2022 Programme and Budget

International Institute for Democracy and Electoral Assistance

Disclaimer: Maps presented in this document do not imply on the part of the Institute any judgement on the legal status of any territory or the endorsement of such boundaries, nor does the placement or size of any country or territory reflect the political view of International IDEA. Maps are used in order to add visual clarity to data.

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Foreword by the Secretary-General

In the last two years, democracy has been facing unprecedented challenges which were amplified and accelerated by the Covid-19 health crisis, resulting in increased authoritarianism and repression. International IDEA's research showed how the pandemic was used to undermine the role of parliaments, weaken independent judiciaries and silence independent media. In some cases, the restrictions put in place to fight the pandemic curtailed democratic rights and narrowed the civic space. Authoritarian practices were increasingly applied by democratically elected governments, leading to several countries falling below the minimum democracy thresholds to become hybrid or authoritarian regimes.

But the last two years have also shown the resilience of democracy. Democracy supporters are standing strong, creating social movements, organizing digital campaigns, street protests, and building local and global alliances. Democracy movements in countries as far apart as Belarus and Myanmar show that the promise of democracy - its principles, rights, and values - are held with firm conviction by citizens across the world.

Whilst there is a global recognition of democracy's vulnerabilities as well as its ever-growing appeal, citizens are increasingly linking the future of democracy to the future of the planet. International IDEA will continue its commitment of putting the issue of climate change and democracy at the heart of our work. In 2022, the Institute will continue to explore how democratic actors and processes can be strengthened, improved, and adapted to successfully deliver whilst also successfully addressing climate change.

In 2022, International IDEA will also continue to contribute to the global discussions and multilateral actions to protect and advance democracy. The Institute will follow up on its contributions to the 2021 Democracy Summit, including the Member States' Democracy Statement and the 2021 Democracy Forum. We plan to engage Member States in efforts to monitor the commitments made at the 2021 Summit for Democracy and help advance their democracy agendas. International IDEA will also work to strengthen its transatlantic relationships and leverage the coalition of US and European democracy organizations by involving them in joint calls and projects to support and defend democracy across the globe.

In 2022, our Member States, the Board of Advisers and staff will develop a new strategy to guide the work of International IDEA in the years to come. This exercise will give the Institute a moment to collectively reflect of the lessons learnt from the implementation of the current strategy and distil the insights derived from daily interactions with our boundary partners, such as electoral management bodies, parliaments, and civil society.

International IDEA's 2022 global, regional, and country programmes will be working to respond to the manifold challenges faced by democracies in the post-pandemic world. Our electoral processes programme will examine how electoral stakeholders can address deliberate attempts to undermine the

credibility of electoral processes. The workstreams in 2022 range from supporting the electoral management bodies in Timor-Leste for the upcoming presidential elections, focusing on addressing the monitoring and regulation of social networks in electoral processes across Latin America, and reinforcing the fairness, transparency, and credibility of the electoral processes in Mozambique. Our Regional Europe Programme will continue to advise electoral stakeholders on ICT in elections, including on online political advertising and cybersecurity.

Our constitution building processes programme will explore how constitutional reforms can contribute to peaceful democratic transitions and how democratic backsliding can be countered. The MyConstitution project will continue to advise democracy partners in Myanmar and in exile on building a rights-based and inclusive constitutional culture. Our Regional Europe Programme will work with partner organisations to build a regional expert network and support constitutional reform in several Eastern European countries; our Africa and West Asia Programme will support constitutional reform processes in Mali, South Sudan, the Gambia, and Yemen; and our Latin America and the Caribbean Programme will participate in the constitutional reform process in Chile.

Our work with parliaments will continue to address the essential role that democratic parliaments play in linking citizens and the state by holding governments to account for delivering on citizens' needs, monitoring public spending, and representing the diversity of citizens' views. The Inter-Pares programme will continue to strengthen networks between parliaments to share experiences and technical assistance, such as in Bhutan where the programme will further the parliament's engagement with civil society.

At the country-level, our Africa and West Asia Programme will support transitional processes towards sustainable peace, stability and democracy through institutional reforms and increased political participation by politically marginalized groups such as women and youth.

The Democracy Assessment Team will focus on an expansion of the Global Monitor on Covid-19's impact on Democracy and Human Rights into a more fully-developed Democracy Monitor to both monitor democratic developments outside of the pandemic context, and continue to update the underlying Global State of Democracy Indices with better gender and inclusion indicators.

The 2022 Programme and Budget is the result of many hours of constructive exchanges and reflections with our Member States, donors and boundary partners across the world about what strategies and actions can best strengthen democratic institutions and processes and prepare them for the complex challenges of the future. I am delighted to invite readers to explore the 2022 Programme and Budget in greater detail.

I trust that the programme leverages our core competencies and conveys International IDEA's ability to adapt and rethink how democratic institutions can live up to their promise and successfully address pressing global challenges.

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

Executive Summary

In the 2022 Programme and Budget International IDEA presents its plans for 2022 which consist of 44 programmatic projects funded with unrestricted 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 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 communications, ICT, human resources, financial administration and oversight, and systems for learning-based management.

The estimated core budget for 2022 is EUR 11.7 million and the budget for the 20 projects funded by restricted grants is EUR 13,9 million for 2022. 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 2022 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 describes how the behaviours, relationships and practices of a boundary partner will change if a project is successful. The standardized outcome objectives have been used for formulating objectives for all projects in the 2022 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 2022 Programme and Budget

In the 2022 Programme and Budget International IDEA presents its plans for 2022 which consist of 44 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 expenditure budget for 2022 is EUR 11.7 million, and the total expenditure budget for the 20 projects funded by restricted grants is EUR 13.9 million, making a total planned expenditure of EUR 25.7 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, 2022

Programme	RES €	UNR €	TOTAL €
Global Programmes	1,907,284	4,095,466	6,002,750
Africa and West Asia	8,457,993	1,952,863	10,410,856
Asia and the Pacific	971,251	1,537,836	2,509,087
Regional Europe	-	868,199	868,199
Latin America and the Caribbean	1,894,520	873,150	2,767,669
Permanent Observer to the United Nations	-	551,245	551,245
Subtotal, Programmatic	**13,231,048**	**9,878,759**	**23,109,806**
Subtotal, Institutional	**-**	**1,824,006**	**1,824,006**
Subtotal, Programme support	**687,535**	**72,197**	**759,732**
Total expenditures	**13,918,583**	**11,774,962**	**25,693,544**
Expected income	**13,918,583**	**10,822,683**	**24,741,266**
Surplus/deficit	**-**	**–952,278**	**–952,278**

Table 2. Overall expenditure budget, 2022

Expenditure type	RES €	UNR €	TOTAL €
Activities	7,148,290	3,387,172	10,535,462
Office costs	1,850,030	853,018	2,703,048
Staff costs	4,057,973	10,419,764	14,477,737
Indirect costs	862,289	645,002	1,507,291
Net recoveries	-	-2,022,703	-2,022,703
IC recovery	-	-1,507,291	-1,507,291
Total expenditure	**13,918,583**	**11,774,962**	**25,693,544**

Table 3. Budget allocation per programme, 2022

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	**Global Programmes**	Activities	1,142,174	874,190	2,016,364
		Office	76,000	110,000	186,000
		Staff	564,335	2,843,349	3,407,684
		IC	124,775	267,928	392,702
		Total	**1,907,284**	**4,095,466**	**6,002,750**
	Africa and West Asia	Activities	4,556,277	360,367	4,916,644
		Office	951,474	232,941	1,184,415
		Staff	2,383,435	1,231,798	3,615,233
		IC	566,807	127,757	694,564
		Total	**8,457,993**	**1,952,863**	**10,410,856**
	Asia and the Pacific	Activities	642,288	359,596	1,001,884
		Office	14,145	99,476	113,621
		Staff	268,051	979,430	1,247,481
		IC	46,767	99,334	146,101
		Total	**971,251**	**1,537,836**	**2,509,087**
	Regional Europe	Activities	-	124,971	124,971
		Office	-	50,000	50,000
		Staff	-	636,430	636,430
		IC	-	56,798	56,798
		Total	**-**	**868,199**	**868,199**
	Latin America and the Caribbean	Activities	807,551	192,177	999,728
		Office	120,876	78,000	198,876
		Staff	842,152	545,851	1,388,003

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		IC	123,941	57,122	181,062
		Total	**1,894,520**	**873,150**	**2,767,669**
	Permanent Observer to the United Nations	Activities	-	30,000	30,000
		Office	-	136,000	136,000
		Staff	-	349,182	349,182
		IC	-	36,063	36,063
		Total	**-**	**551,245**	**551,245**
Subtotal, Programmatic			**13,231,048**	**9,878,759**	**23,109,806**
Institutional	**Secretary-General's Office**	Activities	-	78,000	78,000
		Office	-	8,000	8,000
		Staff	-	787,053	787,053
		Total	**-**	**873,053**	**873,053**
	Executive Director	Activities	-	3,500	3,500
		Staff	-	202,640	202,640
		Total	**-**	**206,140**	**206,140**
	Internal Audit	Activities	-	12,000	12,000
		Staff	-	130,869	130,869
		Total	**-**	**142,869**	**142,869**
	Communications	Activities	-	192,675	192,675
		Staff	-	409,269	409,269
		Total	**-**	**601,944**	**601,944**
Subtotal, Institutional			**-**	**1,824,006**	**1,824,006**
Programme support	**Board of Advisers**	Activities	-	20,000	20,000
		Staff	-	25,000	25,000

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Total	**-**	**45,000**	**45,000**
	Publications	Activities	-	48,000	48,000
		Staff	-	323,952	323,952
		Total	**-**	**371,952**	**371,952**
	Library	Activities	-	16,500	16,500
		Staff	-	-	-
		Total	**-**	**16,500**	**16,500**
	Accounting and Treasury	Activities	-	127,000	127,000
		Staff	-	486,661	486,661
		Total	**-**	**613,661**	**613,661**
	Budget and Programme Performance	Activities	-	12,000	12,000
		Staff	-	520,374	520,374
		Total	**-**	**532,374**	**532,374**
	Human Resources and Organizational Development	Activities	-	360,695	360,695
		Staff	-	538,119	538,119
		Benefits and Allowances	-	2,306,388	2,306,388
		Total	**-**	**3,205,202**	**3,205,202**
	IT	Activities	-	575,500	575,500
		Staff	-	270,989	270,989
		Total	**-**	**846,489**	**846,489**
	Facilities	Office	687,535	138,601	826,136
		Staff	-	138,799	138,799
		Total	**687,535**	**277,400**	**964,935**
	HR On-cost recovery		**-**	**-3,205,202**	**-3,205,202**

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
	IT recovery		-	-846,489	-846,489
	Facilities recovery		-	-277,400	-277,400
	Indirect cost recovery		-	1,507,291	1,507,291
Subtotal, Programme support			687,535	72,197	759,732
Total Expenditure			13,918,583	11,774,962	25,693,544
Expected income			13,918,583	10,822,683	24,741,266
Surplus/(deficit)			-	-952,278	-952,278

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

As shown in Table 4 and Figure 1 the budget for projects with restricted funding had increased significantly since 2017, although the year-on-year numbers for 2021 and 2022 reflect a decrease in this funding as several significant projects come to an end. In particular in 2021 there was an amount budgeted for the Myanmar projects of EUR 4.0 million, compared to the amount budgeted for 2022 of EUR 291k. This reduction of EUR 3.7 million reflects the financial impact of the significant scaling down of operations following the February 2021 coup.

In addition, the EU Justice facility programme in Global Programmes is coming to an end, and the EU support to the Global Monitor comes to an end at the end of 2021. There are current discussions with the EU for a new project that will be the successor to the Global Monitor with an expanded mandate, however these are not sufficiently advanced at the time of writing to enable a budget estimate to be made.

In AWA the project on Women's Political Participation in Southern Africa comes to an end in 2020, which was budgeted at EUR 3.7 million. Covid-19 has impacted significantly on project implementation however, and there is thus a hope that a no cost extension will be granted in 2021 which will enable the unspent funds to be utilized.

Core funding has decreased from the 2017 levels, but has been stable since 2020 and is expected to remain so until the end of the current strategy period.

Table 4. The figures for years 2016 - 2020 are actual incomes, whereas the figures for 2021 and 2022 reflect the agreed budgeted funds (all figures in 1000's of EUR).

Year	RES €	UNR €	TOTAL €
2016	11,304	10,825	22,129
2017	9,870	14,245	24,115
2018	10,022	13,479	23,501
2019	15,484	11,855	27,339
2020	15,581	10,771	26,352
2021	25,005	10,663	35,668
2022	13,919	10,822	24,741

At the time of budgeting 44% of the budget for 2022 will be covered by core funds whereas 56% 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 2021 was EUR 20,8 million and the current expectation is that EUR 25 million will be delivered.

The ongoing global pandemic has impacted implementation of activities in 2021 and the impact is likely to continue in 2022. 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

Figure 1. Core versus restricted funding
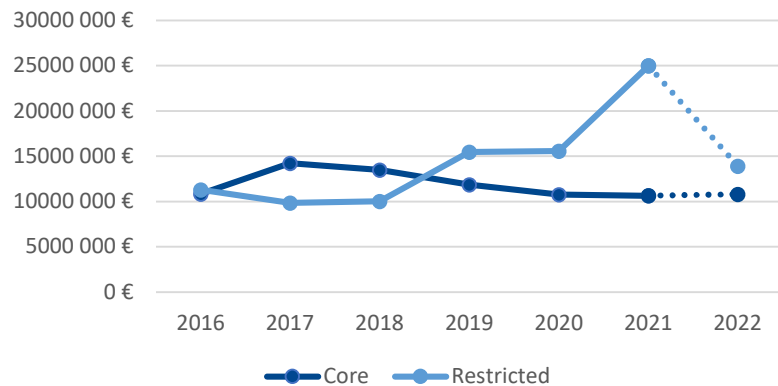
Core funding is an essential source of income for International IDEA, as it enables the Institute to contribute to agenda setting and to develop digital tools and knowledge products. Moreover, core funded activities often inspire partners to engage in long-term democratic change projects, that subsequently 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	2021 Budget	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	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)	35	19	17	18	18	16	17
6	Brazil	2016	0	0	0	0	70	70	65	20	49	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	77	78	74	75
10	Costa Rica	1995	4	4	(1)	9	5	5	4	4	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	44	45	42	42
16	Indonesia	2013	0	0	0	0	0	0	0	0	0	0	0
17	Luxembourg	2018	0	0	0	0	0	0	0	0	0	0	0
18	Mauritius	1999	8	8	7	9	9	10	8	9	9	9	8
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	2021 Budget	2022 Projection
20	Mongolia	2011	5	3	4	5	5	4	5	4	4	5	5
21	Namibia	1997	2	0	1	0	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	1,233	3,254	2,544	3,008	3,047	2,865	2,930
24	Panama	2018	0	0	0	0	0	0	26	0	4	0	0
25	Peru	2004	8	37	20	8	9	8	6	5	5	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	0	18	17	15	16	13	14
29	Spain	1995	200	0	25	0	50	40	0	0	25	0	50
30	Sweden	1995	5,429	5,865	4,798	4,526	3,823	4,710	5,586	5,352	5,268	5,360	5,402
31	Switzerland*	2006	652	656	658	1,114	925	936	684	891	790	790	790
32	Tunisia	2019	0	0	0	0	0	0	0	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	10,825	14,325	13,479	11,855	10,771	10,663	10,822
	Year-on-year movement			1,896	(859)	671	(3,436)	3,500	(846)	(1,624)	(1,084)	(108)	159

* multi-year funding agreements in place

International IDEA's output categories

In the 44 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 2022. 51% of the activity budget will be invested in activities such as trainings, events and advisory services. 49% of the activity 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 2022 (core funding)
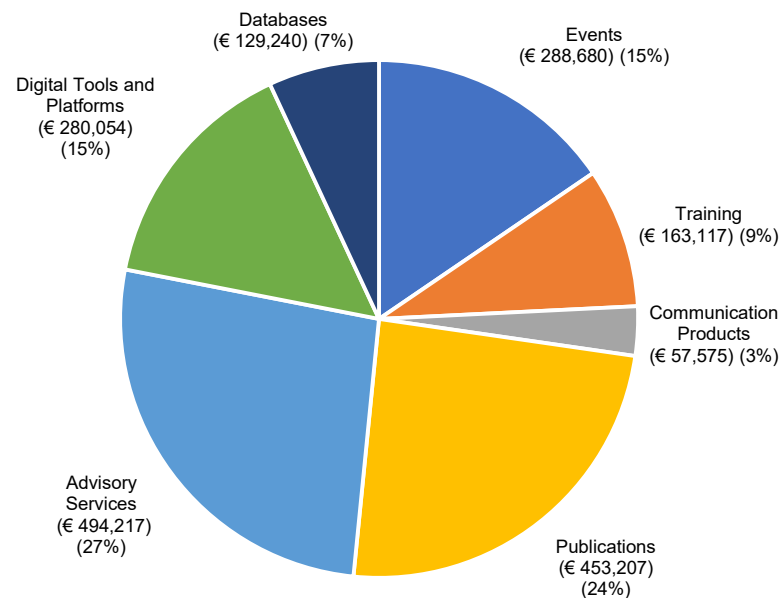
These figures can be compared with 2021, when 61% of the activity budget was planned to be invested in face-to-face activities and 39% in online activities. The most significant change between the budgets is a significant increase in

investments in digital tools and platforms while investments in events and advisory services decreased slightly.

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.
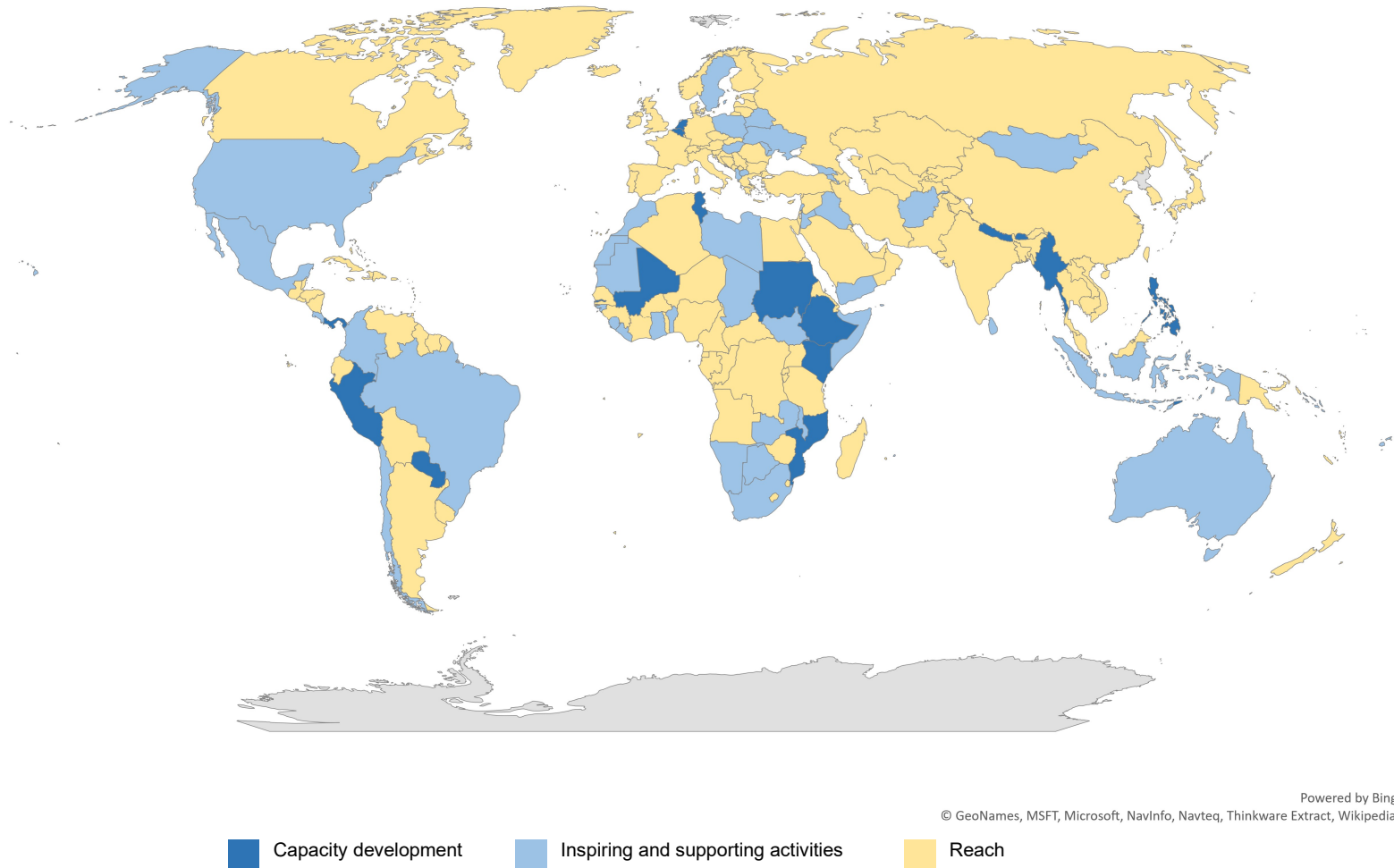
Figure 3 shows International IDEA's financial investment of the core budget distributed by output category and approach: 42% of the core budget will be invested in inspiring outputs and 58% in core funded supportive outputs. This can be compared with 2021 when 50% of the core funds was planned to be invested in inspiring outputs and 50% in supportive outputs.

