International IDEA

The International Institute for Democracy and Electoral Assistance

INTERNATIONAL
IDEA
INSTITUTE FOR
DEMOCRACY AND
ELECTORAL
ASSISTANCE

Programme and Budget

2015–2017

www.idea.int

Contents

Projects and themes at a glance

1. OVERVIEW

International IDEA has a strategic vision to be the primary global actor in sharing comparative knowledge and experience in support of democracy. In particular, International IDEA strives to be a trusted partner for those who lead democratic change at the country level; to make global comparative knowledge and expertise available to inspire national dialogue and catalyse political will; and to convene political dialogue on democratic change. International IDEA's Strategy 2012–2017 provides the strategic framework for all activities implemented through global and regional programmes.

This Programme and Budget 2015–2017 outlines, in operational terms, the results that International IDEA seeks to achieve over the second three-year period of the Strategy 2012-2017, in each of four main areas of expertise—electoral processes, constitution-building processes, political participation and representation processes and democracy and development.

In accordance with International IDEA's Strategic Framework, a Mid-Term Strategy Review was undertaken in 2014 to lay the basis for the focus and formulation of the Institute's Programme and Budget 2015–2017. As a first step several internal assessments were initiated: an internal progress assessment, based on the Annual Results Reports 2012 and 2013; an analysis of the external environment for International IDEA's work, based on the Democracy Landscape Reviews conducted since 2012 and an internal assessment of alignment of scope and resources. As a next step, IDEA's Member States and IDEA's staff and management committee engaged in a consultative review process identifying eight key questions. These were subsequently discussed by Member States and the Board of Advisors on 10 April 2014, with the aim to provide a clear focus for the period 2015–2017.

The Mid-Term Strategy Review has led International IDEA to put a number of issues at the forefront of its planning for the last three-year period of the Strategy: the role of money in politics, the specific challenges of fragile and post-conflict states, citizen movements, the importance of democracy that delivers, and democracy on a sub-national level. It will do so, not by creating new areas of work, but by articulating its contributions to those issues through its current key impact area work and expertise. On the institutional side, International IDEA will put special emphasis on communications and engagement with Member States. The Institute will further continue to strive to deliver value for money to its stakeholders by focusing on enhancing the impacts of its work and increasing the efficiency in delivery.

This Programme and Budget 2015–2017 also presents in detail the activities that International IDEA intends to deliver in 2015 to ensure progress towards these results through the implementation of a portfolio of projects that respond to the opportunities and challenges affecting democracy around the world.

Figure 1. IDEA's 2015 Programmatic Budget—implemented through regional and global programmes
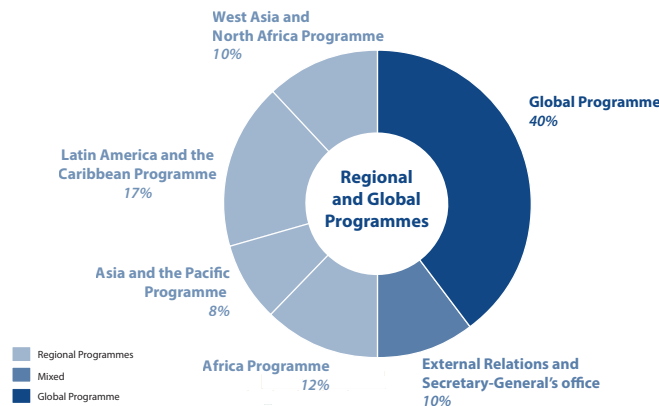
International IDEA's programme of activities for 2015 is based on the implementation of a total of 65 projects, corresponding to an investment of **EUR 18.4 million** implemented through International IDEA's global programme as well as its regional programmes in Africa, Asia and the Pacific, Latin America and the Caribbean (LAC), West Asia and North Africa (WANA), its external relations department (ERGS) and the Secretary-General's Office (SGO).

Approximately 60% of these projects are funded by International IDEA's core resources, while the remaining 40% are funded through project-based agreements with donors.

International IDEA implements projects **at the global level, at the regional level and at the country level**. Overall, IDEA's global programme remains the largest within International IDEA's project portfolio. However, in line with International IDEA's strategic commitments to strengthen its impact on the country level and its engagement with regional organizations, more than half of the Institute's project portfolio and corresponding programmatic budget is invested in the four regions.

Regarding the spread of IDEA's investment over key areas of expertise, the project portfolio for 2015 shows Electoral Processes (EP) and Political Participation and Representation Processes (PPRP) representing larger shares, with 22% and 21% of the programmatic budget respectively. While EP is the area of expertise that International IDEA is globally most known for, the share of PPRP reflects International IDEA's growing engagement in issues related to the political participation of empowered citizens.

Figure 2. IDEA's 2015 Programmatic Budget—investing in results through key areas of expertise
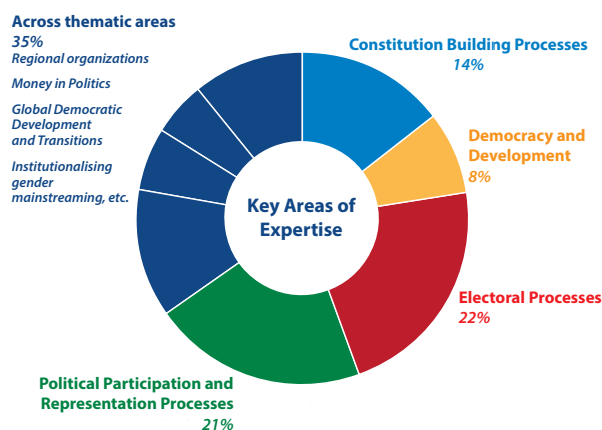
About a third of IDEA's programmatic budget is allocated to projects that are executed through more than one area of expertise. Firstly, and in line with the recommendation of the Mid-Term Strategy Review, International IDEA is placing emphasis on its **strategic regional engagement** with political partners that have leverage at a regional level, predominantly with the African Union. This can be seen in the fact that projects involving these regional organizations constitute 13% of IDEA's programmatic budget.

Secondly, and also in line with its strategic commitments, International IDEA is utilizing its combined global and field-level capacity in order to have a stronger impact on pressing issues affecting democracy around the world. Building on the past 10 years of research and operational work into the role of **Money in politics**, IDEA has formed an institution-wide initiative around the topic. Regional conferences as well as research and advisory work will culminate in a Global Conference on Money in Politics, to be held in Mexico City in 2015, which International IDEA will be co-organising.

The project portfolio for 2015 also shows that IDEA will reinforce its contribution to **peace-building and state-building issues**. This is seen in the development of emerging focus themes within IDEA's key areas of expertise, such as the risks of elections-related violence and the capacities to understand, prevent and mitigate them. Significantly, a quarter of IDEA's investment in electoral processes is geared towards this focus area. Post-conflict constitution building is another emerging theme, with International IDEA also continuing its support to democracy stakeholders for instance in Libya and Yemen. Furthermore, the High Level Meeting of the Inter-Regional Dialogue, to be held in Addis Ababa in 2015 will focus on the role of regional organizations in building democracy in conflict-affected and fragile states. Critically, International IDEA will form new strategic partnerships with organizations specialised in conflict and security, peace-building and state-building.

Gender equality has been mainstreamed into International IDEA's work over the course of several years. It is to be noted that all of International IDEA's projects in 2015 consider gender equality to be a relevant cross-cutting issue. In practice this is done by factoring in gender-specific considerations in the needs analysis, addressing gender as an explicit theme in publications and discussions, targeting a gender balance among participants and contributors and measuring results with gender-related indicators. With gender mainstreaming thus institutionally matured and by effectively combining global with field level capacities and partnerships, the Institute has acquired a leading expertise in the shaping of inclusive and participatory democratic change from a gender perspective. What is more, IDEA effectively pursues gender equality results at the programme level. In the period 2015-2017, International IDEA expects to contribute to concrete policy reform, for instance, in terms of gender equality in electoral processes. To do this, International IDEA will provide advice in 2015 to electoral authorities and political parties in seven countries based on the gender policy models developed by the Institute in 2014.

Equally, **Inclusiveness of democratic processes** constitutes a focus across thematic areas and is reflected in the Institute's planning at regional and global level. This can be seen in the programme design for 2015-2017, which highlights the following topics: Increased inclusiveness in politics, in constitution building and implementation (A&P, LAC, WANA, GP) and Mechanisms for inclusion (LAC). (See Figures 3-7 on pages18 ff.)

IDEA has sharpened its expertise within the area of **Democracy and development** in the aspect of Democracy that delivers. Subsequently, IDEA has a framework for addressing another pressing issue affecting democracy world-wide, namely the management of natural resources. Under the topic *Shared visions for development*, the LAC regional programme aims to increase collaboration among social and political actors in building shared visions for national development particularly with respect to extractive industries. International IDEA

further contributes to democracy at the local level, by providing tools and advice in the area of Citizen-led assessments of democracy and Democratic accountability in service delivery. In turn, citizen-led assessments will account for a third of IDEA's investment in political participation and representation processes in 2015 (see Figures 3–7 on page 18 ff).

International IDEA will continue managing its project portfolio using a results-based approach, wherein project activities are designed to deliver outputs and contribute to outcomes that are aligned with the Strategy 2012–2017. International IDEA will continue to improve the quality and coherence of its results-based planning and reporting framework as it is applied by all organizational units. Progress in achieving expected results will be monitored and communicated to Member States periodically throughout the year, as per the framework laid out in Annex 3. The strategic and operational risks related to International IDEA's project portfolio will also be monitored periodically, as described in the Corporate Risk Profile 2015.

For 2015, IDEA has made more funds available for evaluations of impact in line with recommendations made by Member States.

Transitions towards Democracy: Learning from Political Leaders

The upcoming publication *Transitions towards Democracy: Learning from Political Leaders* presents thoughts and reflections on ending authoritarian rule and constructing democracy by thirteen former presidents and prime ministers on five continents. Offered in face-to-face interviews, their comments provide unique guidance for contemporary political actors about how democratic transitions have been, and could be, achieved. The interviews were conducted jointly by Sergio Bitar, a leading Chilean public intellectual and one of the architects of his country's democratic transition, and Abraham Lowenthal, a prominent US academic authority on democratic governance.

The book will be published in multiple languages and in cooperation with well-known publishing houses. International IDEA will particularly ensure awareness of the book in countries currently undergoing democratic transition processes, such as Tunisia and Myanmar. The book is hoped to feed into ongoing dialogues on how to confront complex governance challenges in transition contexts, and serve as a valuable source of information and inspiration for a new generation of leaders.

1.1. The Global Programme

Based at International IDEA's headquarters in Stockholm, with an office in The Hague, the Global Programme leads International IDEA's efforts to develop comparative knowledge resources, capacity strengthening materials and practical tools that respond to the needs of democracy practitioners worldwide. It is International IDEA's operating premise that these resources, materials and tools, when distributed, promoted and accompanied by customized technical advice, can strengthen the capacity of national actors to effect democratic change. To that effect, International IDEA's Global Programme works alongside regional programmes to support the practical application of comparative knowledge resources, materials and tools in democratic reform efforts at the regional and country levels. It also operates in a wide network of bilateral and multilateral partnerships with peer organizations, academic experts and democracy advocates, who both feed into International IDEA's work and contribute to its resonance among practitioners.

The Global Programme in 2015 – Key facts		
Budget:	Core: 5 226 886 €	Restricted: 2 105 394 € (from Norway MFA, the Netherlands MFA, the NIMD and The Hague city)
Projects:	27	
Partners:	ACE, Agora, Asia-Europe Foundation, Hanns-Seidel-Foundation, Commonwealth Local Government Forum, DIPD, Electoral Tribunal of Mexico, Extractives Industries Transparency Initiative (EITI), Fortify Rights, Minority Rights Group International, Electoral Management Bodies (EMBs) of Kenya, Nigeria, Namibia, Bosnia and Herzegovina and Nepal, Natural Resource Governance Institute (NRGI), National Democratic Institute (NDI), OECD/DAC/Govnet; Effective Institutions Partnership, Political Parties in Partner Countries, Inter Parliamentary Union, Stockholm University, Australian National University, Swedish International Liberal Centre (SILC), Sunlight Foundation, Commonwealth Secretariat, African Union, The Netherlands Institute for Multiparty Democracy (NIMD), UNDP, UNWOMEN, Oslo Governance Center, University of Gothenburg, Victoria University of Wellington.	

Programme outlook for 2015–2017

In 2015–2017, International IDEA will continue to build on its specialised expertise in the areas of electoral processes, constitution building processes, political participation and representation processes, and democracy and development. With due consideration to the recommendations derived from the Mid-Term Strategy Review International IDEA's Global Programme has identified the following priorities for the period 2015–2017:

- Build on the past 10 years of **Money in Politics (MiP)** work by upgrading it to an institute-wide initiative. IDEA´s focus will be on developing global and regional comparative knowledge resources; increasing integration of key issues related to the penetration of organized crime in politics, including in elections, political parties and local-level institutions, together with its impact on citizens and women's participation in politics; supporting compliance with regulatory frameworks as opposed to policing institutions, supporting development of legal and policy frameworks, as well as positioning IDEA as a convenor on the subject.

- Put stronger emphasis on **mainstreaming of all cross-cutting themes**, but in particular the conflict and security theme into the Institute´s main focus areas of work. This is critical in view of the fact that the institute´s work is mostly implemented in fragile and conflict affected environments.

- Better articulate and demonstrate the **contribution of IDEA´s work in peace-building** and state-building as well as in fragile and conflict-affected environments.

More specifically, the Institute will begin with creating an institute-wide common understanding of peace-building, state-building, fragile states/environments; and ensuring that design, implementation, reporting and evaluation of the Institute´s work is articulated through the lenses of peace-building, state-building etc. Critically, International IDEA will form strategic partnerships with organizations that specialize in conflict and security, peace-building and state-building in order to multiply the objectives of its work in these areas.

- Build more **capacity to position International IDEA as a thought leader** in the democracy building field with ability to actively detect, analyse and respond to emerging issues and challenges. This will be achieved through building dedicated capacity for this purpose, establishing and/or strengthening partnerships that enhance the Institute´s analytical capacity, through better communication of IDEA's analytic and innovative work and creating spaces for nurturing and rewarding creative thinking and thought leadership among staff.

- Implement the Democracy and Development strategy which has now sharpened in the aspect of **democracy that delivers**.

International IDEA will also continue to build on its specialized expertise in the areas of electoral processes, constitution-building processes, political participation and representation processes, and democracy and development. In 2015–2017, International IDEA's Global Programme will also pursue the following objectives:

- Strengthen International IDEA's contribution to democracy at the local level, by providing local-level institutions and stakeholders with tools and advice, particularly in the area of citizen led assessments of democracy, democratic accountability in service delivery; and establishing and partnering with relevant institutions that can multiply International IDEA's work at this level

- Increase understanding of key issues related to the penetration of organized crime in politics, including in elections, political parties and local-level institutions, together with its impact on citizens and women's participation in politics;

- Strengthen the institutionalisation of gender equality policies and practices among key democratic institutions, including EMBs and political parties;

- Develop and sharpen IDEA's niche in the area of democracy and development with a specific focus on accountability of political executives, developing a body of research and convening platforms around the issue of democracy in the development agenda, democracy and natural resources development, democratic accountability in service delivery and programmatic parties.

Key results for 2015:

A significant share of the Global Programme's efforts in 2015 will be dedicated to expanding, updating and promoting knowledge resources and tools developed in past years, to further their resonance among global, regional and national democratic actors; strengthen relevance to the regions; and play a key role in communicating IDEA's work. Particular efforts will be made to:

- Introduce activities in the area of post-conflict constitution building;

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

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

- Provide support to EMBs and political parties in seven countries in customizing and adopting gender policies based on the gender policy models developed by International IDEA in 2014;

- Provide capacity-strengthening to political parties on how to engage in constructive dialogue with other parties and democratic institutions, building on the Facilitator's Guide to Political Party Dialogue published in 2014;

- Update and promote the use of existing publications, such as integrating the quantitative dimensions into the SoD assessment framework; the Election Management Design Handbook and the online electoral cycle;

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

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

Other initiatives of the Global Programme in 2015 will seek to develop new knowledge resources and tools that will broaden International IDEA's expertise and bring new contributions to democratic dialogues and reforms, in 2015 and beyond. These include:

- A practical tool and customized policy advice for national institutions and actors to assess, prevent and mitigate the risks that organized crime poses to the legitimacy of democratic processes and institutions;

- A practical tool to help national political actors assess and improve their compliance with national regulations related to money in politics;

- A film on the impact of new media in electoral processes, particularly on youth participation, the changing nature of election campaigning and direct democracy;

- Guidelines for the sustainable use of technology throughout the electoral cycle;

- A simulation tool on electoral system design to help electoral authorities and legislators, particularly in transition countries, understand and analyse the advantages and disadvantages of various policy choices in designing an electoral system;

- A practical guide for political parties on how to engage with citizen movements;

- Two tools to strengthen the programmatic focus of political parties – a pilot software to engage large numbers of party members in online policy formulation, and an online application that allows voters to match their own policy positions with those of political parties;

- A version of International IDEA's existing framework for citizen-led assessments of the state of democracy adapted to the particular challenges of transitional countries, where rapid assessments are required;

- Research and database on accountability of political executives. The database will include that data on how ministers (in the Pacific region) have been held accountable for their performance. The database will be accompanied by policy briefs on the same

to support reforms that are aimed at improving and strengthening accountability of political executives.

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

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

The 2015 Global Conference on Money in Politics in Mexico

Politics in many countries around the world is suffering from a crisis of public trust. The media abounds with scandals of corrupt politicians, the abuse of state funds, the nefarious influence of drugs money in politics. As a response to these critical developments, **the Global Conference on Money in Politics** will take place in Mexico City in the second half of 2015. This high-level event, hosted by Mexico and organized by the Electoral Tribunal of Mexico in partnership with International IDEA will gather leading experts that shape political finance policies and practice at global, regional and national level, including law enforcement agencies, media representatives, party assistance providers and prominent individuals.

Regional Platforms on Money in Politics

In the run-up to the global conference, key actors from the field of political finance will meet regionally. Lessons learned and identified reform agendas will feed into and enrich the global debate. International IDEA will support preparatory and follow-up discussions on the regulation of political finance in the Andean Region, in North Africa and in Asia and the Pacific.

Lack of funds keeps women out of politics

The global conference will also address how the lack of money is one of the greatest obstacles for women entering into politics. In 2015, International IDEA will publish country reviews on the financial barriers for women in politics in Kenya and Tunisia. Additionally, International IDEA will work with political parties and policy makers in the Andean Region and in Tunisia to:

- Support female candidates with information and capacity development, e.g. on campaigning issues.
- Advise political parties on gender-sensitive regulations of political finance.

