2021 Programme and Budget

International Institute for Democracy and Electoral Assistance

Contents

Foreword by the Secretary-General

The global health crisis of 2020 put democracy to the test in unprecedented and unexpected ways. The Covid-19 pandemic exposed pre-existing ills in democracies all over the world – leadership deficits, polarization, weak governance structures, under-investment in public goods, and a very serious erosion of trust in political institutions. Authoritarian rulers, under the guise of pandemic related measures, tightened their grip on power, silenced critics, and circumvented democratic processes.

Democratically elected governments recurred to emergency measures which restricted people's democratic rights and freedoms. Elections were postponed; public institutions closed, and the citizens' freedoms to meet and move freely were restricted. While many emergency measures were understandable from a public health perspective, the pandemic also served as an excuse for incumbents to consolidate their power, silence critics and undermine democratic institutions. Moreover, some of the invoked emergency measures had less to do with the pandemic and more to do with the intention of shutting down critical voices. Emergency powers were deployed to curtail the free flow of information, limit civic spaces, harass minorities and enhance state surveillance.

These developments are even more serious, taking into account that even before the pandemic, the share of high performing democracies had been decreasing and the share of

countries experiencing democratic erosion and backsliding had been rising[1].

Defending, protecting and strengthening democracy proved more vital than ever before, which is why International IDEA, together with partner organizations from around the world, launched a global *Call to Defend Democracy*, followed by a report with concrete policy-recommendations. In order to continue tracking the impact of Covid19 related measures on democracy and human rights, International IDEA developed a *Covid-19 Global Monitor* in partnership with the European Union, to give journalists, policymakers and civil society activists a tool to hold governments to account. Our electoral processes and constitution building experts quickly responded to and analysed the new questions facing democracies during the pandemic, such as whether to hold or not hold elections, special voting arrangements and the use and abuse of emergency powers.

What lessons does International IDEA take with us from 2020 to the next year and beyond? The year highlighted the need to support democracies in adapting, reforming and innovating to stay relevant and sustainable. Our efforts in 2020 showed that International IDEA needs to remain vigilant and be flexible in support to partners. The year also underlined the value of building dynamic partnerships with Member States, donors and democracy organizations. International IDEA has a crucial role

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[1] International IDEA *Global State of Democracy* report 2019

to play in building stronger networks of pro-democracy actors across the globe.

What should democracies look like the day after the pandemic? Our 2021 programme is tailored to build upon many of the insights gathered in 2020. We need to refocus on building institutions based on a new social contract to reduce gender and socioeconomic inequalities. We need to strengthen the institutions meant to protect the rule of law and checks and balances, enhancing accountability and transparency mechanisms, and fight corruption and impunity to rebuild public trust in democratic institutions. We need to strengthen parliaments and political parties and defend spaces for public dialogue and civic participation. We need to rethink democratic practices to address better the multi-generational challenges of climate change and the sustainable development goals embodied by the 2030 Agenda.

Our 2021 programme addresses many of these challenges. The 2021 *Global State of Democracy Report* will focus on the impact of global crises, such as the Covid-19 pandemic on democracy. Our 2021 programmes on electoral processes, constitution building, money in politics and parliamentary support will address critical topics such as the undue influence of money in politics; the deliberate undermining of electoral processes, the support needed for constitution building in transitional settings, among other priorities. I am pleased to invite readers to explore in detail the 2021 Programme and Budget, which shows the breadth and depth of our engagement to protect and advance democracy together with our Member States, donors and partners on all continents.

There is nothing inevitable about the advance of democracy. Democracy is neither created nor maintained by itself. It is something that requires continuous vigilance, dedication and support. The global struggle between democratic and authoritarian worldviews cuts across established and new democracies alike. No country is immune to the lure and threats of authoritarianism. Now, more than ever, we must be prepared to make the case for democracy, with a new sense of conviction, urgency and optimism.

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

Executive Summary

In the 2021 Programme and Budget International IDEA presents its plans for 2021 which consist of 41 programmatic projects funded with unrestricted core funding by the Institute's Member States, and 20 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy for 2018-22 these projects fall within three impact areas: constitution-building processes, electoral processes and political participation and representation. In addition, the team for Democracy Assessment (previously called the Democracy Assessment and Political Analysis Team) works on the Global State of Democracy Indices and the Global State of Democracy report. The regional and global projects will be supported by institutional projects, which deliver organizational services including ICT, human resources, financial administration and oversight, and systems for learning-based management.

The estimated core budget for 2021 is EUR 10.7 million and the budget for the 20 projects funded by restricted grants is EUR 20,8 million for 2021. Current expectations are that the budget for restricted projects will continue to increase as new grants are signed.

Core resources are invaluable for implementing activities that inspire and support partners to engage in long-term democratic change projects and have subsequently leveraged substantial amounts of restricted funding. As these projects contribute to the strategic objectives of International IDEA the combination of core funds and restricted funds help our partners to achieve their (and International IDEA's) outcome objectives and contribute to democratic development across the globe.

The 2021 Programme and Budget is aligned with International IDEA's results framework, which defines 17 types of institutions and actors that the Institute interacts with, referred to as boundary partners in this document. For each boundary partner, a standardized outcome objective has been formulated, which describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful. The standardized outcome objectives have been used for formulating objectives for all projects in the 2020 Programme and Budget. To achieve these objectives, International IDEA implements seven types of activities: events, trainings and advisory services, and online communication products, publications, interactive tools and databases.

1. Introduction and overview of the 2021 Programme and Budget

In the 2021 Programme and Budget International IDEA presents its plans for 2021 which consist of 41 projects funded with unrestricted core funding by the Institute's Member States, and 20 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy for 2018-22 these projects fall within three impact areas, namely: constitution-building processes, electoral processes and political participation and representation.

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

As seen in Table 1 the estimated core budget for 2021 is EUR 10.7 million, and the total budget for the 20 projects funded by restricted grants is EUR 20,8 million. The expenditure per expense category is seen in Table 2, and Table 3 provides a detailed overview of the full budget.

Table 1. International IDEA overall budget consolidation, 2021

Programme	RES €	UNR €	TOTAL €
Global Programmes	3,390,385	3,609,983	7,000,369
Africa and West Asia	7,648,227	1,952,855	9,601,082
Asia and the Pacific	7,462,115	1,395,028	8,857,143
Regional Europe	-	800,906	800,906
Latin America and the Caribbean	1,620,007	873,150	2,493,157
Secretary General's Office, Programmatic	-	551,688	551,688
Subtotal, Programmatic	**20,120,734**	**9,183,610**	**29,304,344**
Subtotal, Institutional	-	**1,655,069**	**1,655,069**
Subtotal, Programme support	**710,510**	**-175,733**	**534,777**
Total expenditures	**20,831,244**	**10,662,946**	**31,494,190**
Expected income	**20,831,244**	**10,662,946**	**31,494,190**
Surplus/deficit	**-**	**-**	**-**

Table 2. Overall expenditure budget, 2021

Expenditure type	RES €	UNR €	TOTAL €
Activities	13,348,662	2,751,189	16,099,851
Indirect costs	1,205,235	600,797	1,806,032
Office costs	1,766,301	1,067,458	2,833,759
Staff costs	4,511,046	9,766,450	14,277,495
Net recoveries		-1,966,846	-1,966,846
IC recovery	-	-1,806,032	-1,806,032
Provision for underrecovery of ICR	-	249,931	249,931
Total expenditure	**20,831,244**	**10,662,946**	**31,494,190**

Table 3. Budget allocation per programme, 2021

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	**Global Programmes**	Activities	2,266,421	652,043	2,918,464
		Office	85,130	115,000	200,130
		Staff	831,504	2,606,773	3,438,277
		IC	207,330	236,167	443,497
		Total	**3,390,385**	**3,609,983**	**7,000,369**
	Africa and West Asia	Activities	5,115,812	204,798	5,320,610
		Office	543,461	220,835	764,296
		Staff	1,478,284	1,399,465	2,877,749
		IC	510,670	127,757	638,427
		Total	**7,648,227**	**1,952,855**	**9,601,082**
	Asia and the Pacific	Activities	5,074,883	260,798	5,335,681
		Office	310,920	233,918	544,838
		Staff	1,697,457	809,049	2,506,506
		IC	378,855	91,264	470,118
		Total	**7,462,115**	**1,395,028**	**8,857,143**
	Regional Europe	Activities	-	108,500	108,500
		Office	-	50,188	50,188
		Staff	-	589,822	589,822
		IC	-	52,396	52,396
		Total	**-**	**800,906**	**800,906**
	Latin America and the Caribbean	Activities	891,545	275,000	1,166,545
		Office	116,281	98,245	214,526

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Staff	503,801	442,783	946,584
		IC	108,380	57,122	165,502
		Total	**1,620,007**	**873,150**	**2,493,157**
	Permanent Observer to the United Nations	Activities	-	26,000	26,000
		Office	-	142,000	142,000
		Staff	-	347,596	347,596
		IC	-	36,092	36,092
		Total	**-**	**551,688**	**551,688**
Subtotal, Programmatic			**20,120,734**	**9,183,610**	**29,304,344**
Institutional	**Secretary-General's Office**	Activities	-	13,000	13,000
		Office	-	33,000	33,000
		Staff	-	666,006	666,006
		Total	**-**	**712,006**	**712,006**
	Executive Director	Activities	-	7,000	7,000
		Staff	-	220,433	220,433
		Total	**-**	**227,433**	**227,433**
	Internal Audit	Activities	-	0	0
		Staff	-	123,792	123,792
		Total	**-**	**123,792**	**123,792**
	Communications	Activities	-	200,100	200,100
		Staff	-	391,738	391,738
		Total	**-**	**591,838**	**591,838**
Subtotal, Institutional			**-**	**1,655,069**	**1,655,069**

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programme support	**Board of Advisers**	Activities	-	20,000	20,000
		Staff	-	25,000	25,000
		Total	**-**	**45,000**	**45,000**
	Publications	Activities	-	37,000	37,000
		Staff	-	320,799	320,799
		Total	**-**	**357,799**	**357,799**
	Library	Activities	-	32,500	32,500
		Staff	-	0	0
		Total	**-**	**32,500**	**32,500**
	Accounting and Treasury	Activities	-	83,000	83,000
		Staff	-	418,710	418,710
		Total	**-**	**501,710**	**501,710**
	Budget and Programme Performance	Activities	-	8,500	8,500
		Staff	-	434,859	434,859
		Total	**-**	**443,359**	**443,359**
	Human Resources and Organizational Development	Activities	-	290,000	290,000
		Staff	-	647,903	647,903
		Benefits and Allowances	-	2,306,388	2,306,388
		Total	**-**	**3,244,291**	**3,244,291**
	IT	Activities	-	532,950	532,950
		Staff	-	192,514	192,514
		Total	**-**	**725,464**	**725,464**
	Facilities	Office	710,510	174,272	884,782
		Staff	-	129,207	129,207

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Total	710,510	303,479	1,013,989
	HR On-cost recovery		-	-3,244,291	-3,244,291
	IT recovery		-	-725,464	-725,464
	Facilities recovery		-	-303,479	-303,479
	Indirect cost recovery		-	-1,561,555	-1,561,555
	Provision for under recovery of ICR		-	249,931	249,931
Subtotal, Programme support			710,510	-175,733	534,777
Total Expenditure			20,831,244	10,662,946	31,494,190
Expected income			20,831,244	10,662,946	31,494,190
Surplus/(deficit)					

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

As shown in Table 4 and Figure 1 the budget for projects with restricted funding has increased significantly since 2016, although the year on year numbers for 2020 and 2021 reflect a decrease in this funding as several significant projects come to an end. Core funding has decreased since 2017. Core income for 2021 until the end of the current strategy period is however currently projected to stabilize.

Table 4. The figures for years 2016-2020 are actual incomes, whereas the figures for 2021 reflect the agreed budgeted funds (all figures in 1000's of EUR).

Year	RES €	UNR €	TOTAL €
2016	11,304	10,835	22,139
2017	9,870	14,251	24,121
2018	12,283	12,726	25,009
2019	19,794	11,957	31,751
2020	28,721	10,593	39,314
2021	20,831	10,663	31,494

At the time of budgeting 34% of the budget for 2021 will be covered by core funds whereas 66% is covered by restricted grants. However, it should be noted that the planned restricted income is likely to increase as new grants are signed. As a comparison the planned restricted income in the Programme and Budget for 2020 was EUR 20,4 million and the current expectation is that EUR 28.7 million will be delivered.

The ongoing global pandemic has impacted implementation of activities in 2020 and the impact is likely to continue in 2021. The Institute has adapted to the changing conditions and moved as many activities as possible to the virtual space to meet health and safety requirements, but some activities are delayed or cancelled due to travel and meeting restrictions. While nobody can predict how the Covid-19 situation will unfold, the Institute aims to continue to adapt to the changing circumstances and to deliver on the plans through any possible means.

Figure 1. Core versus restricted funding
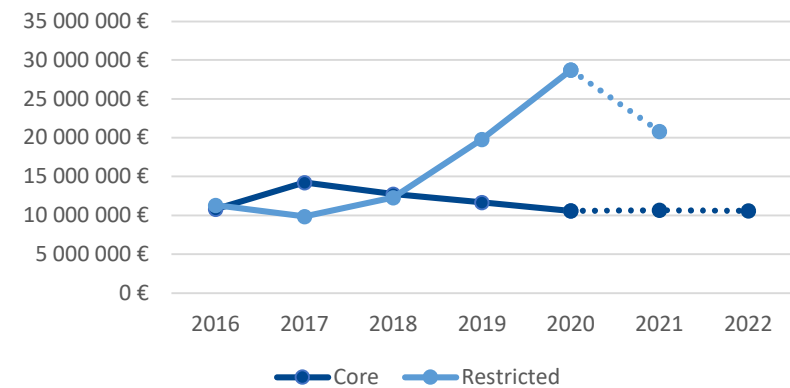
Core funding is an essential source of income for International IDEA, as it enables the Institute to contribute to agenda setting and to develop digital tools and knowledge products. Moreover, core funded activities often inspire partners to engage in long-term democratic change projects, that subsequently have leveraged substantial amounts of restricted funding.

Table 5 shows actual and projected financial core contributions per Member State between 2012 and 2022.

Table 5. Core funding from International IDEA Member States, 2012 to present
All figures in 1000s of EUR

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020 Budget	2021 Projection	2022 Projection
1	Australia	1995	512	406	327	0	0	0	0	0	0	0	0
2	Barbados	1995	8	(3)	4	4	4	5	4	4	4	4	4
3	Benin	2016					0	0	0	0	0	0	0
4	Belgium	1995	0	0	0	0	0	0	0	0	0	0	0
5	Botswana	1997	15	16	(3)	(1)	18	19	17	18	18	16	16
6	Brazil	2016					70	70	65	70	70	70	70
7	Cabo Verde	2003	0	0	0	0	0	0	0	0	0	0	0
8	Canada	1997	742	768	657	708	0	0	0	0	0	0	0
9	Chile	1995	133	137	129	156	161	166	70	79	79	74	74
10	Costa Rica	1995	4	4	(1)	9	5	5	4	5	5	4	4
11	Dominican Republic	2011	0	0	20	0	0	0	0	0	0	0	0
12	Finland	1995	500	800	1,000	1,100	0	0	0	0	0	0	0
13	Germany	2002	400	400	400	400	400	400	400	400	400	400	400
14	Ghana	2008	0	0	0	0	0	0	0	0	0	0	0
15	India	1995	38	36	37	45	46	48	42	45	45	42	42
16	Indonesia	2013		0	0	0	0	0	0	0	0	0	0
17	Luxembourg	2018								0	0	0	0
18	Mauritius	1999	8	8	7	9	9	10	8	9	9	9	9
19	Mexico	2003	38	77	73	88	48	48	(3)	0	0	0	0

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020 Budget	2021 Projection	2022 Projection
20	Mongolia	2011	5	3	4	5	5	4	5	5	5	5	5
21	Namibia	1997	2	0	1	0		2	2	2	2	2	2
22	The Netherlands*	1995	1,500	2,500	3,000	3,500	4,000	4,500	4,000	2,000	1,000	1,000	1,000
23	Norway*	1995	1,930	2,314	2,413	2,569	1,232	3,393	2,544	2,989	2,989	2,865	2,865
24	Panama	2018							26	0	0	0	0
25	Peru	2004	8	37	20	8	9	8	6	7	7	7	7
26	The Philippines	1995	0	0	0	0	0	0	0	0	0	0	0
27	Portugal	1995	0	0	0	0	0	0	0	0	0	0	0
28	South Africa	1995	23	21	17	19		18	17	15	15	13	13
29	Spain	1995	200	0	25	0	50	40	0	50	50	0	0
30	Sweden	1995	5,429	5,865	4,798	4,526	3,823	4,710	5,586	5,102	5,102	5,360	5,360
31	Switzerland*	2006	652	656	658	1,114	925	936	684	875	790	790	740
32	Tunisia	2019								0	0	0	0
33	Uruguay	2003	2	2	4	2	2	2	2	2	2	2	2
	Denmark	1995-2014	404	402									
Total unrestricted income			12,553	14,449	13,590	14,261	10,807	14,384	13,479	11,678	10,593	10,663	10,613
Year-on-year movement				1,896	(859)	671	(3,454)	3,577	(905)	(1,801)	(1,085)	70	(30)

* multi-year funding agreements in place

International IDEA's output categories

In the 41 core funded programmatic projects all planned activities have been grouped in the typology of seven output categories:

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

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

Figure 2 shows International IDEA's financial investments in core funded projects per output category in 2021. 61% of the budget will be invested in activities such as trainings, events and advisory services. 39 % of the budget will be invested in publications, communication products, databases and digital tools and platforms which we make available online on International IDEA's websites.

Figure 2. Budget per output category 2021 (core funding)
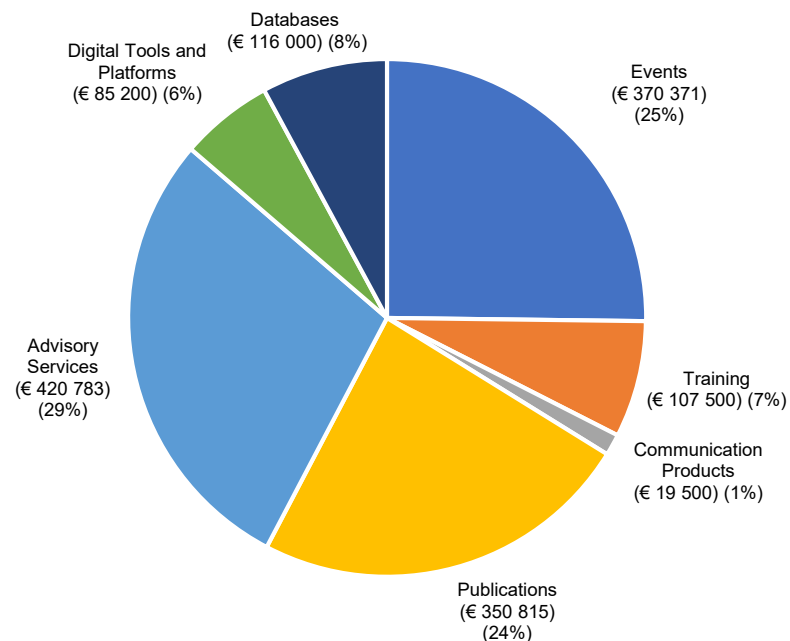
These figures can be compared with 2020, when 82% of the budget was planned to be invested in activities and 18% in online activities. The most significant change between the budgets is that whereas 24% of the funds are planned to be invested in publications and 7% in trainings in 2021, the figures

were the reverse for 2020 with 8% investments in publications and 21% in trainings.

From outputs to results

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

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

Figure 3 shows International IDEA's financial investment of the core budget distributed by output category and approach: 50% of the core budget will be invested in inspiring outputs and 50% in core funded supportive outputs. This can be compared with 2020 when 31% of the core funds was planned to be invested in inspiring outputs and 69% in supportive outputs.

Figure 3. Approaches to be implemented in 2021 (the size of each bubble in the figure corresponds to the core budget invested in the respective output categories).
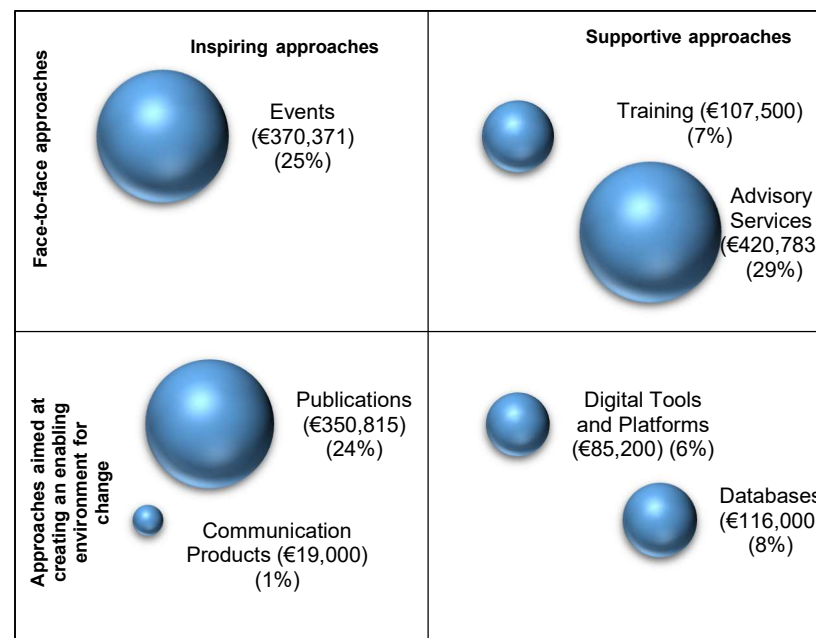
The map on the next page (Figure 4) shows the reach of the Institute's knowledge production as well as where inspiring and supportive activities are planned to take place in 2021.

Figure 4. Map of where our supportive and inspirational work will take place in 2021.

Capacity development   Inspiring and supporting activities   Reach
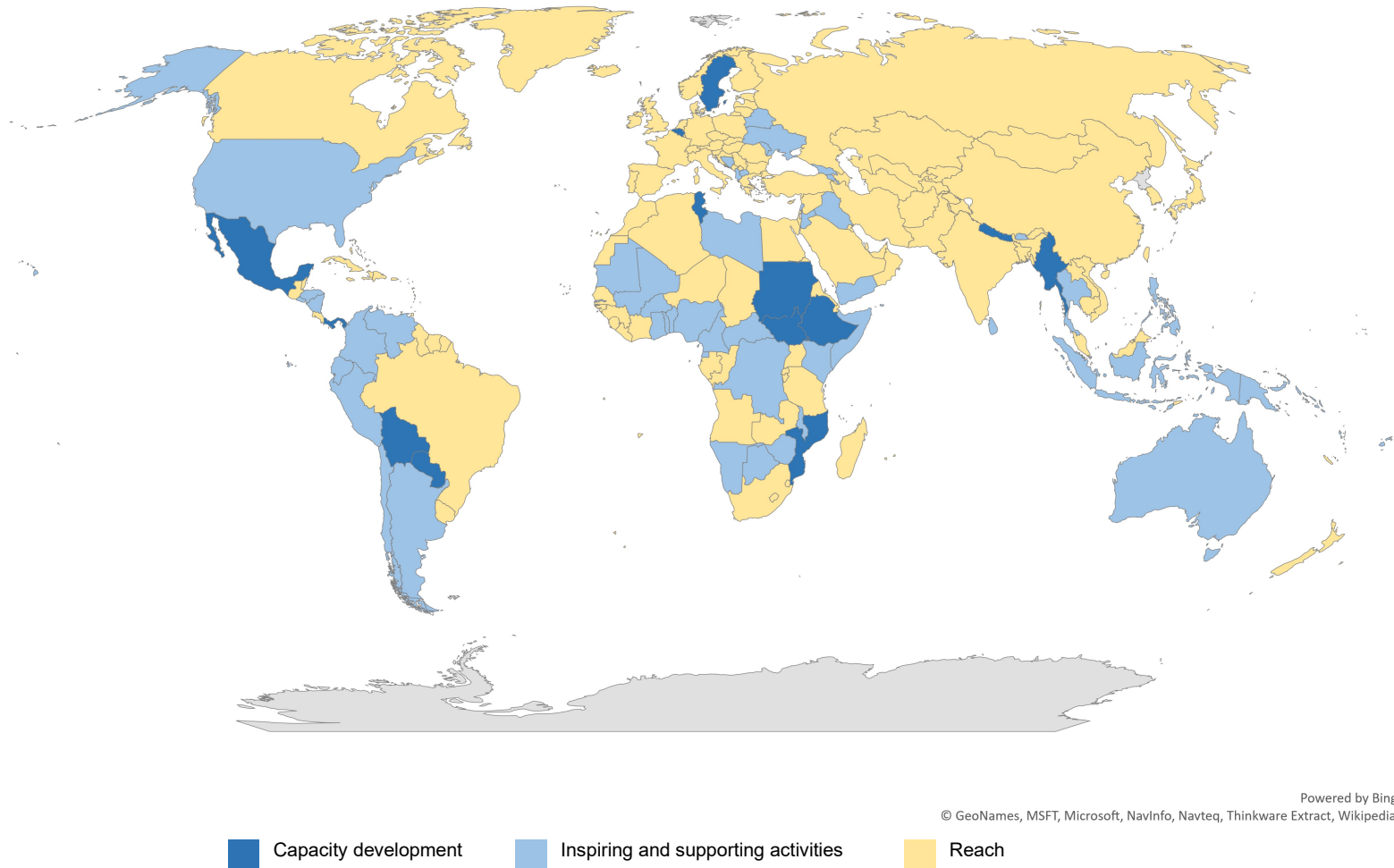
Investments in impact areas and boundary partners

In accordance with International IDEA's Strategy for 2018-22 the Institute works in three impact areas: constitution-building processes (CBP), electoral processes (EP) and political participation and representation (PPR). In addition, the Democracy Assessment team (DA) (previously called Democracy Assessment and Political Analysis (DAPA)) works on the Global State of Democracy Indices and the Global State of Democracy report. Figure 5 shows the budgeted financial investments in each of the areas for 2021.

