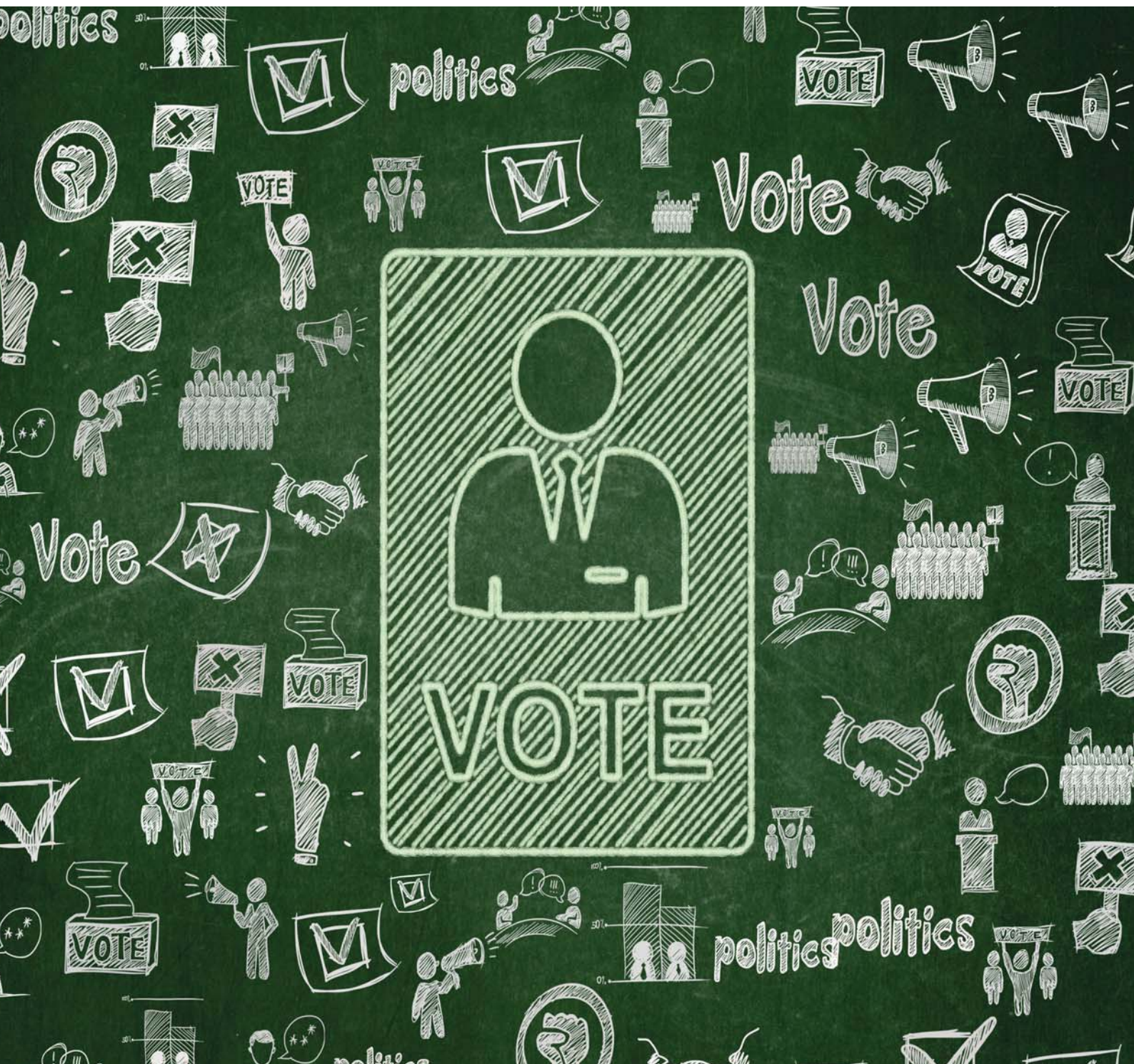


2017 Programme and Budget

International IDEA



2017 Programme and Budget

International IDEA

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International IDEA

Strömsborg

SE-103 34 STOCKHOLM

SWEDEN

Tel: +46 8 698 37 00, fax: +46 8 20 24 22

Email: info@idea.int, website: www.idea.int

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INTRODUCTION

Foreword by the Secretary-General

The challenges in the current democracy landscape may be numerous but let us also be mindful of the many opportunities on the horizon. For example, progress in democracy-building continues in countries undergoing democratic transitions, including Myanmar and Tunisia. The awarding of the Nobel Peace Prize to Colombia's President, Juan Manuel Santos, provides international recognition of the efforts made in advancing the Colombian peace process (despite the results of the referendum) and gives hope for long-term peace in the not so distant future. Furthermore, we will seek to highlight the resilience of democracy over time and democracy's inherent qualities of adaptation, recovery, flexibility, and innovation, as key messages in International IDEA's new signature publication on the Global States of Democracy that will be launched on International Democracy Day on 15 September 2017.

However, there is no denying that the challenges to democracy are multiple and serious. These include the intensification of conflicts (e.g. in Syria); setbacks on the rocky road to peace in countries such as Colombia; the increasing radicalization and spread of terrorism worldwide; the crisis of representation, especially in the Western world, resulting in advances in populism and increasing political polarization; democratic setbacks in countries such as Venezuela; the shrinking space for civil society and restrictions on freedom of expression in many parts of the world (e.g. Ethiopia, Bangladesh); and the advances in climate change deterioration. While International IDEA cannot on its own address all these challenges, we have a key role to play in supporting and strengthening democratic processes worldwide, in partnership with governments, civil society and non-governmental organizations, political parties, other multilateral organizations and bilateral donors. Only strong and stable democracies will ultimately build the necessary basis for better tackling the numerous challenges facing the world in the years to come.

2017 marks the last year of International IDEA's current six-year Strategy. Therefore, the main focus in the coming year will be on taking stock of the lessons learned from the strategy, and wrapping up existing programmatic and institutional commitments, while continuing a process of internal reform, that will help build the basis for a stronger, more visible and more relevant International IDEA in the new strategy period, 2018–23.

In 2017, we will continue undertaking a series of exercises that will help shape the new institutional Strategy. One of these exercises will be an external institutional evaluation, that will help highlight our achievements and strengths, while also taking stock of lessons learned, areas in need of rethinking and reform, building on our comparative advantage, institutional strengths and the current challenges and opportunities in the democracy landscape. We will also continue to undertake a series of stakeholder consultations at the global, regional and country levels to identify our stakeholders' views of our key priorities, the value we add and our role in the new strategy period.



International IDEA's *Programme and Budget 2017* seeks to address some of the challenges referred to above, while laying the ground for a sound and reinvigorated institutional strategy for 2018–23. With a proposed total budget of EUR 23.9 million, the programme for 2017 proposes continued investment in our four existing key impact areas: Electoral Processes; Political Participation and Representation Processes; Constitution-Building Processes; and Democracy and Development, while continuing to mainstream its three cross-cutting issues of Democracy and Gender; Conflict and Security; and Diversity, across all programmes. The activities will be implemented through Global Programme and across the four regional programmes: Africa and West Asia (AWA), Asia and the Pacific (AP), Latin America and the Caribbean (LAC), and the recently launched Wider Europe (WE) Programme.

Some of the main highlights at the global level include the launch of International IDEA's signature publication on the Global States of Democracy, which will provide, for the first time, an overview of democratic trends around the world and across regions. The publication will build on our existing and new research across our Key Impact Areas (KIAs).

We are also launching a project on the timing of elections, which aims at enhancing national and international policymakers' ability to understand and assess the complex political, legal, technical, operational, participatory, and security-related considerations in determining the optimal timing for transitional elections in post-conflict and transitional settings.

At the regional level, our merged AWA Programme is continuing its expansion and consolidation, under the leadership of Regional Director Adebayo Olukoshi. The programme for 2017 includes 13 projects in over 13 countries in the region and the production of 36 knowledge products across all the KIAs. The AWA Programme will implement 30 per cent of its programme and budget with funding from external sources.

The AP Programme will implement a total of 13 projects across more than 6 countries in all KIAs, producing a total of 27 knowledge products. Some of the main highlights are the successful expansion of International IDEA's programme in Myanmar with a total budget of EUR 3.2 million for the country programme, almost entirely funded through EU funds, and the establishment of a Regional Electoral Training Center on Electoral Observation in Ulan Bataar, in partnership with the Government of Mongolia.

In Latin America and the Caribbean, a total of 12 projects across more than 6 countries will be implemented in 2017 from a new regional office based in Santiago de Chile, and with the continued consolidation of our programmes in Haiti, Bolivia and Peru. Key highlights are the establishment of International IDEA presence in Paraguay, thanks to a EUR 1 million EU grant for two years to promote democracy through support to electoral process, citizen participation and transparency in Paraguay. Another highlight is the implementation of a Memorandum of Understanding with the Catholic University Andres Bello in Venezuela, to continue to analyse the prospects for democracy in Venezuela.

In 2017, International IDEA's Wider Europe Programme will continue its expansion and consolidation from International IDEA's office in The Hague. The main focus in 2017 will be on Ukraine, Moldova and Georgia, by making available comparative knowledge on innovative methods to reconnect citizens and political parties, while continuing to provide support in developing more transparent and accountable political campaign financial reporting systems.

In 2017, International IDEA will also continue to restructure its operations, to become more cost-efficient and effective in the delivery of our programmes and knowledge products. While 2016 was a difficult year in budgetary terms, it also provided the opportunity for much needed internal reform. The budgetary situation in 2017 is not as gloomy, although part of the additional core funds coming in will need to be allocated to replenish our depleted reserves back to sustainable levels. This will require us to continue cutting our overhead costs, especially at our headquarters in Stockholm. However, in this process, our main aim is to preserve the high quality of our programmes, research, knowledge production and technical assistance to ensure sustained support to democracy building around the world. This will help build a more solid and sustainable basis for starting to implement our new institutional strategy from 2018 onwards.

Yves Leterme

Secretary-General

November 2016

About this document

Building on the *2016 Programme and Budget* and continuing International IDEA's commitment to improving transparency and accountability towards our Member States and the wider public, the *2017 Programme and Budget* deepens the systematic link between narrative and financial planning processes.

This document provides very detailed information on the structure of the programmatic budgets. It gives information about the geographic location in which planned resources are expected to achieve results, and International IDEA can estimate the relative weight of the different methods through which it implements: through advisory services and training, knowledge products, and platforms for networking and consultation. Building on the comprehensive results-based management structure that has been developed over several years, the contributions of institutional directorates to programmatic results are fully linked to associated budgets.

As with last year's report, International IDEA aims to monitor and communicate information about implementation processes to answer the following questions: How much does International IDEA spend (in EUR)? Where (geographic location)? On which methods (output categories)? To achieve what goals (strategic programme outcomes)?

The *2017 Programme and Budget* provides answers to all of these questions.

The document is structured in four main parts. Part 1 presents an overview of the Institute's planned activities in 2017. Part 2 sets out planned programmatic results in their context. Part 3 details institutional management priorities. Part 4 provides budget breakdowns. In addition, the Annexes provide further statistical data on our knowledge products and activities by Key Impact Area, theme, Programme, Sustainable Development Goal and other indicators.

Acknowledgements

The *2017 Programme and Budget* includes contributions from members of all teams in International IDEA, which have been further developed into the final consolidated document.

Special thanks go to David Prater (Communications) for extensive editing and copy-editing work. Adam Boys (Corporate Services), Alistair Clark (Africa and West Asia Programme), Daniel Zovatto (Latin-America and the Caribbean Programme), Raymund Borcillo Bolanos (Asia and the Pacific Programme), Midori Kosaka and Keboitse Machangana (Global Programme) coordinated their teams' input into the document. Alexandre Debrun, Bridget O'Sullivan, Mikael Fridell, Jonas Mikkelsen and Jonathan van Der Hoeven (Finance) finalized the budget. William Sjöstedt (Strategic Planning) edited the results section and helped out in many other areas. Thiyumi Senarathna (Strategic Planning) coordinated the staff contributions, edited the results sections and managed the process for the document.

PART I. INTERNATIONAL IDEA'S WORK IN 2017: OVERVIEW

1. Overview of the 2017 Programme and Budget

International IDEA has, so far, with a good degree of success, implemented its Strategy for 2012–17. The *2017 Programme and Budget* is the last in the current strategy cycle and the last in this format. The strategy development process, which has now commenced via the ongoing external evaluation, will help reshape the way International IDEA goes about planning, implementing, monitoring, evaluating and learning from its work. The present document has a strong institution-wide logframe, which is expanded in Parts 2 and 3, as its basis. The presented budget reflects the costing of the expected results articulated in the logframe.

International IDEA's programme of work for 2017 is based on the implementation of a total of 109 projects with a total budget of EUR 23.9 million. These projects will be implemented through International IDEA's Global and Regional Programmes in Africa, Asia and the Pacific (AP), Latin America and the Caribbean (LAC), Africa and West Asia (AWA) and Wider Europe (WEP), as well as through the Institute's External Relations and Governance Support (ERGS) Unit, the Corporate Services Unit and the Secretary-General's Office (SGO).

International IDEA invests in both programmatic and institutional results. Figure 1.1 illustrates how the total budget of EUR 23.9 million is invested in the two results categories divided by type of funding. International IDEA receives restricted and unrestricted funding. Unrestricted funding is received from International IDEA Member States, while restricted funding is provided by Member States, other countries (through their development agencies) and multilateral and private funders. The investment from unrestricted funding amounts to approximately 59 per cent of the total budget, while the remaining 41 per cent is financed through restricted funds (otherwise known as project-based grants). In Figure 1.1, the inner ring shows unrestricted funding and the outer ring shows restricted funding. Figure 1.2 illustrates the investments by both programme and department.

Figure 1.1. International IDEA budget, programmatic vs institutional, 2017

All figures in EUR

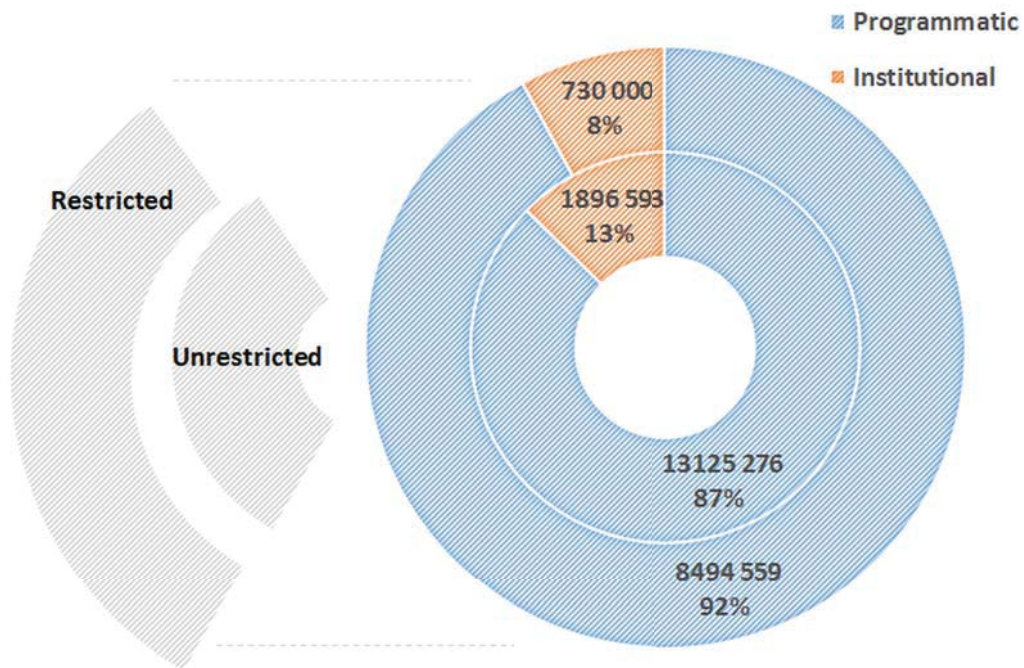
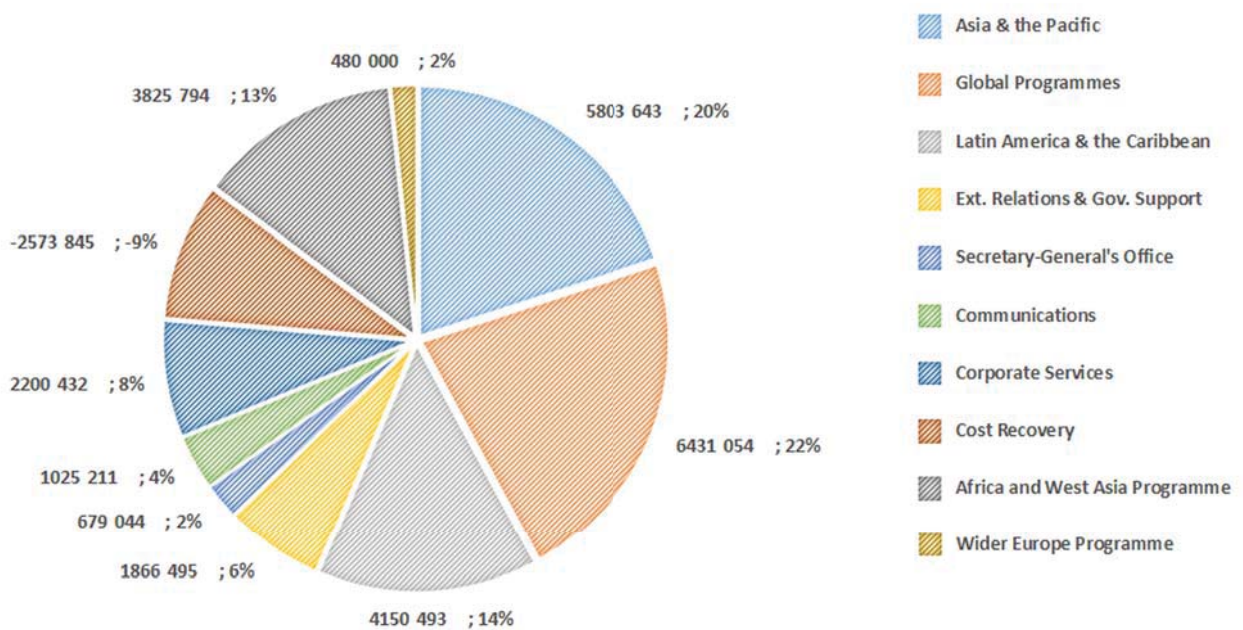


Figure 1.2. International IDEA budget by Programme, 2017

All figures in EUR



International IDEA conducts its operations at the global, regional and country levels. The breakdown of investment of unrestricted resources shows that unrestricted resources are invested predominantly in global and regional-level results, whereas restricted grant funding is largely invested by donors at the country level. This is illustrated in Figure 1.3, where the inner ring shows unrestricted funding and the outer ring shows restricted funding. Figure 1.4 illustrates the same division at the Team and Office level.

Figure 1.3. International IDEA budget by implementation level, 2017

All figures in EUR

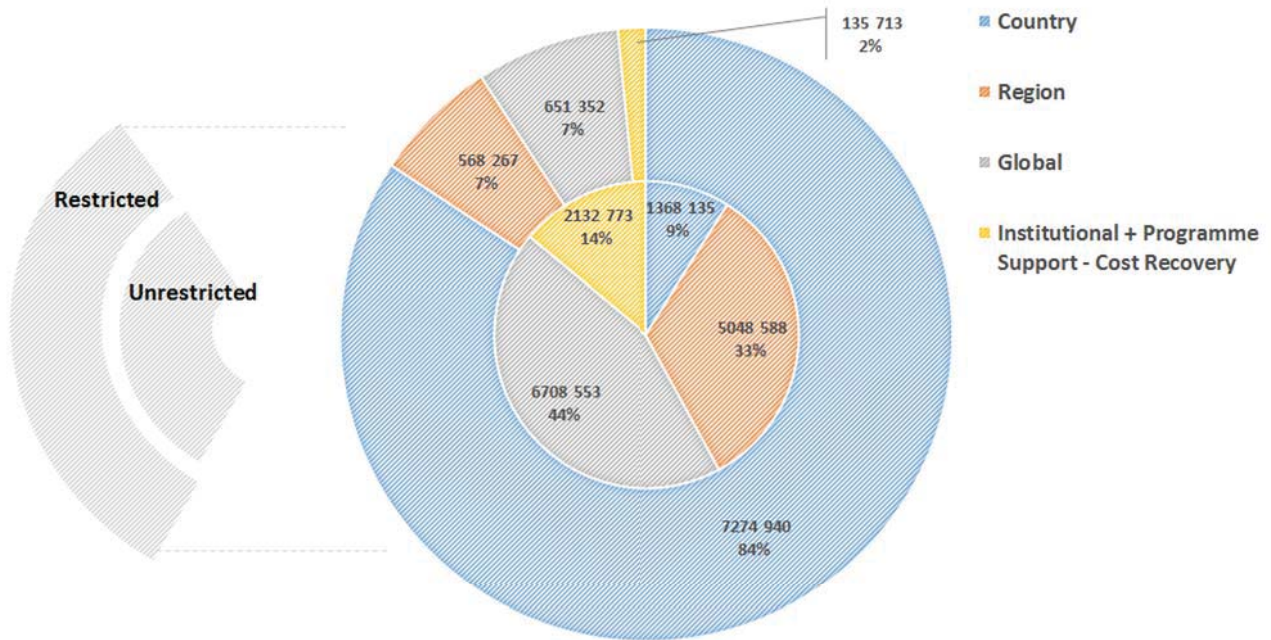
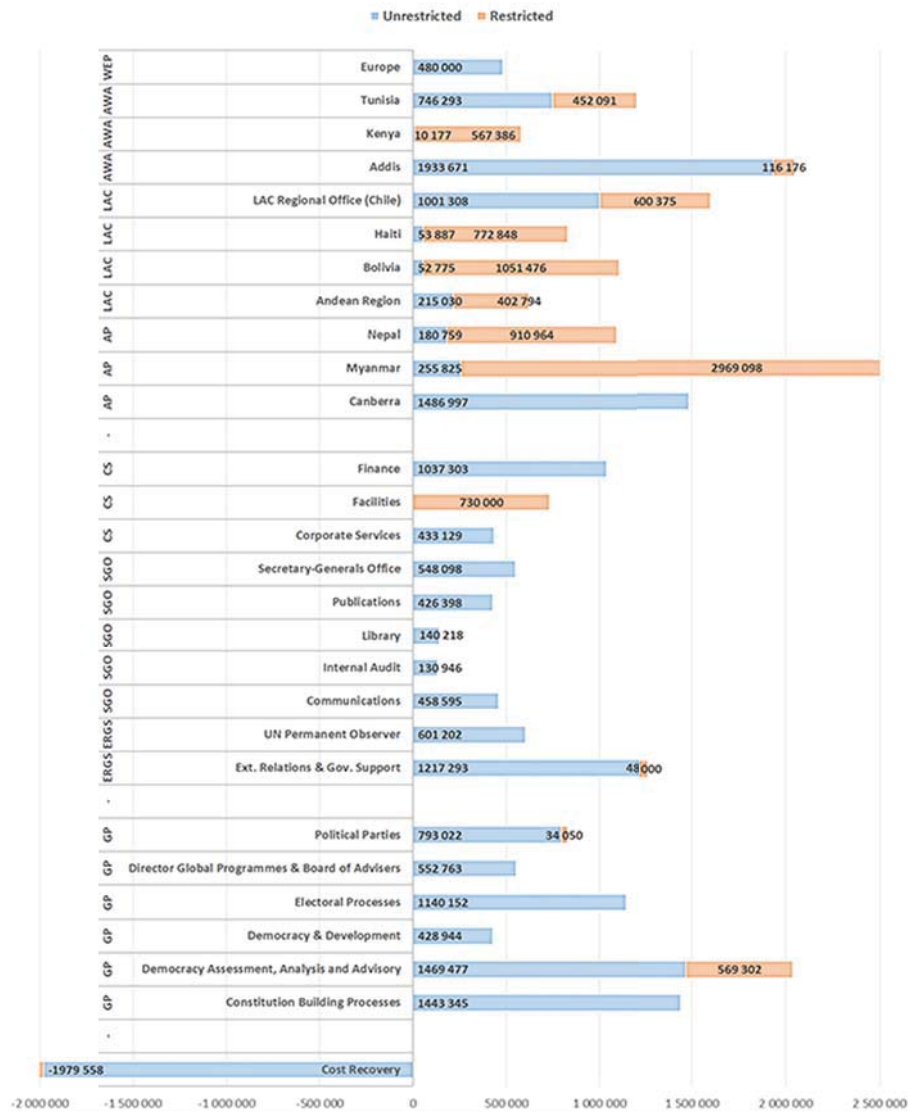


