

International IDEA's Programme and Budget 2025

International Institute for Democracy and Electoral Assistance



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Foreword by the Secretary-General

In 2025, International IDEA will celebrate its 30th anniversary. That's 30 years of world-renowned knowledge products, impactful capacity development, consensus-building dialogues, and advocacy for democracy. International IDEA's Member States, funders, partners, and staff can be proud of these three decades, in which our Institute has made a difference and delivered on its mandate to support sustainable democracy globally.

In 2025, International IDEA will also look to the future. It is a future in which democracy faces growing challenges, both external and internal. From the outside, democracy is threatened by military, political, and rhetorical attacks from authoritarian forces. On the inside, democracy must contend with public disillusionment with democratic institutions amid overlapping crises of climate change, economic inequality, human displacement, and war. Against these pressures, democracy must be both sustained and rejuvenated. In this context, I am proud to present International IDEA's 2025 Programme & Budget. This document outlines our plans and ambitions for the year, delivered through 73 distinct projects. I want to thank our donors for their generous support to make all this possible. I would like to emphasize the special value of flexible core contributions, which enable much of the innovative research for which International IDEA is known.

Next year, International IDEA will pursue a global advocacy campaign of *Democracy = Inclusion*. This cross-cutting initiative underscores the need for inclusive approaches to

make democracy deliver for citizens. The theme reflects our global agenda of work advancing inclusive democracy, which we will maintain in 2025: from working with local actors in Africa to develop constitutions for transitional contexts, to assessing the use of modalities of out-of-country voting in Asia, to partnering with the Global Democracy Coalition to launch a Democracy Youth Ambassadors programme.

Across the ambitions outlined here, one aspect that makes me especially pleased is the integration of our regional and thematic efforts. Our new workstream on climate change and democracy will be reinforced through programmes supporting the political rights of Pacific Islands and Asian indigenous peoples. Our longstanding global engagement on gender issues will guide a new multiyear strategy in Latin America and the Caribbean on connections between democracy, elections, and gender. Our fast-growing line of effort on digitalization and democracy will be aligned with work with the European Union to support digital resilience. This kind of integration of our work will amplify our impact at a critical time for democracy.

International IDEA's programme for 2025 reflects our commitment to support democracy that works for all people, and to support it when it is needed the most. I look forward to working with our partners and staff around the world to deliver on this objective.

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

Executive Summary

In the 2025 Programme and Budget International IDEA presents its plans for 2025 which consists of 33 programmatic projects funded with unrestricted funding by the Institute's Member States, and 40 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy these projects fall within six workstreams: constitution-building processes, electoral processes, political participation and representation, democracy assessment, climate change and democracy, and digitalization and democracy. The regional and global projects will be supported by institutional and programme support projects, which deliver Institutional services including communications, ICT, human resources and organizational development, financial administration and oversight, and systems for learning-based management.

The estimated core expenditure budget for 2025 is EUR 12 million and the budget for the 40 projects funded by restricted grants is currently EUR 27.1 million for 2025. Current expectations are that the budget for restricted projects will continue to increase as new grants are signed.

Core resources are invaluable for implementing activities that inspire and support partners to engage in long-term democratic

change projects and have subsequently leveraged substantial amounts of restricted funding. As these restricted projects contribute to the strategic objectives of International IDEA the combination of core funds and restricted funds help our partners to achieve their (and International IDEA's) outcome objectives and contribute to democratic development across the globe.

The 2025 Programme and Budget is aligned with International IDEA's results framework, which defines 16 types of institutions and actors that the Institute supports, referred to as boundary partners in this document. For each boundary partner, a standardized outcome objective has been formulated, which describes how the behaviours, relationships and practices of a boundary partner will change if a project is successful. The standardized outcome objectives have been used for formulating objectives for all projects in the 2025 Programme and Budget. To achieve these objectives, International IDEA undertakes advocacy and delivers six types of outputs: events and dialogues, training, advisory services, communication products, publications, and interactive tools and databases.

1. Introduction and overview of the 2025 Programme and Budget

In the 2025 Programme and Budget International IDEA presents its plans for 2025 which consist of 33 programmatic projects funded with unrestricted core funding by the Institute's Member States, and 40 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy these projects fall within six workstreams, namely: constitution-building processes, electoral processes, political participation and representation, democracy assessment, climate change and democracy, and digitalization and democracy.

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

As seen in Table 1, the estimated core expenditure budget for 2025 is EUR 12 million, and the total expenditure budget for the 40 projects funded by restricted grants is EUR 27.1 million, making a total planned expenditure of EUR 39.1 million.

The expenditure per expense category is seen in Table 2, and Table 3 provides a detailed overview of the full budget.

Table 1. International IDEA overall budget consolidation, 2025

Programme	RES €	UNR €	TOTAL €
Global Programmes	6,238,223	4,000,000	10,238,223
Africa and West Asia	10,491,519	2,399,999	12,891,518
Asia and the Pacific	2,850,831	1,552,387	4,403,219
Regional Europe	1,797,983	1,228,324	3,026,306
Latin America and the Caribbean	4,028,585	950,000	4,978,585
North America	481,625	500,000	981,625
SGO Programmatic	392,524	-	392,524
Subtotal, Programmatic	26,281,290	10,630,710	36,912,000
Subtotal, Institutional	-	1,951,806	1,951,806
Subtotal, Programme support	785,000	-577,298	207,703
Total expenditures	27,066,290	12,005,219	39,071,509
Expected income	27,066,290	9,490,000	36,556,290
Surplus/deficit	-	-2,515,219	-2,515,219

Table 2. Overall expenditure budget, 2025

Expenditure type	RES €	UNR €	TOTAL €
Activities	13,844,946	4,055,044	17,899,991
Office costs	1,851,431	817,246	2,668,678
Staff costs	9,755,858	11,634,651	21,390,508
Indirect costs	1,614,054	695,459	2,309,513
Net recoveries	-	-2,887,668	-2,887,668
IC recovery	-	-2,309,513	-2,309,513
Total expenditure	27,066,290	12,005,219	39,071,509

Table 3. Budget allocation per programme, 2025

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	Global Programmes	Activities	2,841,670	796,125	3,637,795
		Office	80,242	110,000	190,242
		Staff	2,909,249	2,832,201	5,741,450
		IC	407,062	261,674	668,736
		Total	6,238,223	4,000,000	10,238,223
	Africa and West Asia	Activities	5,359,228	629,682	5,988,910
		Office	702,370	103,684	806,054
		Staff	3,772,276	1,509,624	5,281,900
		IC	657,644	157,009	814,653
		Total	10,491,519	2,399,999	12,891,518
	Asia and the Pacific	Activities	1,714,919	335,725	2,050,644
		Office	111,400	179,273	290,672
		Staff	852,206	935,831	1,788,038
		IC	172,306	101,558	273,864
		Total	2,850,831	1,552,387	4,403,219
	Regional Europe	Activities	949,729	105,000	1,054,728
		Office	39,925	128,000	167,926
		Staff	713,006	914,966	1,627,972
		IC	95,322	80,358	175,680
		Total	1,797,983	1,228,324	3,026,306
	Latin America and the Caribbean	Activities	2,593,690	239,496	2,833,186
		Office	132,494	79,089	211,583
		Staff	1,067,186	569,265	1,636,452
		IC	235,215	62,150	297,365

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Total	4,028,585	950,000	4,978,585
	North America	Activities	257,544	27,810	285,354
		Office	-	58,000	58,000
		Staff	192,573	381,480	574,053
		IC	31,508	32,710	64,218
		Total	481,625	500,000	981,625
	SGO Programmatic	Activities	128,166	-	128,166
		Office	-	-	-
		Staff	249,360	-	249,360
		IC	14,997	-	14,997
		Total	392,524	-	392,524
Subtotal, Programmatic			26,281,290	10,630,710	36,912,000
Institutional	Secretary-General's Office	Activities	-	75,700	75,700
		Office	-	9,500	9,500
		Staff	-	947,473	947,473
		Total	-	1,032,673	1,032,673
	Executive Director	Activities	-	13,000	13,000
		Staff	-	216,981	216,981
		Total	-	229,981	229,981
	Internal Audit	Activities	-	12,500	12,500
		Staff	-	127,915	127,915
		Total	-	140,415	140,415
	Communications	Activities	-	136,738	136,738
		Staff	-	412,000	412,000
		Total	-	548,738	548,738

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Subtotal, Institutional			-	1,951,806	1,951,806
Programme support	Board of Advisers	Activities	-	15,000	15,000
		Staff	-	-	-
		Total	-	15,000	15,000
	Publications	Activities	-	40,000	40,000
		Staff	-	349,763	349,763
		Total	-	389,763	389,763
	Accounting and Treasury	Activities	-	150,500	150,500
		Staff	-	479,351	479,351
		Total	-	629,851	629,851
	Budget and Programme Performance	Activities	-	47,000	47,000
		Staff	-	650,602	650,602
		Total	-	697,602	697,602
	Human Resources and Organizational Development	Activities	-	285,500	285,500
		Staff	-	977,792	977,792
		Benefits and Allowances	-	2,306,388	2,306,388
		Total	-	3,569,680	3,569,680
	IT	Activities	-	1,145,270	1,145,270
		Staff	-	217,780	217,780
		Total	-	1,363,050	1,363,050
	Facilities	Office	785,000	149,700	934,700
		Staff	-	111,626	111,626
		Total	785,000	261,326	1,046,326
	HR On-cost recovery		-	-3,569,680	-3,569,680
	IT recovery		-	-1,363,050	-1,363,050

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
	Facilities recovery		-	-261,326	-261,326
	Indirect cost recovery		-	-2,309,513	-2,309,513
Subtotal, Programme support			785,000	-577,298	207,703
Total Expenditure			27,066,290	12,005,219	39,071,509
Expected income			27,066,290	9,490,000	36,556,290
Surplus/(deficit)			-	-2,515,219	-2,515,219

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

As shown in Table 4 and Figure 1 the budget for projects with restricted funding had increased significantly since 2017, although the year-on-year numbers for 2025 reflect a decrease in this funding as several significant projects come to an end.

Among these, the Sierra Leonea and the Women's Political Participation project in Africa and West Asia come to an end in 2024, the next phase of each of these is currently under discussion and these are thus not included in the budget for 2025. Projects in Chad, Yemen and Sudan also ended this year.

In the Asia and the Pacific Region, a project in Fiji come to an end in 2024.

In Europe, projects to support the Third Summit for Democracy and the Belgian Presidency of the Council of the EU ended in 2024.

In the Latin America and Caribbean Region, a project to support the election commission of Panama will end in 2024 with the next phase currently being discussed. The project in Uruguay will also come to an end in 2024.

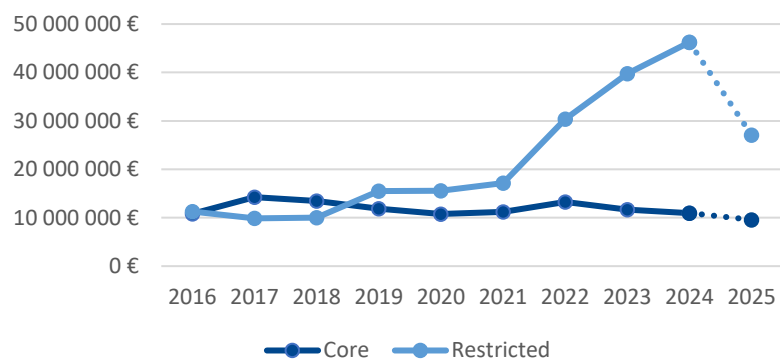
Core funding has been on a downward trajectory since 2022, and a prudent estimate of income has been reflected for 2024.

Table 4. The figures for years 2017 - 2023 are actual incomes, whereas the figures for 2024 and 2025 reflect the budgeted income (all figures in 1000's of EUR).

Year	RES €	UNR €	TOTAL €
2017	9,870	14,245	24,115
2018	10,022	13,479	23,501
2019	15,484	11,855	27,339
2020	15,581	10,771	26,352
2021	17,125	11,189	28,314
2022	30,379	13,280	43,659
2023	39,878	11,700	51,578
2024	46,236	10,965	57,201
2025	27,066	9,490	36,556

At the time of budgeting 26% of the budget for 2024 will be covered by core funds whereas 74% is covered by restricted grants. However, it should be noted that the planned restricted income is likely to increase as new grants are signed, noting that there are grants to the value of EUR 18.3 million in the pipeline at present, including the next phases of some that come to an end in 2024. Of this amount EUR 8.1 million is forecast for 2025. As a comparison the planned restricted income in the Programme and Budget for 2024 was EUR 33.1 million and the current expectation is that EUR 46.2 million will be delivered.

Figure 1. Core versus restricted funding



Core funding is an essential source of income for International

IDEA, as it enables the Institute to contribute to agenda setting, convene dialogues, and to develop digital tools and knowledge products. Moreover, core funded activities often inspire partners to engage in long-term democratic change projects, that subsequently have leveraged substantial amounts of restricted funding.

Table 5 shows actual and projected financial core contributions per Member State between 2012 and 2025.

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

All figures in 1000s of EUR

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Budget	2025 Projection
1	Australia	1995	512	406	327	0	0	0	0	0	0	0	0	0	0	0
2	Barbados	1995	8	(3)	4	4	4	5	4	4	4	0	4	4	4	0
3	Benin	2016	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Belgium	1995	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Botswana	1997	15	16	(3)	(1)	35	19	17	18	18	16	18	17	17	17
6	Brazil	2016	0	0	0	0	70	70	65	20	49	57	71	70	70	70
7	Cabo Verde	2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Canada	1997	742	768	657	708	0	0	0	0	0	0	0	0	0	0
9	Chile	1995	133	137	129	156	161	166	70	77	78	(6)	161	75	75	75
10	Costa Rica	1995	4	4	(1)	9	5	5	4	4	5	4	4	4	4	4
11	Dominican Republic	2011	0	0	20	0	0	0	0	0	0	0	0	0	0	0
12	Estonia	2021											70	70	70	70
13	Finland	1995	500	800	1,000	1,100	0	0	0	0	0	500	500	365	295	0
14	France	2023													500	500
15	Germany	2002	400	400	400	400	400	400	400	400	400	400	400	400	400	400
16	Ghana	2008	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	India	1995	38	36	37	45	46	48	42	44	45	41	44	42	42	42
18	Indonesia	2013	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Luxembourg	2018	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Mauritius	1999	8	8	7	9	9	10	8	9	9	8	9	8	8	8
21	Mexico	2003	38	77	73	88	48	48	(3)	0	0	0	0	0	0	0
22	Mongolia	2011	5	3	4	5	5	4	5	4	4	4	4	5	5	5
23	Namibia	1997	2	0	1	0	0	2	2	2	2	1	2	2	2	2

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024 Budget	2025 Projection
24	The Netherlands*	1995	1,500	2,500	3,000	3,500	4,000	4,500	4,000	2,000	1,000	1,000	1,500	2,000	2,000	2,000
25	Norway*	1995	1,930	2,314	2,413	2,569	1,233	3,254	2,544	3,008	3,047	2,845	3,009	2,844	2,630	2,577
26	Panama	2018	0	0	0	0	0	0	26	0	4	8	5	0	0	0
27	Peru	2004	8	37	20	8	9	8	6	5	5	14	5	7	7	7
28	The Philippines	1995	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	Portugal	1995	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30	South Africa	1995	23	21	17	19	0	18	17	15	16	14	14	14	14	14
31	Spain	1995	200	0	25	0	50	40	0	0	25	26	0	50	50	50
32	Sweden	1995	5,429	5,865	4,798	4,526	3,823	4,710	5,586	5,352	5,268	5,469	6,346	4,929	3,913	2,792
33	Switzerland	2006	652	656	658	1,114	925	936	684	891	790	790	740	792	857	857
34	Tunisia	2019	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35	Uruguay	2003	2	2	4	2	2	2	2	2	2	2	2	2	2	0
	Denmark	1995-2014	404	402												
Total unrestricted income			12,533	14,449	13,590	14,261	10,825	14,245	13,479	11,855	10,771	11,189	12,908	11,700	10,965	9,490
Year-on-year movement				1,896	(859)	671	(3,436)	3,420	(766)	(1,624)	(1,084)	418	1,247	(736)	(735)	(1,475)

* multi-year funding agreements in place

International IDEA's output categories

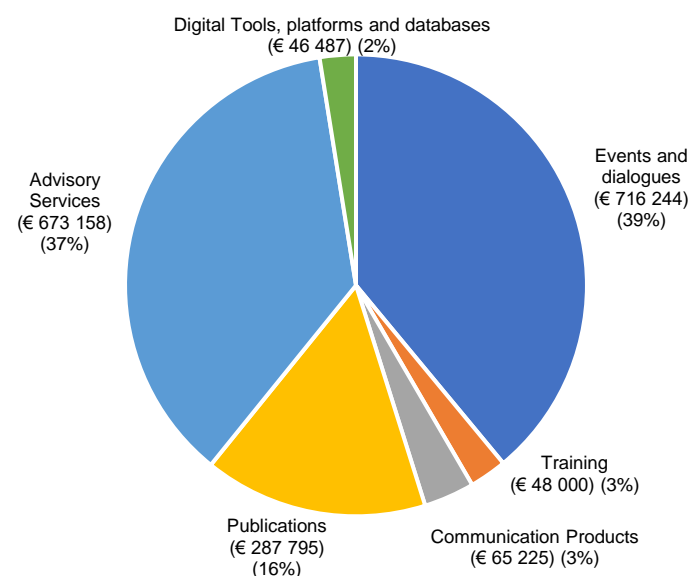
In the 33 core funded programmatic projects all planned activities have been grouped in the typology of six output categories:

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

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

Figure 2 shows International IDEA's financial investments in core funded projects per output category in 2025. 79% of the activity budget will be invested in face-to-face activities such as trainings, events and advisory services. 21% of the activity budget will be invested in publications, communication products, databases and digital tools and platforms which are made available online on International IDEA's websites.

Figure 2. Budget per output category 2025 (core funding)



These figures can be compared with 2024, when 80% of the activity budget was planned to be invested in face-to-face activities and 20% in online activities. The most significant change between the budgets is an increase in investments in advisory services while investments in trainings decreased significantly.

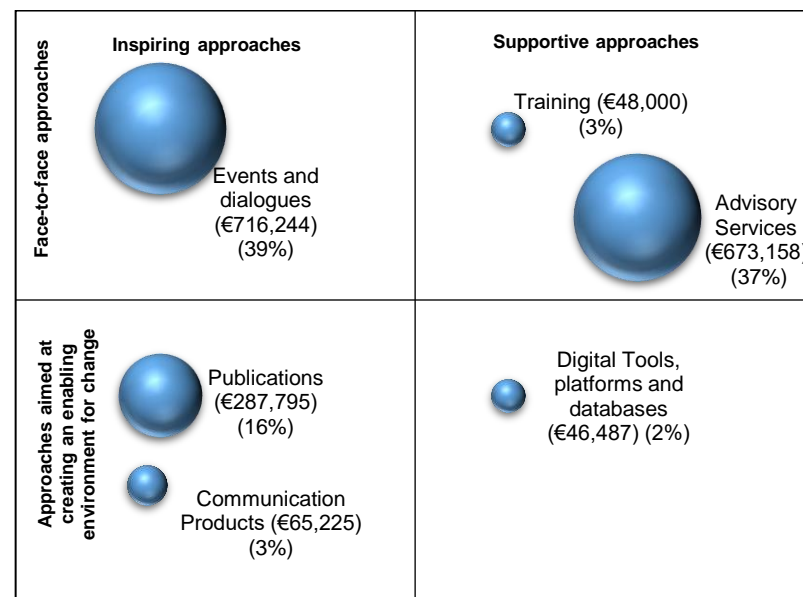
From outputs to results

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

Online communication products and publications and face-to-face events and dialogues are approaches aimed at *inspiring* our boundary partners to engage in change processes. If they engage, International IDEA can provide four types of *supportive* approaches: face-to-face training and advisory services, and online interactive tools and databases.

Figure 3 shows International IDEA's financial investments of the core budget distributed by output category and approach: 58% of the core budget will be invested in inspiring outputs and 42% in core funded supportive outputs. This can be compared with 2024, when 53% of the core funds were planned to be invested in inspiring outputs and 47% in supportive outputs.

Figure 3. Approaches to be implemented in 2025 (the size of each bubble in the figure corresponds to the core budget invested in the respective output categories).



The map on the next page (Figure 4) shows the reach of the Institute's online presence, where inspiring and supportive activities, as well as capacity development initiatives are planned to take place in 2025.

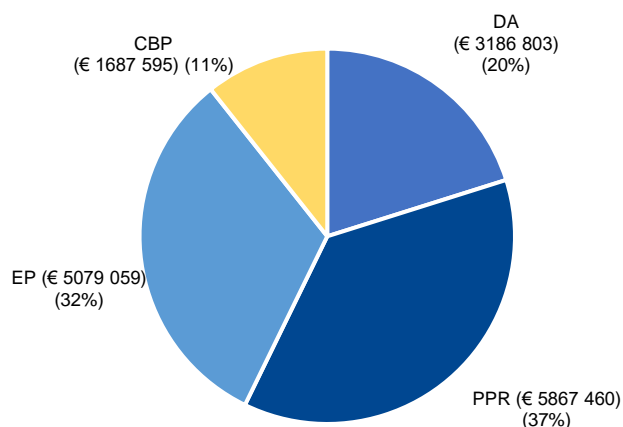
Figure 4. Map of where our supportive and inspirational work will take place in 2025.



Investments in workstreams and boundary partners

In accordance with International IDEA's Strategy the Institute works in six workstreams: constitution-building processes (CBP), electoral processes (EP), political participation and representation (PPR), democracy assessment (DA), digitalization and democracy (DD), and climate change and democracy (CCD). Figure 5 shows the budgeted financial core and restricted investments in the established workstreams for 2025.

Figure 5. Budget per workstream (core and restricted)

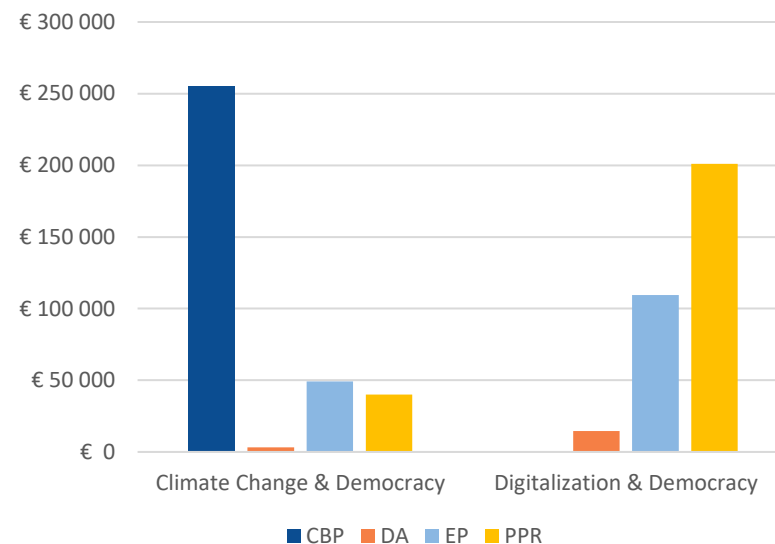


These figures can be compared with the budget for 2024 when 13% of the activity funds were planned to be invested in CBP, 33% in EP, 18% in DA and 36% in PPR.

In International IDEA's strategy for 2023 and beyond, two new workstreams were established: climate change and democracy and digitalization and democracy. As these workstreams are cross-cutting and intersect other workstreams, they are not

included in Figure 5 but are instead shown in Figure 6, which outlines the investments in climate change and digitalization across the other workstreams.

Figure 6. Climate change and digitalization financial investment per workstream (core)



As seen in Table 6 International IDEA works with 16 types of boundary partners, in four of its workstreams. Work undertaken on digitalization and democracy, democracy and inclusion, or climate change and democracy can target any of these 16 boundary partners.

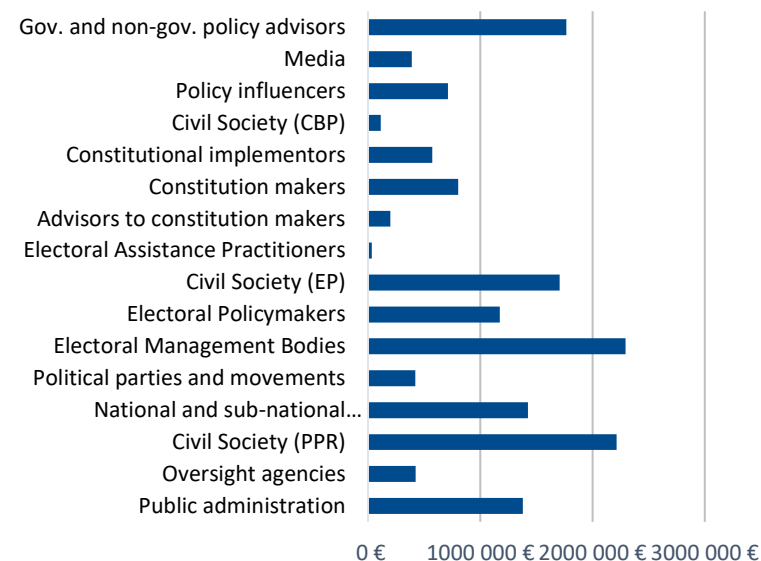
Table 6. International IDEA's boundary partners

	Boundary partners
Constitution-building processes	Constitution makers Advisors to constitution makers Civil Society Constitutional implementers
Electoral processes	Electoral Management Bodies Electoral assistance practitioners Electoral policymakers Civil Society
Political participation and representation	Public administration Oversight agencies Political parties and movements National and sub-national parliaments Civil Society
Democracy assessment	Governmental and non-governmental policy makers Policy influencers (including Civil Society) Media

For each boundary partner, a standardized outcome objective has been formulated.¹ The outcome objectives describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful and achieves its full potential as a facilitator of change. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget. The total funds invested per boundary partner are summarized in Figure 7.

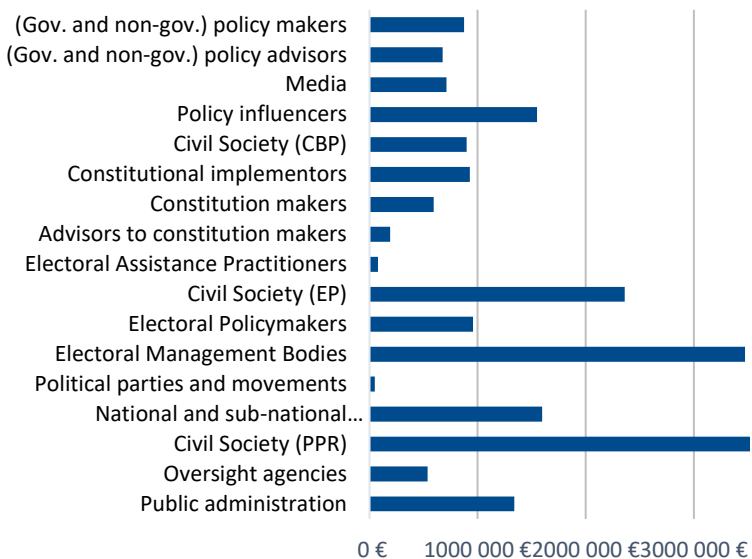
¹ The full set of outcome objectives for our 16 boundary partners can be found in the Annex.