Figure 5. Budget per impact area (core and restricted)
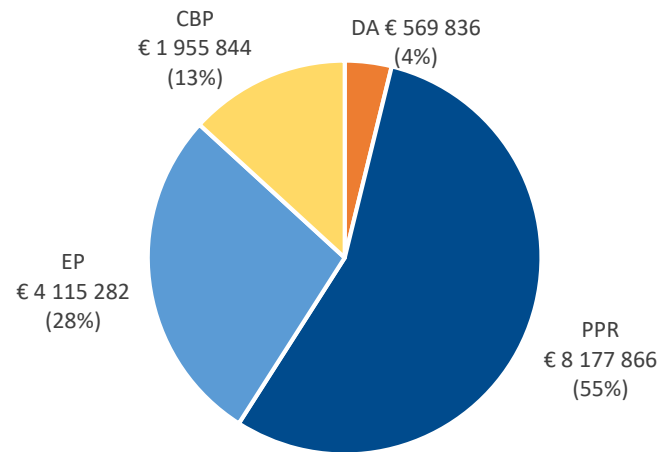
These figures can be compared with the budget for 2020 when 18% of the funds were planned to be invested in CBP, 33% in EP and 49% in PPR.

As seen in Table 6 International IDEA works with 13 types of boundary partners in its three impact areas as well as with four boundary partners in Democracy Assessment.

Table 6. International IDEA's boundary partners

	Boundary partners
Constitution-building processes	Constitution makers Advisors to constitution makers Civil Society Constitution implementers
Electoral processes	Electoral Management Bodies Electoral assistance practitioners Policymakers Civil society
Political participation and representation	National and sub-national governments Oversight agencies Political parties and movements National and sub-national parliaments Public interest groups
Democracy assessment	International, regional and national policy makers International, regional and country-level civil society organizations Policy influencers Strategic Partners

For each boundary partner, a standardized outcome objective has been formulated.[2] The outcome objectives describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful and achieves its full potential as a facilitator of change. The standardized outcome objectives have been used for linking outputs to outcomes for

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[2] The full set of outcome objectives for our 17 boundary partners can be found in the Annex.

all projects in the 2021 Programme and Budget. The total funds invested per boundary partner are summarized in Figure 6.

Figure 6. Planned financial investment per boundary partner in 2021 (core and restricted funding)

These figures can be compared with 2020, presented in figure 7.

Figure 7. Planned financial investments per boundary partner in 2020 (core and restricted funding)

In the following sections of the 2021 Programme and Budget detailed plans for each programme and institutional projects are presented.

2. Global Programmes

The global state of democracy: Challenges and opportunities

At the end of 2019, while the number of democracies continued to grow, the quality of democracy was declining in both new and older democracies. Many new democracies suffered from weak democratic performance and remained susceptible to backsliding into hybridity or authoritarianism. On the other hand, already prior to Covid-19, older democracies often faced challenges in meeting citizen expectations of equitable and sustainable economic and social development. The share of countries with high democratic performance was on the decrease and some faced democratic erosion and even democratic backsliding. Several large countries have seemed immune to democracy and have endured as non-democracies or hybrid regimes, while luring others with what they see as an alternative model of governance. A phenomenon of deepening autocratization was also observed, with some hybrid and authoritarian regimes becoming more repressive.

Democratic backsliding in both new and old democracies is often spurred by enduring corruption; the undue influence of money in politics; cyber threats, disinformation, and hate speech that unfairly tilts electoral competition; shrinking civic and media space; and the undermining of constitutionalism, where constitutional change is used to entrench power of authoritarian leaders. Not only has this decline in the quality of representation undermined people´s trust in democratic institutions and processes but also spurred the rise of populist responses to socio-economic challenges, where anti-establishment politicians lure voters with promises of quick solutions to complex problems. In addition, the increased questioning of multilateralism prior to the outbreak of Covid-19 has left a void at a time when international responses to addressing global challenges is needed more than ever.

It is in this challenging context for democracy that the Covid-19 pandemic has presented an unprecedented global public health challenge, with profound economic, social and democratic ramifications for years to come. While we know that the pandemic is likely to aggravate economic and social inequalities and increase societal frustrations, we do not yet know the final consequences for democracy. We can however assume that this will place severe strain on democracies and non-democracies alike, presenting both challenges and opportunities. Challenges as a number of countries have used the pandemic to restrict democratic freedoms in the name of fighting the pandemic. Opportunities as societal frustration can also provide breeding ground for democratic aspirations to take hold. Democracy assistance needs to adapt to this changing context and make the case for the importance of democracy to rebuild the social contract between governments and people mid and post-pandemic.

Around the world, public dissatisfaction with its legislative bodies is at an all-time high. Citizens report that their views are not represented, legislation does not improve their lives, members of parliaments are corrupt, the legislature fails to hold government to account, and their representatives talk to them only in the weeks or months before an election. If a country's main representative body is no longer seen as representing the interests, values, and needs of citizens, then trust in democracy

falls, apathy rises, and movement toward other less democratic "visions" of governance grows. Bolstering the social contract between people and state starts with the legislative branch. There is a need to address both the supply and demand sides of this equation – equip parliaments with the tools, skills, rules, and procedures to conduct outreach, oversight, and legislative-drafting; and engender citizens and civic groups to engage with legislatures, advocate their needs, and monitor delivery and performance.

In addition, political transitions – be it conflict-to-peace, authoritarianism-to-democracy, or democratic backsliding – revolve around constitutions and constitutional change. Trends since the 1990s show progress in the level of participation and inclusion in constitution building processes and positive developments in the content of constitutional texts. Yet constitutional change has also been used to erode the democratic order. With the Covid-19 pandemic and broad use of emergency powers, further risks have arisen related to disruptions to peacebuilding, constitution building and transitional processes; reduced checks on the executive; and infringement of civil liberties.

The Covid-19 pandemic has also reinforced and accelerated problems and trends already underway in electoral management. The problems included unfit electoral legal and institutional arrangements, lack of capacity of Electoral Management Bodies to conduct credible polls in complex environments, and weak participation. Trends include the move to special voting arrangements and the rise of inter-agency cooperation to deal with crises. The decisions to hold or postpone elections, whether for local or national elections, are under tremendous scrutiny. Each choice – from the election date to the voting system– is fraught with risks to public health or to democratic stability.

Furthermore, the quality of democracy has been impacted by – and has an impact on – inclusion. Inclusion is premised on the principle that every citizen, regardless of age, gender, sexual orientation, disability, ethnic or religious background, should have an equal right and opportunity to engage with, and contribute to the functioning of democratic institutions and processes. Systemic and systematic marginalization and exclusion of any segment of the population in these institutions and processes undermines the architecture of democracy and contributes to an erosion of trust. Leave no one behind is the central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). This entails addressing patterns of exclusion, structural barriers and unequal power relations that produce and reproduce exclusionary processes and institutions in societies. This will require supporting legal, policy and institutional measures to promote inclusion and reverse the trends on increasing exclusion and marginalization.

Strategic priorities for the Global Programmes in 2021

It is on the basis of this global democracy landscape that in 2021, the Global Programmes (GP) will consolidate its provision of advisory and technical support to field programmes; its contribution to agenda setting/policy influence; and its focus on developing and re-purposing demand-driven knowledge resources and practical tools to inform advisory services and policy influence/ agenda setting. The business model of the Global Programmes is to leverage country assistance and networks to support the mobilization of restricted funding and in-country presence.

The Democracy Assessment team (DA) will focus on updating the 2020 dataset and website of the Global State of Democracy (GSoD) indices and presenting the data and analysis in strategic fora to increase the knowledge and use thereof. Partners include boundary partners such as policymakers, civil society organizations, policy influencers (i.e. media, think tanks, youth leaders, etc.) and strategic partners (i.e. academia and research institutions). Training will be provided to IDEA teams and selected boundary partners, including IDEA Member States to use the GSoD data in their analysis and strategies. The topic of the 2021 report will be the impact of Covid-19 on democracy.

The Constitution Building team (CBP) will continue support to constitution building in transitional settings through direct assistance, knowledge generation and fostering networks. CBP will also enhance strategic focus on identifying ways in which the constitution building processes, and design choices can mitigate risks of backsliding and abusive constitutionalism. In 2021 CBP will focus on four projects:

1. Online Platforms and Databases: ConstitutionNet is the 'go-to' source of information, analysis and knowledge resources for the global constitution building community and country-level boundary partners seeking comparative information, with over 550,000 visitors in 2019.
2. Country Assistance: This covers the rapid, on-demand mobilization of CBP resources to support constitution building in a variety of settings in coordination with regional offices. This enables CBP to establish itself at the early stages of constitutional transitions to achieve significant influence on both process and design, and to leverage these engagements to mobilize restricted

funding. Countries likely to be priorities include Chile, Armenia, The Gambia, South Sudan, Sudan and Mali.
3. Knowledge Production: CBP's knowledge production is interlinked with its networks and country assistance. Subjects will likely address constitutional design and democratic backsliding and women constitution makers.
4. Networks and Shared Learning: The sustainability of CBP's networks is rooted in our reputation as a thought leader and convener. This project supports the Women Constitution Makers Dialogue Forum and partnerships with regional constitution building networks and engagement with practitioner communities.

The deliberate undermining of electoral processes is a common feature of democratic backsliding that occurs in mature and consolidating democracies alike. As democracies grapple with how to safeguard their electoral institutions and processes from harm, the priority for International IDEA's Electoral processes team (EP) is to support and inform these deliberations with authoritative knowledge products and advisory services. Identified priority areas are the impact of Covid-19 on elections, Special Voting Arrangements, social media and communication, risk management, technology and digitalization, and electoral justice.

Positioning IDEA to influence reform requires the credibility to have access to the 'table' and to have the capacity and knowledge to give high quality and timely input. It also means broadening EP boundary partners beyond Electoral Management Bodies to include the regulatory institutions that more directly influence the policy and regulatory infrastructure. This shift will be further supported by the Money in Politics portfolio.

Alongside International IDEA's INTER PARES restricted funded programme with the EU to build networks across parliaments and share experiences and technical assistance, IDEA's Brussels Parliament Team will provide ongoing advisory services to IDEA's regional and country offices to deliver high-quality parliamentary assistance. This will include training partner parliaments, working with Members of Parliaments and committees, engaging with the parliamentary minority, and developing demand-driven knowledge products.

In International IDEA's Strategy 2018-2022 it is stated that "inclusive and accountable democratic institutions and processes are only possible if gender equality and inclusion of marginalized groups in democratic institutions and processes is attained.¨ In line with this strategy, the work on Democracy and Inclusion is implemented as a cross-cutting issue in the Institute and led by a dedicated specialist. A global analysis of frameworks on inclusion will provide comparative information on the legislative and policy frameworks and mechanisms established to address the inclusion of marginalized groups in democratic institutions and processes.

Building on this analysis, International IDEA will provide advisory services that inspire countries and stakeholders to undertake reforms on inclusion in democracy. The global analysis will be undertaken at sub-regional levels and have country case studies developed as knowledge products and other communication products (video, infographics, etc.) on specific issues concerning different groups. There will also be initiatives to innovatively document the challenges that marginalized groups encounter and the good practices to overcome these challenges. The Democracy and Inclusion team will also contribute to the Global State of Democracy, and its sub-products such as the GSoD In Focus, to ensure nuanced and in-depth analysis and policy recommendations on democratic inclusion.

Table 7. Planned budgets per programme and project, 2021: Global Programmes

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platform & Databases	-	173,591	173,591
Country-level Assistance	-	184,251	184,251
Knowledge Generation	-	114,810	114,810
CBP Networks and Shared Learning	-	123,274	123,274
CBP General Programme Management and Support	-	123,050	123,050
Provision of expertise for justice in conflict and transition*	593,479	-	593,479
TOTAL (CBP)	**593,479**	**718,976**	**1,312,455**
Democracy Assessment (DA)			
Global State of Democracy Indices	-	377,417	377,417
GSoD Report and Analysis - 2021	-	482,361	482,361
Global Monitor of Covid-19´s Impact on Democracy and Human Rights*	98,872	55,691	154,564
TOTAL (DA)	**98,872**	**915,470**	**1,014,342**
Electoral Processes (EP)			
Electoral Risks & Conflicts	-	145,800	145,800
Emerging Challenges in Electoral Management	-	197,411	197,411
Global Knowledge Products on Electoral Processes	-	249,224	249,224
Global Advisory Services on Electoral Processes	-	203,919	203,919
Electoral Capacity Development	-	96,170	96,170
Money in Politics - Global	-	288,372	288,372

Programme/Project name	RES €	UNR €	Total €
Study on the Long-Term Effectiveness of Electoral Assistance Approaches*	21,862	-	21,862
TOTAL (EP)	**21,862**	**1,180,897**	**1,202,759**
Parliamentary Processes			
INTER PARES – Parliaments in Partnership – EU Global Project to Strengthen the Capacity of Parliaments*	2,676,172	-	2,676,172
Parliamentary assistance	-	103,696	103,696
TOTAL (PP)	**2,676,172**	**103,696**	**2,779,868**
Director, Global Programmes Office (DGPO)			
Democracy and Inclusion	-	256,891	256,891
Global Programmes Management	-	434,054	434,054
TOTAL (DGPO)	**-**	**690,945**	**690,945**
TOTAL, GLOBAL PROGRAMMES	**3,390,385**	**3,609,983**	**7,000,369**

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

Figure 8. Financial investment per output category (core funding), Global Programmes

Figure 8 shows International IDEA's financial investments in core funded unrestricted projects per output category in the Global Programmes 2021. 39% of the budget in the Global Programmes will be invested in face-to-face outputs: i.e. trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 61% of the budget will be invested in online outputs: i.e. publications (handbooks, reports, translations, policy papers and training modules), digital tools and platforms, databases and communication products (news articles, opinion pieces and films) which we make available online on International IDEA's websites. This is a radical shift of priorities compared to 2020 when 66% of GP's budgets was invested in face-to-face outputs and 34% in online outputs. It is particularly noteworthy that planned investments in publications have increased from 12% in 2020 to 30% in 2021.

Figure 9. Strategy map illustrating the financial size of each output category (core funding), Global Programmes

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
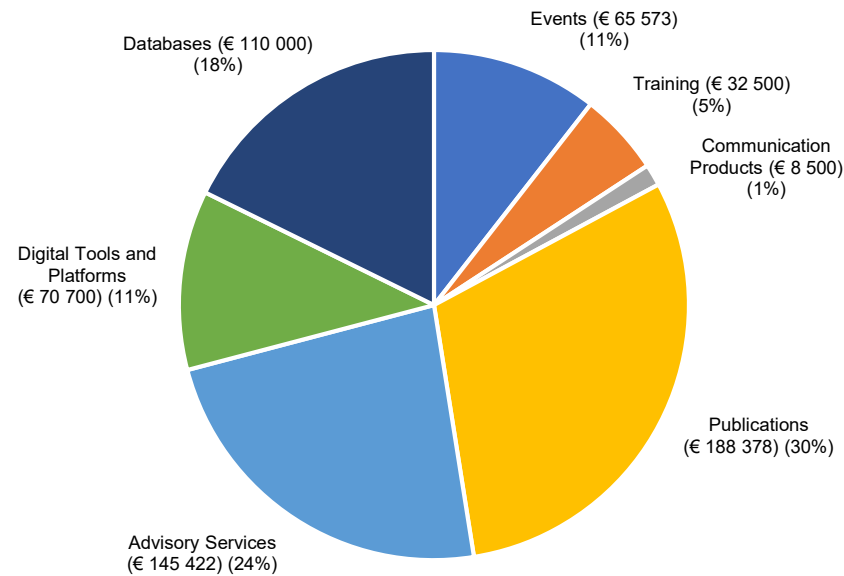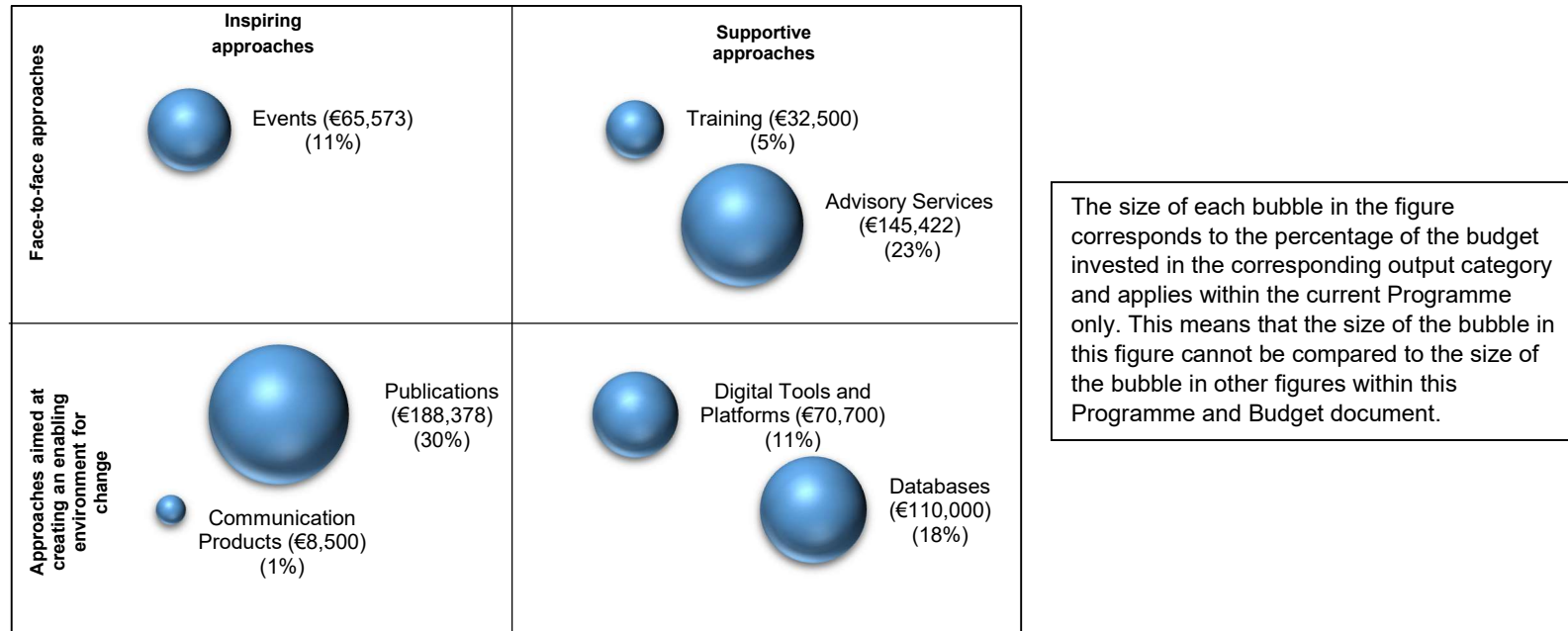
Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in the Global Programmes 2021 and illustrates how these outputs are intended to inspire and support change processes. 42% of the budget in the Global Programmes will be invested in events, online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 58% of the budget will be invested in face-to-face trainings, advisory services, online digital tools and platforms, and databases aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2020 when 33% of the budget was planned to be invested in inspiring outputs and 67% in supportive outputs.

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

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
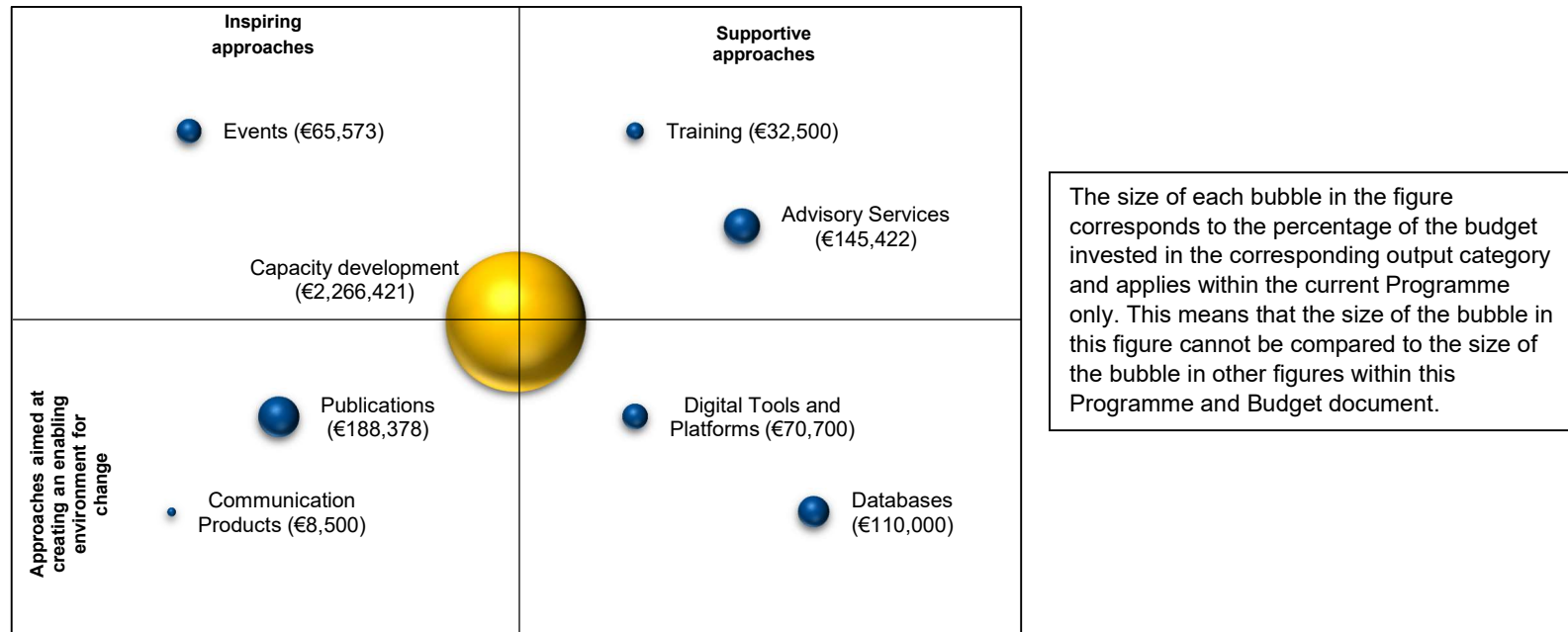
Figure 10 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programmes 2021 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 22% of the total budget for the programme. The remaining 78% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. These figures can be compared with the plans for 2020 when unrestricted funds amounted to 31% of the total budget and 69% were restricted funds for capacity development projects.

Figure 11. Financial investment per boundary partner (core funding), Global Programmes
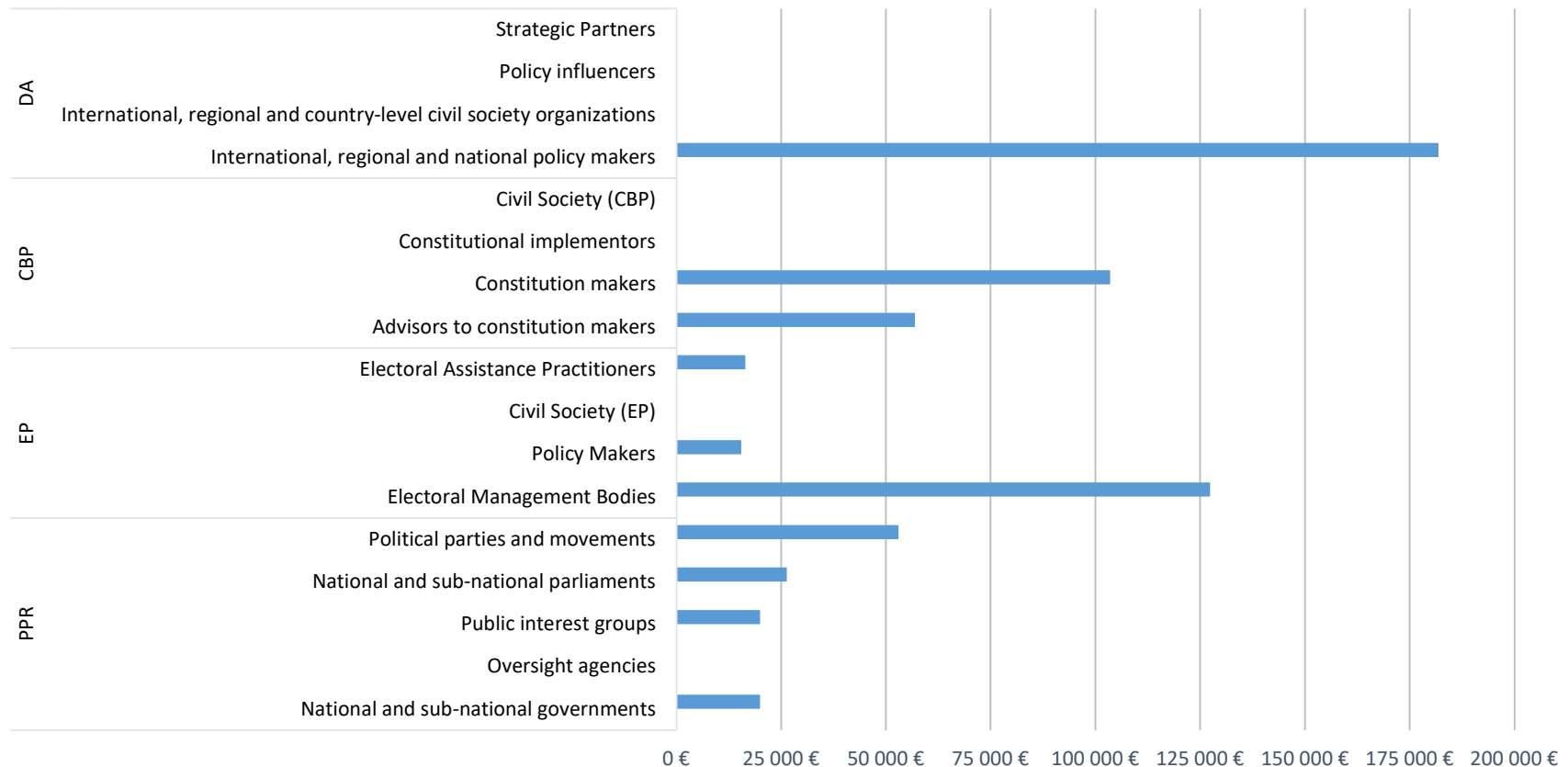
International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 11 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Global Programmes 2021. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget.