Figure 1.4. International IDEA budget by Team/Office, 2017

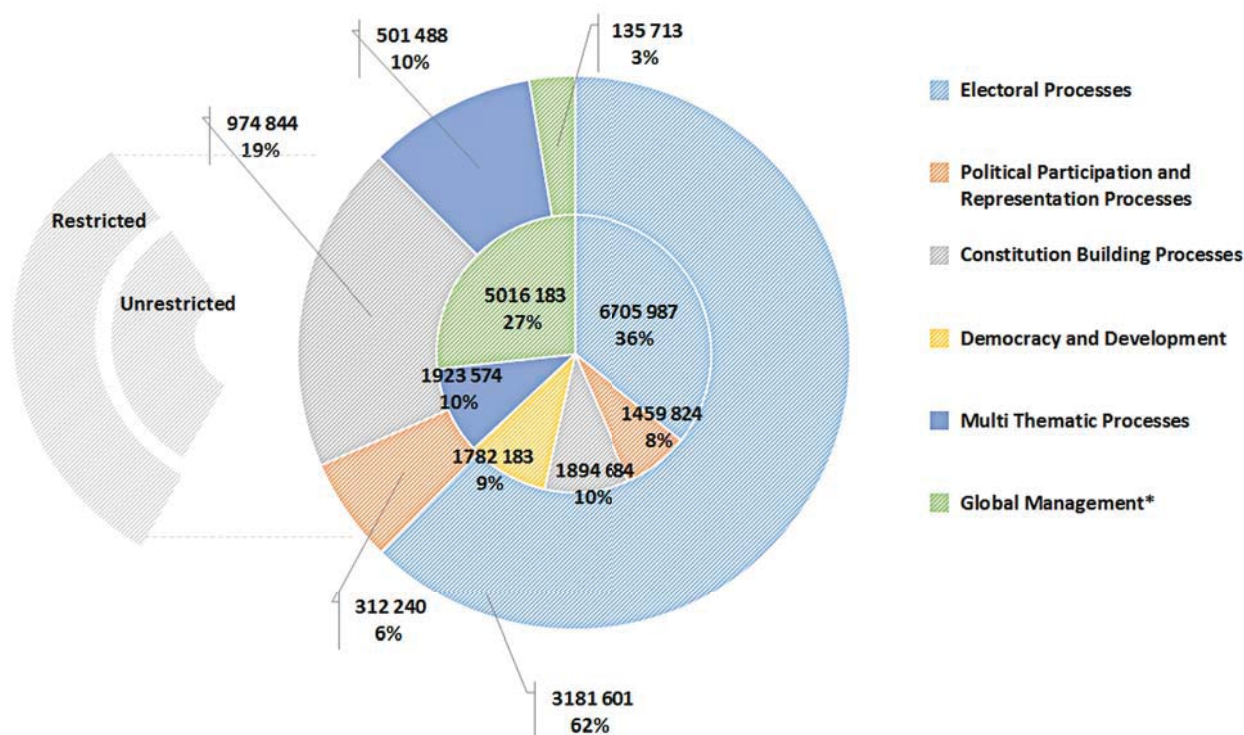
All figures in EUR



The investment spread of International IDEA’s funds over its Key Impact Areas (KIA) is illustrated in Figure 1.5. The project portfolio for 2017 shows that the Institute's KIAs for 2017 in the two key programme areas of Electoral Processes (EP) and Constitution-Building Processes (CBP) represent the larger shares of the budget. While EP is the area of expertise that International IDEA is globally most known for, the share for projects in the Political Participation and Representation Processes (PPRP) Programme reflects International IDEA’s growing engagement in issues related to political finance and the political participation of empowered citizens.

Figure 1.5. International IDEA budget by Key Impact Area, 2017

All figures in EUR



* The figures for Global Management in Figure 1.5 include institutional, Regional and Field Offices, and net programme support costs.

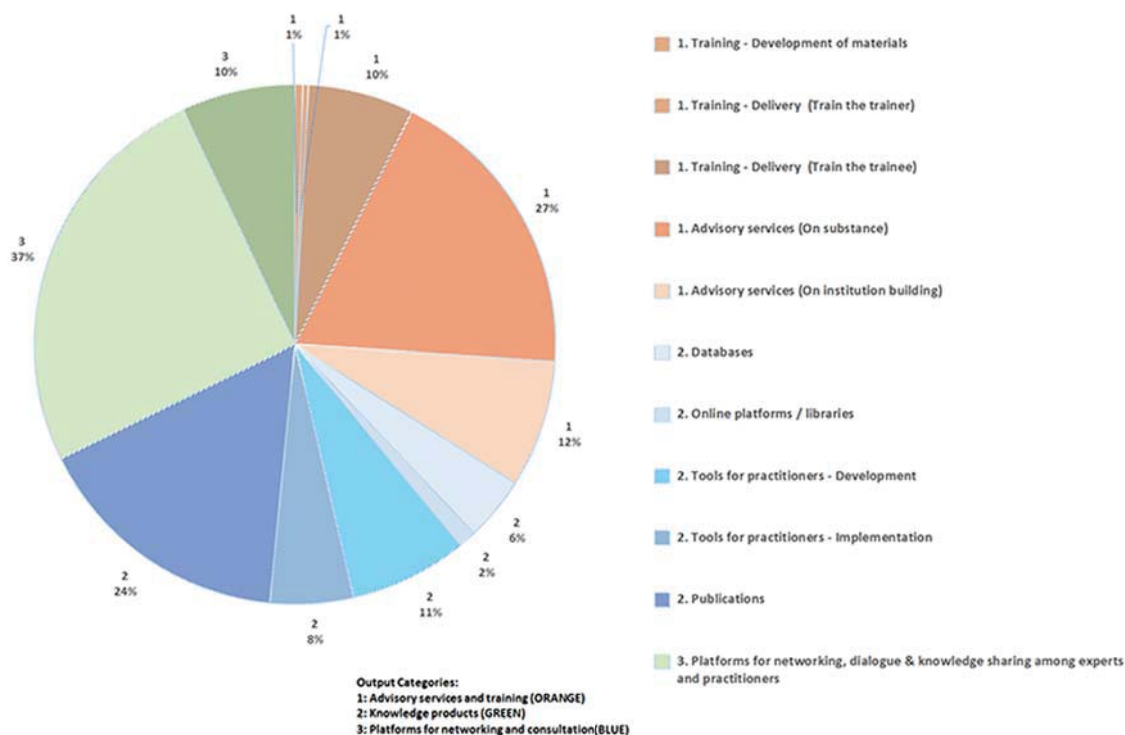
International IDEA’s investment in programme activities for 2017 shows a focused way of working through the three overall output categories:

- Advisory services and training (34 per cent);
- Knowledge products (33 per cent); and
- Platforms for networking and consultation (32 per cent).

In 2017 International IDEA has chosen to focus on making the development of its knowledge products more effective. A new procedure for the assessment of knowledge product proposals has been introduced and will be implemented, along with automated workflows. Budget caps on unrestricted investment in the direct costs of production processes for knowledge products have also been put in place. The budget ceiling for this unrestricted investment in 2017 is EUR 400,000.

Figure 1.6. International IDEA budget by output category, 2017

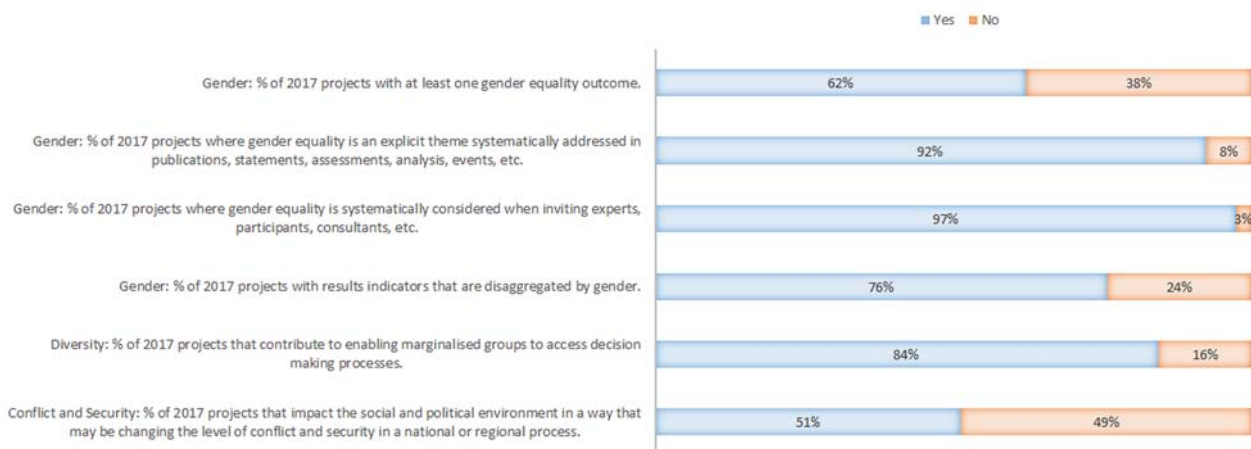
Percentage (%) of total activity budget



International IDEA has for many years focused on the mainstreaming of gender in its operations. Of the Institute's three cross-cutting issues—gender, diversity, and conflict and security—gender is the most institutionally mature. A total of 97 per cent of all projects in 2017 will systematically consider gender in the implementation, while gender is an explicit theme in 92 per cent of projects. Meanwhile, a total of 84 per cent of projects in 2017 will address diversity by seeking to contribute to the access of marginalized groups to decision-making processes, thereby having a positive impact on inclusion. Out of the 109 projects in the *2017 Programme and Budget*, 51 per cent are considered to directly contribute to—or to have an impact on—the level of conflict and security in their respective contexts. The statistics for 2017 for the three cross-cutting issues are illustrated in Figure 1.7.

Figure 1.7. International IDEA projects by question, 2017

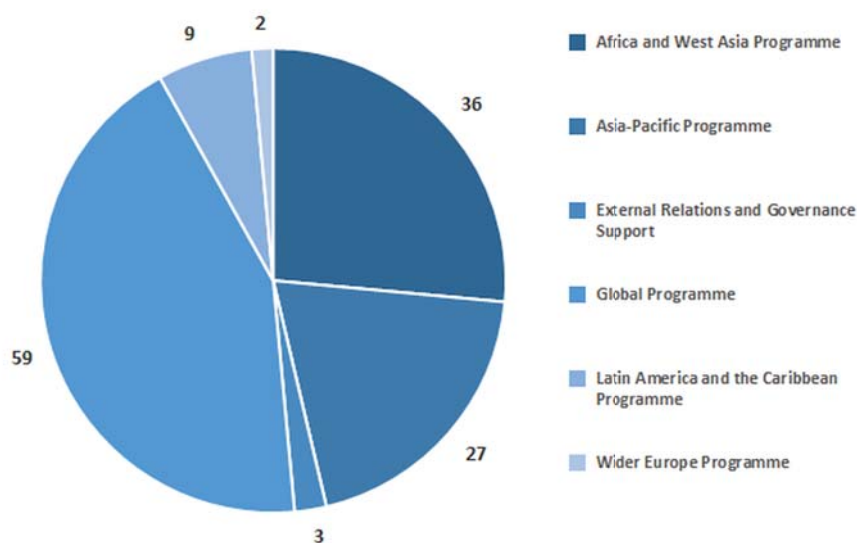
Percentage (%) of total number of projects



International IDEA has taken direct steps through a new process and internal quality assurances measures for its global knowledge production. Figure 1.8 shows the breakdown between International IDEA's programmes. Annex 5.1 provides further details on the types and topics of knowledge products.

Figure 1.8. International IDEA knowledge products by region (excluding translations), 2017

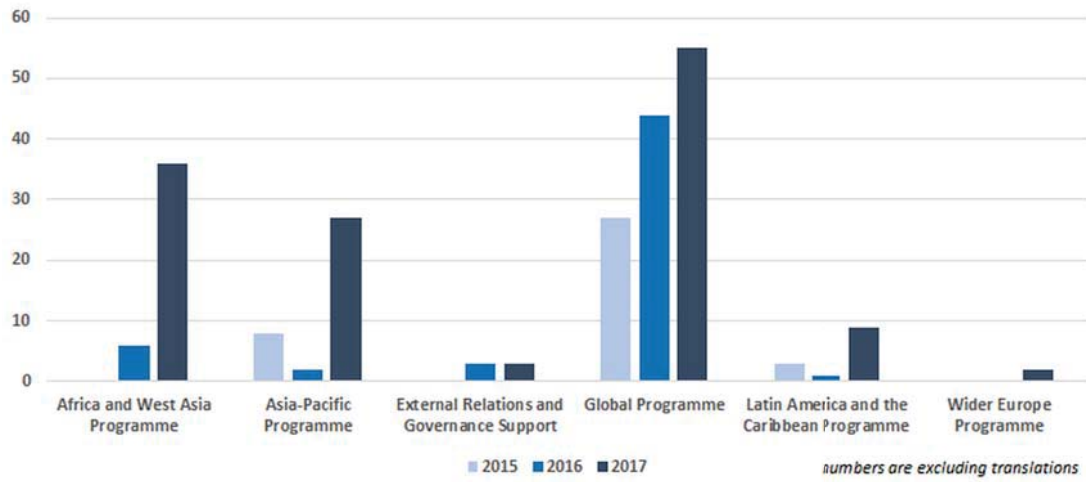
Number of knowledge products



The number of knowledge products produced by International IDEA has been steadily increasing in the period 2015–17. The increased focus on the knowledge product production process is aimed at increasing quality and efficiency and ensuring sustainability in this very important area of our work. The development is shown in Figure 1.9.

Figure 1.9. International IDEA knowledge products (excluding translations), 2015–2017

Number of knowledge products



PART II. PLANNED PROGRAMMATIC RESULTS IN THEIR CONTEXT

2.1. Global Programme

Context

There are several challenges to the stability and growth of democracies around the world today. While the ideals of democratic rule still enjoy broad-based support, many democracies struggle to meet citizens' expectations and to deliver public goods.

Some of the most urgent current challenges include the rise in international terrorist attacks and other threats to security; the corrupting influence of money in politics (including from illicit and criminal sources); poor service delivery; poor economic performance and growing economic inequalities (contributing to an increase in disaffected citizens and giving rise to populist and anti-establishment politics); youth frustration with and disengagement from formal political processes and institutions; and an upsurge in migration and refugee inflows sparking xenophobic sentiments.

These challenges have, in some cases, revealed weaknesses in democratic regimes, especially as the disconnect between elected representatives and their constituents continues to grow in many parts the world. This frustration is due in part to public frustration with the negative influence of money in politics, which in turn negatively impacts the integrity of elections and the legitimacy of government officials. In countries as diverse as the United States and Kenya, the public perception of elected representatives is that their dependence on and relationships with wealthy donors prevents them from serving ordinary citizens.

Despite these challenges, an overwhelming majority of people across the world still choose democracy as their preferred form of government. They are willing to express their demands for a more ideal version of democracy through protest movements and social media platforms. Past and present citizens' protest movements have called for increased accountability of elected representatives, less hierarchical structures and more citizen involvement. They have not called for non-democratic forms of government. Moreover, the number of democracies has continued to increase since the 1970s, the latest entrant to the 'community of democracies' being Myanmar.

It is against this background that, in 2017, International IDEA's Global Programme will contribute to supporting inclusive, responsive and accountable democratic institutions and processes.

Table 1. Budget comparison, Programmes, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
Programme	TOTAL	TOTAL	UNR	RES	TOTAL
Constitution-Building Processes	1,896	1,636	1,443		1,443
Democracy Assessment, Analysis and Advice	62	1,956	1,469	569	2,039
Democracy, Conflict and Security	302				
Democracy and Development	590	534	429		429
Democracy and Diversity	520				
Democracy and Gender	438				
Electoral Processes	1,719	1 208	1,140		1,140
Director Global Programme and Board of Advisers	632	564	553		553
Political Participation and Representation Processes	750	565	793	34	827
State of Democracy	764				
TOTAL	7,672	6,463	5,828	603	6,431

UNR = Unrestricted funding; RES = Restricted funding

Table 2. Budget comparison, cost types, 2015–17

All figures in 1000s of EUR

Year	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Activity, incl. Office	3,174	2,031	1,623	414	2,037
Staff	3,742	3,688	3 533	122	3,655
Indirect costs	900	744	672	67	740
TOTAL	7,816	6,463	5,828	603	6,431

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

International IDEA's new knowledge products for 2017 will include:

- a signature publication on the global state of democracy;
- an Election Readiness Index for conflict-affected states;
- a facilitator's toolkit on digital reporting and disclosure systems aimed at improving political finance reporting and disclosure among political finance oversight agencies;
- a Discussion Paper and a response paper for the academic community to expand and fine-tune its comparative knowledge on constitutional design aimed at preventing oligarchic capture of democracy;
- a practical guide on policy development for political parties on natural-resource governance;
- an Electoral Justice Toolkit for electoral-justice system decision-makers and advocates; and
- the Integrity Threat Assessment System Tool (IntegriTAS) for election stakeholders to assess threats at the nexus between organized crime and democratic politics.

Leveraging its global comparative knowledge, International IDEA provides direct substantive support to regional and partner stakeholders to:

- strengthen political parties in creating comprehensive policy positions in accordance with their ideologies in natural-resource governance;
- prevent election-related violence by applying the Electoral Risk Management Tool (ERM Tool) to assess and analyse electoral violence risks and take preventive action;
- support the application of the State of (Local) Democracy and Democratic Accountability in Service Delivery assessment frameworks; and
- provide direct support to constitution-building processes at the national level.

International IDEA's agenda-setting and convening on global democracy issues in 2017 will contribute to:

- the global debate on implementation and people-centered monitoring of the 2030 Agenda on the Sustainable Development Goals, focusing on the key concept democratic accountability; and
- the global discussion on migration and its effect on democratic institutions and processes.

External partners

In 2017, Global Programme will strengthen partnerships with a number of institutions including the Association of World Election Bodies (A-WEB), Association of European Election Officials (ACEEEO), Australian Electoral Commission (AEC), African Union Democracy and Electoral Assistance Unit (DEAU), Bertelsmann Foundation, Central Election Commission of Nepal, Clingendael Institute, Community of Democracies, Council of Europe, Declaration of Principles, Direct Democracy Global Forum, European Commission Electoral Task Force, Economist Intelligence Unit, Edinburgh Centre for Constitutional Law, Electoral Institute of Southern Africa (EISA), Elections Canada, European Asylum Support Office (EASO), European Investment Bank, Freedom House, Global Electoral Organisation (GEO), Global Justice Academy, Human Rights Initiative, Human Security Department of the Swiss Federal Ministry of Foreign Affairs (HSD), International Foundation for Electoral Systems (IFES), Indian International Institute for Democracy and Election Management, National Electoral Institute (INE), International Center for Local Democracy (ICLD), Inter-Parliamentary Union (IPU), National Agency for the Prevention of Corruption in Ukraine, National Democratic Institute, National Institute for Strategic Studies of Kyrgyzstan, Natural Resources Governance Institute (NRGI), Netherlands Institute for

Multiparty Democracy (NIMD), Organization of the Islamic Conference (OIC), Polity Index, ProSociedad, Seoul International Election Symposium, State Audit Office of Georgia, Stockholm University, Swedish parliamentary committee on review of political finance law, the African Development Bank, the African Diaspora Policy Centre (ADPC), The Carter Center, the Centre for Continuous Electoral Training in Moldova, the Electoral Integrity Project, the Electoral Integrity Initiative, the European Council on Refugees and Exiles (ECRE), the Global Initiative against Transnational Organized Crime, the International Organisation for Migration (IOM), the Migration Policy Institute (MPI), the National Electoral Institute of Mexico, the Nordic Africa Institute (NAI), Stockholm International Peace Research Institute (SIPRI), the United Nations High Commissioner for Refugees (UNHCR), UN Women, UN Development Programme (UNDP), UNDP-Oslo Governance Center, Electoral Assistance Division (UNEAD), UN Institute for Training and Research (UNITAR), the Scuola Sant Anna for MEPA, University of Edinburgh, University of Tilburg, Uppsala University, the Varieties of Democracy Institute (V-DEM) and the Venice Commission.

Investment in results

Annual outcomes and outputs

The following sections break down the expected annual outcomes and outputs for Global Programme by individual programmes.

2.1.1. Constitution-Building Processes

Context

The Constitution-Building Processes Programme supports the establishment of democratic constitutional governance, benefiting global citizens through raising awareness of the role constitution-building processes play in managing conflict and consolidating democracy together with regional global partners.

Investment in results

Table 3. Constitution-Building Processes

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Global Analysis	0	245	245
Post-Conflict Constitutional-Building	0	251	251
Constitutional Design	0	155	155
Process, Inclusion and Participation	0	193	193
Country- and region-specific programming	0	347	347
Programme Management and Support	0	254	254
Total	0	1,443	1,443

Annual outcomes and outputs

Table 4. Constitutional Design

Expected project outcome	Planned project output
Increased access to knowledge resources on comparative constitutional design choices among country-specific national and international constitution-builders	Four Primers published and disseminated
Increased debate and innovation within the academic community with regards to constitutional design aimed at preventing oligarchic capture of democracy	Constitutional Responses to Oligarchic Democracy (CROD) Discussion Paper and response papers completed for publication CROD workshop held to discuss draft response papers with organizations including Tilburg University, the Overseas Development Institute or Clingendael Institute

Table 5. Country- and region-specific programming

Expected project outcome	Planned project output
Capacity of national actors to develop democratic constitutions increased	Support provided to national actors in constitution-building (through regional and local offices)
Increased access to knowledge resources (by constitutional judges, lawyers, academics and key political actors) on why and how judicial decisions of existential importance in emerging democracies were made among judiciaries in West Africa and their impact on democratic politics in the region	At least two reports analysing case law of key court decisions on West African democracies published
Increased availability of knowledge resources to key national stakeholders and relevant international partners on how to make initial decisions on the design of the constitutional process	Training workshop reports produced, aimed at contributing to general comparative knowledge, regarding lessons learned from initial workshop
Increased capacity of key national constitution-building stakeholders and international partners to make initial decisions over the design of constitutional processes	Training workshops and technical support in three countries embarking on constitutional reform provided on request

Table 6. Global Analysis

Expected project outcome	Planned project output
Increased access to and awareness of constitution-building globally and in selected countries	<i>Annual Review of Constitution-Building Processes</i> published Constitutional Advisor Assessment Tool produced ConstitutionNet content produced and disseminated International coordination meeting organized

Table 7. Post-Conflict Constitution-Building

Expected project outcome	Planned project output
Increased capacity on negotiations regarding key constitutional design choices among constitution-building, peacebuilding and conflict-mediation communities from selected countries	Case study reports on key constitutional design choices completed and disseminated in Burundi, Kosovo, Nepal, Somalia, South Africa and Ukraine Fellowship realized
Increased dialogue on post-conflict constitution-building among constitution-building, peacebuilding and conflict-mediation communities from selected countries	Edinburgh Dialogue on Post-Conflict Constitution-Building held Conference report developed Launch events for policy manuals on security sector reform and territorial cleavages held in Geneva Policy Paper developed

Table 8. Process, Inclusion and Participation

Expected project outcome	Planned project output
Increased access to knowledge resources on constitutional design's effect on gender equity and women's agency by UN Women staff, constitution-building experts and practitioners	<i>Constitution Assessment for Women's Equality</i> (CAWE) disseminated
Increased access to knowledge resources on the latest progressive case law advancing women's equality by women's rights organizations, legal academics and practitioners and UN Women field office staff	'Global Exploratory Study of Constitutional Jurisprudence related to Gender Equality and Women's Empowerment' published and disseminated
Increased capacity on constitutional design's effect on gender equity and women's agency by UN Women staff, constitution building experts and practitioners	Presentations and workshops connected to the CAWE workbook conducted
Increased inter-faith dialogue on constitutional values among faith-based organizations, policymakers (primarily from Europe) and constitution-building experts and practitioners	Conference organized and held Conference report on the role of religion in constitutional processes published

Table 9. CBP Programme Management and Support

Note: Projects designed to provide Programme and administrative support are not reported under individual Programme sections but appear instead in the budget section (see Chapter 4).