Figure 3. Approaches to be implemented in 2022 (the size of each bubble in the figure corresponds to the core budget invested in the respective output categories).
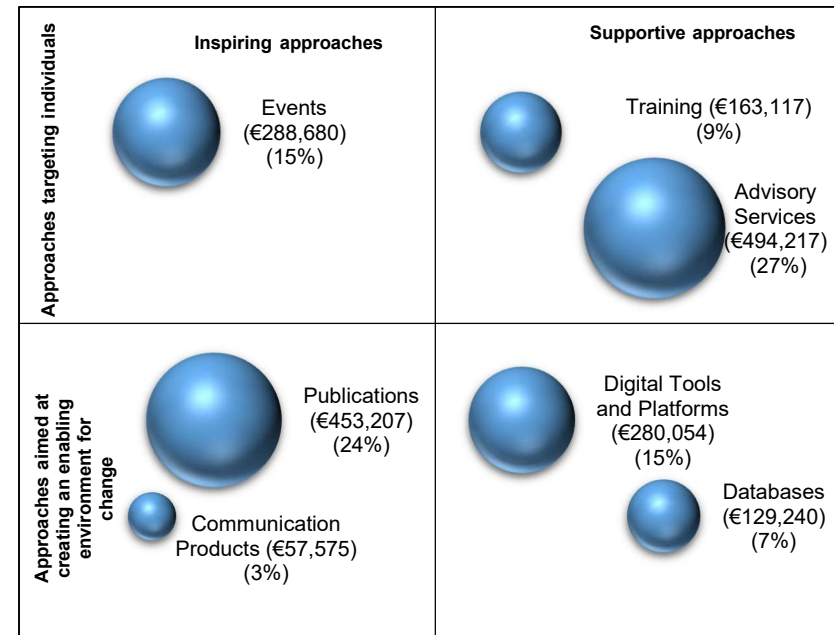
The map on the next page (Figure 4) shows the reach of the Institute's online presence, where inspiring and supportive activities, as well as capacity development initiatives are planned to take place in 2022.

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Figure 4. Map of where our supportive and inspirational work will take place in 2022.

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■ 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) works on the Global State of Democracy Indices, the Global State of Democracy report and the Global Monitor on Covid-19. Figure 5 shows the budgeted financial investments in each of the areas for 2022.

Figure 5. Budget per impact area (core and restricted)

CBP (€ 1,266,455) (14%)
DA (€ 500,827) (6%)
EP (€ 1,912,920) (21%)
PPR (€ 5,334,695) (59%)
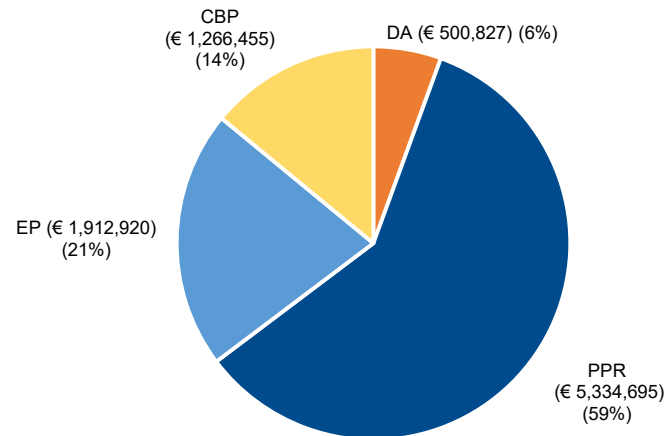
These figures can be compared with the budget for 2021 when 14% of the activity funds were planned to be invested in CBP, 24% in EP, 4% in DA and 58% in PPR.

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.[1] The outcome objectives describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful and achieves its full potential as a facilitator of change. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2022 Programme and Budget. The total funds invested per boundary partner are summarized in Figure 6.

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

Figure 6. Planned financial investment per boundary partner in 2022 (core and restricted funding)

DA
- Strategic Partners
- Policy influencers
- International, regional and country-...
- International, regional and national...

CBP
- Civil Society (CBP)
- Constitutional implementors
- Constitution makers
- Advisors to constitution makers

EP
- Electoral Assistance Practitioners
- Civil Society (EP)
- Policy Makers
- Electoral Management Bodies

PPR
- Political parties and movements
- National and sub-national parliaments
- Public interest groups
- Oversight agencies
- National and sub-national...

0 €   1,000,000 €   2,000,000 €

These figures can be compared with 2021, presented in figure 7.

Figure 7. Planned financial investments per boundary partner in 2021 (core and restricted funding)

DA
- Strategic Partners
- Policy influencers
- International, regional and...
- International, regional and national...

CBP
- Civil Society (CBP)
- Constitutional implementors
- Constitution makers
- Advisors to constitution makers

EP
- Electoral Assistance Practitioners
- Civil Society (EP)
- Policy Makers
- Electoral Management Bodies

PPR
- Political parties and movements
- National and sub-national...
- Public interest groups
- Oversight agencies
- National and sub-national...

0 €   1,500,000 €   3,000,000 €

In the following sections of the 2022 Programme and Budget detailed plans for each programme and institutional projects are presented.

2. Global Programmes

The global state of democracy: Challenges and opportunities

International IDEA's Global State of Democracy (GSoD) Report 2021 shows that authoritarianism is on the rise. The Covid-19 pandemic has exacerbated this trend by prolonging and normalizing restrictions on democratic rights and justifying crackdowns on independent media and free speech. The longer the pandemic persists and the more the economic crisis deepens, the greater the risk of irreversible damages to democracy worldwide.

Since 2016, the number of countries moving in an authoritarian direction is three times as high as the number moving towards democracy. During the pandemic, the world has lost at least five more democracies, through either flawed elections or military coups. The adoption of authoritarian practices by democratically elected governments, known as "democratic backsliding", has grown even in established democracies, often with some popular support. Over a quarter of the world's population now live under democratically backsliding governments. Together with those living in non-democratic regimes, they make up more than two thirds of the world's population.

Authoritarian regimes are also growing in number with their leaders acting ever more brazenly, using the pandemic to justify the use of citizen surveillance and other tools. From Belarus to Myanmar, Cuba, Venezuela, and Nicaragua, they are buoyed by a lack of geopolitical pressure from powerful but backsliding democracies and other authoritarian regimes. Non-democratic regimes have become more repressive, with 2020 representing the worst on record so far. Moreover, uneven distribution of Covid-19 vaccines and vaccine resistance risk deepening the economic crisis and prolonging the health crisis, resulted in normalizing restrictions on basic freedoms in already fragile democratic contexts. This can lead to deepening democratic divides – within and across countries – between the vaccinated and non-vaccinated.

At the same time, demand for democracy persists. Protests and civic action are alive and well. Pro-democracy movements have braved repression in places such as Belarus, Myanmar, Eswatini and Cuba and global social movements for tackling climate change and fighting racial inequalities have emerged. More than three quarters of countries have experienced protests during the pandemic despite government restrictions. Outside of protests, other citizen-centered mechanisms are also growing in use. For example, the use around the world citizens' assemblies, in which randomly selected citizens get the chance to hear from experts on a particular issue of concern, debate that issue and provide ideas and feedback about policy reforms.

Some democracies have tackled the pandemic while introducing democratic innovations and adapting their democratic practices and institutions in record time. Many of these innovations have been digital. It will be important to keep up to date on the implications of these innovations, both for the digital "have nots" and for the impacts on data privacy and misuse.

Moreover, recent research shows authoritarian regimes have not been better at fighting the pandemic than democracies. Most democracies (57%) have balanced democratic and health

rights well during the pandemic. Moving forward, it will be important to monitor the use of mask and vaccine mandates as well as vaccine passports.

In response to these threats and challenges to democracy International IDEA will strengthen its work with parliaments and continue to support electoral processes, citizens' political participation and representation as well as constitution building processes.

The main reason for prioritizing the work with parliaments is that effective democratic parliaments assure a continuing link between citizens and the state. They vote the laws that frame our lives, they oversee the work of government to ensure it meets citizens' needs, they vote and monitor use of the budget to provide public services, and they represent the diversity of citizens' perspectives and needs in the policy process. Citizens rightly hold their elected representatives to high standards and public trust in parliaments often ranks below many other public institutions.

Loss of faith in parliaments undermines representative democracy and can fuel authoritarian challenges to democracy. Especially in emerging democracies, where democratic institutions are not yet deeply rooted, it is important to equip parliaments with the tools, skills, rules, and procedures to conduct outreach, oversight, budget analysis and monitoring, and legislative drafting. It is also crucial to help build structures and processes for citizens and civic groups to engage with parliaments, advocate their perspectives and needs, and monitor delivery and performance.

The main reason for prioritizing the work with electoral processes is that the deliberate undermining of the credibility of elections remains one of the critical challenges for democracies worldwide. The quality of the democratic environment in which elections occur continues to deteriorate worldwide, and the Covid-19 pandemic accelerated these trends. On the one hand, the pandemic exposed unfit electoral legal and institutional arrangements and the lack of capacity of Electoral Management Bodies (EMBs) to conduct credible polls in new and complex circumstances. On the other, autocrats seized the opportunity to undermine and derail democratic institutions and processes by manipulating the timing of elections through undemocratic legislative interventions and limiting the participation of opposition parties, their supporters, and observers.

The main reason for prioritizing the work with constitution building processes is that constitutions and constitutional reform is at the center of political transitions, from conflict to peace, from authoritarianism to democracy, and to address processes of democratic backsliding. The pandemic has been a shock to governance systems worldwide and has had an impact, not only on the societal perception of how well governments and other state institutions are able to deal with health emergencies but will likely motivate decision-makers to think about how to best address systemic weaknesses through legislative and constitutional reforms. Moreover, the impact of the pandemic is likely to damage economic outlooks and equality and accentuate democratic fragilities, such as distrust in government, disaffection with democratic politics, and social and political polarization. This will probably lead to heightened instability which is likely to generate increased demand for constitution building support in the coming years.

Global Programmes (GP) will also continue to promote gender equality and inclusion. According to the 2019 and 2021 GSoD

reports, non-democracies and hybrid regimes are characterized by weak formal and informal democratic institutions, processes and practices that marginalize segments of the population across the world. On average, democracies have higher levels of gender equality than non-democracies and hybrid regimes.

This persistent challenge to democracy heightens the importance of SDG 5 (achieve gender equality and empower all women and girls) and the related SDG target 5.5 (ensure full participation in leadership and decision making). Furthermore, the 2030 Agenda is underpinned by the central and transformative promise to leave no one behind. Hence, SDG 10 (reduce inequality within and among countries) and the related SDG target 10.2 (empower and promote the social, economic and political inclusion of all irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status) acknowledges that virtually in all the regions of the world, some segments of societies confront barriers that prevent them from equitable and full participation in socio-economic and political spheres. Likewise, SDG 16 on peaceful and inclusive societies, access to justice and accountable institutions, as well as its targets 16.6 (develop effective, accountable and transparent institutions at all levels) and 16.7 (ensure responsive, inclusive, participatory and representative decision-making at all levels) are key entry points on strengthening democratic institutions and processes within the 2030 Agenda.

Leave no one behind underscores the need for inclusiveness as gender inequalities, economic, and socio-political marginalization persists. The pandemic amplifies and heightens all existing socio-economic and political inequalities which require holistic and sustainable responses. Therefore, democracy building processes and institutions remain partial and flawed if they continue to exclude or marginalize women, youth, indigenous peoples, people living with disabilities and minorities

Strategic priorities for the Global Programmes in 2022

It is based on this global democracy landscape that, in 2022, GP will consolidate its provision of advisory services to field programmes and its focus on developing demand-driven global knowledge resources and practical tools to inform International IDEA's technical support and agenda setting work. The business model for GP is to leverage country assistance and networks to contribute to the mobilization of restricted funding and in-country presence.

The Democracy Assessment Team (DA) will focus on: Expanding the Global Monitor of Covid-19's impact on democracy and human rights in a way that allows stakeholders to track democracy and human rights related developments outside of the pandemic context; updating the GSoD Indices with the aim to "own" more of the indicators and to integrate better gender and inclusion indicators; and shifting to the production of a short annual GSoD report as well as shorter, regional reports published throughout the year. In addition, four thematic reports will be produced per year, focused on strategically selected themes.

The Constitution Building Team (CBP) will continue to focus on four areas, each of which engages multiple boundary partners and is implemented in close coordination with International IDEA's regional and country offices:

- *Online Platforms and Databases*: International IDEA's online platform ConstitutionNet is the 'go-to' source of information, analysis and knowledge resources for the

global constitution building community and the Post-Conflict Constitution Building Processes is an online database to be launched in 2022.

- *Country Assistance*: This covers the rapid-response, on-demand mobilization of CBP resources to support constitution building in coordination with regional offices. Countries to remain or become priorities include Chile, Ethiopia, Mali, Myanmar and Sudan, and potentially Armenia, Botswana, and Peru.
- *Knowledge Production*: CBP's knowledge production is interlinked with its networks and country assistance. Subjects will address both constitutional design and process issues.
- *Networks and Shared Learning*: This project supports the Women Constitution Makers Dialogue Forum, the Edinburgh Dialogue series on Post-Conflict Constitution Building, as well as the Constitutional Design Innovations webinar series.

From the first days of the pandemic, the Electoral Processes Team (EP) mapped developments in real-time, leading to the quick production of fact sheets, comparative analysis, and normative guidance. This evidence base revealed many innovations by electoral authorities and legislators, such as the rapid introduction of special voting arrangements and modalities for inter-agency cooperation as ways to meet the challenges of organizing elections in a pandemic. It is evident that the resilience of electoral institutions and processes will continue to be tested by existing and new challenges. Therefore, "protecting elections" serves as a conceptual framing device for IDEA on work on Electoral Processes for 2022.

In terms of support to parliaments International IDEA's INTER PARES restricted funded programme with the European Union will continue to build networks across parliaments and share experiences and technical assistance. International IDEA's Parliament Team will also collaborate with the Institute's regional and country offices to deliver high-quality parliamentary assistance.

The work on democracy and inclusion is based on strategies that support and inspire opportunities aimed at contributing to the functioning of democratic processes and institutions.

Table 7. Planned budgets per programme and project, 2022: Global Programmes

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platform & Databases	-	252,923	252,923
Country-level Assistance	-	274,745	274,745
CBP Networks and Shared Learning	-	206,268	206,268
Knowledge Generation	-	201,985	201,985
CBP General Programme Management and Support	-	117,700	117,700
Provision of expertise for justice in conflict and transition*	6,976	-	6,976
TOTAL (CBP)	**6,976**	**1,053,622**	**1,060,598**
Democracy Assessment (DA)			
Global State of Democracy Indices 2022	-	472,318	472,318
GSoD Analyses – 2022	-	593,669	593,669
Global Monitor of Covid-19´s Impact on Democracy and Human Rights	-	150,837	150,837
TOTAL (DA)	**-**	**1,216,824**	**1,216,824**
Electoral Processes (EP)			
Emerging Challenges in Electoral Management	-	169,860	169,860
Global Knowledge Products on Electoral Processes	-	296,799	296,799
Money in Politics - Global	-	238,959	238,959
Protecting Electoral Processes (Risk, Resilience and Crisis Management in Elections)	-	181,409	181,409
Global Advisory Services and Capacity Building	-	247,048	247,048
TOTAL (EP)	**-**	**1,134,075**	**1,134,075**

Programme/Project name	RES €	UNR €	Total €
Parliamentary Processes			
INTER PARES – Parliaments in Partnership – EU Global Project to Strengthen the Capacity of Parliaments*	1,900,307	-	1,900,307
TOTAL (PP)	**1,900,307**	**-**	**1,900,307**
Director, Global Programmes Office (DGPO)			
Democracy and Inclusion	-	265,944	265,944
Democracy in the Development Agenda	-	39,479	39,479
Global Programmes Management	-	385,523	385,523
TOTAL (DGPO)	**-**	**690,946**	**690,946**
TOTAL, GLOBAL PROGRAMMES	**1,907,284**	**4,095,466**	**6,002,750**

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

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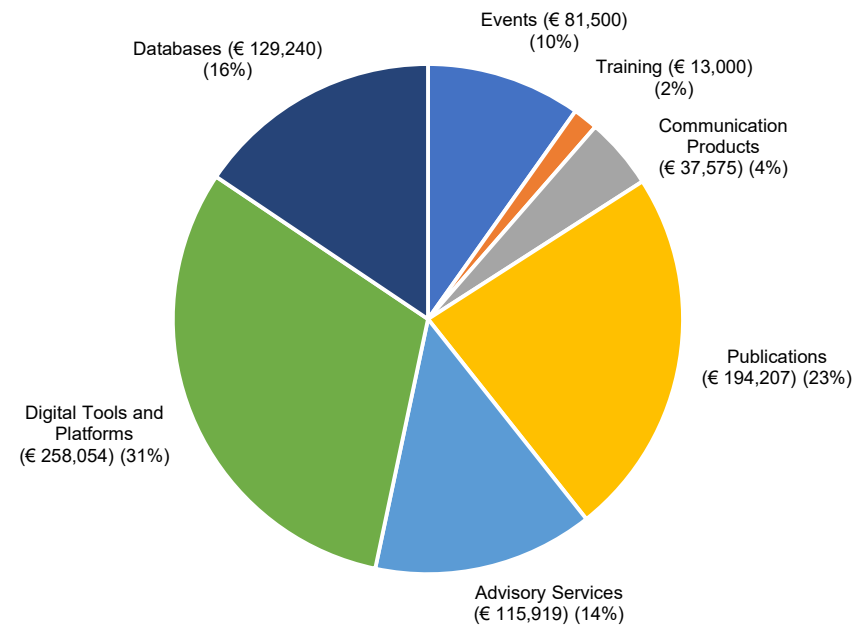

Figure 8 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2022. 26% of the activity budget in the Global Programmes will be invested in face-to-face outputs: i.e. trainings, events (dialogues, network meetings, workshops and 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. 74% of the activity 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 further continues the shift of priorities from face-to-face activities to online activities, which started last year. In 2021 39% of GP's activity budgets was invested in face-to-face outputs and 61% in online outputs. It is particularly noteworthy that planned investments in digital tools and platforms have increased from 11% in 2021 to 31% in 2022.

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.

