy through dissemination of online information, translations, coded data files and other materials
Elections and ICT	3. Increased knowledge on the use of information and communication technologies in electoral processes among electoral stakeholders including policy-makers, practitioners, researchers, and civil society advocates	3.1. One publication on selected aspects of ICT in electoral processes developed, as per the needs identified in coordination with the sub-working group of the Declaration of Principles for International Election Observation on the use and observation of ICT in elections

Electoral Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Electoral management and reform	4. Availability of updated comparative knowledge on electoral management design to electoral stakeholders including policy-makers, practitioners, researchers, and civil society advocates	4.1. Second edition of the *Electoral Management Design Handbook* developed and published 4.2. Topic area of "Electoral management design" in ACE Encyclopedia updated
	5. Increased awareness among electoral authorities and stakeholders in participating states of the Community of Democracies of best practices for locally-owned electoral reform[1]	5.1. Ten national case studies of electoral processes, focusing on issues such as EMB professionalism, political finance regulation and the participation and representation of women and marginalized groups, produced and disseminated through the Community of Democracies Working Group on Elections
	6. Enhanced understanding by legislators, political parties, EMBs and civil society of the legal obligations they have themselves committed to in the field of elections	6.1. Second edition of the *International Electoral Standards: Guidelines for reviewing the legal framework of elections* produced with enhanced focus on international elections obligations, published in traditional hardcopy format and innovative web formats, and disseminated through targeted participation in events
Elections and conflict	7. Improved capacity of national stakeholders, including EMBs, security sector agencies and CSOs, to manage electoral risks, including the risks of electoral violence	7.1. Technical advice and capacity strengthening provided to EMBs and other actors (including security sector agencies and CSOs) involved in using the ERMTool, notably in Africa 7.2. ERMTool updated based on lessons learned from national experiences in implementing it 7.3. Practitioner-oriented publication developed jointly with the UNDP on strategies for the prevention and mitigation of electoral violence 7.4. Exchange of good practices and lessons learned facilitated among past, current and potential future users of the tool
	8. Enhanced availability of global comparative knowledge on the management of transitions from authoritarian systems to democracy for leaders and practitioners	8.1. Book on *Transitions Toward Democracy: Learning from Political Leaders* published in English (and Arabic if funding available), and disseminated among leaders and stakeholders in transitional contexts
Academic resources on elections	9. Increased availability of post-graduate educational resources on electoral policy and administration	9.1. Model curriculum for a pilot Master's programme in Electoral Processes and Administration published online 9.2. Model curriculum and technical advice provided to academic institutions interested in implementing the Master's programme in Electoral Processes and Administration 9.3. Graduate essay competition on electoral integrity coordinated jointly with the Electoral Integrity Project (Harvard University and University of Sydney), and winning essay presented to electoral policy makers at an international conference to be determined depending on the topic of the winning essay

[1.] This initiative is conditional upon the conclusion of a funding agreement that is being negotiated at the time of producing this *Annual Programme and Budget Update 2014*. The financial resources that may be secured for this initiative are not included in the budget figures presented in this document.

The ACE Electoral Knowledge Network:

A long-standing partnership of nine organizations from the electoral field

International IDEA works with EISA, Elections Canada, the Federal Electoral Institute of Mexico (IFE), IFES, UNDESA, UNDP, UNEAD and the European Commission (ex-officio) as part of the ACE Electoral Knowledge Network, the world's first online resource of its kind in the field of elections. It is the world's largest online repository of electoral knowledge, providing more than 10,000 pages of specialized thematic information, country and region specific information, comparative data, a global election calendar, the latest electoral news and events, and real time knowledge services and exchange through the ACE Practitioners' Network.

While International IDEA will review its engagement in operational partnerships, including ACE, International IDEA staff will continue to work alongside ACE partners in coordinating content update, facilitating online discussions and maintaining the website's technical infrastructure. In 2014, International IDEA expects to contribute to maintaining the ACE knowledge resources and online portal, coordinating the update of ACE Encyclopedia topic areas, and facilitating online discussions, postings and networking initiatives among members of the ACE Practitioners' Network.

The ERMTool:

A software application to help national authorities manage the risk of electoral violence

The ERMTool is a software application designed to empower those—electoral management bodies, security sector agencies, civil society and other state and non-state actors—who have either the mandate or interest to ensure that elections are peaceful and credible, by building their capacity to understand, analyze, and mitigate electoral risks, in particular those that may result in violence. It includes a digital library on electoral risk factors, Geographic Information System features to create country and election specific analytical models and generate electoral risk maps, and a module on designing context specific strategies to prevent and mitigate election related violence during different phases of the electoral cycle.

Developed by International IDEA, the tool was tested and piloted in Colombia, Sri Lanka, Bosnia and Herzegovina and Kenya, and is currently available online as a global public good. In 2014, International IDEA will continue providing technical support and capacity building to the users of the ERMTool in Libya and Nepal, and work with the African Union (AU) Democracy and Electoral Assistance Unit to enable its use in African countries (including Nigeria) between now and 2016.

Constitution Building Processes		
Topic	**Project outcomes**	**Project outputs**
Inclusiveness in constitution building	1. Enhanced knowledge among national and international constitutional practitioners on democratic and inclusive constitution building processes and constitutional design	1.1. Capacity strengthening activities facilitated for national practitioners in at least one target country, to be determined in consultation with regional teams based on complementarity with other ongoing constitutional support activities 1.2. Selected modules identified in consultation with regional teams to be updated, customized to regional contexts and ready for implementation 1.3. Support provided to the UN Department of Political Affairs/UNDP internal capacity building course on constitution building through advice on the design of the course, provision of selected course material, advice and possibly support to implementation
	2. Increased awareness of issues relating to inclusion in constitution building processes, and/or design for protection of minorities among international practitioners and national practitioners undergoing constitution building processes	2.1. Publication, workshop or tool to be determined based on the report and results of the conference to be held on 28-29 October 2013
	3. Increased understanding of decentralization processes during constitutional transitions among international practitioners and national practitioners undergoing constitution building processes	3.1. International conference on territorial cleavages during constitutional transitions facilitated for constitutional practitioners engaged in ongoing transitions
Gender and constitution building	4. Enhanced capacity of national practitioners to advocate for gender-sensitive constitutions in target countries	4.1. Gender audit tool for constitutions produced and disseminated among national practitioners, including in Nepal, Bolivia and Tunisia
	5. Enhanced availability of comparative knowledge on the gender dimensions of constitution building processes among international and national practitioners undergoing constitution building processes	5.1. Guide on *Strategies for Promoting Participation of Women in Constitution Building Processes* published 5.2. Issue paper on common challenges to the implementation of gender-related constitutional provisions developed
Implementation of constitutions	6. Enhanced capacity of national practitioners to support the effective implementation of constitutions	6.1. Methodology and tools for assessing the implementation of constitutions developed and tested
Online platform on constitution building	7. Enhanced availability of online comparative knowledge on constitution-building processes for researchers, members of constitution building bodies and civil society	7.1. ConstitutionNet website updated to include an expanded virtual library, more news and analysis on ongoing constitution building processes, and more documents translated to languages other than the original 7.2. Series of primers on topics to be identified in consultation with the UN Department of Political Affairs produced and published on ConstitutionNet 7.3. Constitution building community of experts expanded through the use of ConstitutionNet for information exchange 7.4. Technical infrastructure of ConstitutionNet upgraded
Security sector reform in constitution building	8. Enhanced access to knowledge resources on security sector reform experiences in constitutional transitions among international and national practitioners undergoing constitution building processes, including in Myanmar, South Sudan and Nepal	8.1. Policy manual on security sector reform in constitution building processes developed 8.2. Workshop facilitated with constitution building practitioners on comparative experiences with security sector reform

Political Participation and Representation Processes		
Topic	**Project outcomes**	**Project outputs**
Laws governing political parties	1. Increased awareness among either enforcement agencies or policy makers of the options and considerations related to political finance reform	1.1. Initial development of a practical tool on political finance reform for either EMBs and other enforcement agencies or policy makers
	2. Increased access to comparative data on political finance and by academia, democracy assistance providers and enforcement agencies on a global level	2.1. Database on political finance updated and promoted through conferences, events and social media 2.2. Publication on political finance launched and disseminated
	3. Increased awareness among donors and democracy assistance providers about the problems and possible solutions related to political finance	3.1. Policy brief on political finance produced, translated into Spanish and disseminated among democracy assistance providers and donors 3.2. Policy options promoted through a global conference on political finance, to be held in Latin America
	4. Increased understanding of matters related to party law among a variety of stakeholders, including political parties and international organizations	4.1. Advice on party law provided upon request
Inter-party dialogue	5. Enhanced capacity of political parties to conduct effective dialogues with civil society in policy-making debates, with focus on Haiti, Kenya and Nepal	5.1. Political party dialogue training module piloted in at least two countries, most likely Haiti, Kenya and/or Nepal 5.2. Capacity strengthening workshops facilitated for political parties and civil society representatives on dialogue processes, dynamics and management in at least two countries, most likely Haiti, Kenya and/or Nepal 5.3. Evaluation of the training module conducted, lessons learned identified and module reviewed accordingly before public sharing in 2015
	6. Enhanced awareness and application of IDEA's knowledge materials on political party dialogue among political parties and party assistance providers	6.1. Political Party Dialogue Guide launched and workshops facilitated to discuss its application in regional or national contexts 6.2. Policy brief on interparty dialogue updated, translated and shared online as a public good
Citizen movements and the future of political parties	7. Enhanced awareness of political parties and assistance providers of the impact of citizen movements on political parties	7.1. Publication on political parties and citizen movements in Europe and Asia launched and discussed among politicians and political party experts 7.2. Case studies on political parties and citizen movements in Latin America, WANA and Africa produced 7.3. Recommendations for improved responsiveness of political parties in response to citizen movements shared with relevant politicians and political party experts through a policy brief and two workshops

Political Participation and Representation Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Political party organizations	8. Increased interest among political parties in using IDEA's Policy Position Tool to enhance their programmatic capacities, with a focus on target countries to be determined jointly with NIMD and Pro-Demos	8.1. Self-assessment methodology developed to help political parties assess their programmatic capacities 8.2. IDEA's Policy Position Tool piloted during an electoral process in a country to be determined jointly with NIMD and Pro-Demos
	9. Increased interest among political parties in using IDEA's Strategic Planning Tool to understand and analyze their internal planning processes	9.1. IDEA's Strategic Planning Tool implemented in Kenya and piloted in one other target country (possibly in LAC), to be determined in consultation with NIMD based on complementarity with other ongoing party assistance initiatives
Online platform on political party assistance	10. Increased availability of global resources to increase the effectiveness of political party assistance	10.1. Available knowledge resources on Parliamentary support enhanced and shared with key stakeholder groups through Agora, including on gender

The PPPeer Network:

Working with peer organizations to increase the effectiveness of political party assistance

The global Political Party Peer Network—the PPPeer Network—is an informal platform for discussions and exchange of best practices among leading political party support organizations and donors from all over the world. It was first convened by IDEA in 2009 and has counted on the participation, among others, of NIMD, NDI, the Danish Institute for Parties and Democracy, Demo Finland, Norad, Sida, the Asia Foundation, ODI, USAID, IRI, OSCE/ODIHR, UNDP, and the international foundations related to political parties from Germany, Norway, Sweden, UK and Australia.

In 2014, International IDEA will work with partners in the PPPeer Network to organize at least one meeting of the network and provide input into joint projects aimed at identifying best practices in political party assistance.