2.1.2. Democracy Assessment, Analysis and Advisory

Context

The Democracy Assessment, Analysis and Advisory (DAAA) Unit will complement International IDEA's analytic capacity in its key impact areas with capacity to monitor, analyse and contribute to debate on broader developments that impact democracy and democracy assistance. DAAA will bring together the State of Democracy, Democracy and Gender, Democracy and Diversity, and Democracy, Conflict and Security teams into one Unit with a single mandate. The DAAA Unit will support citizen-led assessments of democracy, monitor and analyse key global developments and their implications for democracy, and support the mainstreaming of cross-cutting themes across the Institute.

Investment in results

Table 10. Democracy Assessment, Analysis and Advisory

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Respect for Women's Political Rights	68	5	73
Global State of Democracy (Signature publication)	416	79	495
Institutional Mainstreaming of Cross-Cutting themes	0	294	294
GenderPartnerships and Online Platforms/Databases: iKNOW Politics and Gender Quotas Database	0	135	135
State of (Local) Democracy Assessments	0	446	446
Migration Management and Democracy	0	172	172
Protecting Politics	0	338	338
Refugees, Asylum Seekers and Democracy	86	0	86
Total	569	1,469	2,039

Annual outcomes and outputs

Table 11. Gender Partnerships and Online Platforms/Databases: International Knowledge Network of Women in Politics (iKNOW Politics) and Gender Quota Database

Expected project outcome	Planned project output
Increased and enhanced access to comparative knowledge on electoral gender quotas and their implementation	Database migration finalized, new interface developed and new updates to the quota database carried out Time-series data collected on introduction of gender quotas and gender-disaggregation of parliaments over time, data checked and updated through regional experts

Increased and enhanced knowledge sharing and global dialogue among women in politics on their political participation

Capacity building e-courses/thematic pages/tools and testimonials for mentoring/role models developed on women in politics

Opinion pieces produced based on interviews with selected women in politics and e-discussions facilitated

iKNOW Politics site and virtual library maintained and updated

Promotional video produced documenting the advances made by women in the political sphere in the past decade

Table 12. Global State of Democracy (Signature Publication)

Expected project outcome	Planned project output
Developing global democracy indices that capture global democratic trends to inform quantitative and qualitative analysis in a systematic and scientific way	Global Democracy Indices produced
Knowledge resources available for policymakers and democracy practitioners to inform policy interventions and democratic reforms	Periodic publication on the Global State of Democracy produced
Providing global and regional platforms for dialogue on the state of global democracy and problem-solving oriented policy recommendations	Policy dialogue and outreach conducted

Table 13. Institutional Mainstreaming of Cross-Cutting themes

Expected project outcome	Planned project output
Contribute to enhanced mainstreaming capacity of external actors (EMBs and political parties) working with KIAs and regions in selected countries	Completion of needs assessment on the challenges faced by marginalized groups in electoral processes, and by EMBs and other election-assistance providers
Enhanced internal capacity and implementation of mainstreaming cross-cutting issues in International IDEA's programmatic work	Capacity-building activities on the integration of gender, diversity and conflict sensitivity issues into programmes and activities have been developed and carried out Mainstreaming hub launched and updated Technical support for the development of a conflict sensitive strategy for 2018–23 provided
Enhanced mainstreaming capacity of EMBs and political parties in selected countries	A comparative Policy Paper analysing the inclusion of a gender perspective in political parties policy documents, developed, disseminated and promoted Technical support provided for a regional workshop on the connection between gender and natural-resource management aimed at supporting political parties in formulating gender-sensitive policy positions Technical support provided for interparty dialogues, regional training workshops and self-applicable training modules aimed at strengthening political parties' capacities on gender, diversity and conflict issues
Increased access to new knowledge resources by EMBs and political parties on the challenges faced by marginalized groups in electoral processes	EMB guide on inclusion of marginalized groups in electoral processes published and disseminated EMB training methodology on the inclusion of marginalized groups in electoral processes developed

Table 14. Migration Management and Democracy

Expected project outcome	Planned project output
Enhanced awareness and dialogue among institutions in targeted countries (e.g. political parties, civil society organizations and migrant associations) on knowledge resources about the effects of migration on elections and strategies for political inclusion of migrants	Workshop held with migration management stakeholders and experts
Increased access by institutions in targeted countries (e.g. political parties, CSOs and migrant associations) to knowledge resources about the effects of migration on elections and strategies for political inclusion of migrants	Policy Paper on the impact of large-scale migration on democratic institutions and processes developed and disseminated

Table 15. Protecting Politics

Expected project outcome	Planned project output
Increased access to a knowledge (assessment) tool by security agencies, EMBs, CSOs and political parties to assess threats at the nexus between organized crime and democratic politics and identify evidence-based prevention and mitigation responses	IntegriTAS software and guides produced and launched
Increased awareness and dialogue among democracy-assistance providers and practitioners on the threats posed by organized crime to democratic politics, as well as the options and strategies to improve the mechanisms that address these phenomena	Two presentations conducted in key global policy hubs (e.g. New York and Brussels) about protecting politics from organized crime One policy workshop facilitated using the recommendations from the 2016 Protecting Politics reports

Table 16. Refugees, Asylum Seekers and Democracy

Expected project outcome	Planned project output
Relevant decision-makers in host and origin countries (including national legislators, political parties, EMBs and other policymakers) have access to reliable information and policy recommendations to adopt sustainable policies for the inclusion of refugees and asylum seekers in civic and political life	Case studies from countries hosting high numbers of refugees and asylum seekers Case studies from countries of origin of refugees and asylum seekers

Table 17. State of (Local) Democracy Assessments

Expected project outcome	Planned project output
Enhanced utility and user-friendliness (in innovative ways) of the State of (Local) Democracy framework and citizen-centred assessment approach as tools for assessing the quality of (local) democracy and informing policy agendas	Innovative approaches of the So(L)D assessment framework developed, including further integration of the cross-cutting themes
Increased capacity on the State of (Local) Democracy framework and citizen-centred assessments as tools to assess the quality of (local) democracy and inform policy agendas	External evaluation on So(L)D framework and programme conducted Technical support to new and ongoing So(L)D assessment initiatives provided, based on demand
Increased demand for the State of (Local) Democracy framework and citizen-centred assessments as tools to assess the quality of (local) democracy and informing policy agenda	A gender-sensitive advocacy, outreach and dissemination strategy developed and implemented to generate demand for the So(L)D

Table 18. Women's political rights

Objectives (2015–17)	Priorities in 2017
Availability of comparative knowledge tool/resource on women's political empowerment at the global and country levels (Access-Participation-Transformation Tool)	Access-Participation-Transformation Tool produced

2.1.3. Democracy and Development

Context

International IDEA's Democracy and Development Programme is committed to promoting global policy discussions, knowledge and practical tools to strengthen political institutions. These help to deliver on development, and to promote democracy building in international development efforts.

Investment in results

Table 19. Democracy and Development

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Democratic Accountability in Development	0	118	118
Democracy in the Development Agenda	0	99	99
Democracy, Natural Resources and Development	0	133	133
Programmatic Parties and Citizen's Participation	0	78	78
Total	0	429	429

Annual outcomes and outputs

Table 20. Democracy, Natural Resources and Development

Expected project outcome	Planned project output
Enhanced capacities of political parties in selected countries to develop comprehensive policy positions on natural resources for inclusive development	<p><i>Political Parties and Natural Resources Governance: A Practical Guide to Policy Development</i> published, popularized and disseminated*</p> <p>Political parties in at least one natural-resource-rich country supported to apply the guide in developing policy positions on the democratic management of natural resources</p>

* Carried out in collaboration with the Political Participation, and Representation Processes Programme. To avoid double reporting relevant outputs are listed here.

Table 21. Democracy in the Development Agenda

Expected project outcome	Planned project output
Increased access and awareness to knowledge resources on people-centred monitoring and review of the 2030 Agenda	Participation in debates and dialogue on people-centred monitoring and review of the 2030 Agenda shared and disseminated, including at key events on the subject and those organized by Regional Programmes Region-specific Policy Briefs and/or web features on the role of accountability in the 2030 Agenda disseminated
Increased awareness of and dialogue among policymakers on an international financial institution (IFI) initiated with regards to the relationship between private sector development and democratization	Briefings and workshops held targeting policymakers from at least one IFI
Influenced debate and increased access to knowledge resources among a network of democracy-assistance providers on learning-centred approaches to results management in democracy assistance	Knowledge resources on results management in democracy assistance produced in 2016, and disseminated to and discussed with targeted audiences in the democracy-assistance field

Table 22. Democratic Accountability in Development

Expected project outcome	Planned project output
Increased awareness of democratic accountability in service delivery among International IDEA's partners	Technical support for the application of the Democratic Accountability in Service Delivery Assessment Tool provided to partners on demand Outreach and advocacy activities to promote the Assessment conducted Best-practices of post-assessment advocacy methods identified and documented <i>Sanctions, Rewards and Learning</i> (Discussion Paper) disseminated Series of feature articles on democratic accountability produced

Table 23. Programmatic Parties and Citizen's Participation

Expected project outcome	Planned project output
Increased awareness of knowledge resources on development of digital strategies by political parties in selected countries	Digital Parties Portal maintained, updated and promoted
Increased capacity on programmatic voting among citizens in Kenya	Workshop on the results and effects of the Voter Advice Application in Kenya held Voter advice application support provided to implementing partners

2.1.4. Electoral Processes

Context

In its area of expertise, the Electoral Processes Programme supports electoral management bodies (EMBs) and other electoral stakeholders' efforts in improving and consolidating democratic electoral processes worldwide.

Investment in results

Table 24. Electoral Processes

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Elections and Conflict	0	238	238
Elections and ICT	0	146	146
Collaborative Electoral Policy and Advocacy	0	184	184
Elections and the Media	0	97	97
Update and maintenance of International IDEA's election-related databases	0	162	162
Electoral Justice	0	191	191
Timing of elections	0	122	122
Total	0	1,140	1,140

Annual outcomes and outputs

Table 25. Collaborative Electoral Policy and Advocacy

Expected project outcome	Planned project output
Enhanced dialogue on an election integrity process-related topic through initiatives bringing together academics and policymakers	Annual workshop in partnership with the Electoral Integrity Project (EIP) implemented
Enhanced knowledge resources and awareness on elections and electoral processes by electoral assistance providers and practitioners	Contribution to BRIDGE partnership made and BRIDGE curriculum version 3 updated
Increased access to information on electoral processes among ACE Electoral Knowledge Network visitors	Coordination of ACE partnership and online platform implemented
Increased capacity of the Master in Electoral Policy and Administration (MEPA) participants on electoral processes	MEPA implemented online
Increased visibility and use of International IDEA's knowledge products related to electoral processes	International IDEA participation at electoral-related events organized by partnering electoral stakeholders Dissemination and promotion of printed knowledge products on electoral processes

Table 26. Elections and Conflict

Expected project outcome	Planned project output
Enhanced knowledge on elections and conflict by democracy- and electoral-assistance providers and practitioners	'Elections and Conflict' topic section published on the ACE website
Increased access to knowledge and information on the prevention and mitigation of electoral-conflict risks by the global community of practice	Blog posts on elections, conflict and the ERM Tool roadmap published
Increased capacity of stakeholders (especially EMBs) in selected countries to apply the ERM Tool for the purpose of preventing and mitigating risks for electoral conflict in their countries	Electoral risk management community of practice expanded and strengthened, peer-to peer exchanges facilitated and technical support for application of ERM Tool provided, including through training workshops

Table 27. Elections and Information and Communications Technologies

Expected project outcome	Planned project output
Enhanced knowledge resources on, and awareness of, sustainable election technology choices to support sustainable and transparent elections, including in conflict-affected countries	ACE topic area 'Elections and Technology' updated
Increased access to knowledge resources on sustainable election technology choices to support sustainable and transparent elections, including in conflict affected countries	'Comparing Costs of Electronic and Paper Based Voting' published
Increased awareness among EMBs in selected countries about sustainable election technology choices to support sustainable and transparent elections, including in conflict affected countries	Conference report on 'Sustainability and Impact of ICTs in elections in conflict effected countries' published Round table on 'Sustainability and Impact of ICTs in elections in conflict effected countries' held

Table 28. Elections and the Media

Expected project outcome	Planned project output
Improved awareness of EMBs in targeted countries of how they can improve working relationships with the media	Media strategy toolkit (online version) piloted, finalized and published on International IDEA website
Increased access to citizens experiences for EMBs on how and why people engage in their electoral process	'Biographies of the Ballot Box' column established on International IDEA website
Increased awareness of the role of citizen journalists in elections by EMBs in selected countries	Vote Watchers case studies added on a regular basis to the published online report

Table 29. Electoral Justice (formerly Existing Knowledge Resources and Spin-Off Products)

Expected project outcome	Planned project output
Increased capacity of electoral justice system (EJS) decision-makers and advocates to apply comparative knowledge to inform their decision-making (including from a gender and diversity perspective)	Electoral Justice Toolkit and User Guide implemented Electoral Justice Toolkit and User Guide and other products promoted and disseminated

Table 30. Timing of elections

Expected project outcome	Planned project output
Increased access to knowledge resources on the legal, political, technical and security considerations necessary to determine the sequencing and timing of transitional elections by policymakers and peace negotiators	Baseline survey and evaluation report of stakeholders' understanding of the challenges linked to the timing of elections, published Context-based, country-specific roadmaps created on request by relevant stakeholders 'Election Readiness Index' (working title) developed
Increased knowledge and understanding among policymakers, peace negotiators and academics on transitional elections	Expert workshop held on a political component of well-timed elections

Table 31. Update and maintenance of International IDEA's election-related databases

Expected project outcome	Planned project output
An increase in the use of comparative data generated by International IDEA by electoral decision-makers seeking to enhance voting rights and accessibility for persons outside their home areas and marginalized unregistered voters, and by advocates seeking to promote better voting rights access and accountability for these groups	'Global Voting Rights Database' established
An increase in the use of International IDEA databases by practitioners, policymakers, the research community, media and other stakeholders through improved accessibility of databases	Databases promoted by improving online interactivity, developing codebooks and coded data files, and targeted outreach
Increased stakeholder awareness of global trends and comparative practices in the field of elections	Databases updated and expanded Infographics produced

2.1.5. Political Participation and Representation Processes

Context

For International IDEA, this area of expertise is focused on supporting representative democracies that ensure inclusive participation, accountable representation and response and delivery to the needs of the people. In 2017 International IDEA will invest in the following strategic outcomes: money in politics, political party dialogue, effective institutions of representation, and programmatic parties.

Investment in results

Table 32. Political Participation and Representation Processes

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Money in Politics	0	402	402
Political Party Strengthening for Inclusive and Accountable Representation	0	189	189
Future Political Representation and Participation	0	202	202
Political Parties and EMBs dialogue for peaceful electoral processes	34	0	34
Total	34	793	827

Annual outcomes and outputs

Table 33. Future Political Representation and Participation

Expected project outcome	Planned project output
Increased availability of comparative knowledge resources among political-party assistance providers, global leaders and influencers on new forms of citizen engagement in politics, in particular to address the crisis of representation in established and developing democracies	A knowledge repository of emblematic cases of specific, innovative new forms of engagement between citizen and political parties made available on International IDEA's website
Increased capacity of political parties and political-party assistance organizations in selected countries to develop digital strategies through the practical adaptation of International IDEA's Digital Parties Portal	2-3 democracy labs held in an equal number of regions and countries* An established methodology for conducting Democracy Labs to facilitate the practical adaptation of International IDEA's Digital Parties Portal
Increased dialogue and awareness among political-party assistance providers, global leaders and influencers on new forms of citizen engagement in politics, in particular to address the crisis of representation in established and developing democracies	One or two regional seminars held to extract lessons on the emergence of new forms of citizen engagement in politics, in preparation for the 2017 Annual Democracy Forum

* Carried out in collaboration with the Democracy and Development Programme. To avoid double reporting, relevant outputs are only reported here.

Table 34. Money in Politics

Expected project outcome	Planned project output
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Increased access to, and awareness of, knowledge resources on political finance (including from a gender perspective) among civil society and media, academia, oversight agencies, lawmakers and assistance providers in targeted countries	<p>Advocacy campaign on Money in Politics conducted via social and traditional media</p> <p>Political Finance Database updated and maintained</p> <p>Policy Paper on the interplay between public funding of political parties and women's political participation produced and disseminated</p>
Increased access to technical support and comparative knowledge on political finance systems (i.e. legal frameworks and internal party financial management) in selected countries	<p>Case studies on good practices of internal political party financial management produced and disseminated through electronic means</p> <p>Legal advice (both in-person and written) provided on party law reform to lawmakers, practitioners and experts, on request</p>
Increased capacity on the design and implementation of digital systems for political finance reporting and disclosure among political finance oversight agencies in selected countries	<p>Facilitator's toolkit on digital reporting and disclosure systems completed and disseminated</p> <p>Technical support provided to political finance oversight agencies in target countries (e.g. Georgia, Moldova, Ukraine) on digital political finance reporting and disclosure systems and peer-to-peer exchanges facilitated on lessons from oversight agencies on this topic</p>

Table 35. Political Parties and EMBs dialogue for peaceful electoral processes

Expected project outcome	Planned project output
Results and value addition of dialogues between political parties and EMBs are improved through training and increased access to practical tools for dialogue facilitation in target countries and regions	'Political Parties and EMB Dialogues on Electoral Codes of Conduct: A Facilitator's Guide' published and disseminated through electronic means targeting political parties, EMBs, civil society and political-party assistance providers globally

Table 36. Political Party Strengthening for Inclusive and Accountable Representation

Expected project outcome	Planned project output
Improved quality of political party strengthening-related project funding proposals across the Institute by providing inputs on content and/or other expert advice required	Content inputs provided to funding proposals on aspects related to political-party strengthening
Increased access to practical knowledge resources on internal organization, programme development, citizen engagement, accountability and inclusive representation among political parties in selected countries and regions	<p>'Political Parties and Natural-Resource Governance: A Practical Guide for Policy Development' finalized, published and disseminated</p> <p>International IDEA's Policy Positioning Tool for political parties implemented in Tanzania, Indonesia, Mongolia or Kyrgyzstan, with focus on political parties/citizens engagement in policies on natural resources</p>
Increased capacity of political parties, political-party assistance providers and facilitators in interparty dialogue methodology in selected countries	<p>Advocacy campaign held to promote political-party dialogue on balancing political competition and interparty cooperation to achieve and sustain democracy gains</p> <p>Interparty Dialogue Skills Training Module customized, to make it more user-friendly and easily accessible to political parties and political party assistance providers</p> <p>Interparty dialogue training conducted in at least one of the following countries: Cote d'Ivoire, Botswana, Gabon and/or Indonesia</p>
Increased capacity on practical knowledge resources on internal organization, programme development, citizen engagement, accountability and inclusive representation among political parties in selected countries and regions	Strategic planning training for political parties in Nepal and/or Haiti (5–9 parties per country) facilitated

2.1.6. Director of Global Programme

Investing in Results

Table 37. Director of Global Programme and Board of Advisers

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Director of Global Programmes	0	340	340
Board of Advisers	0	213	213
Total	0	553	553

Annual outcomes and outputs

Table 38a. Director of Global Programme

Expected project outcome	Planned project output
Enhanced efficiency in the administration and management of the Global Programme Team	<p>Effective partnerships that contribute to the objectives of Global Programme are ensured</p> <p>Global Programme consolidated and a highly skilled and motivated Global Team is developed</p>

Table 38b. Board of Advisers

Objectives (2015–17)	Priorities in 2017
Increased and sustained engagement of the Board of Advisers in supporting International IDEA's work, promoting and informing others about International IDEA to enhance the legitimacy and outreach of the Institute	<p>Promote the engagement of Board of Advisers members in the programming and representational activities of the Global and Regional Programmes</p> <p>Services including meetings, minutes and reports provided to the Board of Advisers</p>

2.2. Africa and West Asia

Context

The countries of the Africa and West Asia (AWA) region are going through multiple and multifaceted changes. These changes offer new opportunities for advancing democracy-building but also pose fresh challenges that will need to be addressed in order to avoid democratic recessions. This presents International IDEA, both globally and through its AWA Regional Programme, with a unique opportunity to drive initiatives that can contribute to significant change for citizens and governments alike.

Recent factors which have been at the forefront of democratic developments will remain prominent in 2017, including issues surrounding fair elections and election-related violence; constitutional review and reform processes and referendums; the institutional and capacity limitations of political parties, compounded by political and developmental challenges; and questions of accountability and governance of natural resources.

Between 2011 and 2015, a total of 10 countries in West Asia and North Africa engaged in constitutional reform processes, with many processes also concluding across the rest of Africa and West Asia. In 2017, a number of constitutions are expected to be reviewed, including in Burkina Faso, Côte d'Ivoire, Mali, Nigeria and Zambia, with some movement expected on the adoption or drafting of new constitutions in Libya, Syria and Yemen. Other countries, including Egypt and Tunisia, are preparing legislation to implement provisions in their new constitutions.

Across Africa and West Asia, many countries are scheduled to hold elections in 2017. Therefore, support to EMBs, and their ability to administer elections with integrity, will be crucial to ensuring fair participation by the electorate and mitigating electoral risks.

Women remain underrepresented in parliaments and positions of decision-making in countries across the region, and often lack the possibility to effectively participate in these forums. Barriers to women's participation are numerous and their equal participation is often not supported by political parties, where retention of women in party ranks often remains low. Similarly, ensuring that youth have access to equal participation will be a key theme in 2017, given that the African Union's theme for the year is 'Harnessing the Demographic Dividend through Investment in Youth'.

Table 39. Budget comparison, Programmes, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Africa	2,594	3,754	1,944	684	2,627
West Asia	1,556	1,668	746	452	1,198
TOTAL	4,150	5,422	2,690	1,136	3,826

UNR = Unrestricted funding; RES = Restricted funding

Table 40. Budget comparison, cost types, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Activity, incl Office	2,571	3,416	1,052	878	1,930
Staff	1,087	1,361	1,292	149	1,441
Indirect costs	493	645	346	109	455
TOTAL	4,150	5,422	2,690	1,136	3,826

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

Region-wide results

- Improvement of legal, institutional and policy frameworks for supporting peaceful electoral processes in focus.
- International IDEA will provide advisory services to assist national stakeholders in drafting laws, regulations or institutional policies; a dialogue platform on the introduction of new technologies in electoral processes organized to consult electoral stakeholders; and stakeholder consultation dialogue on guidelines on elections and access to information facilitated in regional Africa.
- Increased national dialogue will be facilitated on policy measures that strengthen democratic accountability in service delivery.
- At the pan-African level, in 2017 the Institute will produce a 'Quarterly Bulletin on Democracy Trends in Africa', organize a pan-African Round Table, an African Business Round Table on Democracy, and an annual Member State dialogue platform.