Inspiring approaches
- Events (€81,500) (10%)

Supportive approaches
- Training (€13,000) (2%)
- Advisory Services (€115,919) (14%)

Approaches targeting individuals

Approaches aimed at creating an enabling environment for change
- Publications (€194,207) (23%)
- Communication Products (€37,575) (4%)
- Digital Tools and Platforms (€258,054) (31%)
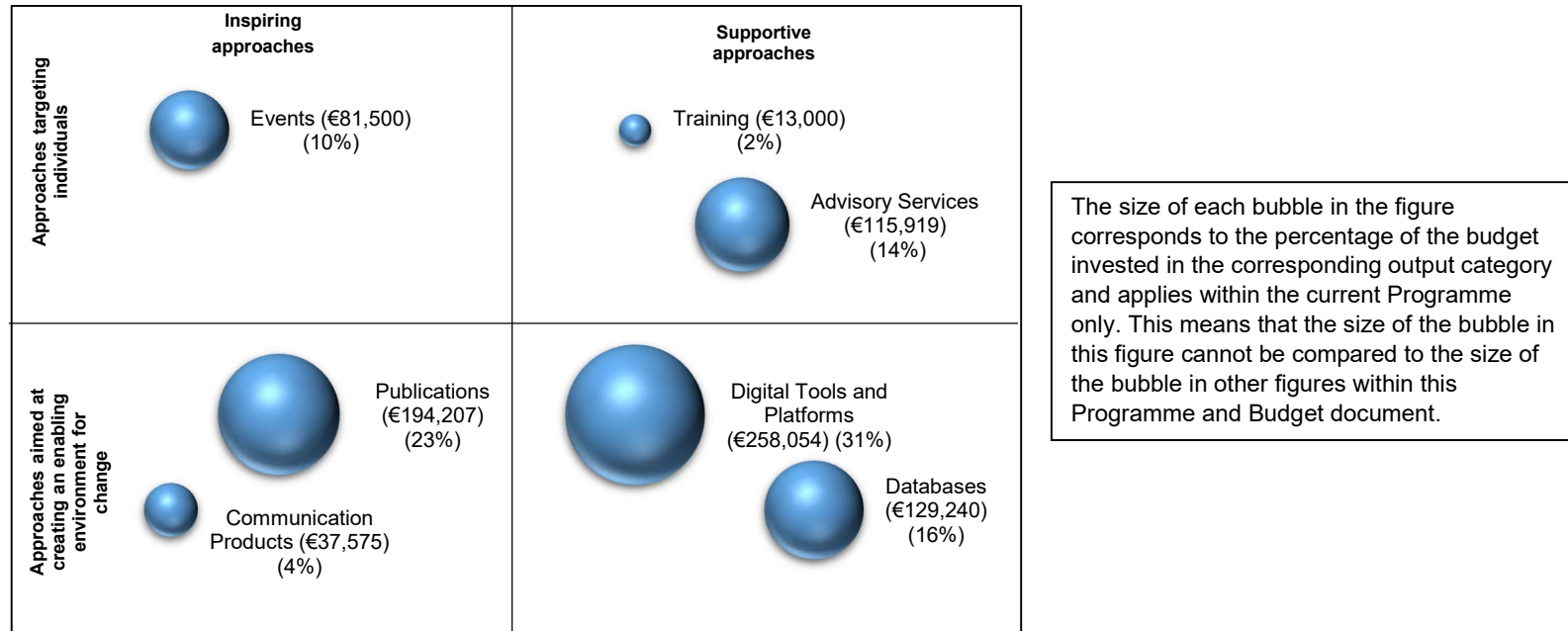- Databases (€129,240) (16%)

Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2022 and illustrates how these outputs are intended to inspire and support change processes. 37% of the activity 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. 63% of the activity 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 2021 when 42% of the activity budget was planned to be invested in inspiring outputs and 58% 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.
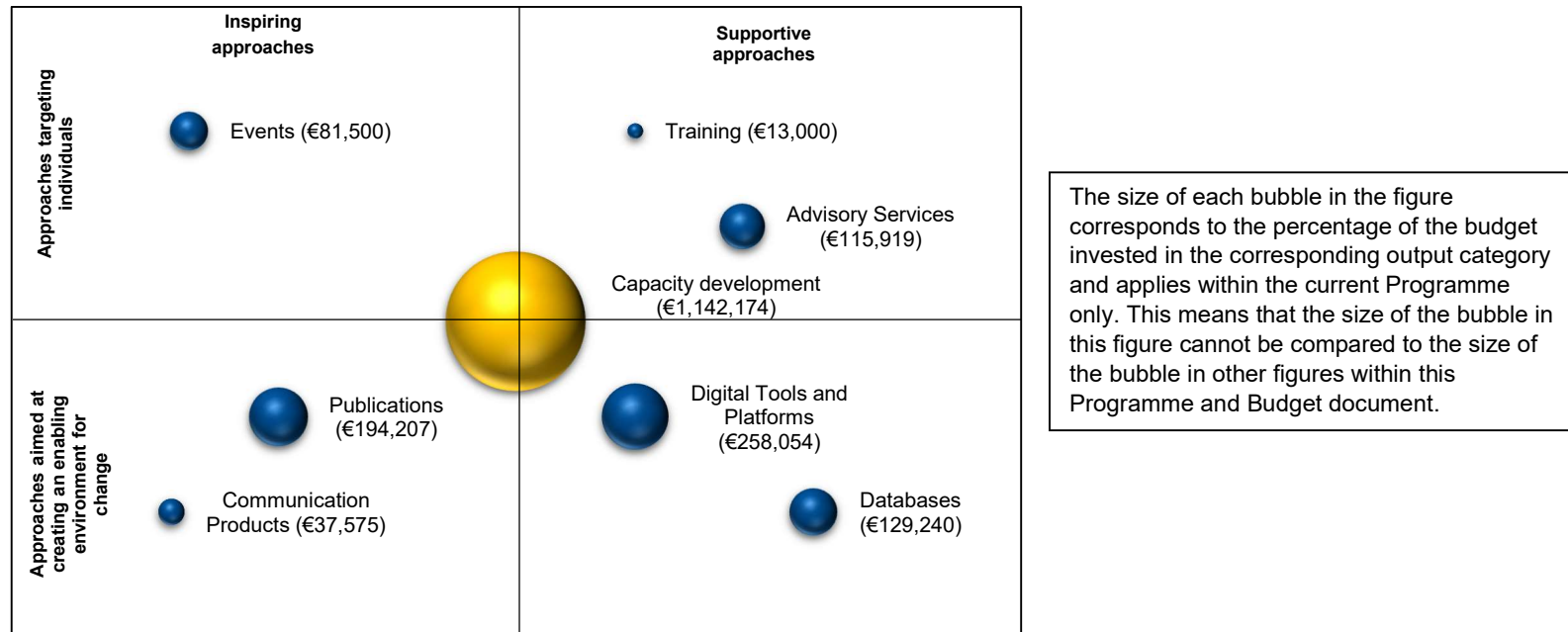
Figure 10 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programmes 2022 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 42% of the total activity budget for the programme. The remaining 58% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. These figures can be compared with the plans for 2021 when unrestricted funds amounted to 22% of the total activity budget and 78% were restricted funds for capacity development projects.
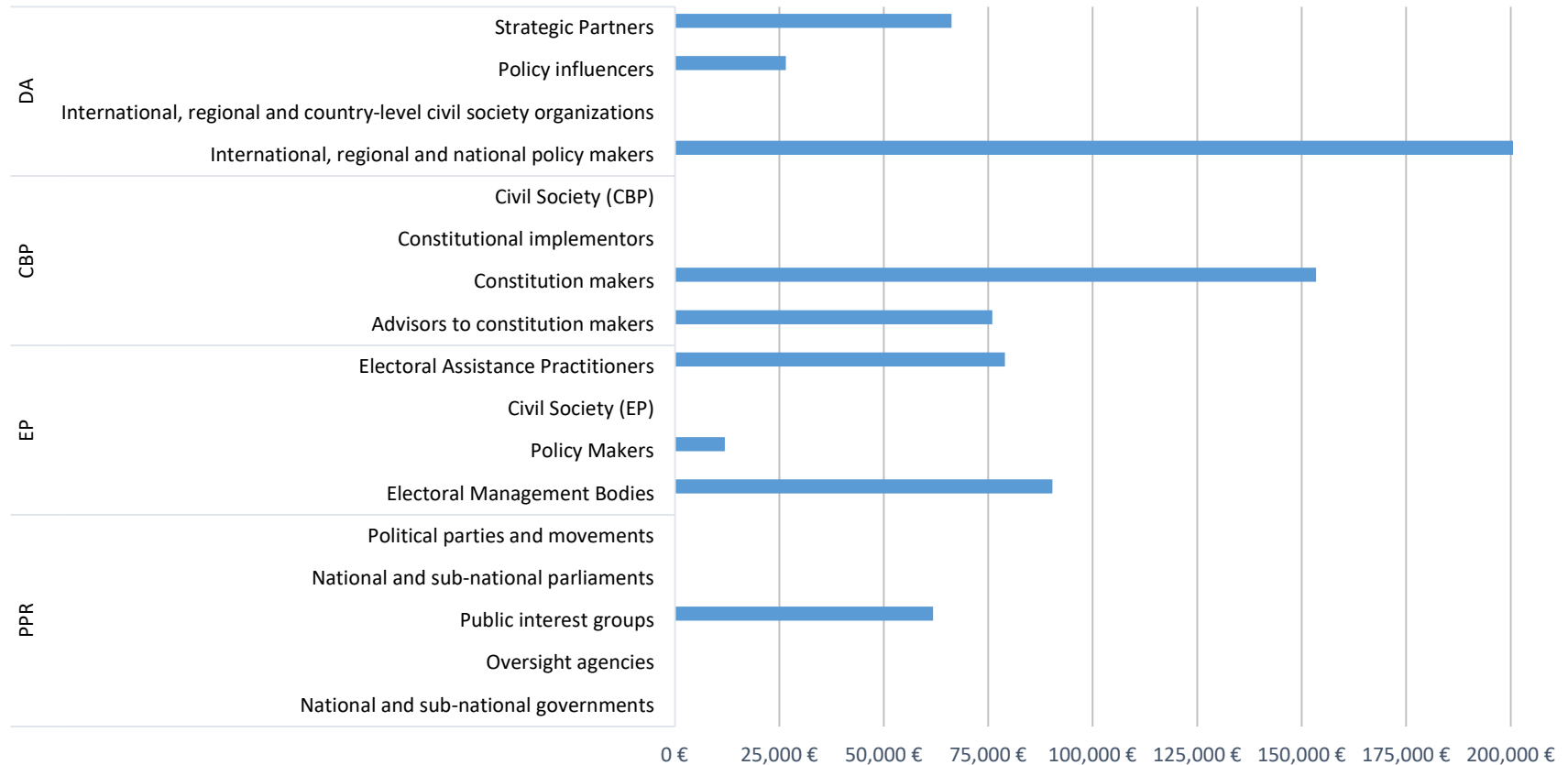
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 11 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Global Programmes 2022. 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 2022 Programme and Budget.

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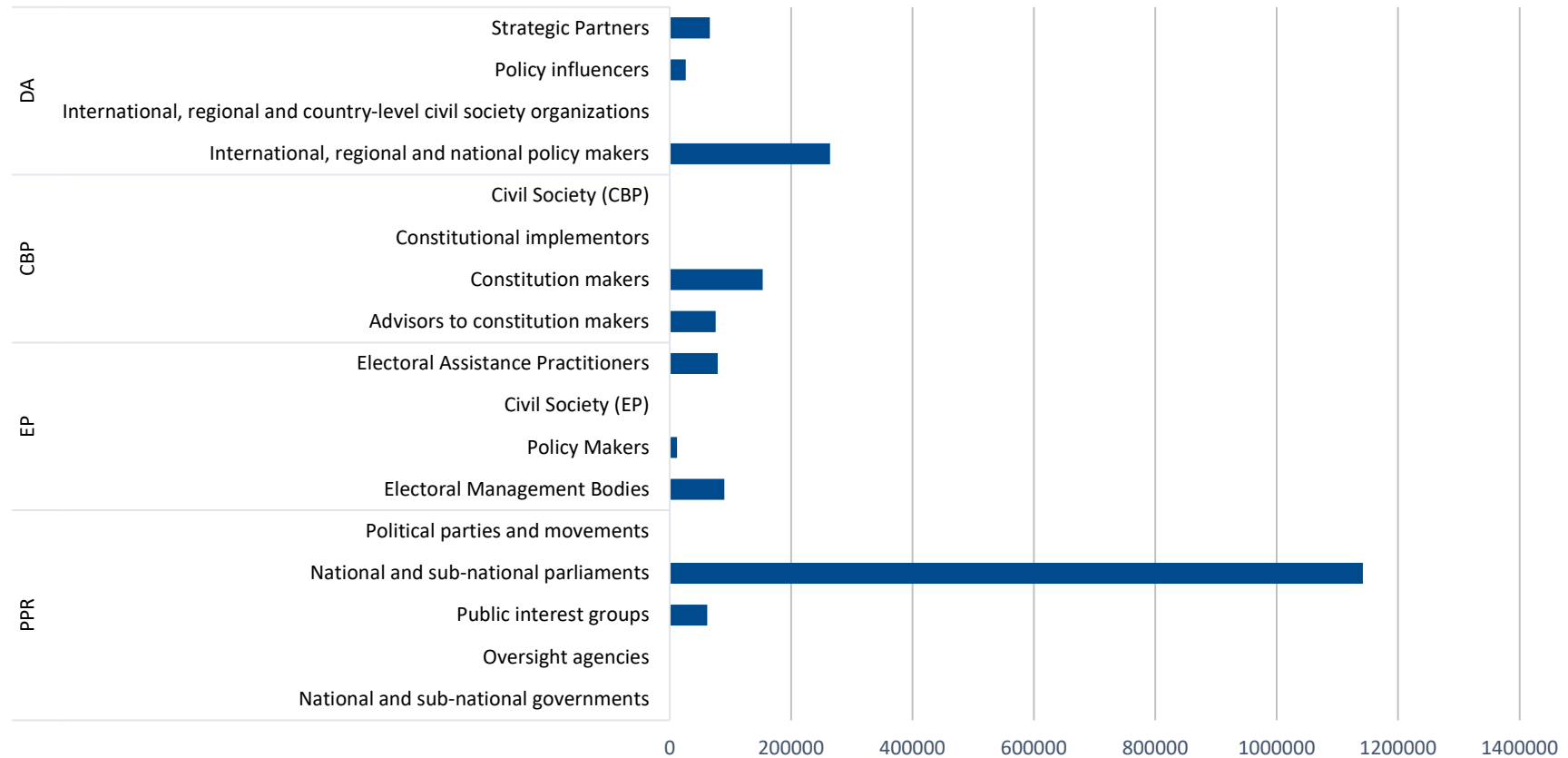

Figure 12 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programmes 2022.

Constitution-Building Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10257 - Online Platforms & Databases			
Advisors to constitution makers utilize International IDEA knowledge and networks to give high quality advice to constitution maker, 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.	Digital tools and platforms	ConstitutionNet updated, maintained and marketed. Approximately 48 'Voices from the Field' analyses published.	20,000
	Databases	Revised Post-conflict Constitution-building Processes (PCCBP) database updated with up to six cases.	30,000
		Staff costs	186,377
		Indirect costs	16,546
		Total	**252,923**
PR10258 - Country-level assistance			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Advisory services	On-demand country-level advisory services implemented in at least three countries (e.g. Chile, Myanmar, Ethiopia) including assessment missions, comparative and analytical memos, meetings, events, trainings and capacity development services as requested and in collaboration with IDEA field offices and external partners.	104,419
		Staff costs	152,352
		Indirect costs	17,974
		Total	**274,745**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10260 - CBP Networks and Shared Learning			
Advisors to constitution makers utilize International IDEA knowledge and networks to give high quality advice to constitution maker, 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	Network events convened with advisors to constitution makers, constitution makers and CSOs in former Soviet states to examine trends in CBP and share insights and lessons (e.g. Ukraine, Georgia, Armenia), in partnership with REP.	15,000
	Events	Support to convening at least two network and shared learning events with constitution-building processes and epistemic communities (on e.g. peacebuilding or transitional justice).	8,000
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Events	Women's Constitution Maker's Dialogue Forum convened. One to two smaller events convened with women constitution makers in countries undergoing constitution-building processes.	25,000
		Staff costs	144,774
		Indirect costs	13,494
		Total	**206,268**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10259 - Knowledge generation			
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Publications	Up to six knowledge products developed, i.e. primers, policy papers, and constitutional briefs. Potential topics include: Primers on presidential removal; custom and constitutions; political party regulation; and three innovations briefs.	24,000
Advisors to constitution makers utilize International IDEA knowledge and networks to give high quality advice to constitution maker, 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	2021 Annual Review of Constitution Building developed and distributed.	3,000
		Staff costs	161,771
		Indirect costs	13,214
		Total	**201,985**

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

Restricted projects

PR10350 - 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	-
	Staff costs	6,520
	Indirect costs	456
	Total	**6,976**

Democracy Assessment

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10484 - Global State of Democracy Indices 2022			
Strategic Partners use the GSoD data and analysis in their research.	Databases	2022 update of Global State of Democracy Indices, including updated website, improved methodology, codebook and technical procedures guide.	58,240
		Staff costs	383,179
		Indirect costs	30,899
		Total	**472,318**
PR10485 - GSoD analyses - 2022			
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	GSoD annual report published.	9,540
	Publications	Regional and thematic reports published.	76,320
	Digital tools and platforms	GSoD website expanded.	64,054
Policy influencers contribute to placing democracy on the public agenda by being aware of and discussing democracy.	Communication products	Communication products, e.g. blogs, PowerPoint presentations etc. developed and outreach conducted.	26,570
		Staff costs	378,347
		Indirect costs	38,838
		Total	**593,669**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10486 - Global Monitor of Covid-19´s Impact on Democracy and Human Rights			
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.	Digital tools and platforms	New Monitor content developed including an improved methodology (clear definitions, criteria for flagging, and a definitive list of sources), and a risk analysis tool/capability.	96,200
	Digital tools and platforms	The website is upgraded and improved to be more user-friendly, including a larger and more navigable map, a dashboard, expanded country profiles, a clickable attribute wheel, etc.	13,000
	Communication products	Promotional products such as info sheets, USB drives, bags, etc. developed for communication and visibility.	5,005
		Staff costs	26,764
		Indirect costs	9,868
		Total	**150,837**