State of Democracy (SoD) and State of Local Democracy (SoLD) Assessments		
This section concerns only the development of global resources for assessments. Support for the conduct of assessments in specific countries is presented under the corresponding Regional Programmes.		
Topic	**Project outcomes**	**Project outputs**
Citizen-led assessment of democracy	1. Enhanced access to knowledge resources and tools about citizen-led democracy assessments among democracy organizations and practitioners	1.1. Website on citizen-led assessments of democracy updated with new content and user-interface 1.2. Existing knowledge resources on SoD/SoLD disseminated through conferences and targeted presentations 1.3. Training curriculum developed on the citizen led-assessment approach 1.4. Four policy briefs on citizen-led assessments of democracy produced in cooperation with the SoD Expanded Network and disseminated among international organizations, democracy assistance providers and democracy experts 1.5. Structure created for an active community of practice on citizen-led assessment processes

The State of Democracy (SoD) and State of Local Democracy (SoLD) frameworks:

Empowering citizens to assess their own democracy and propose policy reforms

The State of Democracy (SoD) framework is a methodology designed to be used by citizens to assess their own democracy and identify policy steps needed to improve the quality of that democracy. It was developed in 2000 by International IDEA, in partnership with the UK Democratic Audit and the Human Rights Centre at the University of Essex, and has been used in over 25 countries, mostly by independent institutions, but occasionally through government-led initiatives. The State of Local Democracy (SoLD) framework, launched in 2004, was especially designed for assessing democracy at the local level and has been used in over 60 municipalities in thirteen different countries.

While the SoD and SoLD frameworks are available online as global public goods, International IDEA provides technical support and capacity building to national and local organizations who undertake democracy assessments. In 2014, International IDEA will be supporting assessments in Botswana, Haiti, Malawi and Namibia. We will also provide strategic advice to the institutions that recently completed assessments in Indonesia, Morocco, the Philippines and Tanzania to ensure that the results of their assessments feed into ongoing national democratic processes.

International IDEA's experience with SoD and SoLD assessments will also inform the ongoing development of a third framework for citizen-led assessments focused on democratic accountability in service delivery.

Democracy and Development		
Topic	**Project outcomes**	**Project outputs**
Democratic accountability in service delivery	1. Enhanced knowledge about the tool for assessing democratic accountability in service delivery among democracy organizations, practitioners and potential users	1.1. Tool for the assessment of democratic accountability in service delivery distributed and launched 1.2. Web platform created for the public sharing of resources on the assessment of democratic accountability in service delivery 1.3. Lessons learned from the assessments conducted in different countries collected
Political design for development	2. Increased knowledge among politicians and policy makers on how particular political institutions, processes and reforms can be designed to promote sustainable human development	2.1. At least two action oriented policy papers on development of particular political institutions, processes, and reforms, building on discussion papers, produced, validated, published and shared through dialogues and appropriate forums of regional and international, academic and research fora
	3. Increased engagement of key think tanks and assistance providers in working on the conditions that lead to programmatic party strengthening	3.1. Greater support to programmatic party development advocated with donors, the research community and party technical assistance providers through book presentations, seminars and editorials in specialized media outlets 3.2. Compendium of experiences on political party programming strengthening produced and published
Democracy in the aid agenda	4. Increased interest from donor governments and agencies in the importance of including democracy in their development aid considerations	4.1. Advocacy materials, including a book and a policy brief, produced and disseminated in fora dealing with the post-2015 agenda and other relevant global debates 4.2. Retreat on democracy assistance and results-based management in collaboration with UNDP Oslo Governance Center

International IDEA's publications:

Designed for practitioners, relevant for academics

Developing, sharing and enabling the use of comparative knowledge lies at the heart of International IDEA's *Strategy 2012–2017*. International IDEA's programme for 2014 includes the production of over 35 publications—books, handbooks, research reports, policy papers and case studies—in all regions and at global level. Once published, all these resources will be made publicly available on International IDEA's website and proactively disseminated to their target audience through outreach initiatives.

While most of International IDEA's publications target primarily an audience of practitioners—electoral officials, constitution builders, political parties and civil society organizations—they are also used by international experts and researchers to feed into academic discussions on democracy. References to International IDEA's publications in the academic field enhance the Institute's organizational clout, facilitate the development of partnerships with leading experts and opinion-makers, and attest to the publications' relevance to current challenges and issues for sustainable democracy building.

A recent citation analysis based on Google Scholar data provides insight into the lifecycle of International IDEA's publications in the academic world, where their use grows rapidly in the first three years after publication, then remains steady for another five or six years, and starts declining in the eighth or ninth year. While this lifecycle is contained to the academic field and may not be indicative of the use of the publications among practitioners, it does suggest that key publications need to be updated and re-edited after eight or nine years to remain relevant.

In 2014, International IDEA will be producing updated editions for two existing publications:

• The *Electoral Management Design Handbook* (2006), a comparative study designed to help electoral administrators, electoral administration designers and other practitioners make informed decisions on the financing, structuring and evaluation of EMBs;

• The *International Electoral Standards: Guidelines for reviewing the legal framework of elections* (2002), which sets out the basic legal components governing elections to help electoral officials and other practitioners review, draft or amend electoral legislation.

Democracy and Gender

This section concerns gender-focused deliverables only. Gender considerations will also be mainstreamed throughout all of International IDEA's work.

Topic	Project outcomes	Project outputs
Gender equality measures	1. Increased availability of knowledge tools for implementation of specific institutional and policy measures to promote gender equality	1.1. Model Gender Policy and Framework for Application for political parties developed through direct engagement with political parties in Haiti, Kenya and Tanzania
Women's political empowerment	2. Increased access to information on legal and policy options for women's empowerment and gender equality among gender advocates and gender policy makers around the world	2.1. Global Atlas of Gender Quotas disseminated to practitioners in the field of gender equality promotion, electoral and governance reforms 2.2. Online Database of Quotas updated to reflect electoral results, legislation on quotas and political party practices

iKNOW Politics:

A long-standing partnership of nine organizations from the electoral field

The International Knowledge Network of Women in Politics (iKNOW Politics) is an online workspace designed to serve the needs of elected officials, candidates, political party leaders and members, researchers, students and other practitioners interested in advancing the role of women in politics. Working jointly with UNDP, UN Women, NDI and the Inter-Parliamentary Union, IDEA contributes to maintaining and further developing iKNOW Politics with monthly online discussions, new content in multiple languages and promotion of the website through IDEA's social networks.

In 2014, International IDEA will continue to maintain and develop the iKNOW Politics platform with monthly online discussions, new content in English, Arabic, Spanish and French, and regular contact with secretariat and steering committee members for strategy development and implementation.

Democracy and Diversity

This section concerns diversity-focused deliverables only. Diversity considerations will also be addressed as a cross-cutting issue throughout all of International IDEA's relevant projects.

Topic	Project outcomes	Project outputs
Managing diversity	1. Increased knowledge and application of comparative knowledge promoting the inclusion and participation of marginalized groups in political decision making among stakeholders, in particular government officials and civil society advocates	1.1. One workshop facilitated with external partners, including Minority Rights Group International, on strategies for inclusion for marginalized groups in decision-making processes 1.2. Three case studies and a comparative analysis produced on critical factors facilitating women's roles in conflict, peace building and democracy building

Democracy, Conflict and Security

This section concerns only deliverables focused on conflict and security. Conflict and security considerations will also be addressed as cross-cutting issues throughout all of International IDEA's relevant projects.

Topic	Project outcomes	Project outputs
Crime-politics nexus	1. Relevant international, regional, national and local institutions and CSOs have a clearer understanding of the threat that illicit networks pose to democratic politics, particularly in some vulnerable areas of governance, and have access to instruments that can improve the response to that threat	1.1. Comparative knowledge and policy options to protect democratic processes from the crime-politics nexus in the Baltic region shared with relevant EU agencies and national actors from Estonia, Latvia and Lithuania through the launch and dissemination of the "Protecting Politics in the Baltic Region" report 1.2. Research report and policy options to protect democratic processes from the crime-politics nexus in Latin America published and shared with relevant actors from the international and Latin American community, including (but not exclusively) CSOs and intergovernmental organizations with a mandate related to corruption, transparency, good governance and political finance 1.3. Regional comparative research and policy options to protect democratic processes from the crime-politics nexus disseminated among key members of international organizations, academics and journalists working on related issues (e.g., anti-corruption, research and policy options against transnational organized crime, money in politics)

INTER-REGIONAL DIALOGUE ON DEMOCRACY:

Placing democracy on the common agenda of regional organizations

The Inter-Regional Dialogue on Democracy (IRDD), which IDEA has been facilitating since 2011, is a neutral space for dialogue and experience sharing on democracy amongst regional organizations, including the AU, ASEAN, EU, League of Arab States, OAS, PIF and SAARC. It seeks to support the individual and common aims of regional organizations on democracy and facilitate experience sharing on the development of regional normative instruments related to democracy.

As facilitator of the IRDD, IDEA coordinates the logistical and substantial organization of inter-regional workshops and high-level meetings, contributes to inter-regional agenda setting and uses the discussions of the IRDD, as relevant, to develop publications on the role of regional organizations in democracy building.

In 2014, the 4th High Level Meeting of the Inter-Regional Dialogue on Democracy will be hosted by the League of Arab States on the theme *Democracy and Development in our Regions: Towards a post-2015 Development Agenda*. Subject to availability of funds, this will be followed up by an Inter-Regional Workshop on Democracy and Development and a publication on the role of international organizations in constitution building and the rule of law.

2.2. The Africa Programme

Regional Initiatives		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced awareness of African EMBs on comparative approaches for engagement in electoral reform processes	1.1. Policy paper on the role of EMBs in electoral reform processes in Africa developed and disseminated among EMB officials and other electoral stakeholders
	2. Improved capacity of selected African EMBs, with support from the AU Democracy and Electoral Assistance Unit, to manage the risks of electoral violence	2.1. Technical advice and capacity strengthening provided to electoral officials from African countries, including Nigeria (and possibly others to be selected in collaboration with the AU), in using the ERM Tool
		2.2. Capacity strengthening provided to the AU Democracy and Electoral Assistance Unit on using and promoting the use of the ERM Tool
Constitution Building Processes (CBP)	3. Enhanced availability of comparative knowledge on constitution building processes for AU Member States, higher learning institutions and CSOs	3.1. Research papers on African experiences in participatory constitution building produced and disseminated among African practitioners through a regional workshop
	4. Increased opportunities for dialogue on constitutionalism amongst African experts and practitioners	4.1. African Forum on Constitution Building established, with two reference group meetings held
	5. Enhanced capacity and opportunities for African civil society organizations, constitution building experts and practitioners to exchange views on constitution building	5.1. Capacity strengthening on constitutionalism and the African Democracy Architecture provided to civil society organizations at national and regional levels
		5.2. Regional and sub-regional networks of constitution building experts and practitioners facilitated through the activities of the African Forum on Constitution Building
Political Participation and Representation Processes (PPRP)	6. Increased capacity of the AU Department of Political Affairs to promote ratification of the Shared Values Instruments and implementation of the African Charter on Democracy, Elections and Governance in AU Member States.	6.1. Technical advice and financial support provided to the Department of Political Affairs for the organization of two regional workshops, a consultation with African parliaments and a monthly dialogue series on the African Charter on Democracy, Elections and Governance and the Shared Values Instruments
	7. Increased capacity of the AU to monitor its Member States' implementation of and compliance with the Shared Values Instruments	7.1. Mechanisms developed to help the AU monitor its Member States' implementation of and compliance with the Shared Values Instruments, including benchmarks for reporting and tools for monitoring
	8. Enhanced capacity of the AU and its African partners (including civil society and media groups) to promote awareness of the African Charter on Democracy, Elections and Governance	8.1. Capacity building, advice and communication materials provided to key AU stakeholders (including civil society and media groups) to raise awareness of the African Charter on Democracy, Elections and Governance
	9. Enhanced awareness of African political parties on the current state of affairs of gender and politics in Africa	9.1. Information sharing on best practices with political party representatives from across Africa through the organization of a regional dialogue on the *Handbook Inside Political Parties: A Gender Lens on Commitments in Africa* (2013)

IDEA–AU Joint Activity Plan:

Working together to strengthen regional instruments for democratization in Africa

International IDEA and the African Union have been working together since 2008 through a Joint Activity Plan (JAP) to foster broader implementation of the *African Charter on Democracy, Elections and Governance* across AU Member States. By virtue of a Memorandum of Understanding between the two organizations, International IDEA provides expert advice and direct capacity support to the AU's Department of Political Affairs in promoting awareness of the Charter among African government officials, civil society and media, and monitoring the implementation of and compliance with AU Shared Values instruments—a collection of regional accords on democratic governance, gender equity and women's empowerment—across AU Member States.