Country-level results

- *Tunisia*: In 2017 International IDEA will support democratic communities by enhancing youth participation, and increasing the capacity of youth to effectively engage in democratic institutions and processes.
- *Kenya*: International IDEA will support electoral and political processes by increasing the capacity of the Independent Electoral and Boundaries Commission (IEBC) and the Office of the Registrar of Political Parties (ORPP) to review and enforce the electoral legal framework; support building capacities and skills of key ORPP staff and strengthening collaboration between ORPP, IEBC and their partners and stakeholders.

International IDEA's partners in Africa and West Asia

In 2017, the Africa and West Asia Programme will strengthen partnerships with a number of institutions including Arab Association of Constitutional Law (AACL), African Capacity Building Foundation (ACBF), African Development Bank (AfDB), the African Business Roundtable, the African Union (AU), AU Department of Political Affairs (DPA), AU Economic, Social and Cultural Council (ECOSOCC), AU Peace and Security Department (PSD), the Common Market for Eastern and Southern Africa (COMESA), the Intergovernmental Authority on Development (IGAD), Democracy Reporting International, Electoral Commissions Forum of Southern African Development Community countries (ECF SADC), the Economic Community of West African States (ECOWAS), , the European Union, Harvard Kennedy School of Government, Harvard Law School, International Foundation for Electoral Systems (IFES), the Independent Electoral and Boundaries Commission (IEBC), the International Research and Development Centre (IDRC), the Instance Supérieure Indépendante pour les Élections (ISIE), la Francophonie, Netherlands Institute for Multiparty Democracy (NIMD), the Office of the Registrar of Political Parties (ORPP), the Ombudsman Association of Southern Africa, Open Society Initiative for Southern Africa (OSISA), Open Society Initiative for West Africa (OSIWA), the Pan African Parliament, , Southern African Development Community (SADC), SADC Parliamentary Forum (SADC-PF), the Administrative Courts (Tunisia), the African Peer Review Mechanism (APRM), the American University in Cairo, the Arab Center for Research and Policy Studies, the Center for Constitutional Transitions, the British Commonwealth, the Constitutional Court (Tunisia), the International Association of Constitutional (IACL), the Issam Fares Institute for Public Policy and International Affairs (AUB), the Lebanese University, the Supreme Judiciary Council (Tunisia), the United Nations, the University of California at Berkeley, the University of Rabat (Mohamed V), the University of Tunis (El Manar), the Venice Commission, Trust Africa, Tunisian Associations of Constitutional Law, United Nations Development Programme (UNDP), United Nations Economic and Social Commission for Western Asia (UNESCWA), United Cities and Local Governments of Africa (UCGLA) and the World Bank.

2.2.1. Africa and West Asia Regional Office

Investment in results

Table 41. Addis Ababa

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Democracy and Development	0	210	210
Support to Electoral Processes in Africa and West Asia	0	230	230
Support for the African Union Pre-Election Assessment Unit (DFID)	116	7	123
Political Participation and Representation in Africa and West Asia	0	34	34
Pan-African Initiatives	0	306	306
Addis Ababa Office	0	1,146	1,146
Total	116	1,934	2,050

Planned outputs and expected outcomes, 2017

Table 42. Democracy and Development

Expected project outcome	Planned project output
Increased national dialogue facilitated on policy measures that strengthen democratic accountability in service delivery	Dialogue platforms (supported by production and dissemination of a Policy Brief) conducted in Botswana on enhancing service delivery policies among local government authorities, regional civil society, think tanks and UNDP
Key democratic reforms are identified through citizen-led assessments and made available to policymakers, development partners and other stakeholders	Key democratic reforms identified using the State of Democracy (SOD) citizen-led assessment framework in Malawi; report finalized and disseminated Stakeholder consultations for SOD/SOLD conducted in Mozambique Roll-out of the SOD/SOLD assessment facilitated in Côte d'Ivoire
Subregional dialogue and consensus-building platforms for governance of extractives in Southern Africa strengthened	Subregional dialogue conducted in South Africa for political parties and legislative bodies on natural-resource governance policies

Table 43. Political Participation and Representation in Africa and West Asia

Expected project outcome	Planned project output
Capacities of political parties, legislative bodies and regulatory authorities in strategic planning and implementing gender equality measures strengthened	A regional policy dialogue with political parties' women caucuses/leagues in Kenya convened A subregional policy dialogue for political party youth leagues on youth and democracy-building sub-themes convened

Regional- and national-level interparty policy dialogue and consensus-building platforms and mechanisms for democratic practices strengthened in targeted African countries

Interparty dialogue on Money in Politics in East Africa as part of AWA Regional Policy Dialogue series convened

National interparty Policy Dialogue on Money in Politics in Zambia conducted

'Policy Development for Political Parties on Natural Resources' guide piloted in Kenya or South Africa

Table 44. Support to electoral processes in Africa and West Asia

Expected project outcome	Planned project output
Improved legal, institutional and policy frameworks for supporting peaceful electoral processes in targeted countries, within regional Africa	<p>Advisory services to assist national stakeholders in drafting laws, regulations or institutional policies (e.g. youth, gender, risk-management and media policies) in targeted countries within regional Africa, provided</p> <p>Dialogue platform on the introduction of new technologies in electoral processes organized to consult electoral stakeholders</p> <p>Stakeholder consultation dialogue on guidelines on elections and access to information facilitated in regional Africa</p>
Increased capacity of EMB leaders and staff to conduct elections with accountability, professionalism and integrity, in targeted countries, within regional Africa	<p>Advisory services to EMBs and other relevant stakeholders in the implementation of the Electoral Risk Management Tool (ERM Tool), provided</p> <p>Organization of orientations for newly appointed Electoral Commissioners and senior staff of EMBs, on needs basis within regional Africa, organized</p> <p>Training workshop to support effective communication by EMBs with the media based on Media Strategy Toolkit, conducted</p>

Table 45. Addis Ababa Office

Expected project outcome	Planned project output
Formation and continuation of new key partnership agreements supported	<p>Existing MOUs and agreements, including with partners such as ECOWAS and IGAD, renewed and revitalized</p> <p>Negotiation of International IDEA's headquarters agreement with the Ethiopian Government, continued</p> <p>New MOUs and partnership agreements with strategic partners, concluded</p>
International IDEA visibility in the AWA region increased and full integration of all country offices completed	<p>A strategy for regional communication formed and disseminated within the ambit of the broader International IDEA Strategy</p> <p>AWA-specific communication initiatives developed</p> <p>Internal AWA newsletter developed and disseminated to partners</p>
Representation and outreach to current and potential International IDEA Member States in the AWA region, and to regional and subregional organizations, to improve synergy, increase collaboration and grow International IDEA's presence in the region	<p>Working visits to all six existing IDEA Member States in Africa, conducted</p> <p>Working visits to potential new African Member States, conducted</p> <p>Working visits to the Pan-African Parliament, the African Peer Review Mechanism, and the New Partnership for Africa's development agency, conducted</p>

Table 46. Pan-African initiatives

Expected project outcome	Planned project output
Continental and regional dialogue on common trends and challenges for participatory and accountable democracy in Africa stimulated; and their outcomes published and disseminated widely	Regional Policy Dialogues facilitated, based on selected recommendations and outcomes of the democracy reform topics identified in the 2016 Policy Dialogue series
Increased awareness of, and greater commitment to, ratify the African Charter on Democracy, Elections and Governance among political leaders in selected African countries in accordance with the MOU between International IDEA and the African Union	Advocacy missions on the African Charter on Democracy, Elections and Governance undertaken in one or two pilot countries in consultation with the AU Commission
Increased collaboration and understanding between key regional and national actors, in particular International IDEA Member States, on the nexus between democracy and development in Africa	Annual Member-State Dialogue platform facilitated, Policy Brief produced and disseminated Regional series of interparty dialogues on specific themes determined in consultation with partner organizations, held
Increased interest and awareness from stakeholders in the private sector on their role in democratic development policy	African Business Round Table on Democracy launched
Key regional and national actors, in particular Member States, engage in regular policy dialogue on the state and evolution of democracy processes	A pan-African Round Table on a topic to be determined, convened Quarterly 'Bulletin on Democracy Trends in Africa' produced and disseminated

Table 47. Support for the African Union Pre-Election Assessment Unit (DFID)

Expected project outcome	Planned project output
Improved capacity of the AU Department of Political Affairs (DPA) to assess the state and level of preparedness of AU Member-State electoral institutions ahead of elections	Post-Election Assessment Missions conducted with reports developed and presented to AU DPA Pre-Election Assessment Missions (PAM) conducted with reports developed and presented to the AU DPA
Enhanced capacities of the AU DPA in applying contingency plans to mitigate unconstitutional changes of government (UCGs) within Africa	Country profiling missions to 'high-risk countries' conducted and relevant profiles produced for the African Union to develop contingency plans
Enhanced capacity of the AU DPA in order to meaningfully engage in preventative diplomacy in UCG-prone scenarios	Platforms facilitated to improve the quality of AU mission reports and to enhance synergy between the PSD and the AU DPA in preventative diplomacy in AU countries

2.2.2. Tunisia

Context

Tunisian democracy is in a period of change following the 2010 uprising and the new Constitution enacted in 2014. Therefore, efforts such as increasing the political participation of women and youth, the implementation of the Constitution, the set-up of key institutions and the administration of elections with integrity must continue.

The Tunis office serves as AWA's subregional hub and engages with requests for support from within the country and across the region including from Egypt, Libya, Palestine, Oman, Morocco, Lebanon and Jordan. Anticipated highlights for 2017 include the culmination of two multi-year projects and the launch of a new and innovative curriculum. The first culminating project is the 'Respect for Women's Political Rights' project, implemented in partnership with the Netherlands Institute for Multiparty Democracy (NIMD), which is

designed to build the capacities of women in politics and understand and overcome the barriers they face in political participation and representation. The second is International IDEA's five-year support to the development, functioning and sustainability of the Arab Association of Constitutional Law.

With the initial intention to increase the capacity of 22 young people from across Tunisia to effectively engage in their democratic institutions and processes, International IDEA will launch the project, 'Supporting Democratic Communities through Enhanced Youth Participation' which involves the implementation of a Youth Democracy Curriculum and which will be implemented in partnership with the International Development and Research Centre.

Investment in results

Table 48. Tunisia

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Support to the Arab Association of Constitutional Law (Ford Foundation)	107	0	107
Support to the Arab Association of Constitutional Law (Open Society Foundations)	183	48	231
Respect for Women's Political Rights	162	12	175
Country Support	0	85	85
Regional Studies	0	81	81
Strengthening the Rule of Law in Tunisia	0	97	97
Supporting the implementation of the ERM Tool in the WANA region	0	51	51
Supporting Electoral Processes in Tunisia	0	60	60
Publications	0	51	51
Tunisia Office	0	260	260
Total	452	746	1,198

Planned outputs and expected outcomes, 2017

Table 49. Country support

Expected project outcome	Planned project output
Constitutional drafts and processes are more in line with international standards	Technical and substantive support provided to targeted countries across West Asia and North Africa

Table 50. Regional Studies

Expected project outcome	Planned project output
Enhanced capacity of policy makers, judges, civil society and academia in understanding judicial decision making processes across West Asia and North Africa	A study on judicial neutrality in West Asia and North Africa conducted

Table 51. Respect for Women's Political Rights: Fostering Political Environments for Equal Participation and Leadership of Women in Political Parties

Expected project outcome	Planned project output
By 2018, 50 per cent of the executive leadership bodies of political parties in Tunisia have implemented at least one or more new reforms for improving the participation and leadership of women in political parties	<p>One seminar on the nomination process of candidates within political parties to present a study's findings conducted by a national consultant</p> <p>Seminar conducted on the database of political parties and the provision of gender disaggregated data</p> <p>Technical assistance to women's and youth sections of political parties, on their organization and work plans, provided</p> <p>Meetings held with the leadership of three political parties on women's representation at the executive level (comparative perspectives)</p> <p>Multiparty round-table discussions organized in three different regions on the new elections law for women in politics</p>
By 2018, the participation and leadership of women in political parties in Tunisia has increased and the capacity of politicians on gender-sensitive policymaking and legislation has improved	<p>A video produced on women running as candidates during the local elections</p> <p>One peer-to-peer seminar held on the responsibilities of the mayor and the challenges around being a female mayor</p> <p>Quantitative study conducted on electoral violence (based on the 2016 qualitative study), and a seminar held to present its findings</p> <p>Three training sessions for women running as candidates in local elections conducted</p>

Table 52. Strengthening the rule of law in Tunisia

Expected project outcome	Planned project output
Enhanced capacity of the administrative branch of the judicial system through contribution to the comprehensive legal framework	An international workshop to support Tunisian judges and MPs to draft the law of Administrative Justice, held
The Tunisian legal community takes more decisions on the implementation of the limitations clause based on good practice	Peer-to-peer sessions between Tunisian and international judges on the implementation of the limitations clause, held
The Tunisian legal community takes more decisions on the implementation of the limitations clause informed by comparative international practice	A Policy Paper for the Tunisian Parliament to prioritize the legislative review required by the implementation of Article 49, drafted and disseminated

Table 53. Support to the Arab Association of Constitutional Law (Ford Foundation)

Expected project outcome	Planned project output
Enhanced capacity of the Arab Association of Constitutional Law (ACL) to sustain all of the activities independently by end of 2017 via its permanent structures	Support provided to recruitment processes to reinforce internal institutions and structures
Enhanced debate on regional constitutional issues, to serve as a platform for future constitution-building processes	A Yearbook published featuring all ACL research One regional conference in Tunis on the role of religion in constitution-building, conducted
Improved quality of scholarship on constitutional law issues in the region	The second edition of the constitutional law academy established

Table 54. Support to the Arab Association of Constitutional Law (Open Society Foundations)

Expected project outcome	Planned project output
Enhanced capacity of the ACL to ensure long term sustainability and independence	Management training provided and website maintained Project evaluation conducted to support the secretariat of the ACL Support provided to recruitment processes to reinforce internal institutions and structures
Enhanced debate on regional constitutional issues, to serve as a platform for future constitution building processes	One regional conference in Tunis on the role of religion in constitution building, facilitated Several Policy Papers on regional constitutional issues and possible solutions, published The second edition of the constitutional law academy established

Table 55. Supporting electoral processes in Tunisia

Expected project outcome	Planned project output
Strengthened capacity of the Independent High Authority for Elections (ISIE) to deliver municipal elections with integrity	Peer-to-peer capacity building with other EMBs from across the region and around the world, held Technical expertise provided
ISIE continues the establishment of a research centre to be used by ISIE staff and other stakeholders	Expertise, technical support and materials are provided to support the proper functioning, role and methodologies of the research centre
ISIE continues to consolidate its internal administrative structures	Support provided to the implementation of ISIE's new organigram

Table 56. Supporting the implementation of the ERM Tool in the WANA region

Expected project outcome	Planned project output
Enhanced capacity of the Libyan, Tunisian and Iraqi EMBs to anticipate and mitigate electoral risks during electoral processes	Capacity development, technical assistance and advice on implementation methodology provided to the ERM Tool hubs Continued technical support provided to ERM Tool users
Enhanced quality of electoral processes across the region introducing the ERM Tool	A regional workshop to showcase the ERM Tool, its software and good practice, organized

Table 57. Publications

Expected project outcome	Planned project output
Increased access to comparative knowledge on democracy building in the Arabic language	International IDEA's publications translated into Arabic and disseminated

Table 58. Youth Democracy Curriculum

Expected project outcome	Planned project output
Increased capacity of youth to effectively engage in democratic institutions and processes in their country	The Youth Democracy Curriculum designed to increase knowledge and skills is piloted for 22 young people from across Tunisia Updated and finalized curriculum for Tunisia
Increased capacity of youth to effectively engage in professional settings and in organisations working with democracy building	The successful placement of interested youth in paid internship programme so that they are more prepared to professionally enter the workforce

Tunis Office

Note: Projects designed to provide Programme and administrative support are not reported under individual Programme sections but appear instead in the budget section.

2.2.3. Kenya

Context

Kenya's current governance arrangements were shaped by the need to address the underlying causes of post-election violence in December 2007. The new Constitution adopted in 2010 introduced sweeping changes to the political system, including devolution, transferring some government functions and budget allocation from the central government to 47 newly-created counties; reformed electoral rules; affirmative action for underrepresented groups and new provisions that affect the internal functioning and finance of political parties.

In August 2017 Kenya will hold elections and International IDEA project current supports capacity development of the country's electoral institutions to conduct free, fair and peaceful elections; addressing the negative influence of money in politics; electoral risk management as well as general collaboration between key agencies in the electoral process.

Investment in results

Table 59. Kenya

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Supporting Electoral and Political Processes in Kenya	567	10	578
Total	567	10	578

Planned outputs and expected outcomes, 2017

Table 60. Supporting Electoral and Political Processes in Kenya (Phase 2)

Expected project outcome	Planned project output
Increased capacity of the Independent Electoral and Boundaries Commission (IEBC) and the Office of the Registrar of Political Parties (ORPP) to review and enforce the electoral legal framework	<p>Advisory services provided to the IEBC and ORPP to develop implementation modalities for the Campaign Finance Act</p> <p>Capacities and skills of key ORPP staff are strengthened to improve performance and efficiency</p> <p>Collaboration and coordination between ORPP, IEBC and their partners and stakeholders strengthened</p> <p>Improved coordination mechanisms between IEBC and ORPP on shared roles for implementation of the Campaign Finance Act, the Elections Act and the Political Parties Act</p>
Enhanced capacity of the IEBC in managing electoral risks	<p>ERM Tool customized and updated using data collected by IEBC</p> <p>Training sessions held with the IEBC on the ERM Tool and dissemination of related knowledge products</p>

2.3. Asia and the Pacific

Context

Many countries in the Asia-Pacific region are undergoing transformative changes. In Myanmar, actors are engaged in new opportunities to participate in the democratic transition process. With limited experience in democratic processes, capacity building remains an important emphasis. Nepal's new constitution, promulgated in 2015 and currently under amendment process, is now being implemented, including elections at all levels by January 2018. Bhutan heads towards its 2018 elections with falling voter turnout numbers and civil society still excluded from much of the democratic space.

The Philippines, Sri Lanka and Solomon Islands are all reforming their constitutions while addressing demands for devolution of power in the aftermath of violent conflicts. Bougainville and New Caledonia are both preparing for referendums regarding independence—from Papua New Guinea and France, respectively—in the absence of public discussion and debate so far. In Thailand, the draft constitution was passed by referendum in August 2016. Adoption of the new constitution and the related organic laws are part of military government's declared "Roadmap for Democracy", and includes general elections during 2017. More than effective elections, however, are required for Thailand to return to democracies. Citizens' demands for more transparency, accountability and participatory processes are also emerging in a number of fairly closed societies in the region.

Electoral system reforms are being debated across the region and electoral risk management (ERM) is gaining traction, also in the small Pacific Island nations. In contrast, ERM is sometimes overlooked in more established EMBs in the region. The use of, and interest in, technologies in political processes is rising rapidly, particularly in South Korea, Indonesia, the Philippines and Mongolia. Finally, the increasing costs of elections and questions around transparency in political finance are increasingly being debated in the region.

Table 61. Budget comparison, Programmes, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Canberra	1,511	1,406	1,487	0	1,487
Myanmar	3,012	3,500	256	2,969	3,225
Nepal	635	705	181	911	1,092
Asia-Pacific Regional Office	0	0			
TOTAL	5,158	5,611	1,924	3,880	5,804

UNR = Unrestricted funding; RES = Restricted funding

Table 62. Budget comparison, cost types, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	201 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Activity, incl. Office	3,119	3,400	593	2,733	3,326
Staff	1,425	1,543	827	960	1,787
Indirect costs	613	668	503	187	691
TOTAL	5,158	5,611	1,924	3,880	5,804

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

Region-wide results

- In 2017, International IDEA is organizing national round tables in at least three countries bringing together electoral authorities and civil society actors to discuss the concept of electoral risk management and to introduce related tools.
- Key stakeholders in select countries will work together to improve political finance legal frameworks, transparency, reporting, and regulatory oversight and to curb the negative influences of money in politics with the support of the international community.
- International IDEA will present its political finance knowledge resources and tools to EMBs, civil society and media actors at the regional level, and for possible reforms at the country level.
- *ASEAN*: International IDEA will continue engaging ASEAN member states and Secretariat on the implementation of the ASEAN Community Vision 2025, particularly on democracy and elections issues found within the ASEAN Political-Security Community Blueprint 2025. ASEAN member states' and dialogue partners' support will be sought for the establishment of the ASEAN Network of Election Management Bodies and a workshop on gender mainstreaming in elections.

Country-level results

- *Nepal*: the Political Finance Disclosure Tool will be introduced in Nepal in 2017.
- *Mongolia*: The capacity of the Regional Training Centre on Election Observation to establish itself as a provider of training based on good comparative practices of electoral management and observation will be enhanced. International IDEA will support the Mongolian Government's initiative by providing advisory services to the Centre's leadership and by developing the required curricula and overall strategic approach on good comparative practices of electoral management and observation.
- *Myanmar*: International IDEA will continue supporting the democratic transition through targeted interventions with the Election Management Body, Parliament and in promoting a constitutional and civic culture aimed at electoral and political preparedness for the 2020 elections.

External partners

In 2017, the Asia and the Pacific Programme will strengthen partnerships with a number of institutions including Ability Bhutan Society, the Bhutan Centre for Media and Democracy, the Bhutan Network for Empowerment of Women, the Centre for Integrative and Development Studies (Philippines), Citizens' Constitutional Forum (Fiji), the Community of Democracies, the Council of Europe, DIPD, Democracy Reporting International (DRI), the Election Commission of Bhutan, the Election Commission of Nepal, Friedrich-Naumann-Stiftung für die Freiheit (FNF), Governance Facility (Nepal), the Hornbill Organisation, the Institute of Public Policy and Law (Vietnam), the Legislature Parliament (Nepal), the Ministry for Foreign Affairs of Mongolia, the Mongolian Academy of Sciences, the Municipality of Ulaanbaatar, Myanmar Egress, Naushawng Education Network, the Nepal Law Society, Organization for Security and Cooperation in Europe Office for Democratic Institutions and Human Rights (OSCE ODHIR), the Registry of Political Parties and Candidates (Papua New Guinea), the Royal Research and Advisory Council (Bhutan), the Scholar Institute, the National Assembly of Bhutan, the National Council of Bhutan and Vietnam National University.