Electoral Processes

Unrestricted Projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10309 – Emerging challenges in electoral management			
Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Databases	Datasets and evidence base on comparative experiences developed on the repercussions of emerging challenges in election administration. Particular focus will be on 1) inclusion and the information environment in elections; 2) voter verification; 3) online information environment in elections including regulations; and 4) out-of-country voting.	15,000
	Events	Events organized around emerging challenges to identify regulatory options and to share experiences and to build a shared understanding. Indicative event topics include effective electoral assistance; independence of EMBs; trust in elections; information operation protection; and information environment in conflict areas.	7,000
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.	Publications	Brief publications and guidance developed based on datasets on the repercussions of emerging challenges in election administration with a particular focus on the topics stated in the first output.	5,000
	Communication products	Visual overviews and infographics developed based on datasets on the repercussions of emerging challenges in election and administration with a particular focus on the topics stated in the first output.	5,000
		Staff costs	126,748
		Indirect costs	11,112
		Total	**169,860**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10310 – 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	Electoral knowledge products developed and made accessible through extractions, re-purposing (redesigning and updating), infographics, and multimedia features.	7,347
	Databases	Ongoing research and key International IDEA online databases updated.	23,000
	Digital tools and platforms	EP online resources, including on IDEA's website and through the ACE partnership and its website developed and maintained.	3,000
	Communication products	Multimedia content such as podcasts on training, education and research in electoral administration published.	1,000
Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Publications	Primer on normative and technical aspects of electoral processes (voter verification, proportionality in electoral systems, financing elections) published.	13,500
	Publications	Publication on Special Voting Arrangements (SVA) developed.	15,000
		Staff costs	214,535
		Indirect costs	19,417
		Total	**296,799**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10453 – Money in Politics - Global			
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	Approximately two country assessments and two policy papers on emerging trends on political finance developed.	18,000
	Advisory services	Advice provided on political finance regulatory frameworks and oversight capacities.	4,000
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Databases	The Political Finance Database and tools are reviewed and updated with data on a selected number of countries.	3,000
	Events	Two online events are convened. Indicative topics include global policy influence and agenda setting; political finance and anti-corruption; access to political finance for marginalized groups; and, digital aspects of political campaigning. Subject to travel restrictions, this also includes participation in two global events to shape the global policy agenda on political finance.	5,000
		Staff costs	193,326
		Indirect costs	15,633
		Total	**238,959**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10482 - Protecting Electoral Processes (Risk, Resilience and Crisis Management in 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	Knowledge on crisis management and electoral integrity developed, including case studies and books (IDEA-EIP edited volume).	5,000
	Training	Workshops and trainings on risk, resilience and crisis management held.	4,000
	Digital tools and platforms	Knowledge resources, datasets and tools on risk management and conflict developed and/or maintained.	13,000
	Digital tools and platforms	Knowledge on crisis management (Covid-19) developed and maintained, including an updated multimedia report, datasets and dashboards.	2,000
Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Training	A package of programming tools and training materials developed to help regional and country offices to fundraise, sequence and hold workshops on electoral risk and crisis management.	5,000
		Staff costs	140,541
		Indirect costs	11,868
		Total	**181,409**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10483 – Global advisory services and capacity building.			
Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Events	Substantial contribution to events by presenting; providing speaking notes and background evidence; brokering experts and participants to events and processes such as expert webinars, committee hearings, or reform consultations upon invitation by boundary partners.	18,500
	Advisory services	Targeted and responsive advisory services provided on specialist electoral questions to regional teams and boundary partners, based on custom research and existing knowledge resources.	5,000
Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Training	Training resources on electoral management developed and maintained. Support provided to IDEA field offices and partners (MEPA and BRIDGE) to deliver trainings.	4,000
		Staff costs	203,386
		Indirect costs	16,162
		Total	**247,048**

Parliamentary Processes

Restricted Projects

PR10355 - 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	1,142,174
	Office costs	76,000
	Staff costs	557,815
	Indirect costs	124,318
	Total	**1,900,307**

Director, Global Programmes Office (DGPO)
Unrestricted Projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10450 - 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.	Publications	Knowledge products/resources developed on women, youth, indigenous people, people living with disabilities and minorities as actors and beneficiaries of democracy building.	15,000
		Digital tools and platforms	Gender Quotas updated and maintained and a data portal on inclusion frameworks on political and electoral processes developed.	31,800
		Digital tools and platforms	The Inclusion Portal on marginalised groups (women, youth, indigenous people, people living with disabilities and minorities) developed.	-
		Digital tools and platforms	The online global platform and resources on women's political participation, representation and leadership updated and maintained in Arabic, English, French and Spanish.	15,000
	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	Technical/advisory support and advocacy provided for political parties on inclusive and more equitable political processes and institutions.	-
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	Technical/advisory support and advocacy provided for EMBs on inclusive and more equitable electoral processes.	-
			Staff costs	186,746
			Indirect costs	17,398
			Total	**265,944**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10302 – Democracy in the Development Agenda			
Strategic partners address the democracy dimensions of SDG16+ within the monitoring process of the implementation of the 2030 Agenda for Sustainable Development.	Publications	Contribution to the SDG16 Data Initiative (global report and databases).	2,500
	Events	Contribution to major events and engagement in advocacy opportunities.	3,000
	Advisory services.	IDEA's institutional capacity for demonstrating how the Institute's work contributes to the implementation of the SDGs strengthened.	2,500
		Staff costs	28,896
		Indirect costs	2,583
		Total	**39,479**

Objective	Outcome	Project outputs	Budget, €
PR10040 - 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 Programme and the Institute.	Advocacy and Representation of IDEA in events/meetings.	16,015
		Fundraising and resource mobilisation and M&E enhanced and sustained.	6,680
		GP's strategy assessed and revised in line with IDEA's new strategy.	22,000
		Staff costs	315,607
		Indirect costs	25,221
		Total	**385,523**

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, especially in the cases of predominant parties, and the appetite for any significant democratic governance reforms remains limited as ruling parties 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, the 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 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 the 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 North Africa and Middle East sub-region remains the least democratic one. While some countries hold periodic elections, deeper reforms are needed to combat corruption, guarantee fundamental freedoms, and ensure greater participation of youth, women, and minorities. The recent events in Tunisia, where the president has activated Article 80 and the suspension of parliament indefinitely raises concerns, as this is a step that may threaten the achievements of this young democracy. Libya, Lebanon, and Palestine remain stuck in political divisions, which make the democratization process very slow and fragile.

The countries, institutions and actors that have been identified for engagement and as boundary partners for International IDEA's AWA Programme in 2022 are reflective of some of the

governance and development dynamics described in the preceding paragraphs. The main boundary partners will continue to include Electoral Management Bodies, constitution makers, advisers to constitution makers, constitution implementors, civil society, political parties and movements, and national and sub national parliaments and networks.

More specifically, regional networks of election management bodies form a critical entry point for the regional elections programme, through which the programme delivers advisory services and capacity building to EMBs in the region. Specifically, IDEA will continue to foster its strategic partnerships with the Arab Electoral Management Bodies Network, the Arab Gender Network, the ECOWAS Network of Electoral Commissions (ECONEC) and the Electoral Commissions Forum of SADC Countries (ECF-SADC).

Moreover, the African Union Commission will continue to be an anchor partner. Through a Memorandum of Understanding with the Union, IDEA has over the last 15 years supported the pan-African organization's efforts in the areas of preventive diplomacy and norms-building, and standards-setting for democratic governance.

The AWA programme will also continue to nurture strategic partnerships with international and regional actors. Collaboration with various UN agencies will continue and partnership agreements with organizations at the sub-regional level, such as EAC, IGAD and ECOWAS, will 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.

In terms of thematic priorities transition and post-conflict contexts are expected to emerge as International IDEA's new big focus in the AWA region, given the number of countries embarking in such transitions and IDEA's increasing expertise and experience in that field. Moreover, in view of AWA countries' vulnerabilities to negative climatic events, pandemics and violent conflicts, promotion of electoral risk management and resilience tools, based on our flagship Electoral Risk Management Tool, will be a substantial joint drive of AWA and the Electoral Processes Team in Stockholm, in the region in 2022.

At the country level, Chad, the Gambia, Guinea-Bissau, Kenya, Liberia, Malawi, Mali, Mozambique, Sierra Leone, Sudan, South Sudan, Tunisia, Zambia, Lebanon, Libya, Palestine, Morocco, Iraq and Yemen will be prioritized in 2022. A common denominator in many of these settings 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. In other countries, focus will lie on support to constitutional reform processes, political participation and promotion of accountability and reform of electoral infrastructure. An effort will be made to continue implementing the Africa-wide initiative on enhancing women's political participation, financed by Sweden on restricted funding.

Table 8. Planned budgets per project, 2022: Africa and West Asia Programme

Project name	RES €	UNR €	Total €
AWA TU – Constitution makers	-	267,281	267,281
AWA RO – Electoral Management Bodies	-	183,429	183,429
AWA RO – Political parties and movements	-	101,718	101,718
AWA RO – National and sub-national parliaments	-	96,663	96,663
AWA TU – Electoral Management Bodies	-	80,794	80,794
Pan-regional Initiatives in Africa and West Asia	-	413,491	413,491
Tunis General Programme Management and Office	-	285,183	285,183
Addis General Programme Management and Office	-	524,305	524,305
A49: Supporting the application of Article 49 and proportionality in Tunisia*	743,830	-	743,830
African Union Support Programme*	161,411	-	161,411
Support to peaceful presidential elections in The Gambia*	26,646	-	26,646
Supporting accountable democratic governance and active citizenry in Kenya*	370,027	-	370,027
Support to Consolidation of Democracy in Mozambique*	1,525,835	-	1,525,835
Support to Sudan's Democratic Transitional Government*	1,620,253	-	1,620,253
Supporting Sudan's Democratic Transition – EU*	2,154,060	-	2,154,060
Supporting Sudan's Democratic Transition – Sida*	1,235,674	-	1,235,674
Supporting Mali's Transition to Peace and Democracy*	620,257	-	620,257
TOTAL, AFRICA AND WEST ASIA PROGRAMME	**8,457,993**	**1,952,863**	**10,410,856**

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

Figure 13. Geographical coverage, Africa and West Asia

Capacity development
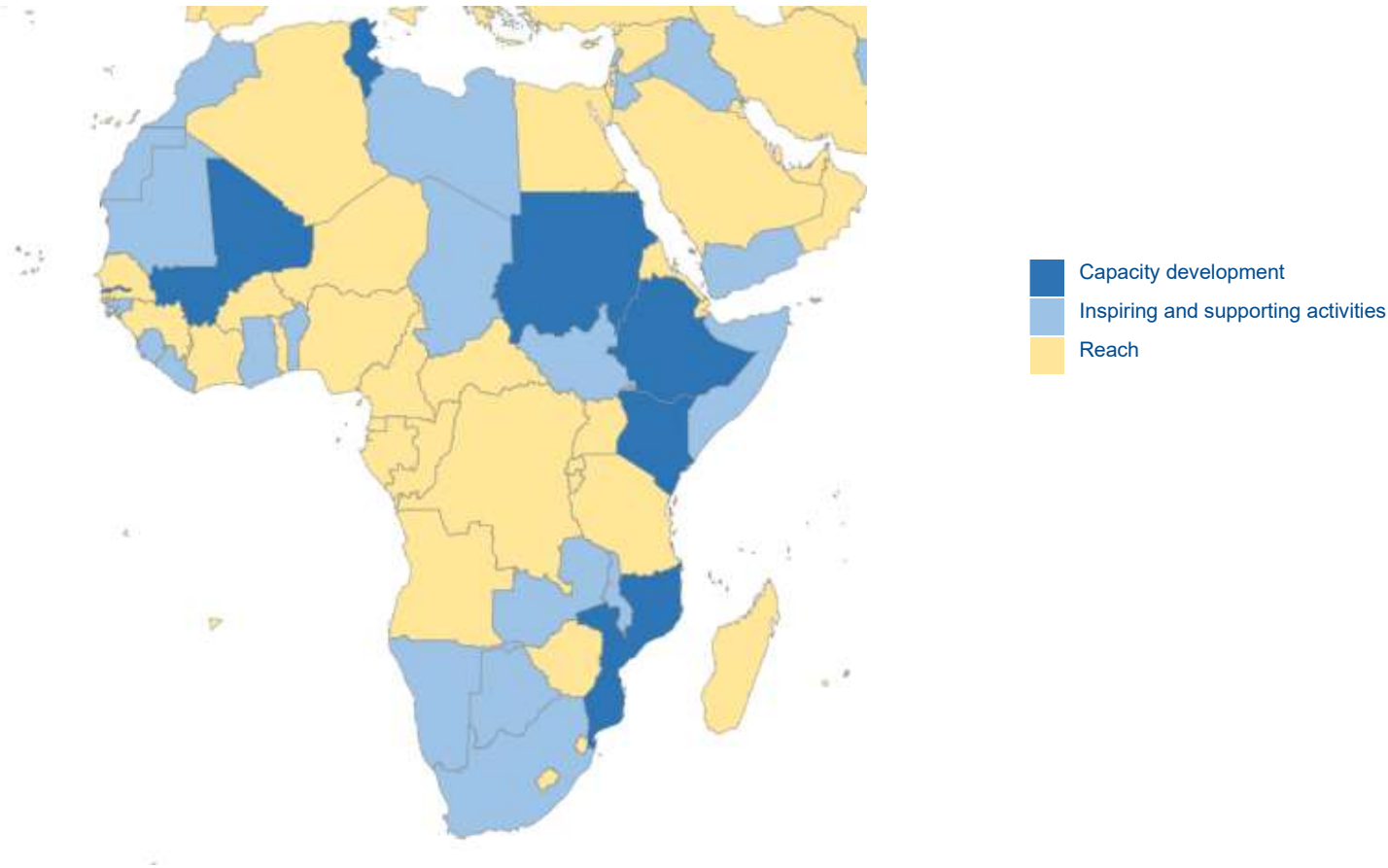Inspiring and supporting activities
Reach

Figure 13 shows where in Africa and West Asia International IDEA plans to make financial investments 2022. 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, Kenya, Mali, The Gambia, Sudan and Mozambique and increased inspiring and supportive activities are planned, among others, for Namibia, Zambia, Malawi, Guinea-Bissau, Liberia, Sierra Leone, Mauritania, Iraq and Yemen.

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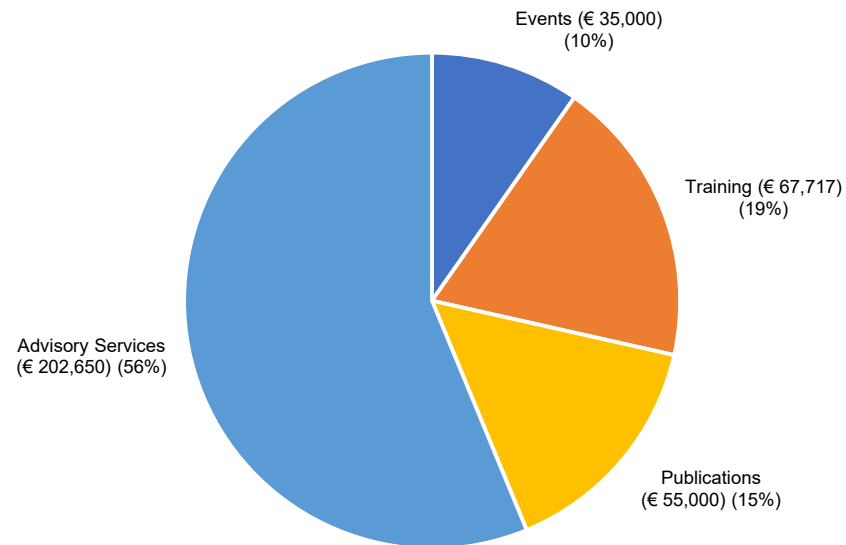

Figure 14 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2022. 85% of the activity budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 15% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites. This can be compared to the budget for 2021, when 79% of the activity budget was invested in face-to-face outputs and 21% in publications.

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.
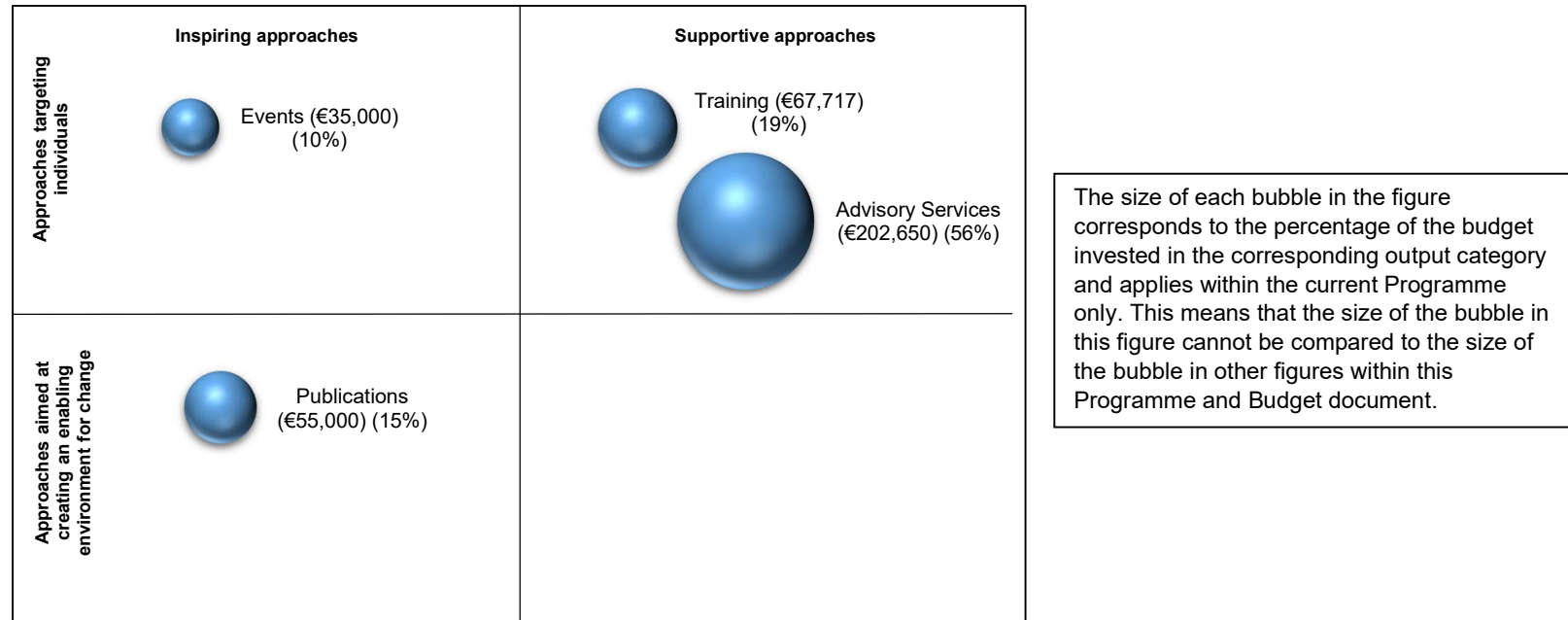
Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2022 and illustrates how these outputs are intended to inspire and support change processes. 25% of the activity budget in the Africa and West Asia Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 75% of the activity budget will be invested in trainings and advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2021, when 38% of the activity budget was planned to be invested in inspiring outputs and 62% 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.
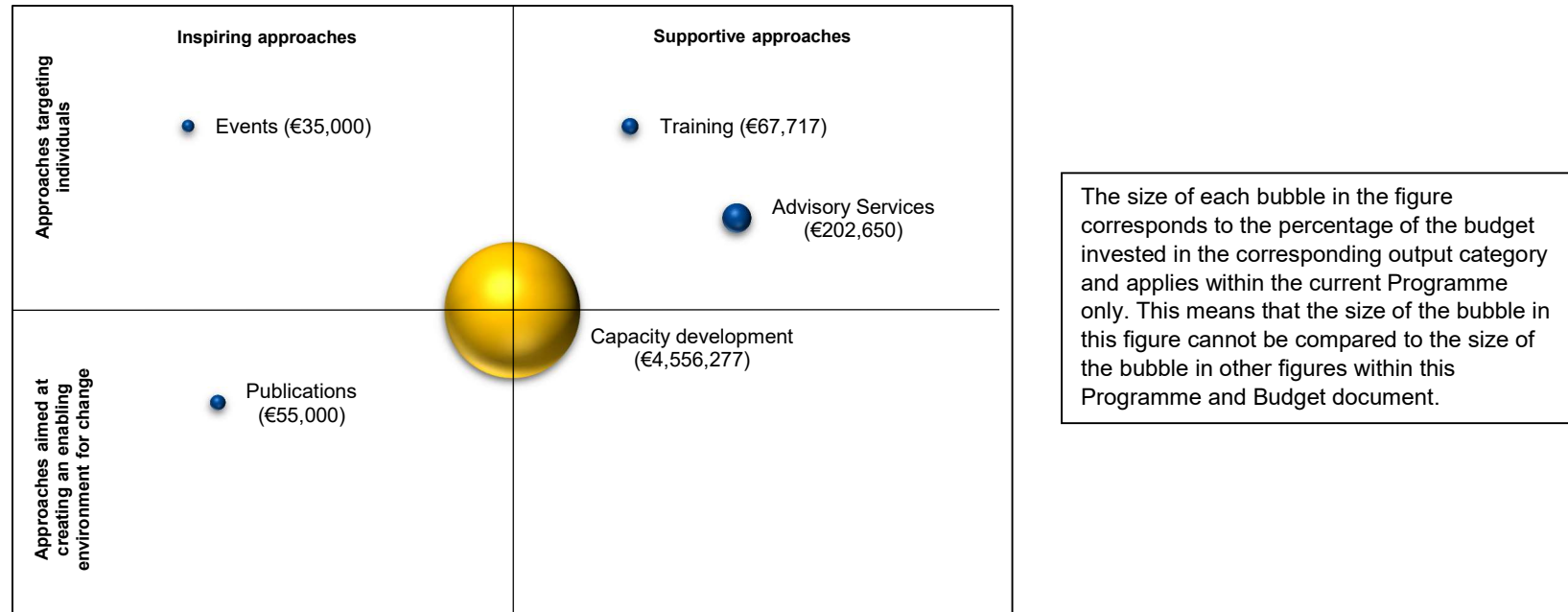
Figure 16 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2022 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 7% of the total budget for the region. The remaining 93% 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 2021, when unrestricted funds amounted to 4% of the total budget for the region and the remaining 96% were restricted project grants.