Figure 12. Total financial investment per boundary partner (core and restricted funding), Global Programmes

International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are refe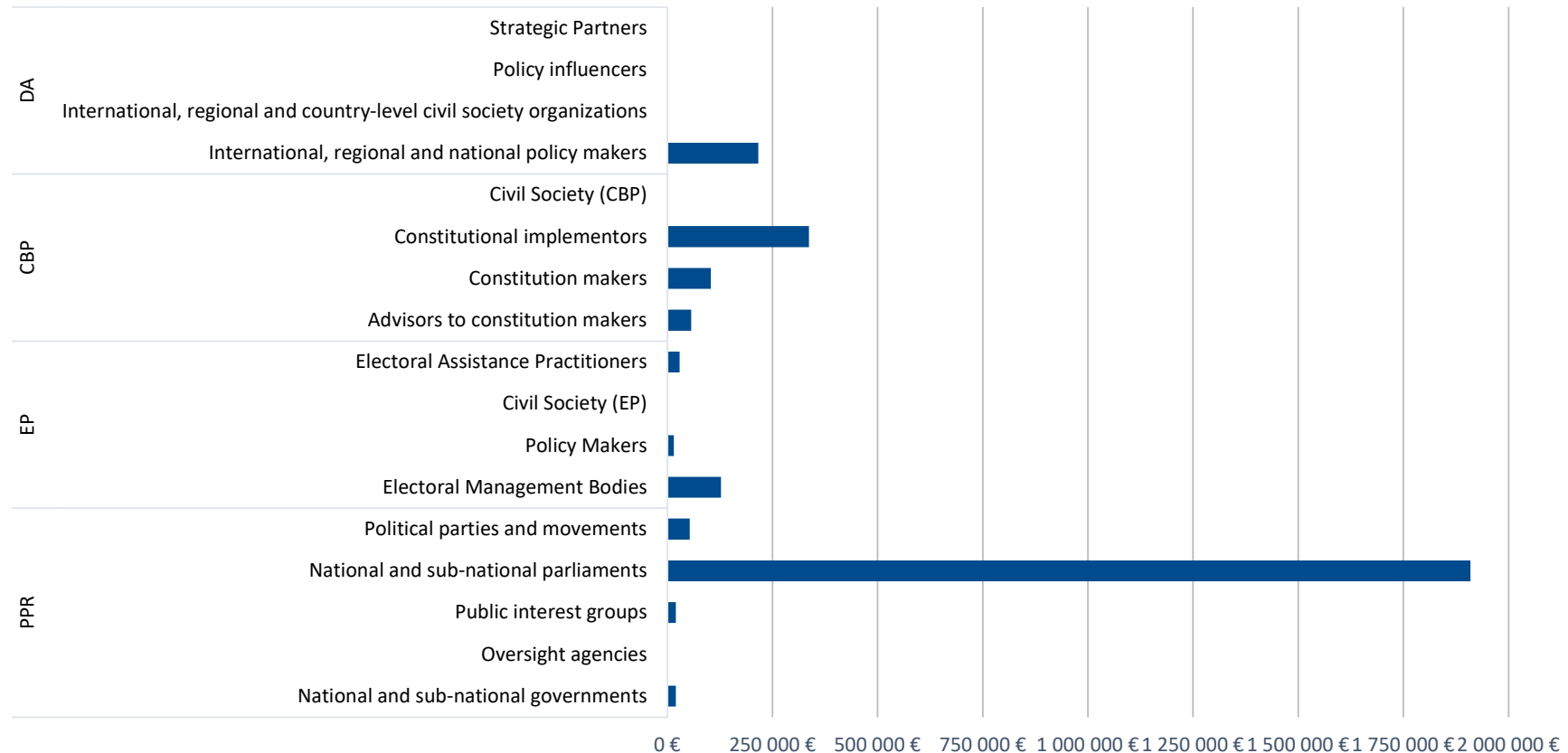rred to as boundary partners in the results framework, as well as in this document. Figure 12 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programmes 2021. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2020 Programme and Budget.

Constitution-Building Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Online Platforms & Databases			
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Digital tools and platforms	ConstitutionNet updated and maintained. Approximately 44 'Voices from the Field' analyses published.	25,000
	Databases	Post-conflict Constitution-building Processes (PCCBP) database updated with at least 5 cases.	12,000
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Digital tools and platforms	Public Participation platform is launched in at least one country (on-demand product).	3,000
		Staff costs	122,235
		Indirect costs	11,356
		Total	**173,591**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Country-level assistance			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Advisory services	Country-level scoping missions and needs assessments supporting longer engagement (through direct assistance) in national constitution building processes. Scoping activities are demand driven and organized in coordination with regional offices and external partners.	25,000
	Advisory services	On demand country-level advisory services inclusive of comparative and analytical memos, events, trainings, and capacity building services as requested by country partners and in collaboration with IDEA field offices and external partners.	45,000
		Staff costs	102,197
		Indirect costs	12,054
		Total	**184,251**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Knowledge generation			
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Publications	2020 Annual Review of Constitution Building developed.	3,000
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Publications	At least three knowledge products developed. Potential topics include: an event report/ white paper on women constitution makers; primer on presidential removal mechanisms; paper on constitutional design options to mitigate undemocratic amendment/abusive constitutionalism.	12,000
		Staff costs	92,299
		Indirect costs	7,511
		Total	**114,810**
CBP Networks and Shared Learning			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Events	Women Constitution Maker's Dialogue Forum convened.	18,525
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Events	Supporting the convening of at least two network events. Participating in at least two events with epistemic community/conferences. At least two events convened by CBP (digital or in-person TBD)	16,948
		Staff costs	79,736
		Indirect costs	8,065
		Total	**123,274**

Project output	Budget, €
CBP General Programme Management and Support	
Office costs	115,000
Indirect costs	8,050
Total	**123,050**

Restricted projects

Provision of expertise for justice in conflict and transition

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	336,599
	Staff costs	223,525
	Office costs	9,000
	Indirect costs	24,355
	Total	**593,479**

Democracy Assessment

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global State of Democracy Indices			
International, regional and national policy makers develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Databases	2021 update of GSoD Indices	55,500
		Staff costs	297,226
		Indirect costs	24,691
		Total	**377,417**
GSoD report and analysis – 2021			
International, regional and national policy makers develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Publications	Production of the 2021 GSoD report (3rd edition)	123,878
		Staff costs	326,927
		Indirect costs	31,556
		Total	**482,361**

Restricted Projects

Global Monitor of Covid-19´s Impact on Democracy and Human Rights

Boundary Partner and Outcome objective	Output Category	Budget, €
International, regional and national policy makers develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Capacity development	34,478
	Staff costs	109,974
	Indirect costs	10,112
	Total	**154,564**

Electoral Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Elections Risk & Conflict			
Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Advisory support provided to IDEA regions and external stakeholders on the timing and sequencing of transitional elections, elections and peacebuilding, conflict and risk management in elections.	9,200
	Digital tools and platforms	Knowledge products that relate to risk management in elections are developed and maintained/serviced.	9,200
Electoral assistance practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Events	Through a series of (online and/or face-to-face) events, informed by original research/evidence, additional knowledge resources on themes of resilience-building, trust and sustainability in electoral management and electoral support is developed.	9,600
	Staff costs		108,262
	Indirect costs		9,538
	Total		**145,800**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Emerging challenges in electoral management			
Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Digital tools and platforms	Datasets developed on comparative experiences on the repercussions of emerging challenges in election administration with focus on: (1) Covid-19, (2) digitalization, (3) environmental sustainability, (4) strategic communication in response to disinformation	15,500
	Events	Events convened by EP around emerging challenges. Indicative event topics include effective electoral assistance and ballot design.	15,000
		Staff costs	153,996
		Indirect costs	12,915
		Total	**197,411**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global knowledge products – elections			
Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Publications	Development and publication of knowledge resources on Electoral Management Design and Voting from Abroad. New publications developed are: (1) Ballot Paper Design, (2) Financing of Elections, (3) Special Voting Arrangements	11,500
	Databases	International IDEA's electoral databases and online tools on a range of topics including electoral justice and the ACE Project are maintained. Data collection and data visualizations contributing to communication products, online presentations and infographics is conducted.	25,000
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Communication products	Quick turnaround communication products (papers, case studies, articles, speaking notes, info graphics, multi-media formats), aimed at making electoral knowledge resources and ongoing research accessible through appropriate presentation are developed and actively disseminated through field offices and online	6,500
	Staff costs		189,920
	Indirect costs		16,304
	Total		**249,224**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Global Advisory services on Electoral Processes			
Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Targeted, request based, and responsive advisory services provided to EMBs and CSOs, based on research on emerging challenges and knowledge resources.	9,500
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	Targeted, request based, and responsive advisory services provided to policymakers based on research on emerging challenges and knowledge resources.	9,000
Electoral assistance practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Advisory services	Targeted, request based, and responsive advisory services provided to electoral assistance practitioners based on research on emerging challenges and knowledge resources.	6,838
		Staff costs	165,241
		Indirect costs	13,340
		Total	**203,919**
Electoral capacity development			
Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Training	Support to IDEA field offices and BRIDGE partners for delivering trainings based on supported training material.	10,500
	Training	Developing and maintaining training resources in election management.	22,000
		Staff costs	57,378
		Indirect costs	6,291
		Total	**96,170**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Money in Politics – Global			
Political parties and movements exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Advisory services	Advice provided on political finance regulatory frameworks and oversight capacities.	12,000
	Publications	Approximately four country assessments, two fact sheets (centred on info graphics), two policy papers and four analytic articles on emerging trends in political finance developed.	18,000
	Databases	Political Finance Database and tools updated. Data in selected number of countries reviewed and updated throughout 2021.	17,500
	Events	Two online events convened. Focus will be on global policy influence and agenda setting on political finance and anti-corruption; access to political finance for marginalized groups; and, digital aspects of political campaigning. Subject to travel restrictions, participate in two global events to shape global policy agenda on political finance.	5,500
		Staff costs	216,507
		Indirect costs	18,865
		Total	**288,372**

Restricted Projects

Study on the Long-Term Effectiveness of Electoral Assistance Approaches

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral assistance practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Capacity development	12,422
	Staff costs	8,010
	Indirect costs	1,430
	Total	**21,862**

Parliamentary Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Parliamentary assistance			
National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	On-demand parliamentary expertise provided to regional offices, Member States and boundary partners.	26,384
		Staff costs	70,528
		Indirect costs	6,784
		Total	**103,696**

Restricted Projects

INTER PARES – Parliaments in Partnership – EU Global Project to Strengthen the Capacity of Parliaments

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	1,882,922
	Office costs	76,130
	Staff costs	542,043
	Indirect costs	175,077
	Total	**2,676,172**

Director, Global Programmes Office (DGPO)

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democracy and Inclusion				
PPR	*Public interest groups* engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Communication products	Factsheets/In Focus /Infographics on the global analysis (see below) developed.	2,000
		Digital tools and platforms	Maintenance and Update of the Gender Quotas Database and of the IKNOW Politics Platform.	18,000
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Publications	Knowledge product developed on global analysis of legal framework on inclusion of marginalized groups	20,000
DA	*International, regional and national policy makers* develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Advisory services	Advisory services on inclusion of marginalized groups as a cross cutting theme in democracy provided to International IDEA's Regional and Global Programmes	2,500
			Staff costs	197,585
			Indirect costs	16,806
			Total	**256,891**

Objective	Outcome	Project outputs	Budget, €
Global Programmes Management			
To effectively lead and efficiently manage the Global Programmes team.	Effective and relevant partnerships built and strengthened that contribute to the objectives of the Global Programmes and the Institute.	Advocacy and Representation of IDEA in events/meetings.	23,400
		Fundraising and resource mobilisation and M&E enhanced and sustained.	7,570
		Staff costs	374,688
		Indirect costs	28,396
		Total	**434,054**

3. Africa and West Asia Programme

The Africa and West Asia (AWA) region is characterized by a diversity of governance systems where broadly democratizing countries co-exist with hybrid and authoritarian ones. Challenges of state and nation-building remain rife and are compounded by violent conflict and insecurity, poverty and inequality, and marginalization and exclusion. In the countries where democratic reforms have been pursued with some consistency over time, accent has mostly been placed on basic constitutional and electoral system reforms. In many other cases, however, the political playing field is still heavily weighted in favor of incumbents, and the appetite for any significant democratic governance reforms remains limited as regimes seek to tighten their grip on power by various means.

In recent times, some of the regressions noted in the region include the removal of presidential term limits through various politico-constitutional maneuvers, a clamping down on civil society and the independent media, restrictions on the right of assembly and protest, and a degradation of human rights. The Covid-19 pandemic has exacerbated such governance problems whilst highlighting new ones, including the state of social citizenship. Difficulties with the effective inclusion and participation of women have, additionally, persisted. The accommodation of the youth and minorities in the political system represents a further source of challenge, which, in the worst cases, has led to a violent breakdown of law and order. Moreover, from the Sahel, the Horn, and the Great Lakes to the Maghreb, the Red Sea, the Gulf, and the Indian Ocean, violent conflicts are intersecting with development and governance deficits to serve as fertile grounds for extreme inequality, migrations, political-religious extremism, and trans-border criminality.

In tandem with ongoing changes in the global order, strategic re-alignments have taken place in the region. At one level, interest in regional cooperation and integration has increased, culminating in the recent launching of African Continental Free Trade Area as the single biggest regional market in the world. These efforts are, however, constrained by domestic political instability, the poor management of diversity, widespread insecurity, a surge in extremist violence, and increasingly testy rivalries among big and medium powers played out in the region.

The countries, institutions and actors that have been identified for engagement and as boundary partners for International IDEA's AWA Programme in 2021 are reflective of some of the governance and development dynamics described in the preceding paragraphs. The main Boundary partners will include Electoral Management Bodies, Constitution Makers, Advisers to constitution makers, constitution implementors, Civil Society, Political Parties and Movements and National and Sub National Parliaments. Thematically-based convenings that have been a hallmark of the AWA programme will continue to be undertaken with particular attention to the Sahel, the Horn, the Great Lakes, the Maghreb, the Red Sea, and the Gulf area with emphasis on

fields such as constitution-building, political participation, and electoral systems.

At the regional level, the African Union Commission will once again be an anchor partner. Through an MoU agreed with the Union, IDEA has over the last 14 years accompanied the pan-African organization's efforts in the areas of preventive diplomacy and norms-building and standards-setting for democratic governance. Collaboration with various arms of the UN will continue and partnership agreements with organizations at the sub-regional level, such as IGAD and ECOWAS, with be reinvigorated. International IDEA also has existing partnerships with the SADC Parliamentary Forum and SADC Lawyers` Association. These partnerships provide the Institute with a platform to engage parliamentarians, political parties' representatives and legal practitioners at sub-regional and national level to strengthen parliamentary effectiveness.

At the country level, Ethiopia, The Gambia, Central Africa Republic (CAR), Kenya, Mozambique, the Sudan, South Sudan, Tunisia, Lebanon, and Yemen will be priorities in 2021. A common denominator in CAR, Ethiopia, the Sudan, South Sudan and the Gambia is support to transitional processes towards sustainable peace, stability and democracy through various institutional reforms and increased political participation by politically marginalized groups such as women and youth. Among these countries the Sudan programme will be the largest. The Institute has already taken a strategic place in offering technical support to the transition process, including the establishment of a new Sudan country programme that will operate in Khartoum with restricted funding. The main boundary partners for the work to be carried out will include advisors to constitution makers, the election commission, the interim parliament, political parties, civil society and movements.

In Lebanon and Yemen, focus lies on support to constitutional reform processes aiming at sustainable state-building and improved political governance arrangements. In Kenya, Tunisia and Mozambique International IDEA will assist by investing expertise in political participation and promotion of accountability in public service delivery and reform of electoral infrastructure. Attention will also be given to Iraq, Mali, Burkina Faso, and Namibia for possible deeper programming that goes beyond technical visits and one-off support. Ongoing but discreet support for reforms in Togo, Cameroon, Equatorial Guinea, Benin, Zimbabwe, Nigeria, and DR Congo will be sustained throughout 2021. An Africa-wide initiative on enhancing women's political participation will also be launched and existing partnerships with several networks of Election Management Bodies that provide significant opportunities to strengthen regional norms, electoral policies and practices through experience sharing and dialogue will be maintained.

Table 8. Planned budgets per project, 2021: Africa and West Asia Programme

Project name	RES €	UNR €	Total €
AWA TU – Constitution makers	-	277,702	277,702
AWA RO – Electoral Management Bodies	-	167,900	167,900
AWA RO – Political Parties and Movements	-	115,275	115,275
AWA RO – National and sub-national parliaments	-	118,847	118,847
AWA TU – Electoral Management Bodies	-	58,587	58,587
AWA TU – Civil Society (EP)	-	24,347	24,347
Pan Regional Initiatives – AWA wide	-	307,095	307,095
Tunis General Programme Management and Office	-	291,222	291,222
Addis General Programme Management and Office	-	591,879	591,879
Expanding the Support to Structural Preventive Diplomacy and Political Analysis in the Area of Elections in Africa*	87,663	-	87,663
Support to the Federalization Process in South Sudan*	142,336	-	142,336
A49-Working Towards a new Era in the Protection of Fundamental Rights in Tunisia*	156,926	-	156,926
Support to Consolidation of Democracy in Mozambique*	893,141	-	893,141
Support to Sudan's Democratic Transitional Government	2,774,743	-	2,774,743
Supporting Sudan's Democratic Transition – EU*	1,847,458	-	1,847,458
Supporting Sudan's Democratic Transition – SIDA*	1,745,960	-	1,745,960
TOTAL, AFRICA AND WEST ASIA PROGRAMME	**7,648,227**	**1,952,855**	**9,601,082**

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

Figure 13. Geographical coverage, Africa and West Asia

Legend:
- **Capacity development** (dark blue)
- **Inspiring and supporting activities** (light blue)
- **Reach** (yellow)
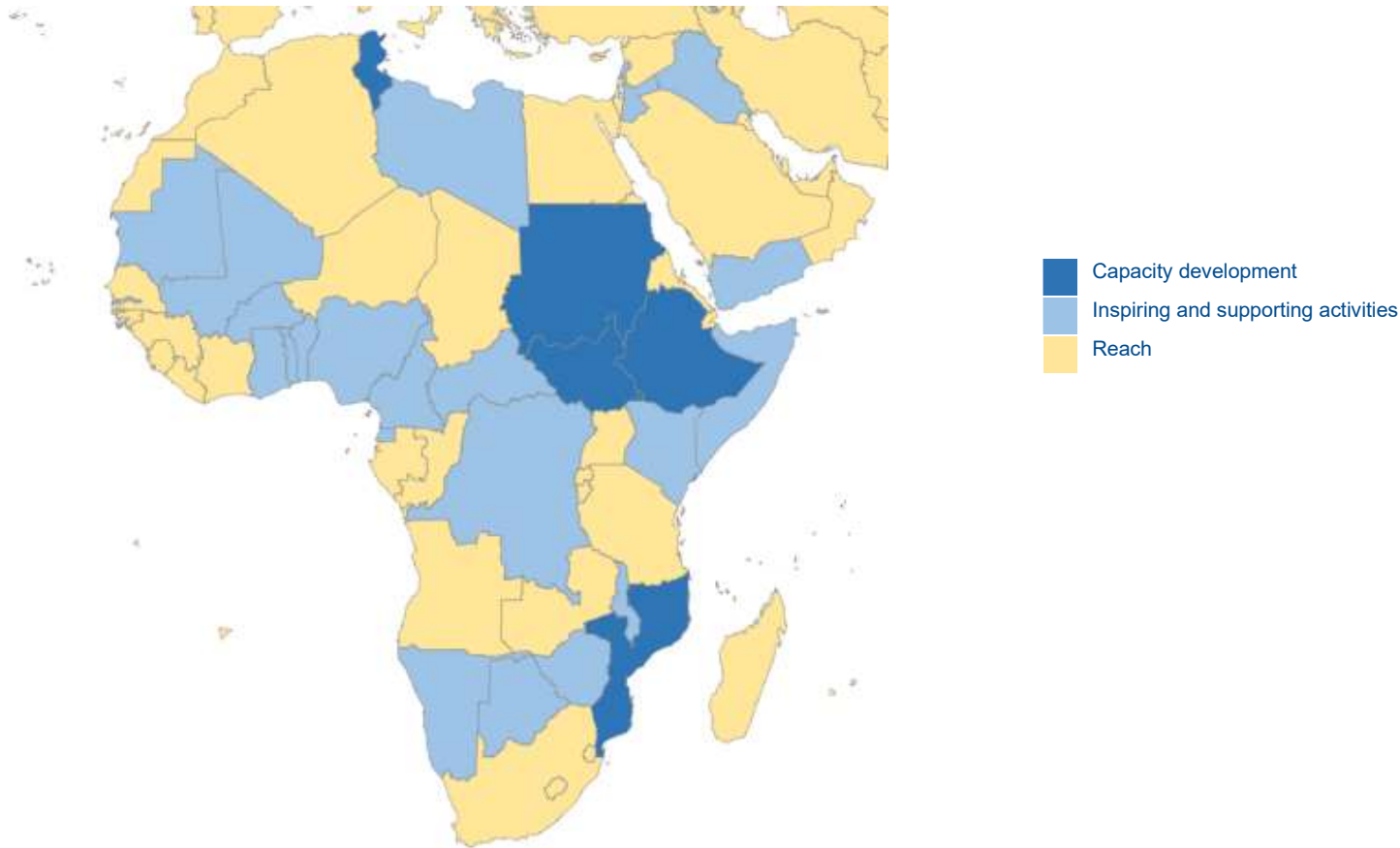
Figure 13 shows where in Africa and West Asia International IDEA plans to make financial investments 2021. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Ethiopia, Tunisia, South Sudan, Sudan and Mozambique and increased inspiring and supportive activities are planned, among others, for The Gambia, Mali, Ghana, Benin, Central African Republic, and Yemen.

Figure 14. Financial investment per output category (core funding), Africa and West Asia

Events (€ 35 000) (17%)

Advisory Services (€ 68 861) (34%)

Training (€ 57 000) (28%)

Publications (€ 43 937) (21%)

Figure 14 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2020. 79% of the budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 21% of the budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites. This can be compared to the budget for 2020, when 100% of the budget was invested in face-to-face outputs.

Figure 15. Strategy map illustrating the financial size of each output category (core funding), Africa and West Asia

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
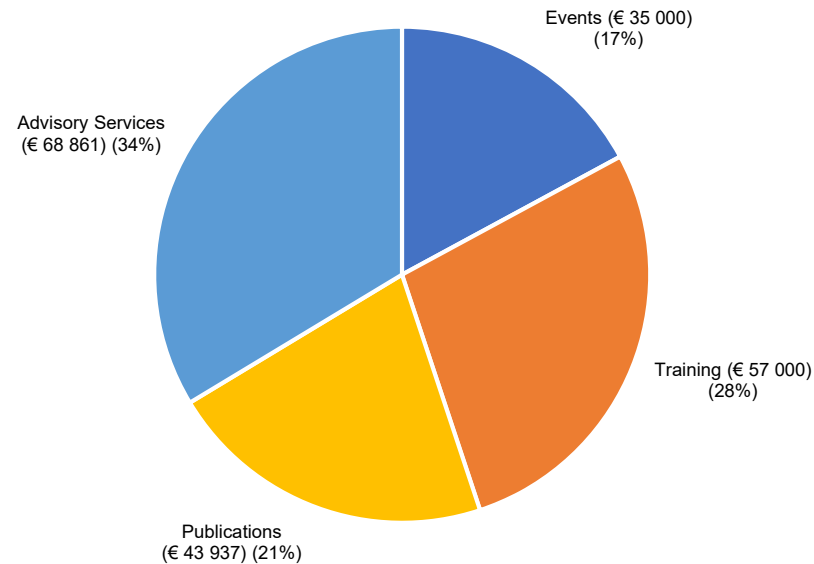
Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2021 and illustrates how these outputs are intended to inspire and support change processes. 38% of the budget in the Africa and West Asia Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 62% of the budget will be invested in trainings and advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2020, when 14% of the budget was planned to be invested in inspiring outputs and 86% in supportive outputs.