Access to global knowledge on Money in Politics.

The handbook on the Funding of Political Parties and Election Campaigns and comparative information on political finance regulations and laws from 180 countries is found on the Political Finance database (www.idea.int/political-finance). In 2015 International IDEA will continue to deliver advice and technical assistance on political finance regulation in response to countries' specific requests.

1.2. The Africa Programme

In the Mid-Term Strategy Review special focus has been put on the review of International IDEA's Africa Programme. The programme review is led by International IDEA Board of Advisers Member Professor Adebayo Olukoshi. The Africa programme and budget 2015–2017 will subsequently be developed from the findings of the review and submitted for approval to the Council of Member States in June 2015. Some aspects that have been highlighted during the review process are already being pursued in 2015 such as the relocation of the Regional Office from Pretoria to Addis Ababa,

International IDEA's Africa Programme will be designed to support democratic reform and consolidation throughout sub-Saharan Africa. It is guided by the International IDEA-African Union (AU) Joint Activity Plan and operates in collaboration with other regional and sub-regional organizations, including the Southern African Development Community (SADC) and the Economic Community of West African States (ECOWAS). With a regional office and an AU liaison office in Addis Ababa International IDEA has the capacity to be a key partner for democratic institutions and stakeholders on continental level.

The Africa Programme in 2015 – Key facts		
Budget:	Core: 1 261 186 €	Restricted: 991 642 € (from Norway)
Projects:	3	
Countries of focus:	Nigeria, Botswana, Malawi, Namibia	
Key project partners:	African Union (AU), Botswana Association of Local Authorities (BALA), Office of the Ombudsman of Malawi, University of Kwa Zulu Natal, Windhoek City Council, The Blantyre, Mzuzu and Lilongwe local authorities, Association of Local Authorities in Namibia (ANLAN), The African Union Democracy and Electoral Assistance Unit, Independent National Electoral Commission (INEC) of Nigeria, National Electoral Management Bodies (EMBs) of Kenya and Namibia.	

Programme outlook for 2015–2017:

In 2015–2017, International IDEA's Africa Programme will continue to work at the regional and national levels, with renewed emphasis on engagement with Francophone and Lusophone countries.

As a majority of African countries continue to face severe challenges to the integrity of electoral processes, these will continue to be an important part of International IDEA's programming in the Africa region. Moving beyond the provision of capacity strengthening for electoral officials, International IDEA will focus increasingly on supporting electoral reforms aimed at strengthening the independence of electoral authorities and levelling the playing field for all political contenders. Helping electoral authorities set up institutional structures to manage the risks of elections-related violence will also be a priority.

Fostering the increased participation of women and youth in electoral processes and political parties will be another area of focus. International IDEA will work with electoral authorities and political parties to support the adoption of gender policies within their structures, as well as to help them develop mechanisms for constructive engagement with young people. International IDEA will also promote and support the enhanced engagement of various civil society groups in discussions on democratic reform at the national and local levels in multiple countries across the region, through the implementation of citizen-led assessments of democracy, local democracy and democratic accountability for the delivery of public service.

In countries undergoing constitutional reform processes International IDEA will build on regional experience-sharing to improve opportunities for the participation of informed civil society and political actors in national discussions on key constitutional issues.

While security considerations will be front-of-centre in assessing opportunities for engagement in fragile and conflict-ridden states, International IDEA will explore the potential contribution it could make through national-level interventions in countries like the **Democratic Republic of Congo (DRC) and Guinea Bissau**.

Key results for 2015

Key results expected from the Africa Programme in 2015 include:

- Establishment of a revitalised Africa regional programme with an agreed strategic vision about the future of IDEA's work on the continent. Pending that the following are ongoing;

  - Three policy papers to help African EMBs manage electoral processes with integrity in post-conflict settings;

  - A policy paper to help African EMBs adopt policy measures and strategies to increase youth participation in electoral processes;

  - Support for the promotion of the policy recommendations of a citizen-led assessment of democratic accountability in service delivery in the waste management sector in Malawi;

  - Support for citizen-led assessments of the state of democracy at the local level in Botswana, Côte d'Ivoire and Namibia.

  - Establishment of the African Forum on Constitutional Experts

1.3. The Asia and the Pacific Programme

International IDEA's Asia-Pacific Programme supports democratic consolidation in Asia and the Pacific through a regional office temporarily located in Canberra, as well as country offices in Myanmar and Nepal. International IDEA engages with regional organizations, including the Association of South-East Asian Nations (ASEAN), NAM Centre for South-South Technical Cooperation (NAM-CSSTC and the Pacific Islands Forum (PIF), and maintains active partnerships with national institutions that play a leadership role on regional level, such as the Australian Electoral Commission (AEC) and the India International Institute of Democracy and Electoral Management (IIIDEM).

The Asia-Pacific Programme in 2015– Key facts		
Budget:	1 173 730 €	Restricted: 365 164 € (from Norway)
Additional restricted funds pending confirmation (2015 only):		3 364 200 (from Norway and the EU)
Projects:	8	
Countries of focus:	Bhutan, Nepal, Myanmar	
Key project partners:	ASEAN Secretariat, Association for Elections and Democracy, Indonesia, Australian National University, Commonwealth Local Government Forum (CLGF), Commonwealth Secretariat (Technical Working Group on Building Resilience in Small States), Election Commission of Bhutan, Electoral Commission of Nepal, Myanmar Peace Centre, National Assembly of Bhutan, National Council of Bhutan, Nepal Law Society, Nepal Constituent Assembly, Pacific Islands Forum (PIF), Philippine Centre for Civic Education and Democracy, University of Gadjah Mada, Indonesia, Union Election Commission of Myanmar, Victoria University of Wellington, New Zealand, Zorig Foundation	

Programme outlook for 2015–2017

In 2015-2017, International IDEA's Asia-Pacific Programme will continue to work on a regional level to foster greater engagement on the part of both regional organizations and national actors, particularly civil society groups, in discussions on democracy and democratic reforms. Aligned with the recommendations of the Mid-Term Strategy Review International IDEA in the Asia and Pacific Region will increasingly engage with the regional organizations to discussions around the issues of electoral integrity, inclusive constitutional reforms, the role of money in politics and the design of political structures favourable to sustainable development and gender equality.

At the country level, International IDEA will continue to be a leading partner of national institutions in **Nepal** in their ongoing constitution building process. Helping the Constituent Assembly, political parties and key interest groups form informed opinions and reach consensus on key constitutional issues, and ensuring the engagement of traditionally excluded groups in the process, will be priorities for International IDEA's interventions until the conclusion of the drafting process. Once a new Constitution is adopted, focus will shift towards supporting its public dissemination and effective implementation. International IDEA will also continue working with the electoral commission in setting up sustainable institutional structures for the prevention and mitigation of the risks of elections-related violence in the country.

In **Myanmar**, International IDEA will build on its Memorandum of Understanding with the electoral commission to strengthen basic structures and processes for electoral integrity and legitimacy. Supporting the professionalisation of electoral management in line with international obligations and good practices, fostering informed discussions among political and civil society groups on electoral reform, and broadly increasing citizen understanding of electoral processes, will be key objectives of International IDEA's programming. International IDEA will also continue to support the increased participation of women in public life, including in electoral processes and in the ongoing peace process.

Despite the absence of a country presence in **other countries** of Asia and the Pacific, International IDEA will support national democratic processes in a handful of additional countries, through targeted interventions. In Thailand, International IDEA will strive to increase the capacity of the electoral commission to prevent and manage the risks of elections-related violence.

In **Bhutan**, International IDEA will continue to support the fast developing democracy through ongoing support towards the Election Commission of Bhutan. In addition, International IDEA has also expanded its support by providing capacity development assistance to the two chambers of Bhutan's parliament. IDEA's engagement in Bhutan is intended to ensure the process of democratization in Bhutan continues to be inspired and informed by the experiences of other countries through peer-to-peer support.

In **Indonesia**, the **Philippines** and possibly additional countries in the Pacific region, supporting civil society groups in developing and promoting proposals for reform in relation to the state of democracy, local democracy or democratic accountability in service delivery will be at the centre of International IDEA's efforts.

Key priorities of the Asia and Pacific program in 2015 are: review of electoral justice systems in the region, facilitating electoral risk management, emphasis on political finance (for gender equality), supporting and building capacities on constitution building processes (Nepal, Myanmar), and research on accountability of political executives in the small states; and facilitating reform agenda from the state of democracy assessments in Indonesia and the Philippines.

Key results for 2015:

- The provision of capacity strengthening and operational support to the Election Commissions of Myanmar, Nepal and Thailand in using the ERM Tool to assess, prevent and mitigate the risks of elections-related violence;

- National dialogue on Indonesia's electoral justice system, based on a review conducted in 2014 facilitated;

- Support for prospective citizen-led assessments of democratic accountability in service delivery in the Pacific region as well as in the Philippines delivered;

- Platforms for citizen groups to promote the policy recommendations developed through recent citizen-led assessments of the state of democracy in Indonesia and the Philippines created;

- One country-specific database and one action policy paper on political executives in the Pacific Islands is completed;

- Capacity of Electoral Commission and Parliamentary Secretariat of Bhutan in strengthening their structures for electoral management and legislative function; strengthened and related policy advice provided

- Expert support and advice to Nepal's Constituent Assembly's Committees provided

- In Nepal, dialogues between political parties and social/identity groups on contentious constitutional matters, especially on form of government, social inclusion, and electoral and federal system design facilitated, and options for compromise put forward.

- In Nepal, information on content of the constitution shared with the public and feedback on draft constitution facilitated through the Constitution Information Centre.

- Capacity of the Union Election Commission of Myanmar, including through BRIDGE training, analysis of electoral regulations, post-electoral reviews and advice on the use of social media, technology and citizen engagement strengthened;

- Informed dialogue among political parties, legislators, civil society, media and the Union Election Commission aimed at strengthening the electoral regulatory framework and building support for a strengthened electoral legal framework in the future facilitated;

- IDEA's knowledge resources on political financing shared in regional and national platforms in support of reforms in this field.

1.4. The Latin America and Caribbean Programme

International IDEA's LAC Programme supports democratic consolidation in Latin America and the Caribbean through a regional office that is currently being relocated, a sub-regional office for the Andean Region in Lima, and a country presence in Bolivia, Ecuador, Haiti, Mexico and Peru. International IDEA is a trusted partner of regional organizations, including the Organization of American States (OAS), the Union of South American Nations (UNASUR) and the Economic Commission for Latin America and the Caribbean (ECLAC), and has long-standing collaboration with other key actors of democracy support across the region.

The LAC Programme in 2015 – Key facts		
Budget:	Core: 1 280 259 €	Restricted: 1 922 363 € (from AECID, EU, Norway MFA, Sweden MFA, USAID)
Projects:	15	
Countries of focus:	Bolivia, Ecuador, Haiti, Peru	
Key project partners:	Coordinadora de la Mujer (Bolivia), EMBs of : Mexico, Guatemala, Costa Rica, Panama, Haiti, El Salvador, Dominican Republic, Bolivia, Peru, Ecuador, Uruguay, Argentina, Chile. Fundación UNIR, FUNGLODE (Dominican Republic), Institute of Legal Research of the National Autonomous University of Mexico (IIJ/UNAM), NIMD, UN Women, UNASUR, Woodrow Wilson International Center	

Programme outlook for 2015–2017

International IDEA in the LAC region has a strategic position to contribute in meeting the new challenges which democracy faces in Latin America and the Caribbean: credibility and relevance; technical expertise and comparative knowledge to respond to the demands from the context in a timely and flexible fashion; capacity to advocate and influence issues and agendas; access to national and international actors and strategic partnerships and networks.

In 2015–2017 the LAC programme will put a strategic focus on the following priorities:

- Addressing the role of money in politics, with particular relevance in electoral processes, political finance and the delivery of public services.

- Strengthening the discussion on the importance of democracy that delivers, as a key component of work in democracy and development.

- Promoting awareness of the importance of democracy within international development. International IDEA will be proactive about engaging in advocacy work based on the values and principles of democracy, building on the Institute's intergovernmental nature.

- Strengthening mutual engagement of International IDEA and its Member States through better communication and collaboration. Strengthening IDEA's regional and national work in strong partnerships with regional organizations, and consider new forms of partnerships with national institutions.

- Developing a communications strategy that is sensitive to gender, culture, language and means of accessing information, as a way to ensure that International IDEA is consistent and coherent in delivering its messages and clearly articulates its contributions to democracy-building processes.

International IDEA's LAC Programme will generate awareness and inform national policy-making through regional dialogues and exchanges. It will further continue to be articulated around three main geographic areas, each of which presents different needs, challenges and opportunities in relation to democracy.

In the **Andean Region**, a large part of International IDEA's programming will be aimed at helping political actors, such as political parties, parliaments and other elected representatives, reconnect with citizen aspirations and needs. Strengthening the programmatic capacity of political parties, promoting the active political participation of women, youth and indigenous peoples, and fostering inclusive dialogue around a strategic vision for development will be key objectives of International IDEA's interventions. Supporting the adoption of policy measures to fight the penetration of illicit money in politics will be another objective, which

International IDEA will strive to achieve by engaging with political parties, electoral authorities, civil society groups and the media.

In **Mexico, Central America and the Dominican Republic**, International IDEA's programming will continue to be anchored in supporting ongoing national electoral, political and institutional reform processes. Drawing on lessons learned from the many elections held in Central America in 2013-2014, International IDEA will foster dialogue among electoral institutions, political parties and other national actors on possible regulatory reforms, and promote increased transparency, accountability and citizen engagement throughout the electoral cycle.

In **Haiti**, International IDEA's work will continue to be aimed at strengthening the capacity of key national democratic institutions, including the electoral commission, parliament and political parties, to play a constructive role in the democratic consolidation of the country. This will be achieved mostly by supporting the consolidation of a permanent, independent and professional electoral commission, reinforcing parliamentary mechanisms around the design and implementation of the legislative agenda, and helping political parties institutionalise their internal structures. Fostering dialogue among these political institutions, as well as with civil society, on key issues of democratic reforms will be another pillar of International IDEA's approach.

Key results for 2015:

Key results expected from the LAC Programme in 2015 include:

- The VII Iberoamerican Conference on Electoral Justice will be held in Peru. It will, focus on criteria for drafting and applying rules in favour of political and electoral rights;

- The promotion of policy measures and tools to fight the penetration of money from illicit networks in democratic politics, including through the hosting of the Global Conference on Money in Politics;

- Capacity strengthening and dialogue on electoral reform for gender equity at regional and national level;

- Dialogues on self-regulation in media coverage of electoral processes in the Andean Region;

- Capacity strengthening for political parties from the Andean Region to develop programmatic platforms that respond to citizens' needs;

- Support for dialogues around the construction of national agendas for sustainable development in the Andean Region, particularly in relation to extractive industries and indigenous peoples;

- Enhanced comparative understanding of constitutional reform processes and lessons learned in LAC at the regional level and on national constitutional reform processes in Chile and Panama.

- Enhanced comparative understanding and strengthened capacities on electoral reform in Central America and Mexico.

- Capacity-strengthening and dialogue on internal democracy, inclusiveness and strategic alliances among political parties in Haiti;

- Support for the institutionalisation of a permanent, independent and professional electoral management body in Haiti, through capacity building and regional peer-to-peer exchanges;

- Support for the development of juridical frameworks derived from recent constitutional reforms in Mexico, with a focus on transparency and accountability;

- Capacity strengthening and policy advice on the regulation and management of political parties in the Dominican Republic.

1.5. The West Asia and North Africa Programme

2015 marks the fifth year of engagement by International IDEA's WANA programme in the region. Over the year, the WANA programme will continue its support to democracies in transition or consolidation through focusing efforts in three areas of support: electoral processes, constitution building processes and political participation and representation. Tunisia and Egypt – with WANA country offices – along with Libya will remain as priority countries. Initial engagements in Yemen and Syria in 2014 are also expected to expand over the course of the year. Programming in other countries of the region will be considered on a demand-driven basis.

The WANA Programme in 2015– Key facts		
Budget:	Core: 608 533 €	Restricted: 1 584 366 € (from Norway MFA. Ford Foundation, NIMD, EU)
Projects:	10	
Countries of focus:	Egypt, Libya, Tunisia, Yemen	
Project donors:	Norway, Ford Foundation	
Key project partners:	ATIDE Tunisia, Democracy reporting international, EMBs,, Femme et leadership, Human rights watch, Kvinna till Kvinna, League of Arab States, National Council of Human Rights (NCHR) Egypt, The Swedish Institute in Alexandria, Tunisie vote, UNDP	

Through the programme's work with election management bodies, constitution drafting and implementing bodies as well as political parties, youth and women, WANA will strive to achieve the following results:

- The provision of advice and support to the independent electoral management bodies of Tunisia and Libya in the administration of successful elections with integrity and in the building of sustainable and trustworthy institutions;

- The provision of technical support to constitution building processes in Libya and to the implementation of the constitution in Tunisia and Yemen;

- In Yemen, this support will continue in 2015 with a focus on the implementation and application of the constitution, particularly in regards to ensuring the protection of fundamental rights guaranteed therein;

- Enhanced capacity for civil society organizations observing electoral processes in Tunisia to write and present concrete and impactful recommendations that address the challenges facing women in electoral processes;

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

- Strengthening IDEA's institution-wide-initiative on Money in Politics through support to the global conference, a regional workshop on the topic and the translation and customization of IDEA's handbook on Political Finance for the region;

- Supporting women in political parties to better exercise their political rights in Tunisia;

  – Improving the capabilities of Civil Society Organizations (CSOs), State Institutions and Political Parties to effectively and productively participate in electoral processes in Egypt;

  – The continued deepening of regional and national partnerships;

  – The continued translation and dissemination of IDEA knowledge resources into Arabic.

1.6. Global Policy Advocacy

In 2015, International IDEA will leverage its expertise to inform global discussions on policy issues related to democracy, through a concerted effort to communicate key messages in support of democracy among global, regional and national stakeholders. Targeted advocacy initiatives will be carried out by all global and regional programmes, as well as International IDEA's Office to the European Union (EU) in Brussels and Permanent Observer to the United Nations (UN), with a focus on:

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

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

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

IDEA@20

International IDEA celebrates the organization's 20th anniversary in 2015. The global landscape has changed in many ways since International IDEA was founded in 1995 in the aftermath of the Cold War, and the aim of the 20th anniversary celebrations is to recognize the achievements of the organization since then. For this noteworthy event, International IDEA would like to hear from young people about their reflections on the state of democracy around the world and engage in a global social media campaign to discuss democratic developments. The aim is to facilitate an interactive dialogue about democracy support and International IDEA's work. Specific focus also will be given to International IDEA's work on lessons learned from the leaders of democratic transition processes, as well as to International IDEA's work on political finance. In addition, International Democracy Day on 15 September 2015 will be an opportunity for International IDEA to host an event focusing on how the democracy landscape has changed over the past 20 years, and what the future might bring.