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ASSISTANCE

Figure 17. Financial investment per boundary partner (core funding), Africa and West Asia
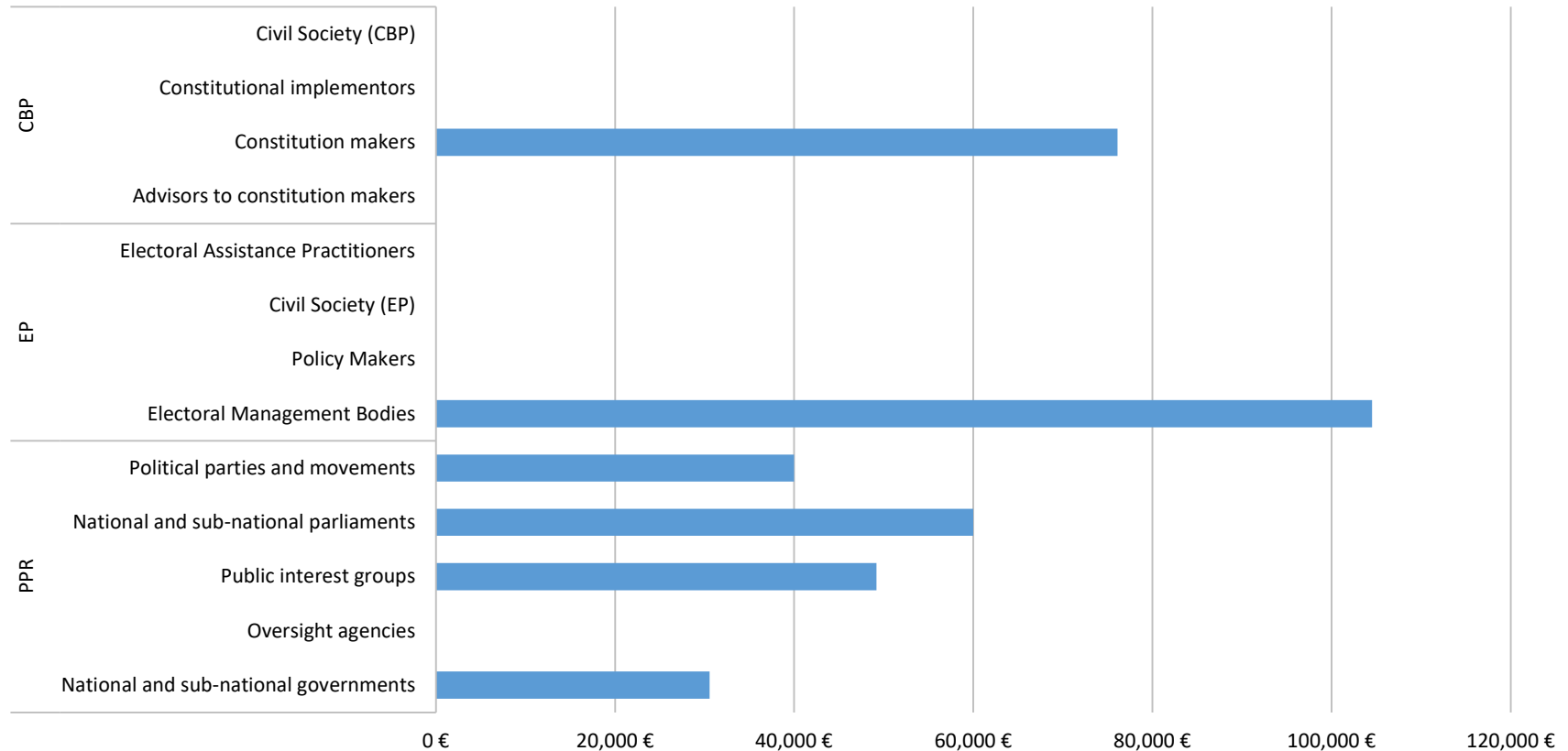
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 17 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Africa and West Asia Programme 2022. 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 2022 Programme and Budget. Compared to the budget for 2021 the main difference is that in 2022 no investments in Civil Society (EP) will be made.

Figure 18. Total financial investment per boundary partner (core and restricted funding), Africa and West Asia
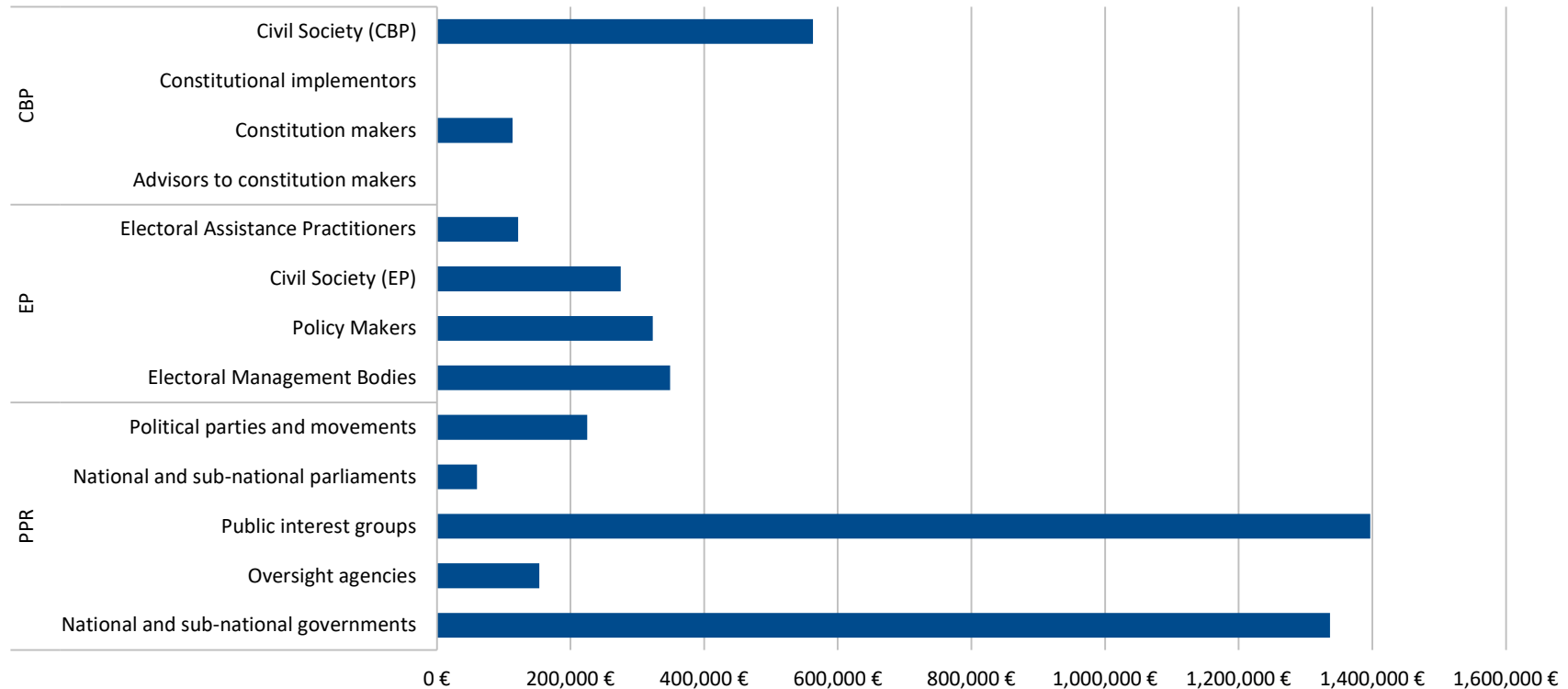
Figure 18 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2022. Compared to the budget for 2021 the main difference is that investments in national and sub-national governments as well as public interest groups have decreased yet they remain the largest boundary partners. Investment in all boundary partners in Electoral Processes have slightly increased in 2022 compared to 2021.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10441 - 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 services provided to Mali's constitution makers.	76,108
			Staff costs	173,687
			Indirect costs	17,486
			Total	**267,281**
PR10443 - 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 conducted to provide support to EMB networks.	10,000
		Publication	One knowledge product developed on a selected thematic issue, such as: trust in electoral processes; managing elections in crisis/emergencies; Covid-19 and elections in Africa.	10,000
		Advisory services	On-demand advisory services provided to EMBs or networks of EMBs and other boundary partners.	16,801
		Training	On-demand trainings provided to EMBs.	25,000
			Staff costs	109,628
			Indirect costs	12,000
			Total	**183,429**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10444 - 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.	Publication	One knowledge product on political parties in democratic transition developed.	5,000
		Publication	One knowledge product on violence against women in politics developed.	15,000
		Events	Regional dialogue and launch of the publication on Mozambique's peace and security conducted.	5,000
		Training	Two peer-to-peer dialogue sessions for youth and women in political parties in Tunisia conducted.	15,000
			Staff costs	55,064
			Indirect costs	6,654
			Total	**101,718**
PR10445 - 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 more transparent, inclusive, responsive and accountable to all citizens.	Events	Capacity building dialogue on Namibian women in politics conducted.	10,000
		Advisory services	Guidelines for the Parliament of Zambia on constituency engagement developed.	15,000
		Events	Peer-to-peer learning events for municipalities in North Africa conducted.	10,000
		Publications	Support provided to parliamentary reforms through the development of regional minimum standards on internal accountability mechanisms.	25,000
			Staff costs	30,339
			Indirect costs	6,324
			Total	**96,663**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10446 - 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.	27,717
		Advisory services	On-demand advisory services provided to EMBs in the region.	15,000
			Staff costs	32,791
			Indirect costs	5,286
			Total	**80,794**
PR10115 – Pan-regional Initiatives in Africa and West Asia				
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.	49,193
	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.	10,548
			Staff costs	326,699
			Indirect costs	27,051
			Total	**413,491**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10368 - 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.	20,000
			Office costs	60,000
			Staff costs	186,526
			Indirect costs	18,657
			Total	**285,183**

	Budget, €
PR10366 - Addis General Programme Management and Office	
Office costs	172,941
Staff costs	317,064
Indirect costs	34,300
Total	**524,305**

Restricted projects

PR10479 – A49: Supporting the application of Article 49 and proportionality in Tunisia

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	**Civil Society** hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Capacity development	494,354
		Office costs	8,060
		Staff costs	186,318
		Indirect costs	55,099
		Total	**743.830**

PR10481 - African Union Support Programme

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	117,487
		Office costs	1,973
		Staff costs	31,390
		Indirect costs	10,560
		Total	**161,411**

PR10499 – Support to peaceful presidential elections in The Gambia

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	13,438
		Staff costs	11,465
		Indirect costs	1,743
		Total	**26,646**

PR10463 – Supporting accountable democratic governance and active citizenry in Kenya

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
PPR	***Oversight agencies*** monitor, prevent, and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics	Capacity development	153,146
		Office costs	41,222
		Staff costs	151,452
		Indirect costs	24,207
		Total	**370,027**

PR10345 - Support to Consolidation of Democracy in Mozambique

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	275,100
	Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.		121.689
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		65,690

	Office costs	524,136
	Staff costs	439,399
	Indirect costs	99,821
	Total	**1,525,835**

PR10412 - 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	1,306,300
		Office costs	72,722
		Staff costs	128,190
		Indirect costs	113,041
		Total	**1,620,253**

PR10399 - 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	1,162,321
		Office costs	207,361
		Staff costs	643,458
		Indirect costs	140,920
		Total	**2,154,060**

PR10423 - 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	171,674
	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.		185,445
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.		189,554
CBP	**Civil society** hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.		68,548
		Office costs	96,000
		Staff costs	443,614
		Indirect costs	80,838
		Total	**1,235,674**

PR10501 – Supporting Mali's Transition to Peace and Democracy

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	54,905
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		139,722
CBP	**Constitution makers** apply increased knowledge and skills to make more informed choices regarding constitutional design and process.		36,904
		Staff costs	348,149
		Indirect costs	40,578
		Total	**620,257**

4. Asia and the Pacific Programme

Since 2020, the Asia and the Pacific region experienced both progress towards and retreats from democracy. Democratic divides deepened, with the most dramatic reversals taking place in Myanmar, Hong Kong, and Afghanistan, whereas more incremental declines, particularly on corruption, civil liberties and checks on government, continued in many democracies. On the other hand, some countries in the region managed to respond to the pandemic effectively while maintaining basic democratic principles and freedoms, even innovating institutionally and procedurally.

The collapse of the elected government in Afghanistan, the military coup in Myanmar, deepening authoritarian rule in Cambodia, but also the slow progress of many nascent democracies in the context of intensified geopolitical contestation, all call for a dialogue on democracy assistance based on long term perspectives, genuine partnership and solidarity, data and evidence, as well as on the lived experience of diverse peoples. This is particularly true given how popular demands for democratic freedom and political reform are not deterred, even in the face of brutality.

In 2022, the priorities of International IDEA's Asia and the Pacific (AP) programme will continue to be to strengthen democracy's capacity for self-correction, through support to integrity of elections, rights-based constitution building processes, and inclusive political participation, with a particular focus on youth, indigenous peoples, migrant workers, minorities, and women. Analysis of the democratic trends and building on the Global State of Democracy (GSoD) Indices underpins the programming. The climate crisis and democracy is a new research theme.

Regarding electoral processes the AP Programme will continue to harvest and apply lessons learnt from elections carried out during the Covid-19 pandemic. Topics of focus include digital campaigning, electoral technology, absent voters, and the use of technology in Out of Country Voting. International IDEA has also partnered with the General Election Commission of Mongolia in setting up the Mongolian Asian Regional Centre for Election Observation and advisory services will be provided to the Electoral Commission of the Solomon Islands on the envisaged electoral system reform, while collaboration with the Australian Election Commission continues.

Regarding constitution building, emerging topics include increasing use and longer-term implications of emergency powers as well as ethnonationalism under religious pretenses. The Institute will focus on collating positive examples of practices that are working to counter these trends, including looking at the need to seek balance between individual and collective rights. Persistent topics cover accommodation of minorities, countering restrictions on civil society space, gender equality, and democratizing security forces. The intersection between peace and constitution building will be relevant.

The AP Programme seeks to influence ongoing constitutional debates in Sri Lanka, the Philippines, Indonesia and elsewhere

as relevant. As the future of Afghanistan's constitution of 2015 is uncertain, International IDEA will engage in a study of constitutional options with an Afghan partner, with a view to safeguarding fundamental rights in any future reforms. The Institute's regional programme also continues to facilitate a regional network of constitutional lawyers and policy makers through the Melbourne Forum process, in partnership with the Constitution Transformation Network.

The AP Programme continues to transform its Youth Democracy Academy (YDA) Curriculum into e-learning modules, making it available in countries experiencing limited access to civic education programmes on democracy, and organizing regional dialogues amongst political youth groups. Moreover, as media integrity has been hampered during the pandemic International IDEA is supporting pilots of Media Watch in Indonesia and the Philippines.

Country projects

In 2022, International IDEA will continue programmes which have attracted restricted funding in the following countries:

- In Myanmar the Institute aims to support a return to a democratic constitutional order and the building of a genuinely democratic system by supporting key democratic actors, such as the Committee Representing the Parliament of Myanmar, the National Unity Government and the National Unity Consultative Council. International IDEA's MyConstitution project will continue to advise partners in Myanmar and in exile on constitution building processes and on supporting the emergence and sustenance of a rights-based, informed and inclusive constitutional culture.

- In Timor-Leste, International IDEA works with the two EMBs and the government, in collaboration with UNDP, with funding provided by the government of Japan, to ensure that the presidential elections scheduled to take place in May 2022 will be Covid-19 resilient.
- In Bhutan International IDEA continues to work with the two Houses of the Parliament to furthering their engagement with civil society organizations, in collaboration with Helvetas, and funded by the EU.
- In Fiji, UK FCDO supports International IDEA and Dialogue Fiji to develop civil society organizations' capacity to engage with the state institutions in view of parliamentary elections 2022. International IDEA also continues the series of Melanesia democracy webinars/conversations on issues of importance in this Pacific subregion.
- In the Philippines, International IDEA continues implementing the EU supported Indigenous Peoples' (IP) Champions project focusing on Bangsamoro and Cordillera regions, by providing the skills and tools to the IP Champions to better understand and further improve the protections guaranteed by the constitution and other legislation.
- In Nepal, International IDEA continues to work together with the Ministry for Federal Affairs and General Administration (MoFAGA) and the UK FCDO to implement federalization of democratic governance, cultivate a culture of inclusive and deliberative decision making in local and provincial governments, and consolidate the learnings acquired through the 4-year implementation of this innovative project.