Figure 7. Planned financial investment per boundary partner in 2025 (core and restricted funding)



These figures can be compared with 2024, presented in figure 8.

Figure 8. Planned financial investments per boundary partner in 2024 (core and restricted funding)



In the following sections of the 2025 Programme and Budget detailed plans for each programme and institutional projects are presented.

2. Global Programmes

We now live in an era of radical uncertainty, in which multiple challenges threaten the patterns of stability and growth on which we have come to rely. Democracy continues to be in decline globally, with especially troubling patterns of declines in Representation and Rights. Notably, the integrity of elections in many countries is challenged and has declined significantly since the last time voters went to the polls – a stark fact to consider in a global elections super-cycle year. Unfortunately, while these declines call for renewed and effective support, resources for democracy assistance are shrinking in an international environment marked by the impact of major geopolitical crises.

In 2024, global attention focused on the potential impact of both established and emerging technologies on the integrity of elections. With recent advancements in deep learning, transformer architectures, and the increasing availability of data and computing power, Artificial Intelligence (AI) models - particularly those designed to generate texts, images, and videos based on prompts, known as Generative AI - have taken centre stage and raised concerns regarding their impact on elections worldwide. The growing capability of actors to produce false or misleading information, including deepfake images and videos using AI, poses significant threats, with fears that authoritarian regimes might conduct sophisticated AI-based operations to undermine the integrity of elections.

However, these fears have not materialized to the extent expected at the beginning of the year. While most elections experienced high levels of information pollution, there were only anecdotal and often clumsy cases of use of Generative AI by

actors - both local and foreign - attempting to influence electoral outcomes. While the advent of Generative AI has not yet posed significant challenges to democracy, the threat has become more complex, intertwined with geopolitical tensions, and expanded to affect more aspects of democratic processes beyond just elections.

The dramatic global events of recent years, including the longer-term consequences of the Covid-19 pandemic and the Russian invasion of Ukraine, alongside the enduring climate crisis, have added to economic fragilities and global instability, which are likely to result in increased frequency of constitutional transitions. Political parties and parliaments faced global scrutiny, with declining public trust in their responsiveness and accountability, and increasing popular perceptions that these institutions favor those with influence by virtue of their social or economic position. Similarly, political finance scandals involving leaders and businesses have become widespread globally, despite the adoption in many countries of some forms of regulations on party funding and election campaigns.

Electoral regulatory frameworks, institutions and processes are being transformed and scrutinized in both established and fragile democracies. Moreover, rapidly evolving digital landscapes, extreme weather events, and political undermining of electoral credibility impact the conduct of fair and credible elections. While there are no one-size-fits-all solutions to such complex scenarios, electoral management bodies can learn from each other, and the broader democratic community can learn from approaches with proven value in other sectors facing high risks in delivering high-stakes goods.

International IDEA's commitment to promote gender equality and inclusion is at the core of the Institute's work to advance, promote and protect sustainable democracy worldwide by responding to the key challenges and opportunities for strengthening democracy in the current and emerging democracy landscape. For instance, such challenges include that women and men are still treated differently and given different tasks, responsibilities, opportunities, and privileges in most societies. International IDEA recognises that across the world, men often dominate in decision making and leadership processes and positions at all levels. Furthermore, men and boys who do not conform to the masculine gender stereotypes within different societies may confront stigmatization, abuse and marginalization.

Progress towards achieving gender equality and inclusion is more than parity in terms of the numbers and laws on paper. It is the equal ability to attain and benefit from human rights, freedoms, opportunities and resources by all individuals. Democratic processes and institutions remain partial and flawed if the causes and effects of inequalities, exclusion or marginalization of different segments of the populations (e.g. women, youth, Indigenous Peoples, and people living with disabilities) are not addressed.

In 2025, International IDEA's Global Programmes (GP) will focus on the integration of its work, both across GP and between GP and International IDEA's regional programmes, through three complementary and mutually reinforcing strategies:

- Demand-driven knowledge resources and practical tools, based on integrated global and regional analysis, to inform International IDEA's capacity development and agenda setting work, by making sure that global analysis

is informed by region-relevant cases and experiences, and regional analysis is relevant to global policy debates.

- Advice to regional and country programmes, to substantiate options for political and institutional reforms fit for local contexts, by integrating global and regional expertise on all the institutional workstreams.
- Enhanced programme outcome orientation, through co-design with regional programmes and effective joint monitoring, evaluation and learning to consolidate International IDEA as a learning organization.

International IDEA is responding to the global challenges to democracy through six workstreams, which are prioritized in the Institute's Strategy and informed by its assessment of the quality of democracy:

1. **Electoral Processes:** As a trusted convener in the elections community, International IDEA will articulate and exemplify policy options, regulatory innovation and best practices for reform of electoral processes, and will engage in and convene multi-sectoral forums to advocate for international norms on transnational threats to electoral integrity, by broadening alliances to include policy communities from sectors such as emergency and disaster management, peacebuilding and development cooperation. In 2025, International IDEA will prioritize a mix of long-standing and contemporary issues such as the independence and financing of electoral management bodies, the complex information environment around elections and the operational challenges of organizing trusted electoral processes in a changing world.
2. **Constitution Building Processes:** Constitutional changes are at the centre of political transitions, from

conflict to peace, from authoritarianism to democracy, and processes of democratic backsliding. The crisis of the legitimacy of multilateralism, the erosion of democratic institutions and processes, and the increasing polarization in politics have negatively affected effective constitutional change. International IDEA will continue to support constitutional change in democratic contexts, as well as assess situations whereby democratic backsliding may drive constitutional change. The Institute will also continue to work on democratic backsliding, building/safeguarding democratic constitutional values through civic education, and targeted work on climate constitutionalism and rights in a digital age, valuable outside of large-scale constitutional reform processes.

3. **Political Participation and Representation:**

Transparent, accountable and effective political processes are essential for strengthening democratic institutions, while simultaneously, championing novel approaches to citizen engagement. In 2025, International IDEA will develop and implement some initial projects on parliamentary strengthening and citizen engagement, aiming to build a full-fledged three-pillared workstream focused on parliamentary strengthening, citizen engagement, and money in politics. The Institute will ensure the impactful delivery of the existing money in politics programme, working closely with oversight bodies, political parties, parliaments, and civil society organizations to advance evidence-based reforms. The second phase of the EU-funded INTERPARES programme, started in 2024, will further develop peer-to-peer capacity development and experience-sharing among parliaments from different regions.

4. **Democracy and Inclusion:** Democratic institutions and processes should be as inclusive and accountable as possible, to ensure gender equality and the inclusion of women, youth, Indigenous Peoples, people living with disabilities and other marginalized segments of the society, both as actors and beneficiaries of democratic development. International IDEA will prioritize the tackling of gender inequalities, marginalization and exclusion challenges that hinder gender equality and inclusion as prerequisites for protecting and rebuilding democracy and the fulfilment of the leave no one behind agenda, including through the EU funded Women and Youth in Democracy (WYDE) Women's Leadership project. In 2025 the Institute will celebrate its 30th Anniversary with a global advocacy theme on Democracy = Inclusion. The Institute will focus on the increasing threats to and push back on gender equality and inclusion in democracy; the lack of implementation of legal and normative frameworks on the guarantees that protect gender equality and inclusion in democracy; and the persistent socio-cultural perceptions, stereotypes, attitudes and practices that hinder gender equality and inclusion in democracy.

5. **Digitalization and Democracy:** The digital revolution should enhance the opportunities offered by technological developments while protecting democratic institutions and elections from digital threats. Relevant issues include the evolution of the tactics, techniques and procedures in the digital information environment and the challenges of legislating effectively in an increasingly fragmented ecosystem; the rise of radicalized communities—predominantly far-right, highly politicized, and prone to conspiratorial narratives; legislation on content liability and content moderation

and its Impact on civic space; and geopolitical tensions, digital governance and the challenges of achieving multilateral agreements on digital issues that respect democratic principles and human rights. International IDEA will focus on delivering and scaling existing projects aimed at protecting democracy and elections from digital threats; maintaining and increasing the Institute's presence in key international policymaking forums and spaces, ideally linked with concrete policy processes; working on the positive aspects of digitalization on democracy, as part of a broader effort to protect democratic institutions and elections from digital threats; and aligning further with Member States's digital foreign policy, complementing and supporting their efforts at the international level.

6. **Climate Change and Democracy:** For democratic institutions and processes to effectively address the climate crisis, it is essential to bridge the gaps between climate scientists, activists, policymakers and influencers, build comparative knowledge, and offer capacity development and policy advice for strategies, reforms and innovations. International IDEA will focus on citizen participation and deliberation in climate governance, climate litigation as an accountability mechanism and driver of climate ambition, and institutional innovations to better represent young people and future generations. The Institute will continue exploring additional climate-democracy angles such as climate mis- and disinformation, and the role of environmental defenders. The Conference of the Parties (COP) 30 in Brazil (the "People's COP") presents an important opening for policy advocacy efforts around the climate-democracy nexus. Through a Community of Practice for practitioner organizations, the Institute will

raise awareness, share knowledge and enable systematic learning on the climate-democracy nexus.

As regards **Democracy Assessment**, International IDEA will focus on a revitalized Global State of Democracy (GSoD) report – the Institute's flagship publication – that responds more to Member State and target audience priorities, new, user-friendly features of the Democracy Tracker and regional partnership activities. Fundraising will focus on the Perceptions of Democracy survey.

Table 7. Planned budgets per programme and project, 2025: Global Programmes

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platforms & Databases	-	81,734	81,734
Country-level assistance	-	300,356	300,356
Knowledge generation	-	154,635	154,635
CBP Networks and Shared Learning	-	245,575	245,575
CBP General Programme Management and Support	-	117,700	117,700
Provision of expertise for justice in conflict and transition – Phase II*	512,108	-	512,108
Peace and Conflict Resolution Evidence Platform (PCREP)*	99,439	-	99,439
TOTAL (CBP)	611,547	900,000	1,511,546
Democracy Assessment (DA)			
DA Basket Funds 2	363,580	1,032,000	1,395,580
Legitimate crisis management and multilevel governance (LEGITIMULT)*	73,109	-	73,109
TOTAL (DA)	436,689	1,032,000	1,468,689
Electoral Processes (EP)			
Emerging challenges in electoral management	-	135,849	135,849
Global knowledge resources on elections	-	164,175	164,175
Global advisory services and capacity building	-	234,711	234,711
Risk, resilience and crisis management and elections	-	138,836	138,836
PRO-DEM Fund Promoting and Protecting Democracy*	611,637	83,429	695,066
Protecting Electoral Processes in the Information Environment*	800,335		800,335
TOTAL (EP)	1,411,973	757,000	2,168,973

Programme/Project name	RES €	UNR €	Total €
Political Participation and Representation (PPR)			
Money in Politics	-	173,207	173,207
Citizen Engagement – Global	-	21,570	21,570
Parliamentary Strengthening - Global	-	56,563	56,563
INTER PARES Parliaments in Partnership – Phase II*	1,388,627	-	1,388,627
Combatting Corruption in Political Finance*	26,337	-	26,337
TOTAL (PPR)	1,414,964	251,340	1,666,304
Climate Change and Democracy			
Climate Change and Democracy	-	258,776	258,776
Secondment Climate Change and Democracy*	122,461	-	122,461
Democratic participation for more effective climate action*	200,000	58,424	258,424
TOTAL (CCD)	322,461	317,200	639,661
Digitalization and Democracy			
Digitalization and Democracy	-	144,260	144,260
Combatting Electoral Foreign Information, Manipulation and Interference*	598,320	-	598,320
Fostering public awareness and all-of-society electoral resilience to AI*	324,662	-	324,662
TOTAL (DD)	922,983	144,260	1,067,243
Democracy and Inclusion (DI)			
Democracy and Inclusion	-	173,512	173,512
Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making*	1,117,606	-	1,117,606
TOTAL (DI)	1,117,606	173,512	1,291,119

Programme/Project name	RES €	UNR €	Total €
Director, Global Programmes Office (DGPO)			
Global Programme Management	-	424,688	424,688
TOTAL (DGPO)	-	424,688	424,688
TOTAL, GLOBAL PROGRAMMES	6,238,223	4,000,000	10,238,223

Notes: RES = restricted; UNR = unrestricted. *Denotes externally funded (restricted) project.

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

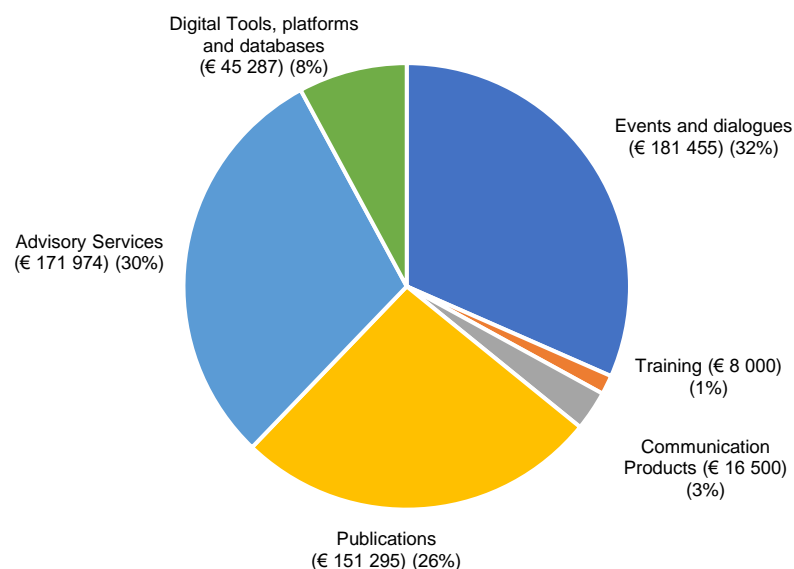


Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2025. 63% of the activity budget in the Global Programmes will be invested in face-to-face outputs: i.e. events and dialogues (network meetings, workshops and conferences which we convene), and trainings and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 37% of the activity budget will be invested in online outputs, i.e.: publications (handbooks, reports, translations, policy papers and training modules); digital tools, platforms, and databases; and communication products (news articles, opinion pieces and films) which we make available online on International IDEA's websites. In 2024 64% of GP's activity budgets was invested in face-to-face outputs and 36% in online outputs.

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

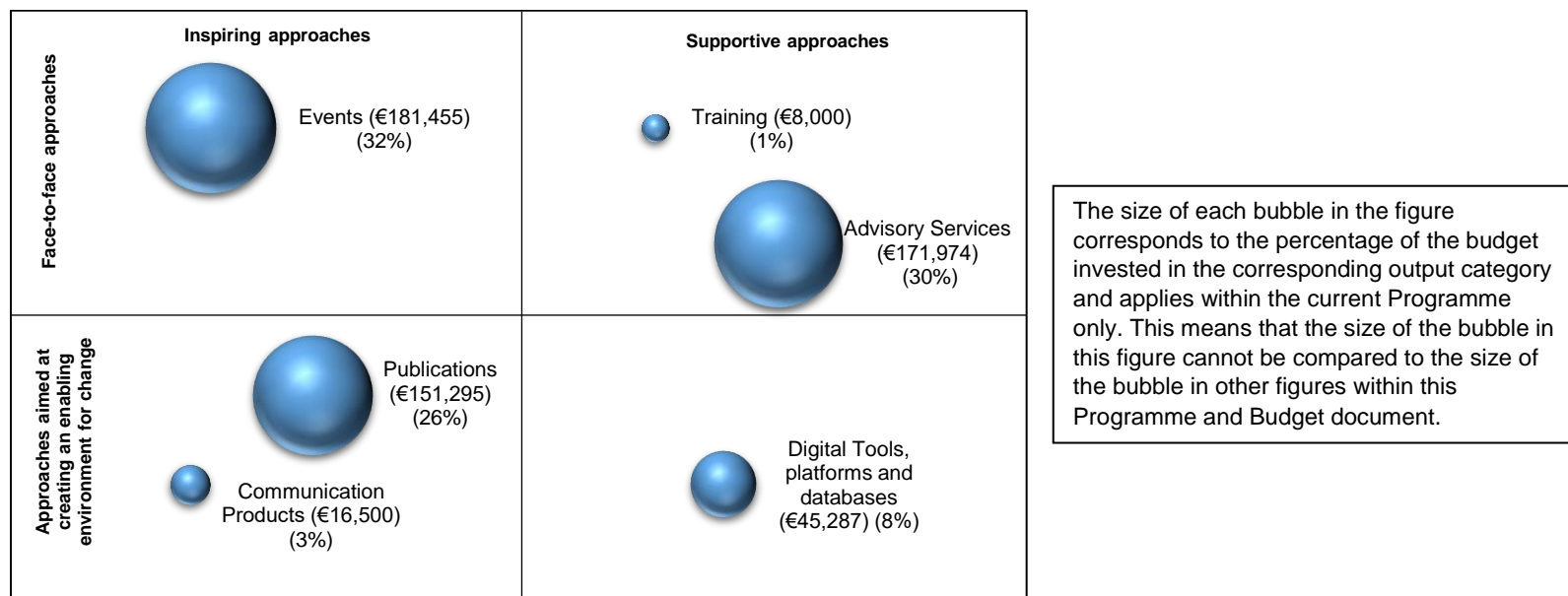


Figure 10 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2025 and illustrates how these outputs are intended to inspire and support change processes. 61% of the activity budget in the Global Programmes will be invested in events and dialogues, and online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 39% of the activity budget will be invested in face-to-face trainings, advisory services, and online digital tools, platforms, and databases aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2024 when 54% of the activity budget was planned to be invested in inspiring outputs and 46% in supportive outputs.

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

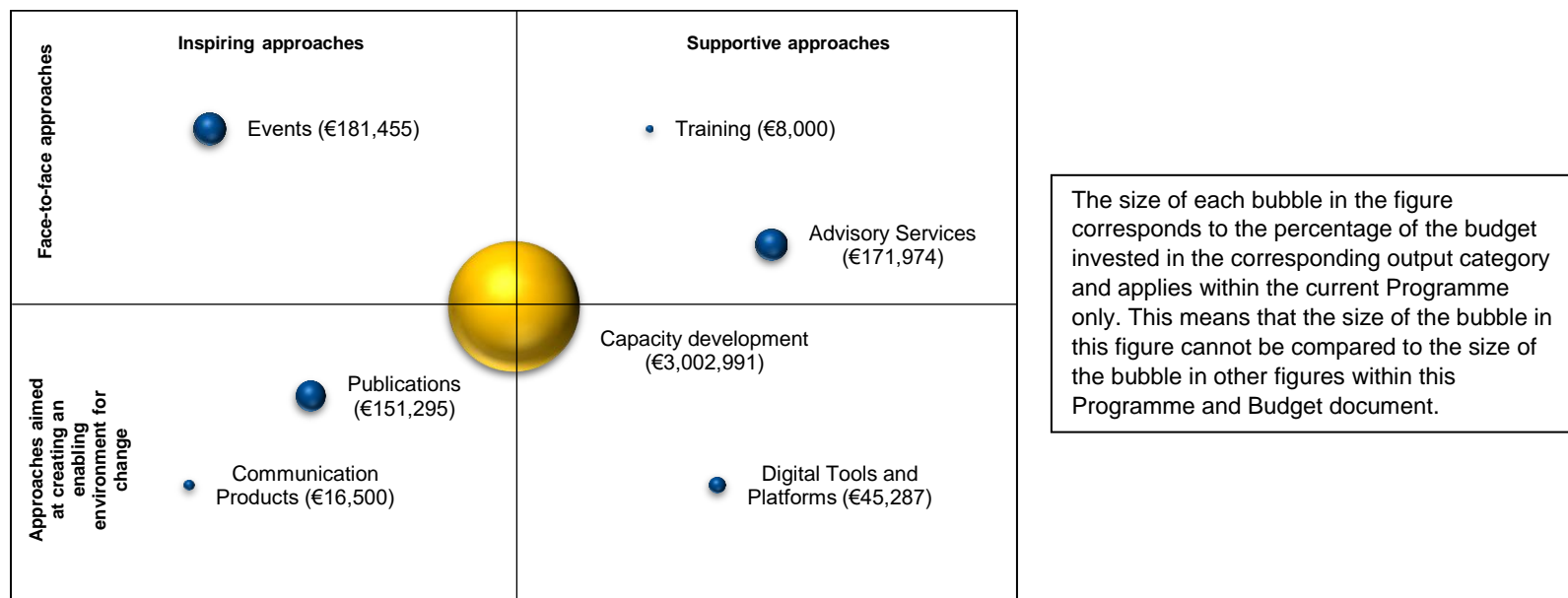
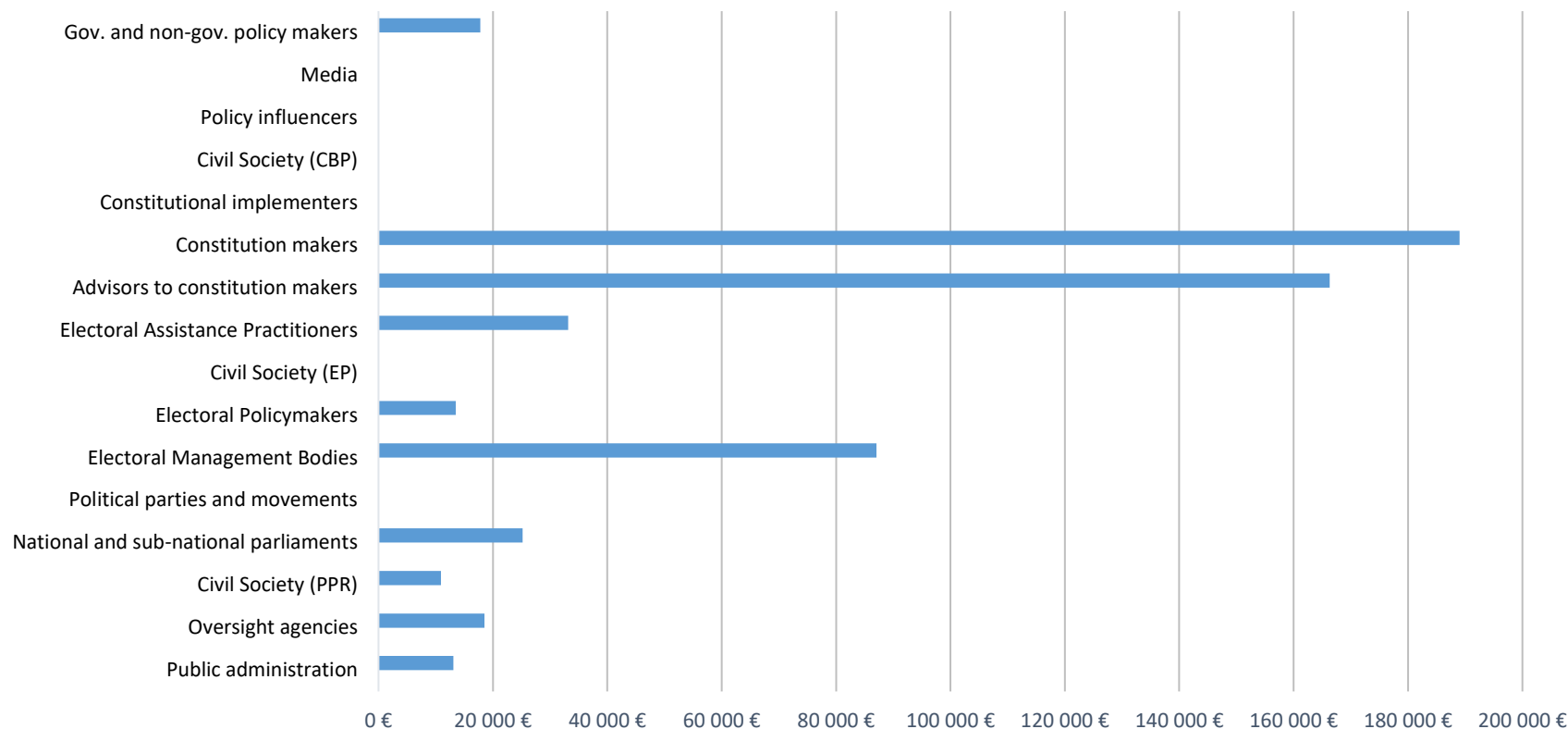


Figure 11 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programmes 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 16% of the total activity budget for the programme. The remaining 84% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. It should be noted here that the projects under Democracy Assessment are a combination of both restricted and unrestricted funds. In this document, these projects fall under restricted funding. These figures can be compared with the plans for 2024 when unrestricted funds amounted to 18% of the total activity budget and 82% were restricted funds for capacity development projects.

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



International IDEA's results framework lists the types of institutions and actors that we interact with in various inspiring and supportive efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 12 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Global Programmes 2025. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget.