International IDEA plans to celebrate 20 years of supporting sustainable democracy in a collaborative spirit by engaging staff, Member States and the Board of Advisors!

1.7. Institutional Management Priorities

International IDEA will put a strong focus on communications, implementing a new communications strategy from 2015, Member States' engagement and outreach. These are all priorities which are in line with the Mid-Term Strategy Review recommendations. International IDEA's 20th anniversary in 2015 will play a key role in revitalizing the organization's communications and outreach. Priority will also be given to mobilization of resources for the continued implementation of International IDEA's Strategy 2012–2017.

The institute will continue to build on the efforts of the last years to deliver value for money to its stakeholders, through high efficiency and accountability in project management, through the International IDEA's Project Management Framework built along international best practices.

International IDEA will continue to strengthen risk management and internal control, including through the Internal Audit function. Corporate services will be focused on consolidating the benefits of improved policies and processes, through implementation and enhanced systems for internal control. The Institute will also build on the risk register and corporate risk profile developed in 2014 to enhance the further integration of risk management in management practices in 2015.

1.8. Mapping International IDEA's Investment in Results

International IDEA has been continuously improving its results-based management system. The following charts map expected programme outcomes as provided in the Programmatic Results Framework (see section 2 of this *Programme and Budget 2015-2017*) against funds invested in them. It should be noted that only projects for which there are signed funding agreements are included.

As can be seen from all charts, IDEA pursues a restricted number of well defined topics within each thematic area, and across thematic areas, that taken together refine and sharpen International IDEA's expertise.

At the forefront of its mandate, International IDEA invests 22% of its programmatic budget in results in the area of Electoral Processes. A large share of this (40%) is directed toward strengthening the capacities of electoral stakeholders for *Electoral reform and integrity*. Activities related to IDEA's engagement with *regional organizations* represent 13% of programmatic funds, predominantly through the partnership with the African Union.

What is more, the charts show emerging focus themes through which IDEA responds to the need of democracy stakeholders worldwide. Inclusiveness of democratic processes, for instance, constitutes an emerging focus across thematic areas and regions, highlighted in the following topics: *Increased inclusiveness in politics* (GP, WANA), *Inclusiveness in constitution building and implementation* (A&P, LAC, WANA, GP), *Mechanisms of inclusion* (LAC) and *Gender equality in electoral processes* (GP, LAC). Under the topic Shared visions for development, as another example, the LAC regional programme aims to increase collaboration among social and political actors in building shared visions for national development particularly with respect to extractive industries.

Figure 3. Mapping IDEA's investment in results in the area of Electoral Processes
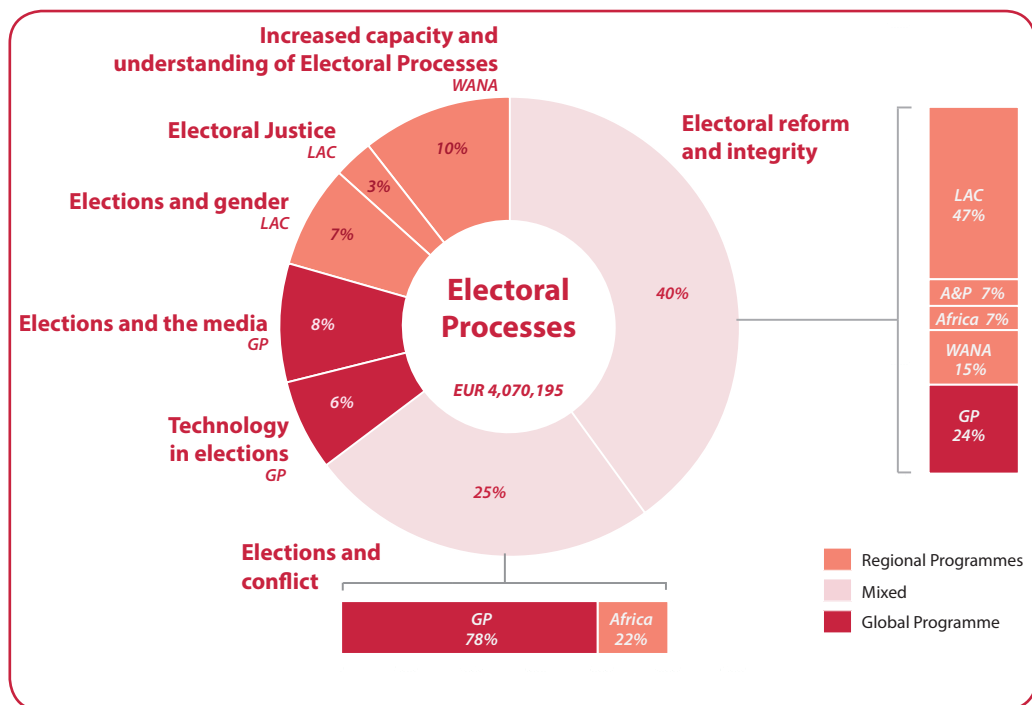
Figure 4. Mapping IDEA's investment in results in the area of Constitution Building Processes
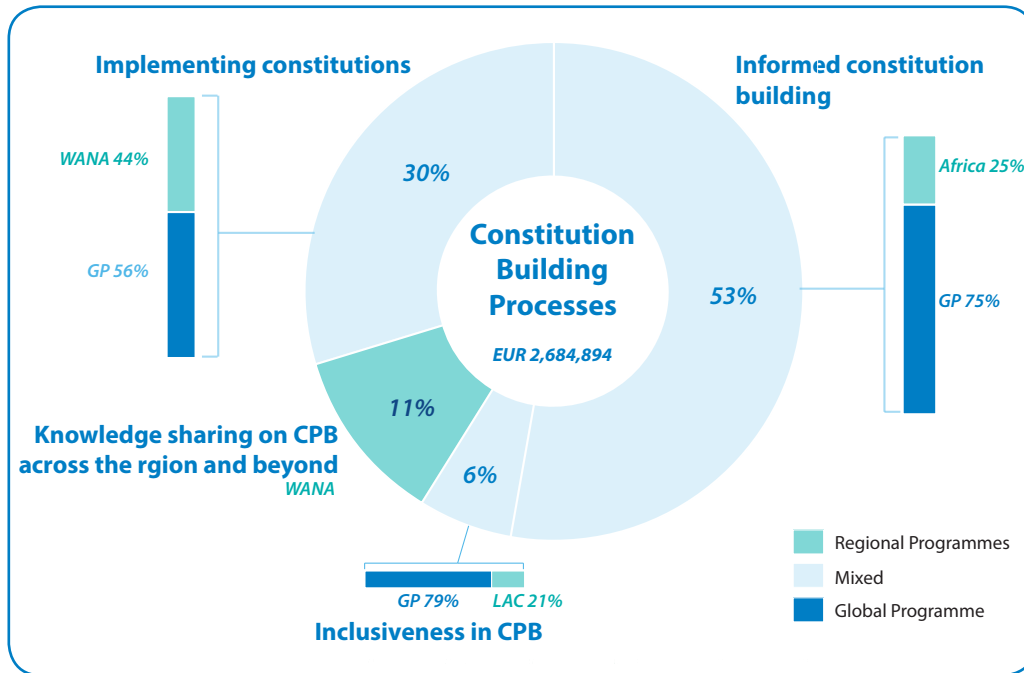
Figure 5. Mapping IDEA's investment in results in the area of Political Participation and Representation Processes
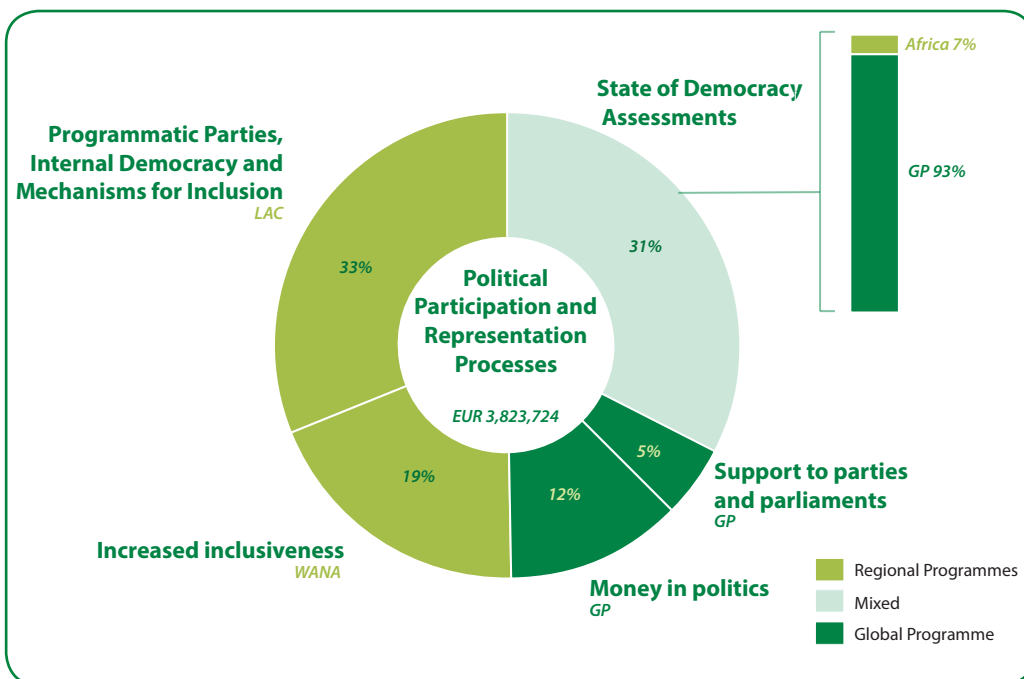
Figure 6. Mapping IDEA's investment in results in the area of Democracy and development

Democratic accountability of
Political Executives
A&P

Representation that matters
GP

17%

20%

**Democracy and the
development agenda**
GP

10%

**Democracy
and
Development**

EUR 1,474,982

14%

**Shared vision for
development**
LAC

16%

23%

**Accountability
in service delivery**
GP

Democracy that delivers
GP

Regional Programmes
Global Programme
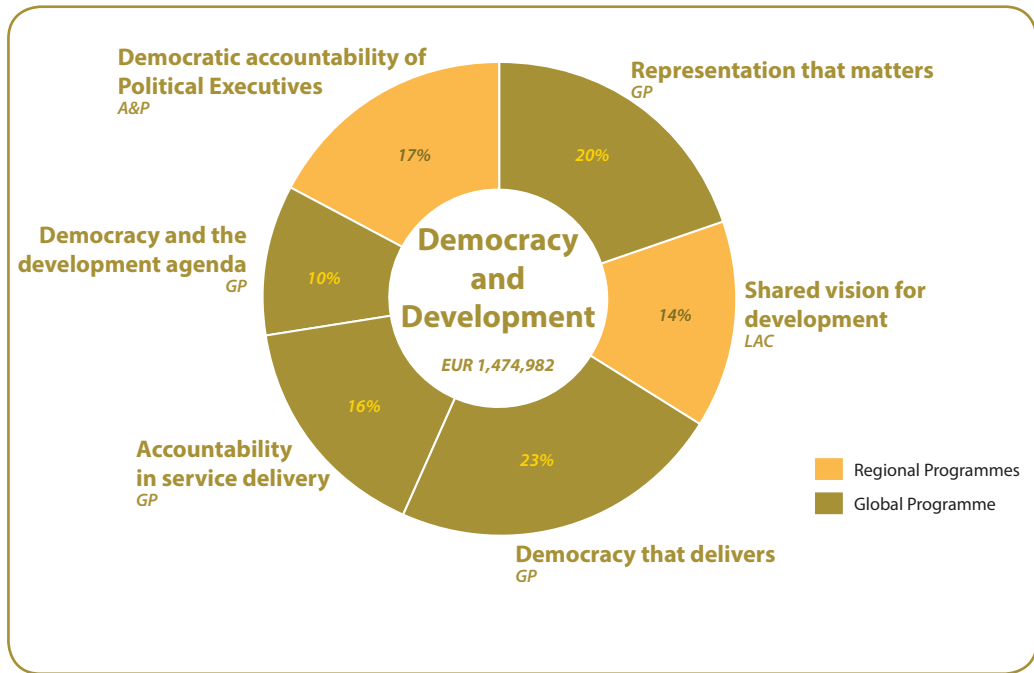
Figure 7: Mapping IDEA's investment in results across thematic areas

**Emerging initiatives,
Programme evaluation and
Knowledge management**
SGO

Citizen engagement
A&P

**Global democratic development
and transitions**
GP, EU and UN offices

7%

9%

Inclusiveness in politics
GP

16%

7%

**Across
thematic
areas**

EUR 6,388,820

9%

**Institutionalising
gender mainstreaming**
SGO, GP

17%

Money in politics

36%

| GP 33% | A&P 27% | LAC 28% | WANA 13% |

Regional organizations
Africa, A&P, EU and SGO

Mainly Regional Programmes
Mainly Global Programme

2. PROGRAMMATIC RESULTS FRAMEWORK

The following tables present the expected outcomes of International IDEA's programmes over 2015–2017, as well as the expected results of the projects they will be implementing in 2015.

2.1 The Global Programme

Expected programme outcomes 2015–2017 – Across thematic areas	
Democracy at the local level	1. Increased capacity of informed local actors, including civil society and political groups, to drive democratic reform at the local level.
Money, organized crime and politics	2. Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.
Citizen engagement	3. Increased and more effective engagement of civil society and citizen groups in policy discussions on democratic reform at the national and local levels, including, particularly in transition societies.
Gender equality in electoral processes	4. Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.
Inclusiveness in politics	5. Increased capacity of traditionally marginalized groups to develop, promote and implement strategies for political inclusion.

Expected project results in 2015 – Across thematic areas		
Topic	**Project outcomes**	**Project outputs**
Inclusiveness in politics	1. IDEA stakeholders will have increased knowledge and application of comparative knowledge promoting the inclusion and participation of marginalized groups in political decision making.	1.1. Workshop guide and methodology revised to build participants' knowledge of inclusion and participation strategies. 1.2. Preliminary report and film on a diversity management theme is made accessible to policy makers and stakeholders not predisposed to reading reports. 1.3. Advice provided to staff and partner organizations assisting them to integrate/ mainstream diversity into their programming.
Gender equality in electoral processes	2. Improved capacities of EMBs to institutionalise gender policies through the application of a framework on a model gender policy for EMBs in several countries.	2.1. Framework of a Model Gender Policy revised to incorporate the feedback from pilot EMBs. 2.2. Roundtables with EMBs in Asia and the Pacific, in LAC, in Africa and WANA.
Gender equality in electoral processes	3. Improved capacities of political parties to institutionalise gender policies through the application of a framework for a model gender policy for a political party equality tool in several countries.	3.1. Framework of a Model Gender Policy revised to incorporate the feedback from pilot activities. 3.2. Roundtables with political parties in Asia and the Pacific, LAC, Africa and WANA.
Gender equality in electoral processes	4. Increased access to information on legal and policy options for women's empowerment and gender equality among gender advocates and policy makers around the world.	4.1. Online Database of Quotas updated. 4.2. IKNOW Politics platform maintained and further developed. 4.3. Database publication disseminated to advocates, practitioners and policymakers.

Expected project results in 2015 – Across thematic areas (cont.)		
Topic	**Project outcomes**	**Project outputs**
Gender equality in electoral processes	5. Increased availability of practicable resources on strategies for democracy practitioners that impact women's participation and leadership in political parties and shared at country and global level.	5.1. Policy paper developed on gender in the media in Africa and Latin America as one of the pillars for the Access = Participation = Transformation Tool with highlights of trends from Colombia, Kenya and Tunisia. 5.2. Compendium of benchmarks developed for guiding political parties' actions for promoting gender equality and women's political empowerment. 5.3. Analysis produced on financing of women candidates in Tunisia. 5.4. Validation/dissemination dialogues on the findings in Kenya and Tunisia with final reports published for Kenya and Tunisia. 5.5. New resources made accessible through relevant knowledge platforms such as iKNOW Politics and WHO=MEN and actively shared and promoted in a larger number of NIMD's and partners' programme countries.
Money, organized crime and politics	6. Increased understanding by relevant policy makers and CSOs about the threat of organized crime to democratic politics, and policy options to address the problem.	6.1. Cross-regional policy briefs or small thematic reports published about the crime-politics nexus. 6.2. Journalistic article published. 6.3. Launch/workshop reports published based on the "Illicit Networks and Politics in Latin America" publication in Stockholm, The Hague, New York, Washington, and Lima.
Money, organized crime and politics	7. Increased capacity of security agencies, EMBs, CSOs or political parties in Asia-Pacific, Latin America and Africa to assess risks of penetration of organized crime in democratic politics and respond to those threats.	7.1. Customized mapping software available and complementary knowledge resources introduced to potential users. 7.2. Journalistic article published discussing assessment tools dealing with anti-corruption and organized crime.

Equal Participation and Leadership of Women in Political Parties:
The Netherlands Institute for Multiparty Democracy (NIMD) invites IDEAs expertise

In a programme funded by the Human Rights Fund of the Netherlands, the Netherlands Institute for Multiparty Democracy (NIMD) recognizes the expertise of International IDEA in shaping inclusive and participatory democratic changes from a gender perspective.

In this partnership International IDEA is leading the development of knowledge resources to support political parties' initiatives that address the barriers to women's participation in politics and public decision making. Only when women have opportunities and abilities to gain access, can they participate and thus shape and transform politics and political decision making.

The *Access-Participation-Transformation knowledge tool* will be a resource for political parties and practitioners on creating environments for equal participation and representation of women in the leadership of political parties and politics in general. Drawing on lessons learnt from International IDEA's gender analysis of intra-party democracy processes in Africa and Latin America, the tool will also highlight lessons learned from working with and inside political parties, which will be identified with partners in Tunisia, Colombia and Kenya.

Protecting Politics: Addressing the influence of organized crime in democratic politics

"We know organized crime is present in our elections, our police force and our courts, but we just do not know how they are getting inside or what we can do about it".

This is what one municipal official in Latin America told us during the research process for the Protecting Politics project. In 2012–2014 the project focused on increasing the understanding among public officials, journalists and policy makers regarding the driving forces behind the nexus between organized crime and politics and supporting efforts to address these relations. This included publications documenting trends in the Baltic States, Latin America and West Africa as well as national and regional policy dialogues.