Table 9. Planned budgets per office and project, 2022: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Electoral Institutions and Processes in Asia and the Pacific	-	162,075	162,075
Democratic Development in Melanesia	-	85,806	85,806
Political Participation and Representation in Asia and the Pacific	-	81,038	81,038
Democracy Assessment and Political Analysis in Asia and the Pacific	-	144,078	144,078
Youth Inclusion in Democratic Processes	-	108,829	108,829
Constitution-building Processes in Asia and the Pacific	-	146,733	146,733
Democracy and Inclusion in Asia and the Pacific	-	200,441	200,441
Climate change and Democracy in Asia and the Pacific	-	37,221	37,221
Programme Management and Office	-	426,826	426,826
Indigenous Peoples' Champions for the Philippines*	79,452	19,444	98,896
COVID-Resilient Elections in Timor-Leste*	9,793	-	9,793
TOTAL (AP RO)	**89,246**	**1,412,491**	**1,501,736**
Bhutan			
Promoting Good Governance - Support to Civil Society and Bhutanese Parliament engagement with Civil Society Organisations*	423,547	-	423,547
TOTAL (BHUTAN)	**423,547**	**-**	**423,547**
Myanmar			
Support to Electoral Processes and Democracy (STEP Democracy), Phase II*	26,634	-	26,634
MyConstitution II*	265,200	-	265,200
TOTAL (Myanmar)	**291,834**	**-**	**291,834**

Programme/Project name	RES €	UNR €	Total €
Nepal			
Supporting a Cohesive Response to Local Governance in Nepal	-	125,345	125,345
Support to emerging democratic governance and PLGSP effectiveness*	166,625	-	166,625
TOTAL (Nepal)	**166,625**	**125,345**	**291,970**
TOTAL, ASIA AND THE PACIFIC	**971,251**	**1,537,836**	**2,509,087**

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

Figure 19. Geographical coverage, Asia and the Pacific

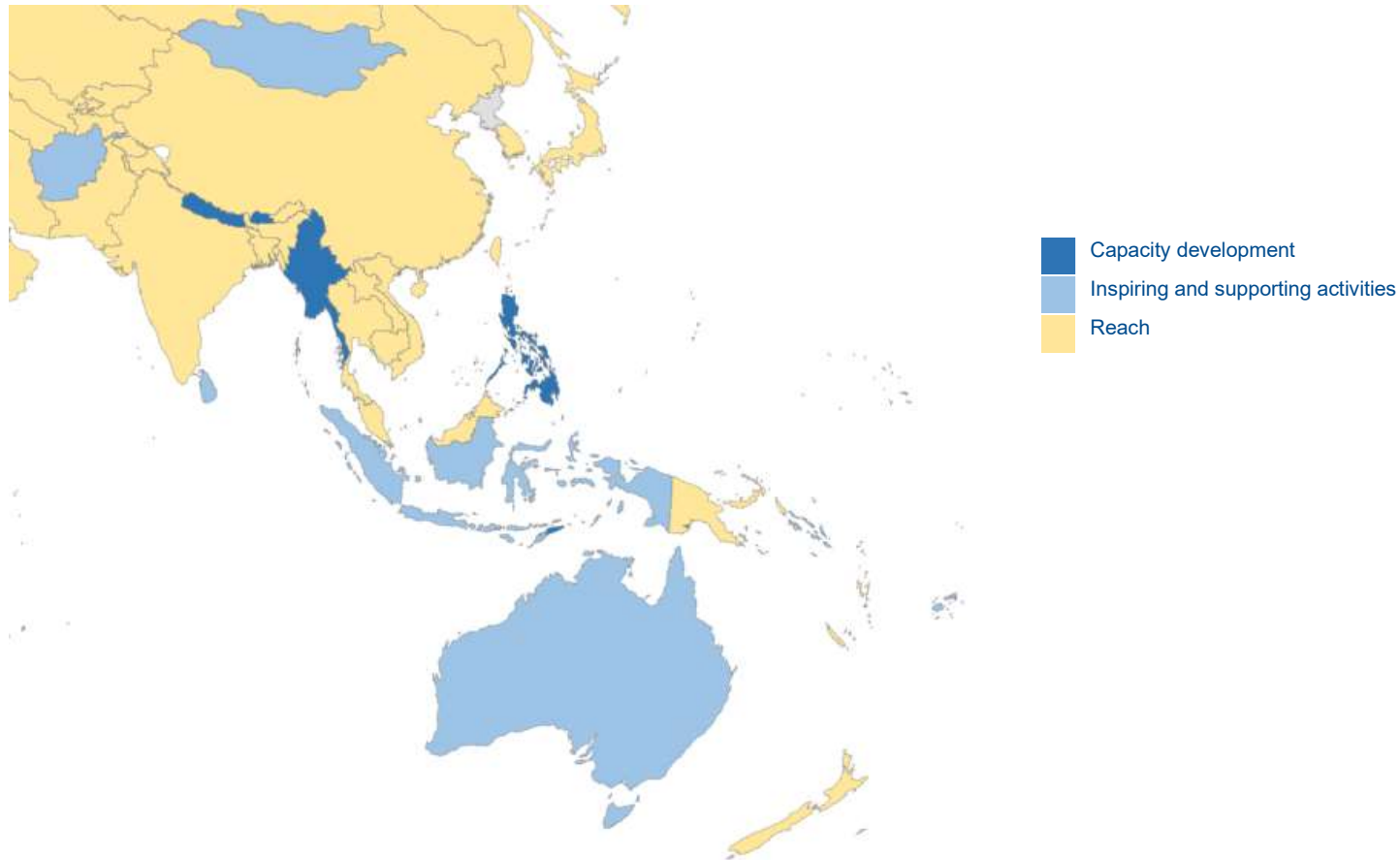Capacity development

Inspiring and supporting activities

Reach

Figure 19 shows where in Asia and the Pacific International IDEA plans to make financial investments 2022. 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, Nepal, the Philippines, Bhutan and Timor-Leste and increased inspiring and supportive activities are planned, among others, for Sri Lanka, Fiji, Indonesia, Afghanistan, Mongolia and the Solomon Islands.
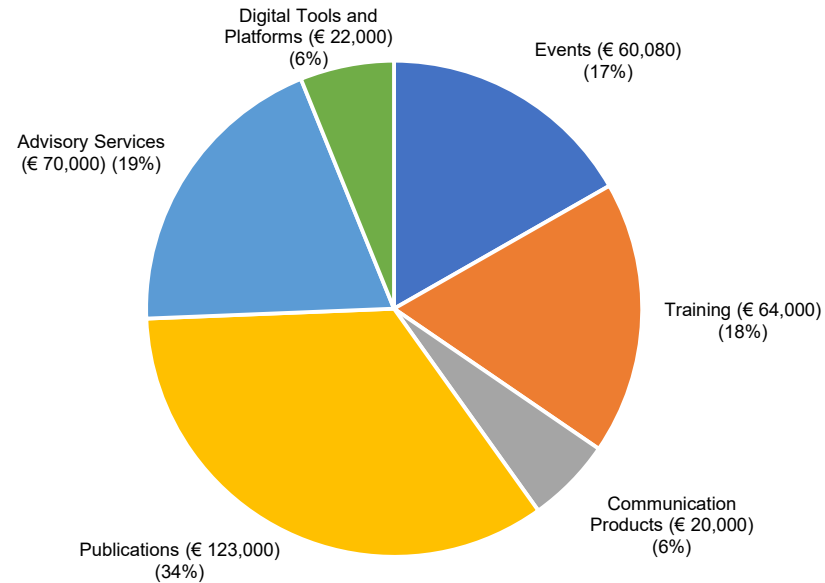
Figure 20 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2022. 54% of the activity budget in the Asia and Pacific Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences 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 activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules), databases, communication products and digital tools and platforms which we make available online on International IDEA's websites. This is identical to the budget for 2021.

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ELECTORAL
ASSISTANCE

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.
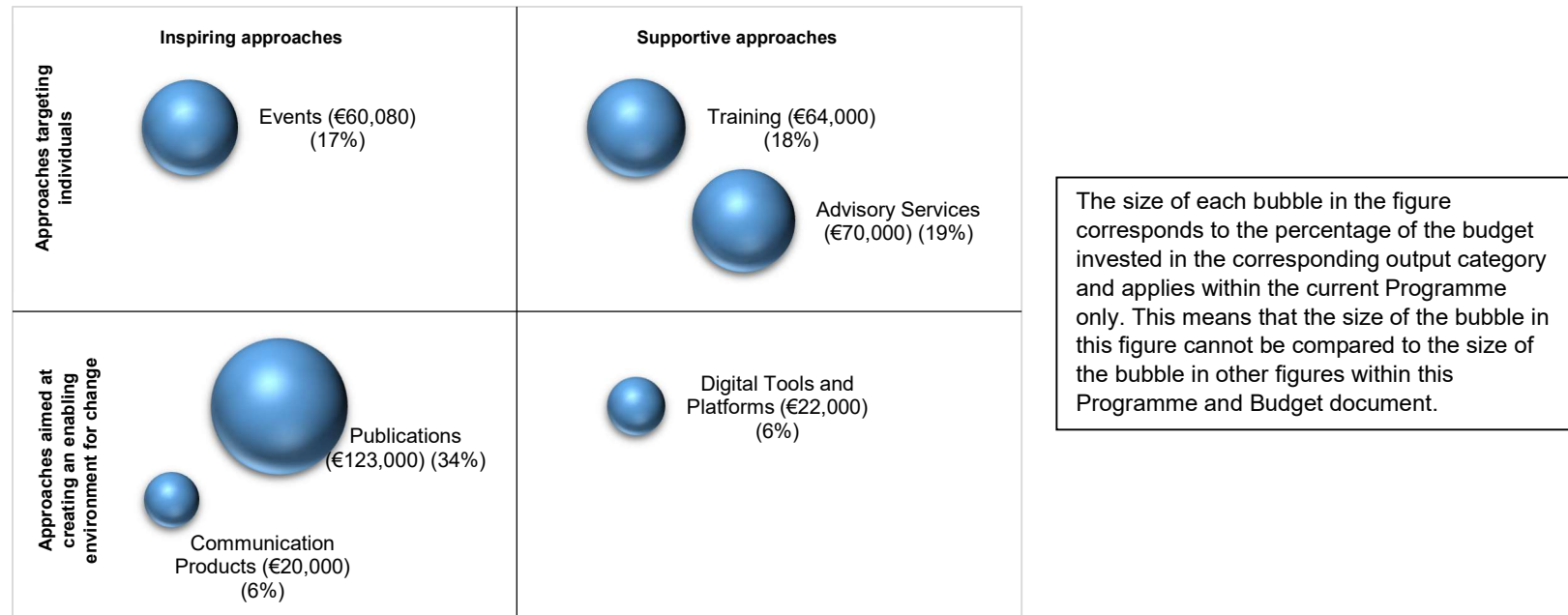
Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2022 and illustrates how these outputs are intended to inspire and support change processes. 57% of the activity budget in the Asia and Pacific Programme will be invested in events, online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 43% of the activity budget will be invested in trainings and advisory services as well as online digital tools and platforms aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2021, when 67% of the activity budget was planned to be invested in inspiring outputs and 33% 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

Approaches targeting individuals

Events (€60,080)

Training (€64,000)

Advisory Services (€70,000)

Capacity development (€642,804)

Approaches aimed at creating an enabling environment for change

Publications (€123,000)

Digital Tools and Platforms (€22,000)

Coommunication Products (€20,000)

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.
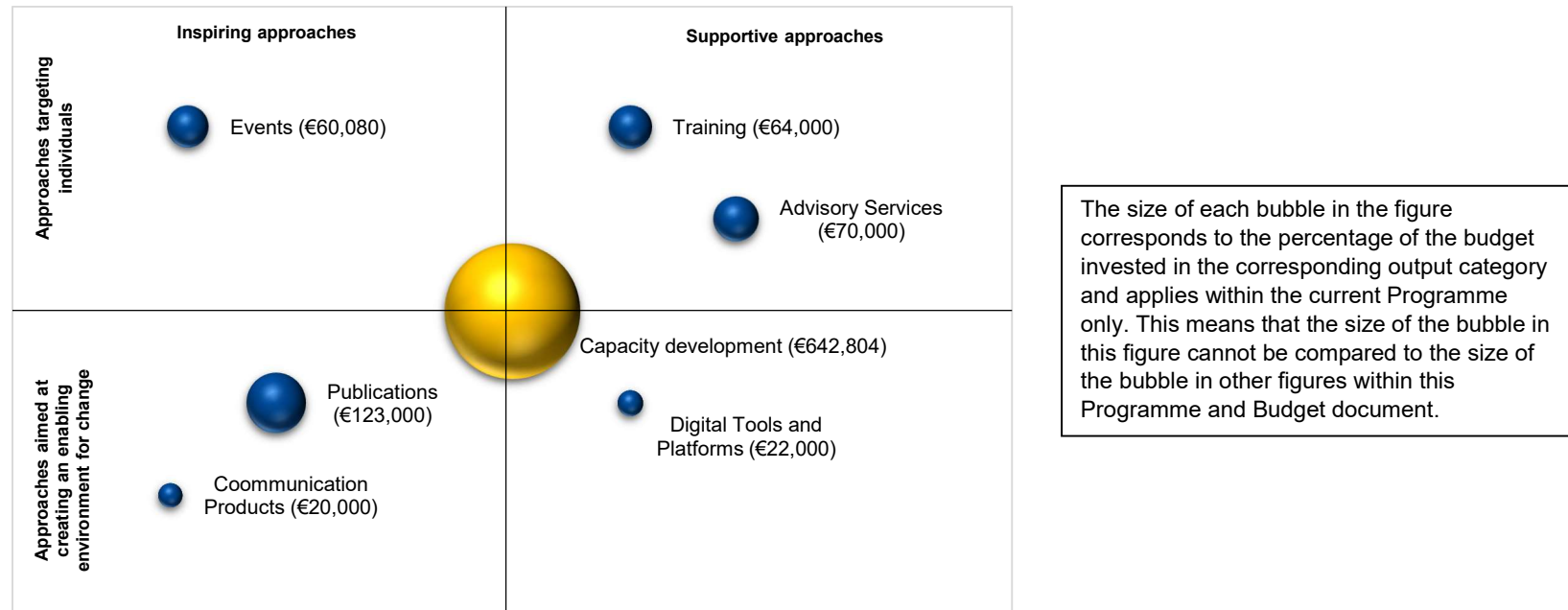
Figure 22 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2022 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 36% of the total activity budget for the region. The remaining 64% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. This can be compared to the budget for 2021, when unrestricted funds amounted to 5% of the activity budget.

Figure 23. Financial investment per boundary partner (core funding), Asia and the Pacific
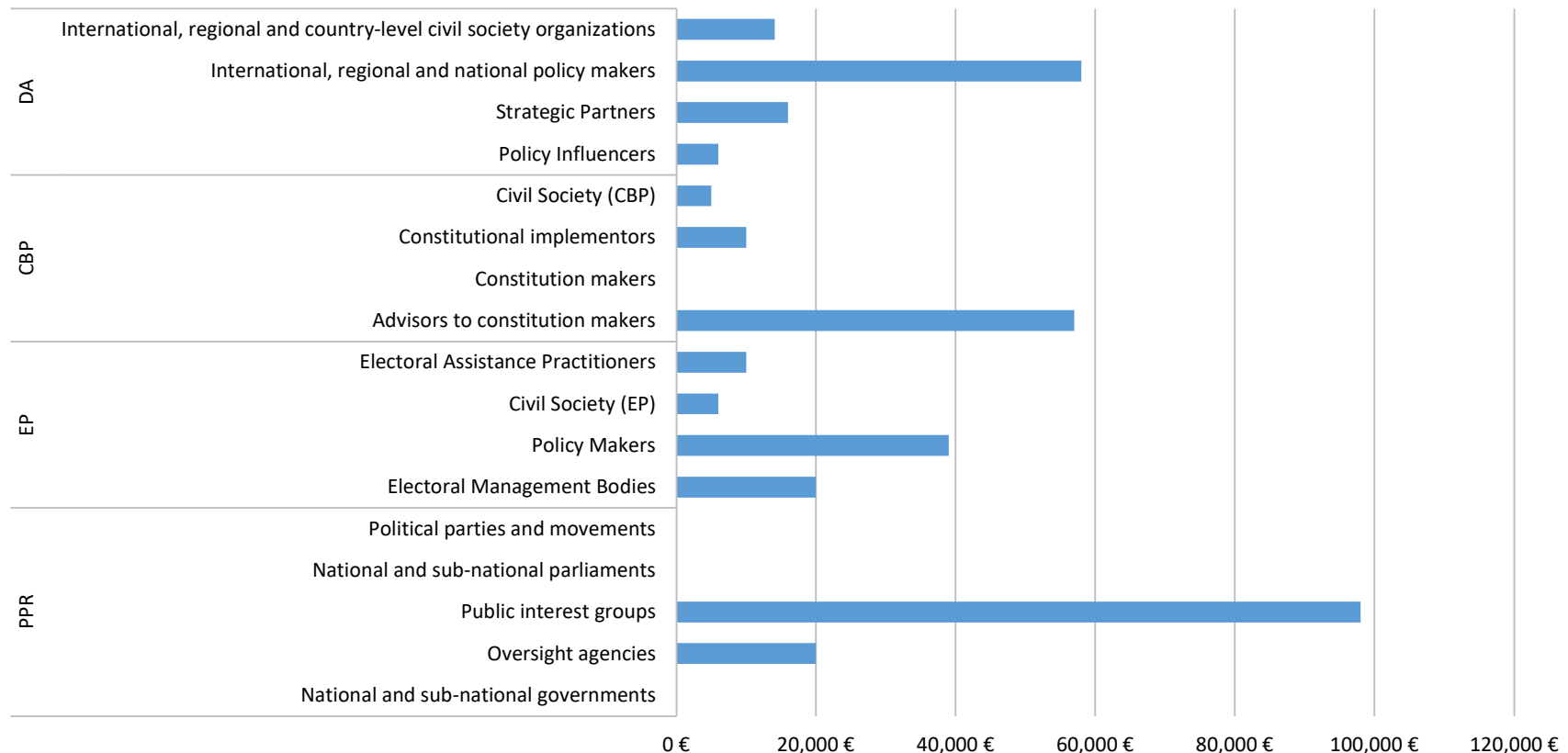
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 23 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Asia and Pacific Programme 2022. 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 2022 Programme and Budget. The main difference compared to the budget for 2021 is that public interest groups will receive a significantly higher proportion of the total activity budget while the budget for policy makers in electoral processes decreased.

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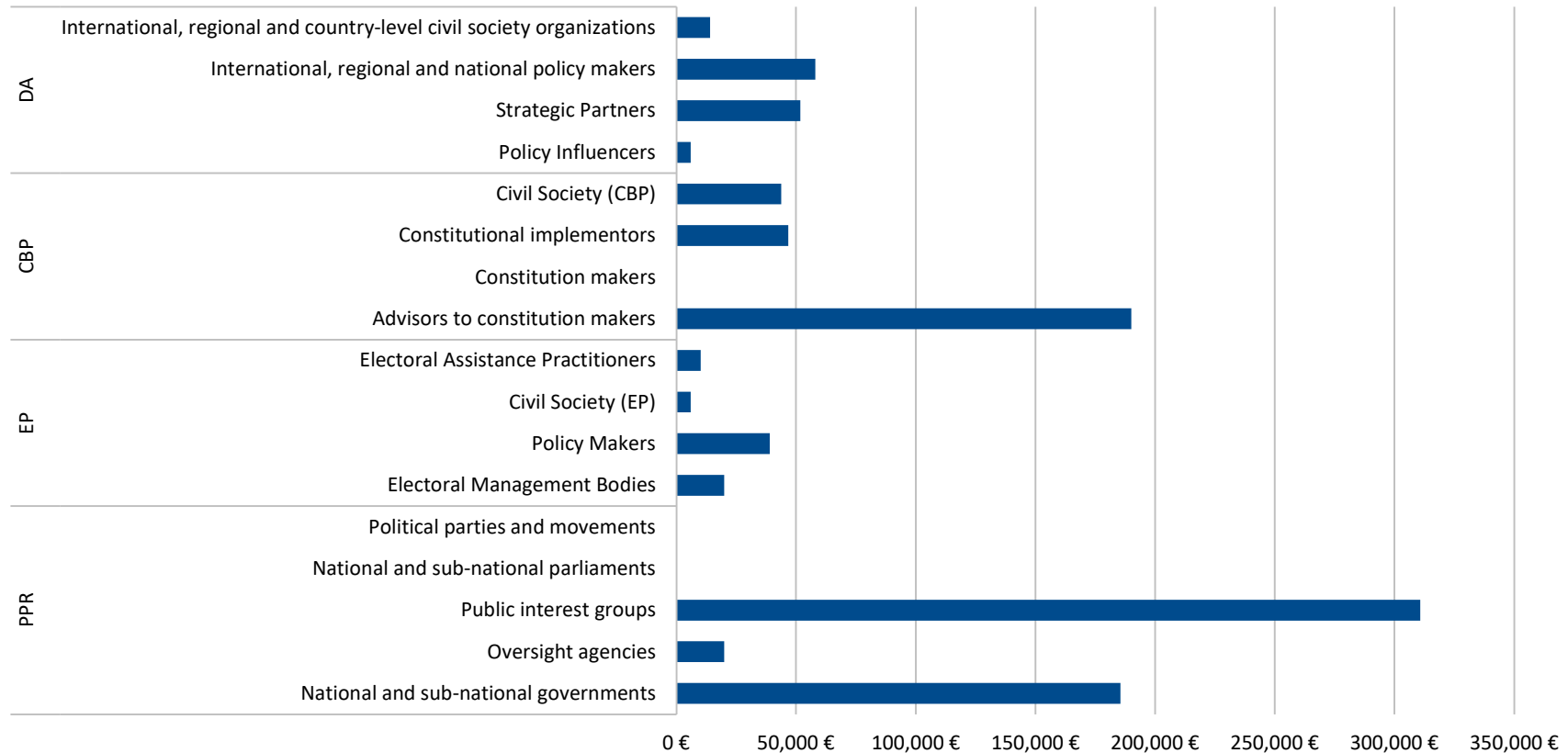

Figure 24 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2022. The main difference from the budget plans for 2021 is that the funding for CSOs in Electoral Processes and for national and sub-national governments will decrease significantly.