In 2014, International IDEA will also be working with the AU's Democracy and Electoral Assistance Unit in the area of electoral risk management, building the capacity of AU officials to understand, use and promote the use of the ERMTool, a software application that assists election practitioners to assess potential elections-related conflict situations and take preventive actions throughout the electoral process. Discussions are underway for International IDEA and the AU to jointly support the use of the ERMTool ahead of the next national elections in Nigeria and other interested AU Member States.

Country-Level Initiatives

SOUTH SUDAN		
KIA	**Project outcomes**	**Project outputs**
Constitution Building Processes (CBP)	1. Enhanced capacity of the Constitution Review Commission to lead an inclusive constitutional review process in South Sudan	1.1. Expert advice, guidelines, capacity strengthening and at least four position papers provided to the Constitution Review Commission on key mechanisms for constitution review, with a focus on inclusive participation
		1.2. Two meetings facilitated between South Sudan stakeholders and other African stakeholders for experience sharing on participatory constitution review
	2. Increased capacity of the Youth Forum to engage with their constituencies on the constitutional review in South Sudan	2.1. Eight capacity strengthening and dialogue workshops facilitated for the Youth Forum on engaging with their constituencies on the constitutional review

BOTSWANA, MALAWI, NAMIBIA AND TANZANIA		
KIA	Project outcomes	Project outputs
Political Participation and Representation Processes (PPRP)	1. Increased citizen input in national discussions on democratic reform in Botswana, Malawi, Namibia and Tanzania	1.1. Capacity strengthening and ongoing technical advice provided to local assessment teams who will conduct citizen-led assessments of the quality of democracy in Malawi (SoD), Namibia (SoLD) and Botswana (SoLD)
		1.2. Recommendations for democratic reform formulated through the reports of the citizen led assessments of the quality of democracy in Malawi, Namibia and Botswana
		1.3. Advice provided to the Tanzania Centre for Democracy on an action plan to follow-up on the recommendations for democratic reform formulated in its citizen-led assessment of the quality of democracy in Tanzania
		1.4. Lessons learned from the citizen-led assessments communicated to policy makers, development partners and senior politicians in Malawi, Namibia and Botswana through a series of policy briefs

MALAWI AND SOUTH AFRICA		
KIA	Project outcomes	Project outputs
Democracy and Development (DD)	1. Increased citizens input in national discussions on democratic accountability in Malawi and South Africa	1.1. Assessment of democratic accountability in service delivery conducted for two service delivery sectors in Malawi, in collaboration with the Office of the Ombudsman
		1.2. Consultative dialogue on democratic accountability in South Africa facilitated among policy makers, civil society leaders and democracy experts

LIBERIA AND NAMIBIA		
KIA	Project outcomes	Project outputs
Electoral Processes (EP)	1. Increased access to knowledge tools by EMBs for gender mainstreaming in election administration and management processes	1.1. Gender sensitive guidelines and gender policies developed for the EMBs in Namibia and Liberia

2.3. The Asia–Pacific Programme

Regional Initiatives		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced awareness among EMBs and political parties from Asia and the Pacific of important elements required to promote the integrity of elections	1.1. Review of Indonesia's electoral justice system completed and published online for global, regional and national audiences 1.2. Regional exchanges of best practices on election observation facilitated through collaboration with ASEAN and PIF Member States 1.3. The Mongolian political finance reform experience documented in a case study and shared with regional party and legal experts
Political Participation and Representation Processes (PPRP)	2. Strengthened democratic institutions and processes through enhanced young people participation in political processes in Asia and the Pacific	2.1. Pilot city-level youth parliament created in Metro Manila 2.2. Discussions of youth issues promoted in the regional and global debates on citizen movements and political parties

Country-Level Initiatives

MYANMAR[2]		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP) Constitution Building Processes (CBP) Political Participation and Representation Processes (PPRP)	1. Increased availability of knowledge resources that enable the identification of options regarding the issues, approaches to debate, institutional frameworks and other elements of the process of democratic transition in Myanmar	1.1 Three existing IDEA publications translated, on issues including electoral observation regulations, conflict and human security, and electoral risk management 1.2 Commentaries, policy briefs and factsheets on options for democratic transition produced based on consultations with the Myanmar Peace Center 1.3 Glossary of terms important to the democratic transition updated, published online and discussed in meetings with relevant stakeholder groups from the media, civil society, the peace process, the legislature and the Union Electoral Commission 1.4 Online platform created with knowledge materials important to Myanmar's democratic transition

[2] International IDEA's engagement in Myanmar is conditional upon the conclusion of a funding agreement that is being negotiated at the time of producing this *Annual Programme and Budget Update 2014*. The results framework may vary, in accordance with the final agreement with the donor. The financial resources that may be secured for this project are not included in the budget figures presented in this document.

MYANMAR (cont.)		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP) Constitution Building Processes (CBP) Political Participation and Representation Processes (PPRP)	2. Increased awareness of regional and international good practices for political elites and general populations to effectively participate in democratic reform and governance processes among officials of the Union Electoral Commission and Myanmar Peace Center	2.1 Electoral officials exposed to regional good practices of electoral observation through a study mission to the Philippines, facilitated in collaboration with the Philippines Commission on Elections 2.2. Facilitation of an electoral risk management strategy with the Union Election Commission including exposure to the ERMTool 2.3. Officials of the Union-Level Peace Making committee and Myanmar Peace Center exposed to regional experiences with democratic transition through a study mission to Indonesia 2.4. Focus groups undertaken to provide the Union Election Commission and Myanmar Peace Center information about citizen perceptions on the democratic transition 2.5. Assistance provided to the Union Election Commission to develop a voter education strategy with key messages drawn from public opinion research and international good practice
	3. Increased opportunities for key actors of the democratic transition in Myanmar to achieve consensus on key issues of democratic reform such as constitutional issues, electoral reforms, devolution of power and inclusive governance processes	3.1. Two dialogues facilitated among key stake-holders in the peace process (including government, non-state armed groups, CSOs, the media and academics) on options for institutional accommodation of the peace process 3.2. Four consultations facilitated between the Union Electoral Commission, political parties and civil society organizations on the development of regulations for electoral observation 3.3 Four consultations facilitated between the Union Electoral Commission, political parties and civil society organizations on the development of regulations for campaign and party financing

NEPAL		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Use of tools by the Electoral Commission of Nepal to identify and monitor risks of elections-related violence in local elections	1.1. Operational plan, risk register, risk maps and risk alerts produced and distributed within the Electoral Commission of Nepal and externally 1.2. Meetings facilitated between electoral administrators and security sector agencies for information exchange and agreement on risk prevention and mitigation
	2. Sustainably enhanced capacity of the Electoral Commission of Nepal to make informed decisions towards preventing and mitigating electoral violence	2.1. Capacity strengthening facilitated to electoral staff on basic concepts of electoral security (BRIDGE) and practical skills for operating the ERMTool 2.2. Advice provided to the Electoral Commission of Nepal for the integration of the ERMTool usage methodology in standard procedures
Constitution Building Processes (CBP)	3. Increased political interest to reach an agreement on contested constitutional issues among Nepalese political parties and social/identity groups	3.1. Consolidation of the gains of the previous constituent assembly (2008–2012) through a publication and public discussions 3.2. Political party dialogues on contentious constitutional issues facilitated 3.3. Social group dialogues on federalism and restructuring of the state facilitated

The Nepal Law Society:

International IDEA's implementing partner for inclusive constitution building in Nepal

In 2010, in response to a need expressed by the Constituent Assembly Secretariat, International IDEA joined forces with the Nepal Law Society to support inclusive constitution building in Nepal by creating a new structure to bridge the gap between the Constituent Assembly and citizens: the Constitution Information Centres (CICs). Initially financed by International IDEA and operated by the Nepal Law Society, the CICs soon gathered support from other partners, including the RDIF, UNDP, Switzerland and DFID/ESP, and expanded their numbers from five to fourteen centres across the country.

With the objective of bringing to citizens relevant information about the constitution and creating spaces for citizens and constituent assembly members to interact, the CICs have brought together between 2010 and 2013 over 57,000 local leaders, civil society representatives and government officials, whose opinions on constitution issues were gathered and shared with the Secretariat of the Constituent Assembly. They also served as a platform to Constituent Assembly members to explain to the public the reasons why the Constituent Assembly was unable to finalize the Constitution in 2012.

In 2014, International IDEA will continue to work with the Nepal Law Society and other partners to support the operations of the CICs through the conclusion of the constitution building process. Reaching out to traditionally marginalized groups, including women, Dalit and indigenous peoples, will be a particular area of focus.

NEPAL (cont.)		
KIA	**Project outcomes**	**Project outputs**
Constitution Building Processes (CBP) (continued)	4. Enhanced capacity and opportunity of Nepal national stakeholders to engage in constitution building process and content discussions	4.1. Public consultations on content of the constitution carried out through the Constitution Information Centers; 4.2. Participation of women, Dalit and indigenous peoples in the constitutional process (including the new constituent assembly) facilitated 4.3. Technical advice provided to the constituent assembly's committee in charge of planning the public consultations
	5. Enhanced capacity of Nepalese democratic institutions and actors, including the constituent assembly and its Secretariat to draft and finalize the new constitution, including a transition and implementation plan	5.1. Technical advice and support provided to the constituent assembly in drafting the constitution 5.2. Technical advice and support provided to the constituent assembly to develop a transition and implementation plan 5.3. Political party and social group dialogues on challenges of implementing the new constitution facilitated
	6. Increased awareness and understanding among Nepalese social groups and political parties about the new constitution and its implications	6.1. Overall and gender assessments of the (draft) constitution produced 6.2. Information on the new Constitution and its implications provided to the citizen groups through the Constitution Information Centres

BHUTAN		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced capacity of the Election Commission of Bhutan to run a resource and training centre on democracy and elections	1.1. Existing IDEA and third-party publications on electoral issues provided to the Election Commission of Bhutan 1.2. Advice provided to the Election Commission of Bhutan for the design and piloting of a "credible elections clinic" and the use of technology in capacity strengthening programmes 1.3. Capacity strengthening facilitated for staff of the Election Commission of Bhutan on e-learning module development, public speaking and graphic design 1.4. Opportunities for peer-to-peer exchanges on democracy and elections education provided to electoral staff through study visits and staff internships in foreign EMBs or civic education centres

INDONESIA		
KIA	**Project outcomes**	**Project outputs**
Political Participation and Representation Processes (PPRP)	1. Increased citizen input in national discussions on democratic reform in the context of the 2014 elections in Indonesia	1.1. Advice provided to local partners on an action plan to disseminate and follow-up on the recommendations for democratic reform formulated in a 2012 citizen-led assessment of the quality of local democracy

MONGOLIA		
KIA	**Project outcomes**	**Project outputs**
Democracy and Development (DD)	1. Increased capacity of citizens and policy makers to discuss reforms to strengthen democratic processes in Mongolia	1.1. Assessment of democratic accountability in service delivery conducted for at least one service delivery sector in Mongolia, in collaboration with the Zorig Foundation

PHILIPPINES		
KIA	**Project outcomes**	**Project outputs**
Political Participation and Representation Processes (PPRP)	1. Increased citizen input in national discussions on democratic reform and the peace process in the Bangsamoro region (formerly the Autonomous Region in Muslim Mindanao)	1.1. Advice provided to local partners on an action plan to follow-up on the recommendations for democratic reform formulated in a 2012 citizen-led assessment of the quality of local democracy in the Bangsamoro region

2.4. The Latin America and Caribbean Programme

Regional Initiatives		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced understanding of common challenges in electoral justice among EMB officials in LAC	1.1. Comparative knowledge and best practices on electoral justice facilitated to EMBs by regional academic experts, magistrates and officials through the organization of the VI Iberoamerican Conference on Electoral Justice in Mexico, in partnership with the Mexican Electoral Tribunal
	2. Enhanced capacity of EMBs from the Southern Cone (particularly Brazil and Uruguay), Mexico and Central America to engage in discussions on issues related to electoral reform	2.1. Regional experience sharing and capacity strengthening on electoral reform facilitated to EMBs from the Southern Cone (particularly Brazil and Uruguay), Mexico and Central America on issues including electronic voting, voting from abroad, public funding and the media, gender and the recommendations of the Global Commission on Elections, Democracy and Security
	3. Enhance capacity of EMBs to improve legal frameworks for gender equity in Central America, the Dominican Republic and Mexico	3.1. Capacity strengthening activities organized on electoral reform for gender equity for EMBs, parliamentarians, political parties, academics and journalists in Central America, the Dominican Republic and Mexico
Constitution Building Processes (CBP)	4. Increased discussion and experience sharing among Latin American countries on constitutional reform processes	4.1. Regional experience sharing between academic experts, politicians and officials facilitated through the organization of a regional conference on current state of constitutional reform processes in Latin America (in partnership with the UNAM/ Iberoamerican Institute of Constitutional Law)
		4.2. Second edition of a research poll on constitutional culture in Argentina conducted, in partnership with the Argentinian Association of Constitutional Law and the UNAM/ Iberoamerican Institute of Constitutional Law (IIDC) to analyze the attitudes and values of Argentinian society towards constitutionalism 30 years after the country's return to democracy