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

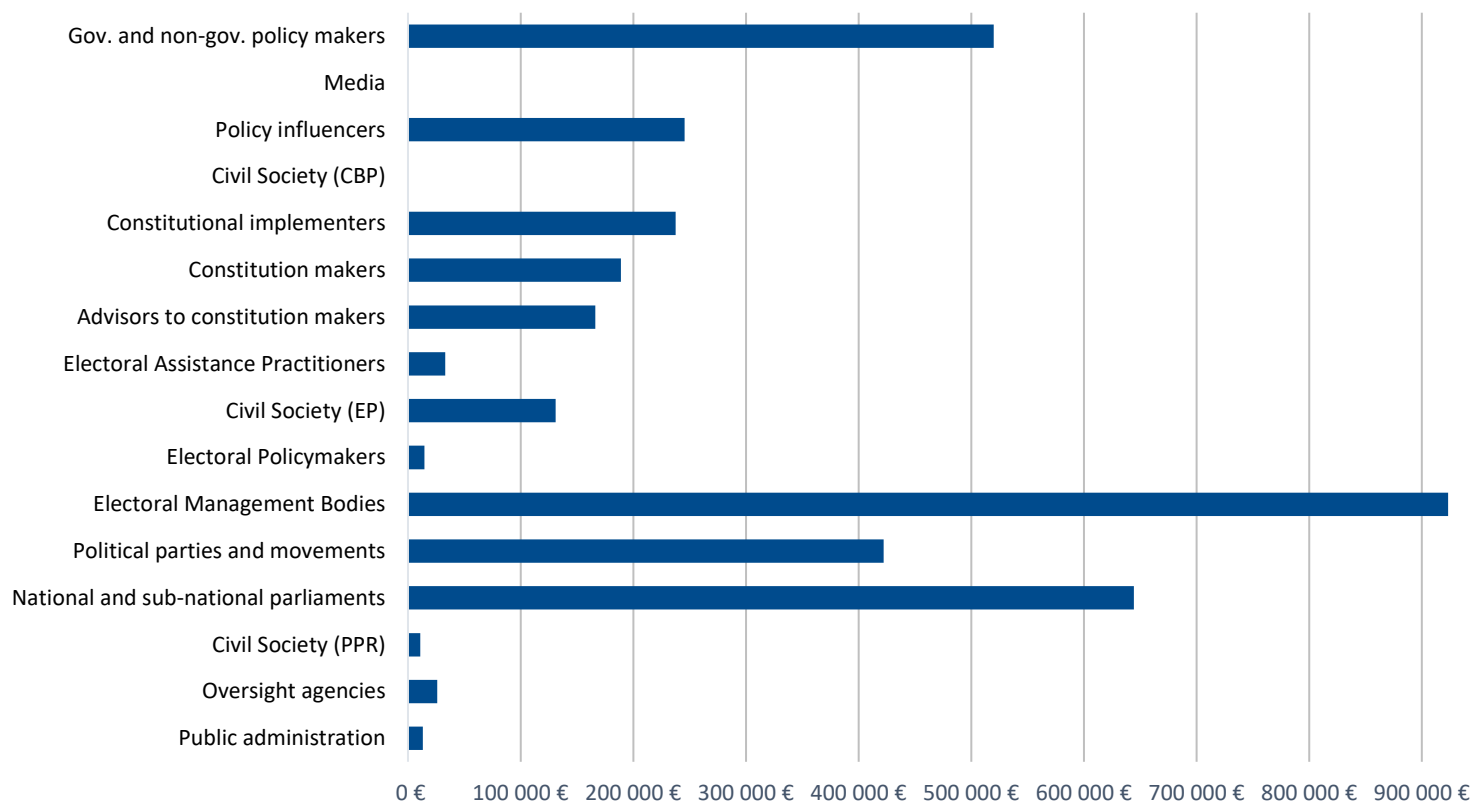


Figure 13 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programmes 2025.

Constitution-Building Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10257 – Online Platforms & Databases			
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Digital tools, platforms and databases	ConstitutionNet is updated, maintained and marketed. Approximately 33 'Voices from the Field' analyses are published.	12,500
		Staff costs	63,887
		Indirect costs	5,347
		Total	81,734
PR10258 – Country-level assistance			
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	On demand country-level advisory services are implemented in at least three countries to be identified in close coordination with regional offices (potentially including Bangladesh, Tanzania, Senegal and Caribbean countries), including assessment missions, comparative and analytical memos, meetings, events and trainings as requested and in collaboration with IDEA field offices and external partners.	100,000
		Staff costs	180,706
		Indirect costs	19,649
		Total	300,356

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10259 – Knowledge generation			
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Publications	Up to three knowledge products are developed, e.g., primers, policy papers, event reports and/or constitutional briefs, including a primer on constitutional principles, and event reports after the Women Constitution Makers event on 'fourth branch' institutions, and the Edinburgh event on 'Invisible Constitutionalism'.	89,000
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Publications	The 2024 Annual Review of Constitution Building is developed and published.	3,000
		Staff costs	52,518
		Indirect costs	10,116
		Total	154,635
PR10260 – CBP Networks and Shared Learning			
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	The convening of at least two network and shared learning events with CBP and epistemic communities is supported, including the Bonavero Institute of Human Rights, and others in consultation with IDEA Regional Offices and other GP teams.	150,789
		Staff costs	78,720
		Indirect costs	16,066
		Total	245,575

Project output	Budget, €
PR10253 - CBP General Programme Management and Support	
Office costs	110,000
Indirect costs	7,700
Total	117,000

Restricted projects

PR10522 - Provision of expertise for justice in conflict and transition – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for the rule of law and constitutionalism under agreed constitutional frameworks	Capacity development	237,693
	Office costs	9,120
	Staff costs	225,079
	Indirect costs	40,216
	Total	512,108

PR10562 – Peace and Conflict Resolution Evidence Platform (PCREP)

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	-
	Staff costs	92,934
	Indirect costs	6,505
	Total	99,439

Democracy Assessment

Restricted projects

PR10560 – DA Basket Funds 2

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	147,827
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.		27,739
	Staff costs	1,128,714
	Indirect costs	91,300
	Total	1,395,580

PR10531 – Legitimate crisis management and multilevel governance (LEGITIMULT)

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	2,383
	Staff costs	65,943
	Indirect costs	4,783
	Total	73,109

Electoral Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10309 – Emerging challenges in electoral management			
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Events and dialogues	Global norms on emerging challenges in electoral management are promoted through side events at high-level forums and webinars with boundary partners	2,500
	Publications	A knowledge product on 'Inclusion in Elections' is developed.	2,500
	Publications	On-demand and targeted mini publications and guidance on evolving trends in election administration are produced.	1,000
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Communication products	Datasets and infographics are produced on emerging challenges in election administration.	16,500
Staff costs			104,462
Indirect costs			8,887
Total			135,849

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10310 – Global knowledge resources on elections			
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Digital tools, platforms and databases	Electoral Processes owned databases, online digital tools and platforms are continuously maintained, updated and further developed.	10,000
	Digital tools, platforms and databases	Electoral Processes online resources and tools, including the ACE partnership project, are maintained and developed.	6,680
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Publications	IDEA's extensive catalogue of global knowledge products on electoral processes is maintained, developed and promoted.	9,800
	Publications	Electoral Processes catalogue items are made accessible through print, translation and active dissemination through field offices.	2,900
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	One brief on financing EMB and electoral activity cost and one case study on natural hazards and elections are produced.	7,500
Staff costs			116,555
Indirect costs			10,740
Total			164,175

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10483 – Global advisory services and capacity building			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Targeted, responsive advisory services on specialist electoral questions are provided to boundary partners, Member State EMBs and IDEA regional/country offices through networking events, specialist webinars and briefings.	39,353
	Events and dialogues	Public engagements on electoral innovation and countermeasures to threats are conducted at events convened by global and regional partner organisations.	8,500
	Training	Training packages on electoral processes are produced and delivered to IDEA field offices and partners.	8,000
		Staff costs	163,503
		Indirect costs	15,355
		Total	234,711
PR10649 – Risk, resilience and crisis management and elections			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Publications	Knowledge on electoral risk, resilience and crisis management in elections is developed in the form of guides, articles, case studies and analysis, and shared with boundary partners.	8,500
	Advisory services	Advisory services are provided on risk resilience and crisis management are provided to electoral stakeholders.	7,000
	Digital tools, platforms and databases	Online tools on risk and crisis management in elections are maintained and further developed, including new and updated multimedia reports, datasets and dashboards.	3,000
		Staff costs	111,254
		Indirect costs	9,083
		Total	138,836

Restricted projects

PR10570 – PRO-DEM Fund Promoting and Protecting Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
<i>Electoral management bodies</i> recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	440,702
	Staff costs	208,901
	Indirect costs	45,463
	Total	695,066

PR10603 – Protecting Electoral Processes in the Information Environment

Boundary Partner and Outcome objective	Output Category	Budget, €
<i>Electoral management bodies</i> recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	240,198
	Staff costs	500,260
	Indirect costs	59,878
	Total	800,335

Political Participation and Representation

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10647 – Money in Politics			
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Advisory services	On-demand advisory services are provided to political finance oversight agencies and other stakeholders.	4,500
	Publications	One country assessment and knowledge products on emerging issues, such as AI, political finance and environmental harm, are published.	9,000
	Events and dialogues	Events and dialogues with a focus on global policy influence and agenda setting on political finance and anti-corruption are convened and participated in.	5,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	The Political Finance database is updated and maintained.	5,607
		Staff costs	137,769
		Indirect costs	11,331
		Total	173,207
PR10634 – Citizen Engagement - Global			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	Knowledge products on citizen engagement are developed.	2,264
	Events and dialogues	Global events on new forms of citizen engagement are participated in.	1,151
		Staff costs	16,744
		Indirect costs	1,411
		Total	21,570

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10725 – Parliamentary Strengthening - Global			
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Publications	Knowledge products on parliamentary strengthening are developed.	7,674
	Advisory services	On-demand advisory services are provided to parliaments.	12,019
	Events and dialogues	Events on parliamentary strengthening are convened and participated in.	5,500
		Staff costs	27,669
		Indirect costs	3,700
		Total	56,563

Restricted projects

PR10571 – INTER PARES Parliaments in Partnership – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	619,176
	Office costs	56,592
	Staff costs	629,282
	Indirect costs	83,577
	Total	1,388,627

PR10700 – Combatting Corruption in Political Finance

Boundary Partner and Outcome objective	Output Category	Budget, €
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Capacity development	7,500
	Staff costs	17,114
	Indirect costs	1,723
	Total	26,337

Climate Change and Democracy

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10526 – Climate Change and Democracy			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	A climate change and deliberative democracy mapping of emerging climate change and democracy nexus topics within the workstream's programmatic framework is developed.	200
	Publications	A knowledge product on climate litigation and democracy is published and disseminated.	200
	Events and dialogues	Participation in global events, such as the UN Climate Change Conference (UNFCCC COP 30) and other relevant policy forums.	1,515
	Advisory services	Advisory services and outreach are conducted to further develop the workstream and mobilize funds.	1,200
Staff costs			238,731
Indirect costs			16,930
Total			258,776

Restricted projects

PR10587 – Secondment Climate Change and Democracy

Project output	Budget, €
Staff costs	122,461
Indirect costs	-
Total	122,461

PR10724 – Democratic participation for more effective climate action

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	182,080
	Staff costs	59,438
	Indirect costs	16,906
	Total	258,425

Digitalization and Democracy

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10635 – Digitalization and Democracy			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	At least two knowledge products on laws, regulations and public policy to protect democracy from digital threats are produced for policymakers, including topics such as democratic regulation of online content, and foreign interference.	7,757
	Advisory services	On-demand advisory services are provided to policymakers on their priorities in digitalization.	6,902
Staff costs			120,164
Indirect costs			9,438
Total			144,260

Restricted projects

PR10679 – Combatting Electoral Foreign Information, Manipulation and Interference (FIMI)

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	169,995
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		131,159
	Staff costs	258,024
	Indirect costs	39,142
	Total	598,320

PR10687 – Fostering public awareness and all-of-society electoral resilience to AI

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	155,437
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		1,000
	Staff costs	146,986
	Indirect costs	21,240
	Total	324,662

Democracy and Inclusion

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10450 – Democracy and Inclusion			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Global advocacy partnerships and networks (e.g. UN CSW, High Level Political Forum on SDG5) that influence and inspire the global agenda on institutionalizing gender equality, women's empowerment and inclusion in democracy building are convened.	6,500
	Advisory services	Advisory services on gender equality and inclusion in democracy are provided to boundary partners, regional and global programmes.	1,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	Online comparative knowledge resources/tools such as the Inclusion Portal and Gender Quotas Database are updated and maintained.	7,500
		Staff costs	147,161
		Indirect costs	11,351
		Total	173,512

Restricted projects

PR10636 – Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making

Boundary Partner and Outcome objective	Output Category	Budget, €
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	422,308
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.		217,794
	Office costs	14,530
	Staff costs	389,860
	Indirect costs	73,114
	Total	1,117,606

Director, Global Programmes Office (DGPO)

Unrestricted projects

Objective	Outcome	Project outputs	Budget, €
PR10040 - Global Programmes Management			
To effectively lead and efficiently manage the Global Programmes team.	Effective and relevant partnerships built on and strengthened that contribute to the objectives of the Global Programme and the Institute.	Advocacy and representation of IDEA in events/meetings.	27,843
		Fundraising, resource mobilization and M&E are enhanced and sustained.	15,100
		GP's strategy is assessed and revised based on learning, communications, advocacy and fundraising.	17,350
		Staff costs	336,612
		Indirect costs	27,783
		Total	424,688

3. Africa and West Asia Programme

International IDEA's Global State of Democracy Report 2023 described diverse democratic trends across Africa with countries such as The Gambia and Zambia making positive gains while the continuing wave of coups d'état and civil conflict pose challenges to democratic consolidation to others, such as Ethiopia and Sudan. In Western Asia the Report notes a rising trend of personalized authoritarianism, with power concentrated in the hands of a small group of elites. However, social resistance continues to flourish with mass protests taking on new forms and challenging entrenched power structures.

Socio-economic disparities and the resurgence of global cold war dynamics have also impacted regional peace, security and democracy. Moreover, conflicts in the Middle East and continued threats of international terrorism continue to pose a risk to regional stability. Regional responses to various crises developed and implemented with regional organizations and multilateral actors will continue to be a priority for programming in 2025.

Guided by regional trends, International IDEA's Africa and West Asia Programme (AWA) will continue to focus on the traditional workstreams of Electoral Processes, Constitution Building Processes, and Political Participation and Representation while adopting a gradual, and strategic, approach to introducing Climate Change and Democracy and Digitalization and Democracy in 2025. Gender and inclusion, conflict sensitivity, and environmental protection will be mainstreamed across all workstreams.

AWA will continue to work on capacity strengthening of key electoral actors and institutions in electoral risk management,

electoral administration, citizen observation, and support for electoral reform processes. Attention will be given to responding to identified needs of regional and sub-regional organizations and networks, where AWA aims to strengthen their electoral support, to focus on an electoral cycle-based approach that goes beyond election observation and fosters improved complementarity and coordination between countries. AWA will offer technical assistance including deployment of experts, support for election assessment missions before and after elections, and development of regional norms and methodologies for electoral assessment and accountability. The workstream will scale up demand-driven country specific longer-term capacity development in response to the gaps in technical and financial capacity for credible electoral administration and lack of public trust. It will also seek to strengthen institutional support for citizen-led national election observation to assess and document electoral processes and advocate for reforms. Priority countries in 2025 will include Mozambique, Zambia, and Sierra Leone.

Within the workstream on constitution-building processes AWA will focus on countries affected by constitutional transitions after military coups and armed intra-state conflicts. In Sub-Saharan Africa, technical assistance to strengthen the roles of actors committed to building and deepening democracy and enhancing their voices in inclusive transitional processes will be offered, while constitutional assistance in the preventive diplomacy efforts of the African Union, Regional Economic Communities (RECs), and other regional actors are prioritized. Projects in fragile contexts, such as Sudan, will focus on mediation, dialogue, and peacebuilding as critical pillars of

conflict management and sound political transitions. In North Africa and West Asia, AWA will seek to integrate democratic elections into the core of peacebuilding negotiations, including supporting states to establish constitutional frameworks for elections and analyzing sequencing between constitutional reforms and elections. Furthermore, AWA will aim to consolidate support for Yemen's ongoing mediated political transition, while exploring opportunities to assist in other countries, such as Iraq. Attention will be given to the local-national link in constitution-building, especially in states undergoing constitution-making processes, such as Libya, Somalia, Sudan, and potentially, Palestine. AWA plans to model and expand support for the rule of law and access to justice projects in the region, capitalizing on the Rule of Law and Access to Justice (RoLAC) programme in Nigeria. Priority countries in 2025 will be Sudan, Nigeria, Zambia and Yemen.

AWA will facilitate Political Participation and Representation by leveraging existing partnerships with the Southern Africa Development Community (SADC), the East Africa Legislative Assembly (EALA), and the ECOWAS Parliament to foster the development of regional standards, guidelines and benchmarks for national parliaments. It will also scale up efforts at the regional level with the AU to boost women's representation in African parliaments. The workstream will leverage International IDEA's global parliamentary support programme, INTER PARES, to escalate targeted interventions at the continental, regional, and country levels. It will also support citizen engagement in Kenya, Malawi and Tanzania to reinforce participation and representation in local governments, including through citizen assessments of local governments and evidence-based strategies to improve accountability and

participatory decision-making processes. Priority countries in 2025 will include Zambia, Tunisia, Sierra Leone and Senegal.

Moreover, AWA will embark on integration of the two new workstreams on democracy and digitalization and climate change and democracy by building new partnerships with leading CSO actors and pursuing joint approaches to address climate change and digitalization challenges. As a starting point, AWA will research and develop new knowledge products on the above nexus points and convene strategic policy dialogues in the Sahel, the Horn of Africa and Southern Africa as well as explore projects in Somalia and Yemen.

Table 8. Planned budgets per project, 2025: Africa and West Asia Programme

Programme/Project name	RES €	UNR €	Total €
AWA Regional Office			
AWA RO – Political Participation and Representation	-	175,105	175,105
AWA RO – Constitution-building Processes	-	45,016	45,016
AWA RO – Electoral Processes	-	137,524	137,524
AWA RO – Pan Regional Initiatives	-	563,895	563,895
Towards Peacebuilding and Inclusive Governance	-	1,000,000	1,000,000
AWA RO – General Programme Management and Support	-	390,443	390,443
Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN) Programme Phase II*	207,707	-	207,707
Strengthening Pan-African Capacities for Electoral Observation and Assistance*	1,597,235	88,016	1,685,251
TOTAL (AWA RO)	1,804,942	2,399,999	4,204,941
Tunisia			
Supporting Libya's House of Representatives*	493,285	-	493,285
TOTAL (Tunisia)	493,285	-	493,285
The Gambia			
Technical support to the Consolidation of peaceful, participatory, inclusive and Human rights-based transition to democratic dispensation in the Gambia*	339,389	-	339,389
TOTAL (Gambia)	339,389	-	339,389
Kenya			
Enhancing Women's Political Participation in Africa – Phase II*	124,477	-	124,477
TOTAL (Kenya)	124,477	-	124,477
Mozambique			
Support to Democratic Governance in Mozambique*	712,263	-	712,263

Programme/Project name	RES €	UNR €	Total €
Dialogue for Participatory Electoral Reforms Activity (DIALOGO)*	320,258	-	320,258
TOTAL (Mozambique)	1,032,520	-	1,032,520
Nigeria			
RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria*	5,933,602	-	5,933,602
TOTAL (Nigeria)	5,933,602	-	5,933,602
Sudan			
Strengthening Citizen engagement in peaceful Democratic transition in a critical east African nation*	763,303	-	763,303
TOTAL (Sudan)	763,303	-	763,303
TOTAL, AFRICA AND WEST ASIA	10,491,519	2,399,999	12,891,518

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

Figure 14. Geographical coverage, Africa and West Asia

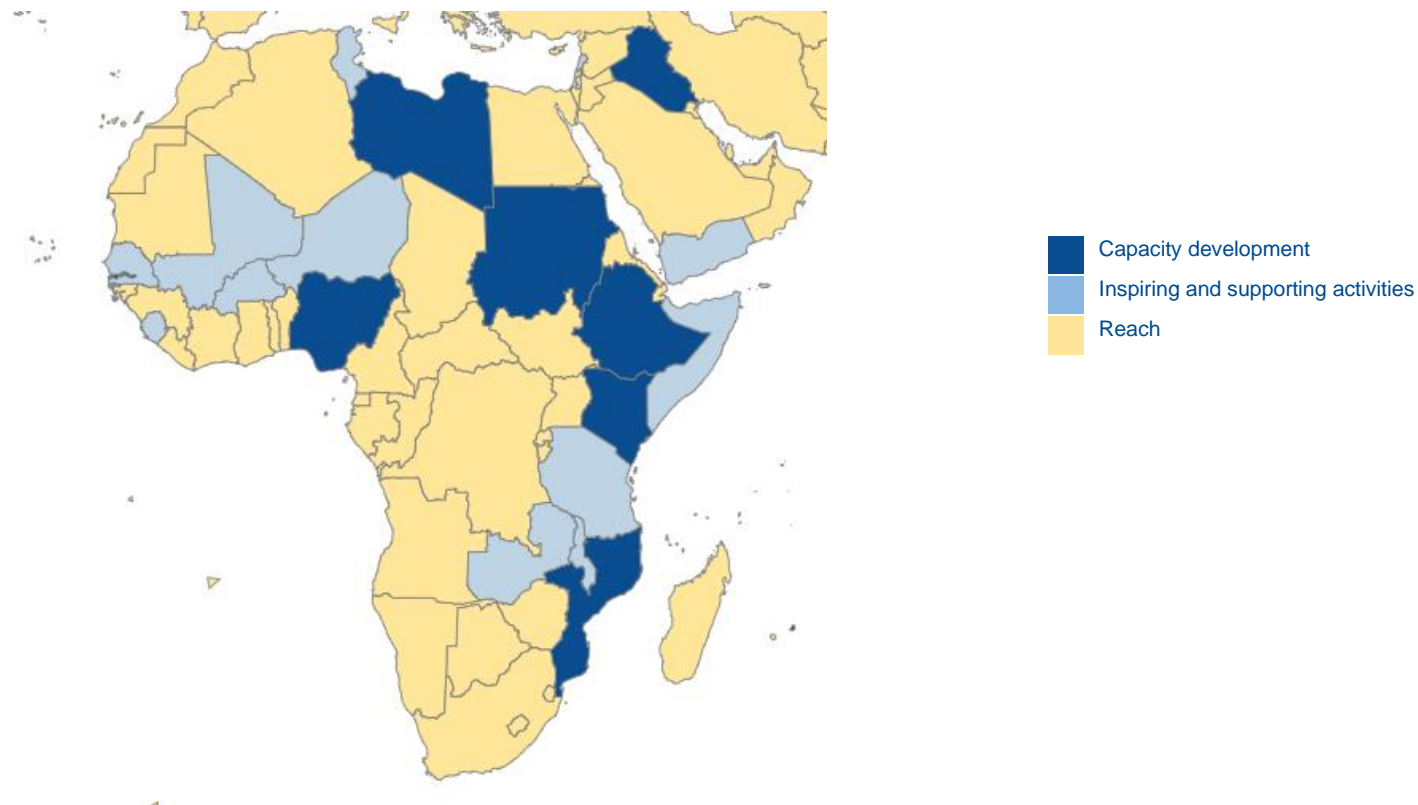


Figure 14 shows where in Africa and West Asia International IDEA plans to make financial investments in 2025. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Nigeria, Gambia, Libya, Sudan and Ethiopia and increased inspiring and supportive activities are planned, among others, for Burkina Faso, Mali, Somalia, Niger, Senegal, Sierra Leone, Tunisia, Tanzania, Zambia, Malawi and Yemen.

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

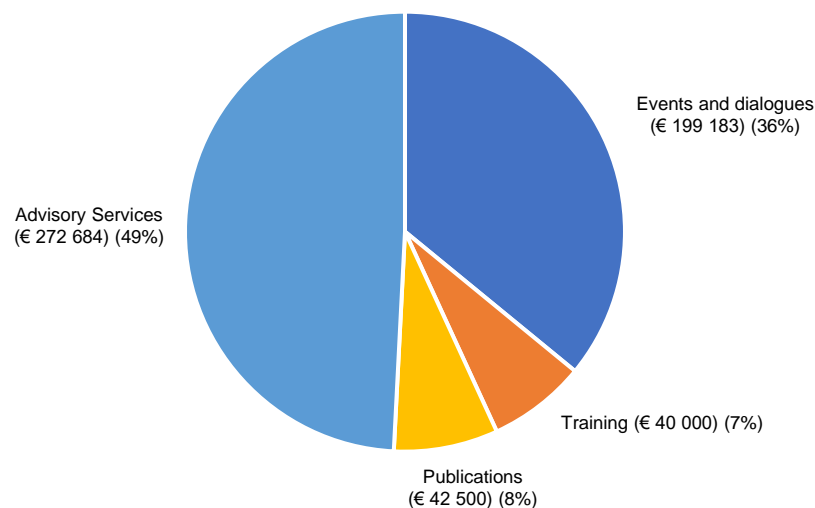


Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2025. 92% of the activity budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 8% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites. This can be compared to the budget for 2024, when 93% of the activity budget was invested in face-to-face outputs and 7% in publications.

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

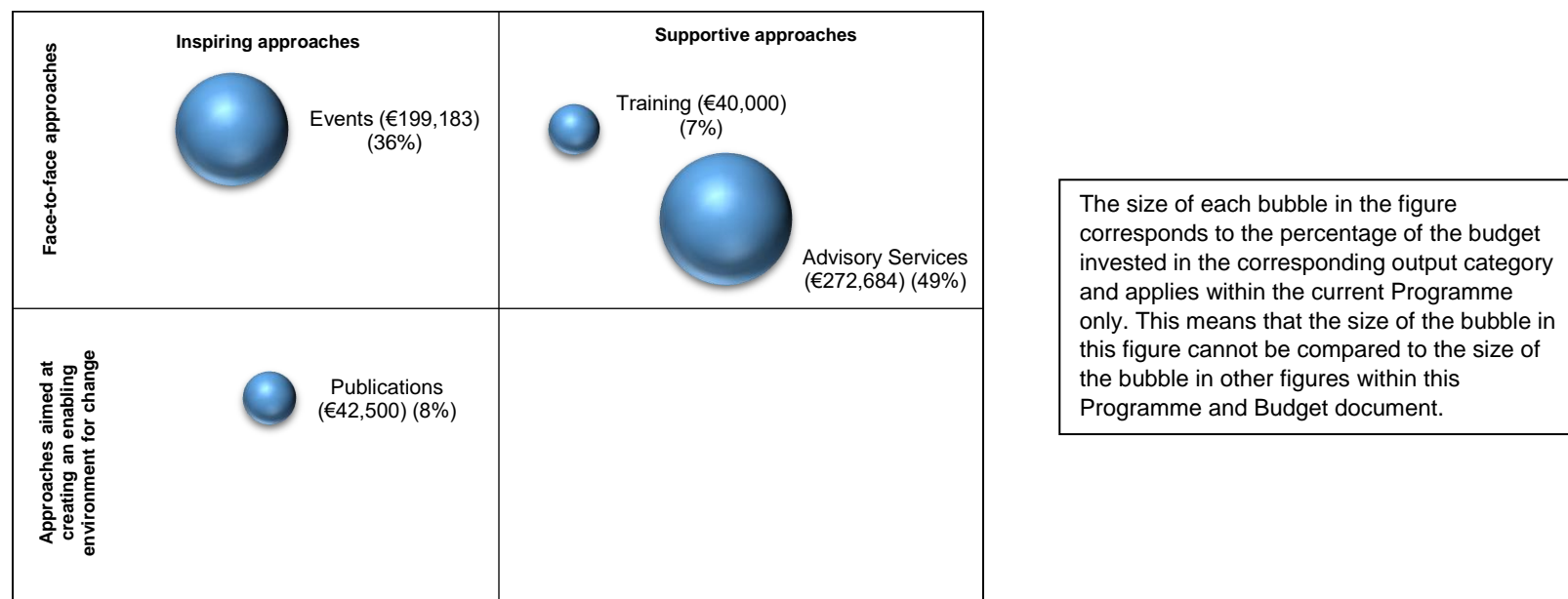


Figure 16 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2025 and illustrates how these outputs are intended to inspire and support change processes. 44% of the activity budget in the Africa and West Asia Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 56% of the activity budget will be invested in trainings and advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2024, when 24% of the activity budget was planned to be invested in inspiring outputs and 76% in supportive outputs.