2.3.1 Regional Office

Investment in results

Table 63. Regional Office (Canberra, Australia)

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Support to Electoral Institutions and Processes in Bhutan	0	89	89
Support to Parliamentary Institutions and Processes in Bhutan	0	170	170
Citizen-led democracy assessments	0	121	121
Electoral Processes in Asia and the Pacific	0	107	107
Political Participation and Representation Processes in Asia and the Pacific	0	83	83
CBP Reforms in Asia and the Pacific	0	128	128
Support to democratic dialogues in Vietnam	0	15	15
Regional Training Centre on Election Observation in Mongolia	0	131	131
AP Regional Office Establishment and Running	0	642	642
Total	0	1,487	1,487

Annual outcomes and outputs

Table 64. Constitution-building reforms in Asia and the Pacific

Expected project outcome	Planned project output
Enhanced capacity of lawmakers and political parties to reach informed decisions on key constitutional issues in countries where constitutional debate occurs	<p>Advisory support to countries undergoing or thinking of constitutional reform provided as per request</p> <p>Advisory support to the ongoing constitution reform in the context of peace building in the Philippines provided. Project proposal for fundraising prepared</p> <p>Melbourne Forum on constitution-building processes in Asia and the Pacific region organized</p>

Table 65. Citizen-led democracy assessments

Expected project outcome	Planned project output
Increased and more effective engagement of civil society groups, including women and other marginalized groups, in discussions on democratic assessments and reforms at the regional, national and local levels	<p>Assessment findings and recommendations produced and disseminated to national and local government institutions and civil society, including the media</p> <p>International IDEA's citizen-led democracy assessment methodologies introduced to national and local institutions through hands-on workshops and facilitation of peer-to-peer learning</p> <p>Technical advice on assessment process provided to national and local country partners in the Asia-Pacific region</p>

Table 66. Electoral processes in Asia and the Pacific

Expected project outcome	Planned project output
Enhanced capacity of electoral authorities and other institutions in managing electoral risks	<p>A series of national dialogues in at least three countries, conducted on electoral management and risk management</p> <p>Technical support provide to countries implementing the ERM Tool</p>
Enhanced capacity of EMBs and CSOs in conducting electoral reform processes	Comparative knowledge publications and advisory services on electoral reform, provided to countries on demand

Table 67. Political parties, participation and representation in Asia and the Pacific

Expected project outcome	Planned project output
Increased engagement and interaction between parliaments and citizens in the Pacific Islands, and for parliaments themselves, to better handle petitions so that there is an increase in the number of petitions brought before parliaments for debate and discussion	<p>Comparative Policy Paper on petitions in the standing orders of Pacific parliaments developed and published</p> <p>Two comparative Discussion Papers on the use of petitions in the Pacific Islands, published</p>

Key stakeholders in select countries work together in improving political finance legal frameworks, transparency, reporting, and regulatory oversight; and to curb the negative influences of money on politics with the support of the international community

National dialogue on political finance reforms conducted in one country between key stakeholders and international practitioners

Outreach for political finance knowledge resources and tools conducted, at regional and country levels

Asia and the Pacific Regional Office

Note: Projects designed to provide Programme and administrative support are not reported under individual Programme sections but appear instead in the budget section.

2.3.2. Mongolia

Context

Mongolia held legislative elections in June 2016. The Mongolian People's Party won a landslide victory, taking 65 out of 76 seats in the parliament. The incumbent ruling Democratic Party received nine seats in parliament. International IDEA will continue to support the Mongolian Government's initiative to establish a regional training centre on election observation in Ulaan Bator to assist new democracies in the region in the conduct of election observation in their own countries as well as in collaborating with the General Election Commission, if requested, to support improvements to their electoral processes.

Investment in results

Annual outcomes and outputs

Table 68. Regional Training Centre on Election Observation in Mongolia

Expected project outcome	Planned project output
Enhanced awareness of comparative practices of electoral processes among election practitioners and key electoral stakeholders, including youth and women-oriented organizations	Advisory support provided to the Director of the Centre on the curriculum, participants and general strategy in Mongolia Training curriculum and workshops conducted, partnerships formed

Table 69. Support to democratic dialogues in Vietnam

Expected project outcome	Planned project output
Enhanced capacity and engagement by national actors to introduce policy options for further reforms, and hence advance incremental transition towards a more democratic polity	Glossary of democratic concepts and terminologies in Vietnam produced Round-table discussions among experts to debate about the glossary is facilitated

2.3.3. Bhutan

Context

In 2017, Bhutan will be preparing for the 2018 general elections. These will be the first general elections held under the current EMB leadership. The Parliament of Bhutan is a relatively young democratic institution, with

its infrastructure and processes in an early formative stage. Low political participation is one of the key challenges to good governance currently in Bhutan. The Bhutanese Government is aspiring to increase voter turnout from 66.1 per cent (achieved in 2013) to 80 per cent in the upcoming elections. In light of this, International IDEA will conduct a Voter Information, Voter Education and Civic Education (VIVECE) campaign and support political parties in promoting people's participation in its processes.

Investment in results

Annual outcomes and outputs

Table 70. Support to electoral institutions and processes in Bhutan

Expected project outcome	Planned project output
Improved quality of outreach on electoral matters towards political parties, civil society actors, the media, academia and voters	Public discussions are conducted on electoral processes that lead to increased exchanges among electoral stakeholders A Voter Information, Voter Education and Civic Education (VIVECE) campaign in preparation for the 2018 general elections has been planned and conducted

Table 71. Support to parliamentary institutions and processes in Bhutan

Expected project outcome	Planned project output
Enhanced capacity of legislators in the houses of parliament to communicate with the Bhutanese public	A manual for parliamentary oversight developed, based on international comparative knowledge resources Training for legislators on the legislative process (review of bills) conducted based on international best practices Legislators participate in production of television and radio interactive shows aired at least once a month to the Bhutanese public
Enhanced institutionalization of the National Assembly of Bhutan and the National Council of Bhutan and increased capacity in providing professional services to the legislators and committees	At least one fellowship programme for Secretariat staff at other legislatures conducted Expert review of committee functions and processes are conducted and recommendations presented Training on legislative research conducted for new research officers assigned to legislators

2.3.4. Myanmar

Context

Since 2010 Myanmar has embarked on a path of significant political, economic and social reform. While the recent political changes that signal a democratic transition are sustained by the commitment expressed by all major political stakeholders—including senior military representatives; the current NLD-led executive; signatories to the National Ceasefire Agreement and parliamentary and non-parliamentary parties—their perceptions and visions for democratic reforms are divergent. Myanmar's complex history and diverse demography means that building a peaceful, inclusive, democratic and prosperous nation will require significant compromise. In this complex democracy building process, Myanmar will benefit from the experiences of a variety

of democratic transitions in the region and beyond. In 2017, International IDEA will focus on supporting electoral processes and open discussions on democracy and constitutional processes in the country, and on providing targeted technical assistance to the Joint Public Accounts Committee of Parliament as part of wider accountability and transparency measures.

Investment in results

Table 72. Myanmar

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
<i>Support To Electoral Processes and Democracy in Myanmar (STEP Democracy)</i>			
Consortium	247	15	262
International IDEA	903	55	958
Democracy Reporting International (DRI)	559	75	634
Friedrich Naumann Foundation (FNF)	417	56	474
Danish Institute for Parties and Democracy (DIPD)	401	54	455
<i>Myanmar Constitution Centre</i>			
My Constitution	441	0	441
Total	2,969	256	3,225

Annual outcomes and outputs

Table 73. MyConstitution

Expected project outcome	Planned project output
Improved capacity of civil society and other democratic actors to convene dialogue and advocate changes to the Constitution	Assistance provided to the implementation of up to six assessment/advocacy exercises, in at least three states/regions, from customization to information collection and analysis, and advocacy dialogues based on conclusions
Balanced public debate among key democratic stakeholders on constitutional change with reference to Myanmar's institutions and comparative experiences	Constitutional Briefs developed on demand, connected to the MyConstitution rapid-response information and research service
Improved capacity of civil society and other democratic actors to convene dialogue and advocate changes to the Constitution	Assistance provided to the Steering Committee to organize at least three round tables and dialogues on constitutional issues, including at least one on civil–military relationships in democratic transitions, to political parties, CSOs and the judiciary Support to strategic communication of assessment reports for advocacy purposes provided Website to gather questions, ad hoc requests for advice and serve as a forum for online discussion set up, launched and updated

Increased domestic expertise in constitutional affairs relevant to Myanmar's democratization process

The Myanmar Constitution Centre (MyConstitution) established, including a Steering Committee with representatives of at least three international knowledge centres, and a plurality of national people/organizations to ensure adequate representation of the plurality of interests in the constitutional debate

Course curricula and relevant course materials developed on issues relevant to Myanmar's constitutional reform processes

Specific rules and regulations designed to enhance the functioning and role of the Steering Committee within the Myanmar Constitution Centre

14 short courses (5 days each) for between 75 and 350 participants, based on syllabus to train Myanmar democratic actors in constitutional issues conducted

Table 74. STEP Democracy

Note: this project has five different budget lines due to shared funding.

Expected project outcome	Planned project output
Enhanced Consortium impact through information sharing and coordination with the development community, in order to contribute to an inclusive debate on democratic reforms	<p>A coherent strategic plan of actions on the contributions to the democratic transition in Myanmar implemented via a quarterly action newsletter, and posts on the STEP Democracy Facebook page</p> <p>Continuous risk assessment of consortium activities conducted</p> <p>Monthly meetings held for Consortium members on current project developments, improving each other's knowledge about ongoing changes with specific stakeholders</p> <p>Support for the Electoral Support Group (ESG), including research and secretariat administration and key resources, developed through planned consortium activities to enhance political intelligence in the donor community</p> <p>Three multi-stakeholder round tables conducted for key electoral stakeholders, including political parties, media and CSOs, to effectively explore and articulate fact-based reform options regarding the legal electoral framework (UEC Strategic Pillar 1)</p>
Increased UEC capacity to administer the electoral process in a manner that strengthens electoral and risk-management capacity and increases confidence of electoral stakeholders, in line with international obligations, principles and good practice	<p>Assistance provided to the UEC to better anticipate and identify risks by adopting the Electoral Risk Management Tool (ERM Tool), including support for adaptation, translation and implementation</p> <p>Assistance provided to the UEC to develop and implement a regulatory framework for political finance including: strengthening its capacity, developing operationalization documents and supporting collaboration between the UEC and other relevant stakeholders</p> <p>Four regional-focused study missions and 6 regional peer visits to Myanmar over three years (study missions post-2015)</p> <p>Support for effective administration of by-elections provided</p> <p>Support provided for reform of YCDC elections legal framework</p> <p>Support provided to the UEC's implementation of an effective regulatory framework for successful election observation on a needs basis</p> <p>Training on key phases of the electoral cycle using relevant methodologies (e.g. BRIDGE), completed</p>

Key electoral stakeholders, including political parties, media and CSOs, are supported in effectively articulating positions to strengthen the democratic framework, particularly for elections

Dialogues facilitated and round tables convened as support for effective public hearings on electoral reform in the national parliament and as support for stakeholder preparation and engagement

Expert/CSO/party commentaries on potential revisions of electoral, political party and associated legislation and regulations with the UEC and political parties, shared

Fact Sheets, Policy Briefs, commentaries and research papers (11 in total) on issues important to electoral system design, management and reform, use of International IDEA databases and other tools

Five key International IDEA Handbooks translated and distributed over the life of the project

Input provided to round tables of key electoral stakeholders, including political parties, media and CSOs, to effectively explore and articulate fact-based reform options regarding the legal electoral framework

2.3.5. Nepal

Context

Nepal formally adopted its current Constitution in 2015, triggering an ongoing process of institutional, legislative and administrative reforms for parliament, line ministries and other state actors. In 2017, International IDEA will support the process of legislative review, strategic planning and implementation of Nepal's new federal structure and the capacity of civil society in guiding and holding the government accountable. The Election Commission of Nepal (ECN) plays a key role in the reform of electoral legislation and its participation in constitution-building activities will be also supported.

Investment in results

Table 75. Nepal

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Support to Nepal's constitution-building process	0	125	125
Civic Participation in Peace Building and Democratic Development (CIVIP)	244	15	259
Supporting a Cohesive Response to Local Governance Development in Nepal	667	41	708
Total	911	181	1,092

Annual outcomes and outputs

Table 76. Civic Participation in Peace Building and Democratic Development (CIVIP)

Expected project outcome	Planned project output
Local-level leaders articulate their positions and opinions on the Constitution and its implementation in an increasingly informed manner	<p>Target audiences are knowledgeable on the basic features of the new Constitution including the federal arrangement, fundamental rights and local governance, and on the constitutional transition and implementation process</p> <p>Public awareness of basic constitutional features of the new Constitution including the federal arrangement, fundamental rights, and local governance is raised through high-quality media outreach</p> <p>Stakeholders at the local level are well-informed about draft legislation relating to constitutional implementation, with an emphasis on federal arrangements, and have provided feedback that is shared with the Legislature Parliament and relevant ministries</p>
Improved capacity of local communities to prevent conflict on disputes related to interpretation of constitutional rights and federal restructuring	Stakeholders are skilled in handling conflicts based on the interpretation of constitutional rights and resource claims through Civic Initiative Center forums

Table 77. Support to Nepal's constitution-building process

Note: this project has two different budget lines due to shared funding.

Expected project outcome	Planned project output
Enhanced capacity of the Election Commission and its ERM Section to anticipate and identify electoral related risks	<p>ERM Tool software updated</p> <p>Five BRIDGE training modules customized</p>
Long-term financial contributions secured to further support the constitutional implementation process	Project proposals and grant applications prepared and submitted
Strengthened capacity of state and non-state actors to review, analyse and seek amendments to bills tabled in parliament	<p>Advisory services and support provided on federal constitutional transitional and legislation review process, including best practices to support the implementation of Nepal's new Constitution</p> <p>Advisory services provided on legislative review processes to develop a strategic plan supporting the implementation of Nepal's new Constitution</p> <p>Legislation review processes by women and other marginalized groups facilitated to support constitutional implementation</p>

2.4. Latin America and the Caribbean

Context

Central America continues to face challenges to ensure a legitimate and reliable exercise of democracy. Democracies in the region show important deficits concerning institutional issues that damage political stability, governance, and the rule of law, leading to unequal political representation and participation. Furthermore, political parties are faced with a crisis of representation, an accountability deficit, and a lack counterbalance among state branches, leading to social discontent, poor economic growth and growing social inequality.

Political parties and candidates need adequate resources to meet their basic functions in society. In Peru, discussions of political financing are becoming more importance as evidence of links with money from illicit activities becomes increasingly evident. Regional statistics indicate that women receive much less campaign funding than men during their political careers and campaigns. Despite a large increase in the percentage of female representatives and authorities, gender equality in politics remains a pending issue.

In the face of this, it is necessary to take action to strengthen and improve the performance of government institutions, EMBs, and political parties by enhancing regulatory frameworks and reforming accountability systems. Mechanisms of information access, inclusion, and participation of women should also be strengthened. In order for these changes to be sustainable over time, it is essential to create more platforms for dialogue among the various social and political actors, and to strengthen institutions' internal capacities.

Table 78. Budget comparison, Programmes, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Andean Region	1,794	1,977	215	403	618
Bolivia	288	642	53	1,051	1,104
Haiti	1,273	925	54	773	827
LAC Regional Office (Chile)			1,001	600	1,602
LAC Regional Office (Costa Rica)	930	858	0	0	0
TOTAL	4,286	4,403	1,323	2,827	4,150

UNR = Unrestricted funding; RES = Restricted funding

Table 79. Budget comparison, cost types, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Activity, incl. Office	2,383	2,508	515	1,612	2,127
Staff	1,391	1,371	539	990	1,529
Indirect costs	512	524	269	225	494
TOTAL	4,286	4,403	1,323	2,827	4,150

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

- The IX Iberoamerican Conference on Electoral Justice will be co-organized with the Electoral Court of Argentina. The conference will focus on continuing efforts to make electoral justice applicable and binding.
- Debates will be held on the quality of democracy in Latin America at international seminars with partners including the Brookings Institution and the Organization of American States (OAS).
- In the Southern Cone, debates will be organized on ongoing electoral reforms, especially in Argentina, Uruguay, Paraguay and Chile.
- In Mexico and Central America, debates on ongoing electoral and political reforms and equitable representation and participation will be facilitated through national seminars. This would need to be ensured through the continuity of actions in Central America, Mexico and The Caribbean (considering there will be a concentration of offices in South America).
- In Haiti, direct efforts will help strengthen parliament, political parties and the electoral management body.
- In the Andean Region, support will be provided to Colombia where possible in the implementation of the Peace Agreement (Chapter 2), and in Venezuela in partnership with Andrés Bello University, where activities will address political participation and political and electoral reform.

External partners

In 2017, the Latin America and the Caribbean Programme will strengthen partnerships with a number of institutions including the Brookings Institute, Latin American Development Bank (CAF), Economic Commission for Latin America and the Caribbean (ECLAC), the Electoral Tribunal of Argentina, National Jury of Elections (JNE), Netherlands Institute for Multi-Party Democracy (NIMD), Organization of American States (OAS), Plurinational Electoral Body and the Wilson Center.

2.4.1. Regional Office

Investment in results

Table 80. Latin America and the Caribbean Regional Office

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Regional Conference on the Quality of Democracy, Electoral Integrity and Electoral Justice	0	79	79
Technical Assistance on Electoral, Political and Constitutional Reform in the Southern Cone and the Andean Region	0	109	109
Technical Assistance on Electoral, Political and Constitutional Reform in Mexico, Central America and the Caribbean	0	106	106
Strategic Alliances with Regional Partners to promote democracy and development	0	120	120
Advocacy, representation and fundraising activities	0	177	177
Regional spaces for dialogue on the quality of democracy	0	112	112
Political Finance in Latin America and the Caribbean	0	100	100
Promoting democracy by building the capacities of the national election management body (Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional)	600	36	637
Office costs (Regional Office, Santiago)	0	161	161
Total	600	1,001	1,602

Annual outcomes and outputs

Table 81. Advocacy, representation and fundraising activities

Note: Projects lacking programmatic outcomes and outputs are not reported under the Programme sections but appear instead in the budget table.

Table 82. Political finance in Latin America and the Caribbean

Expected project outcome	Planned project output
Regional stakeholders apply comparative knowledge on political finance in current electoral reform processes	<p>Regional and national seminars organized with EMBs, parliamentarians, political parties, CSOs and academics on issues of political finance</p> <p>Workshops and technical expertise on political finance reforms provided for regional experience sharing between academic experts, politicians and officials</p>

Table 83. Promoting democracy by building the capacities of the national election management body (Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional)

Expected project outcome	Planned project output
Increased capacity of the Superior Tribunal of Electoral Justice in conducting transparent and inclusive elections with integrity	Support provided to the Superior Tribunal of Electoral Justice ahead of the 2018 presidential elections, including dissemination of comparative knowledge

Table 84. Regional Conference on Quality of Democracy, Electoral Integrity and Electoral Justice

Expected project outcome	Planned project output
EMB officials in Latin America and the Caribbean apply regional comparative knowledge on electoral justice	IX Ibero-American Conference on Electoral Justice co-organized with the Electoral Tribunal of Argentina

Table 85. Regional spaces for dialogue on the quality of democracy

Expected project outcome	Planned project output
Increased debate and collaboration on the current state of democracy within the region, including the 2030 Agenda for Sustainable Development, by regional and international organizations	Regional forums facilitated on key challenges for democracy in LAC with the Organization of American States (OAS), the Brookings Institute, the Wilson Center and the Economic Commission for Latin America and the Caribbean

Table 86. Strategic alliances with regional partners to promote democracy and development

Expected project outcome	Planned project output
Enhanced capacity of democratic institutions in promoting democracy and development within the region	Dialogue platforms established to assess the implementation of the Inter-American Democratic Charter
	Dialogue platforms focusing on the link between democracy, development and gender equality in the region, facilitated
	Forums to discuss the role of political parties in democracy and their financing, facilitated
	Seminars to discuss transparency and efficiency of electoral processes, held

Table 87. Technical assistance on electoral, political and constitutional reform in Mexico, Central America and the Caribbean

Expected project outcome	Planned project output
Central American democratic institutions and political parties apply regional comparative knowledge on current electoral, political and constitutional reforms, as well as participation and equitable representation	National seminars organized and technical expertise provided on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity
Mexico's democratic institutions and political parties apply regional comparative knowledge on current electoral, political and constitutional reforms, as well as participation and equitable representation	National seminars organized and technical expertise provided on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity
Political parties in the Dominican Republic have improved regulatory frameworks and management capacity to bridge gaps of representation and equal participation	National seminars organized and technical expertise provided on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity

Table 88. Technical assistance on electoral, political and constitutional reform in the Southern Cone and Andean Region

Expected project outcome	Planned project output
Enhanced capacity of EMBs in Argentina, Brazil and Uruguay to engage in discussions on issues related to electoral reform processes	Regional seminars organized with EMBs, parliamentarians, political parties, CSOs and academics on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity
Enhanced capacity of relevant Chilean stakeholders including EMBs	Technical assistance on constitutional and electoral reform provided in Chile

Table 89. Regional Office

Note: Projects designed to provide Programme and administrative support are not reported under individual Programme sections but appear instead in the budget section.

2.4.2. Andean region

Context

One of the central political issues in the Andean region is the lack of political parties with clear programmatic and ideological foundations. The region has also struggle with the substantial inclusion of women in political processes. International IDEA will support the creation of programmatic politics in the region, building on the experiences from the GPS Electoral application used in Peru in 2016. Another area of cooperation with political parties will be in strengthening the substantial participation of women in politics.

A further concern is the increasing influence of organized crime in politics in the Andean region. However, knowledge about the underlying dynamics of the relationship and research into potential strategies to prevent this influence are underdeveloped. International IDEA will support political parties and journalists in creating transparent and accountable political finances in Peru. In Colombia, the protracted peace process and the unsuccessful referendum held in October 2016 will weigh heavily on all democratic developments in the country.

Investment in results

Table 90. Andean Region

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Business opportunities, project development and fundraising	0	17	17
Fighting the Influence of Illicit Interests in Peru's Political Processes	403	13	416
Democratic strengthening in electoral processes	0	108	108
Peru Office	0	77	77
Total	403	215	618

Annual outcomes and outputs

Table 91. Democratic strengthening in electoral processes

Expected project outcome	Planned project output
The political parties and the democratic systems are strengthened, achieving more programmatic political campaigns	Generation of spaces for dialogue and exchange of experiences with key actors

Table 92. Fighting the influence of illicit interests in Peru's political processes

Expected project outcome	Planned project output
Media and opinion leaders influence the choice of trustworthy candidates by political parties and voters	<p>Political parties improve their oversight of candidates and the sources of their campaign funds</p> <p>Journalists and opinion leaders publish information that pressures political parties and candidates to be more transparent</p>

Table 93. Institutional opportunities

Expected project outcome	Planned project output
Increased awareness of the dangers of infiltration of illicit money into the electoral process and better evaluation of candidates	<p>Dissemination of knowledge products on the fight against the infiltration of illicit interest in politics</p> <p>Follow-up to the recommendations of the Electoral Observation Mission of the EU (initiative submitted to the European Union)</p>

Peru Office

Note: Projects designed to provide Programme and administrative support are not reported under individual Programme sections but appear instead in the budget section (see Chapter X).

2.4.3. Bolivia

Context

In 2015 the Plurinational Electoral Body (OEP) suffered an institutional crisis that called its independence, transparency and credibility into question. Since then, the full chamber of the Supreme Electoral Tribunal (TSE) has been working on the reconstruction of the OEP institutions. In 2017, International IDEA will support the establishment of the OEP as an independent and transparent institution.