In 2015-2017, International IDEA's research will zoom-in on some particularly important areas of democratic governance affected by organized crime: elections, political parties and local-level democracy. The Institute will develop a practical tool that allows national security agencies, oversight bodies and political parties to assess the risks of penetration of organized crime in their political system.

Just like International IDEA's successful "Electoral Risk Management Tool", this package will include a software for mapping and early waning, as well as knowledge resources to guide users in identifying relevant factors that in their particular context open the doors for organized crime to influence politics. The tool will also allow users to identify potential prevention and mitigation strategies.

Expected programme outcomes 2015-2017 – Electoral Processes	
Electoral reform and integrity	1. Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.
Elections and conflict	2. Increased capacity of democratic institutions to understand, prevent and mitigate the risks of elections-related violence.
Technology in elections	3. Increased capacity of national institutions, including electoral authorities and legislators, to make informed decisions regarding the sustainable use of technology in electoral processes.
Elections and the media	4. Increased capacity of national institutions, including electoral authorities and media supervisory agencies, to make informed management of the role of the media throughout the electoral cycle.

Expected project results in 2015 – Electoral Processes		
Topic	**Project outcomes**	**Project outputs**
Elections and conflict	1. Improved capacity of national stakeholders in partner countries to manage electoral risks.	1.1. ERMTool developed and improved based on users' feedback, good practices, and language requirements.
		1.2. Support provided for peer exchange and the formation of communities of practice.
		1.3. ERMTool-related conference organised involving ERMTool users (EMB, state and non-state actors, IGOs) to exchange experiences, discuss lessons learned and ways forwards.
		1.4. Training and knowledge resources on electoral security are generated and offered, through partnership with the UNDP and Electoral Integrity Project to national EMBs, security sector agencies, CSOs and other stakeholders.

Expected project results in 2015 – Electoral Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Elections and conflict – Nigeria	2. Enhanced capacity of the Independent National Electoral Commission (INEC) of Nigeria to assess and manage electoral risks and coordinate preventative actions to prevent electoral violence.	2.1. Technical and advisory support provided in the immediate pre and post-election periods. 2.2. Training sessions provided. 2.3. Funding provided for recruitment of Electoral Risk Management Hub staff, for procurement of essential equipment and to collect and analyse electoral risk data.
Elections and conflict – Nigeria	3. Improved institutional framework for the management of electoral risk in Nigeria.	3.1. Technical and advisory services provided to INEC during the post-election period through the participation in post-election analysis/internal evaluation. 3.2. Commission-independent external evaluation of the project conducted. 3.3. Recommendations developed toward improving electoral security in Nigeria through political, security, electoral and/or institutional reforms.
Elections and the media	4. Increased knowledge among political parties, EMBs and the public regarding the ways in which social media is being used for campaign fund-raising.	4.1. Research undertaken and report/brief produced on how parties, candidates and civil society movements around the world use social media to raise money for election campaigns, how social media impacts transparency in fund-raising and what kinds of donors use social media. 4.2. Comparative research undertaken and report/brief produced on how fund-raising through social media compares to traditional fund-raising.
Elections and the media	5. Increased knowledge among political parties, EMBs and the public regarding the potential of social media to compete with traditional media as a site for political advertising and communication.	5.1. Research on exemplary social media innovations in various parts of the electoral cycle. 5.2. Research on social media use in Indonesia, South Africa and Myanmar. 5.3. Filming and dissemination of film.
Electoral reform and integrity	6. Increased access to information on national electoral practices and legislation around the world for practitioners, legislators, NGOs/CSOs, academia, research centres, media and other actors involved in policy-making, research, communications and advocacy.	6.1. Content of the Unified Database (UID) updated and enriched by adding new data categories and time series data. 6.2. UID promoted in social media and also in academic and practitioners' communities.
Electoral reform and integrity	7. Increased awareness of different electoral management models and approaches and effects of electoral system choice among electoral management bodies and elected representatives.	7.1. Electoral Management Design Handbook disseminated to EMBs and other relevant stakeholders. 7.2. Translation of Electoral Management Design Handbook facilitated. 7.3. Electoral System Design Tool designed and further developed.
Electoral reform and integrity	8. Increased access to knowledge resources covering the whole electoral process on specific actions to be carried out by different stakeholders with the overall aim of ensuring transparent and credible elections.	8.1. Online electoral cycle content updated. 8.2. Online electoral cycle technically revised.
Electoral reform and integrity	9. Increased access to knowledge resources related to electoral justice, including a diagnostic questionnaire and a catalogue of potential remedies.	9.1. Diagnostic instrument researched, developed and piloted to assess the strengths and weaknesses of a country's electoral justice system. 9.2. Catalogue of possible remedies researched, developed and piloted. 9.3. Electoral Justice policy paper finalised.

Expected project results in 2015 – Electoral Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Technology in elections	10. Increased access to knowledge resources related to technology choices by EMBs.	10.1. Publications produced with shorter turnaround times and improved outreach, based on the expert seminar with Book Sprint methodology piloted in 2014.

ACE – The global network on electoral knowledge

Created in 1998, the ACE Electoral Knowledge Network at www.aceproject.org is the world's largest online repository of electoral knowledge, providing

- more than 10,000 pages of specialized thematic information,
- country and region specific information,
- comparative data,
- a global election calendar,
- the latest electoral news and events, and
- real time knowledge services and exchange through the ACE Practitioners' Network.

International IDEA staff will continue to work alongside ACE partners in coordinating content update, facilitating online discussions and maintaining the website's technical infrastructure. In 2015, International IDEA expects in particular to contribute to the update of ACE Encyclopedia, and to facilitating online exchange among members of the ACE Practitioners' Network.

The ACE Partners are: EISA, Elections Canada, the National Electoral Institute of Mexico (INE), IFES, International IDEA, UNDESA, UNDP, UNEAD and The Carter Center.

Master in Electoral Policy & Administration (MEPA):
A study programme for practitioners

In March 2015, the Scuola Superiore Sant' Anna in Pisa, Italy will offer for the first time a **Master in Electoral Policy & Administration (MEPA)**. The one-year comprehensive post-graduate programme is based on model curriculum developed by International IDEA.

MEPA is especially beneficial for practitioners operating in developing democracies or post conflict environments. It brings together an international faculty of renowned experts in their respective fields. Electoral management Bodies worldwide host internships for participants. The programme has three fundamental objectives: 1) to provide a combined academic and practitioner experience for those individuals already programmes with interested academic institutions around working or seeking careers as election professionals; 2) to establish a source of professional education in electoral administration; and 3) to reduce the gender gap in electoral administration.

In 2015, International IDEA will support the piloting of the MEPA model curriculum through the provision of knowledge resources and additional research. International IDEA will also continue to promote the use of the MEPA curriculum in the academic world.

Strengthening Electoral Integrity. What works?

Countries around the world face common challenges of meeting international standards of electoral integrity. **The Electoral Integrity Project** focuses upon three main questions:

- When do elections meet international standards of electoral integrity?
- What happens when elections fail to do so?
- What can be done to mitigate these problems?

A growing body of applied policy research and scholarly work has analysed the effects of international election monitoring on electoral fraud in polling stations, on ways to improve comprehensive and accurate voter registers or to deploy biometric technologies, etc. Nevertheless little is known with any confidence about the pros and cons, and the systematic impact, of many common types of interventions seeking to address a wide range of problems throughout the whole electoral cycle.

International IDEA is collaborating with the Electoral Integrity Project by conducting a joint essay competition, contributing to a workshop and through a collaboration on electoral security with UNDP.

The Electoral Integrity Project is an independent academic study with a research team based at the Department of Government and International Relations (University of Sydney) and the John F. Kennedy School of Government (Harvard University).

Expected programme outcomes 2015–2017 – Constitution-Building Processes	
Informed constitution building	1. Enhanced capacity of constitutional stakeholders, including legislators, advisors, analysts and political parties, to make informed decisions and opinions on key constitutional issues based on accessible global comparative knowledge.
Inclusiveness in CBP	2. Enhanced opportunities for the participation of traditionally marginalized groups in constitution-building processes, particularly women and LGBTI
Constitutional implementation	3. Increased attention among national institutions and international partners to the performance and implementation of constitutions

Expected project results in 2015 – Constitution-Building Processes		
Topic	Project outcomes	Project outputs
Informed constitution building – Web	1. Increased online access to CBP comparative knowledge resources.	1.1. Collection of primary source documents increased, including interim constitutions and rules of procedure for CMBs. 1.2. CBP news and analyses published on ConstitutionNet. 1.3. Arabic content in ConstitutionNet developed. Arabic Newsletter developed and launched. 1.4. Digital Marketing Initiative continued. 1.5. Regular maintenance and upgrades to technical functionalities conducted. 1.6. Possibilities explored for developing a ConstitutionNet App.
Informed constitution building – Web	2. Increased access to capacity building materials in the field of constitution building.	2.1. Modules revised, updated and published.

Expected project results in 2015 – Constitution-Building Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Informed constitution building – "just in time"	3. Increased access to "just-in-time" comparative knowledge by national actors.	3.1. Research products delivered based on "just-in-time" requests.
Informed constitution building – General	4. Increased access to knowledge of constitutional design choices and their consequences including in target countries.	4.1. Constitutional Primers Series continued.
Informed constitution building – Technology	5. Increased access to ICT tools for peace-building and constitution-building.	5.1. ICT Fair organised for practitioners in the field of peace and constitution-building. 5.2. Catalogue published.
Informed constitution building – Africa	6. Improved access to comparative knowledge in the area of rule of law, constitutionalism and judicial review in Africa.	6.1. Comparative Manual on Constitutional Design for Judicial Review in West Africa developed, published and peer reviewed. 6.2. Comparative Constitutional Law Resource Book on key constitutionally related judicial decisions in Africa developed. 6.3. Articles for ConstitutionNet produced by participants of CEU course "Constitution Building in Africa".
Informed constitution building – Africa	7. Increased capacity among practitioners regarding constitution building in Africa.	7.1. CEU course "Constitution Building in Africa" supported through input into course design and selection of participants.
Informed constitution building – Post-conflict contexts	8. Improved understanding of constitution-building experiences in post-conflict contexts among international and local practitioners on the ground directly involved in constitution-building processes.	8.1. Discussion paper and 1–2 journalistic articles produced and disseminated among constitutional experts and civil society actors. 8.2. Policy brief on interim constitutions in post-conflict contexts published. 8.3. Multi-stakeholder workshop held in collaboration with the Edinburgh Centre for Constitutional Law.
Inclusiveness in CBP – Political actors	9. Better understanding amongst international and national practitioners of role of political actors in constitution design negotiations.	9.1. Report "Negotiating the Constitution of Kenya" published and disseminated. 9.2. Report "Negotiating the Constitution of Tunisia" published and disseminated
Constitutional implementation – Coordination	10. Increased coordination among practitioner organizations in the field of constitution building.	10.1. Meeting of constitution building practitioner organizations held.
Constitutional Implementation – General	11. Enhanced public understanding of basic concepts of constitutionalism and of its importance to democracy.	11.1. Video series produced on constitutional subjects, explaining constitutional principles and concepts to a general audience, particularly through social media. 11.2. Video series translated into French, Arabic and Spanish.
Constitutional implementation – Lessons learned	12. Enhanced understanding of lessons learned in implementing constitutions.	12.1. Study undertaken into the quality of the performance of a constitution in selected countries, based on pilot study in South Africa.
Constitutional implementation – Lessons learned	13. Increased understanding of endurance of constitutions, based on lessons from Netherlands' experience.	13.1. Conference on the Dutch Constitution held sharing experience between Dutch experts and national practitioners in partner countries.

Expected project results in 2015 – Constitution-Building Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Constitutional Implementation – LAC	14. Improved understanding of constitutional reform processes and lessons learned in LAC.	14.1. Regional Conference held on Constitutional Reform Processes in Latin America. 14.2. Publication on LAC Constitution Building Processes developed.
Constitutional implementation – Gender equality	15. Improved access to comparative knowledge regarding implementation of gender-related constitutional provisions.	15.1. Workshop organised and report published on challenges of gender-sensitive implementation of constitutions. 15.2. Published series of case studies on implementation of gender equality and non-discrimination provisions.
Constitutional Implementation – Gender equality	16. Improved access for national practitioners to resources for advocacy for gender-responsive constitutions.	16.1. Gender audit tool available in online version. 16.2. Gender audit tool available in Arabic and Spanish.
Constitutional implementation – Gender equality	17. Increased access to judicial decisions related to the equality and advancement of women for judges, lawyers, and gender equality advocates.	17.1. Database established online of national court cases and opinions related to constitutional guarantees of gender equality and non-discrimination.
Constitutional Implementation – Natural Resource Management	18. Increased capacity among practitioners regarding constitutional design for natural resource management.	18.1. Workshop conducted. 18.2. Report on natural resource management and constitutional design published.

ConstitutionNet (www.constitutionnet.org)

ConstitutionNet is an online information portal providing information and resources for a wide range of audiences interested in constitution building – including academics, practitioners and those currently engaged in political transitions.

ConstitutionNet features:

- Journalistic articles and news pieces from around the world
- Content produced by International IDEA
- Thousands of primary source documents related to constitution building, for example reports from constitution making bodies, or draft texts of constitutions.

A monthly newsletter reaches currently 800 subscribers. The United National Department of Political Affairs, United States Institute for Peace and Forum of Federations are among organizations who have indicated they use the newsletter to stay informed on constitution building events and processes.

Between 2013 and 2014, traffic to ConstitutionNet more than quadrupled and now averages approximately 14,000 visits per month. Virtual visitors are from all continents and quite evenly spread over Africa, Asia, the Americas and Europe. Further increases are expected in 2015 following more digital outreach activities.

Expected programme outcomes 2015–2017 – Political Participation and Representation Processes	
Programmatic parties and parliaments	1. Strengthened programmatic or policy-making focus among political parties and legislative institutions.
Institutionalised parties	2. Increased capacity of political parties to manage their internal decision-making and strategic planning structures.
Dialogue	3. Increased capacity of political parties to engage in effective dialogue among themselves, with other state institutions (such as electoral authorities and legislative bodies) and with citizens.

Expected project results in 2015 – Political Participation and Representation Processes

Topic	Project outcomes	Project outputs
Money in politics	1. Increased capacity of parties to manage fund-raising and reporting.	1.1. Initial development of practical tool on political finance for political parties and pilot countries identified in partnership with two pilot countries.
Money in politics	2. Increased access to comparative information on political finance by academia, democracy assistance providers and enforcement agencies.	2.1. National data in the database on political finance laws and regulations updated. 2.2. Promotion of the database via social media, especially in relation to conferences or upcoming national elections and/or when national debates around this topic are identified. 2.3. The Handbook on Political Finance is disseminated through all regional offices. 2.4. Regional chapters of the Handbook are translated.
Money in politics	3. Increased awareness among leading politicians, CSO's, journalists, academics and policy makers about the problems and possible solutions related to political finance.	3.1. Global Conference on Money in Politics in Mexico is co-organised and facilitated with NIMD and the Electoral Tribunal of Mexico. 3.2. Contributions and participants of the conference through WANA, Africa, Asia and the Pacific, Brussels and NY offices invited to the Global Conference on Money in Politics in Mexico. 3.3. Facilitation or contribution in substance provided to National dialogues on Money in Politics (in collaboration with WANA, LAC, Asia and the Pacific teams).
Money in politics	4. Increased understanding of matters related to party law reform among a variety of stakeholders.	4.1. Advice on party law and political finance provided on demand from stakeholders in partner countries. 4.2. Trainings organised on demand for democracy assistance providers and for politicians.
Dialogue	5. Enhanced dialogue skills of politicians and/or civil society, local dialogue facilitators and EMB representatives.	5.1. Trainings conducted in Haiti, Nepal and African countries.
Dialogue	6. Enhanced awareness and application of International IDEA's knowledge resources on political party dialogue.	6.1. Policy briefs produced, presented internationally and published online. 6.2. New knowledge resource on political party dialogue produced and launched.
Dialogue	7. Enhanced awareness of political parties and assistance providers of the impact of citizen movements on political parties.	7.1. Publication and policy brief on political parties and citizen movements in Asia and Europe launched and discussed at seminars of global political party peer networks and party foundations (e.g. in Germany and Singapore). 7.2. Pressing global shortcomings in the responsiveness of parties to citizen demands underlying citizen movements identified; recommendations to parties identified for becoming more responsive to citizen demands.

2. PROGRAMMATIC RESULTS FRAMEWORK

Expected project results in 2015 – Political Participation and Representation Processes (cont.)		
Topic	**Project outcomes**	**Project outputs**
Institutionalised parties	8. Increased availability of global comparative knowledge on the effectiveness of political party and parliamentary assistance.	8.1. Space(s) for dialogue established through PP Peer network meetings. 8.2. Available knowledge resources on Parliamentary support enhanced and shared with key stakeholder groups through Agora, including on gender.
Institutionalised parties	9. Increased interest among political parties using the Strategic planning tool to understand and analyse their internal planning processes.	9.1. Strategic Planning Tool implemented for political parties in Haiti. 9.2. Strategic Planning Tool implemented for political parties in Burundi.

Expected programme outcomes 2015–2017 – Democracy and Development	
Representation that matters	1. Increased access to new practical knowledge on strategies for political parties to compete for votes based on policies and increased support to the strengthening of programmatic capabilities by key democracy assistance providers.
	2. Increased knowledge on how political executives are held accountable for their decisions and actions.
Democracy that delivers	3. Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities in the delivery of public services critical to poverty reduction.
	4. Increased consensus among national, regional and global political actors around the role of democratic political institutions in overseeing growth-enabling sectors, particularly extractive industries.
Democracy in the development agenda	5. Increased consensus among global political actors on the importance of democracy in the global development agenda, including monitoring of a post 2015 framework.

Expected project results in 2015 – Democracy and Development		
Topic	**Project outcomes**	**Project outputs**
Representation that matters	1. Increased access to new practical knowledge on strategies for political parties to compete for votes based on policies.	1.1. GPS-tool/Policy Position Tool developed. 1.2. Internal policy deliberation tool developed and piloted in at least one country. 1.3. Tool for programmatic capacity self-assessment completed and ready for pilot. 1.4. Development of Web-based knowledge repository produced on ICT tools for programmatic parties (with PPRP) is 75% completed.
Representation that matters	2. Increased support to the strengthening of programmatic capabilities by key democracy assistance providers.	2.1. Op-eds, presentations, and tweets disseminated on strategies to strengthen programmatic capabilities of political parties.
Democracy that delivers	3. Increased debates by the authorities in partner countries on how to improve democratic accountability in service delivery.	3.1. Tool customized for implementation in one country. 3.2. Advice and support provided on demand in at least one country. 3.3. Lessons learned compiled and disseminated.
Democracy that delivers	4. Increased knowledge on how democratic accountability in service delivery improvements support development amongst target audience of policy makers.	4.1. Outreach products completed (sub-site, film, translation). 4.2. Session on IDEA's work on democratic accountability held at the Annual Democracy Forum.