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

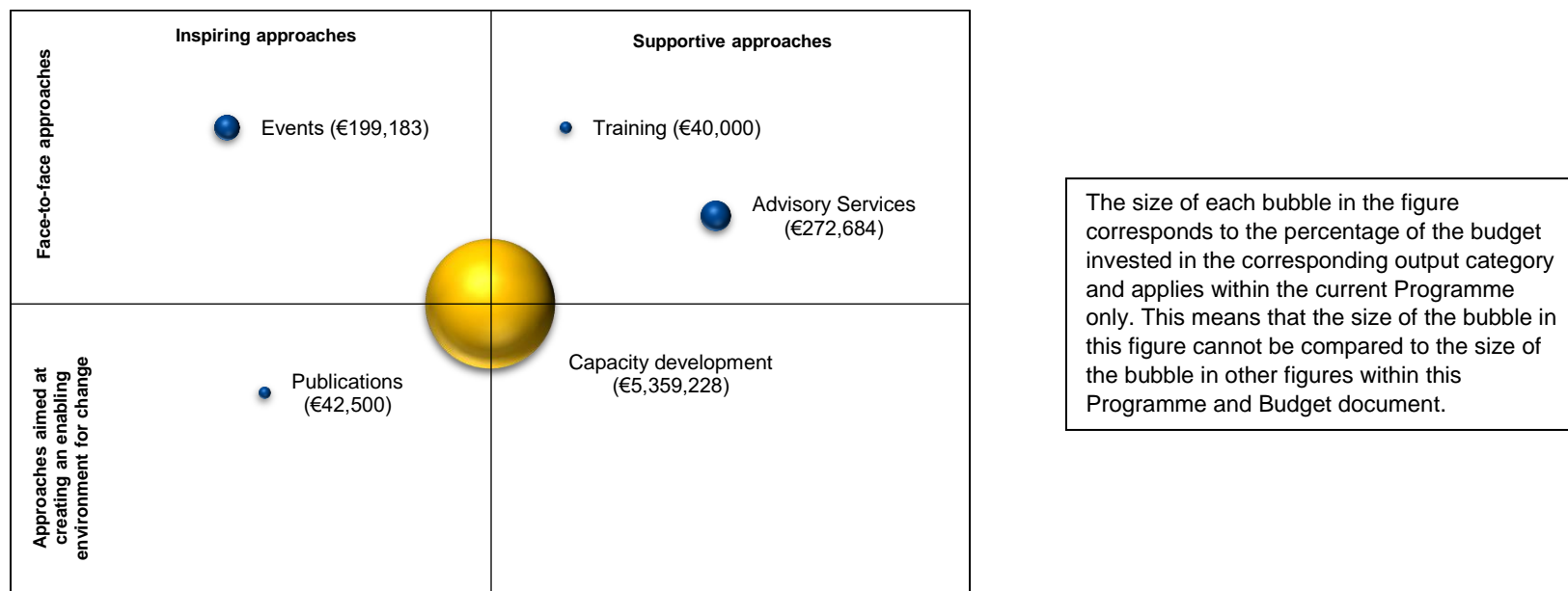
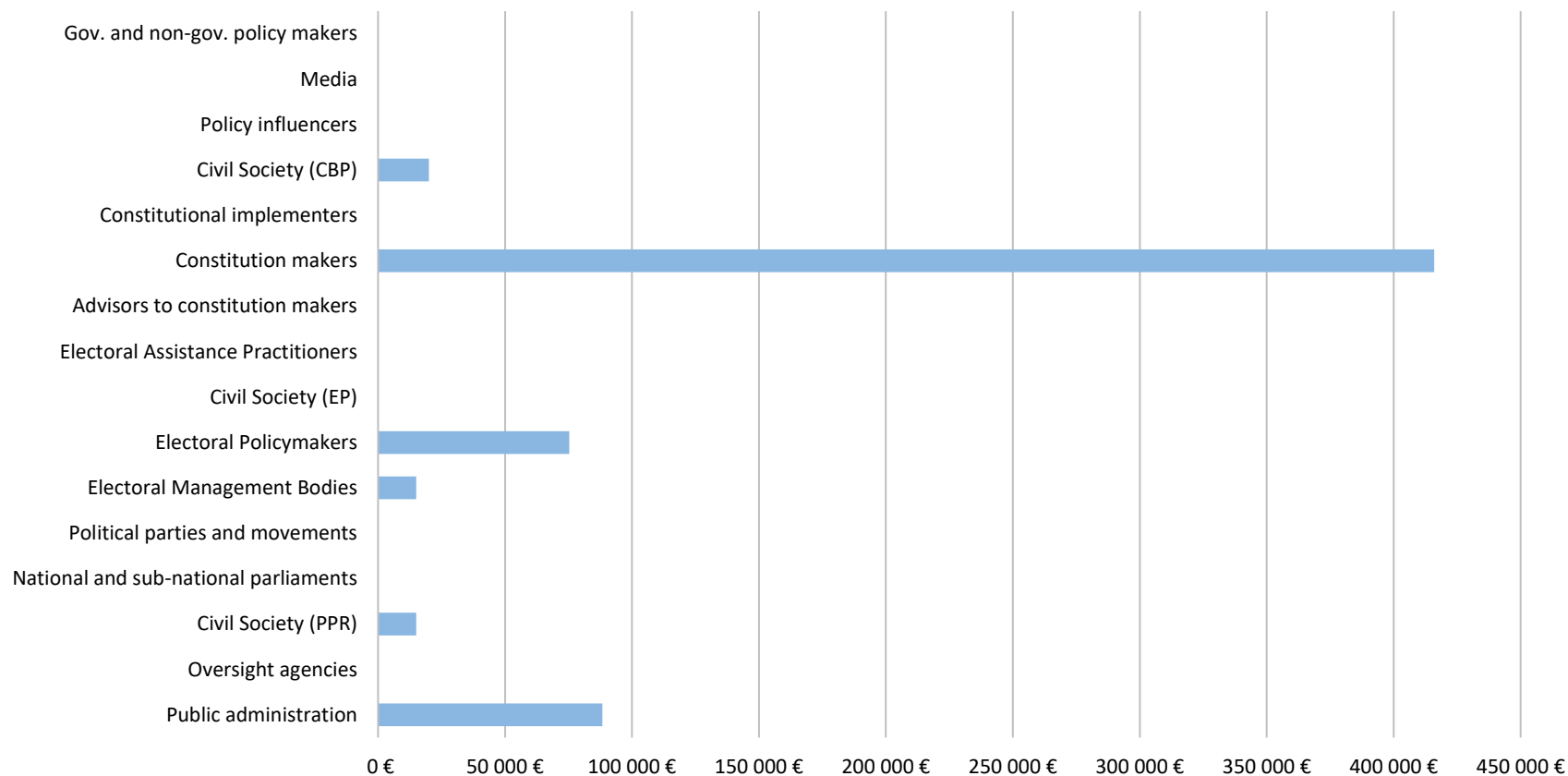


Figure 17 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 9% of the total budget for the region. The remaining 91% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms, and databases. This can be compared to the budget for 2024, when unrestricted funds amounted to 6% of the total budget for the region and the remaining 94% were restricted project grants.

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



International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 18 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Africa and West Asia Programme 2025. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget.

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

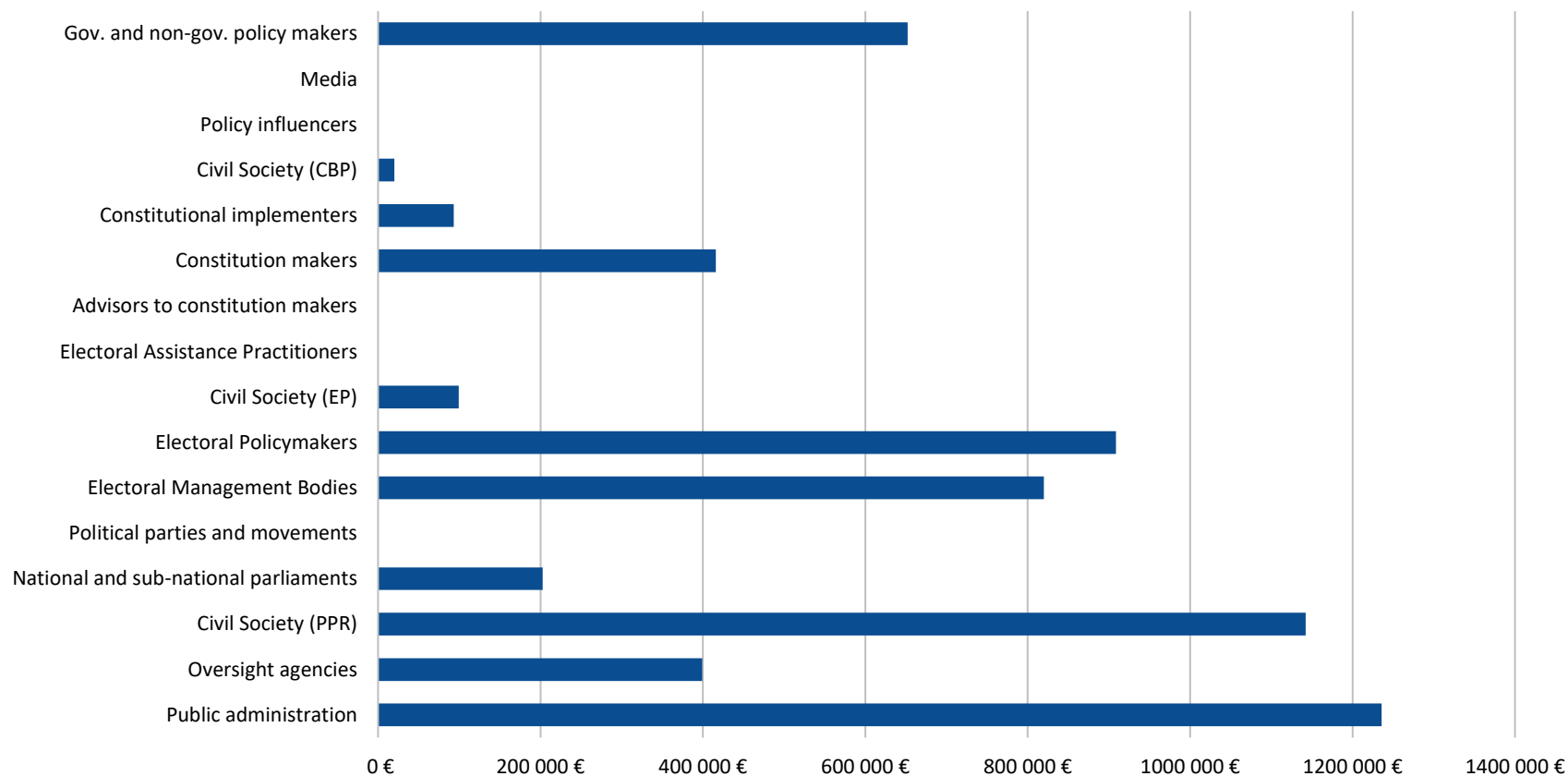


Figure 19 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2025. Compared to the budget for 2024 the main difference is that investments in civil society in political participation and representation as well as in Electoral Management Bodies have decreased while investments in public administration and electoral policymakers have increased.

Africa and West Asia Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10692 – AWA RO – Political Participation and Representation			
<i>Civil society (PPR)</i> engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	The Africa Youth Participation and Representation Barometer is developed.	15,000
		Staff costs	148,650
		Indirect costs	11,455
		Total	175,105
PR10693 – AWA RO – Constitution-building Processes			
<i>Constitution makers</i> apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Advisory services are provided to constitution makers in countries undergoing constitutional transitions.	7,500
	Publications	Two option notes/papers are developed for constitution makers in countries undergoing constitutional transitions.	7,500
		Staff costs	27,071
		Indirect costs	2,945
		Total	45,016

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10694 – AWA RO – Electoral Processes			
<i>Electoral management bodies</i> recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services are provided to EMBs and EMB networks.	15,000
		Staff costs	113,527
		Indirect costs	8,997
		Total	137,524
PR10695 – AWA RO – Pan Regional Initiatives			
<i>Public administration</i> exercises practices and decision-making processes to become more transparent, inclusive, responsive	Advisory services	Missions are conducted to IDEA country offices for strategic relationship building with key host country government officials and Member State delegations, as well as to RECs and other development partners.	44,184
	Events and dialogues	Events and dialogues are conducted with Member States and strategic partners on key issues to further strengthen IDEA's profile in the region.	44,183
		Staff costs	438,637
		Indirect costs	36,890
		Total	563,895

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10697 – Towards Peacebuilding and Inclusive Governance			
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Technical assistance on support to inclusive constitutional transitions provided.	206,000
	Events and dialogues	Organization of a policy dialogue for decision-makers of priority countries of intervention around the issue of constitutional democracy and inclusivity within the framework of Democracy Day.	20,000
	Events and dialogues	Organization of the fourth Annual Reflection Retreat for RECs and special envoys on constitutional transitions and unconstitutional change of government (UCG).	90,000
	Events and dialogues	Organization of the AWA Panel at the EU Community of Practice on Mediation.	10,000
	Training	Two trainings for MPs on promoting inclusivity in constitutional and institutional reforms.	20,000
	Events and dialogues	Organization of a technical working session on the dynamics of the constitutional regional landscape in AWA.	15,000
	Publications	Political economy analyses in countries of potential intervention developed.	20,000
	Events and dialogues	A conference on lessons learned is organized in The Hague.	20,000
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Training	Trainings for CSOs, in particular women, youth and other vulnerable groups such as IDPs, on promoting inclusivity in constitutional and institutional reforms.	20,000
Office costs			11,742
Staff costs			501,838
Indirect costs			65,421
Total			1,000,000

Project output	Budget, €
PR10696 – AWA RO – General Programme Management and Support	
Office costs	85,000
Staff costs	279.900
Indirect costs	25,543
Total	390,443

Restricted projects

PR10524 – Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN)
Programme Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	194,119
	Staff costs	-
	Indirect costs	13,588
	Total	207,707

PR10658 – Strengthening Pan-African Capacities for Electoral Observation and Assistance

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	610,862
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		655,936
	Office costs	39,072
	Staff costs	308,342
	Indirect costs	71,039
	Total	1,685,251

Tunisia

Restricted projects

PR10527 – Supporting Libya’s House of Representatives

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	189,781
	Office costs	61,236
	Staff costs	209,996
	Indirect costs	32,271
	Total	493,285

The Gambia

Restricted projects

PR10662 – Technical support to the Consolidation of peaceful, participatory, inclusive and Human rights-based transition to democratic dispensation in the Gambia

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for the rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	93,153
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.		12,827
	Office costs	49,103
	Staff costs	162,104
	Indirect costs	22,203
	Total	339,389

Kenya

Restricted projects

PR10573 – Enhancing Women’s Political Participation in Africa – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	41,779
	Staff costs	74,555
	Indirect costs	8,143
	Total	124,477

Mozambique

Restricted projects

PR10686 – Support to Democratic Governance in Mozambique

Boundary Partner and Outcome objective	Output Category	Budget, €
<i>Electoral policymakers</i> consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	252,680
	Office costs	87,128
	Staff costs	325,859
	Indirect costs	46,597
	Total	712,263

PR10726 – Dialogue for Participatory Electoral Reforms Activity (DIALOGO)

Boundary Partner and Outcome objective	Output Category	Budget, €
<i>Civil society (EP)</i> promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity development	99,233
	Office costs	9,175
	Staff costs	183,723
	Indirect costs	28,127
	Total	320,258

Nigeria

Restricted projects

PR10590 – RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	623,438
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive		1,147,349
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.		399,314
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		652,218
	Office costs	437,450
	Staff costs	2,285,654
	Indirect costs	388,180
	Total	5,933,602

Sudan

Restricted projects

PR10412 – Strengthening Citizen engagement in peaceful Democratic transition in a critical east African nation

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	461,855
	Office costs	26,150
	Staff costs	222,044
	Indirect costs	53,254
	Total	763,303

4. Asia and the Pacific Programme

According to International IDEA's 2024 Global State of Democracy (GSoD) Indices, most countries in the Asia and Pacific region have seen small declines or remained relatively stable over the past five years. As in previous years, Myanmar and Afghanistan remain the clear exceptions, and Cambodia, India, Indonesia, and Kyrgyzstan are all experiencing declines in a significant number of indicators. The advances in Pacific Island countries are important reminders not to neglect smaller countries, which can also serve as showcases of democratization, albeit highly vulnerable to ongoing climate change with implications to their political systems.

Collective efforts are needed to revitalize key institutions, such as parliaments, judiciaries, and integrity institutions, to prevent democratic declines. At the same time, broadening civic engagement has renewed demands for democratic change throughout the region. The democratic transition in Bangladesh, brought about by a student-led protest movement, is at a critical juncture. Likewise, the Sri Lankan Presidential and Parliamentary elections will hopefully pave the way for political and electoral reforms. Myanmar's democratic forces are progressing, even if slowly, in developing a joint political vision for future Myanmar.

The geopolitical competition between China and the U.S. is likely to intensify, particularly in the Pacific, with tension rising in the South China Sea, Taiwan Strait, and Korean Peninsula. Intra-regional security and political arrangements are proliferating. Most Asian countries have adopted a pragmatic approach to balancing their economic and security interests, while some, like Cambodia, have stiffened their approach to democracy to align with China. The ongoing conflict in

Myanmar, involving pro-democracy forces, the military junta, and numerous ethnic armed organizations, increasingly involves neighbouring countries and challenges ASEAN.

In 2025, International IDEA's Asia and Pacific Programme (AP) will continue to support the consolidation and/or restoration of democracy in Nepal, Bhutan, Samoa, and Myanmar through its ongoing country programmes and explore possibilities to expand support to reforms in at least two new countries, while closely following the ongoing transitions in Bangladesh and Sri Lanka.

AP will focus on all workstreams while prioritizing Electoral Processes; Constitution Building Processes; Climate Change and Democracy; Democracy and Inclusion and Political Participation and Representation. Digitalization and Democracy will be interwoven into these workstreams, particularly in elections and inclusion. Priorities within these workstreams include advancing the inclusion and enfranchisement of absent voters; constitution-building to strengthen democratic institutions against backsliding; protecting the rights of indigenous peoples and other disadvantaged groups; and adopting safe and innovative uses of technology while developing safeguards against misuse.

Democracy Assessment and the Global State of Democracy initiative will continue to underpin both country and regional support, and the regional and subregional launches will serve as visibility and networking opportunities. A study on the role of the military in Asian democracies will be in focus in 2025.

In the Electoral Processes workstream, AP will focus on supporting electoral reforms in the region. Key among these is

advancing the enfranchisement of millions of migrants currently denied access to elections, particularly across South Asia and in the Pacific. Targeting both international and internal migrants, the programme will advance absentee voting through a combination of advisory services, training, advocacy, knowledge resources, and events. Building on the study on Internet Voting 2024, AP will research the Philippines' experience in providing internet voting options for all out-of-country voters in the 2025 elections.

Further priorities for the AP program include supporting EMBs to protect their independence and reputation and using technology in support of electoral processes, particularly concerning internet voting and the quick, secure, and accurate transmission and recapitulation of results from polling stations, as well as exploring the potentials of Artificial Intelligence in electoral processes and the need to regulate AI's use in democratic processes.

Constitution-building in the region aligns with the global trend of incremental reform and change through implementation rather than wholesale review and replacement of existing constitutions. Myanmar's democratic actors are working to build a new constitution for a democratic future and Bougainville's constitution is designed to transition toward independence. International IDEA's priority countries include Thailand, Sri Lanka, Fiji, and the Maldives, and potentially Bangladesh, where civil society organizations and some political parties are leading calls for constitutional reform. International IDEA's institutional expertise is available to provide advice, analysis,

and comparative insights to constitution-makers, advisers, and civil society.

Thematically, key priorities are promoting resilience to democratic backsliding through constitutional design and implementation and understanding how constitutions can frame effective responses to climate change. The 10th Anniversary of Nepal's Constitution provides an opportunity to examine the progress made in implementing the 2015 Constitution and draw lessons in view of other ongoing constitution-making processes in the region following violent conflict.

AP will continue to develop and fundraise for projects at the intersection of climate change and democracy, with a focus on the Pacific Islands and Indigenous peoples' political inclusion. The intersection of constitutional frameworks and climate change will be a key focus. AP will also disseminate and as needed, contextualize, International IDEA's Climate Change and Democracy knowledge products on experiences on climate assemblies and climate litigation.

On women's political representation, the region is starkly divided between countries making substantial advances and those experiencing serious backlash, to the point of gender apartheid in Afghanistan. In several countries, it is the youth, and young women in particular, who have been at the forefront of the pushback against authoritarian action. A series of subregional dialogues examining transformation of social norms affecting women's political participation, as well as national inter-generational dialogues aimed at advancing inclusion of young people will be initiated in 2025.

Table 9. Planned budgets per office and project, 2025: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Electoral Institutions and Processes in Asia-Pacific	-	158,210	158,210
Political Representation & Finance in Asia and the Pacific	-	95,615	95,615
Democratic Development in the Pacific	-	108,690	108,690
Democracy Assessment and Political Analysis in Asia and the Pacific	-	80,484	80,484
Constitution Building Processes in Asia and the Pacific	-	153,768	153,768
Inclusion in Democratic Processes	-	108,233	108,233
Climate Change and Democracy in Asia and the Pacific	-	75,226	75,226
Migration & Elections	-	166,589	166,589
AP General Programme Management	-	569,080	569,080
TOTAL (AP RO)	-	1,515,897	1,515,897
Bhutan			
Nyamdrel II: Support to CSOs and Parliament of Bhutan*	508,867	-	508,867
TOTAL (Bhutan)	508,867	-	508,867
Fiji			
Initiative on Empowerment of Civil Society in Democratic Samoa (IOE Samoa)*	253,927	4,644	258,571
TOTAL (Fiji)	253,927	4,644	258,571
Myanmar			
Building Federal Democracy: Roadmap and Capacity Development for a New Constitutional Framework in Myanmar*	749,996	-	749,996
TOTAL (Myanmar)	749,996	-	749,996

Programme/Project name	RES €	UNR €	Total €
Nepal			
Support to Democratic Governance and Strengthening Foundations of Federalism in Nepal SFN (initially PLGSP) effectiveness*	386,938	-	386,938
Support to Nepal's Democracy and Inclusion Processes through Electoral Reform Initiative*	202,980	31,847	234,827
(Coherence PE-PCU) Provincial Engagement in Nepal*	171,636	-	171,636
SAHAKARYA Pilot*	576,488	-	576,488
TOTAL (Nepal)	1,338,042	31,847	1,369,889
TOTAL, ASIA AND THE PACIFIC	2,850,831	1,552,387	4,403,219

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

Figure 20. Geographical coverage, Asia and the Pacific

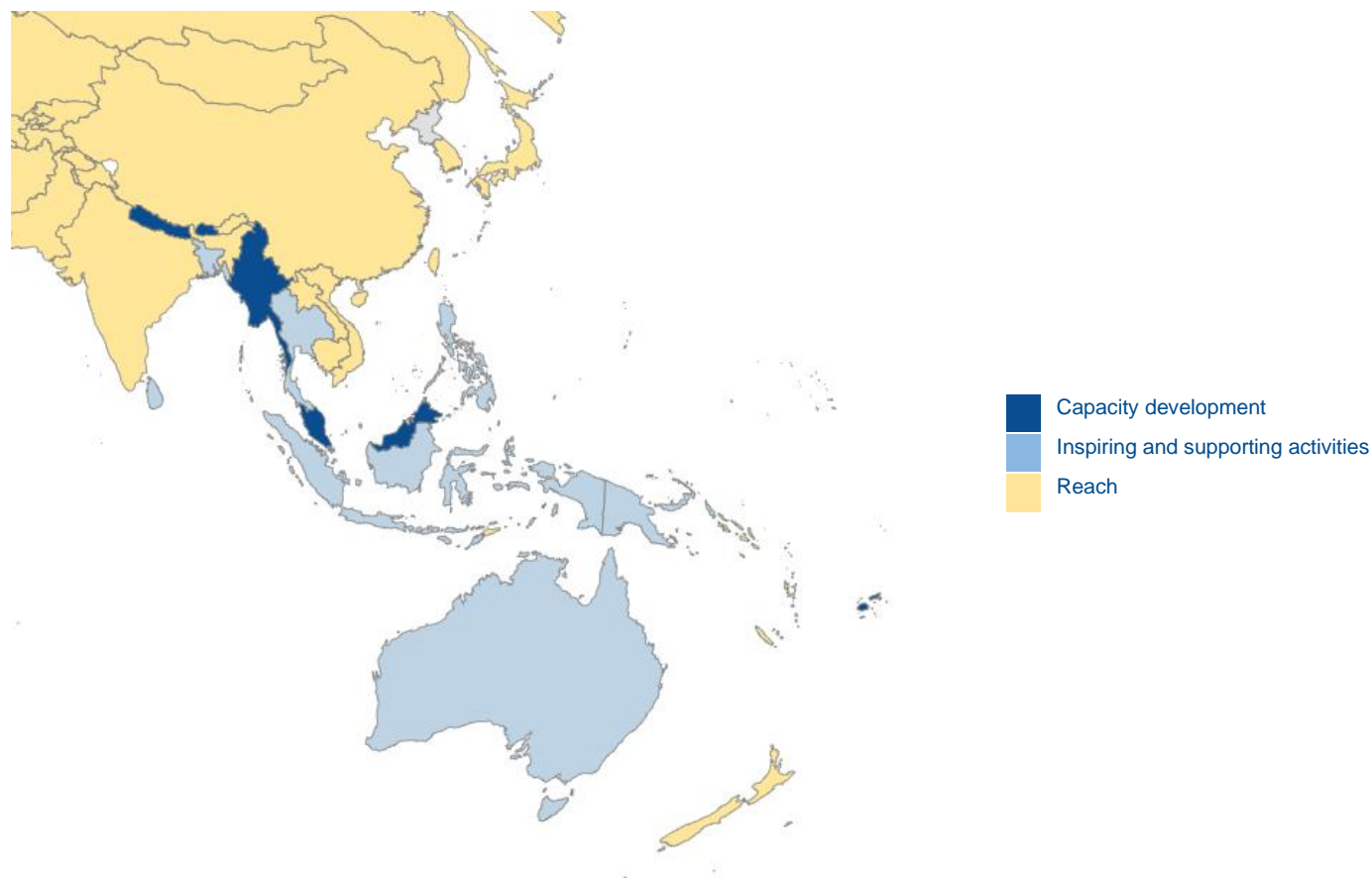


Figure 20 shows where in Asia and the Pacific International IDEA plans to make financial investments in 2025. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, platforms, and databases are downloaded or viewed. Long-term supportive capacity development programmes will take place in Nepal, Myanmar, Samoa and Bhutan and increased inspiring and supportive activities are planned, among others, for Sri Lanka, Philippines, Indonesia, Papua New Guinea, Thailand and Bangladesh.