Investment in results

Table 94. Bolivia

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Strengthening of the plurinational electoral body in order to further enhance Bolivian democracy	40	1	42
Improving the institutional framework of democracy and equal exercise of intercultural and citizens' rights (Mejora de la institucionalidad de la democracia intercultural y paritaria y del ejercicio de los derechos ciudadanos)	1,011	51	1,063
Total	1,051	53	1,104

Annual outcomes and outputs

Table 95. Strengthening of the Plurinational Electoral Body in order to further enhance Bolivian democracy

Expected project outcome	Planned project output
The Tribunal Supremo Electoral (TSE) agenda for regulatory reform of the regime and the electoral body supported	Diagnosis document and regulatory reform agenda for the regime and the Electoral Body produced
The TSE has resumed drafting a proposal for a law on political organizations law in a participatory way	Proposal for a law on political organizations built in a participatory way
The TSE and Tribunal Electoral Departamental (TED) have designed and implemented the initial phase of a system of protection against harassment and political violence	Design document and work plan for the implementation of a system of protection against harassment and violence completed
The TSE has an Observatory on parity democracy installed and running in its initial phase	Design document and work plan for the implementation of parity democracy completed
The TSE has a strategic plan for restructuring the Plurinational Electoral Body (OPE)	Comprehensive proposal for restructuring the OEP defined and approved by the Plenary of the TSE

Table 96. Improving the institutional framework of democracy and equal exercise of intercultural and citizens' rights (Mejora de la institucionalidad de la democracia intercultural y paritaria y del ejercicio de los derechos ciudadanos)

Note: Corresponding programmatic outcomes and outputs will be included in the final version of this Programme and Budget.

2.4.4. Haiti

Context

The future of Haitian democracy remains uncertain. The October 2015 presidential elections were marred by irregularities and accusations of fraud, leading to rioting, electoral violence and continuous postponements. In February 2016, President Michel Martelly stepped down at the end of his term without a successor in place. Parliament then elected an interim President, Jocelerme Privert, who has the mandate to complete the electoral process.

New presidential election were planned to take place on 9 October 2016, together with the second round of the parliamentary elections that were previously suspended and the first round for one-third of the Senate. However, these elections have been suspended indefinitely and will be subject to the post-hurricane management, as Matthew left at least 1,000 people dead and many more displaced. International IDEA recognizes the need to strengthen the capacity of key democratic institutions in Haiti with a focus on parliament, political parties and the electoral management body.

Investment in results

Table 97. Haiti

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Support to democratic consolidation in Haiti	773	54	827
Total	773	54	827

Annual outcomes and outputs

Table 98. Support to democratic consolidation in Haiti

Expected project outcome	Planned project output
Better-informed policy debate on key democratic issues in Haiti, particularly in media and among youth	<p>Selected youth groups trained and informed on the effective use of ICTs in democracy and policy debates</p> <p>Training workshops conducted on informing Haitian media outlets on democratic accountability and women's political participation</p>
Capacities increased for electoral management in Haiti	<p>Advisory services provided for the establishment of the Permanent Electoral Council in accordance with constitutional norms</p> <p>Study 'Toward a permanent CEP' launched and disseminated to initiate debate for the structuring of a permanent electoral council</p>

<p>Capacities increased in improved accountability between political institutions and citizens in regards to service delivery at the national and local levels</p>	<p>Advisory services provided to public institutions to implement mechanisms from public policy on accountability in public administration</p> <p>Forum organized to promote citizen-engagement initiatives for increased accountability of institutions and service delivery</p> <p>Information campaign on accountability in local service delivery conducted with a specific focus on the budget line for financing local government (FGDCT)</p>
<p>Capacities increased to implement gender quotas and promote effective political participation of women within political institutions and political parties in Haiti</p>	<p>Advisory services given to political parties to develop and implement tools and training to promote the effective political participation of women</p> <p>Advisory services provided to political institutions on women's political participation to foster effective implementation of the quota</p> <p>Experience-sharing forum for the Federation of Female Mayors facilitated</p> <p>Forum on participation of women in politics for political parties and women's organizations facilitated</p>
<p>Capacities increased within political parties with elected representation to reinforce their institutional structures at the national and regional level</p>	<p>Advisory services provided for the creation of an Observatory on the Functioning of Political Parties by civil society actors</p> <p>Advisory services provided to political parties for the revision of the political party draft law</p> <p>Dialogues between political party members elected and public officials at national, regional, national and local levels facilitated in Haiti</p> <p>Forum created for political parties in Haiti to strengthen interparty dialogue and interaction</p> <p>Strategic Planning Tool implemented with major political parties to strengthen internal policies, procedures and practices</p> <p>Training workshops conducted with political parties to develop their own technical and operational capacities at national and regional levels, including on technical skills and on issues related to the political participation of youth and women</p>
<p>Increased capacity to strengthen permanent parliamentary communication and information management structures that will enable the Haitian Parliament to improve its legislative role, oversee government action and engage with citizens</p>	<p>Advisory services provided to the Parliament's Archive Services to develop and implement improved information-management systems to keep track of parliamentary action</p> <p>Technical assistance provided to the Bureau of Gender and Women Affairs of Parliament for a needs assessment and the development of training for parliamentarians on gender and women's participation</p> <p>Three retreats for political blocs of Parliament with their represented political parties are facilitated</p>

2.5. Wider Europe

Context

The crisis of citizen representation constitutes one of Wider Europe's main democratic shortcomings. While citizen engagement in traditional institutions (elections, political parties, civil society organizations) has been plummeting for over 20 years, street protests and other forms of citizen participation have risen sharply. Many claim that the root cause of the financial, security and political crises that the region faces is the lack of citizen trust in the ability of elected leaders to provide solutions to these problems. The detachment of political parties from their constituencies is one of the most concrete manifestations of this phenomenon.

Perhaps the most important cause of the crisis of citizen representation lies in the role of money in politics and the belief that those with access to money are shaping their democracies. While, only one in five EU citizens think that the financing of political parties is sufficiently transparent and supervised, a record low three per cent of citizens trust their political representatives to deal with concerns about corruption. Large anti-corruption protests in Ukraine, Moldova and Georgia have taken place as a manifestation of this mistrust. Policymakers' capacity to influence democratic reforms to address the negative role played by money in politics is often lacking.

A greater understanding of the quality of democracy and democratic accountability within the region is needed. This is especially the case in Ukraine, where one key reform process is decentralization to enable greater public participation, more effective service provision and more accountable governance institutions at the local level, particularly focusing on reasons for weak legislatures and overly strong and dominating mayors.

Table 99. Budget comparison, Programmes, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Wider Europe	144	388	480	0	480
TOTAL	144	388	480	0	480

UNR = Unrestricted funding; RES = Restricted funding

Table 100. Budget comparison, cost types, 2015–17

All figures in 1000s of EUR

Year	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Activity, incl. Office	96	114	154	0	154
Staff	31	228	269	0	269
Indirect costs	17	46	57	0	57
TOTAL	144	388	480	0	480

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

Region-wide results

- In 2017, to address the crisis of representation prevailing across Wider Europe, International IDEA will make available international comparative knowledge on innovative methods to reconnect citizens and political parties, while continuing to provide support in developing more transparent and accountable political and campaign-finance reporting systems.
- International IDEA will also support civil society actors in enhancing their capacity to carry out citizen-led democracy assessments.

Country-level results

- *Ukraine*: International IDEA will support the capacity of national institutions in Ukraine in developing a digital political finance reporting system, support the Central Election Commission to enhance its risk assessment and mitigation strategies, and support national citizen-led assessments of local democracy in 2017. International IDEA will also present its in-depth comparative study on executive power-sharing in Ukraine and Eastern Europe to enrich the ongoing political debate.
- *Moldova*: International IDEA will support the Central Election Commission of Moldova in developing a digital reporting tool for political and campaign finance. The Institute's Democratic Accountability in Service Delivery and State of (Local) Democracy Assessment frameworks will be presented and disseminated, with partnerships identified for the implementation of the tools.
- *Georgia*: Following the assistance provided to the State Audit Office of Georgia in 2016 in developing a digital reporting tool on political and campaign finance, the Institute will continue to support this critical reform process through provision of international and regional comparative expertise and exchange among policymakers. State of (Local) Democracy and Accountability Assessment frameworks will be introduced to potential users for implementation.

External partners

In 2017, the Wider Europe Programme will strengthen partnerships with a number of institutions including Centre UA, Caucasus Institute for Peace, Democracy and Development (CIPDD), the Council of Europe, International Foundation for Electoral Systems (IFES), the National Agency for the Prevention of Corruption (NAPC), National Democratic Institute (NDI), Netherlands Institute for Multi-Party Democracy (NIMD), Office for Democratic Institutions and Human Rights (ODIHR), Organization for Security and Co-operation in Europe (OSCE), the State Audit Office of Georgia, the State Electoral Commission of Moldova and United Nations Development Programme (UNDP).

2.5.1. Wider Europe Programme

Investment in results

Table 101. Wider Europe Programme

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Reconnecting political parties and citizens	0	151	151
Money in politics in Central and Eastern Europe	0	152	152
Enhancing capacity for Quality of Democracy and Accountability Assessments	0	178	178
Total	0	480	480

Annual outcomes and outputs

Table 102. Enhancing capacity for Quality of Democracy and Accountability Assessments

Expected project outcome	Planned project output
Increased capacity and knowledge of civil society actors and reform practitioners in selected countries in the Wider Europe Region to participate in dialogue on citizen-led democracy assessment methods and reform advocacy strategies	A Discussion Paper published on citizen-led democracy assessments, including a comparative overview of reform advocacy strategies in the Wider Europe region and their impact on democratization reforms
Increased capacity and knowledge of civil society actors and reform practitioners in Wider Europe to participate in dialogue on citizen-led democracy assessment methods and reform advocacy strategies	Regional round table in Ukraine, Moldova or Georgia on designing effective citizen-led assessments, held
Increased capacity of civil society actors, reform practitioners and think tanks in Wider Europe to confront the crisis of representation, in the area of accountability in service delivery	Democratic Accountability in Service Delivery assessment in Moldova, Georgia or other Wider Europe country, implemented
Increased capacity of civil society actors, reform practitioners and think tanks in Wider Europe to confront the crisis of representation	3–5 introductions, including 1–2 in-depth workshops on International IDEA's State of Local Democracy and Democratic Accountability in Service Delivery frameworks held for local government representatives in 3–5 cities across established West European democracies

Table 103. Money in politics in Central and Eastern Europe

Expected project outcome	Planned project output
Increased capacity of policymakers in Central and Eastern Europe (especially in Ukraine, Moldova, Georgia) to operationalize new political finance legislation	<p>1–2 regional workshops on the Money in Politics sub-topic organized for oversight agencies and policymakers, in follow-up to the Tbilisi Conference in Central and Eastern Europe</p> <p>International comparative knowledge shared with oversight agencies in at least two Central and Eastern European countries (e.g. Ukraine, Georgia, Moldova) including through workshop or review of draft documents</p>

Table 104. Reconnecting political parties and citizens

Expected project outcome	Planned project output
Enhanced knowledge among policymakers and political parties on bridging the gap between political parties and citizens within Wider Europe	<p>Digital Parties Portal introduced to political parties and policymakers in Wider Europe, including through Democracy Labs and hackathons</p> <p>International comparative knowledge on innovative methods to reconnect citizens to new and established political parties, including focus on gender, made available in 2–3 countries in Wider Europe</p> <p>Six opinion articles produced and submitted to national and international media; participation in 3–4 panel discussions on reconnecting political parties and citizens</p>

2.6. Global Initiatives

Table 105. Budget comparison, External Relations, Governance and Advocacy, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
ERGS	201	110	2		2
UN Office	742	634	601		601
EU Office	477	584	491	48	539
TOTAL	1,420	1,328	1,094	48	1,142

UNR = Unrestricted funding; RES = Restricted funding

Table 106. Budget comparison, Secretary-General's Office, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Secretary-General's Office	422	123			
TOTAL	422k	123k	0k	0k	0k

UNR = Unrestricted funding; RES = Restricted funding

Table 107. Budget comparison, Corporate Services, 2015–17

All figures in 1000s of EUR

	2015 (actuals)	2016 (2nd revision)	2017 (budget)	2017 (budget)	2017 (budget)
	TOTAL	TOTAL	UNR	RES	TOTAL
Corporate Services (Finance)	34	34			
TOTAL	34	34	0	0	0

UNR = Unrestricted funding; RES = Restricted funding

Key expected results

International IDEA continues its work in enhancing awareness of the role of democracy and democracy building as part of the work of the United Nations. Through its advocacy work in New York, International IDEA reaches out to the UN system, Member States of the UN (including International IDEA Member States and others) as well as other relevant international organizations, civil society organizations, think tanks and academia within the New York-based policy community. Through its advocacy work in Brussels, International IDEA aims to influence EU policy considerations and instruments, especially EU democracy support.

2.6.1. External Relations, Governance and Advocacy

Investment in results

Table 108. External Relations and Governance Support

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Inter-Regional Dialogue on Democracy	0	2	2
EU Office Grant	48	0	48
EU Programme	0	234	234
EU Office	0	257	257
The UN and Democracy Building	0	172	172
New York Office	0	429	429
Total	48	1,094	1,142

Annual outcomes and outputs

Table 109. European Union Office Grant

Expected project outcome	Planned project outputs
Increased consensus among EU stakeholders on the importance of democracy in the global development agenda	Outreach conducted to ensure the relevance of International IDEA in the EU arena

Table 110. European Union Programme

Expected project outcome	Planned project outputs
Increased consensus among EU stakeholders on the importance of democracy within its borders, in the global development agenda, and of inclusive, sustainable democracy support	Input provided to stakeholders on European democratic processes, EU implementation of the 2030 agenda and EU democracy support coherence
Increased consensus among EU stakeholders on the importance of inclusive, sustainable democracy support on a wider scale	Opportunities created for increased visibility, relevance and engagement including policy influencing and resource mobilization with EU stakeholders

Table 111. European Union Office advocacy and running costs

Expected project outcome	Planned project outputs
Increased consensus among EU stakeholders on the importance of inclusive sustainable democracy support on a wider scale	Outreach and visibility conducted to ensure International IDEA's relevance at the European level

Table 112. Inter-Regional Policy Guidebook on Gender Equality and Political Participation of Women

Expected project outcome	Planned project outputs
Increased ability of regional organizations to develop and implement policies, tools and initiatives in support of gender equality and women's political empowerment and inclusion of marginalized groups	Policy guidebook on gender mainstreaming for regional organizations published in collaboration with the Inter-Regional Dialogue on Democracy (IRDD) in light of the Agenda 2030 for Sustainable Development

Table 113. New York Office

Expected project outcome	Planned project outputs
Ensure continued effective functioning of office operations	Outreach and visibility of International IDEA ensured
Increased strategic collaboration with relevant actors outside of New York by building on existing partnerships and fostering new ones	Official institutional missions arranged to engage key stakeholders

Table 114. The United Nations and democracy building

Expected project outcome	Planned project outputs
Increased consensus among UN stakeholders on the importance of democracy and democratic governance in the body of its work	<p>Memo Note on Democracy for the Next UN Secretary General, launched</p> <p>High-level side event organized by the Chair of the Council of International IDEA Member States in 2017</p> <p>Platform for dialogue facilitated with the UN inter-agency Executive Committee on Peace and Security, Working Group on Democracy on the follow-up to the initial phase of the Advancing the UN's Democracy Agenda project</p> <p>Strategic outreach and advocacy conducted for five events co-organized with the UN and UNDP (SDG 16; Security Council event; for the Margaret Vogt Memorial Lecture Series and for the International Day of Democracy)</p> <p>The UN and Democracy Building Handbook produced</p>
Increased consensus among UN stakeholders on the importance of democracy and democratic governance to the monitoring of the 2030 Sustainable Development Agenda	Side event to the High-Level Political Forum on Sustainable Development conducted
Increased consensus on democracy's crucial role in achieving greater gender equality and women's empowerment	Side event to the 61st Session of the UN Commission on the Status of Women, conducted
Increased consensus on democracy's crucial role in achieving greater political participation and representation among marginalized communities	Side event to the 16th Session of the Permanent Forum on Indigenous Issues conducted

PART III. INSTITUTIONAL MANAGEMENT PRIORITIES

3. Institutional management priorities

3.1. Investment in projects

Table 115. Budget by institutional team, 2017

All figures in 1000s of EUR

Team	Restricted	Unrestricted	Overall
<i>Institutional</i>			
Communications and Knowledge Management	0	1,025	1,025
Communications	0	459	459
Library	0	140	140
Publications	0	426	426
Corporate Services	0	433	433
Director of Corporate Services	0	257	257
Security and Risk Management	0	176	176
External Relations and Governance Support	0	725	725
External Relations	0	133	133
Governance Support	0	162	162
Partnerships and Programme Funding Support	0	429	429
Secretary-General's Office	0	679	679
Office of the Secretary-General	0	548	548
Internal Audit	0	131	131
Finance and Strategic Planning	0	1,037	1,037
RBM and Strategic Planning	0	207	207
Organizational Monitoring and Evaluation	0	208	208
Finance	0	623	623
<i>Programme Support</i>			
Human Resources	0	4,297	4,297

Human Resources (Office)	0	709	709
Human Resources (Benefits and Leave)	0	3,588	3,588
Information Technology	0	1,000	1,000
Information Technology	0	1,000	1,000
Facilities	730	366	1,096
Headquarters Facilities	0	366	366
Strömsborg rent subsidy	730	0	730
Total	730	9,562	10,292

3.2. Annual priorities

External Relations, Governance and Advocacy

Table 116. External Relations

Objectives (2015–17)	Priorities in 2017
Increased opportunities for key global actors to enrich International IDEA's knowledge development efforts in areas of interest to Member States	<p>Outreach conducted through conference participation and facilitating key representatives' participation in International IDEA events to create synergies and strengthen relationships in democracy support</p> <p>Sustained engagement and outreach targeting potential Member States including dissemination and awareness raising of International IDEA's knowledge products and technical expertise</p>

Table 117. Governance support

Objectives (2015–17)	Priorities in 2017
Increased and sustained engagement of International IDEA Member States in supporting the work towards implementing the Strategy 2012-2017	<p>Active engagement of Member States in supporting the work and governance of International IDEA, facilitated</p> <p>Increased and sustained engagement of Member States in designing the 2018-2023 Strategy, facilitated</p>

Table 118. Partnerships and Programme funding support

Objectives (2015–17)	Priorities in 2017
Increased and renewed financial support for International IDEA's work towards implementing the Strategy 2012-2017 (includes efforts to secure core and restricted funding)	<p>2018-2023 Resource Mobilization Strategy in concert with International IDEA's 2018-2023 Strategy, finalized</p> <p>Outreach conducted to enhance and explore engagement opportunities with strategic partners and potential donors</p> <p>Teams supported in developing quality resource mobilization products and effectively managing grants</p>

3.3. Secretary-General's Office

Table 119. Internal Audit

Objectives (2015–17)	Priorities in 2017
Enhanced quality of International IDEA's internal controls, risk management and governance processes	Other priorities will be derived from the 2016 Risk Register The adequacy and the relation between resources and output with set objectives measured

Table 120. Office of the Secretary-General

Objectives (2015–17)	Priorities in 2017
Enhanced efficiency across International IDEA's operations, balancing cost considerations and programming results	Effective management of International IDEA in closing its 2012-2017 strategy and in delivering an institutional strategy for the period 2018-2023 Leadership of International IDEA in closing its 2012-2017 strategy and in delivering an institutional strategy for the period 2018-2023

Communications and Knowledge Management

Table 121. Communications

Objectives (2015–17)	Priorities in 2017
Improved and enhanced relations with the media worldwide	Continued improvement of International IDEA's relations with the press and enlargement of the pool of media contacts
More effective communication to current and potential partners about International IDEA's initiatives and opportunities for collaboration ensured, and their interests secured	Established and implemented a revised institutional social media strategy for improved awareness-raising and stronger engagement Website Development (Phase II): Newly redesigned institutional public website improved and maintained to enhance public outreach Website supported and maintained
Internal and external communications at International IDEA supported and enhanced	Communications-related support provided institution-wide

Table 122. Library

Objectives (2015–17)	Priorities in 2017
Improved knowledge management and a stronger communications-oriented culture within the organization	Institutional awareness of the library and its services are enhanced Internal communication and knowledge management are improved
More effective communication to current and potential partners about IDEA's initiatives and opportunities for collaboration, and securing their interest	Analytics and metrics of International IDEA's media presence undertaken and reported

Table 123. Publications

Objectives (2015–17)	Priorities in 2017
Increased publication of comparative knowledge resources of democratic experiences that are current, relevant and easily accessible	<p>Digitization of publication processes, conducted</p> <p>Existing glossaries of terms for use by translators updated, and potential new glossaries in target languages identified</p> <p>Publication dissemination and storage processes streamlined</p> <p>Publications marketed and promoted</p>

3.4. Corporate Services

Table 124. Corporate Services

Objectives (2015–17)	Priorities in 2017
Effective and efficient running of International IDEA Corporate Services	<p>Effective and efficient running of Corporate Services</p> <p>ERP Project</p>

Table 125. Security and risk management

Objectives (2015–17)	Priorities in 2017
Develop the capacity of IDEA staff to implement preventative measures, mitigate the impact of and react effectively to elevated risk situations	<p>Arrange for staff from both HQ and regions to attend hostile environment awareness training either through in-house designed or externally developed training courses</p> <p>Together with regional based staff implement country specific security & contingency plans including evacuation plans, for regional offices in the LAC, AWA, and A&P</p> <p>Travel security training course on the risks faced predominantly by women when travelling, arranged</p>
Develop working relations with external agencies/companies in respect of operations, security and risk management	<p>Developed and enhanced communication with security departments of external agencies and organisations including other international organisations and partners</p> <p>Enhanced staff engagement with the medical and security related information services</p> <p>Operational and cost effectiveness of the Travel Management Service monitored and evaluated to ensure optimum services are being received b International IDEA</p> <p>Risk forecasting services as provided by external vendor adapted to internal use</p>

Ensure that all Risk and Security related decision making is based on reliable risk assessment	<p>Assessments conducted to evaluate the implementation of physical security and safety recommendations in various regional offices during 2016 to update the initial risk assessments</p> <p>Risk and security assessments at the AWA offices conducted</p> <p>Risk and security assessments in the LAC region, conducted</p> <p>Samples of submitted risk assessments from staff reviewed to check the validity and standard to contribute to improve International IDEA's risk management</p>
Implement the adopted, revised and enhanced IDEA Risk Management Framework and processes together with key IDEA staff, and support the development of their capabilities to assess and manage risks effectively	<p>Key staff at HQ and regional offices trained in the implementation of risk management into their activities</p> <p>Key staff provided with procedures, guidelines, templates and checklists for reference when conducting risk management activities</p>

Finance and Strategic Planning

Table 126. Finance

Objectives (2015–17)	Priorities in 2017
Enhanced efficiency across International IDEA's operations, balancing cost considerations and programming results	Increased oversight through field trips, and periodic review of financial performance indicators
Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making	<p>Efficiency and effectiveness of ERP system maintained and improved</p> <p>Process of alignment to IPSAS framework continued</p>
Increased compliance with financial and procurement policies and procedures across International IDEA's operations	<p>Suitable operating systems in new office setups implemented</p> <p>Support activities conducted</p>

Table 127. Organizational monitoring and evaluation

Objectives (2015–17)	Priorities in 2017
Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making	<p>Increase internal capacity for M&E as an integral part of RBM</p> <p>Quarterly and annual monitoring tools developed and reports produced as requested by Management and Member States</p>

Table 128. Results-based management and strategic planning

Objectives (2015–17)	Priorities in 2017
Enhanced efficiency across International IDEA's operations, balancing cost considerations and programming results	<p>Budget revisions and analysis completed</p> <p>Strategy, planning and monitoring support given to regional offices</p>
Enhanced quality of International IDEA's internal controls, risk management and governance processes	<p>Action plan implemented in response to internal audit report on governance</p> <p>International IDEA's Project Management Framework implemented</p>

Formulation process of International IDEA's 2018-2023 strategy is informed and formulated

International IDEA's strategy formulation (2018-2023) completed

Planning and monitoring mechanisms reviewed and updated and staff capacity built to better understand related policies, procedures and tools

Human Resources

Table 129. Human resources (benefits and leave)

Objectives (2015–17)	Priorities in 2017
Enhanced commitment of staff to International IDEA's values and mission	Staff benefits managed Staff leave managed

Table 130. Human Resources (office)

Objectives (2015–17)	Priorities in 2017
Enhanced commitment of staff to International IDEA's values and mission	Efficient and cost-effective Human Resources support provided
Improved policies, procedures and conditions for the recruitment of knowledgeable professionals	Alternative and cost effective recruitment conducted including secondments, internships and staff exchanges Increased collaboration with managers, especially in field offices, to anticipate recruitment needs, and to adjust recruitment practices to maintain recruitment expediency New Human Resources management system integrated in the new Institute ERP Opportunities to employ staff with disabilities increased, especially in head office Pension provisions reviewed and amendments to present practices proposed Performance appraisal procedure and practices reviewed to maximize the effectiveness of the performance management process Staff encouraged to undertake language training as needed The human dimension of budgetary adjustments managed with utmost care and consideration Training for administrative staff and/or managers on Human Resources management, policies and procedures developed and field Human Resources relays built
Increased awareness of gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices	To revise and improve gender disaggregated reporting connected to all Human Resources activities

Information Technology

Table 131. Information technology

Objectives (2015–17)	Priorities in 2017
Continuous improvement of IT environment and processes across International IDEA	Timely and quality customer service provided to staff and offices. Tools for automation of business processes deployed using the new ERP
Improved collaboration and information sharing across the whole Institute	Dropbox deployed for Regional Offices LAN and WAN infrastructure upgraded in regional offices to provide reliable connectivity. In collaboration with Communications, deploy social intranet solutions. Deployment of Dropbox for Regional Offices Social intranet solutions deployed

Facilities

Table 132. Facilities (Headquarters)

Objectives (2015–17)	Priorities in 2017
Enhanced efficiency in facilities management at International IDEA's headquarters	International IDEA's archiving system updated Contracts and services for the HQ monitored Cost effective services provided Efficient internal cost recovery achieved Support in facilities management provided to the regional offices

PART IV. BUDGET BREAKDOWNS

4.1. Budget breakdowns

International IDEA's proposed budget 2017 is shown in Table 134.