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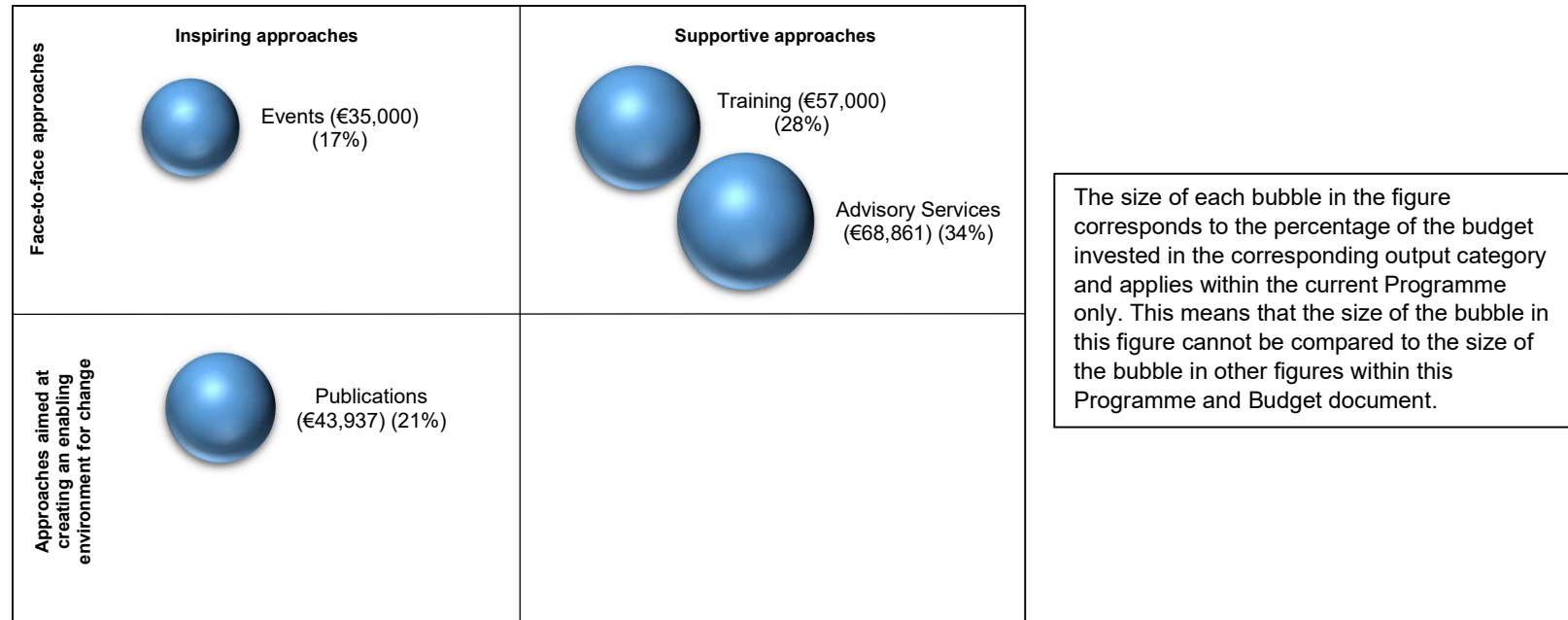

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
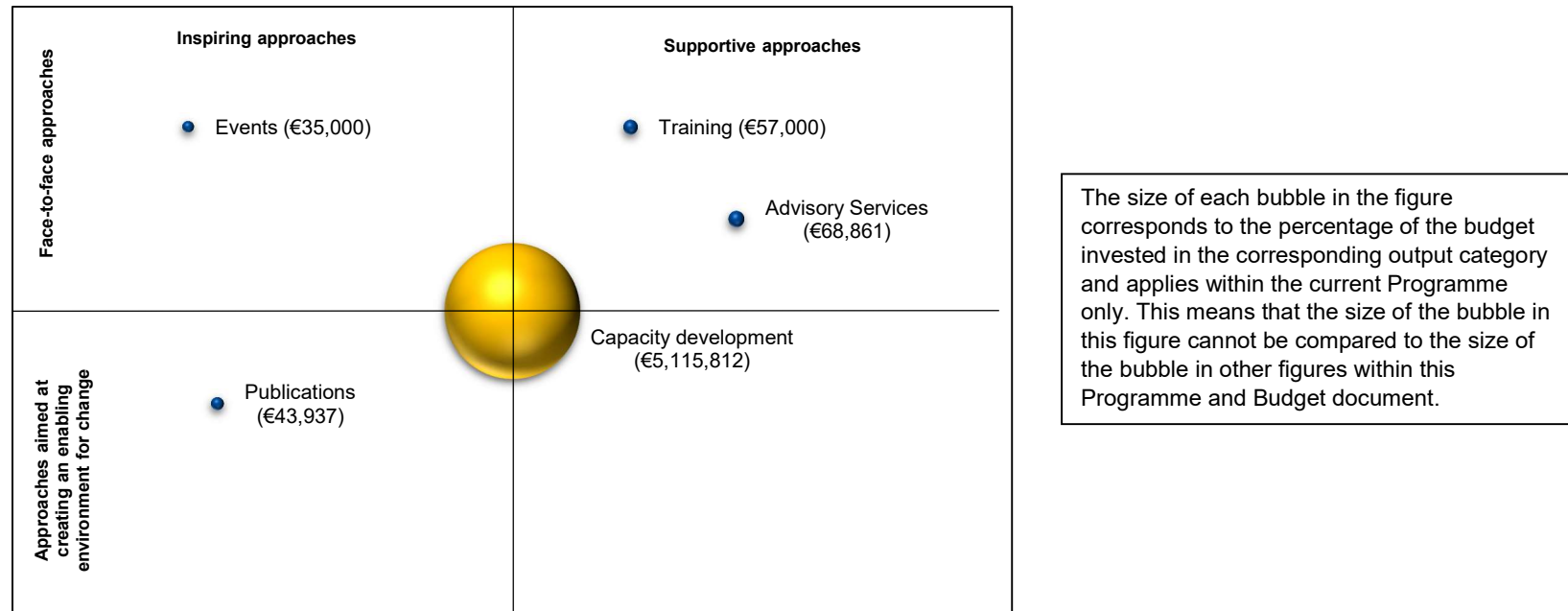
Figure 16 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2021 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 4% of the total budget for the region. The remaining 96% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. This can be compared to the budget for 2020, when unrestricted funds amounted to 8% of the total budget for the region and the remaining 92% were restricted project grants.

Figure 17. Financial investment per boundary partner (core funding), Africa and West Asia
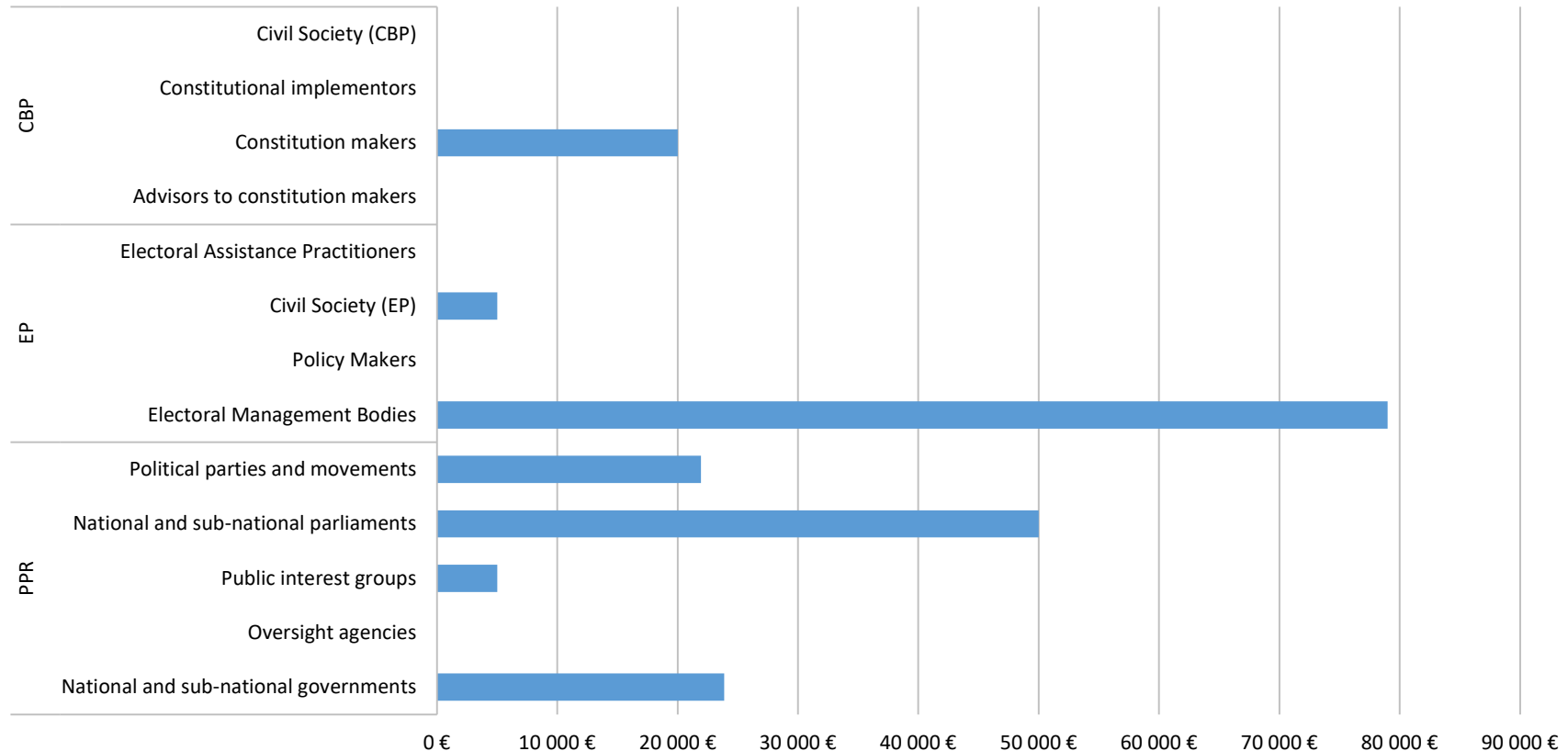
International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 17 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Africa and West Asia Programme 2021. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. Compared to the budget for 2020 the main difference is that investments in public interest groups have decreased significantly.
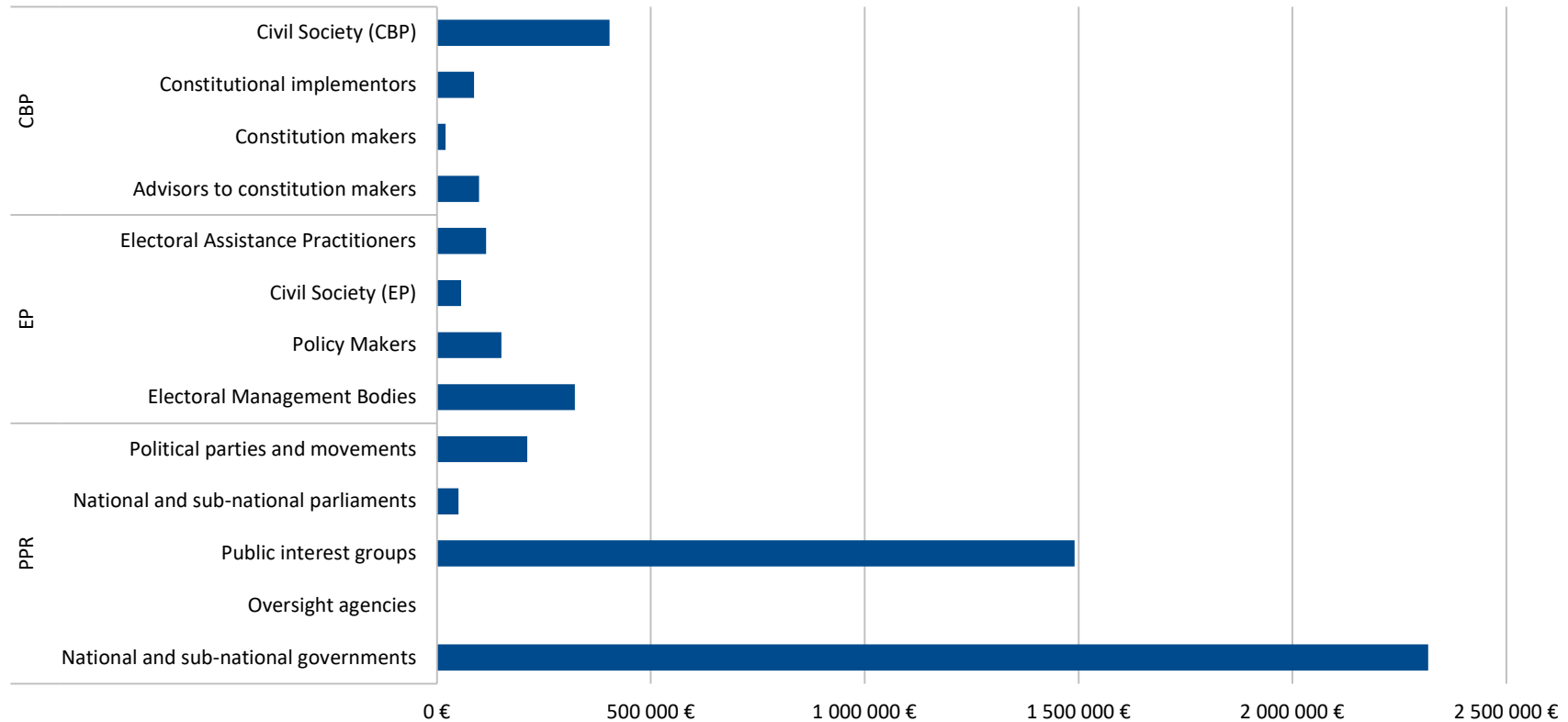
Figure 18. Total financial investment per boundary partner (core and restricted funding), Africa and West Asia

International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 18 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2021. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. Compared to the budget for 2020 the main difference is that investments in national and sub-national governments have increased significantly whereas investments in public interest groups and political parties and movements have decreased.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
AWA TU – Constitution makers				
CBP	***Constitution makers*** apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Advisory services	Advisory service provided to Mali's constitution makers.	20,000
			Staff costs	239,535
			Indirect costs	18,167
			Total	**277,702**
AWA RO – Electoral Management Bodies				
EP	***Electoral management*** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	Two virtual events to provide support to EMB networks on thematic issues conducted.	10,000
		Publications	Knowledge product developed on selected thematic issues like, trust in electoral processes, managing elections in crisis/emergencies; Covid-19 and elections in Africa	10,000
		Training	One training of EMBs in the Southern African Development Community (SADC) region on orientation of new commissioners to deliver their mandate conducted.	22,000
			Staff costs	114,916
			Indirect costs	10,984
			Total	**167,900**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
AWA RO – Political parties and movements				
PPR	*Political parties and movements* exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Publications	One knowledge product on Political Parties in Democratic transition produced.	8,937
		Training	Two peer-to-peer training sessions for youth and women in political parties in Tunisia conducted.	13,000
			Staff costs	85,797
			Indirect costs	7,541
			Total	**115,275**
AWA RO – National and sub-national parliaments				
PPR	*National and sub-national parliaments* exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Publications	One knowledge product on parliamentary oversight and accountability produced.	25,000
		Events	One Africa and West Asia regional round table dialogue on parliamentary reform convened targeting national parliaments (Zimbabwe, Tunisia, Ghana, Kenya, Gambia, Malawi, Botswana, Mozambique and Seychelles); and regional parliamentary bodies (SADC PF, ECOWAS, EALA and PAP).	25,000
			Staff costs	61,072
			Indirect costs	7,775
			Total	**118,847**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
AWA TU – Electoral Management Bodies				
EP	*Electoral management* bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Training	One training on EMB's gender strategies development conducted. The training will target the EMBs representatives that are members in the Gender Network: Tunisia, Jordan, Palestine, Lebanon, Iraq, Mauritania, Comoros, Yemen, Somalia, Sudan and Libya.	17,000
		Advisory services	On-demand advisory services provided to EMBs in the region to strengthen their professionalism.	20,000
			Staff costs	17,754
			Indirect costs	3,833
			Total	**58,587**
AWA TU – Civil Society (EP)				
EP	*Civil society* engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Training	One regional training for CSOs representatives on electoral observation from a gender perspective conducted.	5,000
			Staff costs	17,754
			Indirect costs	1,593
			Total	**24,347**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Pan Regional Initiatives - AWA Wide				
PPR	***Public interest groups*** engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Advisory services	Dialogues with political actors on key issues facilitated.	5,000
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Working visits to IDEA Member States and partners conducted.	9,861
			Staff costs	272,144
			Indirect costs	20,090
			Total	**307,095**
Tunis General Programme Management and Office				
PPR	***National and sub-national governments*** exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Working visits to IDEA Member States and partners in the sub region conducted to explore new fundraising and partnership possibilities.	14,000
			Office costs	60,000
			Staff costs	198,170
			Indirect costs	19,052
			Total	**291,222**

Project output	Budget, €
Addis General Programme Management and Office	
Office costs	160,835
Staff costs	392,323
Indirect costs	38,721
Total	**591,879**

Restricted projects

Expanding the Support to Structural Preventive Diplomacy and Political Analysis in the Area of Elections in Africa

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	**Policy makers** support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	60,316
		Staff costs	21,612
		Indirect costs	5,735
		Total	**87,663**

Support to the Federalization Process in South Sudan

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	**Advisors to constitution makers** utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Capacity development	98,636
		Office costs	7,992
		Staff costs	26,396
		Indirect costs	9,312
		Total	**142,336**

A49 – Working towards a new era in the protection of fundamental rights in Tunisia

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	**Constitutional implementers** interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	86,420
		Office costs	2,400
		Staff costs	56,482
		Indirect costs	11,624
		Total	**156,926**

Support to Consolidation of Democracy in Mozambique

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
Support to Consolidation of Democracy in Mozambique: International IDEA			
EP	**Policy makers** support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	54.757
	Electoral assistance practitioners provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.		114,757
	Civil society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.		51,233
		Office costs	86,117
		Staff costs	483,552
		Indirect costs	55,329
		Total	**845,745**
Support to Consolidation of Democracy in Mozambique: National Association of Municipalities of Mozambique (ANAMM)			
PPR	**National and sub-national governments** exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	12,012
		Total	**12,012**
Support to Consolidation of Democracy in Mozambique: Institute for Multiparty Democracy (IMD)			
EP	**Policy makers** support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	35,384
		Total	**35,384**

Support to Sudan's Democratic Transitional Government

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
PPR	**National and sub-national governments** exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	2,281,217
		Office costs	96,962
		Staff costs	202,978
		Indirect costs	193,587
		Total	**2,774,743**

Supporting Sudan's Democratic Transition - EU

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
PPR	**Public interest groups** engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	1,102,734
		Office costs	241,990
		Staff costs	381,873
		Indirect costs	120,862
		Total	**1,847,458**

Supporting Sudan's Democratic Transition - Sida

Impact Area	Boundary Partner and outcome objective	Output Category	Budget, €
PPR	**Political parties and movements** exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	189,030
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	382,600
EP	**Electoral management** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	243,140
CBP	**Civil society** hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Capacity development	403,576
		Office costs	108,000
		Staff costs	305,392
		Indirect costs	114,222
		Total	**1,745,960**

4. Asia and the Pacific Programme

Even before the Covid-19 pandemic hit, International IDEA's GSoD Indices warned of democratic backsliding in many countries, including in India and the Philippines in Asia. The pandemic has accelerated such negative democracy trends worldwide, including in Asia and the Pacific. At the same time, however, Asia has witnesses intensified focus on reinvigorating and renewing constitutional democracy.

While the pandemic originated and first spread in Asia, many countries were able to mitigate the health crisis thanks to lessons learnt from SARS 2003 and MERS 2015. The socio-economic impact of the pandemic is, however, likely to be serious which may lead to further polarization along ethno-national and religious fault lines, particularly so in South- and South-East Asia. Authoritarian regimes (such as China and Cambodia) have tightened their grip during the pandemic and there is a high risk that several other countries in the region will confer powers to the executive (instead of winding them back). Notwithstanding, dismantling of democratic rights has renewed demands for political reforms (like in Thailand and Hong Kong) and citizen's demands for more public scrutiny (the Philippines).

Work against democratic backsliding calls for countries such as Australia, New Zealand, Republic of Korea and Japan, which maintained high performing democracies throughout the crisis, to work in defense of democracy in the region. These countries have also come up with institutional innovations; managing intra-governmental decision making (Australia); increasing transparency by the executive branch (New Zealand); utilizing e-governance and social media (Taiwan) and; organizing safe elections despite of Covid-19 (Republic of Korea).

Thematically the Covid-19 pandemic has given rise to several new pertinent themes in constitution building: the use of and authorization of emergency powers, over-militarization of pandemic responses, as well as issues of oversight and representation, amongst others. International IDEA's Asia and Pacific programme (AP) will examine these changes, while continuing its work on gender, minorities and indigenous peoples' rights on autonomy and decentralization (e.g. in Bangsamoro and the Philippines); and the role of religion and secularism. AP is closely following the amendment process in Sri Lanka, the peace process of Afghanistan, and the calls for revising the constitution in Thailand. The programme also continues to facilitate a regional network of lawyers and policy makers through the Melbourne Forum process, in partnership with the Constitution Transformation Network.

Experiences from the elections held in Asia and the Pacific in 2020 (South Korea, Mongolia, Singapore, etc.) underlined the pertinence of topics such as special voting arrangements (SVAs), voting technologies (including in boundary limitation), and electoral access for marginalized groups including migrant workers (and climate-induced migrants). Other emerging themes include the impact of 'online' campaigning on money and politics and the changing nature of election observation. AP will work on these themes regionally with Electoral Management Bodies and policy makers, alongside with national boundary

partners, particularly in countries preparing for elections in 2022 (the Philippines, Bangsamoro, Fiji, Nepal).

Digitalization of political participation, democratic resistance and decision-making will gain prominence in the post-pandemic Asia and innovations in this area are emerging. We will work closely with youth groups to transform IDEA's existing tools such as Youth Democracy Curriculum to e-learning modules which are to be applied in countries with limited access to civic education on democracy.

Sub-regional and country level programmes in the South Pacific, Fiji, Myanmar and Nepal will continue. Increased activities are envisaged for Bhutan on parliamentary support.

While mostly spared of the Covid-19, the South Pacific will be prone to economic downturn as global markets and tourism shrink, and thus democratic gains may be jeopardized. Through the Covid-19 Global Monitoring Tool, AP will gather data and analyze democratic developments in this sub-region for the forthcoming GSoD report. The partnership with the Melanesian Spearhead Group Secretariat (MSGS) will continue with focus on gender, improving electoral processes, and on democracy and climate change. In Fiji, International IDEA will continue to facilitate dialogue between civil society, parliament and state institutions as political activities are expected to ramp up in view of the 2022 elections.

Myanmar's democratic transition is moving to another phase with the second democratic elections, scheduled for November 2020 (tbc). The challenges of the new government include managing the socio-economic impact of the pandemic, steering the prolonged peace process, restarting the constitutional reform process and addressing the underlying challenge of underdevelopment. To date, the return and status Rohingyas languishing in refugee camps in Bangladesh remains unresolved. International IDEA's Myanmar office continues to work along the election cycle to support post-election review and reforms, strengthen inclusion of disadvantaged groups, build civil society advocacy capacity and strengthen internal political party democracy, to work on constitution-building reform, and provide capacity development to the Parliament, with support from various donors and implementing partners, notably the EU.

Nepal has made notable progress in implementing the 2015 constitution by establishing new federal structures, including province and local level governments - the pandemic has in fact been accelerating the process. International IDEA's Nepal office continues to work together with the Ministry for Federal Affairs and General Administration and the United Kingdom to nurture and cultivate a culture of "deliberative decision making" in local governments. Moreover, the office seeks to engage with other critical institutions such as the judiciary to facilitate the implementation of federalism, while focusing on social inclusion and gender in all programming.

Table 9. Planned budgets per office and project, 2021: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Democratic Development in Melanesia	-	89,981	89,981
Electoral Institutions and Processes in Asia-Pacific	-	153,800	153,800
Democratic Development in Fiji	-	89,505	89,505
Democracy Assessment in Asia-Pacific	-	87,371	87,371
Youth Inclusion in Democratic Processes	-	87,371	87,371
Constitution Building Processes in Asia-Pacific	-	131,090	131,090
Democracy and Migration: The Enfranchisement of South Asia's Migrants	-	178,102	178,102
General Programme Management and Office	-	412,336	412,336
TOTAL (AP RO)	**-**	**1,229,555**	**1,229,555**
Myanmar			
Support to Electoral Processes and Democracy (STEP Democracy), Phase II*	3,281,303	26,586	3,307,889
MyConstitution II*	1,205,315	14,151	1,219,466
Support Hluttaw Work on Effective Budget Oversight (SHWEBO)*	866,543	14,151	880,694
TOTAL (Myanmar)	**5,353,161**	**54,888**	**5,408,048**
Nepal			
Supporting a Cohesive Response to Local Governance in Nepal	-	110,586	110,586
Support to emerging democratic governance and PLGSP effectiveness	2,108,954	-	2,108,954
TOTAL (Nepal)	**2,108,954**	**110,586**	**2,219,539**
TOTAL, ASIA AND THE PACIFIC	**7,462,115**	**1,395,028**	**8,857,143**

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

Figure 19. Geographical coverage, Asia and the Pacific
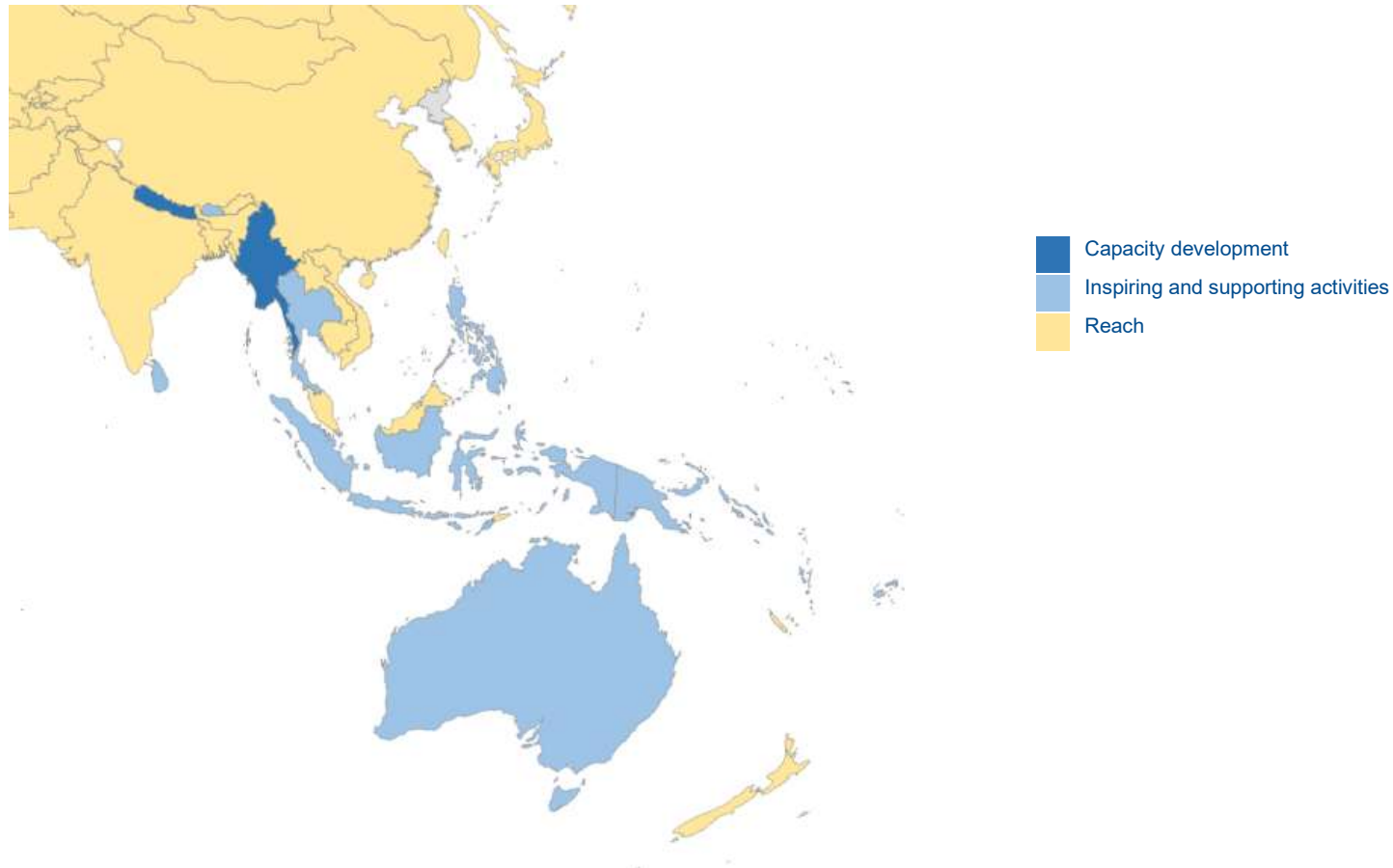
Figure 19 shows where in Asia and the Pacific International IDEA plans to make financial investments 2021. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will continue in Myanmar and Nepal and increased inspiring and supportive activities are planned, among others, for the Bangsamoro region in the Philippines, Sri Lanka, Fiji, Bhutan and Melanesia.