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

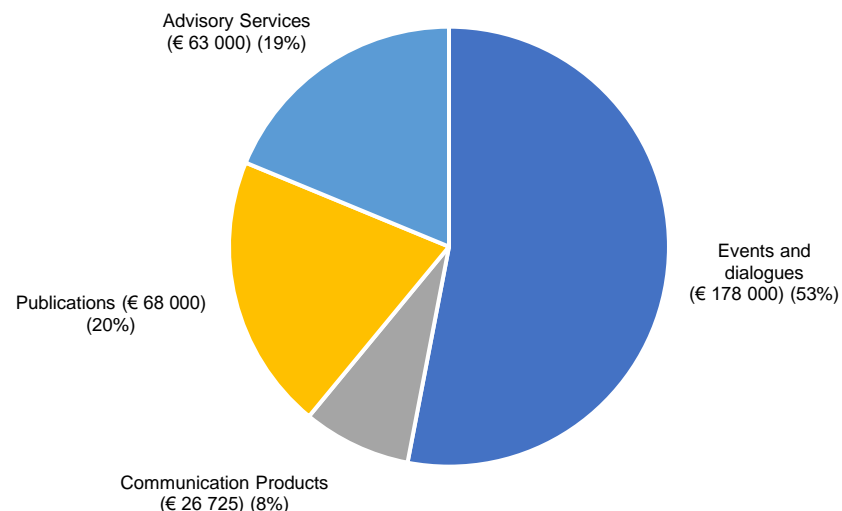


Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2025. 72% of the activity budget in the Asia and Pacific Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 28% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) and communication products which we make available online on International IDEA's websites. This can be compared to the budget for 2024 where 60% of the activity budget was invested in face-to-face outputs and 40% in online outputs.

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

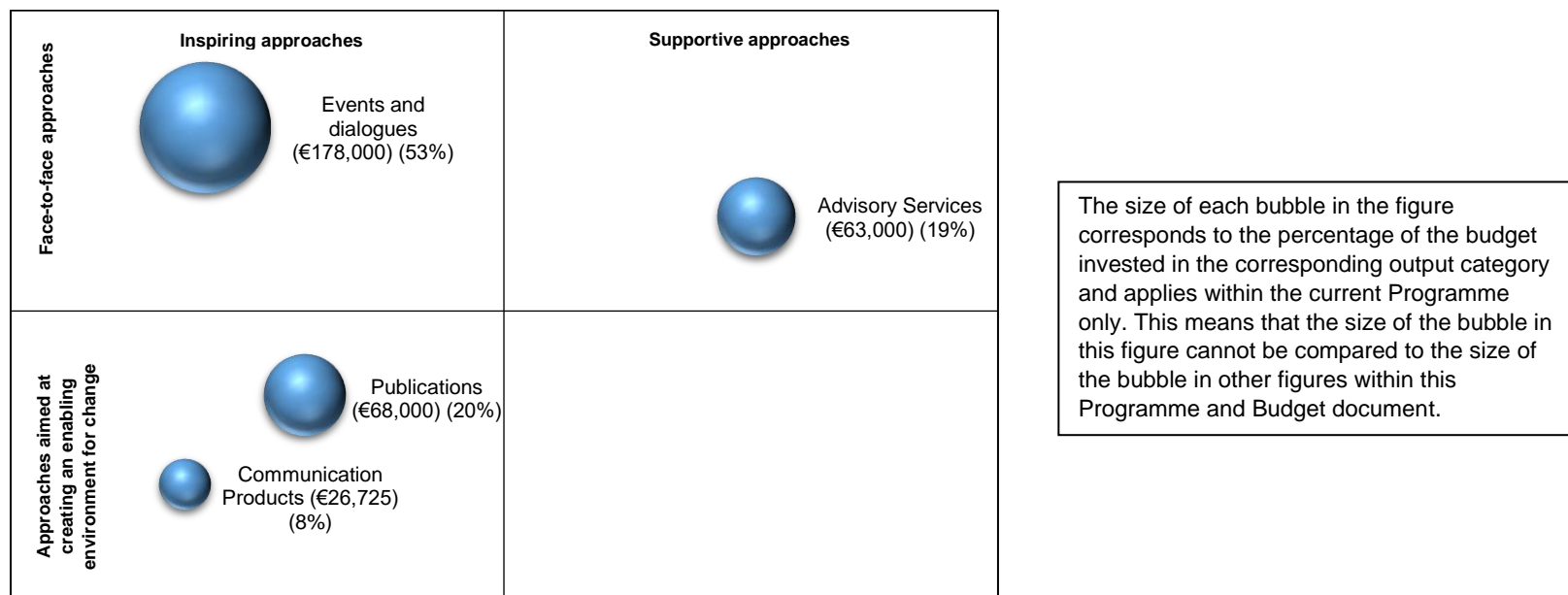


Figure 22 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2025 and illustrates how these outputs are intended to inspire and support change processes. 81% of the activity budget in the Asia and Pacific Programme will be invested in events and dialogues, online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 19% of the activity budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2024, when 78% of the activity budget was planned to be invested in inspiring outputs and 22% in supportive outputs.

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

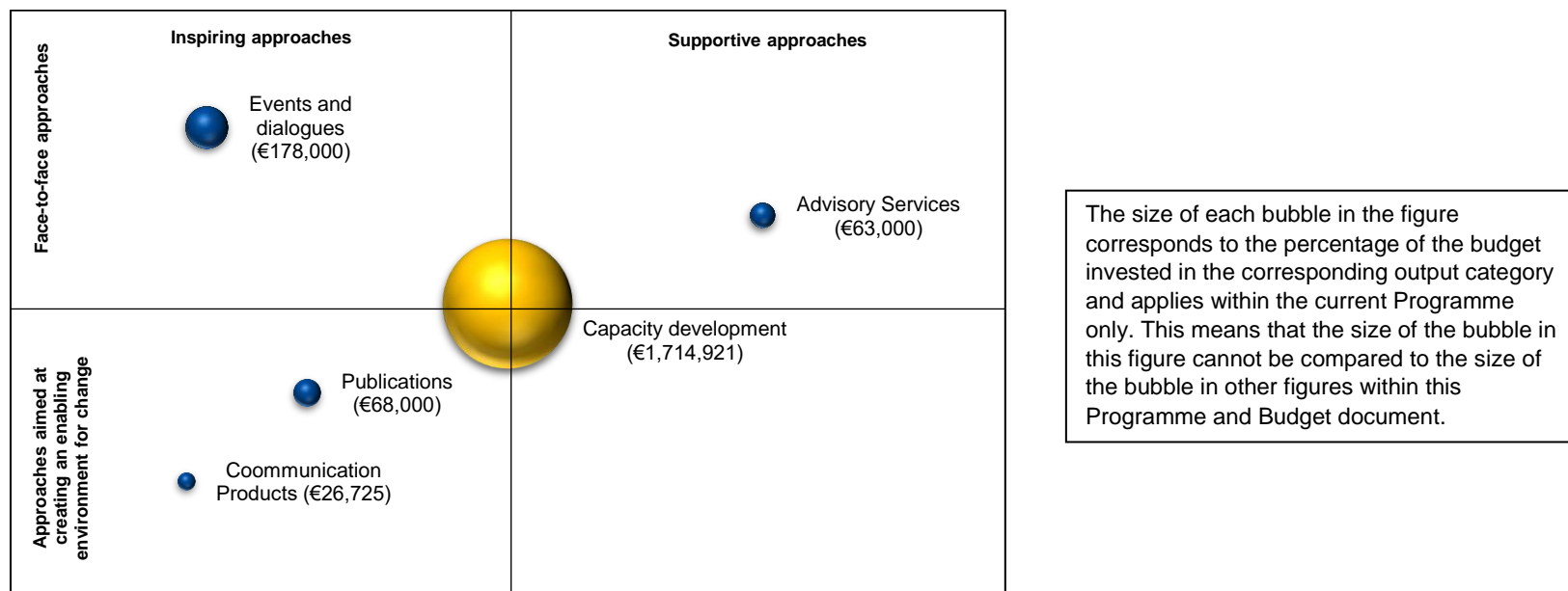
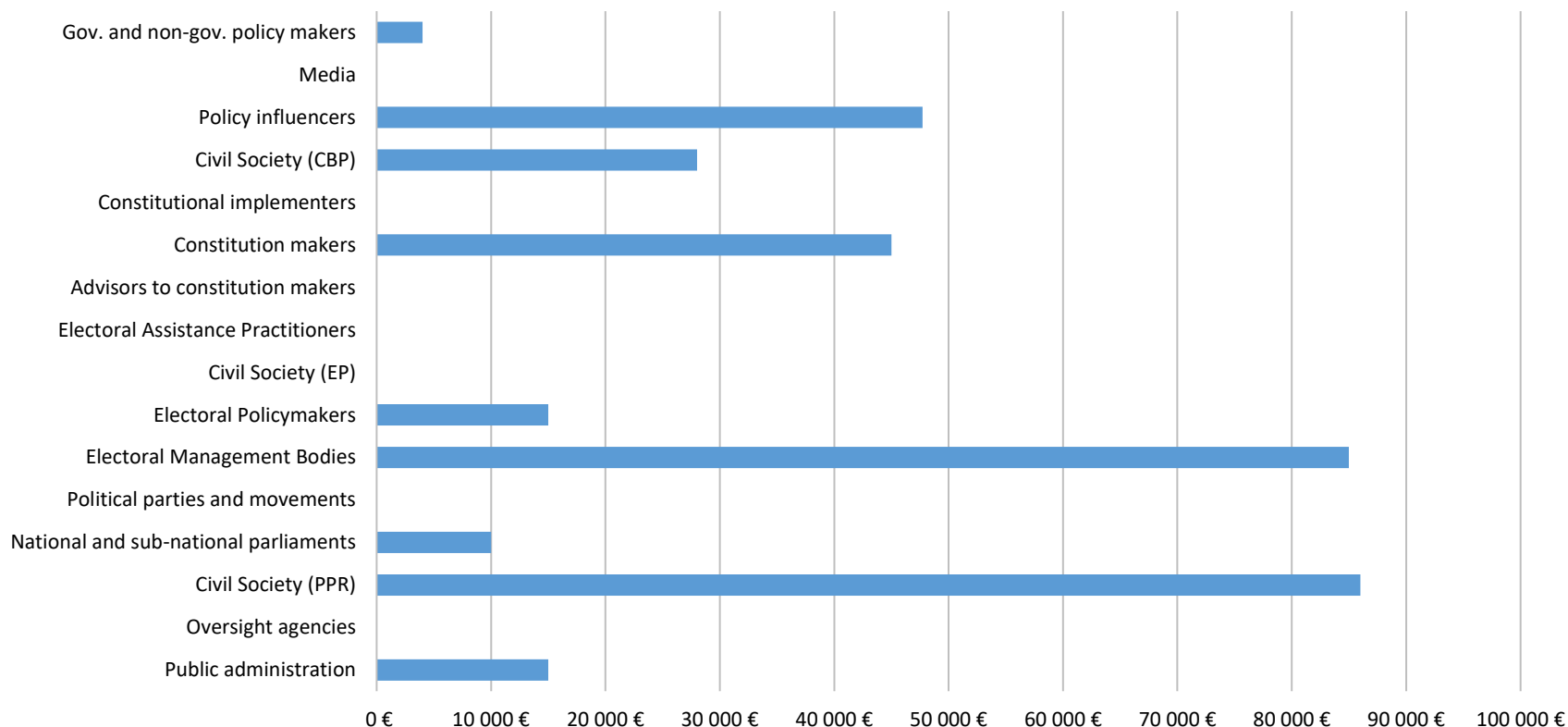


Figure 23 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 16% of the total activity budget for the region. The remaining 84% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2024, when unrestricted funds amounted to 18% of the activity budget and the remaining 82% were restricted project grants.

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



International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 24 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Asia and Pacific Programme 2025. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget. The main difference compared to the budget for 2024 is that CSOs in PPR and electoral management bodies will receive a higher proportion of the total activity budget while the budget for CSOs in EP and public administration decreased.

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

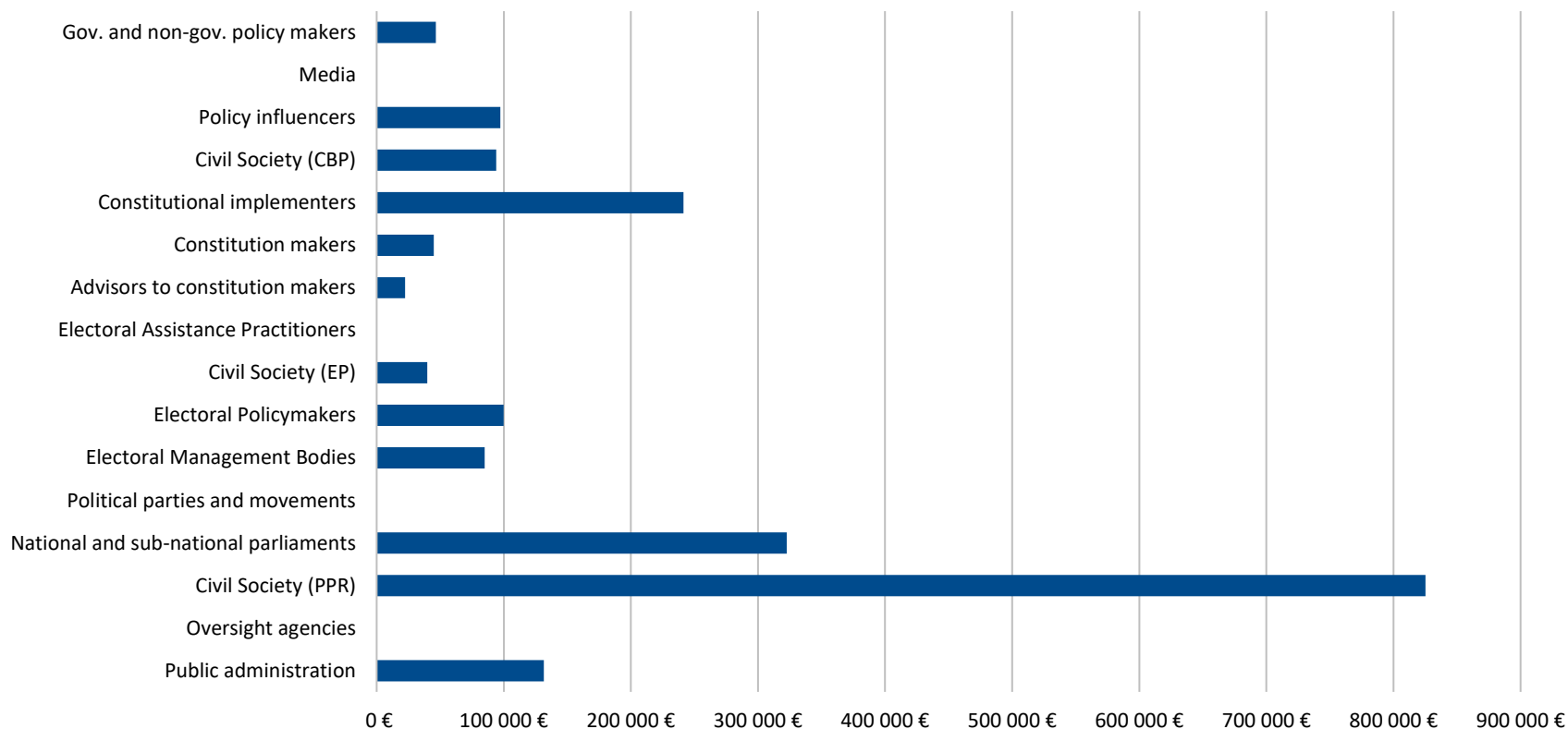


Figure 25 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2025. The main difference from the budget plans for 2024 is that the funding for civil society (PPR) and parliaments will increase.

Asia and the Pacific Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10715 – Electoral Institutions and Processes in Asia-Pacific			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	Dialogues are held with stakeholders in targeted countries on how technology may or may not be used to enhance electoral processes thereby showcasing IDEA's tools such as ERA, ERMT, campaign finance disclosure tool, etc.	30,000
	Publications	An in-depth study to examine how AI may effectively be used in elections within AP context is developed to identify countries/EMBs that might benefit from the benevolent use of AI.	15,000
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Advisory services	Advisory services (incl. needs assessments) are provided to countries undergoing electoral reform or that have requested IDEA's support.	15,000
Staff costs			87,860
Indirect costs			10,350
Total			158,210

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10716 – Political Representation & Finance in Asia and the Pacific			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	At least two dialogues are held to monitor political finance and digital campaigning in a target country using IDEA tools such as the campaign finance monitoring module and studies on the nexus between digital campaigning and political finance.	25,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Publications	A knowledge product is developed to explore and present ways in which AI may enhance democracy and how to regulate it in the Asia and the Pacific context	15,000
		Staff costs	49,360
		Indirect costs	6,255
		Total	95,615
PR10717 – Democratic Development in the Pacific			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Dialogues are organized to facilitate like-minded CSOs to form a regional network of civil society election observers in the Pacific.	14,000
		Office costs	14,400
		Staff costs	73,180
		Indirect costs	7,111
		Total	108,690

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10718 – Democracy Assessment and Political Analysis in Asia and the Pacific			
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Publications	A study and a subsequent roundtable discussion on the role of militaries in democracies and democratic transition in Asia and the Pacific is produced.	20,000
	Events and dialogues	Regional and/or country launches of the Global State of Democracy 2025 Report are convened as well as seminars and dialogues to present GSoD findings.	14,000
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	An event to launch and disseminate IDEA's report on the state of democracy in the Pacific is organized.	4,000
		Staff costs	37,219
		Indirect costs	5,265
		Total	80,484
PR10719 – Constitution Building Processes in Asia and the Pacific			
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Advice and roundtables to ongoing constitution building and implementation processes are conducted in priority countries (e.g. Nepal, Thailand, Sri Lanka, Fiji, Maldives and Bangladesh).	25,000
	Events and dialogues	Roundtables on constitutional and institutional design to counter democratic backsliding are organized in priority countries (e.g. Indonesia, Sri Lanka and Thailand).	20,000
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Events and dialogues	Country and regional workshops are organized to disseminate the 'Environmental Protection in Constitutions Assessment Tool'.	20,000
		Staff costs	78,709
		Indirect costs	10,060
		Total	153,768

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10720 – Inclusion in Democratic Processes			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Two dialogues are conducted to engage indigenous rights advocates to explore the replication of the IP champions initiative and continued work in the Philippines.	8,000
	Events and dialogues	A regional network of indigenous youth and women leaders is facilitated to advance their political participation and climate action.	18,000
	Communication products	Communication products and briefs on thematic issues relating to indigenous rights in governance are produced.	6,000
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Publications	The Indigenous Peoples' Rights in Constitutions Assessment tool is deconstructed and updated.	8,000
		Staff costs	61,152
		Indirect costs	7,081
		Total	108,233
PR10721 – Climate Change and Democracy in Asia and the Pacific			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	A roundtable discussion to disseminate the deliberative democracy and climate change in the Global South publication is organized to explore the potential of deliberation practices in climate action in the region.	15,000
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	A regional launch to disseminate the climate litigation publication is organized in collaboration with the Climate Change team.	10,000
		Staff costs	45,305
		Indirect costs	4,921
		Total	75,226

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10722 – Migration & Elections			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services are provided to boundary partners in countries exploring or adopting absentee voting.	23,000
	Publications	A case study on online voting for absent voters/migrants in the Philippines is developed.	10,000
	Communication products	A website/landing page as well as an advocacy package is developed based on the Absent Voters of South Asia study from 2024.	7,000
		Staff costs	115,691
		Indirect costs	10,898
		Total	166,589
PR10714 – AP General Programme Management			
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Communication products	Communication products promoting IDEA's work in the Asia-Pacific region are produced.	13,725
		Office costs	164,873
		Staff costs	353,253
		Indirect costs	37,230
		Total	569,080

Bhutan

Restricted projects

PR10667 – Nyamdrel II: Support to CSOs and Parliament of Bhutan

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	312,552
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		44,042
	Office costs	8,322
	Staff costs	110,662
	Indirect costs	33,290
	Total	508,867

Fiji

Restricted projects

PR10668 – Initiative on Empowerment of Civil Society in Democratic Samoa (IOE Samoa)

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	218,764
	Office costs	4,900
	Staff costs	31,067
	Indirect costs	3,840
	Total	258,571

Myanmar

Restricted projects

PR10582 – Building Federal Democracy: Roadmap and Capacity Development for a New Constitutional Framework in Myanmar

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for the rule of law and constitutionalism under agreed constitutional frameworks	Capacity development	200,978
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.		46,038
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.		22,463
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		42,563
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		12,263
	Office costs	9,600
	Staff costs	367,027
	Indirect costs	49,065
	Total	749,996

Nepal

Restricted projects

PR10414 - Support to Democratic Governance and Strengthening Foundations of Federalism in Nepal SFN (initially PLGSP) effectiveness

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for the rule of law and constitutionalism under agreed constitutional frameworks	Capacity development	40,327
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.		20,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive		116,638
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		8,000
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.		28,781
	Office costs	12,576
	Staff costs	135,302
	Indirect costs	25,314
	Total	386,938

PR10574 – Support to Nepal’s Democracy and Inclusion Processes through Electoral Reform Initiative

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity development	39,727
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		72,689
	Office costs	19,189
	Staff costs	88,980
	Indirect costs	14,242
	Total	234,827

PR10597 – (Coherence PE-PCU) Provincial Engagement in Nepal

Boundary Partner and Outcome objective	Output Category	Budget, €
Policy influencers use International IDEA’s democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Capacity development	20,716
	Office costs	39,821
	Staff costs	99,870
	Indirect costs	11,228
	Total	171,636

PR10664 – SAHAKARYA Pilot

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	468,380
	Office costs	16,992
	Staff costs	53,403
	Indirect costs	37,714
	Total	576,488

5. Regional Europe Programme

According to International IDEA's GSoD Indices, Europe remains the strongest-performing global region on democratic principles. Its sub-regions share important commonalities and interdependencies. This is not only because of a similar historic development of many democracies, but increasingly due to the growing impact of EU-enlargement on democratic reforms throughout the continent. Moreover, the threat stemming from Russia's military aggression pushes European democracies to collaborate more closely on countering foreign threats.

Yet the region also shows significantly different levels of democracy between Eastern Europe, the Western Balkans and the long-standing democracies of Western and Central Europe. Challenges in the region include disinformation, foreign interference, electoral integrity concerns and challenges to the rule of law, alongside emerging issues like the impact of digitalization and the nexus between security and democracy.

In 2025, International IDEA's Regional Europe Programme (REP) will focus on digitalization and electoral processes, by emphasizing innovations in digital campaigns, electoral integrity and the impact of digital threats on elections.

In Eastern Europe, the strategic focus for 2025 centres on safeguarding democratic integrity and facilitating increased reform-making towards the EU accession. Key priorities include ensuring electoral integrity, strengthening parliamentary and judicial checks, and engaging citizens in defending democracy. In 2025 the Institute will therefore emphasize electoral processes, digitalization, political participation, and citizen engagement in democratic processes. The focus aligns with

Member State and EU priorities, with a particular emphasis on Ukraine and Moldova.

In Ukraine, REP's core efforts will focus on supporting the country's preparations for post-war elections, risk-management and crisis preparedness. Through restricted projects the Institute will continue to support Ukraine's parliament in developing stronger oversight and public outreach, Moldova faces threats from Russian interference, necessitating support in building national capacities for protecting electoral processes from domestic and foreign undemocratic actors. REP will continue its support to the electoral authorities in oversight of the integrity of political campaigns. The Institute will aim to continue its advocacy for better regulation and oversight of the integrity of money in politics and in digital campaigns across the East Europe region. Tailored support will be provided, where possible, to local actors engaged in protecting constitutionalism and in constitution-building processes in Armenia, and Georgia.

In the Western Balkans, the programme aims to leverage the renewed EU accession process to advance democratic consolidation, particularly with an aim to align the region to the EU digital acquis. International IDEA will prioritize electoral processes and digitalization and to a lesser extent political participation and representation and climate change. In addition, democracy assessments, through tailored methodologies that measure key parameters of the EU accession process, represent a possible niche for International IDEA. REP's focus on the intersection of elections and digitalisation provides an opportunity to carve out a space for the Institute. It will continue to work on issues such as online campaigning, digitalisation of political finance oversight, and the

impact of artificial intelligence on elections. In doing so, International IDEA will work closely with other local and regional actors, such as OSCE-ODIHR and the Council of Europe. Country priorities include consolidating the elections portfolio in Albania and Kosovo, as well as planned engagements in Artificial Intelligence, elections, and countering foreign interference in Bosnia and Herzegovina and North Macedonia. Support to parliaments and addressing democracy and climate change issues region-wide are also on the agenda, particularly in view of efforts to fundraise restricted funds.

Within the established democracies of Western, Central and Southern Europe, REP will provide limited but strategic support to established democracies in Western and Central Europe, especially when requested by its Member States. The ongoing democratic backsliding in established democracies, which the GSoD has highlighted for several years, warrants that these countries are included in the Institute's work on democratic erosion and rule of law, also through a regional approach. Europe's young and established democracies struggle with the threat of foreign interference and uncontrolled digitalisation in equal measure. Involving both established and younger democracies in the Institute's regional work on these topics therefore stands to benefit both sides, as well as helping to support their integration into the EU.

It is crucial for International IDEA that the EU remains steadfast in advancing democracy both globally and within its borders, in

2025 and beyond. REP will champion robust EU democracy agendas, with a focus on resilience in digital democracy, electoral integrity, civic space, and innovation. REP's EU Liaison work will concentrate on securing EU funding opportunities for the Institute, collaborating with other teams to leverage expertise in digitalization, democracy assessment, electoral processes, women's political participation, and the intersection of democracy and security. It will collaborate on establishing digital democracy frameworks abroad and advocate for the use of International IDEA's data in EU institutions.

Furthermore, International IDEA aims to enhance visibility of women's political participation through the Brussels-based activities of the Women and Youth Democratic Empowerment (WYDE) project and enhanced relations with the relevant teams at the European Commission and foster democratic consensus for effective climate action within EU discussions. Through its Supporting Team Europe Democracy (STED) project, International IDEA will facilitate a series of dialogues on democracy between civil society organisations, youth, EU and EU Member State policy makers as part of the Team Europe Democracy initiative.