Expected project results in 2015 – Democracy and Development (cont.)		
Topic	**Project outcomes**	**Project outputs**
Democracy that delivers	5. Increased knowledge on the importance of democratic arrangements regarding natural resources amongst political actors.	5.1. Knowledge products developed on instructive cases including consultation with peer organizations such as Natural Resource Governance Institute (NGRI). Extractive Industries Transparency Initiative (EITI), and UNDP's Oslo Governance Centre. 5.2. Platform for dialogue convened on constitutional provisions on natural resources and development oriented applications by political actors. 5.3. Policy advocacy products developed based on research, workshop, peer reviewing, and inclusive of a social media campaign. 5.4. Dialogue held on democratic arrangements regarding natural resources held in at least one country.
Democracy that delivers	6. Enhanced capacity of political actors to be included in decision-making process regarding the transformation of natural resource revenues into inclusive development.	6.1. On-demand support to democratic dialogue based on IDEA and Natural Resource Governance Institute (NGRI) expertise and knowledge.
Democracy in the development agenda	7. Key principles and standards of democracy feature in the post-2015 agenda and monitoring framework.	7.1. Policy advocacy and knowledge products on the post-2015 agenda and its subsequent monitoring developed, such as research papers, policy briefs. op-ed's, targeted tweets, that provide best possible fit to ongoing debates. 7.2. Provision of input into policy documents as requested by development actors.
Democracy in the development agenda	8. Increased awareness amongst development partners, intermediary and implementing partners on IDEA produced knowledge on innovative approaches to results management in democracy assistance.	8.1. Knowledge compiled on innovative approaches to results management in democracy assistance for publication in 2016 either as a series of policy briefs or a book, or both. 8.2. Provision of input into policy documents as requested by development actors.
Democracy in the development agenda	9. Improved information for IDEA member states and Board of Advisors about current debates on democracy-development nexus.	9.1. Research compiled, published and debated on current debates on interrelationships democracy-development ("connecting the dots") per request of IDEA's Council and Board of Advisors. 9.2. Platform for dialogue convened through Google hangout and/or Twitter meet.
Democracy in the development agenda	10. Increased access to knowledge on the relationship between private sector development and democracy building within the European Investment Bank, other international financial institutions (IFI's), development banks, representatives of government, parliaments, political parties, academia and NGO's.	10.1. Joint EIB-IDEA study on "Enhancing the Impact of Private Sector Development on Democratic Transition in the Mediterranean Partner Countries Morocco, Tunisia, Egypt and Jordan" finalised. 10.2. Platform convened to discuss findings. 10.3. Policy brief developed and disseminated.

2. PROGRAMMATIC RESULTS FRAMEWORK

State of Democracy (SoD) and State of Local Democracy (SoLD) Assessments
This section concerns only the development of global resources for assessments. Support for the conduct of assessments in specific countries is presented under the corresponding Regional Programmes.

Topic	Expected Outcomes 2015–2017
State of Democracy	1. Continued application and innovation of the State of Democracy assessment framework and the citizen led assessment approach.
State of Democracy	2. Increased demand for reform oriented democracy assessments at the local level and the development of a comparative knowledge base on local democracy.

Expected Project Results 2015		
Topic	**Project outcomes**	**Project outputs**
State of Democracy	1. Improved access to assessment tools that combine qualitative and quantitative dimensions and are sensitive to varieties of democracies (V-DEM).	1.1. IDEA/V-DEM research findings available online and communicated to main target audiences via (social) media, also in context of post-2015 agenda. 1.2. Revised version of the SoD citizen led assessment framework integrating a range of indicators of varying conceptions of democracy.
	2. Increased access to evidence based knowledge on the state of democracy in various countries and regions around the world.	2.1. Report produced on VDEM-State of Democracy Trend Analysis based on case studies of 30 IDEA Member States. 2.2. Dialogue with Member States held over research findings. 2.3. Report produced based on VDEM-State of Democracy Trend Analysis focused on Asia/Pacific Island States covering democratic trends over the past 100 years.
	3. Partnerships with democracy assessment organizations established and/or sustained.	3.1. Existing partnership with V-DEM sustained and new partnerships with democracy assessment organizations established. 3.2. Fund raising activities undertaken.
	4. Increased demand among citizens to assess and strengthen the quality of their democracy.	4.1. Support and technical assistance to new or emerging State of Democracy Assessments provided. 4.2. Advocated for the use and critical value of citizen led democracy assessments.
	5. Improved access and use of practical tools and frameworks for assessing the quality of democracy in fragile states and transitional societies.	5.1. The Democratic Political Culture: Citizen Survey Tool designed. 5.2. Democracy dimension of the Protecting Politics Risk assessment tool developed.
State of Local Democracy	6. Increased practice among citizens of assessing the quality of democracy at the local level.	6.1. SoLD target audience analysis undertaken, website updated and new communication material on SoLD made accessible. 6.2. Expertise and support provided to demand driven SoLD assessment initiatives in different countries.
	7. Increased availability of global comparative knowledge on practical ways to reform and innovate democracy at the local level.	7.1. List of local level democracy priority areas produced and paper series on Local Democracy Practices and Innovations initiated. 7.2. Briefer produced on "How to assess for reform" based on recently held SoLD Assessments.

State of Democracy Assessments: A family of citizen-led knowledge tools

Now, more than ever, sustainable democracy depends on governments' paying attention and responding to the voice of the citizen. Democracy building requires mechanisms for capturing and structuring citizens´ perspectives and experiences of their democracies, as well as their aspirations and visions of how they would like their democracies to function. Citizen-led assessments make this possible and the family of tools is continually being developed and improved by International IDEA: In 2014 two new guides have been published: **the State of Local Democracy Assessment Framework and the Guide on Democratic Accountability in Service Delivery**.

In 2015 International IDEA will follow up requests for advice on potential citizen-led assessments with partners in Myanmar, Fiji, the Philippines, Botswana, Malawi and Namibia as well as in European and Latin American countries.

In addition, International IDEA aims to better ensure that quantitative and qualitative assessments of democracy reinforce each other. This will be undertaken by partnering with the Varieties of Democracy project (V-DEM), which bases its research on a nuanced, multi-dimensional conception of democracy.

2. PROGRAMMATIC RESULTS FRAMEWORK

2.2. The Africa Programme

Expected programme outcomes 2015–2017	
Across thematic areas	
Citizen engagement	1. Increased and more effective engagement of civil society groups in discussions on democratic reform at the national and local levels.
Electoral processes	
Electoral reform and integrity	2. Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders, prevent and mitigate the risks of elections-related violence, and foster the participation of women and youth in electoral processes.
Constitution-building processes	
Inclusiveness in CBP	3. Enhanced opportunities for the participation of informed civil society and political actors in constitutional reform processes.
Informed constitution building	4. Enhanced capacity of constitutional stakeholders, including legislators, advisors and experts, to make informed decisions on key constitutional issues, building on regional experience-sharing.
Political participation and representation processes	
Political participation of women	5. Increased capacity of political parties, legislative bodies and regulatory authorities (including EMBs) to develop, implement and monitor mechanisms to enhance the political participation of women.
Political participation of youth	6. Increased opportunities for the constructive participation of informed young leaders and youth groups in political parties and electoral processes.
Democracy and development	
Democratic accountability in service delivery	7. Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction.

Expected project results in 2015 – Regional level		
Topic	**Project outcomes**	**Project outputs**
African Charter on Democracy Elections and Governance	1. Increased implementation of the African Charter on Democracy, Governance and Elections.	1.1. Guidelines and tools produced to monitor Member States compliance with AUC instruments. 1.2. Platforms for dialogue to engage CSOs and media in the advocacy process for the accession of Members States. 1.3. Platforms for dialogue to engage Political Parties and Members of Parliament to facilitate the accession of Member States to the Charter. 1.4. Workshops to engage Women and Youth Organizations and Groups in the advocacy process for the accession of Members State to the African Charter on Democracy Elections and Governance.
Shared Values of the African Union	2. The African Union's capacity to promote the Shared Values agenda is strengthened.	2.1. Mechanisms to support Member States with domestication and implementation of Shared Values instruments developed. 2.2. Communication and public awareness about the Shared Values Agenda is enhanced.
Elections and Conflict	3. Enhanced capacity of the African Union to support African EMBs in addressing challenges relating to elections related violence.	3.1. Electoral Risk Management Tool (ERMT) customized and institutionally embedded in at least two (2) countries.

Expected project results in 2015 – Regional level (cont.)		
Topic	**Project outcomes**	**Project outputs**
Electoral reform and integrity	4. Enhanced knowledge on electoral reform promoting credible, inclusive and peaceful electoral processes among African EMBs.	4.1. New publication available addressing African EMBs on the topic of EMB engagement in electoral reform processes in Africa. 4.2. Policy paper developed and disseminated on the role of EMBs in promoting youth participation in Africa.
Electoral reform and integrity	5. Improved electoral laws, policies and procedures in at least four (4) countries that demand assistance via AU, SADC or ECOWAS.	5.1. Recommendations for electoral reform feed into review/reform processes in at least two (2) countries. 5.2. Advice on gender-friendly electoral policy is used by at least two (2) EMBs.
Informed constitution building and Inclusiveness in CBP	6. Enhanced comparative knowledge and learning at Pan-African level about Constitution Building and Constitutionalism.	6.1. Establishment of the Forum of African Experts on and Practitioners of Constitution Building and Constitutionalism. 6.2. Publications produced and disseminated.
High Level Pan African Roundtable	7. Strengthened IDEA footprint on the continent and increased visibility and influence of IDEA as a "thought leader" and change agent for democratic reform.	7.1. A Pan African Roundtable is held on the topic of "Building Democracies that Deliver".

Expected project results in 2015 – Malawi		
Topic	**Project outcomes**	**Project outputs**
Democratic accountability in service delivery	1. Strengthened horizontal and vertical democratic accountability between national and local authorities and citizens.	1.1. Meaningful dialogue on government accountability has taken place between national and local authorities and citizens. 1.2. Policy measures that are necessary to strengthen horizontal and vertical democratic accountability identified by stakeholders.

Expected project results in 2015 – Burundi		
Topic	**Project outcomes**	**Project outputs**
Institutionalised parties	1. Strengthened capacities of political parties technical staff and politicians in strategic planning.	1.1. Implementation of the Strategic Planning Tool for political parties organised.

Expected project results in 2015 – Nigeria		
Topic	**Project outcomes**	**Project outputs**
Elections and conflict	1. Enhanced capacity of the Independent National Electoral Commission (INEC) of Nigeria to assess and manage electoral risks and coordinate preventative actions to prevent electoral violence.	1.1. INEC's electoral risk management hub tooled with the latest version (v.7) of the ERMT. 1.2. INEC's electoral risk management hub is operational and staffed with trained personnel. 1.3. INEC collects and analyses data and collaborates with external partners before, during and after the February 2015 general elections. 1.4. INEC coordinates actions to mitigate and prevent electoral risks from impacting on the electoral process or escalating into electoral violence.
Elections and conflict	2. Stronger institutionalisation of the Electoral Risk Management methodology within INEC	2.1. Recommendations developed by INEC for improving electoral security in Nigeria through political, security, electoral and/or institutional reforms.

2. PROGRAMMATIC RESULTS FRAMEWORK

Expected project results in 2015 – Botswana, Ivory Coast, Namibia		
Topic	**Project outcomes**	**Project outputs**
State of Democracy and State of Local Democracy Assessments	1. Improved citizen influence in shaping democratic reforms through the application of citizen-led assessment methodologies (SOD & SoLD).	1.1. Citizen-led democracy assessments (SOD & SoLD) are conducted. 1.2. Recommendations of these processes are formulated and publicized in a way that they can readily be taken up by policy makers or citizen campaigners.

2.3. The Asia and the Pacific Programme

Expected programme outcomes 2015–2017	
Across thematic areas	
Regional organizations	1. Enhanced engagement of regional organizations from Asia and the Pacific in discussions and policy action related to democracy.
Citizen engagement	2. Increased and more effective engagement of civil society groups, including young people, in discussions on democratic reform at the national and local levels.
Electoral processes	
Electoral integrity	3. Enhanced capacity of electoral authorities and other policy makers to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption of regulations and policy measures to manage the role of money in elections, ensure electoral security, promote electoral justice and foster the participation of women and marginalized groups.
Inclusiveness in EP	4. Enhanced opportunities for the participation of civil society and political interest groups in electoral reform and implementation processes, in countries undergoing electoral reform processes.
Constitution-building processes	
Informed constitution building	5. Enhanced capacity of lawmakers and political parties, to reach informed decisions on key constitutional issues in countries where constitutional debate occurs.
Inclusiveness in CBP	6. Enhanced opportunities for the participation of civil society and political interest groups in constitutional reform and implementation processes, in countries undergoing constitutional reform processes.
Political participation and representation processes	
Political participation of women and marginalized groups	7. Increased capacity of electoral management bodies political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women and marginalized groups.
Money in politics	8. Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.
Democracy and development	
Democratic accountability of political executives	9. Increase in the degree of confidence and trust of citizens in democracy and democratic institutions through strengthening aspects of democratic accountability of political executives.

Expected project results in 2015 – Regional level		
Topic	**Project outcomes**	**Project outputs**
Regional organizations	1. Electoral reforms feature in the agenda of regional organizations and institutions more prominently.	1.1. Recommendations from the ASEAN Election Observation Workshop are promoted. 1.2. Advice provided to regional organizations to implement the Model Gender Policy for EMB.
Regional organizations	2. Enhanced engagement of regional organizations from Asia and the Pacific in discussions and policy action related to democracy.	2.1. Jointly develop and implement a project applying the citizen-led local democracy assessment framework in the Pacific islands in collaboration with the Commonwealth Local Government Forum (CLGF).
Electoral integrity and Inclusiveness of Electoral Processes	3. Enhanced quality of electoral processes and institutions in countries undergoing or considering electoral reform.	3.1. Advice and comparative knowledge resources provided to countries where IDEA is already engaged, e.g. to Indonesia. 3.2. Comparative knowledge and expertise on electoral processes provided to prospective advice-seeking countries (e.g. to Thailand).
Money in politics	4. Enhanced quality of political finance regulation and its enforcement in Asian and Pacific countries.	4.1. Asian-African Workshop on enforcement of political finance regulations is co-organized with a high-level partner. 4.2. High-level delegates from Asia and the Pacific region participate in the 2015 Global Conference on Money in Politics in Mexico.
Democratic accountability of political executives	5. Increased knowledge available on how political executives are held accountable in the Pacific Islands.	5.1. Country-specific databases on elected political executives developed. 5.2. Policy action papers and briefs finalised.

Expected project results in 2015 – Indonesia		
Topic	**Project outcomes**	**Project outputs**
Citizen engagement	1. Enhanced opportunity for citizens to shape democratic reforms based on citizen-led assessments.	1.1. Findings and recommendations of a recent citizen-led assessment feed into the local and national discussions on reform.

Expected project results in 2015 – Philippines		
Topic	**Project outcomes**	**Project outputs**
Citizen engagement	1. Enhanced opportunity for citizens to shape democratic reforms based on citizen-led assessments.	1.1. A platform for dialogues on reform issues in post-election Fiji is co-organised with non-governmental organizations.

Expected project results in 2015 – Fiji		
Topic	**Project outcomes**	**Project outputs**
Citizen engagement	1. Enhanced opportunity for citizens to shape democratic reforms based on citizen-led assessments.	1.1. Findings and recommendations of a recent citizen-led assessment feed into the local and national discussions on reform.

2. PROGRAMMATIC RESULTS FRAMEWORK

Expected project results in 2015 – Nepal		
Topic	**Project outcomes**	**Project outputs**
Informed constitution building	1. Increased opportunity and capacity of key national stakeholders, including members of the Constituent Assembly (CA) to engage in informed and timely discussions on constitution building process and content.	1.1. Expert support and advice on constitution building and process provided to the CA through the CA Secretariat and Committees. 1.2. Expert advice, knowledge resources and capacity strengthening for advocacy provided to women, Dalit, Muslim indigenous peoples and other marginalized group representatives in collaboration with the CA Committee for Capacity Building and Resource Development. 1.3. Public Consultations on the content of the draft constitution facilitated in collaboration with the CA Committee on Civil Relations and Constitution Suggestions.
Inclusiveness in CBP	2. Enhanced consensus and compromise around contested constitutional issues among political parties and social groups.	2.1. Technical advice and capacity strengthening in the fields of dialogue facilitation and consensus building provided to the Committee on Constitutional Political Dialogue and Consensus. 2.2. Political Party and social group dialogues on contentious constitutional issues facilitated. 2.3. Gap bridged between the CA/Legislature-Parliament and the public through Constitution Information Centres in collaboration with the CA Secretariat and Nepal Law Society.
Informed constitution building	3. Enhanced interest and capacity of democratic institutions and actors, including the CA/Legislature-Parliament to develop and execute the transition and implementation plan.	3.1. Technical advice and support provided to the CA/Legislature-Parliament. 3.2. Development of a national framework for legislative review and revision facilitated.

Expected project results in 2015 – Myanmar		
Topic	**Project outcomes**	**Project outputs**
Citizen engagement	1. Enhanced opportunity for citizens to shape democratic reforms based on citizen-led assessments.	1.1. Citizens of Myanmar lead assessments to inform their discussions of the country's democratic reform.
Electoral integrity and inclusiveness of electoral processes	2. Enhanced capacity of the Myanmar EMB (the Union Election Commission) to administer the electoral process in a manner that increases confidence of electoral stakeholders.	2.1. Assignments, visits, study missions undertaken by UEC members, members of UEC staff, practitioners and experts to gain valuable exposure to good practices of electoral management. 2.2. IDEA and other relevant publications translated and contextualised. 2.3. Fact sheets, policy briefs, commentaries, research papers produced. 2.4. IDEA electoral system simulation tool used and translated.
Electoral integrity and inclusiveness of electoral processes	3. The UEC communicates with the public based on an understanding of citizens' perceptions about elections.	3.1. Focus group research and surveys conducted to identify public perception about and knowledge of electoral process, stakeholders and other relevant institutions. 3.2. Assistance provided to analyse the data and to develop messages necessary to enhance citizens' understanding of and promote inclusive participation in the electoral process.