Figure 20. Financial investment per output category (core funding), Asia and the Pacific

Digital Tools and Platforms (€ 14 500) (6%)

Databases (€ 6 000) (2%)

Events (€ 76 798) (29%)

Advisory Services (€ 46 000) (18%)

Training (€ 18 000) (7%)

Publications (€ 99 500) (38%)

Figure 20 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2021. 54% of the budget in the Asia and Pacific Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 46% of the budget will be invested in publications (handbooks, reports, translations, policy papers and training modules), databases and digital tools and platforms which we make available online on International IDEA's websites. This can be compared to the budget for 2020, when 70% of the budget was planned to be invested in face-to-face outputs and 30% in online outputs.

Figure 21. Strategy map illustrating the financial size of each output category (core funding), Asia and the Pacific

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
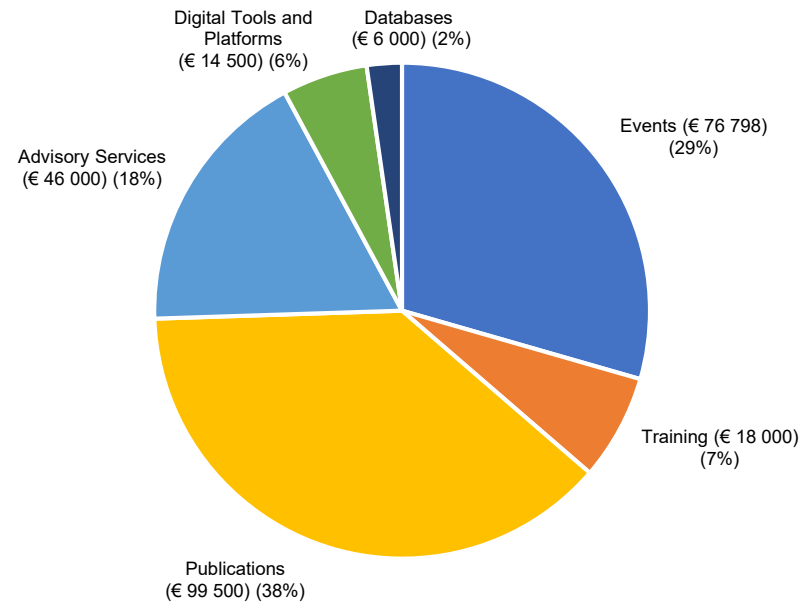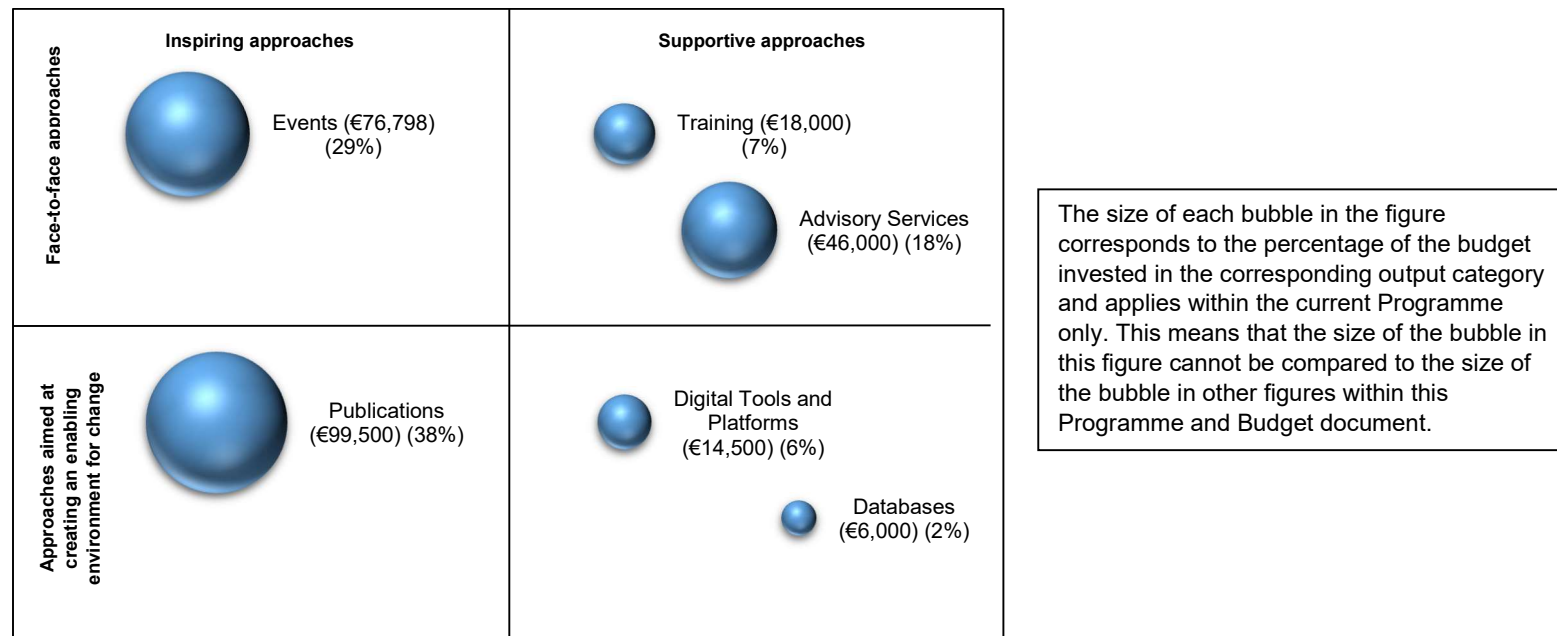
Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2021 and illustrates how these outputs are intended to inspire and support change processes. 67% of the budget in the Asia and Pacific Programme will be invested in events and online publications aimed at *inspiring* boundary partners to engage in change processes. 33% of the budget will be invested in trainings and advisory services as well as online digital tools and platforms and databases aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2020, when 46% of the budget was planned to be invested in inspiring outputs and 54% in supportive outputs.

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

Inspiring approaches

Supportive approaches

Face-to-face approaches

Events (€76,798)

Training (€18,000)

Advisory Services (€46,000)

Capacity development (€5,074,883)

Approaches aimed at creating an enabling environment for change

Publications (€99,500)

Digital Tools and Platforms (€14,500)

Databases (€6,000)

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
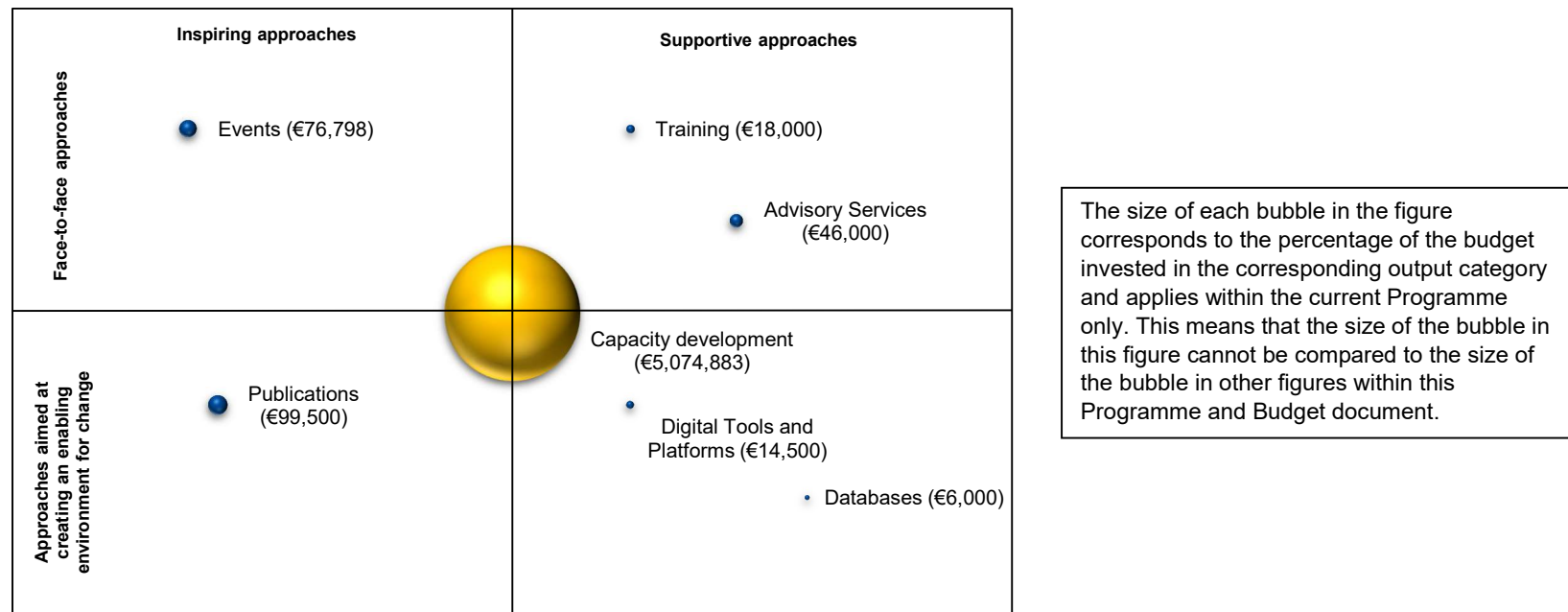
Figure 22 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2021 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 5% of the total budget for the region. The remaining 95% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. This can be compared to the budget for 2020, when unrestricted funds amounted to 6% of the budget.

Figure 23. Financial investment per boundary partner (core funding), Asia and the Pacific
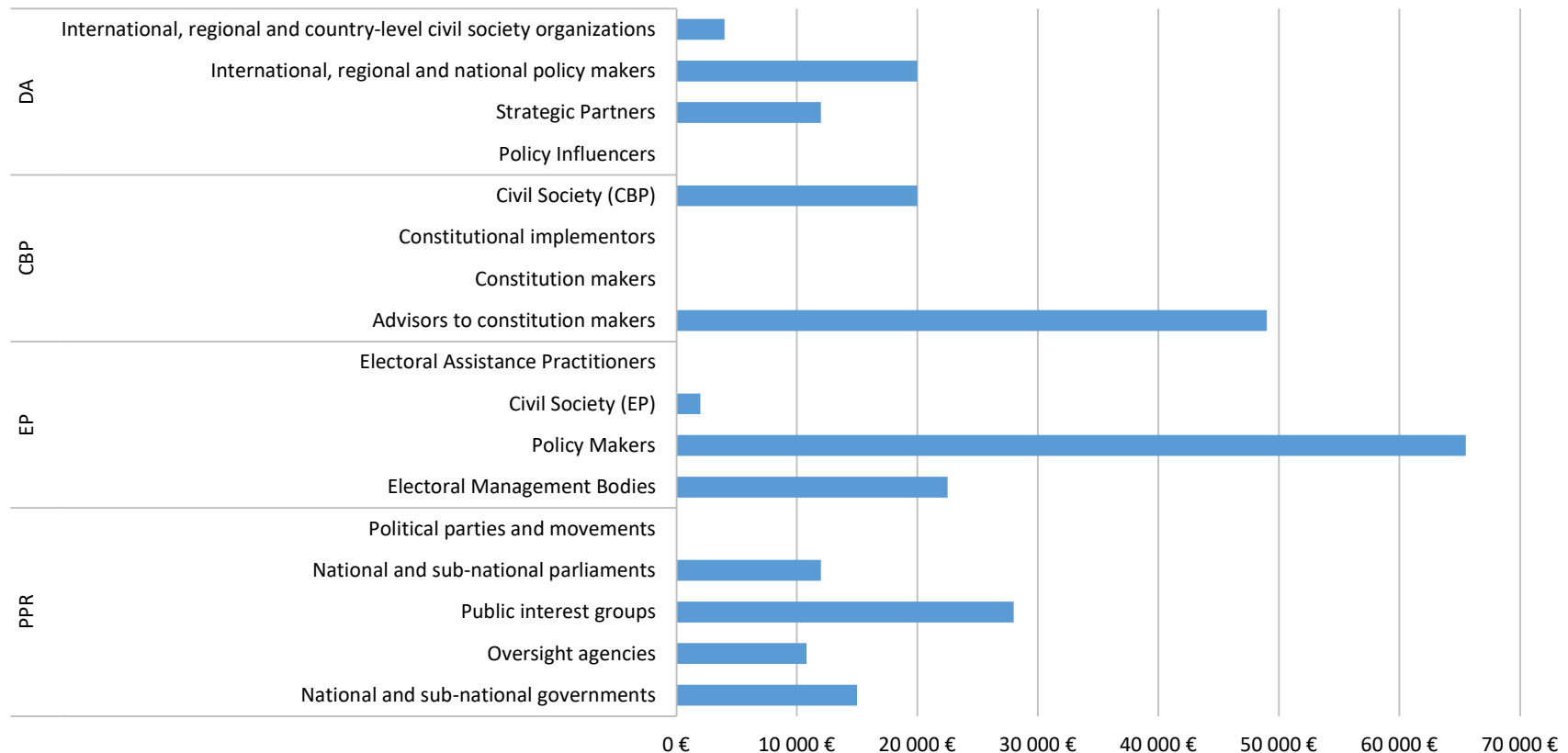
International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 23 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Asia and Pacific Programme 2021. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. The main difference compared to the budget for 2020 is that policy makers for electoral processes will receive a significantly higher proportion of the total budget.

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

International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to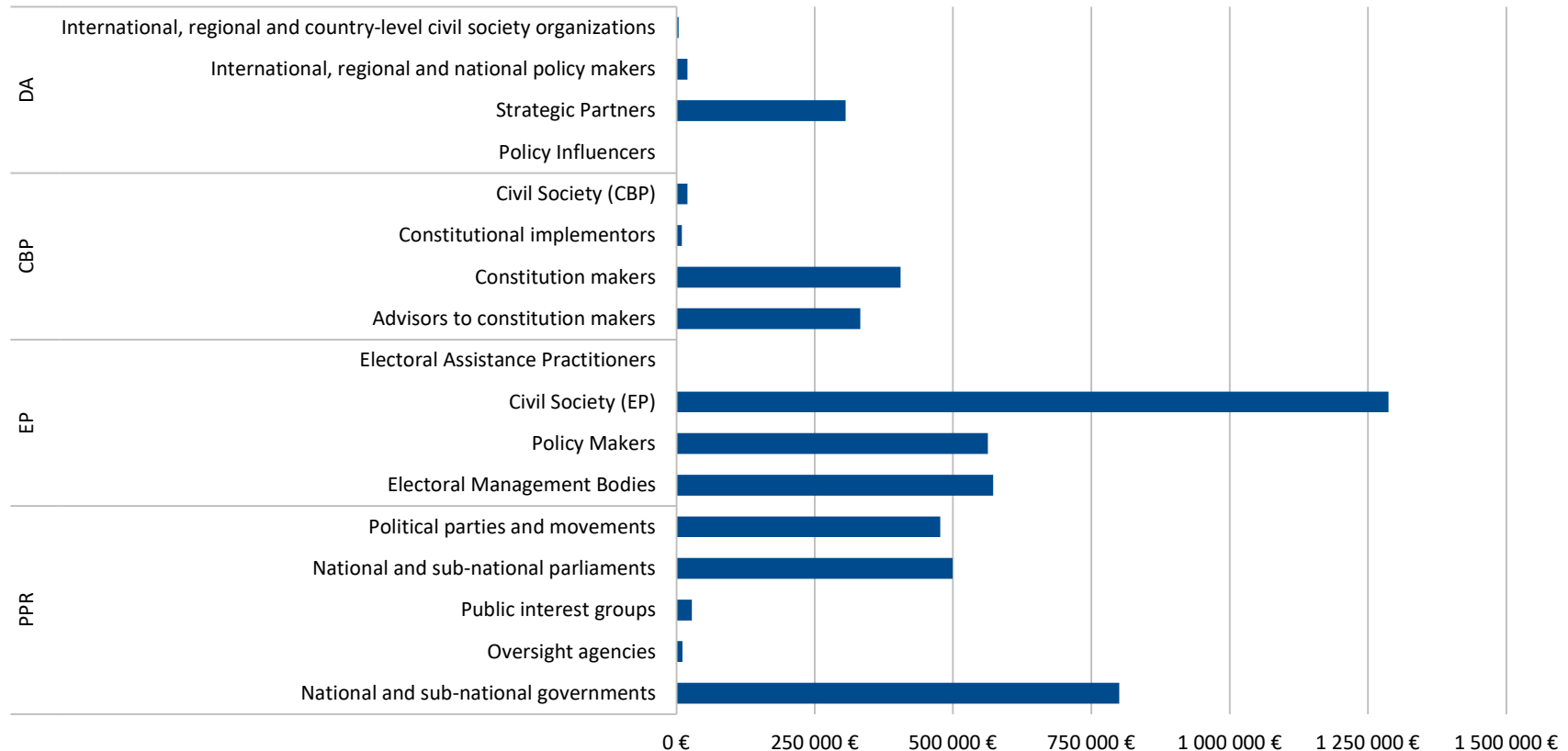 as boundary partners in the results framework, as well as in this document. Figure 24 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2021. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. The main difference from the budget plans for 2020 is that the funding for public interest groups will decrease significantly.

Asia and the Pacific Regional Office

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democratic Development in Melanesia				
EP	*Electoral management bodies* recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Advice provided on improving electoral processes based on international principles.	5,000
PPR	*National and sub-national parliaments* exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Advisory services	MSGS' and other Melanesian institutions' efforts in enhancing the role of women in politics are supported.	10,000
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Publications	The threats towards democracy and their combination with climate change, the pandemic and economic downturn pose, such as growing political corruption, diminishing political rights of diaspora, closing civil society space, are researched and published.	9,000
DA	*International, regional and national policy makers* develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Databases	Melanesian region data added into the GSoD indices and other relevant databases.	6,000
			Staff costs	54,094
			Indirect costs	5,887
			Total	**89,981**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Electoral Institutions and Processes in Asia				
EP	*Policy makers* support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Digital tools and platforms	Comparative study for encapsulating effective forms of communication/deliberations/engagement between law/policy makers and their constituents in the AP regional context is completed for addressing the adverse effects of the pandemic and for finding solutions. The research culminates in a software application.	14,500
		Publications	Reasonable enablers for elections planned to be held in the pandemic, such as proven health and safety protocols, SVAs, electoral access for marginalised groups,., are identified by compiling comparative data, analysing trends and experiences, and working regionally with EMBs/policy makers as well as alongside with national partners in the respective countries.	16,500
		Publications	Research with AP country contexts in mind (e.g. Nepal, Indonesia, the Philippines) on the need to reduce campaign spending due to the austerity situation caused by the pandemic is conducted to ensure level playing field in 'online' and 'virtual' campaigns where campaign restrictions may provide an advantage for incumbents/sitting governments, while acknowledging the fact that incumbents may take credit or even lose confidence in their actions in dealing with the pandemic.	16,500
	Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Publications	Research on the opportunities and threats the pandemic brings to the fulfilment of electoral rights of both migrant workers and climate-induced migrants is conducted, which are particularly countries like Sri Lanka, Myanmar, Indonesia, the Philippines, Fiji and Tuvalu.	17,500
			Staff costs	78,738
			Indirect costs	10,062
			Total	**153,800**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democratic Development in Fiji				
PPR	*Public interest groups* engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	Online discussions on topics relevant to electoral processes and the state of democracy in Fiji conducted, including on political finance.	2,000
		Events	Webinars limited to close civil society partners conducted on legal framework improvements related to women's representation and inclusion in political and electoral processes.	2,000
	National and sub-national parliaments exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advice provided to Fijian parliament on how electoral oversight is conducted in other parliaments around the world though a publication and discussions.	2,000
EP	*Civil society* engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Training	Civil society partners trained through distance learning and online discussions on election observation, including on political finance monitoring.	2,000
			Office costs	7,300
			Staff costs	68,350
			Indirect costs	5,855
			Total	**89,505**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democracy Assessment in Asia-Pacific				
DA	***International, regional and national policy makers*** develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Events	Organization of an international forum to launch GSoD Report/Update	14,000
	International, regional and country-level civil society organizations engage in global, regional and national debates on democracy and advocate for democratic reforms using IDEA's state of democracy analysis, recommendations and data (indices). They develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices).	Events	Organization of at least two thematic seminars/ roundtable discussions on the GSoD Indices. Highlights of the discussions used as inputs to GSoD in Focus on stand-alone issues	4,000
	Strategic partners use the GSoD data and analysis in their research.	Publications	Produce and publish at least three thematic or country case studies based on the GSoD Indices.	12,000
			Staff costs	51,655
			Indirect costs	5,716
			Total	**87,371**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Youth Inclusion in Democratic Processes				
PPR	*Public interest groups* engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	An assessment of the effect of the pandemic to youth's political participation; to identify gaps and opportunities in increasing youth's political engagement is developed.	8,000
		Training	Democracy education workshops for youth and other marginalized groups based on IDEA's Youth Democracy Academy (YDA) are organized. Priority countries include the Philippines, Fiji, Bhutan, Thailand.	16,000
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events	At least two roundtable discussions on the assessment's recommendations among policymakers, youth ministries, local governments, youth advocacy groups, academe and media are organized.	6,000
			Staff costs	51,655
			Indirect costs	5,716
			Total	**87,371**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Constitution Building Processes in Asia-Pacific				
CBP	***Advisors to constitution makers*** utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Publications	Past Melbourne Forum on Constitution-building (Year 2020) follow up	2,000
		Events	Planning and hosting of Melbourne Forum on Constitution-building VI and exploration of regional partnerships.	18,000
		Advisory services	Advisory services provided to on-going constitution building processes both by serving as expert and by supporting on-going IDEA projects (in-country)	29,000
	Civil society hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Events	Piloting of Indigenous Peoples' Constitutional Assessment Tool (IPCAT) to enhance capacity of local civil society organizations to participate in analysing constitutions from different lens (IPCAT, CAWE).	20,000
			Staff costs	53,514
			Indirect costs	8,576
			Total	**131,090**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Democracy and Migration: The Enfranchisement of South Asia's Migrants				
EP	***Electoral management bodies*** recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Publications	The publication "Democracy and Migration: The Enfranchisement of South Asia's Migrants" is produced, possibly to be also associated with a digital tool or platform.	18,000
			Staff costs	148,450
			Indirect costs	11,652
			Total	**178,102**

Project output	Budget, €
AP General Programme Management and Office	
Office costs	190,567
Staff costs	194,794
Indirect costs	26,975
Total	**412,336**

Myanmar

Restricted Projects

Support to Electoral Processes and Democracy (STEP Democracy), Phase II

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
STEP II: International IDEA			
EP	*Electoral management* bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	550,091
		Office costs	73,089
		Staff costs	815,652
		Indirect costs	100,718
		Total	**1,539,550**
STEP II: Netherlands Institute for Multiparty Democracy (NIMD)			
PPR	*Political parties and movements* exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	477,017
		Total	**477,017**
STEP II: Democracy Reporting International (DRI)			
EP	*Civil society* engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	596,271
		Total	**596,271**

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
STEP II: National partners			
EP	***Civil society*** engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	181,855
		Indirect costs	6,365
		Total	**188,220**
STEP II: Danish Institute for Parties and Democracy (DIPD)			
EP	***Civil society*** engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	506,831
		Total	**506,831**

MyConstitution II

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	**Advisors to constitution makers** utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Capacity development	283,396
	Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.		405,204
		Office costs	103,480
		Staff costs	347,607
		Indirect costs	79,778
		Total	**1,219,466**

Support Hluttaw Work on Effective Budget Oversight (SHWEBO)

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
PPR	**_National and sub-national parliaments_** exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.	Capacity development	487,372
		Office costs	45,642
		Staff costs	290,065
		Indirect costs	57,615
		Total	**880,694**

Nepal

Unrestricted Projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting a Cohesive Response to Local Governance in Nepal				
PPR	***Oversight agencies*** monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Events	An event on Nepal's federal context to enable members of the judiciary to provide better oversight and inform decisions on relevant issues is organized.	10,798
			Office costs	36,051
			Staff costs	56,502
			Indirect costs	7,235
			Total	**110,586**

Restricted Projects

Support to emerging democratic governance and PLGSP effectiveness

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	*Constitutional implementors* interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	10,000
PPR	*National and sub-national governments* exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	785,171
EP	*Policy makers* support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Capacity development	497,695
DA	*Strategic partners (DFID)* utilize IDEA's expertise to undertake political analysis in Nepal.	Capacity development	293,980
		Office costs	88,709
		Staff costs	295,430
		Indirect costs	137,969
		Total	**2,108,954**

5. Regional Europe Programme

Europe's decade of democratic decline continues to present diverse challenges. In countries of the Western Balkans and Eastern Europe, fledgling democracies ranging from Albania, Georgia, Moldova, Ukraine and to some extent Serbia and North Macedonia, show fragility. For some of these, incumbent rulers manipulate electoral rules, disrespect principles of democratic checks and balances, and increase political polarization – all to extend their stay in power. In countries previously seen as democratic champions, such as Poland and Hungary, current political leaders are at work to undermine democracy's building blocks of free and fair elections, rule of law and institutional checks and balances.