Table 10. Planned budgets per project, 2025: Regional Europe Programme

Project name	RES €	UNR €	Total €
EU Liaison Project	-	385,448	385,448
Western Balkan Project	-	92,194	92,194
Eastern Europe Project	-	276,653	276,653
Ukraine – Support to Election Preparedness and Planning	-	212,080	212,080
REP General Programme Management and Support	-	261,948	261,948
Strengthening democracy evidence and communication around the Summit for Democracy*	800,523	-	800,523
European Eastern Democracy Support (EEDS) – Phase 2*	292,612	-	292,612
RADA Next Generation (RANG) – Ukraine*	455,780	-	455,780
Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies – Phase II*	249,067	-	249,067
TOTAL, REGIONAL EUROPE	1,797,983	1,228,324	3,026,306

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

Figure 26. Geographical coverage, Regional Europe



Figure 26 shows where in Europe International IDEA plans to make financial investments in 2025. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, platforms, and databases are downloaded or viewed. Inspiring and supportive activities are planned for Armenia, Georgia, Moldova, Bosnia and Herzegovina and North Macedonia. Long-term supportive capacity development programmes will take place in Ukraine, Albania and Kosovo. Additionally, through a long-term capacity development project International IDEA will support the EU's Summit for Democracy priorities by bringing civil society voices from the Global South and youth to the process.

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

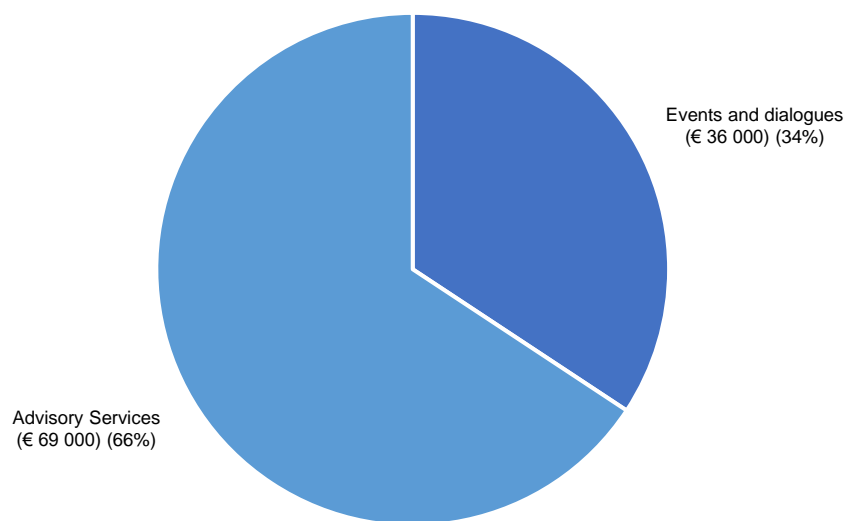


Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2025. 100% of the activity budget in the Regional Europe Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. This can be compared to the budget for 2024, when 98% of the activity budget was planned to be invested in face-to-face outputs and 2% in online outputs.

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

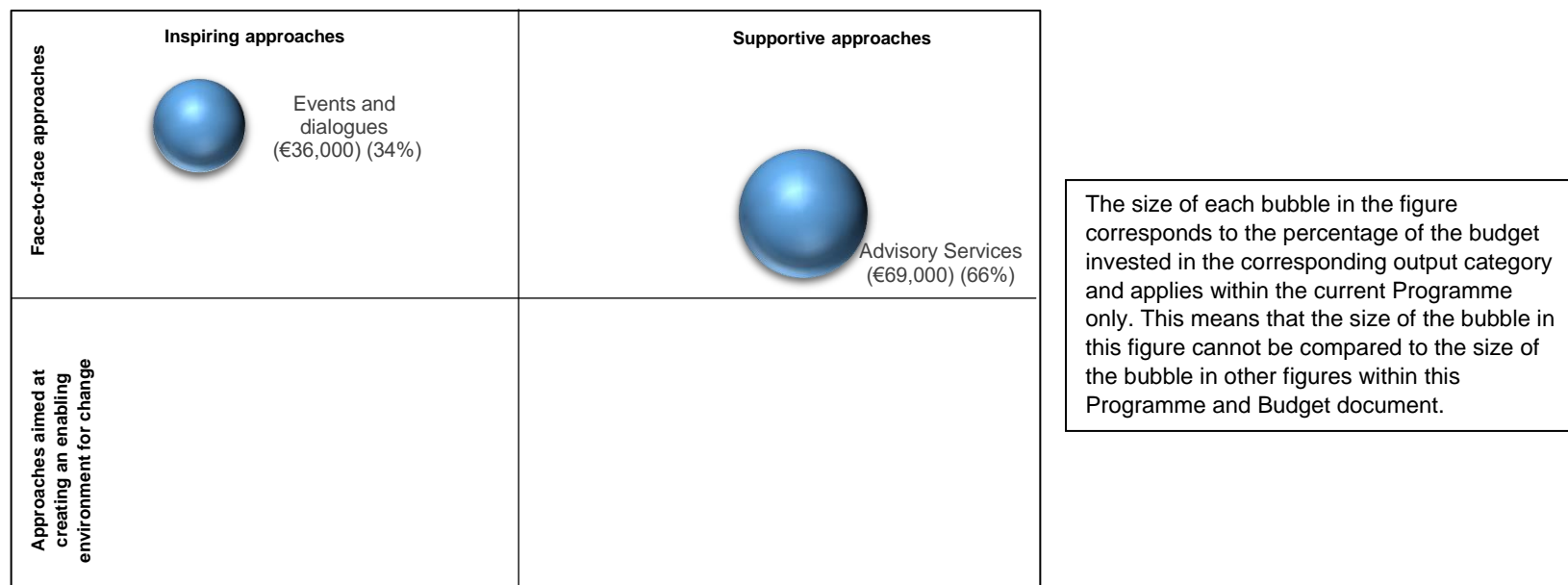


Figure 28 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2025 and illustrates how these outputs are intended to inspire and support change processes. 34% of the activity budget in the Regional Europe Programme will be invested in events and dialogues aimed at *inspiring* boundary partners to engage in change processes. 66% of the activity budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2024, when 41% of the activity budget was planned to be invested in inspiring outputs and 59% in supportive outputs.

Figure 29. Strategy map illustrating the total financial size of each output category (core and restricted funding), Regional Europe

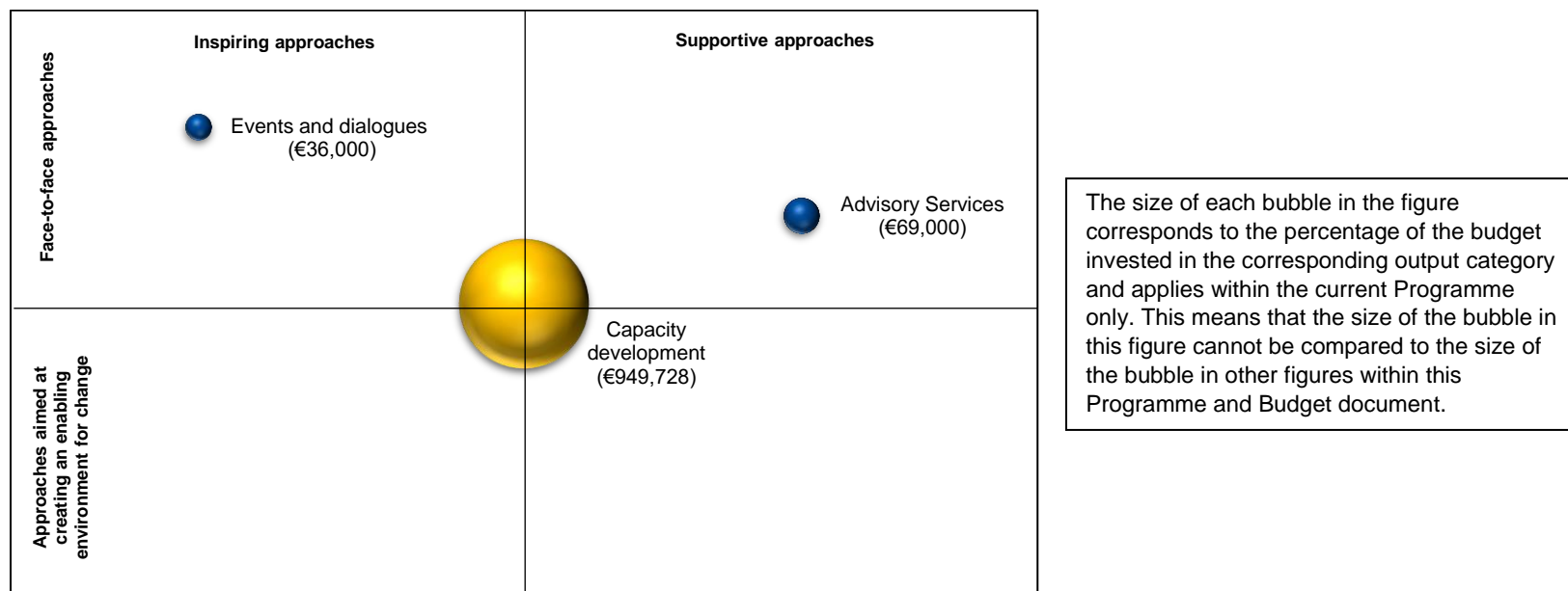
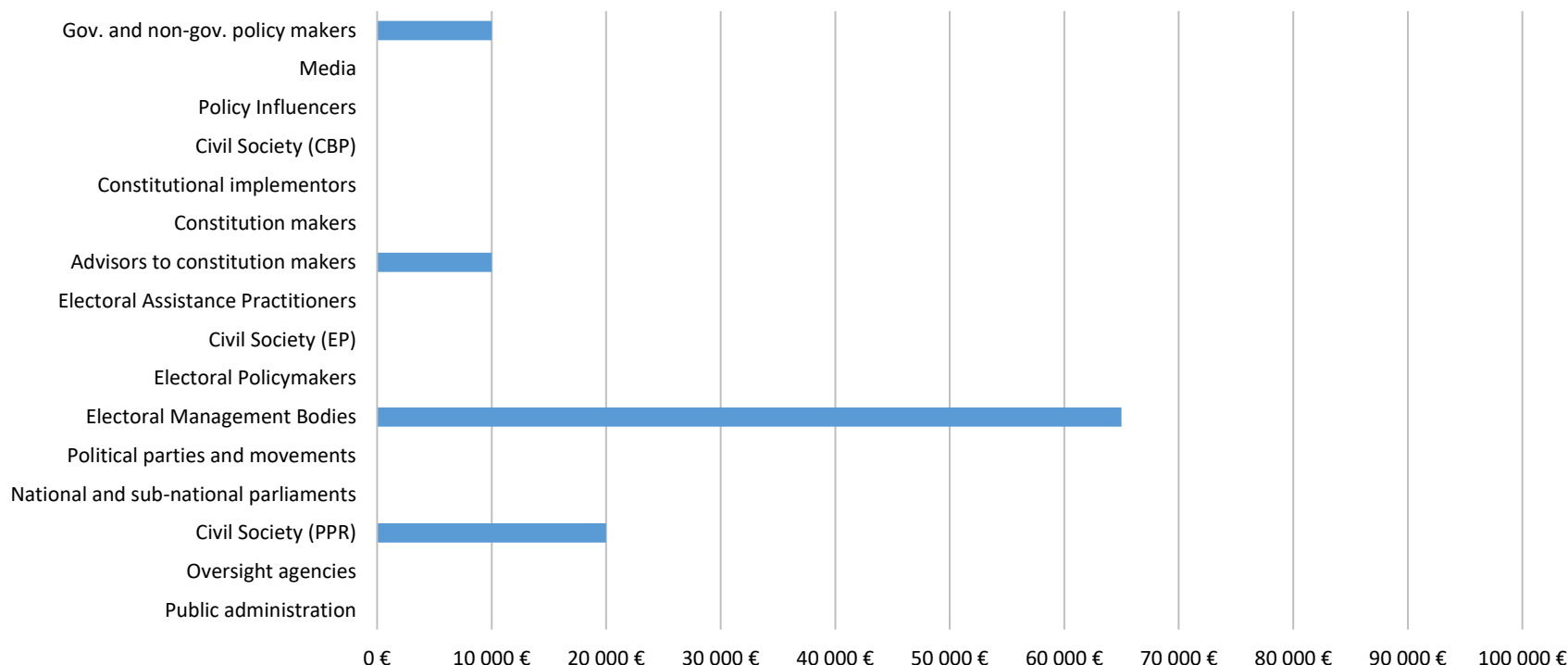


Figure 29 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Europe 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 10% of the total budget for the region. The remaining 90% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2024, when unrestricted funds amounted to 33% of the activity budget and the remaining 67% were restricted project grants.

Figure 30. Financial investment per boundary partner (core funding), Regional Europe



International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 30 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Regional Europe Programme 2025. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget. These priorities are similar to 2024 when REP also invested most of its resources in in electoral management bodies, yet 2025 sees a reduction of core resources towards national and sub-national parliaments, as these are part of a restricted project supporting the parliament in Ukraine.

Figure 31. Total financial investment per boundary partner (core and restricted funding), Regional Europe

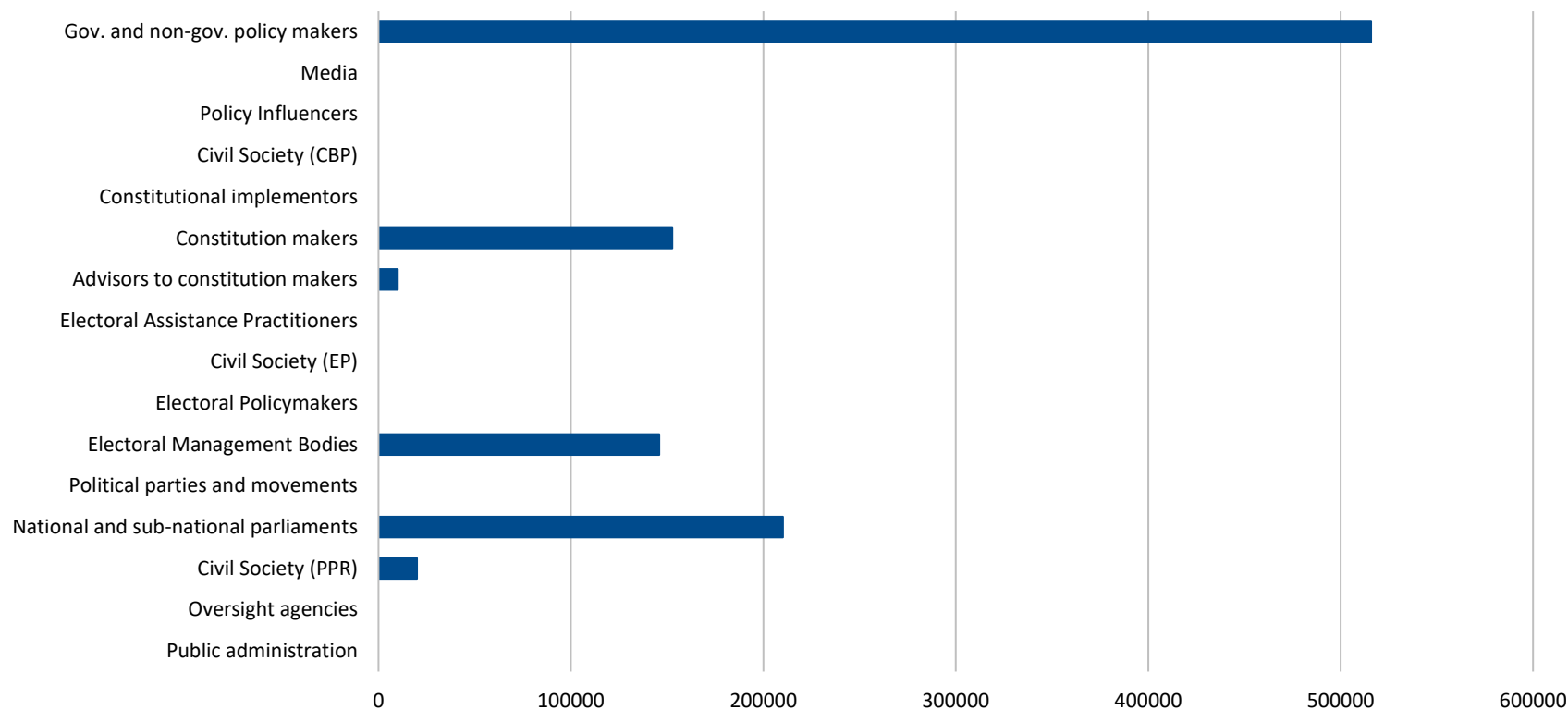


Figure 31 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Regional Europe Programme 2025. The main difference from the budget plans for 2024 is that the funding for governmental and non-governmental policymakers will increase significantly due to a shift in priorities for the Supporting Team Europe Democracy project.

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10449 – EU Liaison Project			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	Advocacy for democracy at the EU level is provided through: 1) the development of communication and advisory material to shape the EU's democracy policies; 2) participation in consultations; 3) meetings with EU interlocutors; 4) collaboration on EU advocacy with regional and thematic teams, particularly on digitalization and climate change.	1,500
	Events and dialogues	Strategic partnerships in Brussels for visibility and institutional growth are fostered through: 1) collaboration with rotating Presidencies of the EU; 2) a breakfast event for representatives of IDEA Member States in Brussels on the role of inclusion in democracy (30 th Anniversary event); 3) the coordination of an International Day of Democracy conference with partner organisations and EU marking the 30 th Anniversary of the Institute.	3,000
	Events and dialogues	IDEA's workstreams and knowledge products are promoted to foster visibility and future EU fundraising through: 1) the organization of a Brussels launch event for the Global State of Democracy 2025 report; 2) facilitation of events in Brussels by other teams; 3) participation in public and closed events on democracy.	1,500
	Advisory services	EU fundraising is fostered through: 1) fundraising strategies for EU Global Gateway, FPI, and women's political participation action; 2) building a leveraged partnership with DG NEAR; 3) facilitation of meetings at the EU, particularly for member of the MCM; 4) partnership development meetings with INTPA and EEAS; 5) intelligence gathering, particularly on TED and the next EU MFF.	1,000

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
	Advisory services	EU-funded project implementation is supported through: 1) the development of a support mechanism for EU grants implementation, including an early warning mechanism, back-stopping, relation-building with EU HQ and EUDs, scoping, and support to project definition; 2) a training on engagement with the EU and inception trainings; 3) regular support to IDEA staff implementing EU funds, incl. strategic visits and meetings.	3,000
		Staff costs	350,232
		Indirect costs	25,216
		Total	385,448
PR10497 – Western Balkan Project			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	A regional event on a topic of high relevance transnationally, such as emerging digital threats to elections, is organized with the aim to encourage informed discussions and spurring stakeholder exchanges at regional level.	12,000
	Events and dialogues	Country-level scoping missions to the Western Balkans and IDEA Member States are organized, including in-person and online events to present the GSoD report, discuss democracy trends and the delivery of concept notes for pipeline projects in the region.	8,000
		Staff costs	66,163
		Indirect costs	6,031
		Total	92,194

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10498 – Eastern Europe Project			
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	A network event/dialogue on constitutional and institutional defences for rule of law, and independence of judicial institutions in Eastern Europe is organized.	10,000
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services on electoral integrity in the digital sphere are provided to electoral and political finance oversight bodies.	10,000
	Advisory services	Expertise is provided to EMBs to improve their national capacity for monitoring and oversight of online political and electoral campaigns.	10,000
		Staff costs	228,554
		Indirect costs	18,099
		Total	276,653
PR10654 – Ukraine – Support to Election Preparedness and Planning			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Expertise is provided to Ukraine's Central Election Commission on out-of-country voting, election risk management and public communication plans.	18,000
	Advisory services	Expertise is provided to Ukraine's Central Election Commission on strategic planning approaches.	18,000
	Advisory services	Expertise is provided to Ukraine's Central Election Commission on electoral integrity and strategic partnerships.	9,000
		Office costs	28,000
		Staff costs	125,206
		Indirect costs	13,874
		Total	212,080

Project output	Budget, €
PR10372 – REP General Programme Management and Support	
Office costs	100,000
Staff costs	144,812
Indirect costs	17,137
Total	261,948

Restricted projects

PR10513/514/515 – Strengthening democracy evidence and communication around the Summit for Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	505,911
	Office costs	13,528
	Staff costs	251,016
	Indirect costs	30,068
	Total	800,523

PR10656 – European Eastern Democracy Support (EEDS) – Phase 2

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	152,654
	Office costs	9,280
	Staff costs	111,535
	Indirect costs	19,143
	Total	292,612

PR10680 – RADA Next Generation (RANG) - Ukraine

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	210,219
	Office costs	13,266
	Staff costs	202,478
	Indirect costs	29,817
	Total	455,780

PR10684 – Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	80,944
	Office costs	3,852
	Staff costs	147,977
	Indirect costs	16,294
	Total	249,067

6. Latin America and the Caribbean Programme

In recent years, Latin America and the Caribbean has experienced a continuous decline in democratic principles, a trend referred to as “Democratic Recession” by Latinobarómetro (2023). The trend is marked by rising inequality, citizens indifference to democratic systems, and extreme political polarization. Simultaneously transnational corporations, digital platforms, and illicit organizations further undermine the rule of law, fostering extreme right-wing policies that oppose international norms. Against this backdrop rising crime and insecurity, and major internal migration have worsened the political tensions.

In this new scenario, authoritarian and populist leaders exploit the security crises, offering simple solutions to complex problems, using fear to gain electoral support. These trends represent significant democratic challenges, as the solutions have led to rights curtailments, suppression of liberties, and militarization of policing.

While traditional political parties struggle with institutional weaknesses and declining electoral participation, non-electoral forms of political engagement have increased. However, inequalities persist in various groups' ability to make their voices heard. One positive exception is women's political participation. The Americas have the highest proportion of women legislators globally. Nevertheless, women in politics face significant gender-based violence, both physical and virtual. Impunity and partiality in the justice system also affect vulnerable groups, such as women and indigenous peoples, who face discrimination in seeking justice. Weak judicial independence and transparency has also hindered efforts to combat corruption

in politics and control undue elite influence in democratic institutions and processes, damaging public trust in the judiciary.

Two emerging topics, artificial intelligence and climate change, present new risks and opportunities to support the developing democratic-based regulations. While AI can streamline processes, ethical and democratic principles are at risk. The region's readiness for AI regulation is relatively low, though initiatives like the Santiago Declaration mark steps towards regional cooperation.

The region faces an intense electoral cycle in 2024-2025. This period will likely alter the political landscape, presenting both challenges and opportunities for democratic resilience, making it crucial to strengthen democratic ecosystems at national and regional levels, to protect electoral integrity, and the ability of electoral institutions to fulfil their mandates while expanding their networks and interactions with other actors invested in supporting democracy.

In response to these challenges, International IDEA's Latin America and the Caribbean (LAC) programme will be focusing on four strategic priority themes, with two priority countries, Mexico and Colombia, and Andean and Central America as priority regions.

Fostering democratic ecosystems to strengthen Electoral Integrity

The increasing attacks on electoral bodies and diminishing public trust in the face of the upcoming election cycle in the region, highlights the urgent need to strengthen electoral

integrity. LAC will continue to support electoral stakeholders to address these challenges, with an emphasis on fostering democratic ecosystems, enhancing their capacity, supporting electoral reforms, promoting inclusive dialogues, and mechanisms to counter disinformation in the region.

A democratic agenda to tackle the crisis of security

Protecting democratic principles impacted by the deepening security crisis in the region, requires a robust, systemic, and collaborative approach that efficiently confronts security risks, strengthens state capacities, the rule of law, and centres on human rights. International IDEA's Democracy Assessment team in LAC supports actors advancing an agenda for sustainable democratic security with focus on the links between illicit economies and political finance, free and secure environments for electoral campaigning and public debate, as well as monitoring capacities of civil society and EMBs using technological innovations to protect democratic institutions from illegal actors. The development of knowledge products on democracy and security will lay the groundwork for dialogue, capacity development, and regional resource mobilization to protect and strengthen democracy.

Fostering democratic resilience, preventing democratic backsliding

Preventing further backsliding and fostering democratic resilience in the region requires a comprehensive, contextualised, and multidimensional approach that builds on partnerships. The aim is to tackle key triggering mechanisms to democratic deterioration. To confront these interconnected challenges, the programme focuses on fostering platforms for

dialogues on democratic backsliding and supporting capacity development of key state institutions, particularly legislative bodies. These efforts also serve to inform the work with political parties across the region and in priority countries.

Reinvigorating gendered democracy

To address the new challenges inhibiting further progress towards gender equality, including gender-based violence, LAC will embark on a comprehensive multiyear strategy towards advancing the interconnections between democracy, elections, and gender. Key areas of the strategy include innovative data and knowledge production, supporting networks for women in power, addressing gender-based political violence, linking finance and gender representation. The aim is to reinvigorate efforts to advance women's political participation and representation, ensuring the preservation and expansion of gains made over the past decades, and building a more inclusive and resilient democratic framework.

Cross cutting issues: Digitalization and Democracy

All the four thematic priorities are interlinked to the processes of digitalization and the influence of Artificial Intelligence in democratic processes. In the Digitalisation and Democracy workstream LAC aims to integrate these elements through two main paths: 1) electoral integrity and technology and 2) combating disinformation and online violence to bolster democratic resilience, enhance political participation, and protect human rights in the digital age.