Expected project results in 2015 – Myanmar (cont.)		
Topic	**Project outcomes**	**Project outputs**
Electoral integrity and inclusiveness of electoral processes	4. Enhanced capacity of the UEC to detect and prevent electoral fraud.	4.1. Context Overview Workshop held. 4.2. Manual created for the implementation of the Electoral Risk Management Tool (ERMT). 4.3. Data collected through, but not limited to: state security agencies, focus group discussions research, media reports. 4.4. Data analysed.
Electoral integrity and inclusiveness of electoral processes	5. Improved use of social media by the UEC.	5.1. Workshops held towards developing an effective social media and mobile technologies strategy for outreach. 5.2. IDEA's Guide to Social Media in Electoral Processes translated and made available. 5.3. Technical assistance provided to implement the social media strategy effectively.

Expected project results in 2015 – Bhutan		
Topic	**Project outcomes**	**Project outputs**
Electoral integrity	1. Enhanced capacities of the National Assembly of Bhutan and the National Council of Bhutan to manage the quality of legislative processes.	1.1. Information sessions and trainings conducted for Members and for Secretariat Staff. 1.2. Fellowship programme organised with partner legislature in another country. 1.3. Recommendations by the Secretariats to improve the legislative process quality debated with Members, the Royal Civil Service Commissions, Gross National Happiness Commission and Political Parties.
Electoral integrity	2. Enhanced capacity of the Election Commission of Bhutan to run a resource and training centre on democracy and elections.	2.1. Piloting of a "credible elections clinic" conducted. 2.2. Training provided for political parties and parliamentarians on political finance regulations. 2.3. IDEA publications provided to the Election Commission of Bhutan.
Voter education	3. Enhanced capacity of the Election Commission of Bhutan to implement a voter education strategy.	3.1. Capacity strengthening facilitated for staff of the Election Commission of Bhutan on e-learning module development, project management and civic/voter education strategies. 3.2. Peer-to-peer exchanges organised for electoral staff through work placement programmes in foreign EMBs or civic education centres.

2. PROGRAMMATIC RESULTS FRAMEWORK

Bhutan: A resource centre for democracy

Bhutan is a young democracy that held its first ever democratic elections in 2008. Democracy was introduced by its own King who wanted his people to elect their own representatives. It has from the beginning been a homegrown democracy. When International IDEA was invited to assist in December 2010, the Election Commission of Bhutan (ECB) had developed the broad concept for an Electoral Training and Resource Centre (ETRC) that would become Bhutan's centre for excellence in democracy.

Credible Elections Clinic

The ETRC will manage professional development for ECB staff. Political parties and potential political leaders can develop their capacities at the ETRC. The centre also has the mission to contribute to democratic education for the citizens of Bhutan, and to foster dialogue and discussions among stakeholders on issues of democratic and electoral reforms. The latter is dubbed as the "Credible Elections Clinic". With the support of the Kingdom of Norway, IDEA has been working closely with ECB toward enhancing staff skills and supporting the development of tools, such as an e-learning module, the "Clinic" and trainings.

In 2015, IDEA will continue its partnership with the Parliamentary Centre of Canada providing technical assistance to the Bhutan National Assembly and the National Council, the two houses of Parliament. This support will focus on legislative research and on drafting skills for parliamentarians and secretariat staff.

Peer learning with parliament of Sri Lanka

In the spirit of peer learning a fellowship exchange programme is planned in 2015 between the secretariats of both Houses and the Parliament of Sri Lanka. Both Bhutan and Sri Lanka have more than one official languages. The Bhutanese secretariat staff intends to learn how other parliaments deal with translations, language services, document management etc. in a multilingual setting.

2.4. The Latin America and the Caribbean Programme

Expected programme outcomes 2015–2017	
Across thematic areas	
Money, organized crime and politics	1. Enhanced capacity of national institutions such as legislative bodies, political parties and law enforcement agencies to understand and address through policy action the role of money and organized crime in politics.
Electoral processes	
Electoral reform and integrity	2. Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity.
Elections and gender	3. Increased gender equity in electoral processes through improved legal frameworks and enabling conditions for the electoral participation of women.
Electoral justice	4. Improved national regulatory frameworks for electoral justice, building on comparative experience from across the LAC region.
Constitution-building processes	
Inclusiveness in CBP	5. Enhanced opportunities for the participation of informed civil society and political actors in any forthcoming constitutional reform or implementation processes in LAC.
Political participation and representation processes	
Internal democracy	6. Enhanced capacity of institutions of representation, including political parties and legislative bodies, to connect with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies.
Programmatic parties	7. Increased capacity of political parties to develop, adopt and promote programmatic platforms.
Mechanisms for inclusion	8. Increased capacity of political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women, youth, afro-descendants and indigenous peoples.
Democracy and development	
Shared visions for development	9. Increased collaboration among social and political actors in building shared visions for national development, particularly with respect to extractive industries.
Accountability in service delivery	10. Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction.

Expected project results in 2015 – Regional level		
Topic	**Project outcomes**	**Project outputs**
Electoral reform and integrity	1. Enhanced understanding of common challenges in electoral justice among EMB officials in Latin America and the Caribbean.	1.1. VII Iberoamerican Conference on Electoral Justice organised in Peru, in partnership with the EMB, regional academic experts, magistrates and officials.
Money, organized crime and politics	2. Enhance awareness and increased understanding of the illicit practices in the funding of political parties among global, regional and national actors involved in political finance regulation.	2.1. Global Conference on Money in Politics in Mexico co-organised. 2.2. International IDEA Handbook on Political Finance in Spanish language launched.
Inclusiveness in CBP	3. Enhanced, comparative understanding of constitutional reform processes and lessons learned in Latin America and the Caribbean.	3.1. Conference on Lessons Learned in Development of Constitutional Democracy in Latin America organised, with Government officials, political parties, academics and CSOs.

Expected project results in 2015 – Regional level (cont.)		
Topic	**Project outcomes**	**Project outputs**
Elections and gender	4. Enhanced capacities of stakeholders (EMBs, parliamentarians, political parties, academics and journalists) in Latin America to implement electoral reform for gender equity.	4.1. National seminar organised to introduce international and comparative experiences to support the electoral reform process. 4.2. Technical support provided to introduce good practices in electoral reform and gender equity in the region.
Shared visions for development	5. Enhanced understanding on the current state and quality of democracy in the region, including post-2015 agenda topics, and more effective collaboration and coordination among international organizations working on key democracy issues in LAC.	5.1. III International Forum of Santo Domingo on key challenges for democracy in LAC organised jointly with regional partners and facilitated with international actors, regional and sub-regional organizations. 5.2. Workshops, Seminars and research undertaken on the quality of democracy and relevance of the post-2015 agenda for Latin America and the Caribbean. 5.3. Documentation of the III International Forum of Santo Domingo published.

Expected project results in 2015 – Andean Region		
Topic	**Project outcomes**	**Project outputs**
Money, organized crime and politics	1. Enhanced awareness and increased understanding, with a gender perspective, of illicit practices in the funding of political parties.	1.1. Preparatory discussion forums toward the Global Conference on Money in Politics with EMB officials, parliamentarians, political parties and other actors involved in political finance regulation. 1.2. Complementing research and publication of the report.
Internal democracy	2. Increased responsiveness of political parties towards the needs and demands of citizens.	2.1. International events with political parties, academics and representatives of civil society organizations, from Colombia, Bolivia, Ecuador and Peru, in order to formulate recommendations and findings for parties on how to meet the challenges, demands and expectations of todays' society. 2.2. Design and developing of a tool kit for political parties. 2.3. Publication of recommendations from in the international events and application of the tools.
Accountability in service delivery	3. Enriched national and regional democratic processes through agreements on the role of the media to promote representation and accountability.	3.1. Debates and public forums on media monitoring held among civil society groups. 3.2. Training for Andean journalists on role of the media in electoral processes.
Shared visions for development	4. Strengthened capacity of key regional leaders to come to agreements with respect to extractive industries, inside their countries and regionally.	4.1. Technical analysis roundtable on the use of revenues from natural resources with political organizations and indigenous organizations.
Shared visions for development	5. Increased capacity of the UNASUR Center for the Study of Democracy, Peru, to conduct research and provide guidance for strengthening democratic institutions in South American countries.	5.1. Series of debates related to democratic changes and transformations. 5.2. Publication of a book on democratic changes and transformations.

Expected project results in 2015 – Mexico and Central America		
Topic	**Project outcomes**	**Project outputs**
Electoral reform and integrity and Electoral justice	1. More informed debate between electoral stakeholders, academic experts and the media in Mexico, Central America, on issues of electoral reform.	1.1. National seminars to share international and comparative experience (e.g. on electronic voting, voting from abroad, public funding and the media, gender) and the recommendations of the Global Commission on Elections, Democracy and Security.
Programmatic parties	2. Enhanced capacity of political parties to improve and manage regulatory frameworks in Central America, the Dominican Republic and Mexico.	2.1. National seminars and technical support to share international and comparative experience.

Expected project results in 2015 – Panama		
Topic	**Project outcomes**	**Project outputs**
Inclusiveness in CBP	1. Regional experience sharing between academic experts, politicians and officials on constitutional reform in Panama.	1.1. Organization of workshops and provision of technical expertise on request of national counterparts in Panama.

Expected project results in 2015 – Chile		
Topic	**Project outcomes**	**Project outputs**
Inclusiveness in CBP	1. Regional experience sharing between academic experts, politicians and officials on constitutional reform in Chile.	1.1. Organization of workshops and provision of technical expertise on request of the Government of Chile.

Expected project results in 2015 – Bolivia		
Topic	**Project outcomes**	**Project outputs**
Electoral reform and integrity	1. Enhanced capacity of the Bolivian EMB to manage the electoral process through institutional development, including through healthy relationships with the Departmental Electoral Courts.	1.1. Technical support given to the priority issues as formulated in the Bolivian EMB's Institutional Strategic Plan (PEI) 2014-2017. 1.2. Technical support given for the organization, administration and operation of the Documentation Centre in La Paz and in the departments. 1.3. Sharing of experiences conducted on the interaction between the Bolivian EMB and the Departmental Electoral Courts during Election 2014.
Electoral justice	2. Increased capacity of the Intercultural Service for Democratic Strengthening (SIFDE) to foster voter participation in Bolivia.	2.1. Sharing of experience conducted between the Departmental Electoral Courts and the Intercultural Service for Democratic Strengthening (SIFDE) on the fostering of participation in the 2014 elections. 2.2. Technical support to SIFDE at departmental level to incorporate intercultural democracy and civic culture in the school curriculum.
Electoral reform and integrity	3. More effective participation of the Bolivian EMB in the drafting of electoral regulations.	3.1. Support provided to coordination activities, including a Round Table, between the EMB and the legislature. 3.2. Support provided to the EMB in the production of informational materials. 3.3. Policy recommendations provided to the EMB and the legislature through comparative studies and through the collection of input from civil society organizations, including women's groups.

2. PROGRAMMATIC RESULTS FRAMEWORK

Expected project results in 2015 – Bolivia (cont.)		
Topic	**Project outcomes**	**Project outputs**
Electoral justice	4. The EMB applies adequate instruments to monitor and control the information and propaganda in electoral campaigns and the role of the media in democracy.	4.1. Support provided to evaluation and transmission of relevant experiences about the role of media in democracy in the 2014 Elections. 4.2. Software developed and applied by the Departmental Electoral Courts to facilitate the monitoring and control of political propaganda in coordination with SIFDE.
Mechanisms for inclusion	5. Increased capacity of new regional and indigenous political organizations to conform to the Law of Political Organizations in Bolivia.	5.1. Technical advice to new political organizations to adopt programmatic visions and disseminate them. 5.2. Technical assistance given to new indigenous political organizations for the development of programmatic proposals.
Elections and gender	6. Strengthened participation of women in political organizations and in the electoral process.	6.1. Women's organizations programmatic proposals are developed with the aim of their inclusion in political organizations' programs. 6.2. Advocacy Actions and women candidates forums organized. 6.3. Awareness events and trainings conducted with media professionals about electoral news coverage with a gender perspective. 6.4. Proposals developed to improve the regional electoral legislation from a gender perspective.
Internal democracy	7. Increased capacity of political organizations to increase their ability to build consensus and develop programmatic proposals including about internal rules and practices.	7.1. Round tables on programmatic proposals involving political organizations and civil society with a focus on the participation of women, youth and indigenous peoples and their opportunities for feedback in discussions on programmatic construction.
Mechanisms for inclusion	8. Increased opportunity for the participatory development of legislation under the new constitution, related to the promotion of women's and indigenous political participation.	8.1. Thematic roundtables with special committees of the Plurinational Legislative Assembly Thematic roundtables with special committees of the Plurinational Legislative Assembly. 8.2. Technical Assistance to the Plurinational Legislative Assembly on priority issues, including comparative legal research and draft proposals to propose arguments and recommendations for mainstreaming gender and diversity in laws.

ÁGORA DEMOCRÁTICA:

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

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

Since its creation, Ágora Democrática has supported political reform processes through technical assistance, by providing international comparative experiences, publications, workshops and seminars. It has founded "Ágora Política", a political magazine with an Editorial Board from the main Ecuadorian political organisations and multiparty women's groups.

In 2015, Ágora Democrática will work with political parties to strengthen them internally – their programmatic and institutional capacities – and externally, through improved communication with society and through interparty-dialogue. Additionally, the relation of citizens to political organisations will be an object of further research.

(cont.)

Ágora Democrática will also continue supporting the participation of women such as the Training School of the Women's Association of Rural Parishes (AMJUPRE) or the Parliamentary Group to Defend Women's Rights.

Furthermore, Ágora Democrática is expecting to partner with the European Union to strengthen the National Assembly both technically and in its relation to citizens: this would include the production, in 2015, of a guide on technical procedures for legislature staff. Ágora Democrática plans also innovative initiatives such as developing a model dialogue where prospective laws can be discussed with and by citizens; and developing a model translation process where legal texts are translated into more accessible language.

Expected project results in 2015 – Peru

Topic	Project outcomes	Project outputs
Electoral reform and integrity	1. Enhanced awareness of voters of the dangers of the infiltration of illicit money into the electoral process and can better evaluate their candidates.	1.1. Public awareness campaign organised called "The Electoral Test" (Prueba Electoral). 1.2. Social Mobilisation events held to raise awareness among citizens. 1.3. Virtual resource centre created with key information: the Web Platform "Peru Decides Well". 1.4. Communications and awareness building materials produced.
	2. Enhanced capacities of civil society organizations to serve as campaign watchdogs.	2.1. Methodology and tools for tracking campaign spending designed. 2.2. Civil society organizations trained in watchdogs and tracking tools.
	3. Improved oversight by political parties of candidates and the sources of their campaign funds.	3.1. Technical assistance provided for parties on mechanisms and tools for oversight of candidates. 3.2. Party awareness raised of the need for transparent campaign finance.
	4. More pressure to be more transparent put on political parties and candidates by journalists.	4.1. Investigative and watchdog journalism skills promoted. 4.2. Journalism contest held.
	5. Submission of legislative proposals to improve electoral regulations (including gender-sensitive ones) to Parliament or the appropriate body.	5.1. Roundtables organised among key electoral authorities, experts and political leaders. 5.2. Technical advice and assistance provided to EMBs on public financing of parties and campaigns.
Mechanisms for inclusion	6. More effective integration of gender in legislative initiatives by Parliamentarians.	6.1. Technical assistance provided to the new women parliamentarians' roundtable. 6.2. Technical assistance to produce a legislative proposal on political harassment and to advocate for it with parliamentarians and advisors.

Expected project results in 2015 – Argentina, Brazil, Paraguay and Uruguay

Topic	Project outcomes	Project outputs
Programmatic parties	1. Enhanced capacity of political parties to improve and manage regulatory frameworks in Argentina, Brazil, Paraguay and Uruguay.	1.1. National seminars and technical support provided to share international and comparative experience.

Expected project results in 2015 – Haiti		
Topic	**Project outcomes**	**Project outputs**
Electoral reform and integrity	1. Enhanced capacity and internal structure of the Permanent Electoral Council of Haiti in view of it becoming a permanent body.	1.1. Capacity strengthening activities facilitated on electoral management topics identified by the Permanent Electoral Council, such as the modernization of its administrative strategies, accounting practice, etc. 1.2. Shared learning facilitated between the Permanent Electoral Council and political parties, civil society and the media including experts from LAC region and Africa.
Programmatic parties Internal democracy	2. Stronger political parties and parliamentary structure.	2.1. Roundtables and retreats of representatives from both Houses about legislative agenda held. 2.2. Regular information on parliamentary action is widely published. 2.3. Support and technical assistance given to elected parties in Parliament to contribute to the creation of sustainable alliances and political platforms. 2.4. Technical support on request to contribute to political parties' internal functioning, including identifying training programs for their members. 2.5. Debates, workshops and seminars facilitated to promote political parties' internal democracy and inclusiveness, particularly of women and youth.
Mechanisms for inclusion Accountability in service delivery	3. Enhanced capacity of newly elected Members of Parliament to fulfil their parliamentary mandate.	3.1. Workshops and training for newly elected Members of Parliament on management and technical issues, including adherence to Financial Procedures. 3.2. Workshops and training for newly elected members of Parliament on the mechanisms to effectively supervise and control Government action. 3.3. Parliamentarians' joint actions with local authorities supported to improve delivery of services to communities. 3.4. South-south, peer-to-peer learning exchanges promoted.
Mechanisms for inclusion	4. Increased sensitization of Parliamentarians and political leaders, most particularly women, on the need for gender sensitive budgeting not only at the level of state institutions but also in other areas through which women and youth could increase their participation and contribution.	4.1. Trainings organized for legislators on the impact of public finance on gender equality. 4.2. Support given to women legislators to draft and implement legislation that will improve women's lives.
Accountability in service delivery	5. Increased awareness of civil society organizations on their rights and responsibilities with regard to accountable delivery of public services.	5.1. Support is given to the roll out of the nationally-led pilot assessment on water distribution, with a focus on the role of right-bearers, communities, elected politicians and the media. 5.2. Support is given to advocacy work for better accountability in public service delivery.