Regional Initiatives (cont.)		
KIA	**Project outcomes**	**Project outputs**
Political Participation and Representation Processes (PPRP)	5. Enhance awareness and increased understanding of the illicit practices in the funding of political parties among global, regional and national actors involved in political finance regulation	5.1. Regional best practices shared and discussed with EMB officials, parliamentarians, political parties and other actors involved in political finance regulation from different regions on illicit practices in the funding of political parties, using materials based International IDEA's database on the funding of political parties, publications and regional experts networks. 5.2. Publication on Political Finance Regulations Around the World: An Overview of the International IDEA Database (Spanish) disseminated among EMB officials, parliamentarians, political parties and other actors involved in political finance regulation from the region
	6. Strengthened relationship between citizens and political institutions in Central America, the Dominican Republic and Mexico	6.1. Capacity strengthening and technical advice to improve regulatory frameworks and management capacity of political parties in Central America, the Dominican Republic and Mexico
	7. Enhanced capacity of political parties to promote gender equity in participatory and representational processes in Central America, the Dominican Republic and Mexico	7.1. Capacity strengthening workshops on gender equity in participatory and representational processes facilitated for government officials, parliamentarians and political parties in Central America, the Dominican Republic and Mexico
Democracy and Development (DD)	8. More effective collaboration and coordination among international organizations working on key democracy issues in LAC	8.1. Series of two or three regional and sub-regional conferences on key challenges for democracy in LAC (to be identified jointly with regional partners) facilitated with international actors, regional and sub-regional organizations as well as other agenda-setters from LAC

IIJ/UNAM:

International IDEA partners with a leading academic institution in Latin America

In 2012, International IDEA and the National Autonomous University of Mexico (UNAM) signed a Memorandum of Understanding to formalize their long-standing partnership in supporting sustainable democracy in Mexico and Central America through technical assistance programmes and academic activities. The specific objectives of the partnership for 2013-2014 are defined by a joint workplan developed by International IDEA and the UNAM's Institute of Legal Research (IIJ).

In 2014, International IDEA and IIJ/UNAM will work together with Mexican electoral authorities to support ongoing electoral reforms in Guatemala and the Dominican Republic, as well as the new electoral reform cycle in Honduras, Costa Rica and El Salvador after their coming presidential elections. The partnership will also contribute to analyzing and preventing problems of implementation on the new electoral framework approved in the last months of 2013 in Mexico, including the proposed new political parties law and the new transparency and access to public information institutional framework. Increased transparency and accountability in political and electoral institutions in Mexico and Central America will be another priority.

Sub-Regional Initiatives

Andean Region		
KIA	**Project outcomes**	**Project outputs**
Political Participation and Representation Processes (PPRP)	1. Greater consensus on the role of the media in democracy, particularly in helping to promote the representation and accountability of political actors in the Andean Region	1.1. Capacity strengthening provided to Andean journalists on the role of the media in electoral processes 1.2. Dialogue facilitated between journalists and media owners from across the Andean region on self-regulation and the role of the media in democracy
	2. Increased capacity of political parties from the Andean Region to elaborate development plans that reflect the views of civil society	2.1. Guide of best practices on building programmatic parties produced, based on self-evaluations by political parties represented in parliaments in the Andean region, as well as inputs from civil society organizations
Political Participation and Representation Processes (PPRP) Democracy and Development (DD)	3. Strengthened capacity of regional leaders from the Andean Region to generate consensus on key policy issues within their countries and regionally	3.1. Roundtables facilitated among Andean leaders to foster common agendas and creative solutions to enhance women's political participation through a Regional Warning System 3.2. Exchange of regional good practices in natural resource management and indigenous rights facilitated among representatives of the Executive and Legislative powers from the Andean region
Democracy and Development (DD)	4. Enhanced capacity and opportunity for public opinion leaders, including parliamentarians, party leaders, business leaders, academics and the media, to promote bilateral relations between Chile and Peru based on a common agenda for the future	4.1. Meetings facilitated between media directors from both countries on the role of the media in building a bilateral agenda 4.2. Dialogue facilitated between high-impact opinion leaders, youth leaders and academic communities from both countries on the construction of a bilateral common agenda 4.3. Publication on the future Chilean-Peruvian agenda produced, in collaboration with two former foreign ministers from the two countries

Country-Level Initiatives

BOLIVIA³		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced capacity of the Bolivian EMB to manage the electoral process, including through healthy relationships with the Electoral Supreme Court and the Departmental Electoral Courts	1.1. Technical advice provided to the EMB in developing and implementing its institutional strategic plan for 2014 and assessing needs and best practices for the articulation of the relationship between national and sub-national electoral courts 1.2. Capacity strengthening provided to electoral officials on electoral administration issues, including through BRIDGE training and workshops on gender mainstreaming in electoral management
	2. Increased capacity of the Intercultural Service for Democratic Strengthening (SIFDE) to foster participation in the 2014 elections in Bolivia	2.1. Technical advice provided to the Intercultural Service for Democracy Strengthening in setting up a Democracy Training Center, developing a curriculum on intercultural democracy, establishing relations with similar organizations from the region and developing a public communications strategy 2.2. Train-the-facilitator workshops provided to SIFDE instructors on the basic concepts of intercultural democracy, in view of their deployment across the country
	3. Enhanced capacity of the Bolivian EMB to manage civic information campaigns, electoral propaganda and the role of the media in the electoral process	3.1. International good practices for the management of electoral information and propaganda shared with the EMB through a research study and workshop 3.2. Support provided to the EMB in monitoring the implementation of recommendations from part electoral observation missions in relation to electoral information and propaganda 3.3. Good practices on the role of the media in the electoral process shared with the EMB through a research study 3.4. Support provided to SIFDE regional centers in developing procurement and training plans for information and communication tools, including development of a software for electoral propaganda monitoring
	4. Improved coordination between the Bolivian EMB and the legislature for the development of a political party law	4.1. Joint working group between the EMB and the legislature facilitated to periodically review progress and issues in the development of the political party law 4.2. Support provided to the EMB in the production of informational material on the political party law 4.3. Policy recommendations provided to the EMB and the legislature through the production of comparative studies and the collection of input from civil society organizations, including women's groups

3. International IDEA's engagement in Bolivia is, in part, conditional upon the conclusion of a funding agreement that is being negotiated at the time of producing this *Annual Programme and Budget Update 2014*. The results framework may vary, in accordance with the final agreement with the donor. The financial resources that may be secured for the activities under negotiation are not included in the budget figures presented in this document.

BOLIVIA (cont.)		
KIA	**Project outcomes**	**Project outputs**
Constitution Building Processes (CBP)	5. Increased opportunities for public participation in the development of legislation stemming from the new Bolivian Constitution, particularly laws related to the political participation of women and indigenous peoples	5.1. Advice provided to the legislative assembly on priority-setting for the 2014 legislative agenda, comparative analysis of international legislation on priority topics, and the mainstreaming of gender and diversity considerations in legislative proposals 5.2. Roundtable discussions facilitated between legislative commissions and civil society organizations on the content of draft legislative proposals, to be selected as per the legislative agenda
Political Participation and Representation Processes (PPRP)	6. Increased capacity of new regional and indigenous political organizations to conform to the Law of Political Organizations in Bolivia	6.1. Technical advice provided to new political organizations, including indigenous organizations, in drafting programmatic platforms and statutes that conform to the Law of Political Organizations 6.2. Study on the conformity to the gender-related provisions of the Law of Political Organizations among political organizations produced and published
	7. Increased capacity and opportunity for Bolivian women to play a meaningful role in political and civil society organizations	7.1. Policy proposals from women's organizations collected and shared with political organizations in view of their inclusion in the organizations' programmatic platforms 7.2. Capacity strengthening provided to women candidates on electoral campaign skills, including the electoral agenda, gender issues and political communication 7.3. Support provided to a women's organization for the implementation of a system for electoral monitoring from a gender perspective
	8. Increased capacity of Bolivian political organizations to develop consensus-based programmatic proposals	8.1. Development of programmatic proposals by political organizations facilitated through assistance with priority-setting, recommendations on the development of national visions and the organization of consensus-building roundtables 8.2. Discussions on the programmatic proposals facilitated between political organizations and civil society through the organization of public events, with particular attention to the participation of women, youth and indigenous peoples
	9. Greater sensitivity of Bolivian state and social stakeholders to dialogue and constructive conflict management in their relations	9.1. Workshops facilitated between social and state organizations about conflict management in six departments of the country, drawing on international experience 9.2. Territorial platforms for constructive conflict management among pertinent state and social stakeholders designed and implemented on topics prioritized by partner social organizations 9.3. Proposal developed in conjunction with state and social stakeholders for a draft public policy on dialogue and constructive conflict management
Democracy and Development (DD)	10. Increased capacity of Bolivian political organizations to reach consensus on the effective management of revenues from natural resources (hydrocarbons and minerals)	10.1. Advice provided to political organizations for the development of their policy plat forms related to the management of revenues from natural resources, including through consistency analysis and bench-marking to international best practices 10.2. Consensus on the policy platforms for natural resource management facilitated through the organization of workshops within political organizations and between political organizations and CSOs

AGORA DEMOCRATICA:

A joint initiative of IDEA and NIMD to strengthen political participation in Ecuador

IDEA's engagement in Ecuador is articulated through Ágora Democrática, a joint initiative of IDEA and NIMD to strengthen the multiparty political system, the institutionalization of political organizations, and to improve the relationship between the political establishment and civil society.

Since its creation, Ágora Democrática has supported political reform processes through technical assistance, providing international comparative experiences, publications, workshops and seminars. It has also created forums for multiparty dialogue, including 'Ágora Política', a political magazine with an Editorial Board from the main Ecuadorian political organizations and two multiparty women's groups.

In 2014, Ágora Democrática will work to:

- Strengthen the institutional capacity of the National Assembly to respond to citizens' needs, by supporting the consolidation of the Parliamentary Group for Women's Rights and the institutionalization of a Legislative School, and creating spaces for public discussion on legislative proposals;
- Enhance pluralism, inclusiveness and transparency within political organizations, by providing advisory services and capacity strengthening for political organizations on the development of programmatic platforms, internal democracy and relations with citizens;
- Enhance the capacity of women and youth to make informed contributions to participatory processes by providing capacity strengthening for women and youth leaders and developing knowledge resources on mechanisms for the political participation of citizens.