Nevertheless, the region also hosts important opportunities for fostering democratic progress. This applies to countries with democratic openings such as Armenia, but also in specific niche areas in counties experiencing democratic erosion. International IDEA's in-country programmatic work will build on its previous work and will attempt to capitalize on existing democratic dividends and possible new democratic openings. These will mostly be focused on supporting democratic actors in strengthening the integrity of electoral processes, fostering more effective oversight of money in politics, and promoting stronger constitutional frameworks for democratic governance.

Armenia will continue to receive the Institute's support as it trends towards greater democratic reforms. This support will be focused on providing knowledge on comparative constitutional design to the Constitutional Reform Commission, as well as other engaged stakeholders. With the ongoing protests in

Belarus, the Institute will explore ways to support reform actors with comparative knowledge on democracy, particularly on constitutions and electoral frameworks.

Moldova continues to experience strain on its democratic development, necessitating greater focus on strengthening citizens' ability to check governance processes and sustain domestic demand for stronger rule of law and deeper democracy. International IDEA's Regional Europe Programme will calibrate its existing partnerships and gains in Moldova to contribute to addressing these needs. This support will be particularly focusing on promoting greater political dialogue, accountability and transparency in the oversight of political and campaign finance.

In-country work will be complemented by regional initiatives that aim to establish regional networks for the sharing of knowledge and expertise. The Regional Europe Programme has built connections and experience in aiding oversight institutions – with a focus on elections, political finance, and online political advertising – which will form the foundation of regional initiatives. Regional initiatives will focus on International IDEA's role as an international convener and facilitator of knowledge-sharing to help inform constitutional and electoral reforms and civil society's ability to effectively participate and contribute to these reform processes.

In the Western Balkans, International IDEA will focus on more regional efforts on Money in Politics. Country-specific focuses are possible in North Macedonia and Albania, where the

Institute can build on existing connections and efforts, aiming to capitalize on greater attention on democratic reforms following the EU's opening of accession procedures.

Building on its regional dialogues in 2020, the Regional Europe Programme will also invest in enhancing access to comparative knowledge and facilitating regional policy dialogues on special voting arrangements to help safeguard free and fair elections during the Covid-19 crisis.

With the rise of the use of ICTs and Artificial Intelligence (AI) by political parties and movements, risks of voter manipulation for political gain has risen to the top of European policy agendas. Microtargeting by political parties, or the abuse of citizens' personal data for electoral gain, is emerging in established and young European democracies alike. In previous years, the Regional Europe Programme held several successful events on online political advertising and digital microtargeting in campaigning and the use of AI by democratic institutions. In 2021, the Regional Europe Programme will therefore continue to work on the cross-regional topic of strengthening oversight of digital democracy. It will also continue its 2018-2019 dialogue with Electoral Management Bodies on cybersecurity in elections. As a leading broker of democracy-knowledge, International IDEA is well-placed to convene experiences from across Europe and beyond.

In 2021, the work of the EU-liaison office of the Regional Europe Programme will be influenced by the priorities set by for the EU's new Multiannual Financial Framework (2021-2027). One of the major priorities for the EU in the upcoming Multiannual Financial Framework is strengthening safeguards for democracy and the rule of law both internally and externally. Democracy and the rule of law are increasingly of concern, as weakening institutional checks and balances form a key strategy for leaders pushing undemocratic reforms. International IDEA will prioritize the use of its GSoD indices and further knowledge-building to continue to showcase its knowledge products to various EU institutions, to ensure that these are used as a key reference point by the EU in its analysis and programming.

The EU Liaison office will continue to invest further in existing partnerships with EU institutions, in particular DG DEVCO, DG NEAR and DG JUST, as well as other key European institutions such as the Council of Europe, OSCE-ODIHR, Open Government Partnership (OGP) and other relevant international actors present in Brussels. Regular engagement with representatives of International IDEA Member States in Brussels (especially Member States of the EU) will be ensured to pursue joint policy objectives.

Table 10. Planned budgets per project, 2021: Regional Europe Programme

Project name	RES €	UNR €	Total €
Money in Politics	-	65,082	65,082
Responding to emerging democratic threats	-	97,509	97,509
EU Liaison Project	-	126,911	126,911
Enhancing access to comparative knowledge and regional policy dialogue on Special Voting Arrangements	-	89,875	89,875
Supporting constitution-makers/advisors in Eastern Europe	-	83,948	83,948
EU Liaison Function	-	337,580	337,580
TOTAL, REGIONAL EUROPE PROGRAMME	**-**	**800,906**	**800,906**

Figure 25. Geographical coverage, Regional Europe

Capacity development

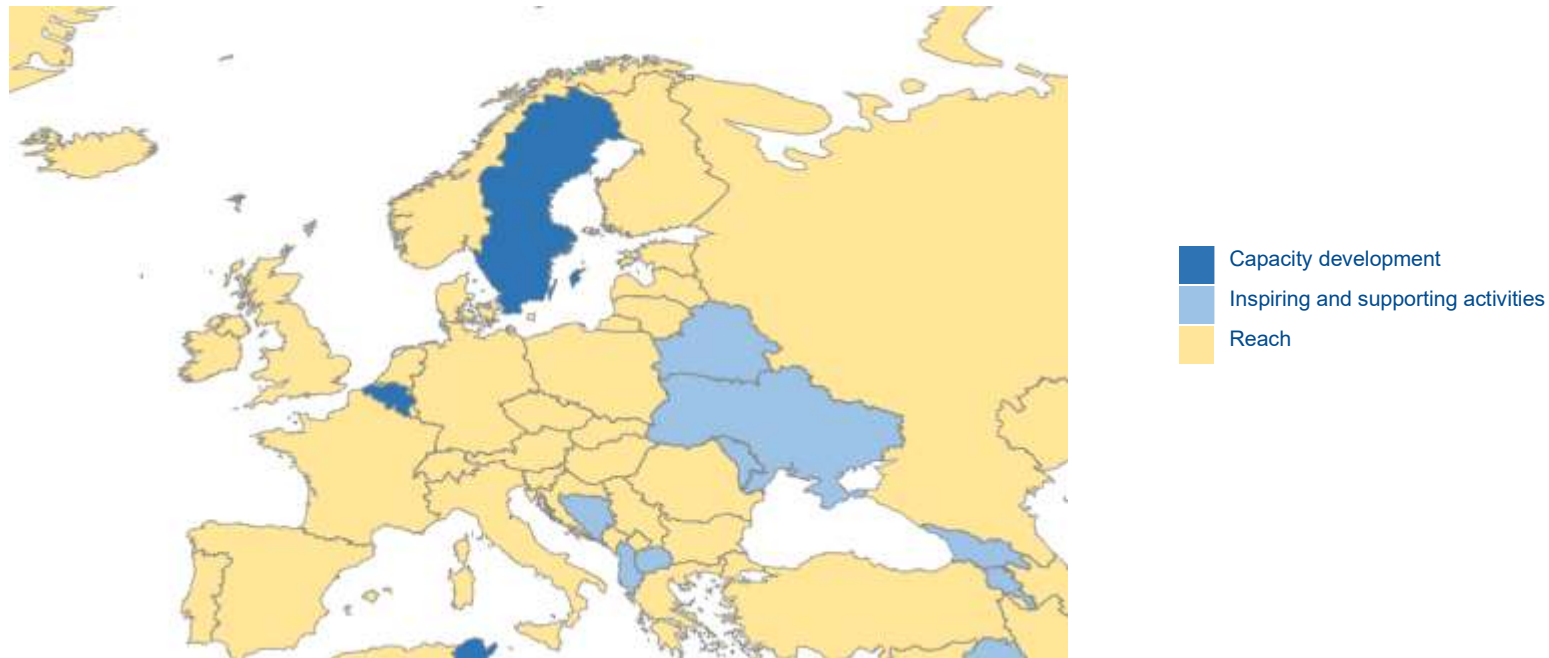Inspiring and supporting activities

Reach

Figure 25 shows where in Europe International IDEA plans to make financial investments 2021. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Inspiring and supportive activities are planned for Armenia, Belarus, Moldova, North Macedonia and Albania. The INTER PARES programme, which is facilitating interaction between EU parliaments with parliaments on other continents is managed from Brussels, and International IDEA's Global Monitor of Covid-19´s Impact on Democracy and Human Rights and the Study on the Long-Term Effectiveness of Electoral Assistance Approaches is managed from HQ in Stockholm. All three of these projects are convened with restricted funding and details can be found under the Global Programmes section.

Figure 26 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2021. 83% of the budget in the Regional Europe Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 17% of the budget will be invested in publications which we make available online on International IDEA's websites or externally. This can be compared to the budget for 2020, when 99% of the budget was planned to be invested in face-to-face outputs and 1% in online outputs.

Figure 27. Strategy map illustrating the financial size of each output category (core funding), Regional Europe

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
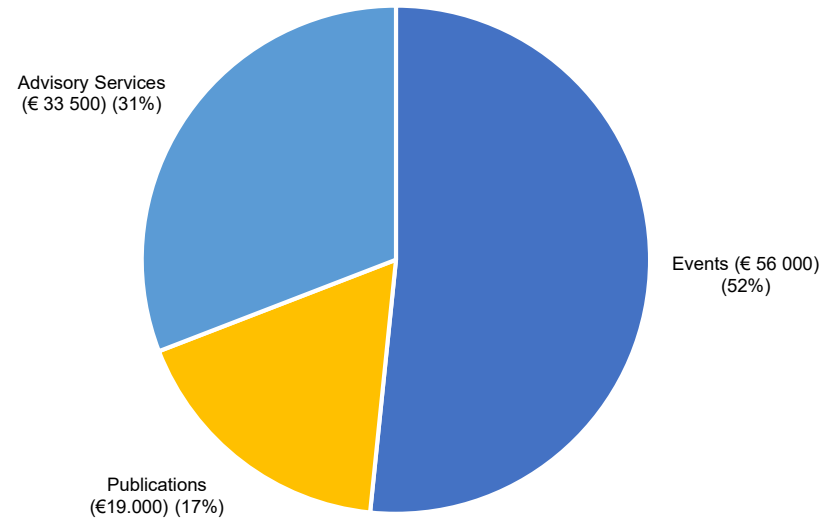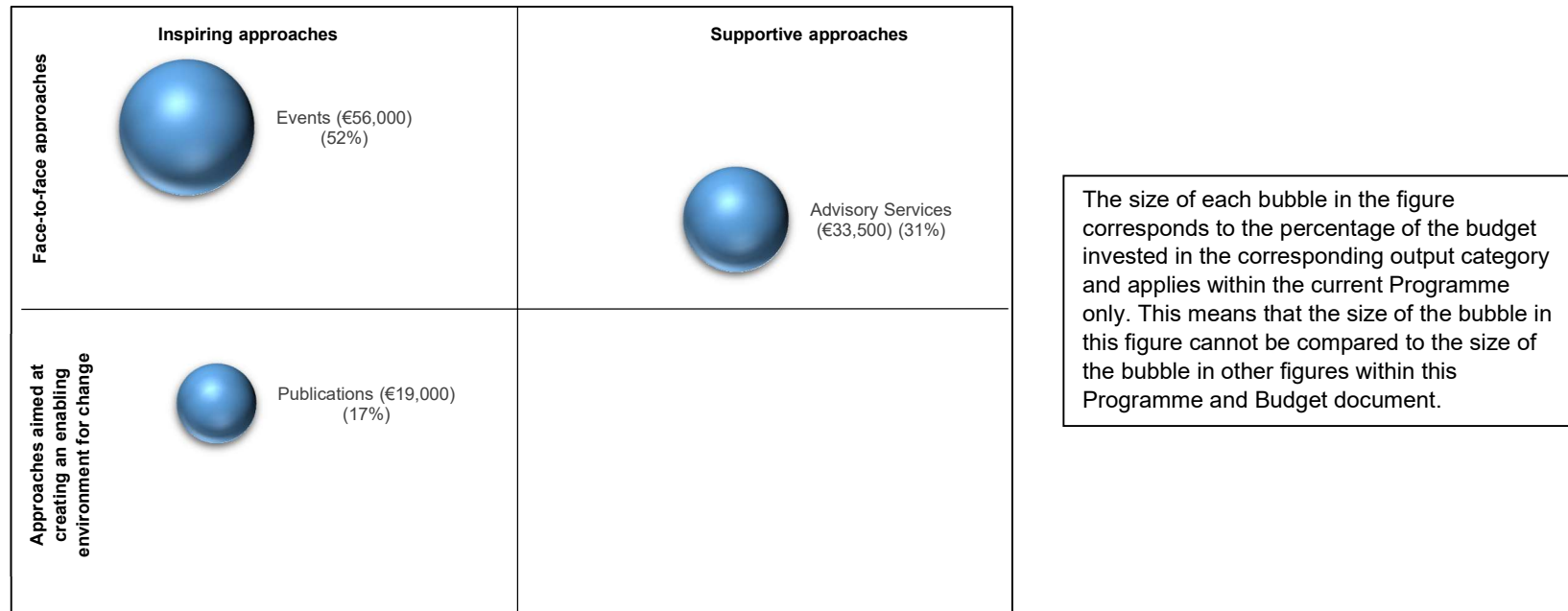
Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2021 and illustrates how these outputs are intended to inspire and support change processes. 69% of the budget in the Regional Europe Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 31% of the budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2020, when 27% of the budget was planned to be invested in inspiring outputs and 73% in supportive outputs.

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ASSISTANCE

Figure 28. Financial investment per boundary partner (core funding), Regional Europe
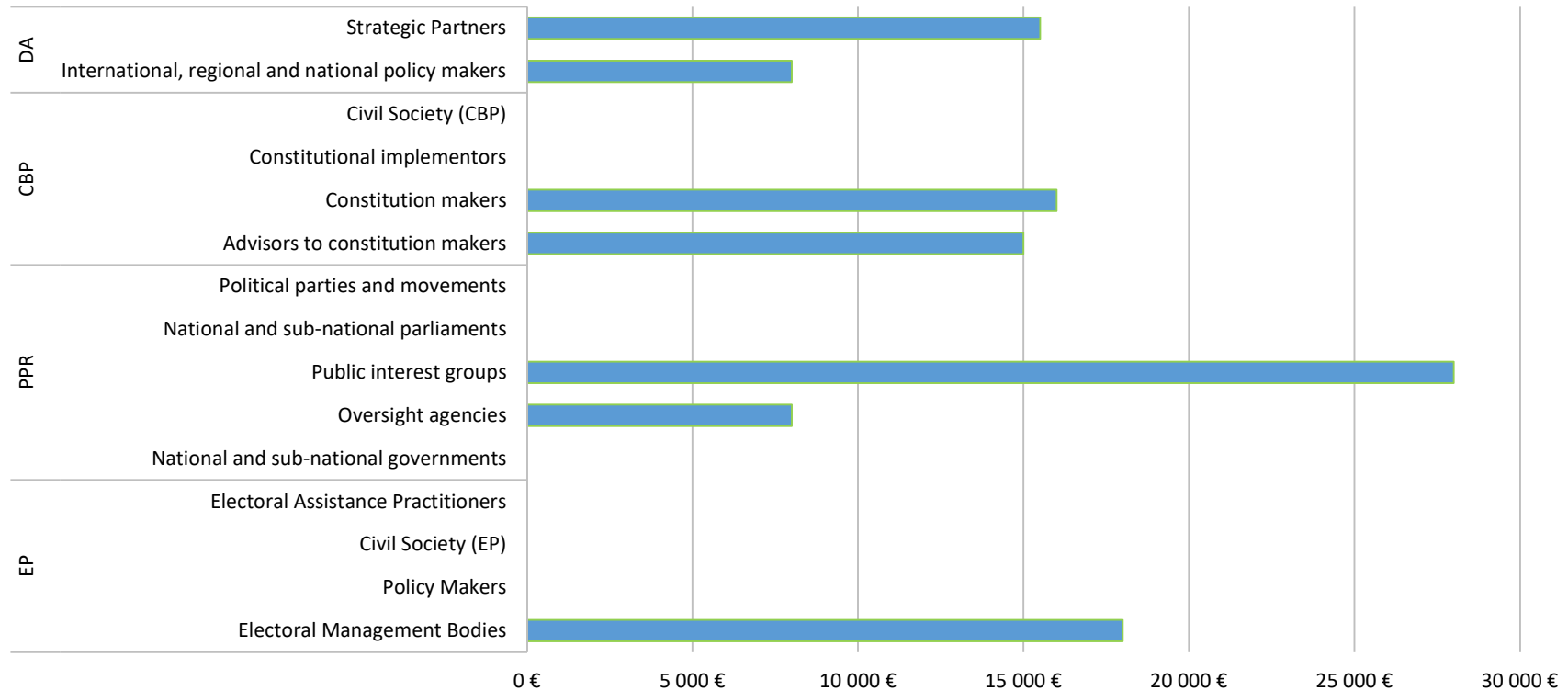
International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 28 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Regional Europe Programme 2021. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. These priorities are very different from 2020 when REP invested most of its resources in national and sub-national governments and political parties and movements, whereas no investments where made in CBP. Investments in public interest groups and electoral management bodies are planned to increase significantly in 2021.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Money in Politics				
PPR	***Oversight agencies*** monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Advisory services	Advisory services in assessing needs and developing recommendations for reforming legal/regulatory frameworks on money in politics, including in the oversight functions provided.	8,000
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	IDEA-Open Government Partnership (OGP) Round table with civic and political actors in Armenia, Moldova, North-Macedonia organized.	15,000
		Events	Policy exchange on effective regulation and oversight of political finance in Eastern Europe organized.	8,000
			Staff costs	29,825
			Indirect costs	4,258
			Total	**65,082**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Responding to emerging democratic threats				
EP	*Electoral management* bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	Advancing the development of policy frameworks on ICT and democracy and funding opportunities for IDEA through 1. the creation of a regional experts network on artificial intelligence and democratic development (bi-annual meetings to discuss innovations and emerging issues), 2. the development of a comparative knowledge product focusing on AI and democratic development (featuring success stories), and 3. the organisation of a regional event on Cybersecurity in elections.	5,000
PPR	*Public interest groups* engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.	Events	One policy dialogue on the state of democracy in Central Europe convened. The dialogue is built on the GSoD 2021.	5,000
			Staff costs	81,130
			Indirect costs	6,379
			Total	**97,509**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
EU Liaison Project				
DA	***International, regional and national policy makers*** develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.	Events	Advocacy for democracy at the EU level through i) the development of (joint) statements on emerging EU policy; ii) the organisation of a roundtable event or webinar to discuss policy recommendations with EU representatives, iii) the participation in EU consultations, and iv) delivering presentations to EU bodies and diplomatic missions, and v) the co-organisation of an International Day of Democracy conference with partner organisations and EU institutions.	2,000
		Events	Enhancing IDEA's global partnership with the EU, building EU fundraising opportunities and increase visibility of the Institute through i) collaboration with EU institutions on the joint organisation of an event and/or coordination meeting to support EU policy or programme development and delivery of advisory services; ii) the (joint) organisation of a promotional event on the Global Monitor, in cooperation with DA and, possibly, EC DG DEVCO;	3,000
		Events	Organisation of a public event (physical event) to launch GSoD 2021 focusing on the impact of Covid-19 on democracy (global scope) for the Brussels democracy community and EU institutions in November 2021 and delivery of presentations on GSoD in embassies and other fora. The launch event and presentations aim at enhancing IDEA's visibility in the Brussels and EU democracy community and promoting the use of GSoD by policy makers and other stakeholders.	3,000

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
	Strategic Partners use the GSoD data and analysis in their research.	Advisory services	EU resource mobilization through continuous screening of opportunities, participation in bilateral meetings and consultation processes, facilitating contacts and presenting IDEA's work at the EU level .Continuous efforts to gather intelligence on EU funding opportunities, connecting IDEA regions and country offices with EU officials in Brussels, organising meetings with key EU officials and presenting IDEA's country programmes and knowledge resources at the EU level.	500
			Staff costs	110,108
			Indirect costs	8,303
			Total	**126,911**
Enhancing access to comparative knowledge and regional policy dialogue on Special Voting Arrangements				
EP	*Electoral management* bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Publications	Publication on Special Voting Arrangements developed that provides a comparative overview of practices from across Europe.	8,000
		Events	One round table for practitioners from EMBs, electoral experts and civil society on the practice of Special Voting Arrangements convened.	5,000
			Staff costs	70,996
			Indirect costs	5,880
			Total	**89,875**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting constitution-makers/advisors in Eastern Europe				
CBP	***Advisors to constitution makers*** utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.	Advisory services	Provision of comparative expertise on constitutional design of systems of government and other democratic institutions (Belarus, Albania, North Macedonia, Moldova).	5,000
		Events	Network of constitution makers and advisors from Balkan and Eastern European countries established to share challenges and problem solving.	10,000
	Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Advisory services	Comparative expertise provided to the Constitutional Reform Commission of Armenia.	5,000
		Publications	Country Papers on stable constitutional governance developed that provide an overview of recent trends in constitutional reform in Eastern Partnership and Western Balkan countries.	11,000
			Staff costs	47,457
			Indirect costs	5,492
			Total	**83,948**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
EU Liaison Function				
DA	***Strategic Partners*** use the GSoD data and analysis in their research.	Advisory services	Strategic relations with relevant stakeholders are cultivated.	15,000
			Office costs	50,188
			Staff costs	250,307
			Indirect costs	22,085
			Total	**337,580**

6. Latin America and the Caribbean Programme

Latin America and the Caribbean (LAC) continues to experience high levels of poverty and inequality, citizen insecurity, corruption, and declining rule of law. These issues affect almost all countries in the region, undermining public trust in political institutions and the strength of political parties, which has led to the rise of independent candidates with an anti-establishment political discourse. The Covid-19 pandemic intensifies these challenges representing a threat to democracy in a region where democratic performance patterns still vary widely. LAC was already facing a stagnant economic growth and will now be hit with high levels of unemployment and rising poverty. The pandemic is projected to create the greatest contraction in economic activity in the history of LAC. The paramount social, economic, and political consequences of Covid-19 urge International IDEA to contribute towards a reconceptualization of democracy in a post pandemic world.

LAC is one of the regions that has seen the most democratic advances since the 1970's focusing the discussion on the quality of democracy more than the presence of democratic institutions. However, some countries are characterized by their democratic fragility and several have suffered from backsliding and democratic erosion in the last years. The eruption of massive social protests in various countries during 2020 also displayed citizen discontent towards the quality of democracy. These precedents have become more critical with the Covid-19 public health and economic crisis, especially with the introduction of prolonged emergency powers by governments

that could produce long-lasting effects on democracy in the region. Under this context, there are four strategic priorities for 2021.

First, the impact of the pandemic on the delivery of electoral processes as it has significantly modified the electoral calendar with national, subnational elections and referendums being postponed throughout the region. LAC had previously maintained moderate to high levels of electoral integrity, with the exceptions of Haiti, Honduras, Nicaragua and Cuba. A notable challenge arises to mitigate the effects of the pandemic on this area, balancing political rights with the potential health implications of voting during a pandemic.

In 2021-2022, the region will experience a new electoral super cycle challenged by the sanitary emergency. In 2021, presidential elections are scheduled in Chile, Peru, Ecuador, Nicaragua, and Honduras. Legislative elections will take place in Mexico, El Salvador, Nicaragua, Peru, Argentina, Ecuador, and Chile. Municipal elections are scheduled in Paraguay, El Salvador and Chile. The supervision of these processes and technical assistance International IDEA can provide will be fundamental. Specifically, in the use of new technologies for alternative voting, the regulation of money in politics, the unequal effects of the crisis on vulnerable groups like women, and the monitoring and regulation of social networks in electoral processes to fight disinformation and dissemination of fake

news. These topics are relevant in times of pandemic since the campaigns are carried out predominantly online.

Second, it is necessary to stimulate a broad political and social dialogue to rethink the social contract. The pre-existing conditions of unequal social structures will intensify consequences of the Covid-19 pandemic. The social contract has been broken for years in the region. It is imperative to channel the necessary changes institutionally. In collaboration with other actors International IDEA's LAC programme will promote spaces of dialogue for a construction of a post-pandemic democracy.

Third, continue monitoring democracy in the region. The project 'Group of Experts for Democracy' is a significant step towards this goal. The 'Group of Electoral Experts' and the Global Monitor are tools to take the pulse of the region from an electoral and human rights perspective and serve as inputs for the LAC chapter of the GSoD.