2.5. The West Asia and North Africa Programme

Expected programme outcomes 2015-2017	
Electoral processes	
Electoral integrity and reform	1. Enhanced capacity of institutions in target countries to conduct inclusive electoral processes with integrity, credibility and security.
Increased capacity and understanding of EPs	2. Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organizations working with youth and women.
Constitution-building processes	
Informed constitution building	3. Enhanced capacity of key national stakeholders in target countries to engage in and manage inclusive constitution building processes.
Implementing constitutions	4. Enhanced capacity of key national stakeholders to implement the constitution including fundamental rights, systems of government and the rights of women and marginalized groups in target countries.
Knowledge sharing on CBP across the region and beyond	5. Increased opportunities for sharing good comparative practice of CBP across the region and beyond.
Political participation and representation processes	
Effective institutions of representation	6. Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus based internal structures for decision and policy making.
Increased inclusiveness	7. Enhanced opportunities for women and youth to play meaningful roles in democracy building.

Expected project results in 2015 – Regional level		
Topic	**Project outcomes**	**Project outputs**
Knowledge sharing on CBP	1. Creation of a regional network of experts who focus on constitutional law.	1.1. Technical Assistance provided to the Association of Constitutional Law Experts in the process of their organizational establishment.
	2. Sharing of experiences and studies on constitutional processes within the region.	2.1. Regional conferences and meetings of national chapters held.
		2.2. Studies on comparative constitutional law and the Association's yearbook published and disseminated.
Increased inclusiveness	3. Increased capacities and opportunities for young people for participation and representation in the processes of democracy building.	3.1. Democracy curriculum developed with continued inputs from target audience and partners throughout the region.
		3.2. Democracy curriculum peer reviewed and its pilot initiated in Tunisia.
		3.3. National and regional networks established and national and international institutions and organizations sensitized about the project.

| Money in politics | 4. Strengthened discussions on Money in Politics at the regional and global level. | 4.1. Expert workshop and technical support delivered to key actors.
4.2. Relevant IDEA Publications available in Arabic.
4.3. Regional workshop organised on Money in Politics.
4.4. The 2015 Global Conference on Money in Politics is enriched by the contributions and the participation of influential actors from the WANA region. |

Expected project results in 2015 – Egypt		
Topic	**Project outcomes**	**Project outputs**
Increased capacity and understanding of EPs	1. Improved capacities of Civil Society Organizations, the NCHR and Political Parties to effectively and productively participate in the electoral process.	1.1. Support provided to domestic election observers in drafting high quality, gender sensitive reports. 1.2. Support provided to voter educators to disseminate their knowledge to their wider network. 1.3. Support provided to the NCHR in their role as impartial and productive reporting and facilitating actor in the electoral process.
Increased capacity and understanding of EPs	2. Enhanced international awareness of the electoral management processes.	2.1. Information and awareness sessions for international media and election observers. 2.2. Translation of relevant legal framework and parliamentary decisions into English.
Increased capacity and understanding of EPs	3. Enhanced capacity of the EMB.	3.1. Technical assistance and IDEA knowledge resources provided on request.

Expected project results in 2015 – Libya		
Topic	**Project outcomes**	**Project outputs**
Electoral integrity and reform	1. Improved institutional embedding of the Electoral Risk Management Tool (ERMT).	1.1. ERMT is further customized to the Libyan context for use by the HNEC. 1.2. Implementation of the ERMT advised on. 1.3. Peer-to-peer support facilitated.
Electoral integrity and reform	2. Enhanced and sustainable legal electoral framework that meets international good practice.	2.1. Technical advice provided to the HNEC on legal electoral framework on request. 2.2. Outreach and voter education activities supported on initiative of the HNEC.
Informed constitution building	3. Contribute to the development of a constitution that meets international good practice.	3.1. Support to the Constitution Drafting Assembly throughout the constitution building process.

Expected project results in 2015 – Yemen		
Topic	**Project outcomes**	**Project outputs**

Yemen

Support to the Constituent Assembly

In early 2014, on request from the Yemeni Constituent Assembly and backed by its Council, International IDEA began to support the transitional process in Yemen, providing direct technical support and advice to the Constituent Assembly through expert missions, the translation of relevant comparative case studies and desk research.

The technical support will continue in 2015 with a focus on the implementation and application of the constitution, particularly in regards to ensuring the protection of fundamental rights guaranteed therein.

International IDEA continues to seek financial support for areas of programming requested by the election management body and civil society organizations whose aim is to increase the inclusion and participation of women and youth in democratic processes and institutions in Yemen.

International IDEA will continue to build on its five years of experience across the region and work closely with national counterparts and partners to support sustainable democracy in Yemen.

Implementing constitutions	1. Improved consideration of the concept of proportionality in legal deliberations	1.1. Peer-to-peer platforms held with specialists and with legal practitioners from across the region.
		1.2. Moot court competition to encourage debate on proportionality in the broader legal community is organised.
		1.3. Manual produced on Yemen's new framework for the protection of fundamental rights.
Implementing constitutions	2. Improved system of government at both the horizontal and vertical levels.	2.1. Increased knowledge on good practices in federal systems of government.
		2.2. Increased knowledge of good practices regarding oversight procedures at the level of the central government.

Expected project results in 2015 – Tunisia		
Topic	**Project outcomes**	**Project outputs**

Increased inclusiveness	1. Assessments of barriers and strategies that impact on women's political participation and leadership conducted by political parties.	1.1. Multi-party dialogue sessions facilitated on the outcome and consequences of the assessments of internal and external barriers and strategies that impact on women's political participation and leadership. 1.2. Outreach and networking events supported on the reform agendas with political parties, media and civil society. 1.3. Training seminar held for gender-sensitive policy making and legislation with political parties.
	2. Stronger promotion of women's political empowerment by political parties' leadership.	2.1. Outreach and networking events supported on the reform agendas with political parties, media and civil society.
	3. Enhanced capacity of female candidates in leadership, campaigning, political formation, policymaking and legislation.	3.1. Technical assistance tailored to request related to gender-based violence, gender party financing and women's political leadership. 3.2. Training seminars for capacity development organised.
Implementing constitutions	4. Improved consideration of the concept of proportionality and of the gender perspective in laws.	4.1. Peer-to-peer platforms held with specialists and with legal practitioners from Tunisia and across the region. 4.2. Moot court competition to encourage debate on proportionality in the broader legal community organised. 4.3. Manual produced on article 49's impact on Tunisia's framework for the protection of fundamental rights, and its impact on the rights of women.
Implementing constitutions	5. Assessment of the constitution from a gender perspective.	5.1. A forum for dialogue to build the awareness of law makers for need for drafting and implementing laws with gender considerations in mind.

Expected project results in 2015 – Tunisia (cont.)		
Topic	**Project outcomes**	**Project outputs**
Increased capacity and understanding of EPs	6. Increased capacity of national civil society organizations involved in domestic observation to identify and report on areas that incentivize or hinder women's full participation in electoral processes.	6.1. Methodology for observing inclusiveness of elections developed building on the 2014 pilot. 6.2. Inclusiveness of local/municipal elections observed and analysed using the above methodology. 6.3. Training for CSOs to apply methodology and report on results organised.
Increased capacity and understanding of EPs	7. Improved institutional embedding of the Electoral Risk Management Tool (ERMT) beyond the 2014 elections.	7.1. ERM Tool further customized to context. 7.2. Capacity building provided and peer-to-peer support facilitated.
Electoral integrity and reform	8. Enhanced sustainability of the institutional and legal framework for elections.	8.1. Advisory support provided to the ISIE on request.

3. INSTITUTIONAL MANAGEMENT PRIORITIES

3.1. External Relations, Governance and Advocacy

Member States Engagement and Partnerships	
Objectives for 2015–2017	**Priorities for 2015**
1. Increased and sustained engagement of IDEA Member States in supporting the work of IDEA towards implementing the *Strategy 2012-2017*.	• Complete outreach missions to target countries for membership, with a priority for Asia-Pacific and Central and Eastern Europe. • Consult and/or convene Member States on issues related to the resourcing and implementation of the strategy, at global, regional and country levels. • Organise regular meetings of The Council of Member States, Steering Committee and Finance and Audit Committee. • Respect the operating parameters and modalities of the Institute as an intergovernmental organization.
2. Increased and renewed financial support for IDEA's work towards implementing the Strategy 2012-2017 (includes efforts to secure core and restricted funding).	• Support and improve the process, design and quality of project proposal documents for more effective mobilising of restricted funding through the implementation and awareness of the Project Design Quality Management and Support Procedure. • Implement and review IDEA's Strategy for Income Growth and Partner Engagement 2013-2017. • Build capacity and systems across IDEA to maintain current levels of resource mobilisation. • Support the development of systematic country engagement strategies for long-term democracy support and develop comprehensive value-added narrative for IDEA.
3. Increased collaboration between IDEA and regional organizations in setting priorities for regional and global action in support of democracy.	• Improve representation and advocacy work, with emphasis on democracy building in the post-2015 development agenda, the recommendations of the Global Commission on Elections, Democracy and Security, the increasing role of Regional Organizations as activators of democratic transition and consolidation, and the important leverage of IDEA Member States in that work. • Play a central role in high-level international events, including at the UN, EU, CoE, at regional meetings, with academia and stakeholders.
4. Increased opportunities for key global actors to enrich IDEA's knowledge development efforts in areas of interest to IDEA's Member States.	• Hold a Democracy Forum during the Swiss Chairship of IDEA, with substantial input from IDEA towards the conceptualisation of the Forum theme. • Agree with Switzerland upon a topic for the Democracy Forum that will provide significant input into global discussions and into IDEA's knowledge development efforts. • Integrate the IDEA 20th Anniversary throughout the communications and activities of the Swiss Chairship of IDEA in order to increase awareness of the organization among Member State and key global actors.

5th High Level Meeting of the Inter-Regional Dialogue on Democracy in 2015 hosted by the African Union:

Building Democracy in Conflict-affected and Fragile States: the Role of Regional Organizations

A workshop will be held among senior officials and experts to take stock of the roles that regional organizations play in this field, as well as highlight their experiences and lessons learned. Thereafter, the 5th High Level Meeting of the Inter-Regional Dialogue on Democracy will be hosted by the African Union in Addis Ababa, Ethiopia.

3. INSTITUTIONAL MANAGEMENT PRIORITIES

Advocacy	
Objectives for 2015–2017	**Priorities for 2015**
1. Increased consensus among UN and EU stakeholders on the importance of democracy in the global development agenda.	• Increase consensus within the wider UN policy community on the importance of democratic governance for the post-2015 agenda by: – Disseminating timely policy analysis and studies on democratic governance and the post-2015 agenda. – Engaging UN and other strategic partners in the inter-governmental negotiations with an eye to achieving a critical mass of key stakeholders that support the importance of democratic governance in the post-2015 agenda. – Increasing advocacy with US and Canada based institutions working in the field of democracy. • Increase advocacy efforts to elevate the importance of gender equality, women's empowerment, women's political participation and representation in key UN debates, in particular the post-2015 agenda. • Promote the relevance of International IDEA policy-relevant products and knowledge resources. • Establish and develop relations with the new institutional EU leadership, and other democracy support stakeholders in Brussels and Strasbourg. • Facilitate dialogue with all democracy support stakeholders in Brussels and Strasbourg: – on EU internal democracy deficits, – on the global importance of the democracy/development nexus (EU Year for Development 2015), and – the key role of women and youth for sustainable democracy.
2. Increased consensus among UN stakeholders on the importance of democratic values and principles in the UN's work.	• Increase awareness of UN partners and Member States of the role of the UN in enhancing the integrity of elections, in analysing the role of money in politics, in addressing the rise of citizen's movements and in engaging the youth in political processes. • Engage with UN partners to ensure that key messages concerning security and electoral processes, civilian-military relationships in democratic transitions/state building and inclusiveness and power brokerage are in focus when addressing the role of the UN in fragile, conflict and post-conflict states. • Reach out to UN partners and Member states in elevating the inter-linkages between democracy and women's political participation and representation with a focus on democracy, peace and security.
3. Increased consensus among EU stakeholders on the importance of inclusive, sustainable democracy support on a wider scale - whether these are political, social and/or economic.	• Contribute towards putting sustainable democracy support at the centre of EU policy considerations, highlighting the inter-linkages between democracy and development, human rights, rule of law and good governance by: – Promoting the relevance of International IDEA policy-relevant products and knowledge resources to strategic EU institutional democracy stakeholders. – Facilitating dialogue on inclusive EU democracy support with and among the European External Action Service, the European Commission, the European Parliament, the Council of Europe, and democracy support stakeholders. – Organising seminars and workshops to raise awareness on democracy support agendas with a focus on the WANA and African regions. – Advocating for stronger and more strategic support for citizen voice within state-society bargaining. – Developing modalities for inter-generational dialogue on democracy.

3.2. Communications and Knowledge Management

Communications	
Objectives for 2015–2017	**Priorities for 2015**

1. Enhance IDEA's general institutional visibility among key target audiences.	• Adopt and implement a new Communications Strategy, including:
	  – Clear definition of IDEA target audiences and stakeholders.
	  – Clear strategies for how to reach these globally and in each region.
	• Capitalize on IDEA's 20th anniversary to increase visibility and outreach, including:
	  – High-level event to celebrate 20 years on 15 September, International Democracy Day.
	  – Essay competition and publication focussed on young people's perceptions of democracy.
	• Enhance social media activity and outreach for IDEA's institutional brand through engagement in online debates and promotion of activities.

2. Increased awareness among selected external stakeholders of IDEA's work and comparative advantage in the field of democracy support.	• Targeted and tailored launch and outreach strategies for IDEA's knowledge products to reach key audiences. • Updating and dissemination of IDEA's corporate communications material – 'IDEA in Brief' and leaflets. • Relaunching of IDEA's external website to make it more attractive, accessible and useful for key audiences.

3. Increased outreach for IDEA's knowledge products among actors working to support democracy.	• Organise launches and communications activities around the 'Lessons Learned from Leaders' project, including:
	  – Global and regional launches of the publication.
	  – Seminars with experts discussing the findings of the publication.
	  – Publication with Johns Hopkins University Press of the English version and publication of other language versions.
	• Undertake outreach for IDEA's work on political finance, in particular around the Global Conference scheduled for the second half of 2015.

Publications	
Objectives for 2015–2017	**Priorities for 2015**
1. High quality IDEA knowledge products are produced in an engaging and relevant format to primary stakeholders in a way which reinforces IDEA's brand and reputation.	• Initiate a review of the publications and knowledge products of IDEA. • Enhance institutional understanding of how IDEA could work with commercial or academic publishers.

Library	
Objectives for 2015–2017	**Priorities for 2015**
1. Improved understanding of IDEA's global outreach through monitoring and analysis of media and academic writing citing IDEA's work and name.	• Review and improve the search profiles and newsletters generated by the Media Monitoring tool (Meltwater). • Undertake an extended citation analysis on IDEA publications.
2. Increased quality of IDEA's comparative knowledge products through building the research capacity of staff, with a particular focus on online resources.	• Enhance institutional awareness of the library and the services of the librarian.

3. INSTITUTIONAL MANAGEMENT PRIORITIES

International IDEA's publications: New in 2015

Constitution Building Primers Series & Comparative Policy Briefs

The development of global comparative knowledge remains at the core of the International IDEA mission and strategy. In 2014, International IDEA's programmes produced over 35 publications. 2015 promises to see at least as many productions from regional and global programmes in the form of handbooks, policy papers, policy briefs, guides or country reviews.

So what's new?

While continuing with some of our 'signature products', the focus for 2015 will be on the production of more concise and easy-to-use knowledge products aimed at policy makers and at influencing politics and political reform processes: These include:

- The new series of **Constitution Building Primers**. These short information briefs are aimed to inform in-country constitutional reform processes. The primers will be about 10-20 pages each and will 'zoom' in on relevant aspects of constitution building practice. Aimed at policy makers, intergovernmental organizations, as well as key practitioners - such as political parties, NGOs, members of constituent assemblies, etc. – these primers will aim to explain complex constitutional reform issues in a compact and operational way.
- The new series of **Comparative Policy Briefs**, edited by International IDEA's regional offices. These aim to inform regional stakeholders currently involved in processes and debates of democratic reform by making use of international IDEA's global comparative knowledge resources. The Asia and the Pacific programme will pioneer the series with a focus in 2015 on Myanmar.

In addition, new methods will be explored in order to shorten the content development timelines for selected knowledge products. Book Sprints is a method based on assembling a group of authors and experts to produce the content of a book in 3-5 days in a shared environment. International IDEA pilot tested the method with success in late 2014.

3.3. Strategic Planning

Strategy Development, Planning and Performance Management	
Objectives for 2015–2017	**Priorities for 2015**
1. Enhanced focus in International IDEA's programming.	• Focus International IDEA's regional level strategies to inform country level implementation. • Implement International IDEA's Project Management Framework. • Execute the Annual Planning and Reporting Cycle.
2. Enhanced ability to capture and communicate the results of International IDEA's work to Member States, partners and donors.	• Build capacity around impact reporting starting from the Annual Results Report 2014. • Develop tools for enhanced automation of data collection and consolidation for periodic reporting.

3.4. Internal Governance, Risk Management and Internal Control

Internal Governance, Risk Management and Internal Control	
Objectives for 2015–2017	**Priorities for 2015**
1. Enhanced quality of International IDEA's internal controls, risk management and governance processes.	• Implementation of Risk Based Internal Audit Plan. • Respond to requests from Secretary-General and Finance & Audit Committee. • Implement risk management monitoring and review mechanisms.
2. Increased awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices.	• Induction and orientation of new staff about gender awareness and gender mainstreaming. • Advisory support and guidance. • Gender Committee coordination. • Management Committee's support for best practices on leadership for gender mainstreaming. • Tracking of all gender-related issues in recruitment and ensuring proper representation of sexes in panels, shortlists and final decisions. • Publishing specific communications around IDEA's gender work, celebration of International Women's Day, publication of speeches and statements on gender issues. • Ensuring that all IDEA knowledge products contain a gender dimension. • Consider gender throughout the planning and management of all activities and in all aspects of the daily implementation of the External Relations directorate's work.
3. Increased the capacity of IDEA programmes to influence key democratic stakeholders on promoting gender equality.	• Capacity development and training for HQ and Regional staff. Develop gender tools and strategic frameworks both from partners' processes and research. • Provide support and backstopping to IDEA regional offices while they accompany partners, in particular EMBs and political parties, that are embarking on gender-sensitive reforms.

3. INSTITUTIONAL MANAGEMENT PRIORITIES

Mainstreaming Gender in International IDEA's programmatic work:

Gender equality in electoral processes

The legal and organizational framework in which a country's electoral processes are undertaken has a strong impact on the equal political participation and representation of men and women in electoral processes at all levels. It was International IDEA's Member States' EMB recommendation to make available to EMBs worldwide a model framework for enhancing gender equality in electoral management. Such a model framework has hence been developed and piloted by International IDEA. Upon request by EMBs, International IDEA assists with adapting it to their particular contexts and objectives in creating gender-sensitive electoral processes.