PERU		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Increased capacity of Peruvian electoral authorities and political leaders to develop legislative proposals for electoral reform	1.1. Multi-party discussions on electoral reform, particularly on the public financing of political parties, facilitated among electoral authorities, political leaders and experts 1.2. Advice provided to electoral authorities in developing legislative proposals for electoral reform
Political Part-icipation and Representation Processes (PPRP)	2. Increased capacity of Peruvian parliamentarians to effectively mainstream gender considerations in legislative proposals	2.1. Advice provided to the Roundtable of Women Parliamentarians through the production and promotion of recommendations for a legislative proposal on political harassment
Democracy and Development (DD)	3. Increased capacity of the UNASUR Center for the Study of Democracy to conduct research and provide guidance for strengthening democratic institutions in South American countries	3.1. Series of working papers published on the state of democracy in South America 3.2. Discussion paper prepared for dissemination and discussion among members of the UNASUR Electoral Council, on UNASUR's electoral accompaniment missions 3.3. Interactive web portal with information about democracies in South America and up-dated database on politicians launched and disseminated among UNASUR countries
	4. Improved capacity of Peruvian political parties to develop political programmes that address poverty and inequity	4.1. Technical advice facilitated to political parties through bilateral meetings on the development of political platforms 4.2. Roundtables facilitated between political parties and civil societies to build consensus on poverty reduction policies

HAITI		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced capacity and professionalism of the Permanent Electoral Council of Haiti	1.1. Capacity strengthening activities facilitated on electoral management topics identified by the Permanent Electoral Council, such as the modernization of its administrative and accounting practices 1.2. Dialogue facilitated between the Permanent Electoral Council and political parties, civil society and the media throughout the electoral process
Political Participation and Representation Processes (PPRP)	2. Stronger political parties and parliamentary structures in Haiti	2.1. Meetings and workshops facilitated to encourage consensus building between political platforms, alliances or parties and parliamentarians 2.2. Media training workshops facilitated using the Law on Political Parties, as well as the Study on political parties, to help media and parties to understand each other's roles and to develop more efficient communication between parties and civil society 2.3. Meetings, debates and seminars facilitated around the Law on Political Parties, once it is passed, to stimulate regroupings and alliances based on ideological principles, promote internal democracy and increase participation of women and youths 2.4. Workshops facilitated on mechanisms political parties could use to reinforce their links with their members elected to parliament 2.5. Radio program created to sensitize political parties, civil society organizations as well as the population at large on the importance and role of political parties as the main building blocks of democratic societies
	3. Increased awareness on the importance of the political participation of women among Haitian political leaders	3.1. Training workshops to reinforce women's capacities to hold important roles in parties and other power structures 3.2. Technical assistance provided to decision makers in reviewing the legal framework needed for the implementation of the quota for women
Political Participation and Representation Processes (PPRP)	4. Increased opportunity for citizen engagement in discussions on democratic reforms in Haiti	4.1. Capacity strengthening and ongoing support provided to local partners in the implementation of a citizen-led State of Democracy assessment 4.2. Workshops facilitated to encourage dissemination and debate among political and civil society actors on the recommendations formulated by the State of Democracy assessment

2.4. The West Asia and North Africa Programme

Regional Initiatives		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced awareness of good practices on democracy and elections across the WANA region	1.1. Arab Democracy and Elections Forum established, in partnership with and under the umbrella of the League of Arab States, as a forum to bring together regional experts, practitioners and government officials in the field of elections
Constitution Building Processes (CBP)	2. Enhanced knowledge and exchange on constitutional law in WANA amongst regional experts and practitioners	2.1. Association of Constitutional Law established and registered as a forum to bring together regional experts and practitioners in the constitution building sector
		2.2. Regional experiences on constitution building shared through the production and publication of two studies and the organization of two regional conferences for constitutional experts and practitioners
Political Participation and Representation Processes (PPRP)	3. Enhanced ability for politically engaged women to make a meaningful contribution to transitional processes in WANA	3.1. Research report on how new systems under transitional processes affect women's participation produced, translated into Arabic and disseminated online
	4. Increased opportunities for empowered youth to engage in political participation and representation processes in WANA	4.1. Democracy building training curriculum for youth leaders drafted in consultation with national youth organizations and partners
		4.2. National network of youth organizations created in one country to be determined
Democracy and Development (DD)	5. Increased understanding of the relationship between private sector development and democracy building in Egypt, Jordan, Morocco, and Tunisia amongst international investors, private sector representatives, political groups and government authorities	5.1. Study and policy brief on enhancing the impact of private sector development on democratic transition in the Mediterranean Partner Countries co-produced with the European Investment Bank

Country-Level initiatives

EGYPT[4]		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP) Political Participation and Representation Processes (PPRP)	1. Increased capacity of Egyptian state institutions to manage electoral processes effectively	1.1. Roundtables and workshops facilitated for EMB officials and other state actors, focused on electoral management and electoral risk management 1.2. Capacity strengthened provided to key actors from the state institutions on the electoral process 1.3. Existing IDEA knowledge resources presented to key actors within state institutions
	2. Strengthened capacity of political parties, including their youth wings, to effectively and productively participate in the electoral process in Egypt	2.1. Capacity strengthening activities, including on partisan electoral observation and other issues determined as part of a needs assessment, facilitated for youth leaders from political parties 2.2. Existing IDEA knowledge resources presented to political parties involved in the electoral process
	3. Strengthened capacity of civil society organizations to effectively and productively participate in the electoral process in Egypt	3.1. Capacity building provided to civil society leaders, in a train-the-facilitator approach, on electoral issues determined as part of a needs assessment 3.2. Opportunities for dialogue between political parties and civil society organizations facilitated through the organization of workshops 3.3. Existing IDEA knowledge resources presented to civil society organizations involved in the electoral process

LIBYA[5]		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced capacity of Libyan stakeholders to make informed decisions on the regulatory framework for electoral administration	1.1. Policy options and recommendations provided to the High National Election Commission and other relevant stakeholders on key dimensions of the electoral law and electoral administration
	2. Enhanced capacity of the High National Election Commission to organize credible, technically sound and peaceful elections in Libya	2.1. Training provided to selected EMB staff on key skills related to electoral management 2.2. Technical advice provided to the HNEC on key issues related to electoral management 2.3. Customized ERMTool, with related capacity development and technical support, provided to the HNEC for implementation during and between electoral events
	3. Enhanced capacity of the High National Election Commission and other relevant Libyan stakeholders to engage with citizens throughout the electoral cycle	3.1. Technical advice and capacity development provided to the HNEC and other relevant stakeholders on the development of effective outreach strategies

[4.] International IDEA has been approached by the EU to implement an additional project in support of the democratic transition in Egypt. If confirmed, that project would significantly increase the scope of International IDEA's engagement in Egypt in 2014. Its results framework and budget are under development and are not included in this document.

[5.] International IDEA's engagement in Libya is conditional upon the conclusion of a funding agreement that was being negotiated at the time of producing this *Annual Programme and Budget Update 2014*. The results framework may vary in accordance with the final agreement with the donor. The financial resources that may be secured for this project are not included in the budget figures presented in this document.

LIBYA (cont.)		
KIA	**Project outcomes**	**Project outputs**
Constitution Building Processes (CBP)	4. Enhanced capacity of the Libyan constituent assembly to develop rules and procedures to be effective and have a good relation with the General National Council	4.1. Technical expertise and comparative knowledge on institutional design for effective constitution building provided to the constituent assembly 4.2. Recommendations provided to the constituent assembly and General National Council for the development of communication and coordination mechanisms based on international best practices
	5. Enhanced capacity of the Libyan constituent assembly to draft a constitution that responds to the needs of citizens and meets regional and international good practices	5.1. Customized knowledge resources and capacity development provided to relevant members of the constituent assembly, based on comparative best practices for constitution building 5.2. Technical expertise and policy options, including on gender sensitivity, provided to relevant members of the constituent assembly and the constituent assembly's secretariat throughout the drafting process 5.3. Technical expertise and policy options provided to the General National Council for the design and implementation of an effective outreach strategy for engaging civil society (particularly women and marginalized groups) in the constitution building process
Political Participation and Representation Processes (PPRP)	6. Increased opportunities for constructive dialogue between Libyan national institutions and civil society groups (particularly women and marginalized groups)	6.1. Dialogue sessions facilitated between civil society groups and national institutions, including General National Council, High National Election Commission and constituent assembly members, on matters related to the electoral and constitution building processes 6.2. Customized knowledge resources and capacity development provided to civil society groups, including women and marginalized groups, based on comparative best practices for effective engagement in democratic processes

The Association of Constitutional Law:
A forum for constitution building across the WANA region

Since early 2013, International IDEA has been leading an effort to create a regional Association of Constitutional Law, as a platform for knowledge sharing among leading constitutional experts from the WANA region. Launched in May 2013, the Association held its first conference in Tunis, in partnership with local organization Juricercle, with participation from over 40 experts from Morocco, Algeria, Tunisia, Libya, Egypt, Sudan, Lebanon, Syria, Jordan, Iraq and Kuwait. The second conference is planned for December 2013 in Rabat, in partnership with the Mohamed V University.

In 2014, IDEA will be assisting the Association to:

- Officially register as a functioning organization under the laws of a country in the region;
- Develop and launch its website;
- Bridge the knowledge gap on constitutional law in the region, by organizing regional conferences and promoting research on issues of importance to the region;
- Promote its members as experts who can serve efforts to engage in constitutional reform.

TUNISIA		
KIA	**Project outcomes**	**Project outputs**
Electoral Processes (EP)	1. Enhanced ability of Tunisian CSOs to make meaningful recommendations to address the challenges facing women in electoral processes	1.1. Needs of CSOs on the monitoring electoral processes from a gender perspective identified through a workshop with organizations who observed the last electoral process 1.2. Manual on electoral monitoring from a gender perspective produced in consultation with CSOs, as per the needs assessment

MOROCCO		
KIA	**Project outcomes**	**Project outputs**
Political Participation and Representation Processes (PPRP)	1. Increased citizen input in national discussions on democratic reform in Morocco	1.1. Advice provided to the AMSED on an action plan to follow-up on the recommendations for democratic reform formulated in a citizen-led assessment of the quality of democracy

3. INSTITUTIONAL MANAGEMENT PRIORITIES

3.1. External Relations, Governance and Advocacy

Member States Engagement and Partnerships	
Objectives	**Priorities for 2014**

1. To expand membership and active engagement of Member States in the governance of the organization and in supporting International IDEA's *Strategy 2012–2017*	• Consult and/or convene Member States on issues related to the resourcing and implementation of the *Strategy 2012–2017* at the global, regional and country levels
	• Increase engagement with Member State representatives in countries where IDEA implements country-level projects, through:
	  – Periodic briefing sessions on country-level assistance programmes, particularly in Egypt, Tunisia, Libya and Addis Ababa
	  – Increased invitations for Member States representatives to participate in national or international events organized by IDEA
	  – The circulation of policy notes and analysis to Member State representatives in WANA and LAC
	• Conduct outreach missions to target countries for membership, with a priority for Asia-Pacific

2. To preserve and increase core and restricted funding from Member States and donors through enhanced engagement opportunities, quality resource mobilization products and effective grant management	• Strategy for Income Growth and Partner Engagement, with particular attention to:
	  – Resource mobilization for continued engagement in countries where IDEA has established networks and partners, including Egypt, Libya, Tunisia, Nepal, Myanmar, South Sudan and Kenya
	  – Resource mobilization for possible new engagement in strategically chosen areas where IDEA's reach has been limited, including Melanesia
	  – Global projects that correspond to Member States priority areas, including money in politics, accountability, conflict and security, gender equality and a global democracy curriculum
	  – A review of IDEA's engagement in long-term operational partnerships, including ACE and BRIDGE
	• Implement the Core Funding Management Process and develop a new Donor Reporting Procedure to clarify internal accountabilities and ensure quality standards.
	• Develop and implement a Donor Communication Strategy and Plan addressing communications needs of both IDEA and its Member States.
	• Conduct a feasibility study on joining the International Aid Transparency Initiative.
	• Develop a roadmap for Private Sector Engagement and Partnerships to

3. To strengthen relationships with other international and democracy-related organizations to leverage synergies in democracy support	• Consolidate and expand partnerships with regional organizations:
	  – Seek a framework agreement with the EU
	  – Sign a Memorandum of Understanding with the League of Arab States
	  – Explore modalities for partnership with the UNDP regional Center for the Arab World
	• Strengthen and realize IDEA's relationship with the India International Institute of Democracy and Election Management