Asia and the Pacific Regional Office
Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10488 – Electoral Institutions and Processes in Asia and the Pacific				
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	Technical support and advise provided to the Asia & the Pacific Centre for Excellence on Election Observation through the creation of a training curriculum for election observers.	20,000
	Electoral assistance practitioners provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Publications	Support to election monitoring and observation provided by publishing reports and briefs as contributions to fair and transparent electoral processes in Nepal.	10,000
	Policy makers support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Advisory services	Technical advice and support provided to advocates ensuring a viable electronic voting result recapitulation system is designed and planned in Indonesia.	10,000
		Publications	Feasibility studies for using technology conducted in one or two countries to improve their out-of-country voting turnout. This will result in policy papers.	20,000
	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.	Digital tools and platforms	An electoral redistricting computer application that enables low-cost participation in electoral boundary delimitation processes in countries in Asia and the Pacific developed and launched.	6,000
			Staff costs	85,472
			Indirect costs	10,603
			Total	**162,075**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10489 – Democratic Development in Melanesia				
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.	Training	Election observer groups in Fiji trained and supported to conduct electoral campaign expenditure monitoring in the 2022 General Elections.	20,000
DA	***Policy influencers*** contribute to placing democracy on the public agenda by being aware of and discussing democracy.	Events	Webinars conducted on thought-provoking democratic topics based on GSoD indices and/or contemporary issues within the Melanesia region.	6,000
			Office costs	5,400
			Staff costs	48,793
			Indirect costs	5,614
			Total	**85,806**
PR10490 – Political Participation and Representation in Asia and the Pacific				
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	Analysis and assessment of criminalization of politics, corruption, and money in politics in the Asia and the Pacific region conducted and disseminated.	8,000
		Publications	A comparative study on the practice of online electoral campaigning and its relationship with the regulation of political finance as well as its impact on political finance practices published and disseminated.	5,000
	Oversight Agencies monitor, prevent and mitigate threats to democracy, and threats posed by both illegal and illicit money in politics.	Communication products	Media bias monitoring in one or two countries conducted and results presented to the public through regular video programmes on YouTube.	20,000
			Staff costs	42,736
			Indirect costs	5,302
			Total	**81,038**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10491 – Democracy Assessment and Political Analysis in Asia and the 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.	Publications	Research papers and policy briefs on key regional and sub-regional issues based on GSoD data developed.	38,000
	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, recommendation and data (indices).	Events	Forums and seminars held to disseminate findings and recommendations of the 2021 GSoD Global and AP regional report.	14,080
	Strategic Partners use the GSoD data and analysis in their research.	Training	Workshops on using the GSoD Indices conducted for CSO partners.	16,000
			Staff costs	66,572
			Indirect costs	9,426
			Total	**144,078**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10492 – 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.	Digital tools and platforms	Youth Democracy Academy (YDA) modules on public administration and governance developed and adapted into e-learning courses.	16,000
		Events	At least three dialogues among youth groups in the region on issues of key political engagement organized.	12,000
		Events	A series of online learning sessions on key democratic themes for young people based on the YDA curriculum organized and facilitated.	5,000
		Training	The pilot implementation of five YDA e-learning courses with target groups in at least two countries conducted. This includes in-person sessions between learners and key experts as well as site visits to democracy institutions.	13,000
			Staff costs	55,709
			Indirect costs	7,120
			Total	**108,829**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10493 – Constitution-building Processes in Asia and the Pacific				
CBP	***Advisors to constitution makers*** utilize International IDEA knowledge and networks to give high quality advice to constitution maker, 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	The Melbourne Forum on Constitution Building in Asia and the Pacific organized in the fall of 2022.	14,000
		Publications	Three Melbourne Forum Constitutional INSIGHTS added to the series.	3,000
		Advisory services	Advice provided to ongoing constitution making processes in at least two countries in the form of e.g. constitutional assessments for evidence-based inputs.	40,000
	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.	Training	Trainings for Nepal Judiciary provided on federalization processes in Nepal.	10,000
	Civil Society hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Training	At least one Indigenous Peoples' Rights in Constitutions Assessment Tool (IPCAT) training/pilot hosted at country level and at least one briefing for the UN on mainstreaming the tool.	5,000
			Staff costs	65,134
			Indirect costs	9,599
			Total	**146,733**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10494 – Democracy and Inclusion in Asia and the Pacific				
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	Expanded country case studies (South Asia) and new country case studies (South East Asia) on the enfranchisement of migrants developed.	9,000
		Publications	The Gender Equality and Social Inclusion (GESI) principles finalized and disseminated among CSOs and development partners in Nepal.	10,000
EP	*Policy makers* support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Events	Virtual and in-person advocacy events (webinars, roundtables, online expert discussions) held with selected members of migration expert groups.	9,000
			Staff costs	159,328
			Indirect costs	13,113
			Total	**200,441**
PR10496 – Climate change and Democracy in Asia and the 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.	Publications	The research publication 'Climate change and democracy – Lessons learnt from Asia and the Pacific' published and disseminated.	20,000
			Staff costs	14,786
			Indirect costs	2,435
			Total	**37,221**

Project output	Budget, €
PR10487 - AP General Programme Management and Office	
Office costs	56,007
Staff costs	342,896
Indirect costs	27,923
Total	**426,826**

Restricted Projects

PR10469 – Indigenous Peoples' Champions for the Philippines

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
CBP	*Civil Society* hold constitution makers accountable, inform the public on constitution-building processes, and promote public participation in the process.	Capacity development	38,865
	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.		25,616
PPR	*National and sub-national governments* exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		14,126
		Staff costs	18,928
		Indirect costs	1,361
		Total	**98,896**

PR10478 – COVID-Resilient Elections in Timor-Leste

Impact Area	Boundary Partner and Outcome objective	Output Category	Budget, €
EP	**_Electoral assistance practitioners_** provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Capacity development	202
		Staff costs	8,951
		Indirect costs	641
		Total	**9,793**

Bhutan
Restricted Projects

PR10471 - Promoting Good Governance - Support to Civil Society and Bhutanese Parliament engagement with Civil Society Organisations

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	212,707
	National and sub-national governments exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		98,248
		Office costs	4,308
		Staff costs	93,512
		Indirect costs	14,772
		Total	**423,547**

Myanmar

Restricted Projects

PR10322 - Support to Electoral Processes and Democracy (STEP Democracy), Phase II

	Budget, €
Staff costs	24,892
Indirect costs	1,742
Total	**26,634**

PR10341 - 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	133,000
		Staff costs	114,850
		Indirect costs	17,350
		Total	**265,200**

Nepal

Unrestricted Projects

	Budget, €
PR10495 - Supporting a Cohesive Response to Local Governance in Nepal	
Office costs	38,069
Staff costs	79,076
Indirect costs	8,200
Total	**125,345**

Restricted Projects

PR10414 - 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	11,085
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	73,108
DA	**Strategic partners (UKFCDO)** utilize IDEA's expertise to undertake political analysis in Nepal.	Capacity development	35,847
		Office costs	9,837
		Staff costs	25,847
		Indirect costs	10,901
		Total	**166,625**

5. Regional Europe Programme

For more than a decade, a majority of Europe's democracies have seen their democratic qualities stagnate rather than improve. Some have declined, showing clear signs of erosion of democratic processes and fundamental rights; several have deteriorated to the point where they can hardly be qualified as democracies any longer. The arrival of the Covid-19 global health crisis has added to the strain, as in many cases, health measures had a disproportionate impact, especially on civil liberties and media freedoms.

While many of Europe's governments - in both old and new democracies – tried to safeguard human rights and democratic principles as they battled the pandemic, some others disregarded such principles and expectations. Indeed, they were quick to use the conditions presented by the pandemic to weaken democracy's guardrails and entrench their ruling power.

With sufficient democratic safeguards still in place, it is likely that the continent's consolidated democracies will emerge largely intact from the pandemic. But where democracy has been eroding, or in countries with long-standing and deep democracy deficits, damage from the pandemic is likely to be more significant and long-lasting. Longer-standing challenges to democracy, such as the impact of ICT, lagging women's political participation and climate change will continue to test democracy in Europe.

While taking these democratic trends into account, International IDEA's Regional Europe Programme (REP) will continue its work of addressing the impact of Covid-19 on democracy across the continent. This will include its support to Electoral Management Bodies (EMBs) on Special Voting Arrangements, including postal, early, and electronic voting. The Institute will support various state and CSO actors to enhance their understanding and ability to counter the rising threats to electoral integrity due to increased use of social media for political campaigning. It will also engage in debates over the restoration of democratic safeguards after the pandemic restrictions end and collaborate with European partners that aim to counter democratic backsliding through increased public participation and accountability in decision-making processes. The Global State of Democracy Indices and analyses will form the backbone of this work.

Over the past decade, several newer democracies, such as Armenia, Georgia, Moldova, and Ukraine, have reformed their constitutions to move towards parliamentary systems of government. Nevertheless, dis-alignment between these constitutionally provided models vs traditionally dominant executives coupled with weak parliamentary oversight powers are increasing sources of political conflict across Eastern Europe. International IDEA has ample expertise in this area and has worked alongside partners, such as the Venice Commission and OSCE-ODIHR, to support constitutional reform in various Eastern European countries. In 2022, it will continue to do so in countries such as Armenia and will add to that the promotion of increased regional networking among constitutional designers and advocates to ensure greater cross-regional knowledge exchange.

While democratic openings have occurred in North-Macedonia and Albania, elsewhere in the Western Balkans democracy is stagnating or even declining. Given that some of the more pressing challenges are in areas of International IDEA expertise, such as political finance and the impact of Covid-19 on democracy, the Regional Europe Programme aims to engage more strongly with local partners in the region that have solicited its support. In 2022, the Institute will focus on programme design and partnership building efforts, and an incremental expansion of activities and fundraising in the Western Balkans sub-region.

As information technologies have been profoundly changing the democratic debate and organization of elections over the past decades, the Regional Europe Programme will continue its successful work on regulating the use of ICT in elections. It will step up the support it began in 2021 to facilitate Codes of Conduct for Online Political Advertising in Europe and continue its support to European EMBs on cybersecurity in elections. Moreover, the programme will increase focus on online campaigning. The lack of legislation and oversight in the online democracy sphere in most parts of the region is leading to demands for greater expertise. This concerns especially the regulation of novel issues such as transparency of online funding, electoral campaign disinformation and foreign interference in elections. In Moldova, the Regional Europe Programme will use regional lessons to continue its support to legislation and oversight of harmful online activities in electoral processes.

The Regional Europe Programme will engage with important regional actors such as the EU and the Council of Europe on the pressing issues of women's political inclusion and climate change governance, whose agendas have a cross-regional bearing. These regional initiatives will focus on International IDEA's role as an international convener and facilitator of knowledge-sharing.

Lastly, and importantly, the Regional Europe Programme will continue its key role of liaison office to the EU. In 2022 this work will include a focus on the EU's contribution to the Biden Summit on democracy, EU standards on Artificial Intelligence and Democracy, and EU funding to democracy support in countries of the Global South. Considering the new multiyear budget implementation by EU Delegations, EU fundraising will continue to be an important priority in 2022. To support this work, the EU Liaison office will further enhance its partnerships with EU institutions, in particular DG INTPA, DG NEAR and DG JUST, as well as other key institutions in the region 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 its EU Member States) will be ensured to pursue joint policy objectives and creating visibility for the Institute in view of the planned Team Europe Democracy.

Table 10. Planned budgets per project, 2022: Regional Europe Programme

Project name	RES €	UNR €	Total €
Western Balkan Project	-	142,708	142,708
Eastern Europe Project	-	286,601	286,601
Cross-Region Project	-	45,223	45,223
EU Liaison Project	-	226,090	226,090
Office and Programme Management	-	167,577	167,577
TOTAL, REGIONAL EUROPE PROGRAMME	**-**	**868,199**	**868,199**

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 2022. 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, Georgia, Moldova, North Macedonia, Ukraine and Albania. The INTER PARES programme, which is facilitating interaction between EU parliaments with parliaments on other continents is managed from Brussels, and the CBP project 'Provision of expertise for justice in conflict and transition' is managed from The Hague. Both of these projects are convened with restricted funding and details can be found in the Global Programmes chapter.
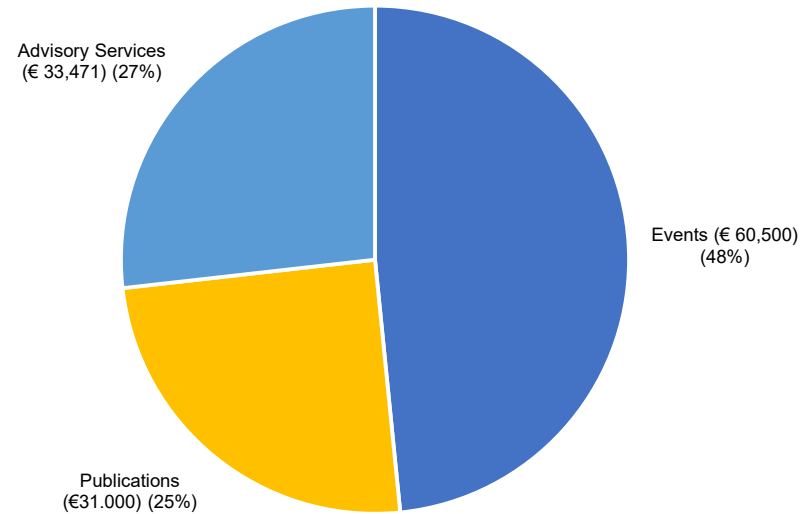
Figure 26 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2022. 75% of the activity budget in the Regional Europe Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 25% of the activity 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 2021, when 83% of the activity budget was planned to be invested in face-to-face outputs and 17% in online outputs.

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

Inspiring approaches

Supportive approaches

Approaches targeting individuals

Events (€60,500) (48%)

Advisory Services (€33,471) (27%)

Approaches aimed at creating an enabling environment for change

Publications (€31,000) (25%)

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.
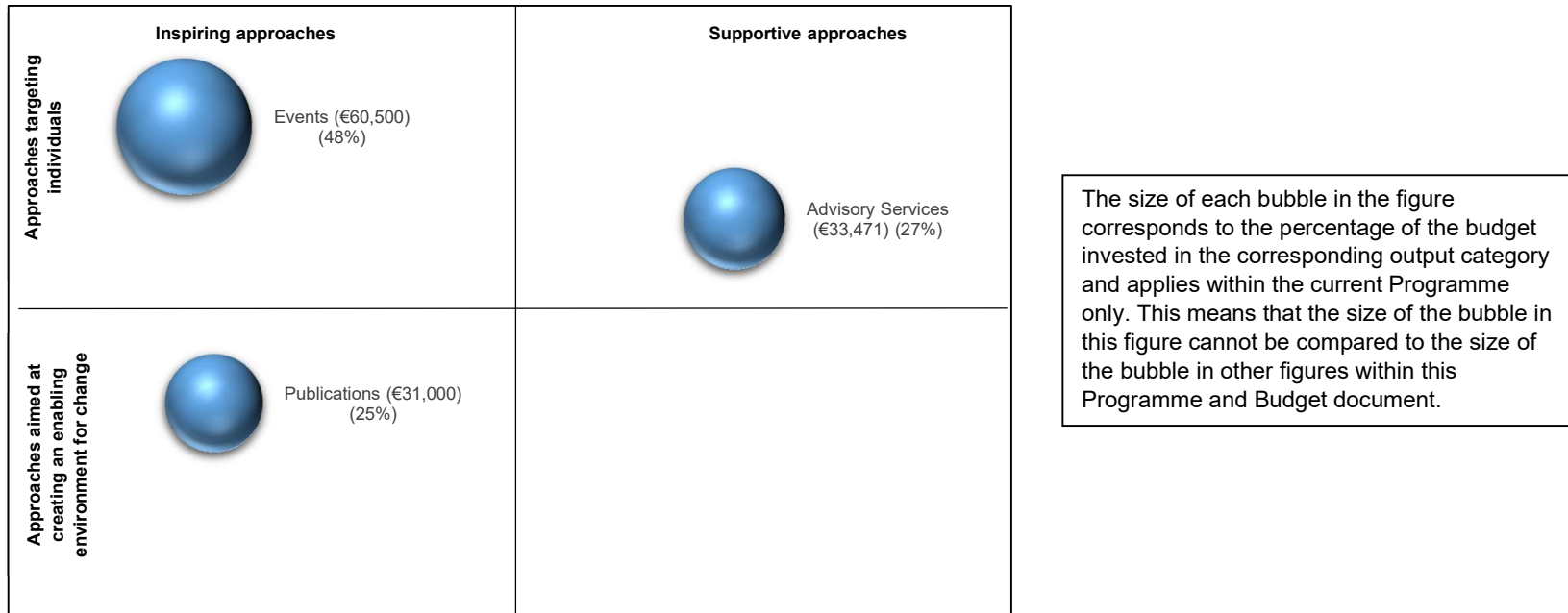
Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2022 and illustrates how these outputs are intended to inspire and support change processes. 73% of the activity budget in the Regional Europe Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 27% of the activity budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2021, when 69% of the activity budget was planned to be invested in inspiring outputs and 31% in supportive outputs.

Figure 28. Financial investment per boundary partner (core funding), Regional Europe
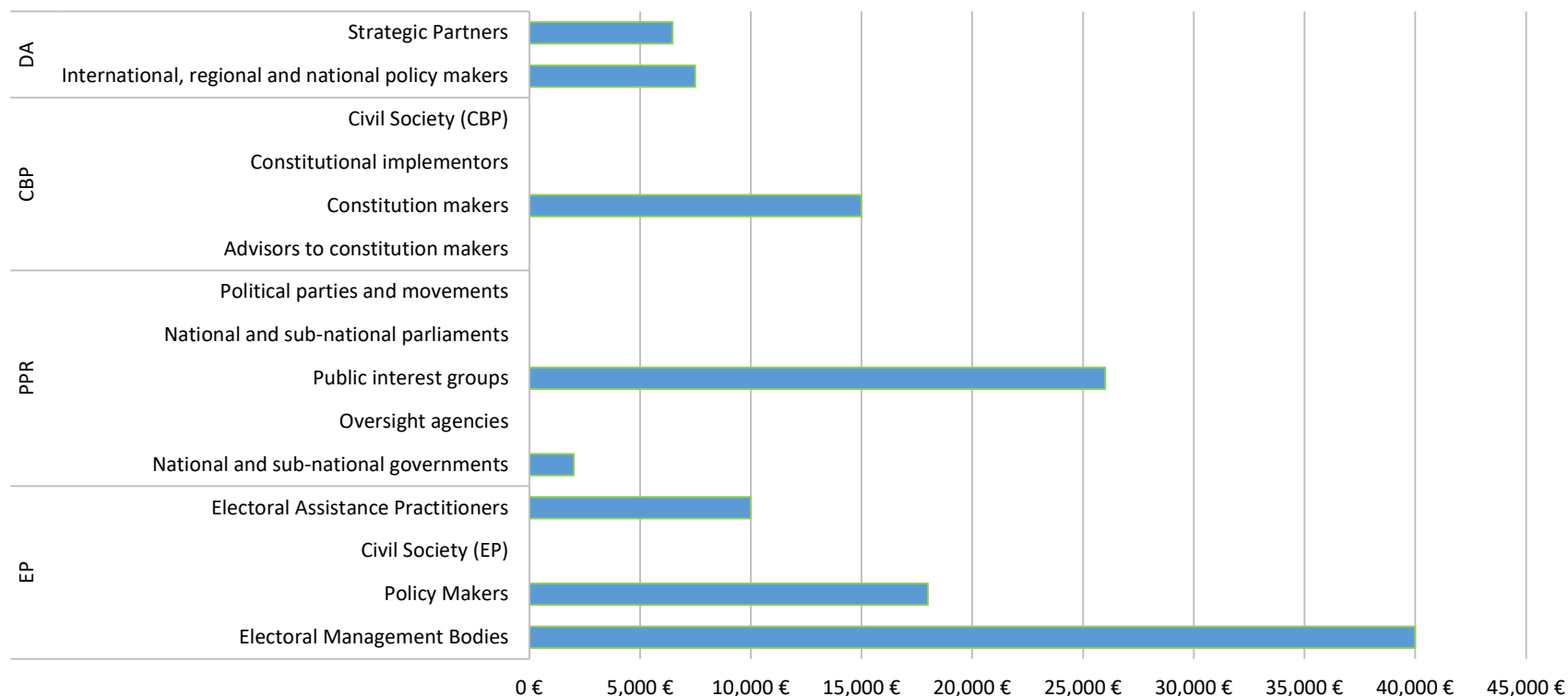
Figure 28. Financial investment per boundary partner (core funding), Regional Europe

International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These 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 2022. 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 2022 Programme and Budget. These priorities are different from 2021 when REP invested most of its resources in public interest groups, whereas in 2022 more investments are made in Electoral Management Bodies and Policy makers.