Typically, the first steps of implementation consist of initiating the institutional gender policy process, defining the content and winning support for it. For EMBs, visible results from embarking on such a reform are :

- Institutional development improved based on gender analysis.
- Understanding of the electoral process improved thanks to the tracking and collation of sex-disaggregated information.
- A strategy to create further enabling environments for gender equality in electoral processes.

In 2015, IDEA is looking forward to partnering and providing technical support on institutionalising gender equality in electoral processes to EMBs in Myanmar, Tunisia and Haiti.

3.5. Corporate Services

Corporate Services	
Objectives for 2015-2017	**Priorities for 2015**
Human Resources	
1. Improved policies, procedures and conditions for the recruitment of knowledgeable professionals.	• Revise the Recruitment Procedure and other related HR policies to ensure the Institute has reinforced capacity to find and retain the required human resources for all activities and projects in HQ and field offices. • Revise the Institute's approach to internships and secondments with a view to positioning IDEA as an attractive learning environment.
2. Enhanced commitment of staff to IDEA's values and mission.	• Provide staff training on gender awareness and gender mainstreaming. • Implement more developmental assignments for staff, especially from field offices to ensure proper knowledge sharing across entities and geographies. • Reinforce key institutional skills such as fund-raising and fund management through customized training and development programs. • Revise the promotion procedure and conditions for career progress to better fit the needs of the Institute.
Finance and Administration	
3. Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making.	• Enhance budgeting on quarterly basis and delineate process to budget managers. • Report, review and discuss results on quarterly basis. • Operationalise grants management module in ERP-System (Maconomy).
4. Enhanced efficiency across IDEA's operations, balancing cost considerations and programming results.	• Foster greater linkage between planning and finance units. • Increase collaboration within Corporate Services and with programme staff so as to encourage achieving project outcomes at optimum cost.
5. Increased compliance with financial and procurement policies and procedures across IDEA's operations.	• Implement operations manual. • Increase oversight through field trips, and periodic review of financial performance indicators. • Implement suitable operating systems in new office set ups.
Facilities	
6. Enhanced efficiency in facilities management at IDEA's headquarters.	• Finding more cost effective ways of giving support and assist all the different teams during HQ house in events. • Revise all different services contracts. • Finalize the big conference room lighting system on the second floor before the festivities for the 20th year anniversary of the Institute.
Information and Communication Technology	
7. Continuous improvement of IT environment and processes across IDEA.	• Deploy a new software which will do all minor updates on PC's automatically. • Define the guidelines for a Bring-Your-Own-Device (BYOD) approach of mobile phones. • Setup a new web content management system for IDEA's websites.
8. Increase utilization of ERP system (Maconomy).	• Release and utilize full functionality of HR module.
9. Improved collaboration and information sharing across the whole Institute.	• Increased usage of Spider in Regional/Field offices. • Provide more Spider based applications. • Connect all Regional offices to HQ data-centre.

3. INSTITUTIONAL MANAGEMENT PRIORITIES

4. BUDGET

The Programme and Budget 2015-2017 is an operational document, which states International IDEA's three year outcomes with aligned one year outputs (see Annex 1: Strategic Framework). The budget presented here is for 2015—with the income and cost needed to undertake the Institute's programme of work.

4.1. Budget Overview

Table 1 presents the structural breakdown of income and cost for 2015.

It is aligned to the programme of activities presented in sections 1 to 3 of this document and therefore represents the income and cost components of executing International IDEA's programme of activities for 2015.

Table 1. Structural breakdown of International IDEA's budget for 2015

Income Category	Budget 2015	
	EUR	%
Unrestricted	14,229,171	65
Restricted	7,710,825	35
Total	**21,939,996**	**100**

Cost Category	Budget 2015	
	EUR	%
Institutional	3,200,665	15
Programme Support	18,442,616	85
Programmatic	2,327,105	11
Cost recovery	- 2,165,226	-10
Total	**21,805,160**	**100**

Surplus/(deficit)	**134,836**

International IDEA receives two types of funding: unrestricted and restricted funding. The unrestricted funding comes from the Member States, whereas the restricted funding is received from Member States, other bilateral donors, multilateral organisations and private foundations.

International IDEA projects unrestricted income in the budget 2015 based on the multi-year agreements International IDEA has with some Member States, one-year pledges and indications based on the track record of Member States contributions. The Institute always seeks to be as prudent as possible in its unrestricted income projections. International IDEA is, at the time of submission of the Programme and Budget to the Council of Member States, projecting unrestricted income from the following Member States (ordered by level of contribution): Sweden, Netherlands, Norway, Finland, Switzerland, Canada, Germany, Chile, Mexico, India, Dominican Republic, South Africa, Botswana, Mauritius, Mongolia, Barbados, Costa Rica, Ghana, Namibia and Uruguay.

The **projected restricted income** displayed in the budget is future income only from signed contracts. International IDEA has additional projects awaiting donor decisions on funding

at an advanced stage. These projects will only be added to the budget once grant agreements have been signed.

International IDEA's budget for 2015 breaks down into **three main cost categories:** institutional costs, programmatic costs and programme support costs:

Institutional cost: These are costs related to the institutional structure necessary for an inter-governmental organisation. These costs are incurred to ensure that the Institute delivers on its mandate. Institutional costs have little correlation to the volume of the organization's activities;

Programmatic costs: Expenditure incurred at the global, regional and country level aimed at achieving direct programmatic results and impact is categorized as programmatic cost (see Table 2);

Programme support costs: Programme support costs are costs that International IDEA incurs to facilitate necessary support services to project implementation. These costs cannot be identified and charged directly to each project, programme or activity. These costs are recovered through a percentage charged to all programmes/projects irrespective of source of funding.

The budget for 2015 has a slight surplus of EUR 134,836. As a consequence reserves are projected to increase with the same amount by the end of 2015. However, the Institute being voluntarily funded adds risks on the income side; what is more, International IDEA expects to invest in 2015 in the transformation of the Africa Programme (see overview section 1.2).

4.2. The Financing of International IDEA's Programmatic Work

International IDEA operates its projects through its four regional programmes and the head-quarter based global programme. The work of the Institute can be categorized into three work streams:

- developing, sharing and enabling the use of comparative knowledge;

- facilitating dialogue to support democratic change; and

- partnering in reform efforts at the country level.

The role of the Global Programmes lies mostly in the generation of comparative knowledge, whereas regional programmes have their weight on in-country reform processes. The different emphasis in work has a direct implication on the programmes' respective ability to attract project funding.

The charts show the financing structure of International IDEA's five programmes in 2015. Work emphasis and programme maturity play a large role in explaining the financing structure of each programme. Secured restricted funding is shown with donors' names.

International IDEA allocates its unrestricted programmatic funds through an internal allocation mechanism outlined by International IDEAs budget allocation criteria. Figure 8 show the shares of internally allocated unrestricted resources towards each programme.

The Africa Programme is currently undergoing a transition phase with the recruitment of a Regional Director for the Africa Programme and the relocation of the Africa Programme Regional Office from Pretoria, South Africa, to Addis Ababa, Ethiopia. An updated operational plan and budget for the Africa Programme 2015-2017, that is based on a diversified funding structure, will be presented to Member States at the June 2015 Extraordinary Session of the Council.

International IDEA has submitted a proposal to the European Union regarding a three-year project to strengthen governance in Myanmar. Acceptance of this will consolidate and diversify the funding of the Asia and the Pacific Programme.

Figure 8. The financing of International IDEA's programmatic work

IDEA institutional allocation 56% / Norway 44 %	**Africa Programme** *EUR 2,252,828*
IDEA institutional allocation 76% / Norway 24 %	**Asia and the Pacific Programme** *EUR 1,538,894*
IDEA institutional allocation 71% / Norway 25% / NIMD 0.9% / Hague City (Netherlands) 0.2% / Netherlands 2.9%	**Global Programme** *EUR 7,332,280*
IDEA institutional allocation 40% / USAID 12% / Sweden 13% / Norway 21% / EU 11% / AECID 3%	**Latin America and the Caribbean Programme** *EUR 3,202,622*
IDEA institutional allocation 28% / Norway 60% / NIMD 7.5% / EU 0.5% / Ford Foundation 4%	**West Asia and North Africa Programme** *EUR 2,192,899*

4.3. Investment in Results

The programmatic part of International IDEA's budget is articulated in line with International IDEA's strategic framework (see Annex 1), with resources allocated per programme and per key area of expertise, as per Table 2. The allocation of resources per key areas of expertise is meant to ensure that results are achieved within each of International IDEA's areas of expertise, namely electoral processes, constitution-building processes, political participation and representation processes, democracy and development and through activities across thematic areas. Sections 1 and 2 of the present document project the programme of International IDEA showing what the Institute is doing and where. Table 2 shows how much International IDEA is investing in order to generate these results.

Table 2: Strategic breakdown of International IDEA's programmatic budget for 2015 (in EUR)

Programmes	Key Impact Areas					Budget 2015	
	Electoral Processes	Political Participation and Representation Processes	Constitution-Building Processes	Democracy and Development	Across thematic areas	Total	%
Africa	313,970	81,035	342,439	75,073	1,440,312	2,252,828	12%
Asia and the Pacific	98,703	0	258,290	211,291	970,610	1,538,894	8%
Global Programme	1,786,475	1,764,932	1,639,151	782,878	1,358,844	7,332,280	40%
Latin America and the Caribbean	1,171,043	1,250,678	32,744	438,197	309,960	3,202,622	17%
Western Asia and North Africa	669,273	724,286	658,755	0	140,585	2,192,899	12%
External Relations and SG Office	0	0	0	0	1,923,093	1,923,093	10%
TOTAL Programmatic	4,039,464	3,820,931	2,931,379	1,507,493	6,143,4037	18,442,616	100%
	22%	21%	16%	8%	33%	100%	

ANNEX 1: Strategic Framework

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

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

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

- **Constitution-Building Processes:** International IDEA aims to effectively support inclusive and participatory processes of constitution building and to facilitate the design and implementation of constitutional options for democratization and conflict resolution;

- **Political Participation and Representation:** International IDEA supports the strengthening of democratic institutions and processes so that they reflect and respect the will of the people through inclusive participation and accountable representation;

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

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

- **Gender:** Democracy should transform power relations between men and women in such a manner that gender equality is promoted in terms of inclusiveness, participation, representation and accountability of democratic processes to both women and men;

- **Diversity:** Democratic reforms will be effective if the capacity to manage human diversity is strengthened to promote inclusive participation and accountable representation of all sections of the population without regard to class, sex, age, gender, race, ethnic or religious background;

- **Conflict and Security:** Democratization may be a conflict-prone process, particularly if it takes place in a polarized social environment deprived of functioning institutions and a minimum level of democratic culture, and if it is promoted hastily and focused exclusively on elections.

The *Programme and Budget 2015–2017* outlines in operational terms the results that International IDEA seeks to achieve in each key impact area over the last three years of the *Strategy 2012–2017* in response to new opportunities and challenges affecting democracy around the world.

The *Programme and Budget 2015–2017* articulates in a spirit of internal collaboration and external engagement the portfolio of projects that International IDEA will implement in 2015 to ensure fulfilment of the expected outcomes by the end of 2017. Figure 7 summarizes the strategic framework surrounding the production of the *Programme and Budget 2015–2017*.

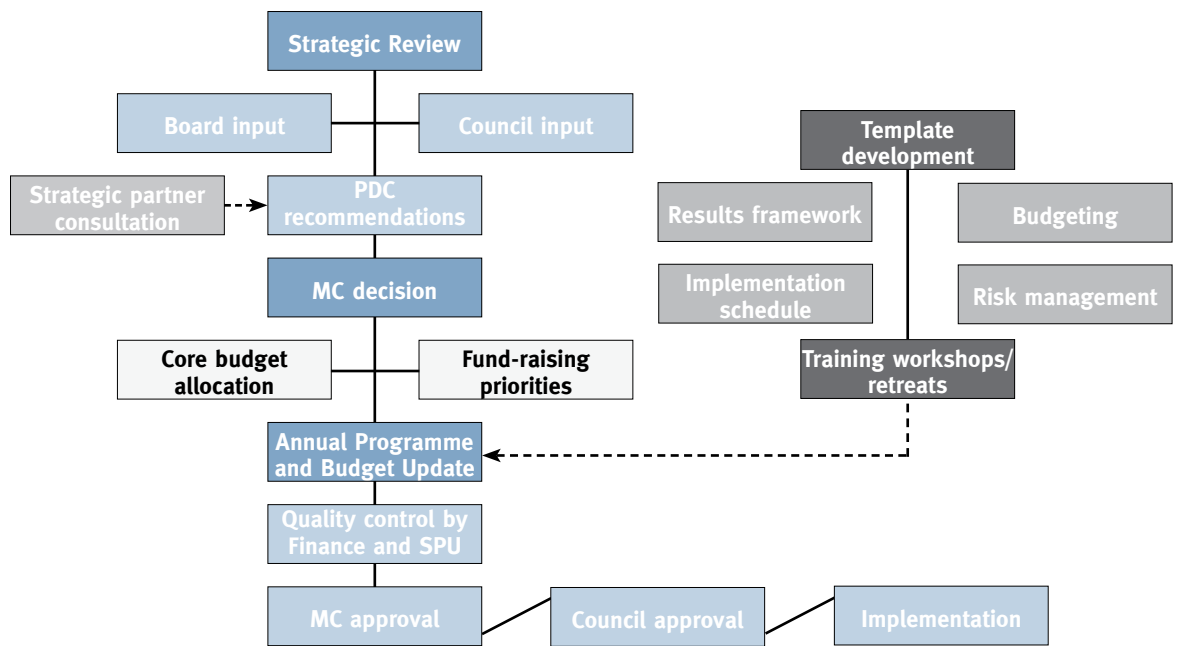**Figure 9. International IDEA's strategic framework**
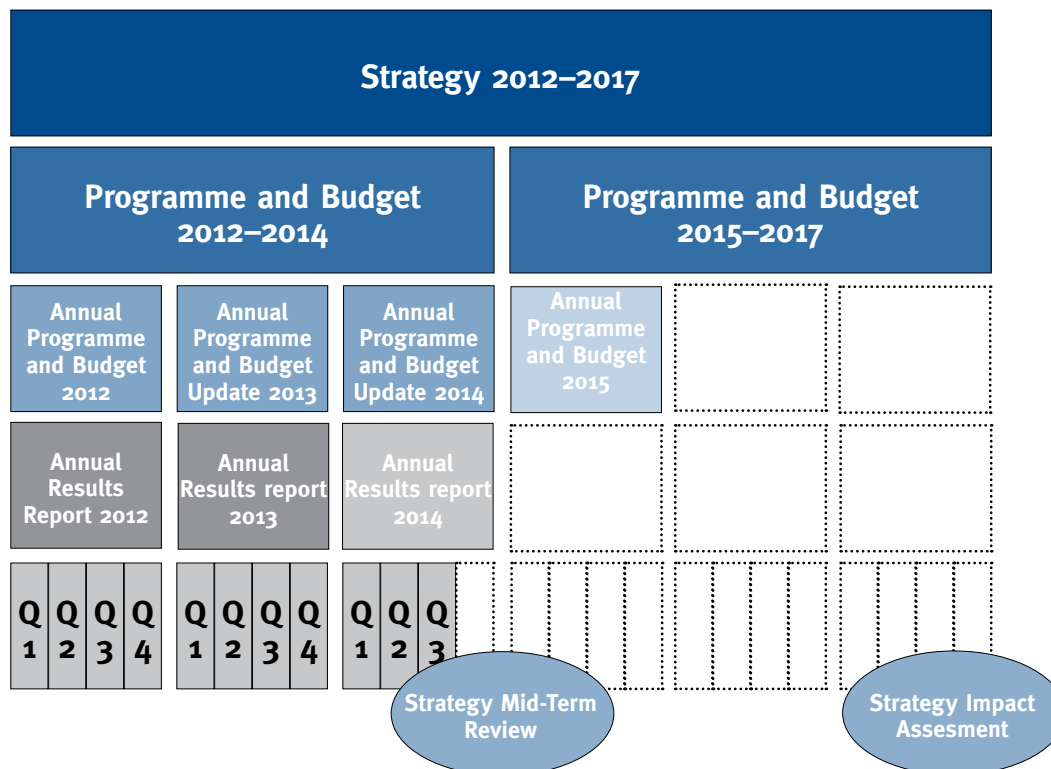
International IDEA's *Programme and Budget 2015–2017* and its annual updates are embedded in the regular analysis of global democracy trends, the identification of opportunities for high-impact democracy support and a thorough understanding of International IDEA's internal circumstances, including resources available and lessons learned from previous *Annual Results Reports*. International IDEA reviews these considerations on an annual basis through the production of a Strategic Review and subsequent consultations with the Board of Advisors and Council of Member States.

According to International IDEA's statutes, a *Mid Term Strategy Review* was conducted in 2014 and programming was adjusted correspondingly with the formulation of a new set of expected outcomes by all programmes for the period 2015-2017, as documented in the *Programme and Budget 2015–2017*. The process leading up to the production of the coming Annual Updates of the *Programme and Budget 2015–2017* is illustrated in Figure 8.

Figure 10. Process for the production of the annual Programme and Budget update

Strategic Review

Board input — Council input

Strategic partner consultation ⇢ PDC recommendations

MC decision

Core budget allocation — Fund-raising priorities

Annual Programme and Budget Update

Quality control by Finance and SPU

MC approval — Council approval — Implementation

Template development

Results framework — Budgeting

Implementation schedule — Risk management

Training workshops/retreats

ANNEX 2: Expected Programme Outcomes

In planning for 2015, International IDEA has defined the expected results of its activities using a three-tiered framework that articulates the logic from activities to project outputs, to project outcomes and to programme outcomes, where:

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

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

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

Figure 11. Relation between project-level and programme-level results

International IDEA defines its expected programme outcomes on a three-year time frame, with the possibility for annual review. Current expected programme outcomes were newly defined in the *Programme and Budget 2015–2017* on the basis of the *Mid Term Strategy Review* conducted in 2014.

The project outputs and project outcomes presented in this *Programme and Budget 2015–2017* feed into the revised programme outcomes.

ANNEX 3: Performance Monitoring and Reporting

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

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

On output level, preferred indicators refer to:

- The product or service itself;

- The target audience of the product or service;

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

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

On outcome level, preferred indicators refer to:

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

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

- International IDEA's contribution to that change.

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

ANNEX 4: Acronyms and Abbreviations

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