Advocacy	
Objectives	**Priorities for 2014**
1. To ensure the relevance of IDEA's actions on the international stage and establish IDEA as a trusted partner and primary source of comparative knowledge on democracy among global actors, including the EU and the UN	• Provide input into the global discussions on the post-2015 development agenda by: – Influencing policy discussions via the UN inter-agency Working Group on Democracy of the Executive Committee on Peace and Security – Facilitating informal dialogue amongst UN Member States on democracy in the post-2015 development agenda and within the policy debate on Sustainable Development Goals – Producing policy analysis on democracy and the post-2015 development agenda, in cooperation with relevant UN secretariat, programmes, funds and entities – Publishing a series of papers on the intersections between democracy and the post-2015 agenda for widespread dissemination amongst UN Member States • Promote democracy support in EU policy considerations, by highlighting the inter-linkages between democracy and sustainable development, human rights, rule of law, and good governance by: – Producing policy analysis on democracy in the political dialogue agenda between the EU and third countries; – Publishing a paper on improved democracy support in the EU's external relations – Facilitating informal dialogue amongst Brussels-based democracy role-players and actors on the post-2015 development agenda – Promoting and raising awareness of IDEA's Regional Programmes and knowledge resources that could inform EU policies, frameworks or instruments on democracy building • Engage with UN partners on the nexus between democracy and women's empowerment to promote women's equal political participation and representation • Promote the relevance of IDEA knowledge resources for post-conflict situations, transitional settings and fragile states, including through the production of a policy paper on democracy, peace and security • Develop an advocacy plan on the issue of money in politics
2. To use IDEA's expertise to inform global discussions on topical challenges related to democracy	• Work with Botswana to organize an Annual Democracy Forum, on a topic agreed upon by IDEA and Botswana, as part of the Botswanan chairmanship of IDEA

3.2. Communications and Knowledge Management

External Communications	
Objectives	**Priorities for 2014**
1. To foster increased demand by Member States, strategic and boundary partners for more collaboration with IDEA in its key impact areas	• Produce corporate knowledge resource products, platforms and services highlighting how the work of the Institute contributes towards more sustainable, effective and legitimate democracy worldwide
2. To promote awareness by Member States and external actors of IDEA's knowledge and comparative advantage in democracy building	• Ensure that IDEA knowledge products are published and distributed to target audiences effectively • Ensure that IDEA's online knowledge databases are updated for use by targeted audiences effectively • Promote IDEA's work towards sustainable democracy processes worldwide through corporate communications material, website and social media channels, including by developing: – Regional strategies for social media engagement – A Spanish language portal on the website – Spanish and Arabic language versions of the unified database – A sub-site for the Africa Programme

External Communications (cont.)	
Objectives	**Priorities for 2014**
3. To increase knowledge among the media of IDEA and its role and activities in democracy building	• Ensure appropriate media coverage of IDEA's work and personalities (hardcopy/digital/online/social media/broadcast

Internal Communications	
Objectives	**Priorities for 2014**
1. To enhance information flows across the institute	• Further develop the intranet for enhanced coordination and collaboration among units and staff
2. To ensure that latest information and knowledge is used in substantive work projects and programmes	• Provide access to online library and knowledge resource services for all units and staff

Knowledge Management	
Objectives	**Priorities for 2014**
1. To establish formal structures for knowledge sharing across the institute	• Establish focal points for coordination, knowledge analysis and learning for each major theme/topic across the institute • Use the Programme Development Committee for cross-team planning, prioritization and knowledge sharing

3.3. Internal Governance, Risk Management and Internal Control

Internal Governance, Risk Management and Internal Control	
Objectives	**Priorities for 2014**
1. Enhanced effectiveness of International IDEA's Management Committee	• Implementation of the newly developed Management Committe Charter
2. Enhance integration of Risk Management into Internaional IDEA's management practices	• Develop and document risk management processes andprcedures • Setting up a risk management monitoring and review machanism
3. Enhance quality of International IDEA's internal controls, risk management and governance processes	• Implement risk based internal audit plan • Respond to requests from Secretary-General and Finance & Audit Committee

3.4. Strategic Planning

Strategy Development, Planning and Performance Management	
Objectives	**Priorities for 2014**

1. Enhanced alignment between programme activities and the *Strategy 2012–2017*	• Coordinate a mid-term review of the *Strategy 2012–2017*, in consultation with Member States and the Board of Advisors
	• Develop and update regional and thematic strategies aligned with the *Strategy 2012–2017*, including:
	  – Review the regional strategies for LAC and WANA, as needed;
	  – Develop regional strategies for Africa and Asia-Pacific;
	  – Develop a thematic strategy for the Democracy & Development KIA
	• Strengthen the results framework of restricted–funded projects through improved tools for project development

2. Enhanced effectiveness of the annual planning cycle	• Coordinate the production of the Programme and Budget 2015–2017 with a three-year perspective • Identify, design and produce new tools for programme management using data gathered during the annual planning cycle
3. Enhanced ability to capture and communicate the results of International IDEA's work to Member States, partners and donors	• Develop tools for enhanced automation of data collection and consolidation for periodic reporting • Improve the annual reporting process by piloting a new interview-based data collection method, adding corporate-level performance indicators and enhancing synergies between the Annual Results Report and the public Annual Report
4. Improved tools for effective institutional and project management within International IDEA	• Implementation new project management tools • Develop tools for improved institutional knowledge management based on best practices identified from internal case studies • Strengthen the organization of Management Committee meetings as per the Management Committee Charter • Improve communications on policies and procedures using the intranet
5. Enhanced awareness of international best practices in strategic and project management	• Facilitate a peer network sharing platform on planning, monitoring and evaluation

3.5. Gender Mainstreaming

Gender Mainstreaming	
Objectives	**Priorities for 2014**
1. To increase awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices	• Induction and orientation of new staff • Advisory support and guidance • Gender Committee coordination
2. To increase the capacity of IDEA programmes to influence key democratic stakeholders on promoting gender equality	• Capacity development and training for HQ and Regional staff • Application of implementation and tracking tools

3.6. Corporate Services

Corporate Services	
Service Area	**Priorities for 2014**
1. Human resources	• Ensure geographic moves planned in regions, including office closures and openings, take place with optimal human resource management counseling and action • Maintain and reinforce the new momentum on staff training and development, particularly in proper planning of institutional training priorities • Improve the Institute´s employment framework by providing a consistent job classification, both in HQ and in regions, including local positions
2. Finance and administration	• Deliver balanced budget with corresponding better monitoring parameters • Manage cash flow; for cross-border operations, implement Citi Bank payment solution for countries where International IDEA cannot operate a bank account • Implement grants management module, use Maconomy expert consultants (in lieu of full time in house role) and install Maconomy in the final two offices (Haiti and Libya). Identify and group audits for 2014 with a view to minimizing audit time and costs; wherever possible in case of field based audits, identify cheaper local auditors in line with procurement policy
3. Facilities	• Implement the Fire safety resources and provide training to all staff according to the requirements by the Swedish Fire security law • Make sure all the standing renovations and furnishing are finalized in a cost effective manner • Guarantee the best internal customer services and ensure that Facilities recharge the cost of all internal supplies during workshops, conferences and other programmatic events
4. Information and communication technology	• Deeper integration of regional and field offices with IDEA´s data center (access, backup etc.) • Increased usage of Maconomy • Increased collaboration and smarter communication of staff with support of appropriate IT tools
5. Procurement	• Disseminate the revised procurement policy • Adherence to the procurement policy. Compliance to be gauged by observations made by the Internal audit and other ad hoc reviews conducted on an on-going basis

4. BUDGET

International IDEA's budget for 2014 follows the same structure outlined in 2013, which breaks down the budget into three main cost categories: programmatic costs, programme support costs and institutional costs.

Table 1 presents the structural breakdown for 2014. It is aligned to the programme of activities presented in sections 1 to 3 of this document and therefore represents the cost of executing International IDEA's programme of activities for 2014.

Table 1: Structural breakdown of International IDEA's budget for 2014

Cost Category	Budget 2014	
	EUR	**%**
Programmatic	18,968,651	87,0
Programme Support	2,193,216	9,6
Institutional	2,995,300	13,7
Cost recovery	(2,256,181)	(10,3)
Total	**21,900,986**	**100,0**

The programmatic part of International IDEA's budget is articulated in line with International IDEA's strategic framework (see Annex 1), with resources allocated per programme and per key impact area, as per Table 2. The allocation of resources per key impact area is meant to ensure that results are achieved within each of International IDEA's four areas of expertise, namely electoral processes, constitution-building processes, political participation and representation processes, and democracy and development.

**Table 2: Strategic breakdown of International IDEA's programmatic budget for 2014 (in EUR)**

Programmes	Key Impact Areas				Budget 2014	
	Electoral Processes	**Political Participation and Representation Processes**	**Constitution-Building Processes**	**Demcracy and Development**	**Total**	**%**
Global Programme	1,547,600	2,925,100	2,207,500	686,900	7,367,100	39
Africa	65,700	1,633,300	1,775,500	196,100	3,670,600	19
Asia-Pacific	839,100	95,300	853,700	201,700	1,989,800	10
LAC	481,700	1,054,900			2,787,100	15
WANA	891,700	260,400	286,500	1,250,500	1,438,600	8
Others*		276,600		1,438,700	1,715,300	9
TOTAL Programmatic	**3,825,800**	**6,245,600**	**5,123,200**	**3,773,900**	**18,968,500**	**100**

* This line refers to the Inter-Regional Dialogue on Democracy (IRDD) as well as other programmatic activities such as those conducted by International IDEA's Permanent Observer Office to the UN and its Office to the EU.

In line with International IDEA's strategic commitment to put strong emphasis on its work at regional and country level, a shift of resources to regional programmes is continuing. Regional programmes accounted for 48 per cent of International IDEA's programmatic budget in 2011, 52 per cent in 2012 and 45 per cent in 2013. In 2014, they represent 52 per cent of the total budget. This trend is in line with International IDEA's *Strategy 2012–2017* and is intended to continue throughout the strategy period.

Figure 4: Breakdown of International IDEA's programmatic budget by programme

2014 Programmatic Budget by Programme
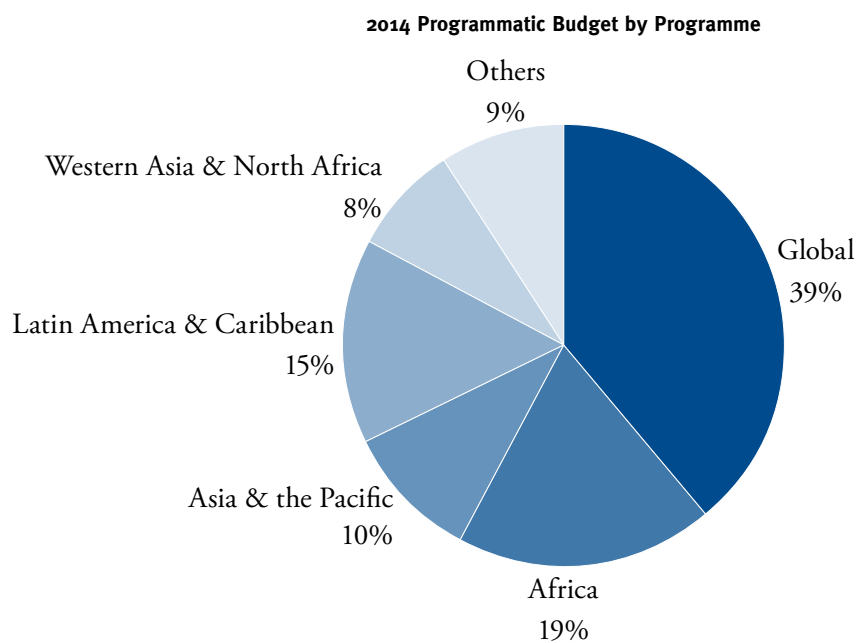
ANNEX 1: Strategic Framework

International IDEA uses a results-based approach to operations management in order to ensure the timely, effective and efficient implementation of its *Strategy 2012–2017* and the fulfillment of the institutional objectives articulated therein. This allows International IDEA to align its activities with its goal to support sustainable democracy worldwide— namely strengthened democratic institutions and processes, and increased effectiveness and legitimacy of democracy.

The *Strategy 2012–2017* defines four key impact areas for International IDEA's work, in line with its four areas of expertise:

- **Electoral Processes**: International IDEA aims to improve the credibility of electoral processes through effectiveness of the management of electoral processes and political, legal and administrative reform;

- **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;

- **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;

- **Democracy and Development**: International IDEA supports the strengthening of democratic institutions and processes so that they are enabled to generate equitable development.

The *Strategy 2012–2017* also defines three cross-cutting issues that must be taken into consideration to ensure that International IDEA's work is conducted with a sound understanding of individual contexts of action:

- **Gender**: Democracy should 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;

- **Conflict and Security**: Democratization may 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 exclusively on elections.