Table 134. International IDEA budget, 2016 and 2017, by income and cost category

All figures in 1000s of EUR

Income Category	Budget 2016*	%	Budget 2017	%
Unrestricted	10,800	45%	13 413	59%
Restricted	12,952	55%	9 225	41%
Total	23,752	100%	22 638	100%
Cost Category	Budget 2016*	%	Budget 2017	%
Programmatic	23,565	91%	21 620	91%
Institutional	2,937	11%	2 627	11%
Programme Support	2,078	8%	2 216	9%
Cost Recovery	-2,804	-11%	-2 574	-11%
Total	25,777	100%	23 888	100%
Surplus/deficit	-2,025		-1 250	

* Second revision

International IDEA is foreseeing total income of EUR 22.6 million in 2017 (2016: EUR 23.8 million) which, with total costs of EUR 23.9 million (2016: EUR 25.8 million), gives an estimated deficit of EUR 1,250,000 for 2017 (compared to the 2016 deficit of EUR 2,025,000). In 2017 the restricted income is 41 per cent of the anticipated income (2016: 55 per cent). Historically, International IDEA has been able to secure further grants throughout the year of implementation, therefore raising this percentage by the end of the year.

Programmatic expenditure accounts for the bulk of the anticipated expenditure for 2017, effectively the cost recovery (11 per cent), is drawn from programmatic activities, gross 91 per cent, to cover the Programme support costs. This means that net 80 per cent (91 minus 11 per cent) goes to programmatic expenditure and 20 per cent towards institutional and Programme support.

The inputs and the budget framework dictates International IDEA's general cost categories:

- Activity costs (including office costs);
- Staff costs; and
- Indirect costs (recovered through a cost recovery mechanism on programmatic activities).

International IDEA is a knowledge producer as well as an implementer. The financing source of the inputs shows that staff is mostly financed by unrestricted funding. However, knowledge production is relatively staff intensive compared to field implementation. The picture for restricted funding points to the fact that the largely country-level implementation is relatively more activity-focused. The breakdown is shown in Table 135.

Table 135. International IDEA budget, 2016 and 2017, by cost category

All figures in 1000s of EUR

	Budget 2016*			Budget 2017		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Activity Budget	4,290	9,399	13,689	5,103	6,409	11,512
Staff Budget	9,436	2,652	12,088	10,155	2,221	12,376
Indirect Cost Budget	1,902	901	2,804	1,980	594	2,574
Cost Recovery	-2,804		-2,804	-2,574		-2,574
Total Expenditures	12,825	12,952	25,777	14,664	9,225	23,888

* Second revision

International IDEA’s funding by type of funding and donor is shown in Figure 4.2.1 and Figure 4.2.2.

Figure 4.2.1. International IDEA budget 2017, by source of unrestricted funding

All figures in %

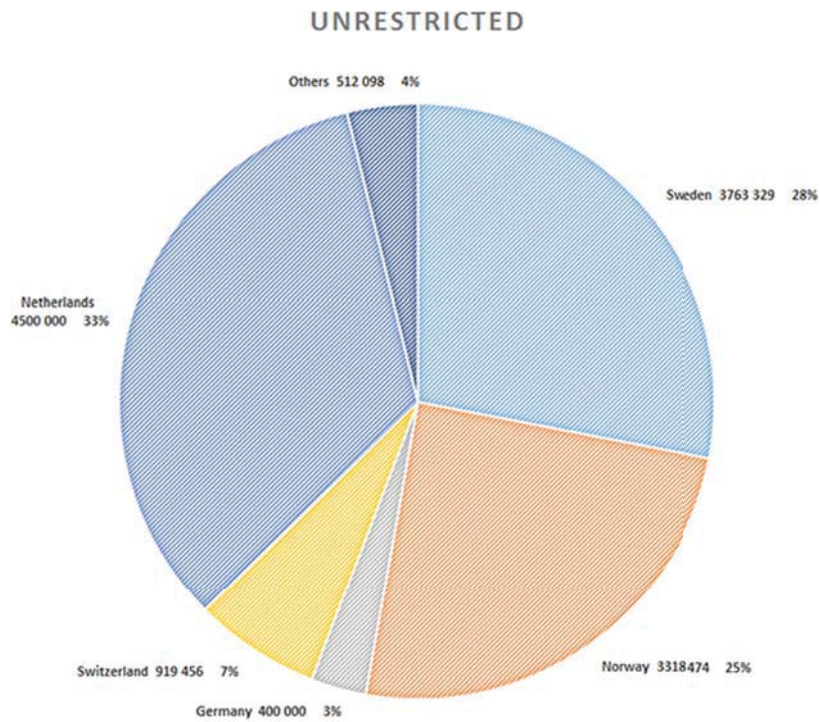
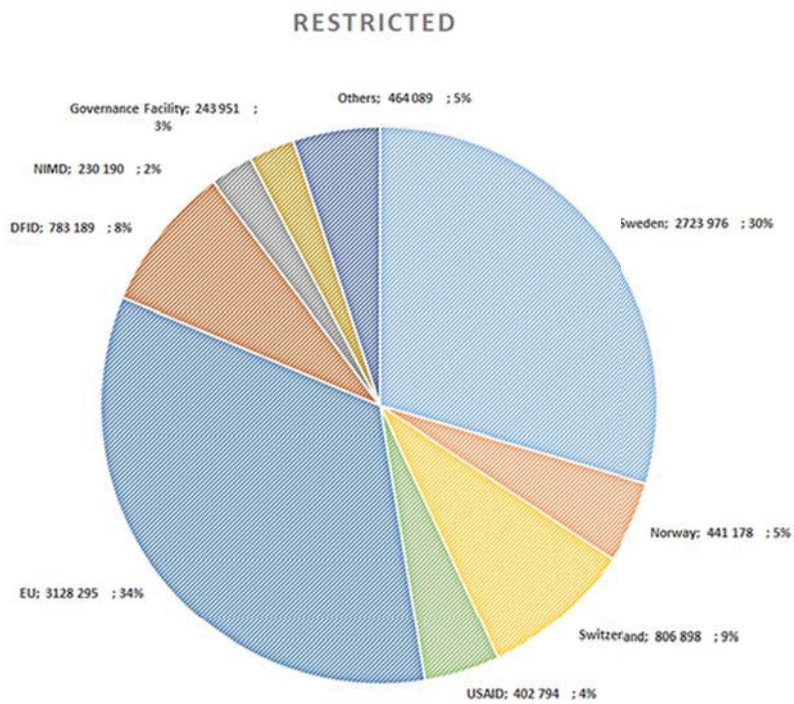


Figure 4.2.2. International IDEA budget 2017, by source of restricted funding

All figures in %



ANNEXES

5.1. Budget by knowledge products, 2017

Table 136. Knowledge products in 2017, by topic

Topic/Knowledge product category	Restricted funding	Unrestricted funding	Total
Accountability in service delivery	0	2	2
Feature articles		2	2
Citizen engagement	0	1	1
Joint publications (joint copyright)		1	1
Constitutional implementation	8	4	12
Institutional materials	1	1	2
Institutional reports	1		1
Internal reports	5	3	8
Video material	1		1
Democracy in the development agenda	0	5	5
Discussion Papers		2	2
Handbooks		1	1
Joint publications (joint copyright)		1	1
Policy Briefs		1	1
Democracy that delivers	0	1	1
Joint publications (joint copyright)		1	1
Effective institutions of representation		2	2
Opinion pieces		1	1
Curricula		1	1
Elections and conflict	4	6	10
Conference reports	1	1	2
Guides		1	1

International IDEA website		1	1
Joint publications (IDEA copyright)		1	1
Thematic reports	3	2	5
Elections and the media	0	3	3
Guides		2	2
International IDEA website		1	1
Electoral integrity	8	2	10
Conference reports		1	1
Guides	2		2
Internal reports	4		4
Policy Briefs	1	1	2
Training modules	1		1
Gender equality in politics, political parties and electoral processes	8	6	14
Case studies	2		2
Databases		1	1
External websites		1	1
Joint publications (joint copyright)	1	1	2
Opinion pieces		1	1
Training modules		1	1
Translations	1		1
Video material	4	1	5
Inclusiveness in CBP	0	2	2
Conference reports		1	1
Institutional materials			
Joint publications (joint copyright)		1	1
Inclusiveness in democratic decision making	0	1	1
Policy Papers		1	1
Increased capacity and understanding of electoral processes	10	0	10
Brochures and marketing materials	1		1
Institutional materials	1		1
Policy Briefs	3		3
Thematic reports	1		1

Translations	4		4
Increased inclusiveness		1	1
Translations		1	1
Informed constitution-building	1	11	12
Case studies		1	1
Conference reports		2	2
Digital tools		1	1
External websites		1	1
Feature articles		2	2
Handbooks		1	1
Policy Briefs	1	1	2
Policy Papers			
Primers		1	1
Thematic reports		1	1
Informed policymakers	0	3	3
Databases		2	2
Infographics		1	1
Signature publication			
Knowledge sharing on practice of democracy building in Africa	1	1	2
Digital tools		1	1
Joint publications (joint copyright)	1		1
Knowledge sharing on CBP across the region and beyond	3	6	9
Discussion Papers	1	2	3
Handbooks		1	1
Institutional materials		1	1
Policy Papers		1	1
Thematic reports	2	1	3
Money, organized crime and politics	0	10	10
Case studies		1	1
Databases		1	1
Digital tools		1	1
Discussion Papers		1	1

Guides		3	3
Opinion pieces		1	1
Policy Briefs		1	1
Thematic reports		1	1
Political participation of women and marginalized groups	0	3	3
Digital tools		1	1
Guides		1	1
Policy Papers		1	1
Political party dialogue	1	3	4
Guides	1		1
Policy Briefs		3	3
Regional and Field Office	5	2	7
Handbooks	4		4
Translations	1	2	3
Representation that matters	0	3	3
Case studies		1	1
Discussion Papers		1	1
Guides		1	1
Shared visions for development	0	7	7
Conference reports		1	1
Discussion Papers		1	1
External publications (institutional)		1	1
Policy Papers		1	1
Thematic reports		3	3
State of Democracy	0	3	3
Feature articles		1	1
Joint publications (joint copyright)		1	1
Translations		1	1
State of Local Democracy	0	1	1
Joint publications (IDEA copyright)		1	1
Technology in elections	0	4	4
Conference reports		1	1

External publications (individual)		1	1
Joint publications (IDEA copyright)		1	1
Policy Briefs		1	1
Grand Total	49	93	142

Table 137. Knowledge products in 2017, by location

Office/Knowledge product category	Restricted funding	Unrestricted funding	Total
Addis Ababa	7	7	14
Conference reports	1	1	2
Discussion Papers		1	1
External publications (institutional)		1	1
Guides	2		2
Policy Papers		1	1
Thematic reports	3	3	6
Training modules	1		1
Africa and West Asia Regional Office	6	9	15
Case studies	2		2
Conference reports		1	1
Discussion Papers		1	1
Joint publications (joint copyright)		1	1
Policy Briefs		5	5
Translations		1	1
Video material	4		4
Asia-Pacific Regional Office	0	9	9
Conference reports		1	1
Discussion Papers		1	1
Feature articles		3	3
Joint publications (joint copyright)		2	2
Policy Briefs		1	1
Translations		1	1
Bolivia	5	0	5

Internal reports	4		4
Policy Briefs	1		1
Constitution-Building Processes	0	12	12
Case studies		1	1
Conference reports		2	2
Digital tools		1	1
Discussion Papers		2	2
External websites		1	1
Handbooks		1	1
Institutional materials			
Joint publications (joint copyright)		1	1
Policy Briefs		1	1
Policy Papers		1	1
Primers			
Thematic reports		1	1
Democracy and Development	0	3	3
Feature articles		2	2
Joint publications (joint copyright)		1	1
Democracy Assessment, Analysis and Advice	2	11	13
Databases		1	1
Digital tools		2	2
External websites		1	1
Guides		2	2
Joint publications (joint copyright)	1		1
Opinion pieces		1	1
Policy Papers		2	2
Signature publication			
Training modules		1	1
Translations	1		1
Video material		1	1
Electoral Processes	0	17	17
Conference reports		2	2

Databases		1	1
Digital tools		2	2
External publications (individual)		1	1
Guides		3	3
Infographics		1	1
International IDEA website		2	2
Joint publications (IDEA copyright)		2	2
Policy Briefs		1	1
Thematic reports		2	2
External Relations and Governance Support	0	3	3
Discussion Papers		1	1
Handbooks		1	1
Joint publications (joint copyright)		1	1
Haiti	4	0	4
Handbooks	4		4
Latin America and the Caribbean Regional Office	0	1	1
Translations		1	1
Myanmar	11	0	11
Brochures and marketing materials	1		1
Institutional materials	1		1
Policy Briefs	4		4
Thematic reports	1		1
Translations	4		4
Nepal	8	4	12
Institutional materials	1	1	2
Institutional reports	1		1
Internal reports	5	3	8
Video material	1		1
Peru	1	0	1
Translations	1		1
Political participation and representation processes	1	10	11
Case studies		2	2

Curricula		1	1
Databases		1	1
Discussion Papers		1	1
Guides	1	3	4
Opinion pieces		1	1
Thematic reports		1	1
Tunisia	4	5	9
Discussion Papers	1		1
Handbooks		1	1
Institutional materials		1	1
Joint publications (joint copyright)	1		1
Policy Papers		1	1
Thematic reports	2	1	3
Translations		1	1
Wider Europe	0	2	2
Opinion pieces		1	1
Joint publications (IDEA copyright)		1	1
Grand Total	49	93	142

Table 138. Number of planned 2017 projects, by Programme/Directorate

Programmatic projects	Number
Africa and West-Asia	18
Asia and the Pacific	18
External Relations and Governance Support	6
Global Programme	30
Latin-America and the Caribbean	16
Wider Europe	3
Total	91
Institutional projects	Number
Communications	3
Corporate Services	2

2017 Programme and Budget

External Relations and Governance Support	3
Secretary-General's Office	2
Finance and Strategic Planning	3
Human Resources	2
Information Technology	1
Facilities	2
Total	18
Total number of projects	109

5.2. Budget by team and topic, 2017

Africa and West Asia

Addis Ababa

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Democracy and Development	0	210	210
Support to Electoral Processes in Africa and West Asia	0	230	230
Support for the African Union Pre-Election Assessment Unit (DFID)	116	7	123
Political Participation and Representation in Africa and West Asia	0	34	34
Pan-African Initiatives	0	306	306
Addis Ababa Office	0	1,146	1,146
Total	116	1,934	2,050

Kenya

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Supporting Electoral and Political Processes in Kenya	567	10	578
Total	567	10	578

Tunisia

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Support to the Arab Association of Constitutional Law (Ford Foundation)	107	0	107
Support to the Arab Association of Constitutional Law (Open Society Foundations)	183	48	231

Respect for Women's Political Rights	162	12	175
Country Support	0	85	85
Regional Studies	0	81	81
Strengthening the Rule of Law in Tunisia	0	97	97
Supporting the implementation of the ERM Tool in the WANA region	0	51	51
Supporting Electoral Processes in Tunisia	0	60	60
Publications	0	51	51
Tunisia Office	0	260	260
Total	452	746	1,198

Asia and the Pacific

Regional Office (Canberra, Australia)

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Support to Electoral Institutions and Processes in Bhutan	0	89	89
Support to Parliamentary Institutions and Processes in Bhutan	0	170	170
Citizen-led democracy assessments	0	121	121
Electoral Processes in Asia and the Pacific	0	107	107
Political Participation and Representation Processes in Asia and the Pacific	0	83	83
CBP Reforms in Asia and the Pacific	0	128	128
Support to democratic dialogues in Vietnam	0	15	15
Regional Training Centre on Election Observation in Mongolia	0	131	131
AP Regional Office Establishment and Running	0	642	642
Total	0	1,487	1,487

Myanmar

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
<i>Support To Electoral Processes and Democracy in Myanmar (STEP Democracy)</i>			
Consortium	247	15	262
International IDEA	903	55	958

Democracy Reporting International (DRI)	559	75	634
Friedrich Naumann Foundation (FNF)	417	56	474
Danish Institute for Parties and Democracy (DIPD)	401	54	455
<i>Myanmar Constitution Centre</i>			
My Constitution	441	0	441
Total	2,969	256	3,225

Nepal

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Six months' support to Nepal's constitution-building process (Norway FC)	0	0	0
Support to Nepal's Constitution	0	0	0
Support to Nepal's constitution-building process	0	125	125
Civic Participation in Peace Building and Democratic Development (CIVIP)	244	15	259
Supporting a Cohesive Response to Local Governance Development in Nepal	667	41	708
Total	911	181	1,092

Global Programmes

Constitution-Building Processes

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Global Analysis	0	245	245
Post-Conflict Constitutional-Building	0	251	251
Constitutional Design	0	155	155
Process, Inclusion and Participation	0	193	193
Country- and region-specific programming	0	347	347
Programme Management and Support	0	254	254
Total	0	1,443	1,443

Democracy Assessment, Analysis and Advisory

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Respect for Women's Political Rights	68	5	73
Global State of Democracy (Signature publication)	416	79	495
Institutional Mainstreaming of Cross-Cutting themes	0	294	294
GenderPartnerships and Online Platforms/Databases: iKNOW Politics and Gender Quotas Database	0	135	135
State of (Local) Democracy Assessments	0	446	446
Migration Management and Democracy	0	172	172
Protecting Politics	0	338	338
Refugees, Asylum Seekers and Democracy	86	0	86
Total	569	1,469	2,039

Democracy and Development

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Democratic Accountability in Development	0	118	118
Democracy in the Development Agenda	0	99	99
Democracy, Natural Resources and Development	0	133	133
Programmatic Parties and Citizen's Participation	0	78	78
Total	0	429	429

Electoral Processes

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Elections and Conflict	0	238	238
Elections and ICT	0	146	146
Collaborative Electoral Policy and Advocacy	0	184	184
Elections and the Media	0	97	97
Update and maintenance of International IDEA's election-related databases	0	162	162

Electoral Justice	0	191	191
Timing of elections	0	122	122
Total	0	1,140	1,140

Political Parties, Representation and Participation

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Money in Politics	0	402	402
Political Party Strengthening for Inclusive and Accountable Representation	0	189	189
Future Political Representation and Participation	0	202	202
Political Parties and EMBs dialogue for peaceful electoral processes	34	0	34
Total	34	793	827

Director of Global Programme

All figures in 1000s of EUR

Project Name	Restricted	Unrestricted	Overall
Director of Global Programmes	0	340	340
Total	0	340	340

Latin America and the Caribbean

Andean Region

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Business opportunities, project development and fundraising	0	17	17
Fighting the Influence of Illicit Interests in Peru's Political Processes	403	13	416
Democratic strengthening in electoral processes	0	108	108
Peru Office	0	77	77
Total	403	215	618

Bolivia

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Strengthening of the plurinational electoral body in order to further enhance Bolivian democracy	40	1	42
Improving the institutional framework of democracy and equal exercise of intercultural and citizens' rights (Mejora de la institucionalidad de la democracia intercultural y paritaria y del ejercicio de los derechos ciudadanos)	1,011	51	1,063
Total	1,051	53	1,104

Haiti

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Support to democratic consolidation in Haiti	773	54	827
Total	773	54	827

Latin America and the Caribbean Regional Office

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Regional Conference on the Quality of Democracy, Electoral Integrity and Electoral Justice	0	79	79
Technical Assistance on Electoral, Political and Constitutional Reform in the Southern Cone and the Andean Region	0	109	109
Technical Assistance on Electoral, Political and Constitutional Reform in Mexico, Central America and the Caribbean	0	106	106
Strategic Alliances with Regional Partners to promote democracy and development	0	120	120
Advocacy, representation and fundraising activities	0	177	177
Regional spaces for dialogue on the quality of democracy	0	112	112
Political Finance in Latin America and the Caribbean	0	100	100
Promoting democracy by building the capacities of the national election management body (Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional)	600	36	637
Office costs (Regional Office, Santiago)	0	161	161
Total	600	1,001	1,602

External Relations and Governance Support

External Relations and Governance Support

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Inter-Regional Dialogue on Democracy	0	2	2
EU Office Grant	48	0	48
EU Programme	0	234	234
EU Office	0	257	257
The UN and Democracy Building	0	172	172
New York Office	0	429	429
Total	48	1,094	1,142

Wider Europe

Table 101. Wider Europe Programme

All figures in 1000s of EUR

Project name	Restricted	Unrestricted	Overall
Reconnecting political parties and citizens	0	151	151
Money in politics in Central and Eastern Europe	0	152	152
Enhancing capacity for Quality of Democracy and Accountability Assessments	0	178	178
Total	0	480	480

5.3. Budget by Programme, 2017

Table 139. International IDEA budget by Programme, 2017

All figures in 1000s of EUR

Programme	Unrestricted	Restricted	Total
Asia and the Pacific	1,924	3,880	5,804
Global Programme	5,828	603	6,431
Latin America and the Caribbean	1,323	2,827	4,150
External Relations and Governance Support	1,818	48	1,866
Secretary-General's Office	1,704	0	1,704
Corporate Services	1,470	730	2,200
Cost Recovery	-1,980	-594	-2,574
Africa and West Asia Programme	2,690	1,136	3,826
Wider Europe Programme	480	0	480

Strategic programme 3-year outcomes

Table 140. Strategic programme outcomes (2015–17) at the global level

Outcome	Description
Accountability of Political Executives	Enhanced capacity of citizens, civil society organizations and oversight bodies to hold governments democratically accountable
Collaborative Electoral Policy and Advocacy	Increased knowledge exchange and collaboration among electoral stakeholders at international and regional level to improve joint programme outcomes and policy advocacy
Conflict-sensitive strategies	International IDEA and its partners effectively apply conflict-sensitivity throughout the design, implementation, monitoring and evaluation of programmes
Constitutional implementation	Increased attention among national institutions and international partners to the performance and implementation of constitutions
Democracy in the development agenda	Increased consensus among political actors on the importance of democracy in the global development agenda, including implementation and monitoring of the 2030 Agenda for Sustainable Development