Table 11. Planned budgets per programme and project, 2025: Latin America and the Caribbean Programme

Programme/Project name	RES €	UNR €	Total €
Latin America and the Caribbean Office (LAC RO)			
RLAC Regional Office base in Panama	-	950,000	950,000
Strengthen of the parliamentary democratic competences in Panama*	210,203	-	210,203
Improving the resilience of democracy in Central America*	445,440	-	445,440
TOTAL (LAC RO)	655,643	950,000	1,605,643
Chile			
Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable*	35,878	-	35,878
TOTAL (Chile)	35,878	-	35,878
Peru			
Consolidación de la Democracia Peruana*	957,025	-	957,025
Promoting Democratic Values and Political Dialogue in Peru*	2,380,039	-	2,380,039
TOTAL (Peru)	3,337,064	-	3,337,064
TOTAL, LATIN AMERICA AND THE CARIBBEAN	4,028,585	950,000	4,978,585

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

Figure 32. Geographical coverage, Latin America and the Caribbean

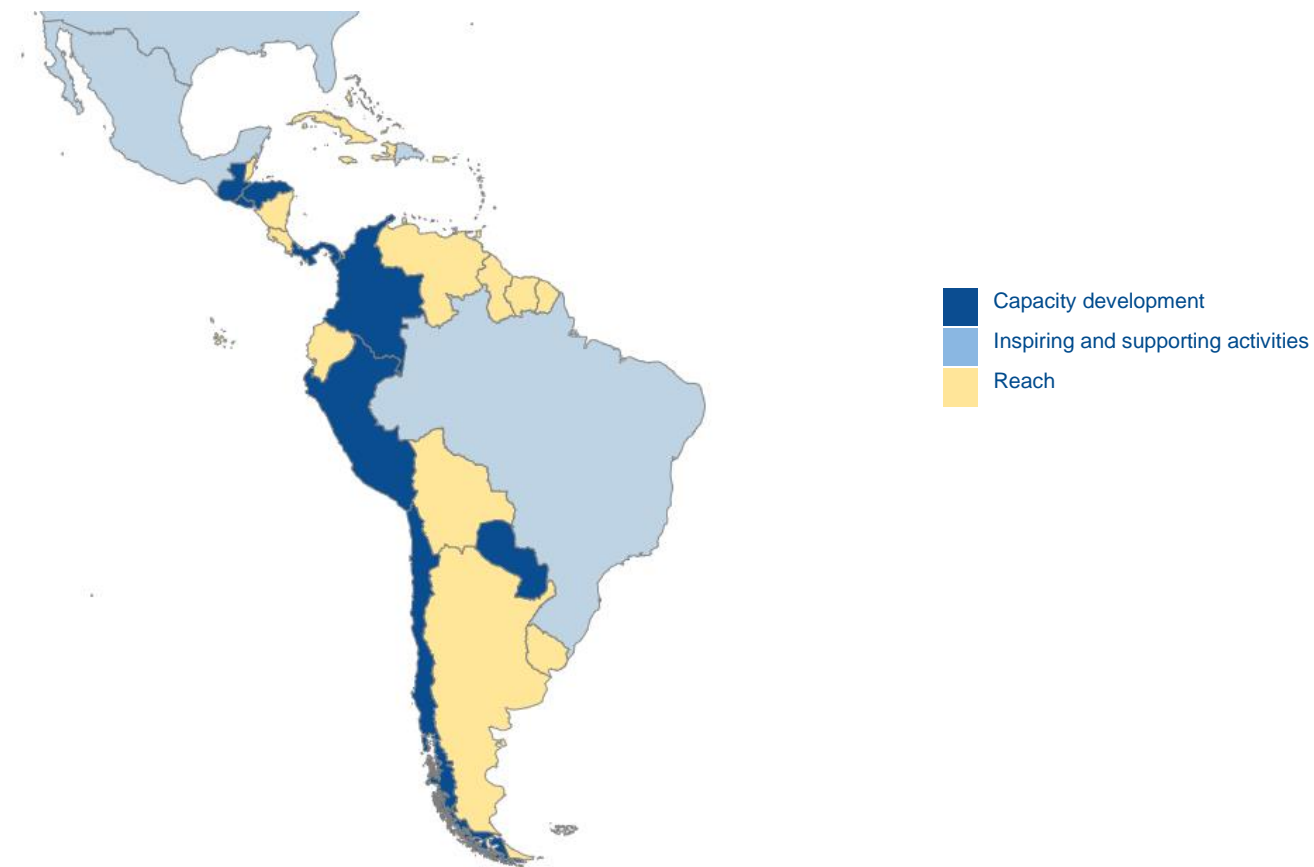


Figure 32 shows where in Latin America and the Caribbean International IDEA plans to make financial investments in 2025. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, and databases are downloaded or viewed. Long-term supportive capacity development programmes will take place in Panama, Peru, Chile, Colombia, Paraguay, El Salvador, Honduras and Guatemala and increased inspiring and supportive activities are planned, among others, in Chile, Colombia, Brazil, Mexico, and Dominican Republic.

Figure 33. Financial investment per output category (core), Latin America and the Caribbean

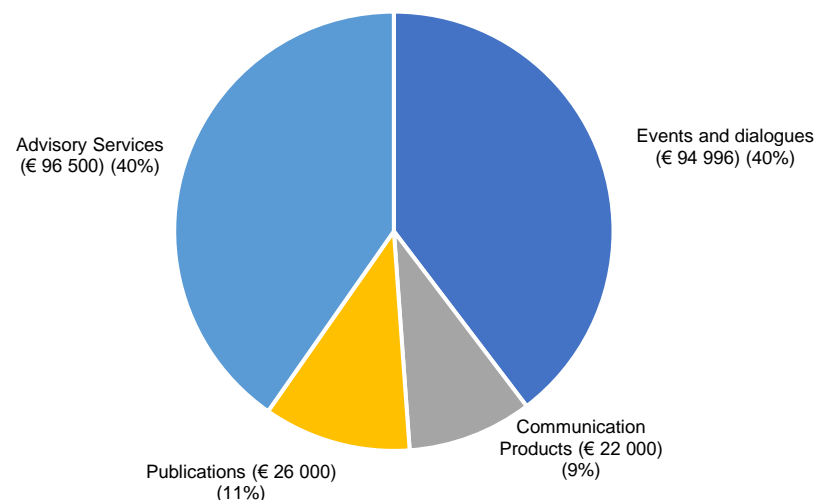


Figure 33 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2025. 80% of the activity budget in the Latin America and the Caribbean Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 20% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) and communication products which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2024, when 84% of the activity budget was planned to be invested in face-to-face outputs and 16% in online outputs.

Figure 34. Strategy map illustrating the financial size of each output category (core), Latin America and the Caribbean

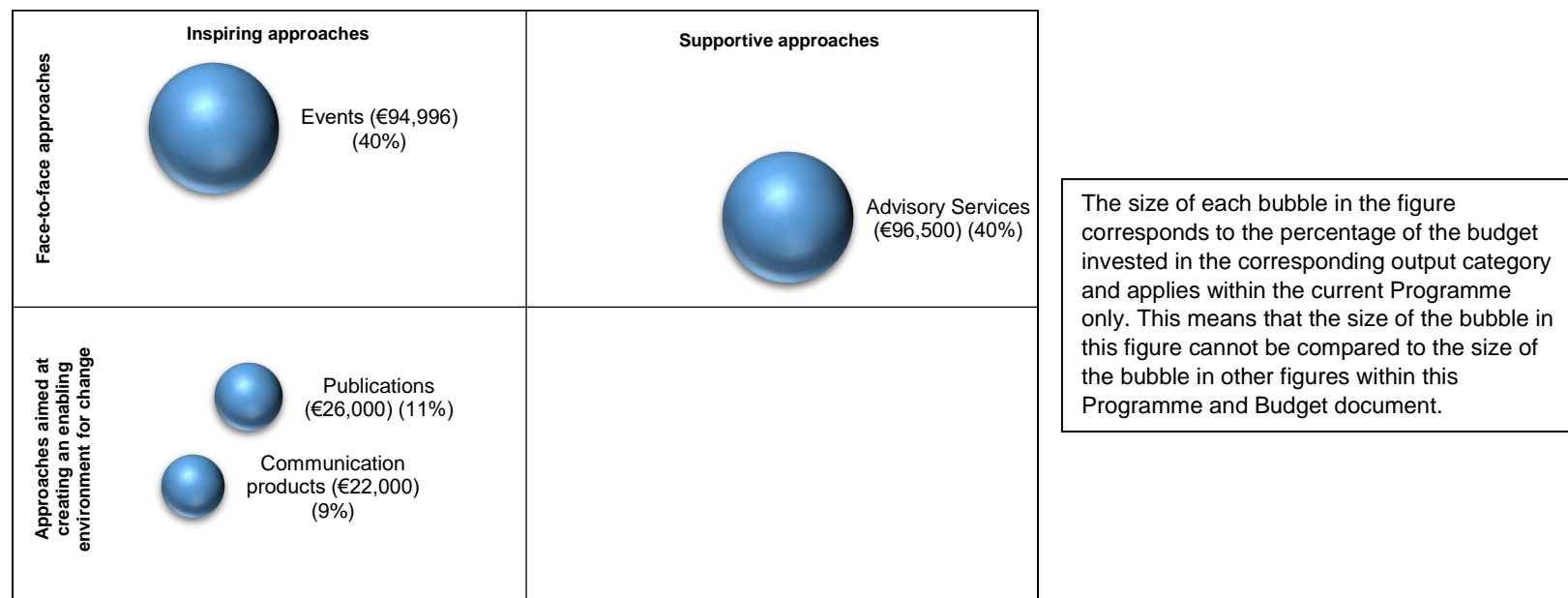


Figure 34 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2025 and illustrates how these outputs are intended to inspire and support change processes. 60% of the budget in the Latin American and the Caribbean Programme will be invested in events and dialogues, online knowledge publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 40% of the activity budget will be invested in face-to-face advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2024, where 83% of the activity budget was planned to be invested in inspiring outputs and 17% in supportive outputs.

Figure 35. Strategy map illustrating the total financial size of each output category (core and restricted), Latin America and the Caribbean

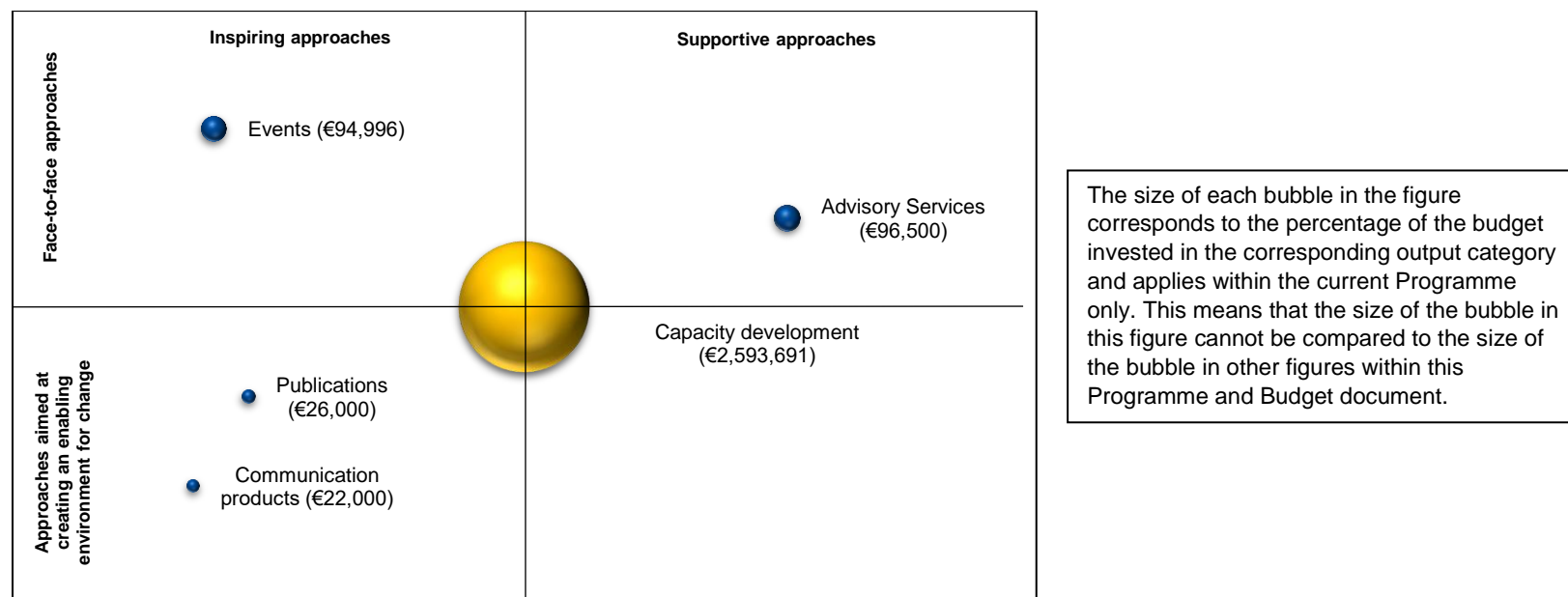
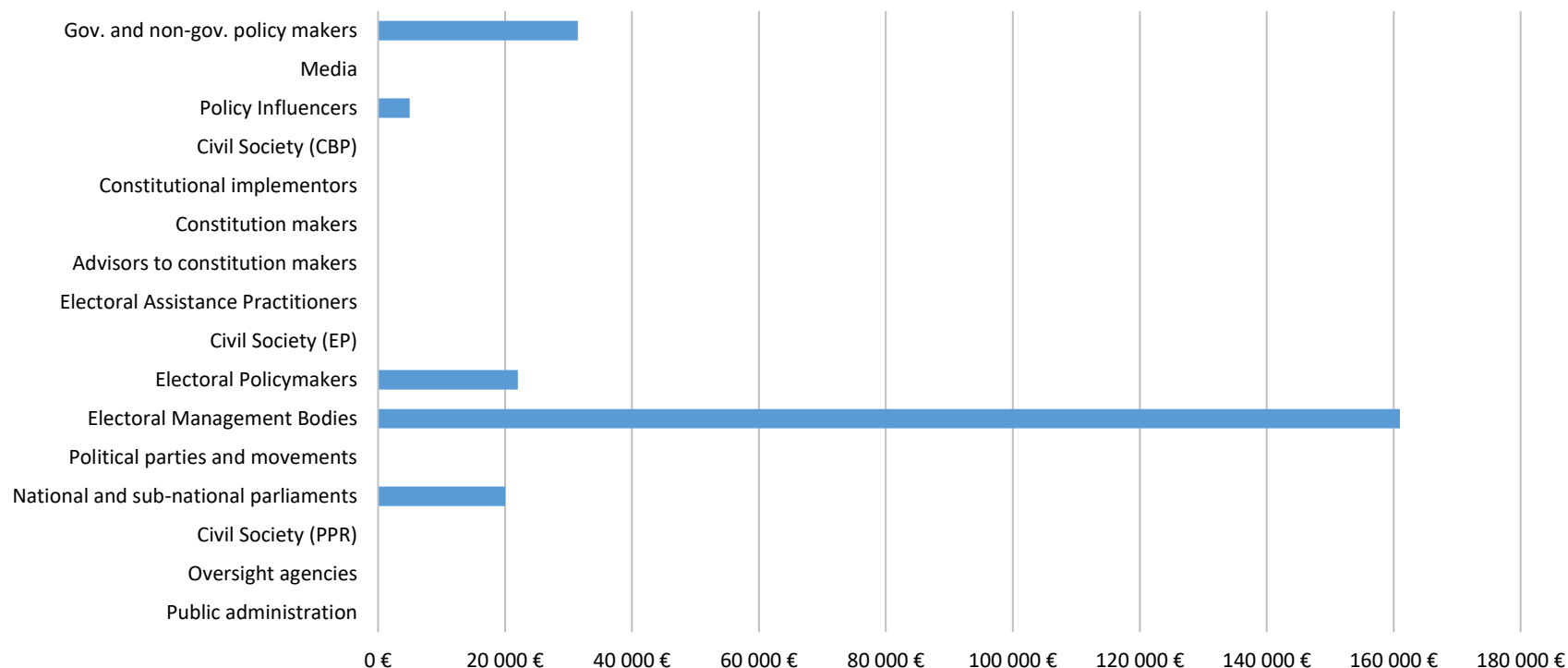


Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 8% of the total activity budget for the region. The remaining 92% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2024, when unrestricted funds amounted to 7% of the activity budget and the remaining 93% were restricted project grants.

Figure 36. Financial investment per boundary partner (core), Latin America and the Caribbean



International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 36 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Latin America and the Caribbean Programme 2025. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2025 Programme and Budget. The main difference to the LAC plans for 2024 is that in 2025 more investments are foreseen for electoral management bodies and less investments for media.

Figure 37. Total financial investment per boundary partner (core and restricted), Latin America and the Caribbean

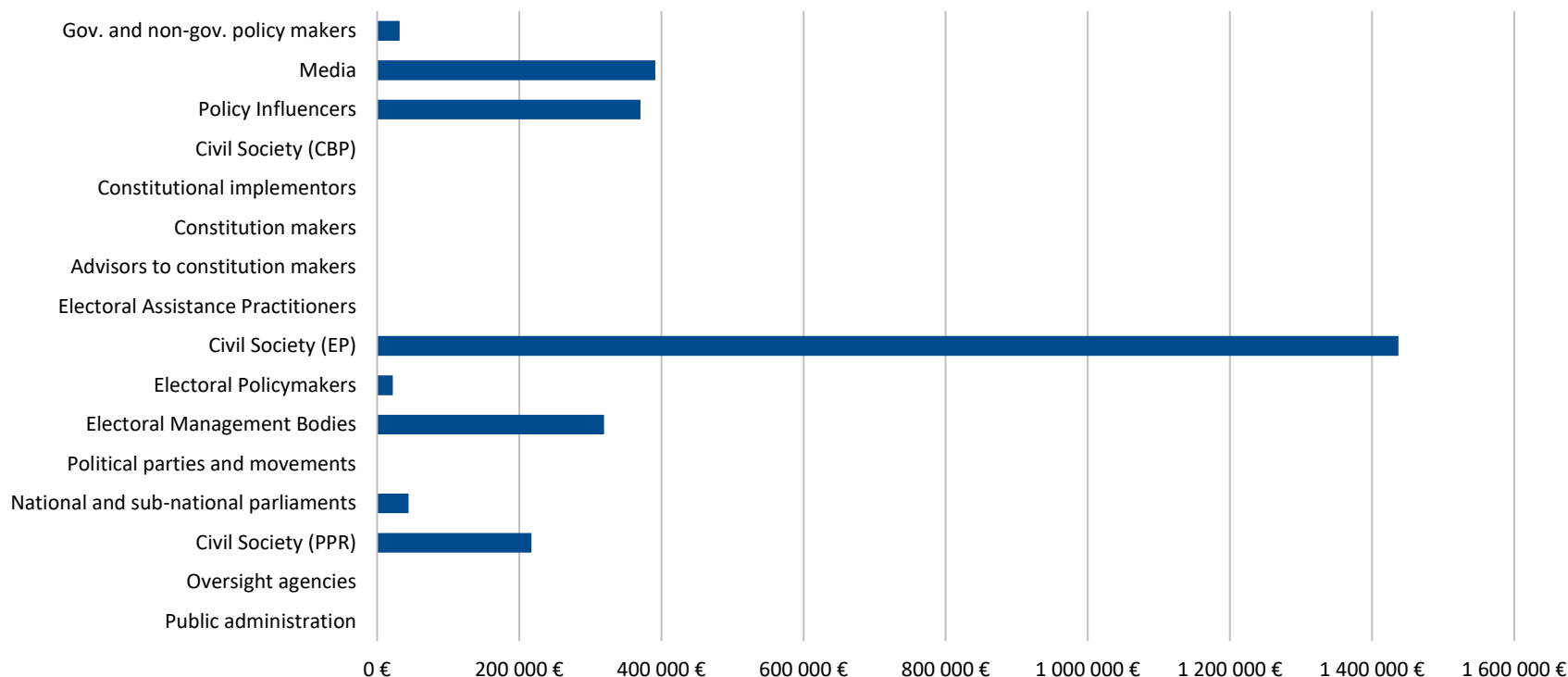


Figure 37 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme. The main difference from the budget plans for 2024 is that investments in civil society organisations in political participation and representation have increased.

Latin America and the Caribbean Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10542 – RLAC Regional Office base in Panama			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services are provided to EMBs and other electoral stakeholders on reform processes aimed at strengthening governance and democratic institutions.	40,000
	Advisory services	Electoral stakeholders are supported through on-demand advisory services to address increasing challenges, with an emphasis on fostering democratic ecosystems, supporting electoral reforms, promoting inclusive dialogues and counter disinformation in the region.	51,500
	Events and dialogues	A seminar and workshop as part of International IDEA's 30th anniversary is held for EMBs and CSOs in the region.	38,500
	Events and dialogues	An event on gender-based political violence is organized alongside technical assistance to address gender-based violence and gender representation barriers.	19,000
	Publications	A publication on new challenges to gender equality is produced as well as a review and evaluation of electoral mechanisms in the region.	12,000
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Communication products	Communication products are produced to further promote IDEA's work in the region.	22,000
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	One event and one workshop are held to explore security concerns with a democratic lens.	15,000
	Publications	A publication on security and democracy is produced.	5,000
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Advisory services	Country-level scoping missions are undertaken with the aim to further strengthen IDEA's presence in the region.	5,000

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	Two to three knowledge products on democracy and inclusion as well as on strategies to face democratic setbacks are produced.	9,000
	Events and dialogues	Events and dialogues are conducted with Member States, strategic partners and IDEA country offices to further strengthen IDEA's profile in the region.	22,496
		Office costs	79,089
		Staff costs	569,265
		Indirect costs	62,150
		Total	950,000

Restricted projects

PR10674 – Strengthen of the parliamentary democratic competences in Panama

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	24,397
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		26,059
	Office costs	18,566
	Staff costs	127,430
	Indirect costs	13,752
	Total	210,203

PR10688 – Improving the resilience of democracy in Central America

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity development	40,500
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		191,000
	Office costs	7,353
	Staff costs	177,446
	Indirect costs	29,141
	Total	445,440

Chile

Restricted projects

PR10589 - Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable

Project output	Budget, €
Staff costs	33,531
Indirect costs	2,347
Total	35,878

Peru

Restricted projects

PR10583 - Consolidación de la Democracia Peruana

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	158,322
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		369,075
	Office costs	31,691
	Staff costs	335,328
	Indirect costs	62,609
	Total	957,025

PR10600 – Promoting Democratic Values and Political Dialogue in Peru

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity development	1,027,480
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.		365,454
Media use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.		391,404
	Office costs	74,884
	Staff costs	393,451
	Indirect costs	127,366
	Total	2,380,039

7. North America Programme

International IDEA's North American Programme, established in 2022, is International IDEA's newest regional programme. Managed from its Permanent Observer office to the United Nations in New York and the Washington D.C. office (opened in 2022), the programme focuses on three main areas: UN advocacy, U.S. outreach and resource mobilization, and fostering civil society partnerships through the Global Democracy Coalition (GDC).

As we look ahead to 2025, a pivotal year marked by the 30th anniversary of International IDEA, the programme will concentrate on key priorities centered around democracy and inclusion.

The GDC, launched by International IDEA in 2021, has expanded from 25 organizations in the U.S. and Europe to 129 democracy organizations across more than 40 countries worldwide. This vibrant platform facilitates dialogue and collaboration among democracy stakeholders, including civil society, academic, and intergovernmental organizations, fostering a global exchange of best practices and inspiring stories of democratic progress from around the world. The GDC will continue its mission through a monthly newsletter, a dynamic website, and the annual Global Democracy Coalition Forum, featuring global regional dialogues that bring together diverse voices. Building on the success of the #ThankYouDemocracy campaign in 2024, the coalition will further champion the value of democracy, and in 2025, it will

launch a Democracy Youth Ambassadors programme to further galvanize youth support for democratic ideals.

In 2025, International IDEA's New York Office will remain a steadfast and impartial advocate for democracy within the United Nations, particularly in the General Assembly and the Economic and Social Council. The office will actively engage in key multilateral policy processes, ensuring that democracy is integral to discussions of the Commission on the Status of Women (and its celebration of the 30-year anniversary of the Beijing Declaration), the High-Level Political Forum on SDGs (with SDG 5 under review in 2025), the World Social Summit, and other committees and fora. A crucial focus will be on coordinating the SDG 16 Data Initiative, which tracks progress on the SDG that is vital to achieving the 2030 Agenda.

The Washington D.C. office will continue to deepen International IDEA's relationships with U.S. government institutions, including the State Department and USAID. It will also enhance outreach and visibility within North America, through engagement and the building of relationships with relevant media organizations, as well as by disseminating the Institute's work, data, and analysis to ensure its relevance to U.S. audiences. Additionally, the D.C. office will support resource mobilization and fundraising efforts, engage with U.S.-based philanthropies, and strengthen partnerships with U.S.-based democracy organizations, think tanks, academic institutions, and multilateral entities such as the World Bank.

Table 12. Planned budgets per project, 2025: North American Programme

Project name	RES €	UNR €	Total €
North America	-	500,000	500,000
Global Democracy Coalition – Ford Foundation*	241,216	-	241,216
Advancing Platforms to Support Democracy*	240,409	-	240,409
TOTAL, NORTH AMERICA	481,625	500,000	981,625

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

Figure 38. Financial investment per output category (core funding), North America

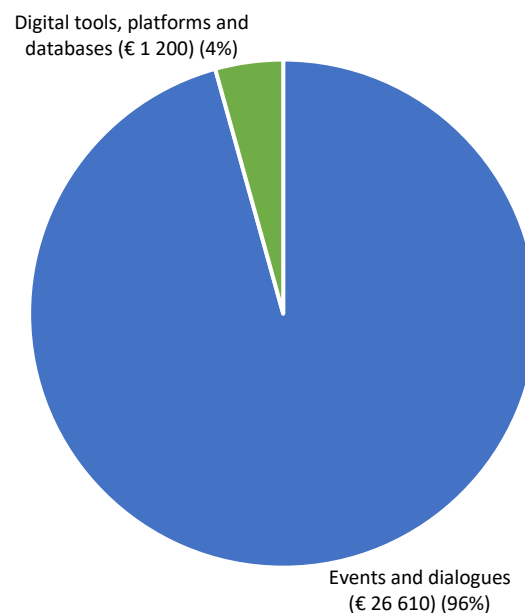


Figure 38 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2025. 96% of the activity budget in the North American Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) where we inspire and support our various boundary partners to engage in change processes. 4% of the activity budget will be invested in digital tools, platforms and databases which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2024, when 92% of the activity budget was planned to be invested in face-to-face outputs and 8% in online outputs.

Figure 39. Strategy map illustrating the financial size of each output category (core funding), North America

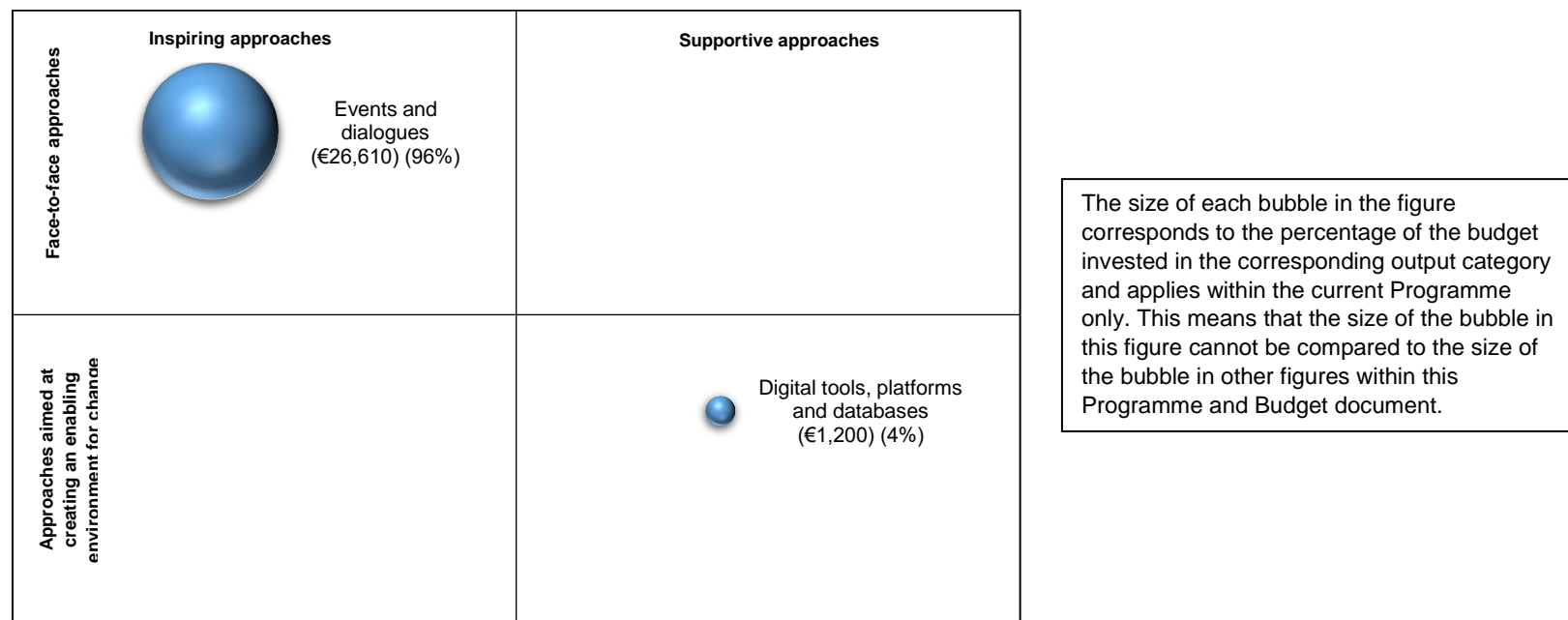


Figure 39 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2025 and illustrates how these outputs are intended to inspire and support change processes. 96% of the budget in the North American Programme will be invested in events and dialogues aimed at *inspiring* boundary partners to engage in change processes, while 4% of the budget will be invested in digital tools, platforms and databases aimed at *supporting* boundary partners in their change processes. This can be compared to the budget for 2024, where 92% of the activity budget was planned to be invested in inspiring outputs and 8% in supportive outputs.