Fourth, strengthen governance and democratic institutions, as well as accompany electoral, political and constitutional reform processes. We will pay attention to the crisis of representation and governance that the region is experiencing, considering a potential unfavorable scenario from the permanence of the armed forces and states of exception to fight the health crisis.

Considering the above, the objective of the LAC programme will be to stimulate and inform public debate on the quality of democracy across the region, and to enhance capacities of state and non-state actors on reforming and strengthening institutions and processes to advance and safeguard democracy. In Electoral Programme (EP), we will focus on Electoral integrity and Electoral Justice, Electoral system reform and strengthening, Technology and Democracy, Inclusion, and Money and Politics while continuing supporting Constitutional Reforms in the region, centering on SDG 5.1 and 5.5, 'Gender Equality and Women's empowerment', SDG 16.6 and 16.7, 'Peace, Justice and Strong Institutions' and 'Democracy and Public Security'.

The LAC programme will work broadly with Electoral Management Bodies, Electoral Dispute Resolution Bodies, policy makers, civil society (including think-tanks and traditional and social media), national and sub-national governments, parliaments, political parties, constitution makers and constitution implementers.

Table 11. Planned budgets per programme and project, 2021: Latin America and the Caribbean Programme

Programme/Project name	RES €	UNR €	Total €
Latin America and the Caribbean Office (LAC RO)			
Advocacy, representation and fundraising activities	-	150,973	150,973
Supporting electoral, political and constitutional reforms across LAC	-	156,323	156,323
Opening regional and sub regional spaces for dialogue on integrity of elections, electoral justice and the quality of democracy in LAC	-	209,823	209,823
Supporting strategic country-level initiatives to consolidate and strengthen democracy in LAC	-	88,810	88,810
LAC General Programme Management and Office	-	162,226	162,226
TOTAL (LAC RO)	**-**	**768,154**	**768,154**
Bolivia			
Bolivia General Programme Management and Office	-	30,000	30,000
Democracy: Gender and Youth	72,504	-	72,504
Incremento de la transparencia y la confianza pública sobre la gestión del ciclo electoral correspondiente a las elecciones generales de 2020 y subnacionales de 2021	204,648	-	204,648
TOTAL (Bolivia)	**277,152**	**30,000**	**307,151**
Mexico			
Develop a Technical Accompaniment to the Mexican EP	120,089	-	120,089
Regional Excellence Centre: Permanent collaboration with TE Panamá	250,829	-	250,829
TOTAL (Mexico)	**370,918**	**-**	**370,918**
Paraguay			
Consolidation of Paraguayan Democracy II	971,938	-	971,938
TOTAL (Paraguay)	**971,938**	**-**	**971,938**
Peru			

Programme/Project name	RES €	UNR €	Total €
Peru General Programme Management and Office	-	74,996	74,996
TOTAL (Peru)	**-**	**74,996**	**74,996**
TOTAL, LATIN AMERICA AND THE CARIBBEAN PROGRAMME	**1,620,007**	**873,150**	**2,493,157**

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

Figure 29. Geographical coverage, Latin America and the Caribbean

Capacity development
Inspiring and supporting activities
Reach
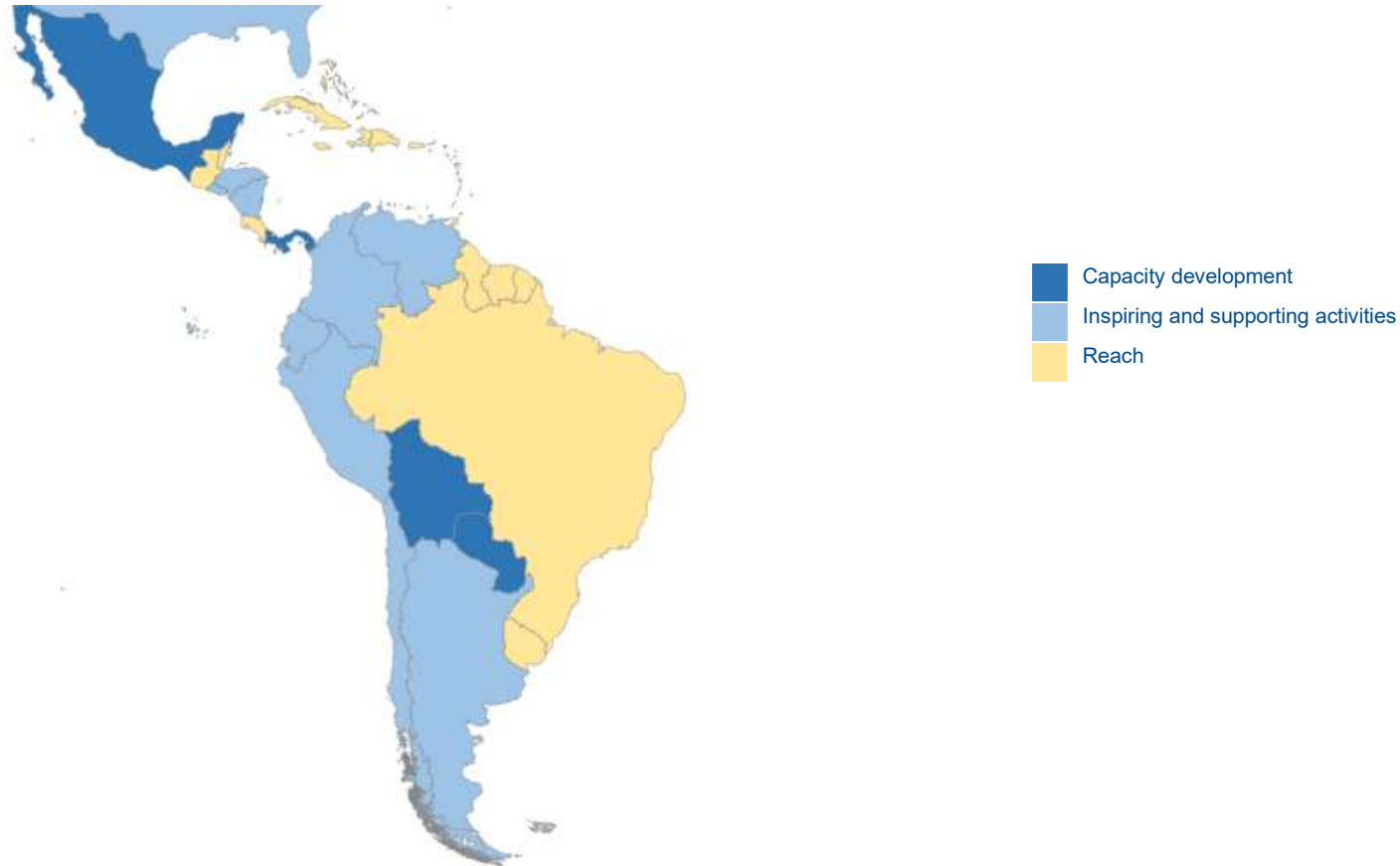
Figure 29 shows where in Latin America and the Caribbean International IDEA plans to make financial investments 2021. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Mexico, Panama, Peru, Bolivia and Paraguay and increased inspiring and supportive activities are planned, among others, for Chile, Peru, Nicaragua, Ecuador and Argentina.

Figure 30. Financial investment per output category (core), Latin America and the Caribbean

Advisory Services
(€ 127 000) (46%)

Events (€ 137 000)
(50%)

Communication
Products (€ 11 000)
(4%)

Figure 30 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2021. 96% of the budget in the Latin America and the Caribbean Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 4% of the budget will be invested in communication products (news articles and opinion pieces) which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2020, when 98% of the budget was planned to be invested in face-to-face outputs and 2% in online outputs.

Figure 31. Strategy map illustrating the financial size of each output category (core), Latin America and the Caribbean

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
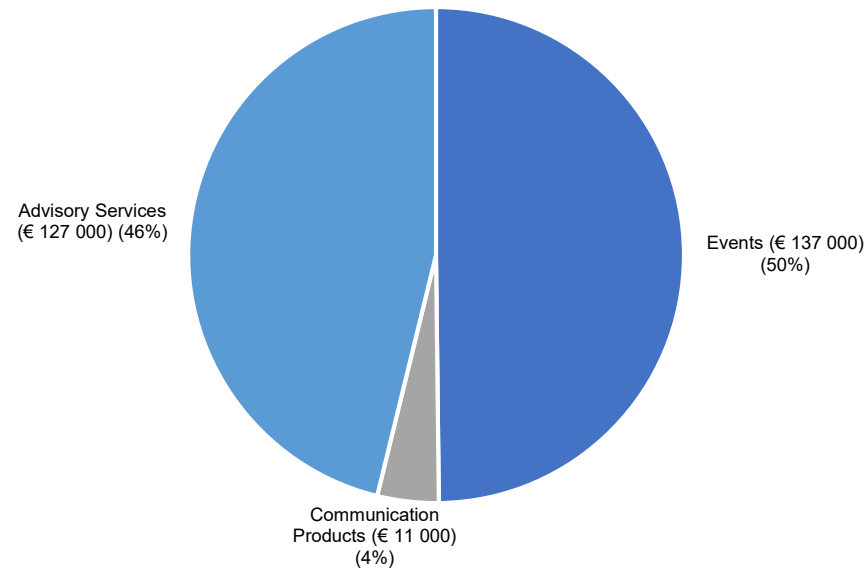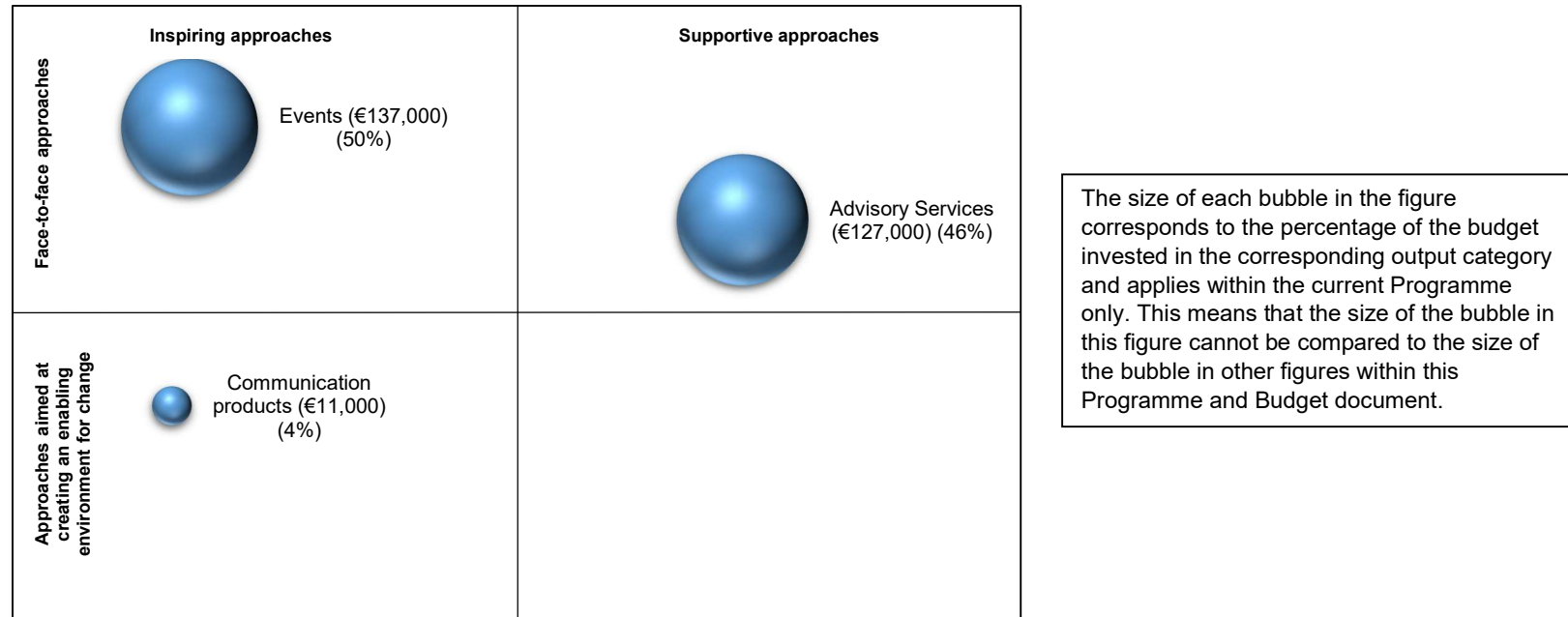
Figure 31 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2021 and illustrates how these outputs are intended to inspire and support change processes. 54% of the budget in the Latin American and the Caribbean Programme will be invested in events and online communication products aimed at *inspiring* boundary partners to engage in change processes. 46% of the budget will be invested in face-to-face advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2020, when the figures were reversed as 46% of the budget was planned to be invested in inspiring outputs and 54% in supportive outputs.

Figure 32. Strategy map illustrating the total financial size of each output category (core and restricted), Latin America and the Caribbean

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
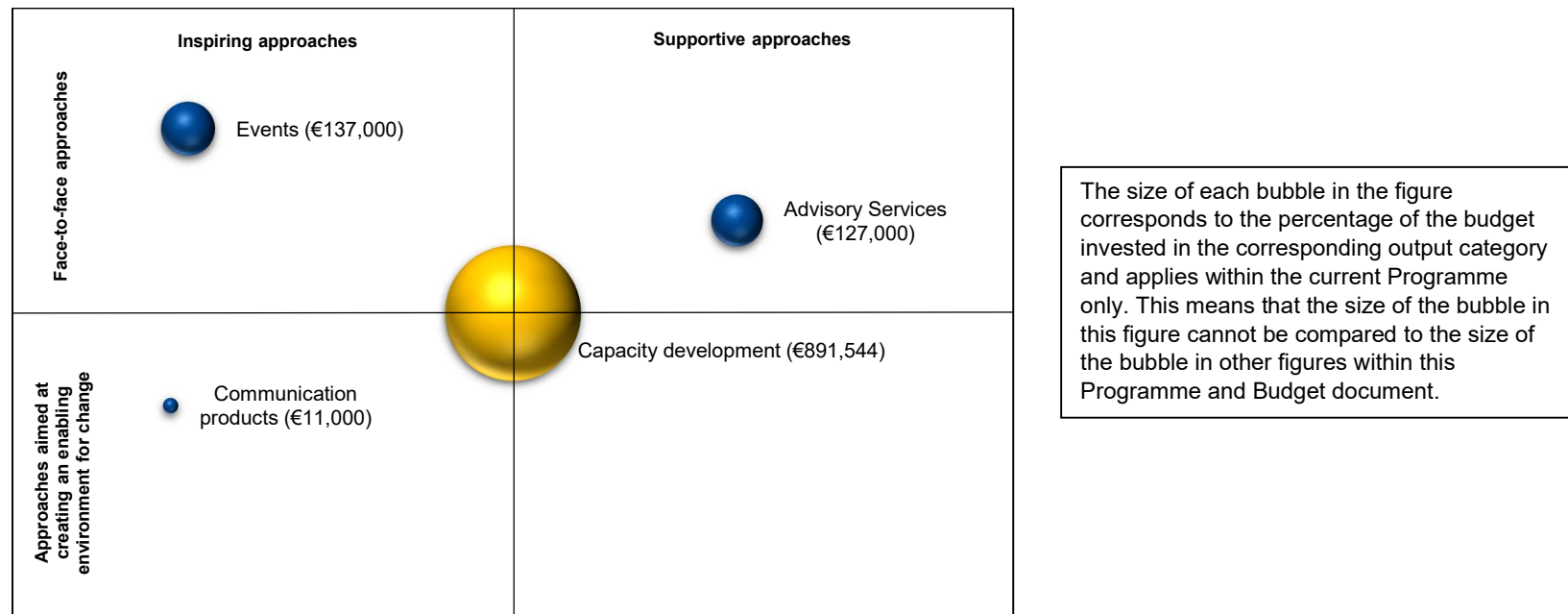
Figure 32 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2021 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 23% of the total budget for the region. The remaining 77% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. This can be compared to the budget for 2020, when unrestricted funds amounted to 15% of the budget.

Figure 33. Financial investment per boundary partner (core), Latin America and the Caribbean
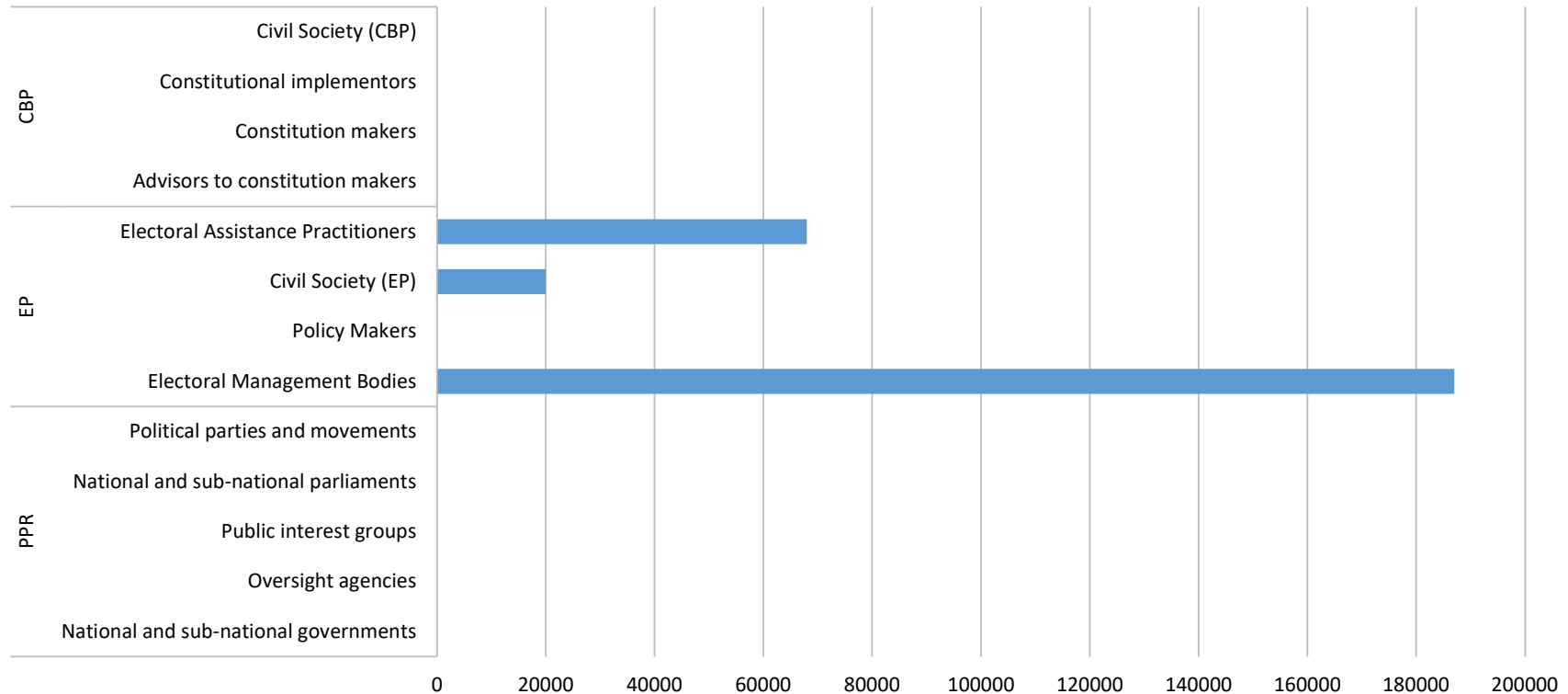
International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 33 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Latin America and the Caribbean Programme 2021. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. In the plans for 2020 the programme invested significantly more resources in civil society and made investments in public interest groups and national and sub-national governments.
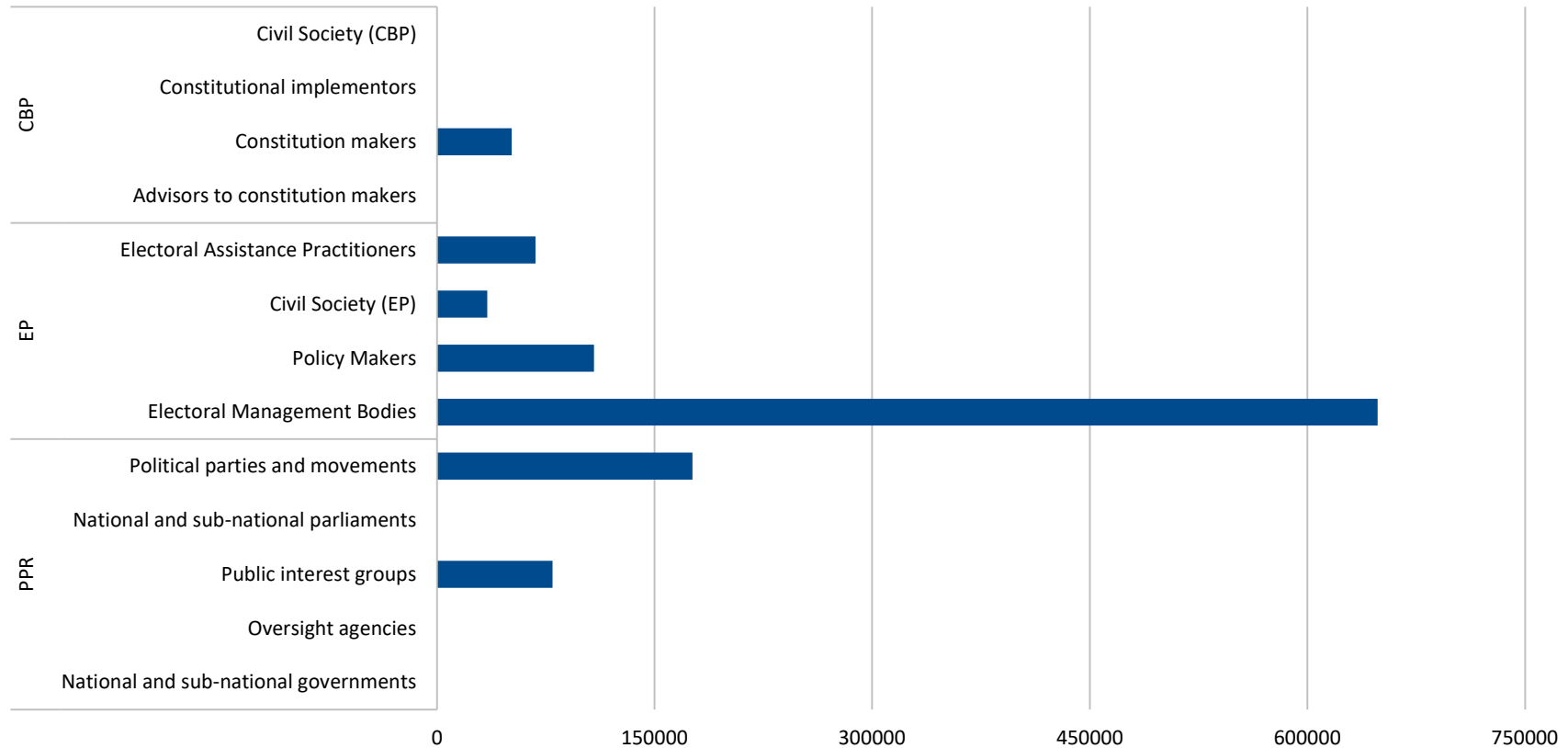
Figure 34. Total financial investment per boundary partner (core and restricted), Latin America and the Caribbean

International IDEA's Results Framework lists the types of institutions and actors that we interact with. These cooperation partners are referred to as boundary partners in the results framework, as well as in this document. Figure 34 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme 2021. For each boundary partner, a standardized *outcome objective* has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2021 Programme and Budget. The main difference from the budget plans for 2020 is that investments in civil society in electoral processes have decreased significantly.