Democracy that delivers	1. Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities, with a special focus in the delivery of public services critical to poverty reduction, and institutions of accountability, such as national and sub-national parliaments, ombudsman offices, and supreme audit institutions. 2. Increased access to knowledge and practical tools on the oversight and policymaking role of political parties on growth-enabling sectors, particularly extractive industries
Democratic Accountability in service delivery	Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to interact with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies
Elections and conflict	Increased capacity of electoral institutions to understand, prevent and mitigate electoral risks and negative conflicts, in particular election-related violence
Elections and ICT	Increased capacity of national institutions, including electoral authorities and legislators, to make informed decisions regarding the sustainable use of technology in electoral processes
Elections and Media	Increased capacity of national institutions, including electoral authorities and media supervisory agencies, to make informed management of the role of the media throughout the electoral cycle
Electoral Databases and Statistics	Increased access to information on national electoral processes including legislation around the world for practitioners, legislators, NGOs/CSOs, academia, research centres, media and other actors involved in policymaking, research, communications and advocacy
Gender equality in electoral processes	Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men
Gender equality in politics, political parties and electoral processes	Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men
Increased inclusiveness	Increased capacity of traditionally marginalized groups to develop, promote and implement strategies for political inclusion
Informed Electoral Processes	Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge
Region-wide knowledge sharing on CBP	Increased opportunities for sharing good comparative practice of CBP across the region and beyond
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics
Political party dialogue	Increased capacity of political parties to engage in effective dialogue among themselves, with other state institutions (such as electoral authorities and legislative bodies) and with citizens
Political participation of women and marginalized groups	Increased capacity of political parties, legislative bodies and regulatory authorities (including EMBs) to develop, implement and monitor mechanisms to enhance the political participation of women and increase opportunities for the constructive participation of informed youth in politics
Programmatic parties	Strengthened programmatic or policy-making focus among political parties and legislative institutions
Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts
Representation that matters	1. Increased access to new practical knowledge and tools with a purpose to strengthen political parties' capacity to compete for support based on policies 2. Increased capacity of political parties to (re)connect with members, voters and sympathizers using technology and participatory approaches 3. Enhanced capacity of citizens, CSOs and oversight bodies to hold governments democratically accountable

State of Democracy	Continued application and innovation of the State of Democracy assessment framework and the citizen led assessment approach
State of Local Democracy	Increased demand for reform oriented democracy assessments at the local level and the development of a comparative knowledge base on local democracy

Table 141. Strategic programme outcomes (2015–17) in Africa and West Asia

Outcome	Description
Constitutional implementation	Enhanced capacity of key national stakeholders to implement the constitution, including fundamental rights, systems of government and the rights of women and marginalized groups in target countries
Informed constitution-building	Enhanced opportunities for the participation of informed civil society and political actors in forthcoming and ongoing constitutional reform or implementation
Elections and conflict	Enhanced capacity within democratic institutions to understand and prevent electoral violence and mitigate electoral risks
Electoral integrity	Enhanced capacity of electoral authorities to conduct inclusive electoral processes with integrity and credibility, with a special focus on inclusivity of gender and youth
Citizen engagement	Increased and enhanced quality and content of government engagement with citizens in order to improve citizens' influence in shaping democratic reforms
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus-based internal structures for decision and policymaking
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law-enforcement agencies, to understand the role of money and organized crime in politics and address the related policy implications.
Gender equality in politics, political parties and electoral processes	Increased capacity of gender-equality advocates and political institutions, electoral authorities, legislative bodies and political parties to develop, promote and implement strategies for the equal political participation and representation of women and men
Increased inclusiveness	Enhanced opportunities for women and youth to play meaningful roles in democracy building
Emerging initiatives	Emerging programmatic activities
Regional and Field office	Covers office and facilities costs as well as general International IDEA programmatic fundraising and advocacy efforts
Shared visions for development	Increased collaboration and shared visions among social and political actors in Africa and West Asia for the consolidation of democratic development

Table 142. Strategic programme outcomes (2015–17) in Asia and the Pacific

Outcome	Description
Accountability of Political Executives	Enhanced capacity of citizens, civil society organizations and oversight bodies to hold governments democratically accountable
Citizen engagement	Increased and more effective engagement of civil society groups, including young people, women and marginalized groups, in discussions and assessments on democratic reform at the national and local levels
Democratic Accountability: Parliamentary Oversight	Strengthened capacity of legislators and legislatures to fulfil representation and oversight roles in a multi-party democratic system
Electoral integrity	Enhanced capacity of electoral authorities and other policymakers to promote electoral integrity with independence and professionalism throughout the electoral cycle at all levels of governance

Gender equality in politics, political parties and electoral processes	Increased capacity of electoral management bodies, political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women and marginalized groups
Increased capacity and understanding of electoral processes	Enhanced opportunities for the participation of civil society and political interest groups, including women and marginalized groups, in electoral reform and implementation processes, in countries undergoing electoral reform processes
Increased inclusiveness	Increased capacity of traditionally marginalized groups to develop, promote and implement strategies for political inclusion
Money, organized crime and politics	Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy guidelines and actions the role of money in politics
Regional and Field Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts

Table 143. Strategic programme outcomes (2015–17) in Latin America and the Caribbean

Outcome	Description
Democracy at the local level	Increased capacity of informed local actors, including civil society and political groups, to drive democratic reform at the local level
Democracy that delivers	Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities, with a special focus in the delivery of public services critical to poverty reduction, and institutions of accountability, such as national and sub-national parliaments, ombudsman offices, and supreme audit institutions Increased access to knowledge and practical tools on the oversight and policy-making role of political parties on growth-enabling sectors, particularly extractive industries
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to work with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies
Electoral integrity	Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity
Electoral justice	Improved national regulatory frameworks for electoral justice, building on comparative experience from across the LAC region
Increased capacity and understanding of electoral processes	Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organizations working with youth and women
Internal democracy	Enhanced capacity of institutions of representation, including political parties and legislative bodies, to connect with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies. OR Increased responsiveness of political parties towards the needs and demands of citizens
Knowledge sharing on CBP across the region and beyond	Increased opportunities for sharing good comparative practice of CBP across the region and beyond
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics
Political participation of women and youth groups	Increased capacity of political parties, legislative bodies and regulatory authorities (including EMBs) to develop, implement and monitor mechanisms to enhance the political participation of women and increase opportunities for the constructive participation of informed youth in politics
Regional and Field Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts
Representation that matters	Increased capacity of political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women, youth, afro-descendants and indigenous people

5.4. Budget by implementation level, 2017

Table 144. International IDEA budget by implementation level, 2017

All figures in 1000s of EUR

Level	Unrestricted	Restricted	Total
Country	1,368	7,275	8,643
Region	5,049	568	5,617
Global	6,709	651	7,360
Institutional and Programme Support: Cost Recovery	2,133	136	2,268
Total	15,258	8,630	23,888

5.5. Budget by Sustainable Development Goal target and topic, 2017

This annex seeks to give a picture of International IDEA's investments towards the Sustainable Development Goals (SDG) in 2017. The classification can be discussed and the picture is purely meant to be indicative.

Table 145. Budget by Sustainable Development Goal target and topic, 2017

All figures in 1000s of EUR

Sustainable Development Goal Target	Topic/3-year outcome	Unrestricted	Restricted	Total
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Citizen engagement	509	0	509
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Collaborative Electoral Policy and Advocacy	184	0	184
16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all	Constitutional implementation	217	2,119	2,337
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Democracy at the local level	108	0	108
16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance	Democracy in the development agenda	172	0	172
16.6. Develop effective, accountable and transparent institutions at all levels	Democracy that delivers	245	0	245
16.6. Develop effective, accountable and transparent institutions at all levels	Democratic accountability in service delivery	118	0	118
16.6. Develop effective, accountable and transparent institutions at all levels	Democratic accountability: Parliamentary Oversight	185	247	433
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Effective institutions of representation	350	567	917
16.a. Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	Elections and conflict	648	116	764
16.6. Develop effective, accountable and transparent institutions at all levels	Elections and ICT	146	0	146

16.6. Develop effective, accountable and transparent institutions at all levels	Elections and Media	97	0	97
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Electoral Databases and Statistics	162	0	162
16.6. Develop effective, accountable and transparent institutions at all levels	Electoral integrity	531	40	572
16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all	Electoral justice	79	0	79
5.c. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	Gender equality in politics, political parties and electoral processes	155	230	385
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Inclusiveness in democratic decision making	406	86	492
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Increased capacity and understanding of electoral processes	469	2,683	3 152
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Increased inclusiveness	51	0	51
16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all	Informed constitution-building	1 112	244	1 355
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Informed Electoral Processes	54	773	827
16.6. Develop effective, accountable and transparent institutions at all levels	Informed policymakers	79	416	495
Institutional	Institutional	1 897	730	2 627
16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all	Knowledge sharing on CBP across the region and beyond	658	290	948
16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance	Knowledge sharing on practice of democracy building in Africa	191	0	191
16.5. Substantially reduce corruption and bribery in all their forms	Money in politics	36	600	637
16.5. Substantially reduce corruption and bribery in all their forms	Money, organized crime and politics	1,109	0	1,109
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Political participation of women and marginalized groups	294	0	294
16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels	Political party dialogue	0	34	34
Programme Support	Programme Support	236	-594	-358
Regional and Field Office	Regional and Field Office	3,627	48	3,675
16.6. Develop effective, accountable and transparent institutions at all levels	Representation that matters	202	0	202

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16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance	Shared visions for development	306	0	306
16.6. Develop effective, accountable and transparent institutions at all levels	State of Democracy	446	0	446
16.6. Develop effective, accountable and transparent institutions at all levels	State of Local Democracy	178	0	178
Total		15,258	8,630	23,888

5.6. Budget by topic, 2017

Table 146. Budget by topic and team

All figures in 1000s of EUR

3-year Outcome Statement	Team	Topic	Res	Unr	Total
<p>GP: Increased and more effective engagement of civil society and citizen groups in policy discussions on democratic reform at the national and local levels, including, particularly in transition societies.</p> <p>AP: Increased and more effective engagement of civil society groups, including young people, in discussions on democratic reform at the national and local levels.</p> <p>AWA: Increased and enhanced quality and content of government engagement with citizens and more effective civic education for democratic reform by civil society groups and improved citizens' influence in shaping democratic reforms through the application of the citizen-led assessment methodologies (SoD & SoLD) and their recommendations</p>	Canberra	Citizen engagement	0	121	121
<p>Increase in the degree of confidence and trust of citizens in democracy and democratic institutions through strengthening aspects of democratic accountability of political executives.</p>	Canberra	Democratic Accountability : Parliamentary Oversight	0	170	170
<p>LAC: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity.</p> <p>AWA: Enhanced capacity of electoral authorities and other policy makers to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption of regulations and policy measures to manage the role of money in elections, ensure electoral security, promote electoral justice and foster the participation of women and marginalized groups.</p> <p>AWA: Enhanced capacity of institutions in target countries to conduct inclusive electoral processes with integrity, credibility and security.</p> <p>GP: Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.</p> <p>AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders, prevent and mitigate the risks of elections-related violence, and foster the participation of women and youth in electoral processes.</p> <p>AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders and foster the participation of women and youth in electoral processes.</p>	Canberra	Electoral integrity	0	470	470

LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.

GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.

AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.

AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.

	Canberra	Money, organized crime and politics	0	83	83
Running regional and field offices	Canberra	Regional and Field Office	0	642	642
GP: Increased attention among national institutions and international partners to the performance and implementation of constitutions	Myanmar	Constitutional implementation	441	0	441
AWA: Enhanced capacity of key national stakeholders to implement the constitution including fundamental rights, systems of government and the rights of women and marginalized groups in target countries.					
Increase in the degree of confidence and trust of citizens in democracy and democratic institutions through strengthening aspects of democratic accountability of political executives.	Myanmar	Democratic Accountability : Parliamentary Oversight	247	15	262
Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organisations working with youth and women.	Myanmar	Increased capacity and understanding of electoral processes	2,281	241	2,521
GP: Increased attention among national institutions and international partners to the performance and implementation of constitutions	Nepal	Constitutional implementation	667	166	833
AWA: Enhanced capacity of key national stakeholders to implement the constitution including fundamental rights, systems of government and the rights of women and marginalized groups in target countries.					
GP: Enhanced capacity of constitutional stakeholders, including legislators, advisors, analysts and political parties, to make informed decisions and opinions on key constitutional issues based on accessible global comparative knowledge.	Nepal	Informed constitution building	244	15	259
AP: Enhanced capacity of lawmakers and political parties, to reach informed decisions on key constitutional issues in countries where constitutional debate occurs.					
AWA: Enhanced capacity of key national stakeholders in target countries to engage in and manage inclusive constitution building processes.					
GP: Enhanced capacity of constitutional stakeholders, including legislators, advisors, analysts and political parties, to make informed decisions and opinions on key constitutional issues based on accessible global comparative knowledge.	CBP	Informed constitution building	0	1,097	1,097
AP: Enhanced capacity of lawmakers and political parties, to reach informed decisions on key constitutional issues in countries where constitutional debate occurs.					
AWA: Enhanced capacity of key national stakeholders in target countries to engage in and manage inclusive constitution building processes.					
Increased opportunities for sharing good comparative practice of CBP across the region and beyond.	CBP	Knowledge sharing on CBP across the region and beyond	0	347	347

Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.	DAAA	Gender equality in politics, political parties and electoral processes	68	140	208
International IDEA's stakeholders have increased knowledge, skills and tools on how to promote the inclusion of marginalised groups, women, and people affected by conflict, in decision making processes and structures	DAAA	Inclusiveness in democratic decision making	86	172	258
Targeted policymakers are provided with capacity through knowledge resources, policy options and/or strategies to address challenges posed by issues/topical trends impacting on democracy	DAAA	Informed policymakers	416	79	495
LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.					
GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.	DAAA	Money, organized crime and politics	0	338	338
AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
Increased capacity of electoral management bodies political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women and marginalized groups.	DAAA	Political participation of women and marginalized groups	0	294	294
Continued application and innovation of the State of Democracy assessment framework and the citizen led assessment approach	DAAA	State of Democracy	0	446	446
GP: Increased and more effective engagement of civil society and citizen groups in policy discussions on democratic reform at the national and local levels, including, particularly in transition societies.					
AP: Increased and more effective engagement of civil society groups, including young people, in discussions on democratic reform at the national and local levels.	DD	Citizen engagement	0	177	177
AWA: Increased and enhanced quality and content of government engagement with citizens and more effective civic education for democratic reform by civil society groups and improved citizens' influence in shaping democratic reforms through the application of the citizen-led assessment methodologies (SOD & SoLD) and their recommendations					
GP: Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities in the delivery of public services critical to poverty reduction	DD	Democracy that delivers	0	133	133
GP: Increased consensus among national, regional and global political actors around the role of democratic political institutions in overseeing growth-enabling sectors, particularly extractive industries.					
GP: Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction.					
AWA: Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction.	DD	Democratic Accountability in service delivery	0	118	118
AWA: Improved quality of government institutions to account to citizens and respond to their expectations through the quality and content of service delivery policies and instruments and increased capacity of civil society groups to engage in and articulate proposals for reforms in the quality and content of accountability by democratic authorities in the delivery of public services critical to poverty reduction.					

Increased knowledge exchange and collaboration among electoral stakeholders at international and regional level to improve joint programme outcomes and policy advocacy.	EP	Collaborative Electoral Policy and Advocacy	0	184	184
GP: Increased capacity of electoral institutions to understand, prevent and mitigate electoral risks and negative conflicts, in particular election-related violence. AWA: Increased capacity of democratic institutions to understand, prevent and mitigate the risks of elections related violence.	EP	Elections and conflict	0	360	360
Increased capacity of national institutions, including electoral authorities and legislators, to make informed decisions regarding the sustainable use of technology in electoral processes.	EP	Elections and ICT	0	146	146
Increased capacity of national institutions, including electoral authorities and media supervisory agencies, to make informed management of the role of the media throughout the electoral cycle.	EP	Elections and Media	0	97	97
Increased access to information on national electoral processes including legislation around the world for practitioners, legislators, NGOs/CSOs, academia, research centres, media and other actors involved in policy-making, research, communications and advocacy.	EP	Electoral Databases and Statistics	0	162	162
Increased availability and quality of democracy curriculum, tailored to needs of African practitioners (EMBs, CMBs) based on African practitioners, International IDEA's and other comparative knowledge resources.	EP	Knowledge sharing on practice of democracy building in Africa	0	191	191
Programme support projects	GP	Programme Support	0	213	213
Running regional and field offices	GP	Regional and Field Office	0	340	340
Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus based internal structures for decision and policy making.	PPRP	Effective institutions of representation	0	189	189
LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics. GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics. AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics. AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.	PPRP	Money, organized crime and politics	0	402	402
Increased capacity of political parties to engage in effective dialogue among themselves, with other state institutions (such as electoral authorities and legislative bodies) and with citizens.	PPRP	Political party dialogue	34	0	34
AWA: Increased access to new practical knowledge on strategies for political parties to compete for votes based on policies and increased support to the strengthening of programmatic capabilities by key democracy assistance providers LAC: Increased knowledge on how political executives are held accountable for their decisions and actions.	PPRP	Representation that matters	0	202	202
Increased capacity of informed local actors, including civil society and political groups, to drive democratic reform at the local level.	AR	Democracy at the local level	0	108	108

Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organisations working with youth and women.	AR	Increased capacity and understanding of electoral processes	403	13	416
Running regional and field offices	AR	Regional and Field Office	0	94	94
GP: Increased attention among national institutions and international partners to the performance and implementation of constitutions					
AWA: Enhanced capacity of key national stakeholders to implement the constitution including fundamental rights, systems of government and the rights of women and marginalized groups in target countries.	Bolivia	Constitutional implementation	1,011	51	1,063
LAC: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity.					
AWA: Enhanced capacity of electoral authorities and other policymakers to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption of regulations and policy measures to manage the role of money in elections, ensure electoral security, promote electoral justice and foster the participation of women and marginalized groups.					
AWA: Enhanced capacity of institutions in target countries to conduct inclusive electoral processes with integrity, credibility and security.					
GP: Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.	Bolivia	Electoral integrity	40	1	42
AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders, prevent and mitigate the risks of election-related violence, and foster the participation of women and youth in electoral processes.					
AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders and foster the participation of women and youth in electoral processes.					
Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.	Haiti	Informed Electoral Processes	773	54	827
GP: Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities in the delivery of public services critical to poverty reduction	LAC (Chile)	Democracy that delivers	0	112	112
GP: Increased consensus among national, regional and global political actors around the role of democratic political institutions in overseeing growth-enabling sectors, particularly extractive industries.					
Improved national regulatory frameworks for electoral justice, building on comparative experience from across the LAC region.	LAC (Chile)	Electoral justice	0	79	79
Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organisations working with youth and women.	LAC (Chile)	Increased capacity and understanding of electoral processes	0	215	215

LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.					
GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.	LAC (Chile)	Money in politics	600	36	637
AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.					
GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.	LAC (Chile)	Money, organized crime and politics	0	100	100
AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
Running regional and field offices	LAC (Chile)	Regional and Field Office	0	458	458
Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.	ERGS	Gender equality in politics, political parties and electoral processes	0	2	2
International IDEA's stakeholders have increased knowledge, skills and tools on how to promote the inclusion of marginalised groups, women, and people affected by conflict, in decision making processes and structures	ERGS	Inclusiveness in democratic decision making	0	234	234
Institutional non-programmatic projects	ERGS	Institutional	0	296	296
Programme support projects	ERGS	Programme Support	0	429	429
Running regional and field offices	ERGS	Regional and Field Office	48	257	305
Increased consensus among global political actors on the importance of democracy in the global development agenda, including monitoring of a post 2015 framework.	UN PO	Democracy in the development agenda	0	172	172
Running regional and field offices	UN PO	Regional and Field Office	0	429	429
Institutional non-programmatic projects	Comms	Institutional	0	459	459
Institutional non-programmatic projects	IA	Institutional	0	131	131
Programme support projects	Library	Programme Support	0	140	140
Programme support projects	Pubs	Programme Support	0	426	426

Institutional non-programmatic projects	SGO	Institutional	0	548	548
Institutional non-programmatic projects	CS	Institutional	0	257	257
Programme support projects	CS	Programme Support	0	176	176
Institutional non-programmatic projects	Facilities	Institutional	730	0	730
Institutional non-programmatic projects	Finance	Institutional	0	207	207
Programme support projects	Finance	Programme Support	0	831	831
Programme support projects	CR	Programme Support	-594	-1,980	-2,574
GP: Increased and more effective engagement of civil society and citizen groups in policy discussions on democratic reform at the national and local levels, including, particularly in transition societies.					
AP: Increased and more effective engagement of civil society groups, including young people, in discussions on democratic reform at the national and local levels.					
AWA: Increased and enhanced quality and content of government engagement with citizens and more effective civic education for democratic reform by civil society groups and improved citizens' influence in shaping democratic reforms through the application of the citizen-led assessment methodologies (SOD & SoLD) and their recommendations					
GP: Increased capacity of electoral institutions to understand, prevent and mitigate electoral risks and negative conflicts, in particular election-related violence. AWA: Increased capacity of democratic institutions to understand, prevent and mitigate the risks of election-related violence.					
LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.					
GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
Running regional and field offices	Addis	Regional and Field Office	0	1,146	1,146
AWA: Increased collaboration and shared visions among social and political actors in Africa for the consolidation of democratic development.					
LAC: Increased collaboration among social and political actors in building shared visions for national development, particularly with respect to extractive industries.					
Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus based internal structures for decision and policy making.					
GP: Increased capacity of electoral institutions to understand, prevent and mitigate electoral risks and negative conflicts, in particular election-related violence.					
AWA: Increased capacity of democratic institutions to understand, prevent and mitigate the risks of elections related violence.					

LAC: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity.					
AWA: Enhanced capacity of electoral authorities and other policy makers to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption of regulations and policy measures to manage the role of money in elections, ensure electoral security, promote electoral justice and foster the participation of women and marginalized groups.					
AWA: Enhanced capacity of institutions in target countries to conduct inclusive electoral processes with integrity, credibility and security.					
GP: Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.	Tunisia	Electoral integrity	0	60	60
AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders, prevent and mitigate the risks of elections-related violence, and foster the participation of women and youth in electoral processes.					
AWA: Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders and foster the participation of women and youth in electoral processes.					
Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.	Tunisia	Gender equality in politics, political parties and electoral processes	162	12	175
Enhanced opportunities for women and youth to play meaningful roles in democracy building.	Tunisia	Increased inclusiveness	0	51	51
Increased opportunities for sharing good comparative practice of CBP across the region and beyond.	Tunisia	Knowledge sharing on CBP across the region and beyond	290	311	601
Running regional and field offices	Tunisia	Regional and Field Office	0	260	260
Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus based internal structures for decision and policy making.	Europe	Effective institutions of representation	0	151	151
LAC: Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.					
GP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.	Europe	Money, organized crime and politics	0	152	152
AP: Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
AWA: Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.					
Increased demand for reform oriented democracy assessments at the local level and the development of a comparative knowledge base on local democracy.	Europe	SOLD	0	178	178
Total			8,630	15,258	23,888



International IDEA
Strömsborg
SE-103 34 Stockholm
Sweden
Tel + 46 8 698 37 00
Fax + 46 8 20 24 22
info@idea.int
www.idea.int