Figure 40. Strategy map illustrating the total financial size of each output category (core and restricted), North America

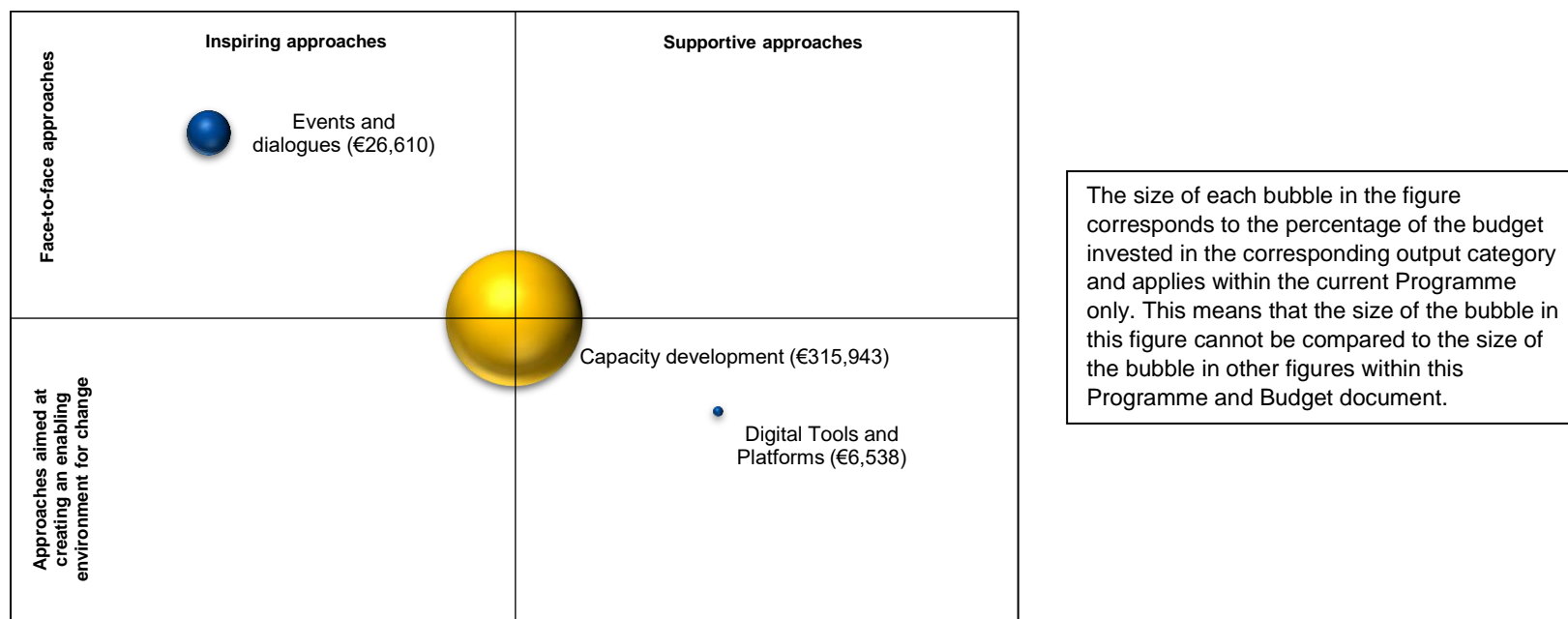


Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in North America 2025 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 10% of the total activity budget for the region. The remaining 90% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2024, when unrestricted funds amounted to 20% of the activity budget and the remaining 80% were restricted project grants.

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10509 – North America			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	UN outreach is conducted through at least one outreach event, UN advocacy, statements at the UN General Assembly, Member State outreach, and coordination of the SDG16 Data Initiative.	21,230
	Events and dialogues	Washington D.C. outreach is conducted through at least one event. The office will also support resource mobilization efforts.	5,380
	Digital tools, platforms and databases	The UN Democracy Hub is maintained and a newsletter is created.	1,200
Office costs			58,000
Staff costs			381,480
Indirect costs			32,710
Total			500,000

Restricted projects

PR10585 – Global Democracy Coalition – Ford Foundation

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	139,062
	Staff costs	86,373
	Indirect costs	15,780
	Total	241,216

PR10689 – Advancing Platforms to Support Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	118,482
	Staff costs	106,200
	Indirect costs	15,728
	Total	240,409

8. Institutional Management and Programme Support

Priorities for the Secretary-General's Office in 2025

In 2025, the Secretary-General's Office (SGO) will focus on five principal areas of effort.

Member State Engagement

Engaging with Member States and prospective Member States remains a top priority for the SGO in 2025. These efforts aim to bring Member States closer to the Institute, to highlight the value of membership for all Member States, and to strengthen the Institute's base of supporters, both financially and politically. The SGO will work closely with the Chair and Vice-Chairs of the Council of Member States to ensure successful governance during the Institute's 30th anniversary year. In addition, the SGO will showcase the value of membership and peer learning by continuing to pilot and develop a strategy around a series of Member State exchanges on thematic issues. The SGO will also support the Board of Advisers to carry out their important advisory role in the Institute.

Institutional Leadership

The SGO will play an important role supporting the Secretary-General and senior management in their leadership roles, including through Management Committee Meetings and facilitating strategic international travel. In 2025, SGO will support senior management in alleviating budgetary concerns while remaining focused on implementation of the Institutional Strategy. The SGO will also serve as a coordination hub for the Institute's 30th anniversary activities. In addition, the SGO will take the lead on selected institutional projects, supporting the

implementation of the learning agenda and overseeing the consortia of international organizations who serve as the Support Mechanism for the Summit for Democracy.

Advocacy and Strategic Engagement

The SGO will continue to guide the roll-out and implementation of advocacy guidelines and efforts. At institutional level, the SGO will support the execution of the 2025 annual advocacy strategy, Democracy=Inclusion, in collaboration with the Communications and other International IDEA Teams. The SGO will also initiate efforts to step up strategic external engagement through existing and new global and multilateral partners.

Resource Mobilization

The SGO will re-double efforts to actively engage with Member States and donors to maintain and increase institutional core contributions, restricted funding, and in-kind contributions to the Institute. This will include a focus on support for knowledge products and tools to complement the increasing capacity development work of the Institute. SGO will also continue to support internal capacity building on fundraising efforts.

Events & Outreach

As part of its objective to raise the visibility of International IDEA, the SGO will continue to lead external, internal, and Member State-exclusive events on issues of institutional importance. A priority effort in 2025 will be execution of events related to the

30th anniversary and support of Member State Exchange to enable knowledge and experience sharing.

Priorities for Communications in 2025

Branding

The 30th anniversary for International IDEA will see the design of a special logo for the institute, leverage our experience and branding across all projects, regions and teams. The Communications Team is also working on leveraging restricted funds for a short promotional video to highlight the Institute's global work.

Supporting AWA programme

Given the increasing importance of AWA's projects and funding, the Communications Team will be directing resources to training and internal communications initiatives in the region. This includes a new training communications module in areas such as media relations and photography.

AI

The institute needs to keep ahead of AI trends and will work with the IT Team to ensure Staff Members know about and adhere to AI guidelines, while also vetting AI tools for use by Staff Members.

Partnerships

The Communications Team will explore partnerships with media foundations (such as Reuters and Bloomberg) to help both secure new funding and expand the reach of the Institute's knowledge products.

Media

The Communications Team will look at expanding media outreach through coordination with regions, and new outlets such as podcasts.

Supporting the Democracy Assessment team

Support the GSoD dissemination on a regular basis to make it a go-to source of information for policymakers, researchers and journalists. Develop new ways of structuring the report for different audiences.

Analytics

With budgetary pressures on publications, knowing where to prioritize resources is increasingly important. The Publications Team will be working on better analytics of our publications, helped by the rollout of HTLM publications in 2025.

AI tools

The Publications Team will look at plagiarism tools to help reduce reputational risks attached to knowledge products at the Institute. The Team will also use artistically interesting images as well as AI tools and photo platforms for cover images.

Accessibility

The Publications Team will add Alt text for all visual content in publications, adapt Typefi templates and support Programme teams to develop Easy-Read versions of selected publications.

Priorities for the Executive Division in 2025

As the Institute continues to move to increase its focus on the impacts of technology in respect of its key impact areas, the focus for programme support functions in 2025 will continue on considering both the enabling possibilities provided by new technologies and the risks that arise from the increasing move to digital platforms. The IT Strategy is now approved, and work has begun to implement projects in respect of appropriate platforms (hardware and software) to deliver programmatic and programme support priorities, as well as to harden our systems, enhancing our controls and improving our response times in relation to cyber-attacks. Communication and training for Staff Members about the risks of attacks and mitigating measures will also continue.

Work will continue in developing monitoring, evaluation and learning capabilities and sharing these via the Communities of Practice as well as to the delivery of the Institutional learning agenda.

The work to maintain the work environment, including issues of reporting lines and job classification. Competency based assessments and career pathing will remain a key focus for the next few years.

Following the delivery of the well-received Finance for Non-Financial Managers training, and bespoke training on Resource Mobilization more work is planned on other key policies and procedures, including on operational partnerships. These will be via workbooks prepared for in person training as well as online utilizing the procured eLearning platform.

Continued development of the suite of tailored, needs driven, management reports to support decision making and provide enhanced and proactive mechanisms for early problem

identification and resolution will remain a key activity of the Division.

Continued review of policies and procedures will be maintained to incorporate lessons learned, enhance controls and address issues arising from internal and external audits.

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

Table 14. Planned budgets per office and project, 2025: Institutional management and Programme support

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Secretary-General's Office	Secretary-General's Office	-	1,032,673	1,032,673
	Internal Audit	-	140,415	140,415
	Communications	-	548,738	548,738
	Electoral Member State Exchange*	229,243	-	229,243
	Secondment to International IDEA's office in Stockholm – The Netherlands MFA*	163,281	-	163,281
	Total, Secretary-General's Office	392,524	1,721,825	2,114,349
Executive Director	Executive Director	-	229,981	229,981
	Total, Executive Director	-	229,981	229,981
Total, Institutional management		392,524	1,951,806	2,344,330
Programme support				
Secretary-General's Office	Board of Advisers	-	15,000	15,000
	Publications	-	389,763	389,763
	Total, Secretary-General's Office	-	404,763	404,763
Executive Division	Accounting and Treasury	-	629,851	629,851
	Budget and Programme Performance	-	697,602	697,602
	Human Resources and Organizational Development	-	3,569,680	3,569,680
	IT	-	1,363,050	1,363,050
	Facilities	785,000	261,326	1,046,326
	Total, Executive Division	785,000	6,521,509	7,306,509

Programme/Unit	Project	RES €	UNR €	TOTAL €
Recoveries	HR On-cost recovery	-	-3,569,680	-3,569,680
	IT recovery	-	-1,363,050	-1,363,050
	Facilities recovery	-	-261,326	-261,326
	Total, recoveries	-	-5,194,056	-5,194,056
Indirect cost recovery		-	-2,309,513	-2,309,513
Total, Programme support		785,000	-577,298	207,703
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		1,177,524	1,374,508	2,552,033

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

Institutional Management

Secretary-General's Office

Unrestricted projects

Objective	Outcome	Project outputs	Budget, €
IS10000 - Office of the Secretary-General			
Effective strategic direction provided across the institution	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	75,700
	International IDEA is strategically led including through the Management Committee, regular interactions with the Regional Offices, thematic units, and all staff. Internal communication is ensured, both with regard to frequency as well as information regarding decisions and matters of institutional importance.	Effective organizational management and strategic direction is provided across the Institute. Adequate and timely communications within the Institute is ensured	-
	Existing and potential Member States find value in the Institute's programmes and enhance their engagement and contribution to the Institute. International IDEA's membership base is strategically grown to support its funding base, relevance and future sustainability.	Member State engagement is enhanced and Membership discussions are advanced with targeted SG travel to key current and prospective Member States.	-
	Member States and donors maintain and increase institutional core contributions, restricted funding, and in-kind contributions to the Institute, in line with the Resource Mobilization policy.	Financial contributions from Member States are actively managed, with an emphasis of enhancing and diversifying core contributions from existing and incoming Member States. Restricted funding opportunities are supported, and in-kind contributions are encouraged.	-
	Partnership with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute in delivering on the Strategy at the national, regional, and global levels.	Partnerships with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute.	-
	Relevant external stakeholders at the global and regional levels, including the wider public, are aware of International IDEAs work.	Support the implementation of the advocacy strategy into an annual advocacy plan, including at least one global institutional campaign in line with the Institute's designated advocacy priorities.	-

Objective	Outcome	Project outputs	Budget, €
	Member States provide effective governance and strategic leadership of International IDEA's.	Support is provided to governing bodies and Member States chairing the Institute in 2025. The work of the governance bodies runs in line with the requirements and Statutes and Rules of Procedure and effectively implements the Institutional Strategy.	-
	The Board of Advisers are providing expert advice to the Secretariat and the Council of Member States, including on matters of strategic and institutional importance.	Support the Board of Advisers, including with the selection, election and induction of new Board Members, coordination and documentation ahead of Board meetings, and facilitation and integration of their input into institutional processes and programmes.	-
	Enhanced visibility of the Institute and its work for the general public. Enabled learning and experience sharing among IDEA staff. Active engagement of Member States with IDEA on various democracy-related themes, and support to Member States in launching their events.	Lead and support the organization of outreach and visibility efforts, including internal and external events of institutional importance with Member States, Staff Members, external partners, and the general public.	-
	The Institute's ability to expand and develop new partnerships, working modalities and workstreams is enhanced.	In line with the strategy, special projects of institutional importance are identified and implemented to enhance the relevance and added value of the Institute for Member States, donors and partners.	-
		Office costs	9,500
		Staff costs	947,473
		Total	1,032,673
IS10007 - Internal audit			
Provide assurance that International IDEA's resources are managed within a sound governance, risk management and a control framework, with efficiency and effectiveness, and are producing planned results – and lessons learned.	International IDEA is managed with appropriate governance, risk management and internal control and with effective and efficient implementation of approved activities.	Internal audit and advisory reports with recommendations to strengthen governance, risk management and control and to improve efficiency, effectiveness, and value for money, delivered on a timely basis in line with approved internal audit plan.	12,500
		Staff costs	127,915
		Total	140,415

Objective	Outcome	Project outputs	Budget, €
IS10008 - Communications			
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value for partnership is promoted via International IDEA's website with specific pages and articles on donor and partners, the Annual Review website and printed publication, one-pagers, the newsletter and social media posts. One article per quarter on Member State engagement is published.	4,000
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	A newsletter is produced and disseminated every other month to highlight current events and themes in democracy. A 'new releases' newsletter guides subscribers to discover new and upcoming knowledge products. A weekly Spanish-language newsletter focuses on news in Latin America and the Caribbean.	4,500
		Participation in meetings outside of HQ, communications network meetings and internal planning and communication training workshops at HQ and in the regions.	16,944
		Regular production and promotion of International IDEA podcasts.	180
		Tools for maintaining communications project management, product development and implementation are developed and maintained.	5,000
		Updates of websites depending on regional and team requests as well as IDEA initiatives.	3,000
		A fully functional and regularly updated website is moderated and maintained.	36,300
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding)	International IDEA's brand is applied and recognized	Maintaining properly branded communications material and memorabilia.	7,000

Objective	Outcome	Project outputs	Budget, €
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	Implementation of the new social media strategy that involves promotion of our new products and is more inclusive of staff. Development and publication of social media guidelines for staff members.	1,500
		International IDEA's reputation in the media is monitored daily. Regular meetings as part of the promotion planning and other events involve pitching media placement, articles and Op-eds and dissemination of press releases on an ongoing basis. Organization of online events to engage boundary partners and networks.	45,000
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	Developing a strategy towards the future of the library, whether terminating its services or moving virtually.	Provision of online resources such as research tools and archives.	7,314
		Development of streamlined subscriptions for Staff Members.	6,000
		Staff costs	412,000
		Total	548,738

Restricted projects

PR10690 – Secondment to International IDEA's office in Stockholm – The Netherlands MFA

Project output	Budget, €
Staff costs	163,281
Indirect costs	-
Total	163,281

PR10727 – Electoral Member State Exchange

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	128,166
	Staff costs	86,079
	Indirect costs	14,997
	Total	229,243

Executive Director

Objective	Outcome	Project outputs	Budget, €
IS10010 - Executive Director			
Delivery of Executive Division outputs, on time and on budget.	Delivery of Executive Division outputs, on time and on budget.	Executive Division outputs delivered on time and on budget, including support to the Finance and Audit Committee.	13,000
		Staff costs	216,981
		Total	229,981

Programme Support

Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
IS10019 - Board of Advisers (BoA)			
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organized, substantive and highly interactive BoA meetings.	Board meetings held successfully including production of minutes and reports to the Council.	7,500
	The BoA engages and contributes to partnership building, resource mobilization, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events and provides feedback on the Institute's internal and/or external initiatives.	7,500
		Staff costs	-
		Total	15,000

Objective	Outcome	Project outputs	Budget, €
PS10003 - Publications			
Produce, disseminate and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published.	Legal advice on copyright given.	5,000
		Participation in network meetings, international book fairs and internal planning and communication training workshops. Booktables at international events where International IDEA is present.	5,000
		Publishing software is continued to be developed and maintained and institutional formats are supported. Innovative, digital tools are explored and used.	20,000
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	The Editorial Standards and Publications Toolkit are applied for all publications. Tools for maintaining publications production (analytics, design, photos, generative AI) are explored and used.	10,000
		Staff costs	349,763
		Total	389,763

Executive Division

Objective	Outcome	Project outputs	Budget, €
PS10007 – Finance and Procurement			
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2024.	22,000
		Treasury management implemented and maintained.	128,500
		Staff costs	479,351
		Total	628,851
PS10011 - Budget and Programme Performance			
Exercise efficient oversight (budgeting, monitoring, evaluation and support) by the provisioning of assurance, risk management and resource mobilization services.	Operationalization of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection and revision to foster learning from both success and failure.	Advice provided on the implementation of IDEA's learning-based management system and budgeting through regular contact with Staff Members in field offices and HQ.	47,000
	Increased internal capacity to mobilize resources in line with the approved policies and procedures and IDEA's results framework among programme staff and increased grant funding secured.	Advice on resource mobilization provided to field offices and HQ, including quality assurance of concept notes and project proposals as well as ensuring compliance with IDEA's results mobilization policy and procedure.	-
		Staff costs	650,602
		Total	697,602

Objective	Outcome	Project outputs	Budget, €
PS10008 - Human Resources and Organisational Development			
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	159,000
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Begin the development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures.	71,500
		Up-to-date security services and information provided.	55,000
	Benefits & Allowances	Benefits & Allowances	2,306,388
	HR cost recovery	HR cost recovery	-3,569,680
		Staff costs	977,792
		Total	0
IS10014 - Information technology (IT)			
Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems.	1,145,270
	ICT recovery	ICT recovery	-1,363,050
		Staff costs	217,780
		Total	0

Objective	Outcome	Project outputs	Budget, €
IS1011 - Facilities			
Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.	An adequate office infrastructure to enable a safe, secure and functional working environment.	Review and implementation of the facilities management plans and contracts.	149,700
	Facilities recovery	Facilities recovery	-261,326
		Office costs (restricted)	785,000
		Staff costs	111,626
		Total	785,000

9. Risk Management

All projects inherently contain risks. However, with proper identification and management, risks can be minimized or mitigated. During the process of developing the plans for 2025 a risk analysis has been complemented with risk analyses for all projects in the Programme and Budget 2025. Institutional risks were rated at a regional and directorate level. These risk assessments were collated and considered by the senior management team to develop the institutional risk register.

Four key risks have been rated for all projects:

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

To identify the risks associated with a project, both the likelihood of the risks occurring and the consequences for the project if they occur have been rated. The likelihood that a risk will occur has been rated on a five-graded scale: 1) 0-20 % likelihood that the risk will occur (= very unlikely); 20-40% likelihood that the risk will occur (= unlikely); 40-60% likelihood that the risk will

occur (= possible); 60-80 % likelihood that the risk will occur (= likely); 80-99% likelihood that the risk will occur (= very likely).

Consequences have also rated on a five-graded scale: 1) Insignificant consequences (= insignificant effects on results); 2) Minor consequences (= minor effects on results); 3) Moderate consequences (= moderate effects on results); 4) Major consequences (= major effects on results); 5) Severe consequences (= severe effects on results)

To calculate the risk rating the likelihood value has been multiplied by the consequence value.

Figure 41. International IDEA's risk rating matrix (red =high risk; yellow and orange = medium risk; green = low risk)

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

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

Institutional risk register

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
1	Political and/or economic instability in a context where International IDEA works undermines the possibilities of delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	4	4	16	This risk is managed at project level.	Relevant Project and Programme Managers
2	Over reliance on a single Member State or small group of Member States for core funding	Limited contributions from some Member States	Changes in policy of large donors may require curtailment of operations	High level of engagement with Member States	3	4	12	Treat. Member State engagement continues, including prospecting for new Member States	Secretary-General
3	Security Risks (Health and Safety)	a) Challenging and risky environments where we have projects b) Travel to risky environments c) Higher level of risk globally as security is more challenged than previously	a) Severe injury or death of Staff Member, consultant, contractor or other stakeholder b) Risk of kidnapping, or other crime	a) Crisis Management Policy, procedures and templates b) HEAT training c) Dedicated Security Officer d) Insurance, including high risk insurance e) Travel Risk Management Procedures and training	3	4	12	Relevant security policies, procedures and frameworks are under review.	Relevant Directors

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
4	Over reliance on a single donor or small group of donors for project funding	Availability of project funding from donors	a) single point of reliance and thus a failure to deliver may result in significant curtailment of operations b) may be seen as an implementing agency of the donor(s)	a) EU Pillar assessments secured b) Strong relationships fostered with FFO, UKFCDO, Sida and others	3	4	12	Implementation at a level that meets or exceeds donor expectations is a key Institutional message expressed by the S-G	Secretary-General
5	An unfavorable environment for democratic processes undermines the possibilities of implementing activities or delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	3	4	12	This risk is managed at project level.	Relevant Project and Programme Managers

Glossary of terms

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

List of Acronyms

AI	Artificial Intelligence
AP	Asia and the Pacific
ASEAN	Association of Southeast Asian Nations
AU	African Union
AWA	Africa and West Asia
CBP	Constitution-building Processes
CCD	Climate Change and Democracy
CSO	Civil Society Organization
DA	Democracy Assessment
DD	Digitalization and Democracy
DG INTPA	Directorate-General for International PArtnerships
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DGPO	Director, Global Programmes Office
DI	Democracy and Inclusion
EALA	East Africa Legislative Assembly
ECOWAS	Economic Community of West African States
EEAS	European External Action Service
EMB	Electoral Management Body
EP	Electoral Processes

ERA	Electoral Redistricting App
ERMT	Electoral Risk Management Tool
ERP	Enterprise Resource Planning
EUD	European Union Delegation
FIMI	Foreign Information, Manipulation and interference
GDC	Global Democracy Coalition
GP	Global Programmes
GSoD	Global State of Democracy
HR	Human Resources
IC	Indirect costs
ICR	Indirect cost recovery
ICT	Information and Communication Technology
IDP	Internally displaced people
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MFF	Multiannual Financial Framework
MP	Member of Parliament
OSCE	Organization for Security and Co-operation in Europe
ODIHR	OSCE Office for Democratic Institutions and Human Rights
PCREP	Peace and Conflict Resolution Evidence Platform
PLGSP	Provincial and Local Government Support Program
PPR	Political Participation and Representation

REC	Regional Economic Communities
REP	Regional Europe Programme
RES	Restricted
RO	Regional Office
RoLAC	Rule of Law and Anti-Corruption
SADC	South African Development Community
SDG	Sustainable Development Goal
SGO	Secretary General's Office
STED	Supporting Team Europe Democracy
UNFCC	United Nations Framework Convention on Climate Change
COP	Conference of the Parties
UCG	Unconstitutional change of government
UN CSW	UN Commission on the Status of Women
UNR	Unrestricted
WYDE	Women and Youth Democratic Empowerment

Annex. Outcome objectives for International IDEA's boundary partners

Constitution-Building Processes

Boundary partner	Outcome objective(s)
Constitution makers	Apply increased knowledge and skills to make informed choices regarding constitutional design and process.
Advisors to constitution makers	Use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.
Civil society	Hold constitution makers accountable and promote inclusive public participation in constitution-building processes.
Constitutional implementers	Promote respect for the rule of law and constitutionalism under agreed constitutional frameworks.

Electoral Processes

Boundary partner	Outcome objective(s)
Electoral Management Bodies	Recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.
Electoral assistance practitioners	Provide contextualized support informed by norms, good practices and research.
Electoral policymakers	Consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.
Civil society	Promote public participation in electoral processes and demands accountability from policymakers and electoral management bodies.

Political Participation and Representation

Boundary partner	Outcome objective(s)
National and sub-national parliaments	Exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.
Political parties and movements	Carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.
Civil society	Engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.
Oversight agencies	Review independently and autonomously that the state's executive functions are carried out in accordance with the law.
Public administration	Exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.

Democracy Assessment

Boundary partner	Outcome objective(s)
Governmental and non-governmental policymakers	Use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.
Policy influencers (including civil society)	Use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.
Media	Use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.