Latin America and the Caribbean Regional Office

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Advocacy, representation and fundraising activities				
EP	*Electoral management* bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Enhanced engagement of democratic actors, including electoral authorities, regional and civil society organizations, focusing the discussion on the quality of democracy and the delivery of electoral processes in a post pandemic world.	11,000
		Communication products	Knowledge resources and tools produced (e.g. update of the GSoD - LAC Chapter, articles on democracy in a post pandemic world) to monitor democracy in the region from an electoral and human rights perspective, and to showcase IDEA's work in the region.	11,000
		Events	Regional workshops convened to stimulate a broad political and social dialogue among experts, practitioners and civil society for a construction of a post-pandemic democracy.	30,000
			Staff costs	89,096
			Indirect costs	9,877
			Total	**150,973**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Supporting electoral, political and constitutional reforms across LAC				
EP	***Electoral management*** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Advisory services	Enhanced engagement of national governments, legislators and EMB officials on electoral, political and constitutional reform processes aiming at strengthening governance and democratic institutions.	10,000
		Advisory services	Technical assistance provided on electoral and political reform processes provided upon request to national governments, legislators and EMB officials.	47,000
			Staff costs	89,096
			Indirect costs	10,227
			Total	**156,323**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
Opening regional and sub-regional spaces of dialogue on the quality of democracy and sustainable development in LAC.				
EP	*Electoral assistance practitioners* provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Advisory services	Advisory services provided for the coordination and technical support of spaces of dialogue on integrity of elections and the quality of democracy in LAC.	15,000
		Advisory services	Seminars and trainings provided to enhance capacities of Electoral Assistance practitioners such as International, regional and country-level civil society organizations, and EMBs such as Electoral Tribunals on the strengthening of institutions and their electoral processes.	14,000
	Electoral management bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Events	International events and Seminars at regional and national level organised on electoral justice, integrity of elections and the quality of democracy in the region under a post-pandemic scenario.	78,000
			Staff costs	89,096
			Indirect costs	13,727
			Total	**209,823**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
**Supporting strategic country-level initiatives to consolidate and strengthen democracy in LAC**			
EP	*Electoral assistance practitioners* provide support, informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.	Advisory services	Advisory services on electoral and political reform processes provided upon request to national governments, legislators and EMB officials (e.g. Colombia, Venezuela, Nicaragua).	5,000
		Events	Seminars and training programmes delivered to national governments, legislators and EMB officials to stimulate and inform a public debate on the strengthening of democracy in the region under a post-pandemic scenario.	29,000
		Advisory services	Technical support provided in the implementation of national programmes in Bolivia, Peru, México and Panamá.	5,000
	Civil society engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Advisory services	Advisory services provided to community groups, NGOs, Academia, Foundations, UN bodies (Civil Society and Electoral practitioners) in the implementation of programme activities in support of the SDGs.	15,000
		Advisory services	Enhanced engagement and collaboration of community groups, NGOs, Academia, Foundations, UN bodies (Civil Society and Electoral practitioners) in country-level initiatives such as creating a Group of Experts on a particular theme or a monitoring tool to assess the impact of Covid-19 in electoral processes.	5,000
			Staff costs	24,000
			Indirect costs	5,810
			**Total**	**88,810**

Project output	Budget, €
LAC General Programme Management and Office	
Office costs and programme management	86,297
Staff costs	65,316
Indirect costs	10,613
Total	**162,226**

Bolivia

Unrestricted projects

Project output	Budget, €
Bolivia General Programme Management and Office	
Office costs and programme management	8,592
Staff costs	19,445
Indirect costs	1,963
Total	**30,000**

Restricted projects
Democracy: Gender and Youth

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	**Civil society** engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and electoral management bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.	Capacity development	14,646
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		18,794
		Office costs	2,049
		Staff costs	31,644
		Indirect costs	5,371
		Total	**72,504**

Incremento de la transparencia y la confianza pública sobre la gestión del ciclo electoral correspondiente a las elecciones generales de 2020 y subnacionales de 2021

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	**_Electoral management_** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	131,760
		Office costs	3,691
		Staff costs	54,038
		Indirect costs	15,159
		Total	**204,648**

Mexico

Restricted projects

Develop a Technical Accompaniment to the Mexican EP

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	**_Electoral management_** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	71,583
		Office costs	4,000
		Staff costs	36,649
		Indirect costs	7,856
		Total	**120,089**

Regional Excellence Centre: Permanent collaboration with TE Panamá

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	***Electoral management*** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.	Capacity development	187,803
		Office costs	13,765
		Staff costs	32,851
		Indirect costs	16,409
		Total	**250,829**

Paraguay

Restricted projects
Consolidation of Paraguayan Democracy II

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
PPR	**Political parties and movements** exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	176,172
	Public interest groups engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.		79,639
EP	**Electoral management** bodies recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.		70,177
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		89,429
CBP	**Constitution makers** apply increased knowledge and skills to make more informed choices regarding constitutional design and process.		51,541
		Office costs	92,776
		Staff costs	348,618
		Indirect costs	63,585
		Total	**971,938**

Peru

Unrestricted projects

Project output	Budget, €
Peru General Programme Management and Office	
Office costs and programme management	3,356
Staff costs	66,734
Indirect costs	4,906
Total	**74,996**

7. Permanent Observer to the United Nations

International IDEA's New York Office (NYO) is the Institute's platform for analysis on the democracy dimensions of United Nations (UN) policies and strategic frameworks, such as the 2030 Agenda for Sustainable Development including the Sustainable Development Goals (SDGs). Moreover, since its establishment the NYO has raised International IDEA's visibility at the UN and provided a platform for strategic outreach and policy advocacy.

The NYO's overall strategic objective in 2021 will be to build a knowledge hub on UN and democracy, i.e. the main "think-and-do tank" on UN, democracy and the SDGs. To achieve this objective the NYO shall:

- Produce knowledge that may be used by Member States and UN practitioners to inform multilateral debates on both current and emerging policy issues and to provide evidence for policy-relevant analysis for advancing norm-setting by UN bodies.
- Create space for dialogue and experience-sharing among Member States and like-minded countries on the importance of democratic accountability for the implementation of the 2030 Agenda for Sustainable Development.

The NYO will increasingly engage in fundraising efforts and shift its focus towards increased knowledge production, whilst also maintaining its platform for dialogue, outreach, partnerships and fundraising, by focussing on three pillars:

1. *A knowledge-hub on democracy and the 2030 Agenda for Sustainable Development*: The production and dissemination of cutting-edge policy analysis on the role of democracy building in relation to the SDGs will be based on comparative knowledge on this topic, that will be gathered and systematized in a one-stop online knowledge hub.
2. *A platform for dialogue, outreach, visibility and dissemination*: The dissemination of International IDEA knowledge products which are relevant to UN policy debates will continue within strategic outreach initiatives.
3. *Development of strategic partnerships*: An essential factor that will make the NYO agenda viable will be to actively forge partnerships and alliances with existing and new strategic partners, in particular with academic institutions and think tanks. Through such partnerships International IDEA can pool intellectual and research capacities to design and implement initiatives with other actors. Such initiatives may include joint publication of knowledge products, development of training tools, and mobilization of resources.

Through this work the NYO aims to contribute to changes in behaviours, relationships and practices by the institutions and actors in the policy space of the UN.

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
New York Office				
DA	***Strategic partners*** attach greater priority to democracy building by all actors concerned in support of Member States' efforts at achieving the SDGs framework. They actively engage with the UN for the implementation of its agendas, in particular on sustainable development and they have enhanced practices that are informed by an understanding of the potential of democracy building for implementing the 2030 Agenda."	Publications	Publication 'The UN and Democracy Building is actively facilitated. Two policy papers on themes related to 'Democracy and UN Emerging Themes: Resources for Policymakers and Practitioners' developed.	12,000
		Events	Priorities by Permanent Missions to the UN of IDEA Member States and UN stakeholders in relation to knowledge production are assessed; General and recurrent NYO activities, including participation in external events to improve visibility and outreach; Partnership building with academic institutions and other stakeholders on UN and democracy; Fundraising.	10,000
		Digital tools and platforms	UNDemocracy.org: A One-stop Online Knowledge Resource on UN, Democracy Building and the 2030 Agenda for Sustainable Development, with a focus on SDGs 5, 10, 11, 16 and 17 is developed. The NYO will develop partnerships with academic institutions, especially in North America, to disseminate this project. #DemocracyLearn: Web-based training Tools for Practitioners on Democracy Building and Sustainable Development are developed.	4,000
			Office costs	142,000
			Staff costs	347,596
			Indirect costs	36,092
			Total	**551,688**

8. Programme support and institutional management

Strategic priorities for 2021

The key priority for programme support and institutional management identified in 2019, that is ensuring best value is achieved in support functions, remains a priority through 2021. This priority was informed by the requirements expressed by Member States and key funders, and the messages from staff surveys, and internal and external audit reports. The key themes informing the work plan for 2021 are interlinked and co-dependent.

2020 was a period of significant change with the implementation of a new Enterprise Resource Planning (ERP) system on 1 January 2020, and the review and revision of many of the key support policies and processes that underpin the system. The review of processes will continue, with the same focus on eliminating inefficiencies and bureaucracy in the areas of human resources, resource mobilization and project support. Core values identified in 2019 will be fed into this review process. This system has delivered process enhancements and reduced risks and the focus in 2021 will be on ensuring that tailored, needs driven, management reports are designed and delivered that will support decision making and provide enhanced and proactive mechanisms for early problem identification and resolution. Training and support to field offices in the use of the system, and development of additional detailed user guides will continue.

The Covid-19 pandemic in 2020 required a rapid move to digital solutions in relation to delivery of support as well as programmatic activities, and work will continue to support this move in 2021, including the investigation of digitalization of additional processes and the support for web based platforms for the delivery of programmatic activities.

A structural review was begun in 2019 that considered the overall structure of the Institute, its core values, its reporting lines, job profiles, staff complement and salary structure. This work will continue in 2021. Training interventions will be delivered across the organization, to the extent that funds permit, to enhance managers' technical and soft skills. Competency based assessments and career pathing will be a key focus.

The review of governance structures will continue, with the aim to addressing issues identified.

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

Table 12. Planned budgets per office and project, 2021: Institutional management and Programme support

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Secretary-General's Office	Secretary-General's Office	-	712,006	712,006
	Internal Audit	-	123,792	123,792
	Communications	-	591,838	591,838
	Total, Secretary-General's Office	**-**	**1,427,636**	**1,427,636**
Executive Director	Executive Director	-	227,433	227,433
	Total, Executive Director	**-**	**227,433**	**227,433**
Total, Institutional management		**-**	**1,655,069**	**1,655,069**
Programme support				
Secretary-General's Office	Board of Advisers	-	45,000	45,000
	Publications	-	357,799	357,799
	Library	-	32,500	32,500
	Total, Secretary-General's Office	**-**	**435,299**	**435,299**
Executive Division	Accounting and Treasury	-	501,710	501,710
	Budget and Programme Performance	-	443,359	443,359
	Human Resources and Organizational Development	-	3,244,291	3,244,291
	IT	-	725,464	725,464
	Facilities	710,510	303,479	1,013,989
	Total, Executive Division	**710,510**	**5,218,803**	**5,928,813**
Recoveries	HR On-cost recovery	-	-3,244,291	-3,244,291

Programme/Unit	Project	RES €	UNR €	TOTAL €
	IT recovery	-	-725,464	-725,464
	Facilities recovery	-	-303,479	-303,479
	Total, recoveries	**-**	**-4,273,234**	**-4,273,234**
Indirect cost recovery		**-**	**-1,806,032**	**-1,806,032**
Total, Programme support		**710,510**	**-425,664**	**284,846**
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		**710,510**	**1,229,405**	**1,939,915**

Institutional Management

Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
Office of the Secretary-General			
Effective strategic direction provided across the institution.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	46,000
	Member States actively engage in the governance of the Institute and find value in the Institute's programmes. International IDEA's membership base is strategically grown to support its funding base, relevance and future sustainability.	International IDEA continued to enhance its value for membership, to ensure an active engagement and ownership with Member States.	-
	Partnerships with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute in delivering on the 2018-22 Strategy at the national, regional and global levels.	Strategic partnerships with national, regional and international partners to maximize International IDEA's impact and visibility are maintained and established.	-
	Member States are supported in their effective governance and strategic leadership of International IDEA's governance system. The work of the governance bodies runs in line with the requirements and Statutes and Rules of Procedure and effectively implements the Strategy 2018-2022.	International IDEA's relevance in 2021 by providing strategic direction to the Institute is ensured.	-
	Relevant external stakeholders at the global and regional levels, including the wider public, are aware of International IDEAs work.	Strategic representation of International IDEA in international and regional fora, to enhance International IDEA's visibility and outreach is ensured.	-

Objective	Outcome	Project outputs	Budget, €
	Member States and donors are encouraged to maintain and increase institutional core contributions, restricted funding and in-kind contributions to the Institute, in line with the Resource Mobilization policy.	Institutional core contributions are managed and sought to increase and diversified, restricted funding opportunities are supported, and in-kind contributions encouraged.	-
	International IDEA is strategically led including through the Management Committee, regular interactions with the Regional Offices, thematic units and all staff. Internal communication is improved, both with regard to frequency as well as information regarding decisions and matters of institutional importance.	Organizational leadership and internal communications. Effective organizational management and strategic direction is provided across the Institute. Internal communications within the Institute is ensured.	-
		Staff costs	666,006
		Total	**712,006**
Internal audit			
Provision of effective and efficient assurance services.	To assist IDEA in achieving effective and efficient governance, risk and control processes associated with operations, financial and management reporting, and legal and regulatory compliance objectives.	Delivery of risk based internal audit plan on budget and on time.	-
		Staff costs	123,792
		Total	**123,792**

Objective	Outcome	Project outputs	Budget, €
Communications			
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value-for-partnership narrative is promoted via the International IDEA website, social media, the newsletter and annual outcome report. 1.) Present a 2020 Annual Outcome Report by 31 March 2021. 2.) One article per quarter on Member State engagement is published on the website	3,500
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	Four newsletters, focused on current events and themes in democracy, are produced and disseminated. Six 'new release' emails to announce new and updated knowledge products are disseminated. A fully functional and regularly updated website is moderated and maintained. Begin moves for migration to Drupal 9 and look at possibilities of integrating web redesign. Communications network meetings and internal planning and communication training workshops Regular production and promotion of International IDEA podcasts Tools for maintaining communications project management, product development and implementation are produced. Web redesign of specific pages as needed. Hosted server service that allows for space and access of International IDEA website(s) on the web, storage and backing up of files, and continuous monitoring of its condition. Creation of a cybersecurity monitoring and incidence reporting plan through an external vendor.	144,600

Objective	Outcome	Project outputs	Budget, €
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding)	International IDEA's brand is applied and recognized	Maintaining properly branded communications material and memorabilia.	5,000
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	Implement a new social media strategy that involves promotion of our new products and is more inclusive of staff. Development and publication of social media guidelines for staff. International IDEA's reputation in the media is monitored daily. Regular meetings of the editorial board to discuss media opportunities. Pitch media placement, articles and Op-Eds and dissemination of press releases on an ongoing basis. Organization of online events to engage boundary partners and networks.	47,000
		Staff costs	391,738
		Total	**591,838**

Executive Director

Objective	Outcome	Project outputs	Budget, €
Executive Director			
Delivery of Executive Division outputs, on time and on budget.	Delivery of Executive Division outputs, on time and on budget.	Executive Division outputs delivered on time and on budget, including support to the Finance and Audit Committee.	7,000
		Staff costs	220,433
		Total	**227,433**

Programme Support
Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
Board of Advisers (BoA)			
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organised, substantive and highly interactive BoA meetings.	Board meeting held successfully including production of minutes and Report to the Council.	17,000
	The BoA engages and contributes to partnership building, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events.	3,000
		Staff costs	25,000
		Total	**45,000**

Objective	Outcome	Project outputs	Budget, €
Publications			
Produce, disseminate and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published.	Legal advice on copyright given. Publishing software is maintained, and institutional formats are supported. The Editorial Standards and Publications Toolkit are applied for all publications. Participation in network meetings, international book fairs and communication training workshops. Development of new formats and communication products for publications. Book tables at international events where International IDEA is present.	36,000
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	Tools for maintaining publications project management, product development and implementation.	1,000
		Staff costs	320,799
		Total	**357,799**
Library			
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	A communications-oriented culture is inculcated within International IDEA.	A communications-oriented culture is inculcated within International IDEA through an internal communications plan. A Workplace platform is moderated and maintained.	-
	Developing a strategy towards the future of the library, whether terminating its services or moving virtually.	Development of new strategy regarding library resources. Development of streamlined subscriptions for staff.	13,500
	Media and web analytics are monitored and reported in order to help knowledge resources production better respond to user demand and needs.	Media and web analytics are compiled on a regular basis, disseminated and accessible to all staff. Tailored requests are met in accordance with the agreed schedules, including output reporting periods.	19,000
		Staff costs	-
		Total	32,500

Executive Division

Objective	Outcome	Project outputs	Budget, €
Accounting and Treasury			
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2020.	65,000
		Treasury management implemented and maintained.	18,000
		Staff costs	418,710
		Total	**501,710**
Budget and Programme Performance			
Exercise efficient oversight (budgeting, monitoring, evaluation and support) by the provisioning of assurance, risk management and resource mobilization services.	Operationalisation of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection and revision to foster learning from both success and failure.	Advice provided on the implementation of IDEA's learning-based management system and budgeting through regular contact with staff in field offices and HQ.	5,000
	Increased internal capacity to mobilize resources in line with the approved policies and procedures and IDEA's results framework among programme staff and increased grant funding secured.	Advice on resource mobilization provided to field offices and HQ, including quality assurance of concept notes and project proposals as well as ensuring compliance with IDEA's results mobilization policy and procedure.	3,500
		Staff costs	434,859
		Total	**443,359**

Objective	Outcome	Project outputs	Budget, €
Human Resources and Organisational Development			
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	290,000
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures.	-
	Benefits & Allowances	Benefits & Allowances	2,306,388
	HR cost recovery	HR cost recovery	(3,244,291)
		Staff costs	647,903
		Total	-
Information technology (IT)			
Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems.	532,950
	ICT recovery	ICT recovery	(725,464)
		Staff costs	192,514
		Total	-

Objective	Outcome	Project outputs	Budget, €
Facilities			
Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.	An adequate office infrastructure to enable a safe, secure and functional working environment.	Review and implementation of the facilities management plans and contracts.	884,782
	Facilities recovery	Facilities recovery	(303,479)
		Staff costs	129,207
		Total	**710,510**

9. Risk Management

All projects inherently contain both internal and external risks. However, with proper identification and management, risks can be minimized or mitigated. During the process of developing the plans for 2021 a risk analysis at an institutional level has been complemented with risk analyses for all projects in the Programme and Budget 2021.

Institutional risks were rated at a regional and directorate level. These risk assessments were collated and considered by the senior management team to develop the institutional risk register. Risks and actions to manage risks will be periodically reviewed and updated during the year.

Four key risks have been rated for all projects:

1. International IDEA does not have the capacity to deliver project activities on time.

2. The persons who participate in a project cannot utilize the opportunities provided for learning and networking.

3. The persons who participate in a project do not have the mandate to change behaviours, relationships and practices in accordance with the objectives.

4. The institutions and actors in a project do not have the resources to change behaviours, relationships and practices in accordance with the objectives.

To identify the risks associated with a project, both the likelihood of the risks occurring and the consequences for the project if they occur have been rated. The likelihood that a risk will occur has been rated on a five-graded scale:

1. 0-20 % likelihood that the risk will occur (= very unlikely).

2. 20-40% likelihood that the risk will occur (= unlikely).

3. 40-60% likelihood that the risk will occur (= possible).

4. 60-80 % likelihood that that the risk will occur (= likely).

5. 80-99% likelihood that the risk will occur (= very likely)

Consequences have also rated on a five-graded scale:

1. Insignificant consequences (= insignificant effects on results)

2. Minor consequences (= minor effects on results)

3. Moderate consequences (= moderate effects on results)

4. Major consequences (= major effects on results)

5. Severe consequences (= severe effects on results)

To calculate the risk rating the likelihood value has been multiplied by the consequence value. For example: a very unlikely event [1] x insignificant consequences [1] = risk rating of 1; a very likely event [5] x severe consequences [5] = risk rating of 25. The risk value has subsequently been translated

into a risk rating on three-graded scale (high, medium and low) in accordance with figure 35.

Figure 35. International IDEA's risk rating matrix *(red =high risk; yellow and orange = medium risk; green = low risk)*

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

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

Institutional risk register

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
1	Over reliance on a single Member State or small group of Member States for core funding	Limited contributions from some Member States	Changes in policy of large donors may require curtailment of operations	Under consideration by the OECWGGM	3	4	12	OEGWG work is in progress and Member State engagement is being prioritized	Secretary-General

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
2	Capacity and support for fundraising and project management	As IDEA moves towards a model that is increasingly supported by restricted funding the requirements for fundraising and project management support is increasing	a) Failure to address needs may result in project failure b) Project failure implies reputational damage and consequent negative impact on the ability to attract further projects, meaning that financial sustainability is impacted	Resource Mobilization Task teamwork in progress	3	3	9	Resource Mobilization Task Team convened to review the existing processes and toolkits that support the resource mobilization function to ensure that: 1. Processes enable decision making about which opportunities to pursue based on an analysis of the strategic advantage of projects, the cost benefit and business case, and a sound risk analysis. 2. Appropriate delegations of authority are in place to enable rapid decision making whilst maintaining quality controls 3. Toolkits are up to date, standardized and, fit for purpose and represent the best available resource to support the proposal process enabling success in securing restricted funding projects, enabling efficiencies. 4. Communication across functions is enhanced and silos are broken down so that all relevant stakeholders are aware of resource mobilization activities 5. Project management is facilitated to provide assurance that we meet and exceed donor requirements so that IDEA becomes the partner of choice 6. Project design takes account of all costs and resources required for delivery to further facilitate financial sustainability 7. Management information is developed to enable problem identification and corrective action	Head of Budget and Programme Performance

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
3	Failure to implement planned project activities at the adequate level of quality due to insufficient staff capacity, competence or incentives	a) Insufficient staff capacity due to inadequate budget processes b) Staff not adequately trained or skilled	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	a) Staff training and Development Officer appointed b) Business process reengineering to reduce administrative burden c) Adequate project and budget quality assurance	3	3	9	This risk is managed at a project level	Relevant Project and Programme Managers
4	Insufficient funds to deliver 5-year strategy	a) Failure to mobilize core funding b) Member States priorities not in line with IDEA strategy c) Perceived lack of ability of IDEA to deliver impactful projects and programmes	a) Inability to deliver outputs, outcomes and impacts to the satisfaction of Member States b) Loss of credibility c) Impact on work environment as staff are pressured to deliver more for less, impacting on work life balance and are concerned about the financial sustainability of IDEA	a) Multiyear agreements with key donors b) Member States engagement	3	3	9	a) Multiyear agreements with key donors b) Member States engagement	Secretary-General

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
5	Covid-19 impacts on delivery of project	Covid-19	a) Limited ability to engage face to face may have a negative effect on impact b) Project delivery may be impacted by pandemic as a result of, inter alia, movement restrictions c) Fiscal shrinking may impact on financial resources available for delivery d) staff health and safety may be affected	a) Investment in virtual platforms including webinars, eLearning and eSignature tools b) Close monitoring of project impacts and liaison with donors c) Consideration of impacts on budget for 2021 and beyond d) Staff wellness interventions including teleworking, provision of equipment and psychological support	3	3	9	a) Periodic review of the wellness measures implemented b) Proactive management of project delivery	Management Committee

Glossary of terms

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

List of Acronyms

ACE	The Electoral Knowledge Network
AI	Artificial Intelligence
AP	Asia and the Pacific
AWA	Africa and West Asia
BoA	Board of Advisers
BRIDGE	Building Resource in Democracy, Governance and Elections
CAR	Central African Republic
CAWE	Constitutional Assessment of Women's Equality
CBP	Constitution-building Processes
CSO	Civil Society Organization
DA	Democracy assessment
DFID	Department for International Development
DG DEVCO	Directorate-General for International Cooperation and Development
DG JUST	Directorate-General for Justice and Consumers
DG NEAR	Directorate-General for Neighborhood and Enlargement Negotiations
DGPO	Director, Global Programmes Office
EALA	East African Legislative Assembly
ECOWAS	Economic Community of West African States
EMB	Electoral Management Body

EP	Electoral Processes
ERP	Enterprise Resource Planning
GP	Global Programmes
GSoD	Global State of Democracy
HR	Human Resources
IC	Indirect costs
ICR	Indirect cost recovery
ICT	Information and Communication Technology
IGAD	Intergovernmental Authority on Development
IPCAT	Indigenous Peoples' Constitutional Assessment Tool
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
MC	Management Committee
MERS	Middle East Respiratory Syndrome
MSGS	Melanesian Spearhead Group
NGO	Non-governmental organization
NYO	New York Office
OGP	Open Government Partnership
OSCE	Organization for Security and Co-operation
OSCE-ODIHR	OSCE Office for Democratic Institutions and Human Rights
PAP	Pan-African Parliament

PCCBP	Post-conflict Constitution-building Processes
PLGSP	Provincial and Local Government Support Program
PPP	Public participation platform
PPR	Political Participation and Representation
REP	Regional Europe Programme
RES	Restricted
RO	Regional Office
RoK	Republic of Korea
SADC PF	South African Development Community Parliamentary Forum
SADC	South African Development Community
SARS	Severe Acute Respiratory Syndrome
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SVA	Special Voting Arrangements
TE	Tribunal Electoral
TU	Tunisia
UNR	Unrestricted
YDA	Youth Democracy Academy

Annex. Outcome objectives for International IDEA's boundary partners

Constitution-Building Processes

Boundary partner	Outcome objective(s)
Constitution makers	Apply increased knowledge and skills to make more informed choices regarding constitutional design and process.
Advisors to constitution makers	Utilize International IDEA's knowledge and networks to give high-quality advice to constitution makers, civil society, and constitution implementers. They expand coordination and collaboration in a coherent and communicative community of practice to advance good practices in constitution-building processes.
Civil society	Hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.
Constitutional implementers	Interpret and operationalize constitutional provisions following ratification in a manner that respects fundamental democratic principles and human rights. They promote respect for rule of law and constitutionalism under agreed constitutional frameworks.

Electoral Processes

Boundary partner	Outcome objective(s)
Electoral Management Bodies	Recognize and respond to complexities and risks in the electoral processes and effectively implement the Electoral Cycle Approach. They embody principles of impartiality, integrity, transparency, efficiency, professionalism and service-mindedness.
Electoral assistance practitioners	Provide support informed by norms, good practices and research in electoral processes. They contextualize norms, practices and research to local conditions.
Policy makers	Support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.
Civil society	Engage and collaborate in national and international discourse on electoral reforms in an informed and effective way. They demand accountability from policymakers and Electoral Management Bodies and identify and advocate for the removal of obstacles to accountability to promote public participation.

Political Participation and Representation

Boundary partner	Outcome objective(s)
National and sub-national parliaments	Exercise their legislative, oversight and representation functions and institutional systems to become transparent, inclusive, responsive and accountable to all citizens.
Political parties and movements	Exercise their functions (mobilizing citizens, aggregating their interests into political programmes, recruiting political leaders to contest elections, and organizing governments and parliaments) so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.
Public interest groups	Engage with representative institutions in a democratic and effective way to improve public policy and practice, and to hold political decision makers to account.
Oversight agencies	Monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.
National and sub-national governments	Exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.

Democracy Assessment

Boundary partner	Outcome objective(s)
International, regional and national policy makers	Develop and implement strategies and programmes underpinned by IDEA's state of democracy analysis, recommendations and data (indices). They use global, regional trends and comparative democracy analysis and data to situate their countries, compare their performance and learn from the international context in the development of national strategies and policies.
International, regional and country-level civil society organizations	Engage in global, regional and national debates on democracy and advocate for democratic reforms using IDEA's state of democracy analysis, recommendations and data (indices). They develop and implement strategies and programmes underpinned by IDEA's state of democracy, analysis, recommendation and data (indices).
Policy influencers	Contribute to placing democracy on the public agenda by being aware of and discussing democracy.
Strategic Partners	To use the GSoD data and analysis in their research.