The *Programme and Budget 2012–2014* outlines in operational terms the results that International IDEA seeks to achieve in each key impact area over the first three years of the *Strategy 2012–2017*.

The present *Annual Programme and Budget Update 2013* serves to reiterate International IDEA's commitment to delivering the expected outcomes defined in the *Programme and Budget 2012–2014*; to nuance them in response to new opportunities and challenges affecting democracy around the world; and to articulate in a spirit of internal collaboration

and external engagement the portfolio of projects that International IDEA will implement in 2014 to ensure fulfillment of the expected outcomes by the end of 2014. Figure 7 summarizes the strategic framework surrounding the production of the Annual Programme and Budget Update.

Figure 7: International IDEA's Strategic Framework
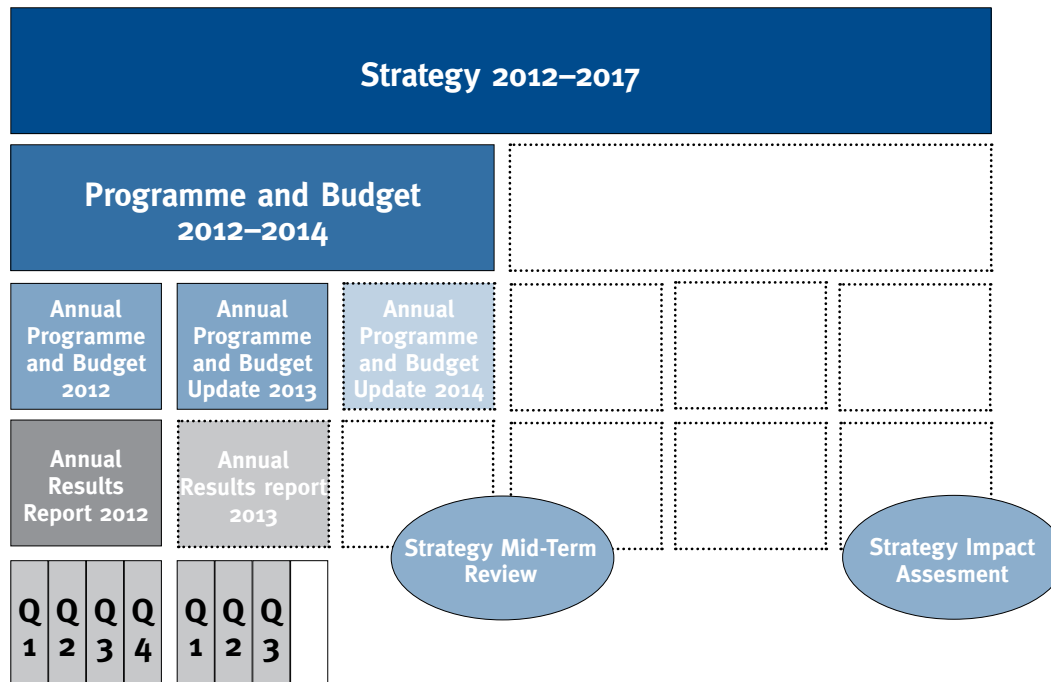
International IDEA's *Programme and Budget 2012–2014* and its annual updates are embedded in the analysis of global democracy trends, the identification of opportunities for high-impact democracy support and a thorough understanding of International IDEA's internal circumstances, including resources available and lessons learned from previous *Annual Results Reports*. International IDEA reviews these considerations on an annual basis through the production of a *Strategic Review* and subsequent consultations with the Board of Advisors and Council of Member States. The process leading up to the production of the *Annual Programme and Budget Update* is illustrated in Figure 8.

Figure 8: Process for the production of the Annual Programme and Budget Update

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                        ┌─────────────────────┐
                        │  Strategic Review   │
                        └──────────┬──────────┘
          ┌──────────────┐        │        ┌──────────────┐
          │  Board input │────────┼────────│ Council input│
          └──────────────┘        │        └──────────────┘
┌──────────────────┐     ┌────────┴────────┐                      ┌──────────────────┐
│Strategic partner │----▶│      PDC        │                      │     Template     │
│  consultation    │     │ recommendations │                      │   development    │
└──────────────────┘     └────────┬────────┘                      └────────┬─────────┘
                         ┌─────────┴───────┐  ┌──────────────────┐         │        ┌──────────────┐
                         │   MC decision   │  │Results framework │         │        │  Budgeting   │
                         └────────┬────────┘  └──────────────────┘         │        └──────────────┘
          ┌──────────────┐        │        ┌──────────────┐  ┌───────────┐ │  ┌──────────────┐
          │ Core budget  │────────┼────────│ Fundraising  │  │Implement. │ │  │Risk manage-  │
          │  allocation  │        │        │  priorities  │  │ schedule  │ │  │   ment       │
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                         ┌────────┴────────┐                       ┌────────┴─────────┐
                         │Annual Programme │◀- - - - - - - - - - - │Training workshops/│
                         │and Budget Update│                      │     retreats      │
                         └────────┬────────┘                      └───────────────────┘
                         ┌────────┴────────┐
                         │Quality control by│
                         │ Finance and SPU  │
                         └────────┬────────┘
                  ┌──────────────┐
                  │ MC approval  │────┐      ┌──────────────────┐     ┌──────────────┐
                  └──────────────┘    └──────│ Council approval │─────│Implementation│
                                             └──────────────────┘     └──────────────┘
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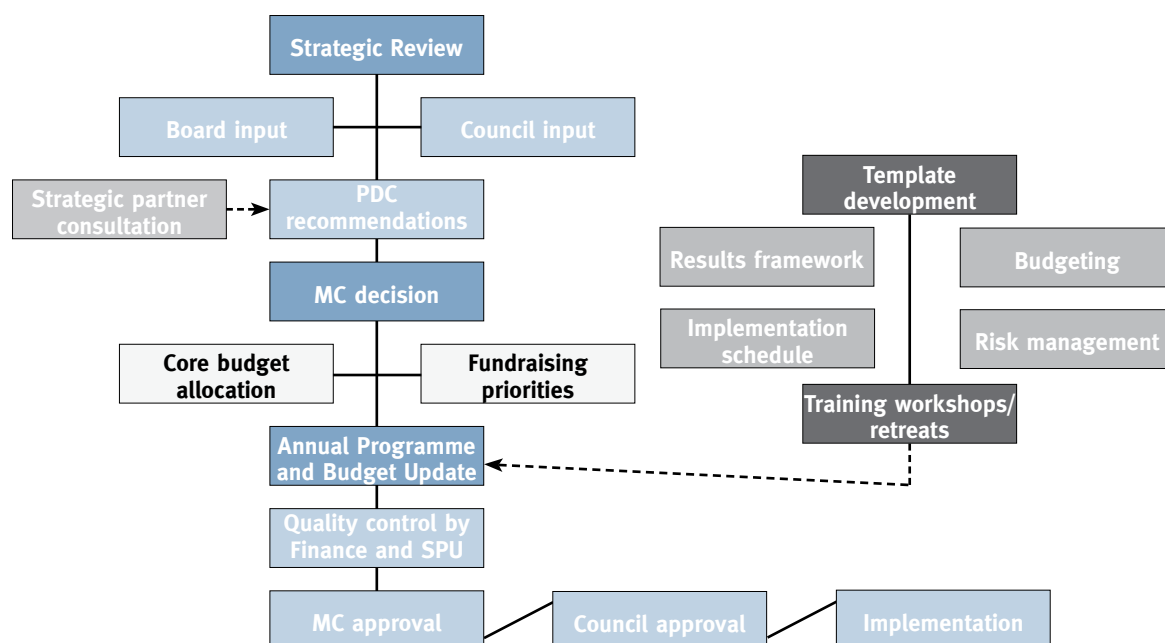
ANNEX 2: Expected Programme Outcomes

In planning for 2014, International IDEA has defined the expected results of its activities using a three-tiered framework that articulates the logic from activities to project outputs, to project outcomes and to programme outcomes, where:

- A project output is the direct product (or service) of an activity or a group of activities. Outputs lie within IDEA's sphere of control and generally have undisputed authorship.

- A project outcome is a change in the state, conditions, capacity or behavior of the target audience of a project. Project outcomes lie within International IDEA's sphere of influence, but not within its sphere of control, as their realization is conditioned by some other factors and other actors.

- A programme outcome is a change in the state, conditions, capacity or behavior of the target audience of an entire programme. Project outcomes lie further out in International IDEA's sphere of influence and are subject to influence by multiple other factors and other actors.

Figure 9: Relation between project-level and programme-level results

International IDEA defines its expected programme outcomes on a three-year timeframe, with the possibility for annual review. Current expected programme outcomes were defined in the *Programme and Budget 2012–2014* and revised in late 2012. Only minor revisions were effected this year.

The project outputs and project outcomes presented in this *Annual Programme and Budget Update 2014* feed into the revised programme outcomes. The next pages present in detail the relationship between project outcomes and programme outcomes.

GLOBAL PROGRAMME					
KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
All	GP-NEW	Enhanced access to comparative knowledge on basic democratic principles among citizen-led movements and democracy supporters	n/a (new)	n/a (new)	GP-General-1
EP	GP-EP-1	Enhanced access to comparative knowledge on electoral processes among key elections stakeholders	On track	In progress	GP-EP-1/2/3/4/5/6
	GP-EP-2	Increased capacity of democratic institutions to understand, analyze, prevent and mitigate elections-related violence	On track	In progress	GP-EP-7 AF-Reg-2 AP-Npl-1/2 WANA-Lib-2
	GP-EP-3	Enhanced availability of global comparative knowledge on the management of transitions from authoritarian systems to democracy	On track	In progress	GP-EP-8
	GP-EP-4	Increased awareness of relevant national and international stakeholders about strategies for promoting and protecting electoral integrity	Advanced	In progress	GP-EP-9
CBP	GP-CBP-1	Enhanced capacity of national practitioners to manage inclusive constitution-building processes in target countries	n/a (added in 2013)	In progress	GP-CBP-1/2/3/4/5
	GP-CBP-2	Increased awareness of the importance of support for constitution building among regional and international actors	On track	In progress	Mainstreamed
	GP-CBP-3	Enhanced access to comparative knowledge on constitutional building among key stakeholders in target countries	n/a (added in 2013)	In progress	GP-CBP-6/7/8
PPRP	GP-PPRP-1	Enhanced capacity of political and civil society actors to effect, implement and monitor reform regarding laws governing political parties	On track	In progress	GP-PPRP-1/2/3/4
	GP-PPRP-2	Enhanced availability of comparative knowledge, tools and policy options to protect democratic processes from criminal networks	On track	In progress	GP-DCS-1
	GP-PPRP-3	Improved conditions for inter-party dialogue on democratic reform in target countries	On track	In progress	GP-PPRP-5/6
	GP-PPRP-4	Enhanced capacity of political parties to manage their organizational structures, with geographic focus in Asia-Pacific and LAC	Delayed	In progress but new geographic focus	GP-PPRP-7/8/9
	GP-PPRP-5	Increased availability of global comparative knowledge on the effectiveness of political party assistance	On track	In progress	GP-PPRP-10
	GP-PPRP-6	Increased participation of diverse stakeholders in the assessment of the quality of their democracy in target countries	On track	In progress	GP-SoD-1 AFR-BMNT-1 AP-Phil-1, AP-Indo-1 LAC-Hai-4 WANA-Mrc-1
	GP-PPRP-7	Increased capacity of key democratic stakeholders to promote gender equality in democratic processes and institutions	On track	In progress	GP-D&G-2
	GP-PPRP-8	Enhanced availability of global and regional knowledge tools/resources to strengthen women's empowerment in politics and political decision making	On track	In progress	GP-D&G-1

GLOBAL PROGRAMME (cont.)

KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
PPRP (cont.)	GP-PPRP-9	Increased cooperation with stakeholders at national and regional levels in Africa, South Asia and LAC to support positive action measures in favor of gender equality in democratic processes and institutions	On track	In progress but new geographic focus	AF-Reg-8 AF-Lib/Nam-1
	GP-PPRP-10	Increased availability of global comparative knowledge on successful diversity management policies and practices	On track	In progress	GP-Div-1
DD	GP-DD-1	Enhanced democratic accountability for service delivery on the part of authorities in target countries	On track	In progress	GP-DD-1 AF-MSA-1 AP-Mng-1
	GP-DD-2	Increased understanding among democracy assistance providers and international stakeholders of the conditions for political leaders and parties to engage in institutional design for improved socio-economic policy	On track	In progress	GP-DD-2/3
	GP-DD-3	Increased availability of global comparative knowledge on the democratic dimensions of development and the aid agenda	Delayed	In progress	GP-DD-4 WANA-Reg-4

AFRICA PROGRAMME

KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
EP	AF-EP-1	Improved guidelines on electoral law reform in the African context	Delayed	In progress	AF-Reg-1
	AF-EP-2	Enhanced capacity of electoral stakeholders, particularly youth and women, to engage in electoral processes in Africa	On track	In progress	AF-LibNam-1
	AF-EP-3	Increased capacity of African electoral officials, with focus on EMBs to manage credible elections	On track	Progress expected in 2014 only in electoral risk management	AF-Reg-2
CBP	AF-CBP-1	Enhanced dialogue on constitutionalism in Africa, enriched by South-South sharing of experiences	Delayed	In progress	AF-Reg-3/4
	AF-CBP-2	Enhanced capacity of key national and regional stakeholders to engage in constitution-building processes and dialogue	On track	In progress	AF-Reg-5
	AF-CBP-3	Enhanced support for inclusive constitution development processes in target countries, with focus on South Sudan	Delayed	In progress	AF-SSdn-1/2
PPRP	AF-PPRP-1	Increased capacity of the AU to hold Member States dialogue on the Charter on Democracy, Elections and Governance	Delayed	In progress	AF-Reg-6/7/8
	AF-PPRP-2	Increased capacity of African regional and sub-regional institutions to support democratic strengthening in Africa, with focus on SADC PF, COMESA, ECOWAS and IGAD	On track	Stalled for lack of funding	
	AF-PPRP-3	Strengthened political party inter- and intra-party dialogue on women and youth participation, particularly in West Africa	Delayed	In progress	AF-Reg-9

AFRICA PROGRAMME (cont.)					
KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
PPRP (cont.)	AF-PPRP-4	Improved citizen engagement in the assessment of the quality of democracy through the use of citizen-led assessment methodologies in Malawi, Tanzania and Ghana	On track	In progress in Botswana, Malawi, Namibia & Tanzania	AF-BMNT-1
DD	AF-DD-1	Increased capacity of democratic stakeholders in target countries to engage in meaningful dialogue on government accountability and socio-economic development, with focus on Ghana, Tanzania and Malawi	Delayed	In progress in Malawi and South Africa	AF-MSA-1

ASIA–PACIFIC PROGRAMME					
KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
EP	AP-EP-1	Enhanced capacity of electoral support institutions to contribute to effective electoral processes in target Asia-Pacific countries (eg. Nepal, Myanmar)	On track	In progress	AP-Myan-2 AP-Npl-1/2 AP-Bhu-1
	AP-EP-2	Enhanced usage of IDEA's knowledge resources and broader exchanges among EMBs and/or other stakeholders of democracy in the Asia-Pacific region, as well as between regions, that would enhance the quality of democratic institutions and processes	Advanced	In progress	AP-Myan-1
	AP-EP-3	Increased awareness on the importance of electoral integrity frameworks through positive contributions to democratic and electoral reform in target countries (including Myanmar and Nepal)	n/a (added in 2013)	In progress	AP-Reg-1
CBP	AP-CBP-1	Enhanced dialogue in support of inclusive constitution and institutional framework building processes in Nepal and Fiji	On track in Nepal, delayed in Fiji	In progress in Nepal, cancelled in Fiji for lack of funding	AP-Npl-3
	AP-CBP-2	Enhanced capacity and opportunity of key national stakeholders to engage in constitution and institutional framework building processes and discussions in Nepal and Myanmar	On track in Nepal New in Myanmar	In progress	AP-Myan-1/2/3 AP-Npl-4/5/6
PPRP	AP-PPRP-1	Improved citizen engagement in the assessment of the quality of democracy and the formulation of reform proposals through the use of citizen-led assessment methodologies	On track	In progress	AP-Mng-1 AP-Phil-1
	AP-PPRP-2	Enhanced capacity of regional and national actors to engage in citizen-led assessment processes, including in the context of conflict (including in Southern Thailand)	On track	In progress but not in Thailand	AP-Phil-1 AP-Indo-1
	AP-PPRP-3	Enhanced engagement of youth groups in political processes and discussions	On track	In progress	AP-Reg-2
	AP-PPRP-4	Increased capacity of women legislators through regional exchange of experiences on working through caucuses	n/a (added in 2013)	Stalled for lack of funding	
DD	AP-DD-1	Enhanced capacity of regional and national actors to engage in processes and discussions on political design for development	Delayed	In progress	GP-DD-2

LAC PROGRAMME					
KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
EP	LAC-EP-1	Enhanced capacity and legitimacy of EMBs to lead fair and transparent elections, with particular focus on Central America, Mexico and the Andean Region	On track	In progress	LAC-Reg-1 LAC-Bol-1/2/3/4 LAC-Hai-1
	LAC-EP-2	Enhanced capacity of key national and regional stakeholders to engage in discussions on electoral reform	On track	In progress	LAC-Reg-2 LAC-Peru-1
	LAC-EP-3	Enhanced gender equity in electoral processes in LAC, through improved legal frameworks and gender mainstreaming	On track	In progress	LAC-Reg-3
CBP	LAC-CBP-1	Enhanced capacity of national and regional stakeholders to engage in dialogue on constitutional issues, including constitutional culture and models	On track	In progress	LAC-Reg-4
	LAC-CBP-2	Strengthened legal framework for constitutional order and implementation, particularly in Bolivia	On track	In progress	LAC-Bol-5
PPRP	LAC-PPRP-1	Increased opportunities for citizen engagement in participatory and representational processes and institutions in LAC	On track	In progress	LAC-Reg-6
	LAC-PPRP-2	Enhanced gender equity in participatory and representational processes at national and regional level	On track	In progress	LAC-Reg-7 LAC-Bol-7 LAC-Peru-2 LAC-Hai-2
	LAC-PPRP-3	Increased understanding of the illicit practices in the funding of political parties among regional and national academic and political circles	On track	In progress	LAC-Reg-5
	LAC-PPRP-4	Enhanced capacity of representative institutions at national and regional level, particularly in Haiti and Bolivia	On track	In progress	LAC-AR-2/3 LAC-Bol-6/8 LAC-Hai-2
	LAC-PPRP-5	Increased opportunities for political actors to relate to citizens through free and competent media outlets	n/a (added in 2013)	In progress	LAC-AR-1 LAC-Hai-2
DD	LAC-DD-1	Increased capacity of democratic stakeholders to engage in meaningful discussions on government accountability, natural resource management and socio-economic development	On track	In progress	LAC-Reg-8 LAC-AR-3 LAC-Bol-10 LAC-Peru-4
	LAC-DD-2	Enhanced citizen engagement in democracy assessments, leading to proposals for reform in selected countries (eg. Chile)	Delayed	In progress in Haiti only	LAC-Hai-4
	LAC-DD-3	Enhanced opportunities for dialogue and joint initiatives between democratic institutions and civil society on development issues and conflict management, particularly in the Andean Region	On track	In progress	LAC-AR-4 LAC-Bol-9 LAC-Peru-3

WANA PROGRAMME					
KIA	#	Programme outcomes 2012–2014	Status as per *Annual Results Report 2012*	Status as of September 2013	Related project outcomes in 2014
EP	WANA-EP-1	Enhanced national capacity in target countries to conduct elections with integrity, credibility and security	On track	In progress	WANA-Egy-1 WANA-Lib-2
	WANA-EP-2	Enhanced awareness of good comparative practices of electoral processes among election practitioners and key stakeholders, including youth and women organizations	Advanced	In progress	WANA-Reg-1 WANA-Egy-2
	WANA-EP-3	Increased opportunities for inclusiveness and stakeholder engagement in electoral processes and in the reform of legal frameworks	On track	In progress	WANA-Egy-3 WANA-Lib-1/3 WANA-Tun-1
CBP	WANA-CBP-1	Increased understanding of and enhanced capacity in constitution building and legal reform in target countries	Advanced	In progress	WANA-Reg-2 WANA-Lib-4
	WANA-CBP-2	Enhanced capacity of key national and regional stakeholders (including women and youth groups and CSOs) and practitioners to engage in and manage inclusive constitution-building processes	Advanced	In progress	WANA-Lib-5
	WANA-CBP-3	Increased awareness in target countries of women's and marginalized group rights in constitution writing and legal reform	n/a (added in 2013)	In progress	WANA-Lib-5
PPRP	WANA-PPRP-1	Enhanced capacity of key national stakeholders to assess the legal framework and identify opportunities for reform based on consensus building	n/a (added in 2013)	In progress	WANA-Reg-3 WANA-Lib-1/3/6
	WANA-PPRP-2	Enhanced capacity of youth and women to play a meaningful role in building democracy in target countries	On track	In progress	WANA-Reg-3/4 WANA-Egy-2/3 WANA-Lib-6
DD	WANA-DD-1	Enhanced capacity of key national stakeholders in target countries to assess the quality of democracy, with the aim of identifying opportunities for improving government accountability, transparency and service delivery	Delayed	Postponed for lack of conducive conditions	WANA-Mrc-1

ANNEX 3: Performance Monitoring and Reporting

As per the Statutes of International IDEA, the Secretary-General is responsible for reporting to the Council of Member States on the overall implementation of the Institute's activities. To that end, International IDEA monitors and reports on a periodic basis the progress achieved in implementing planned activities and achieving the expected outputs articulated in the *Annual Programme and Budget Update*, and on an annual basis the progress achieved in fulfilling the expected project-level and programme-level outcomes.

International IDEA's results reports are based on quantitative and qualitative indicators, selected by each project/programme manager as per institutional guidelines.

On output level, preferred indicators refer to:

- The product or service itself;

- The target audience of the product or service;

- How the product or service reflects International IDEA's core values, such as non-prescriptiveness, inclusiveness and gender equality;

- How the product or service creates value added, for example by bringing a comparative perspective, making use of International IDEA's knowledge resources, or responding to a specific need expressed by democratic stakeholders.

On outcome level, preferred indicators refer to:

- The target audience and its role in the relevant democratic process;

- The change in the target audience's state, conditions, capacity or behavior;

- International IDEA's contribution to that change.

The indicators to be used for annual and quarterly reporting in 2014 will be confirmed upon approval of the present *Annual Programme and Budget Update 2014* and communicated internally before implementation of the annual programme of activities begins on 1 January 2014.

ANNEX 4: Acronyms and Abbreviations

ACDEG	African Charter on Democracy, Elections and Governance
AEC	Australian Electoral Commission
ASEAN	Association of South East Asian Nations
AU	African Union
BRIDGE	Building Resources in Democracy, Governance and Elections
CBP	Constitution-building processes
CSO	civil society organization
DD	Democracy and development
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
EISA	Electoral Institute for Sustainable Democracy in Africa
EMB	Electoral Management Body
EP	Electoral processes
ERMTool	Electoral Risk Management Tool
EU	European Union
ICT	information and communication technologies
IFES	International Foundation for Electoral Systems
IGAD	Intergovernmental Authority on Development
IRDD	Inter-Regional Dialogue on Democracy
IRI	International Republican Institute
JAP	Joint Activity Plan
LAC	Latin America and the Caribbean
LAS	League of Arab States
NDI	National Democratic Institute
NIMD	Netherlands Institute for Multiparty Democracy
OAS	Organization of American States
ODI	Overseas Development Institute
OSCE/ODIHR	Organization for Security and Cooperation in Europe / Office for Democratic Institutions and Human Rights
PIF	Pacific Islands Forum
PPRP	Political participation and representation processes
SADC	Southern African Development Community
SIFDE	Intercultural Service for Democratic Strengthening (Bolivia)
SoD	State of Democracy
SoLD	State of Local Democracy
UID	Unified International IDEA Database
UN	United Nations
UNASUR	Union of South American Nations
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNEAD	United National Electoral Assistance Division
USAID	United States Agency for International Development
WANA	West Asia and North Africa