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10497 – Western Balkan Project				
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	Country-level scoping missions to the Western Balkans, including in-person and online events to present the GSoD report and the delivery of concept notes for pipeline projects in the region.	10,000
		Publications	Production of a knowledge product on a topic of high relevance for the region (such as the impact of Covid-19 on democracy, parliaments, and civil society), with the aim of offering comparative analysis and spurring stakeholder discussions at regional level.	15,000
EP	*Electoral assistance practitioners* provide support, informed by norms, good practices, and research in electoral processes. They contextualize norms, practices, and research to local context.	Publications	Development of a policy paper. Potential topics include online electoral campaigning; use of ICT in elections; Special Voting Arrangements. The policy paper will subsequently be presented at a conference in the Western Balkans.	10,000
			Staff costs	98,372
			Indirect costs	9,336
			Total	**142,708**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10498 – Eastern Europe Project				
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	One regional and at least two national dialogues held to stocktake lessons and recommendations in the use of SVAs with EMBs and other electoral stakeholders. Potential countries: Moldova, Georgia, Armenia.	13,000
		Advisory services	An issue-specific needs assessment as well as dialogues to enhance the knowledge of local stakeholders on techniques and tools for monitoring and oversight conducted. Advisory services provided to oversight bodies in improving their capacity in this field.	27,000
CBP	*Constitution makers* apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Events	At least two dialogues organized to promote networking and joint strategies for enhancing democratic constitution-making and follow-up in the region.	15,000
			Staff costs	212,851
			Indirect costs	18,750
			Total	**286,601**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10500 – Cross-region Project				
EP	*Policy makers* support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.	Events	One to three roundtable discussions on the Central and Eastern Europe region organized. The discussions will draw on the 2021 GSoD report. Potential locations: Austria, Hungary and Poland.	5,000
		Events	Roundtable event focused on exchanging best practices in external support for political empowerment for women and gender equality with the aim of enhancing coordination between gender equality experts on relevant policies and projects around this topic.	3,000
		Publications	The development of policy frameworks on ICT and democracy is advanced through 1) the development of a knowledge product on artificial intelligence and elections; 2) the development of a comparative knowledge product on online political campaigning from a legal and soft law perspective; and 3) the development of a policy brief focused on facilitating successful codes of conduct for online election campaigns.	6,000
		Events	A continued IDEA-led regional expert network on artificial intelligence and democratic development organized.	4,000
PPR	*National and sub-national governments* exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events	The launch event of the policy paper on climate change organized, possibly in cooperation with the European Commission and other Brussels-based democracy support organizations.	2,000
			Staff costs	22,265
			Indirect costs	2,959
			Total	**45,223**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10449 – 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 1) development of (joint) statements on emerging EU policy; 2) organization of a roundtable event or webinar to discuss policy recommendations with EU representatives; 3) participation in EU consultations; 4) delivering presentations to EU bodies and diplomatic missions; and 5) co-organization of an International Day of Democracy conference with partner organizations and EU institutions.	2,500
		Events	Enhancing IDEA's global partnership with the EU, building EU fundraising opportunities and increase visibility of the Institute through: 1) collaboration with EU institutions on the joint organization of an event and/or coordination meeting to support EU policy or programme development and delivery of advisory services; and 2) (joint) organization of a promotional event on the Global Monitor, in cooperation with DA and, possibly, EC DG DEVCO.	5,000
	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, organizing meetings with key EU officials and presenting IDEA's country programmes and knowledge resources at the EU level.	1,500

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	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.	Events	International IDEA's visibility is fostered in the Summit for Democracy through the organization of two dialogue events and the development of a handout paper to inform partners and participants at the Summit.	1,000
			Staff costs	201,299
			Indirect costs	14,791
			Total	**226,090**

PR10372 – Office and Programme Management				
DA	**Strategic Partners** use the GSoD data and analysis in their research.	Advisory services	Strategic relations with relevant stakeholders are cultivated.	4,971
			Office costs	50,000
			Staff costs	101,643
			Indirect costs	10,963
			Total	**167,577**

6. Latin America and the Caribbean Programme

Latin America and the Caribbean (LAC) is the region worst affected by Covid-19 as it was already suffering from deteriorations in economic development, unemployment, poverty and inequality, citizen insecurity, corruption, and declining rule of law. The pandemic intensified these challenges representing a threat to democratic governance in a region where democratic performance patterns still vary widely. The Covid-19 repercussions have particularly affected minorities, women, and youth. It has also exposed the uneven state capacity and efficacy for coping with pressing demands. Hence, the social, economic, and political consequences of Covid-19 call International IDEA to contribute towards a reconceptualization of democracy in the Latin America and the Caribbean region.

LAC is one of the regions that has seen the most democratic advances since the 1970's, increasingly shifting the discussion from the establishment of democratic institutions to the quality of democracy and its governance. The region has also maintained moderate to high levels of electoral integrity, with the exceptions of Venezuela, Haiti, Honduras, Nicaragua, and Cuba. However, some countries are still democratically fragile, and several (including Nicaragua, Honduras, El Salvador, Bolivia and Brazil) have suffered from backsliding and democratic erosion in the last years. The eruption of massive social protests in various countries starting in 2019 prolonged during 2021, display citizen discontent towards the quality of democracy and its inability to deliver. These patterns 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 negative effects on democracy in the region. In response to these challenges the LAC Programme have four strategic priorities for 2022.

First, the Programme will continue monitoring democratic governability and governance in the region. The 'Group of Electoral Experts for democracy', both in Mexico and in Panama, and the Global Monitor are valuable assets to evaluate electoral and human rights developments in the region. In the analysis, special attention will be given to the ongoing crisis of representation and governance deterioration, while considering potential unfavorable scenarios ranging from greater demand for populist and anti-systemic political candidates to the increased participation in politics of the armed forces.

Second, the Programme will monitor the impact of the pandemic on electoral processes as it has significantly modified the electoral calendar with national, subnational elections and referendums being postponed throughout the region. A notable challenge is to mitigate the effects of the pandemic in 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 health emergency. In 2022, presidential elections are scheduled in Costa Rica, Colombia, and Brazil. Legislative elections will take place in Costa Rica, Colombia, and Brazil. Regional and Municipal elections are scheduled in Mexico and Peru. International IDEA will provide technical assistance to these processes with an aim to support these countries in enhancing a culture of electoral integrity, public trust and acceptance of election results.

As there are increasing attacks on electoral institutions, judges and administrators, technical assistance to electoral bodies is crucial to reinforce their legitimacy throughout electoral processes. Another priority regarding electoral integrity and political participation is to advocate for further legislation and arrangements on the use of special voting arrangements. This is particularly important in Latin America as the region has few special voting arrangements for in-country voters. Hence, International IDEA will work closely with electoral management bodies to promote discussions of opportunities and risks on topics such as early voting, mobile ballot boxes, electronic voting, and postal and proxy voting provisions.

Third, as pre-existing political gender inequalities have deepened as a consequence of the Covid-19 pandemic the Programme will support gender equality, with a special focus on generating institutional innovations and mechanisms to prevent political violence against women. In collaboration with other key actors, governments and civil society organizations, International IDEA will promote a dialogue platform to build a post-pandemic consensus to empower female political participation and to encourage institutional reform towards gender parity and inclusion. The Institute will also develop training programmes, and an e-learning programme to support women's leadership and political empowerment and continue to support the Political Violence Observatory.

Fourth, the Programme is committed to strengthening democratic institutions to monitor the influence of fake news and disinformation in the democratic debate and electoral processes. Specifically, the Programme will focus on the social media debate regarding the implementation of new technologies for alternative voting, the regulation of money in politics, and the monitoring and regulation of social networks in electoral processes.

Considering the above, the objective of International IDEA's LAC programme is to stimulate and promote a public debate on the quality of democracy across the region, and to develop capacities of state and non-state actors to reform and strengthen institutions and processes to consolidate democracy. The Programme will focus on electoral integrity and electoral justice, electoral system reform, technology and democracy, and political inclusion, mainly of underrepresented groups such as women, indigenous communities, and youth.

Within these prioritized thematic areas International IDEA will work with Electoral Management Bodies, Electoral Dispute Resolution Bodies, policy makers, civil society, national and sub-national governments, parliaments, political parties and constitution makers and implementers. Moreover, the Institute will actively seek to partner with the UN and international organizations, CSOs, journalists, think-tanks, multilateral agencies and the academia.

Table 11. Planned budgets per programme and project, 2022: Latin America and the Caribbean Programme

Programme/Project name	RES €	UNR €	Total €
Latin America and the Caribbean Office (LAC RO)			
Electoral Processes in Latin America and the Caribbean	-	738,116	738,116
Constitutional Building – Chile	-	135,034	135,034
Asistencia Técnica para el fortalecimiento del TE Panamá 2021-2022*	316,397	-	316,397
TOTAL (LAC RO)	**316,397**	**873,150**	**1,189,546**
Paraguay			
Consolidation of Paraguayan Democracy II*	733,753	-	733,753
TOTAL (Paraguay)	**733,753**	**-**	**733,753**
Peru			
Citizen Voices and Engagement Activity*	844,370	-	844,370
TOTAL (Peru)	**844,370**	**-**	**844,370**
TOTAL, LATIN AMERICA AND THE CARIBBEAN PROGRAMME	**1,894,520**	**873,150**	**2,767,669**

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

Figure 29. Geographical coverage, Latin America and the Caribbean

Capacity development
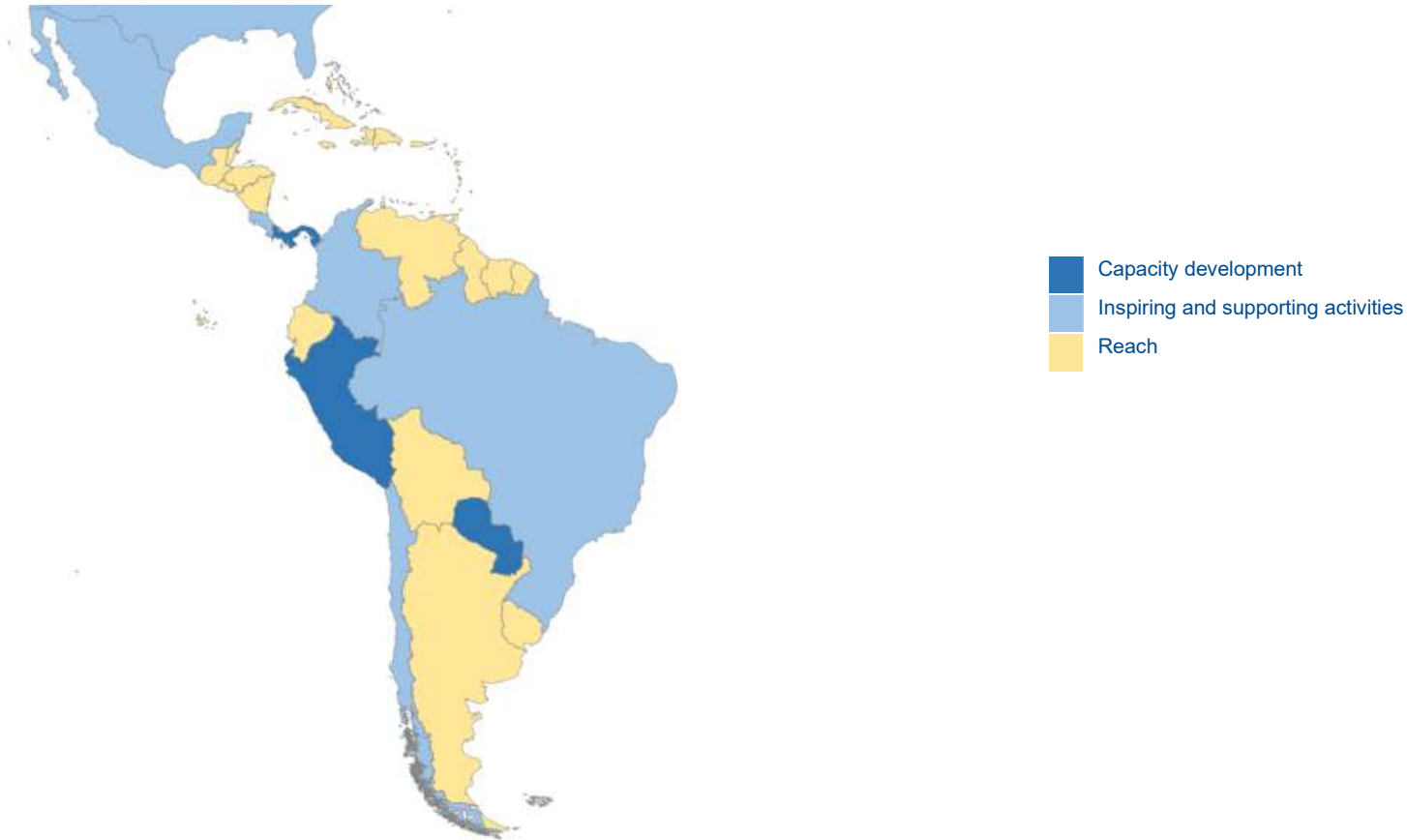**Inspiring and supporting activities**
Reach

Figure 29 shows where in Latin America and the Caribbean International IDEA plans to make financial investments 2022. 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 Panama, Peru, and Paraguay and increased inspiring and supportive activities are planned, among others, for Chile, Brazil, Colombia, Mexico and Costa Rica.

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

Events (€ 51,600) (27%)

Advisory Services (€ 72,177) (37%)

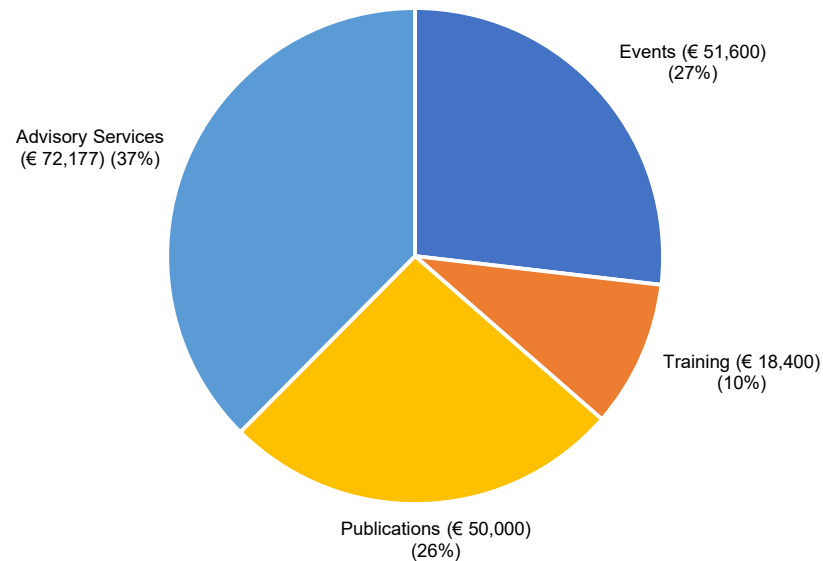Training (€ 18,400) (10%)

Publications (€ 50,000) (26%)

Figure 30 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2022. 74% of the activity budget in the Latin America and the Caribbean Programme will be invested in events (dialogues, network meetings, workshops and conferences which we convene) trainings, and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 26% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2021, when 96% of the activity budget was planned to be invested in face-to-face outputs and 4% in online outputs.

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

Approaches targeting individuals

Inspiring approaches

Events (€51,600) (27%)

Supportive approaches

Training (€18,400) (10%)

Advisory Services (€72,177) (37%)

Approaches aimed at creating an enabling environment for change

Publications (€50,000) (26%)

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.
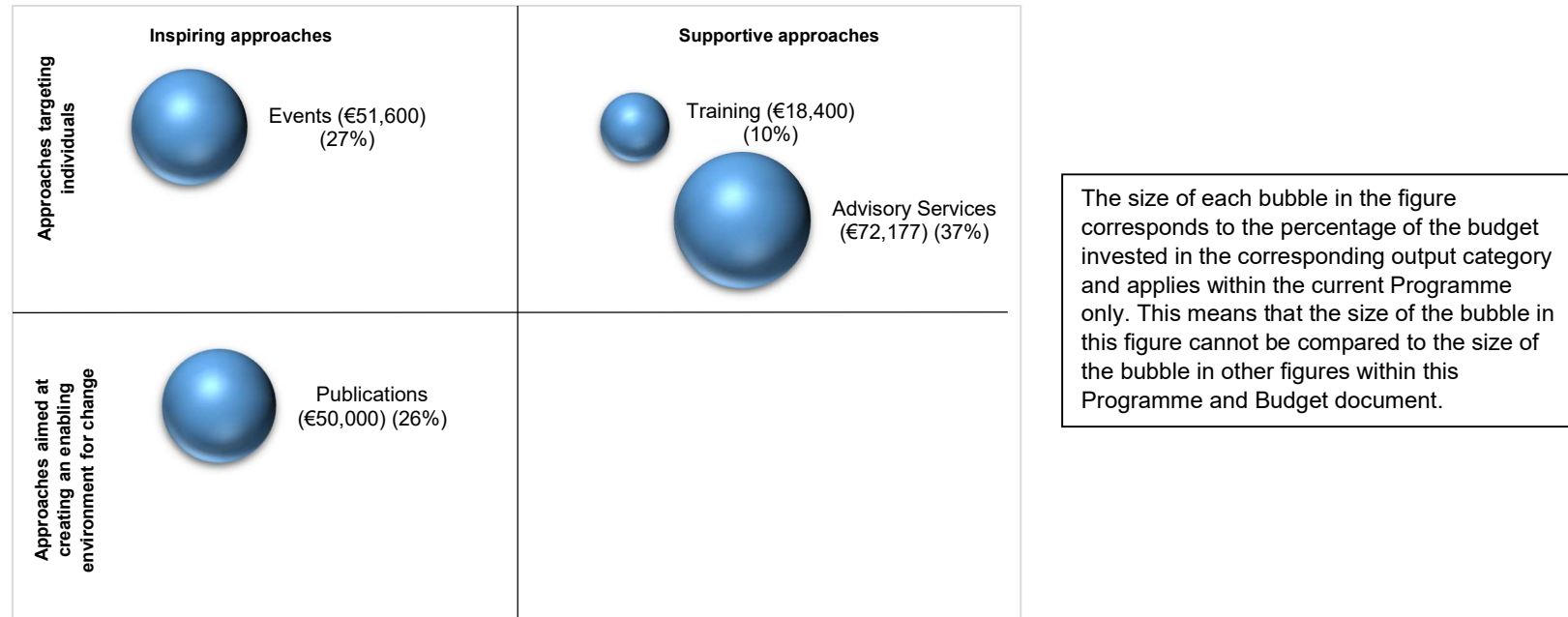
Figure 31 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2022 and illustrates how these outputs are intended to inspire and support change processes. 53% of the budget in the Latin American and the Caribbean Programme will be invested in events and online knowledge products aimed at *inspiring* boundary partners to engage in change processes. 47% of the activity budget will be invested in face-to-face advisory services and trainings aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2021, were 54% of the activity budget was planned to be invested in inspiring outputs and 46% in supportive outputs.

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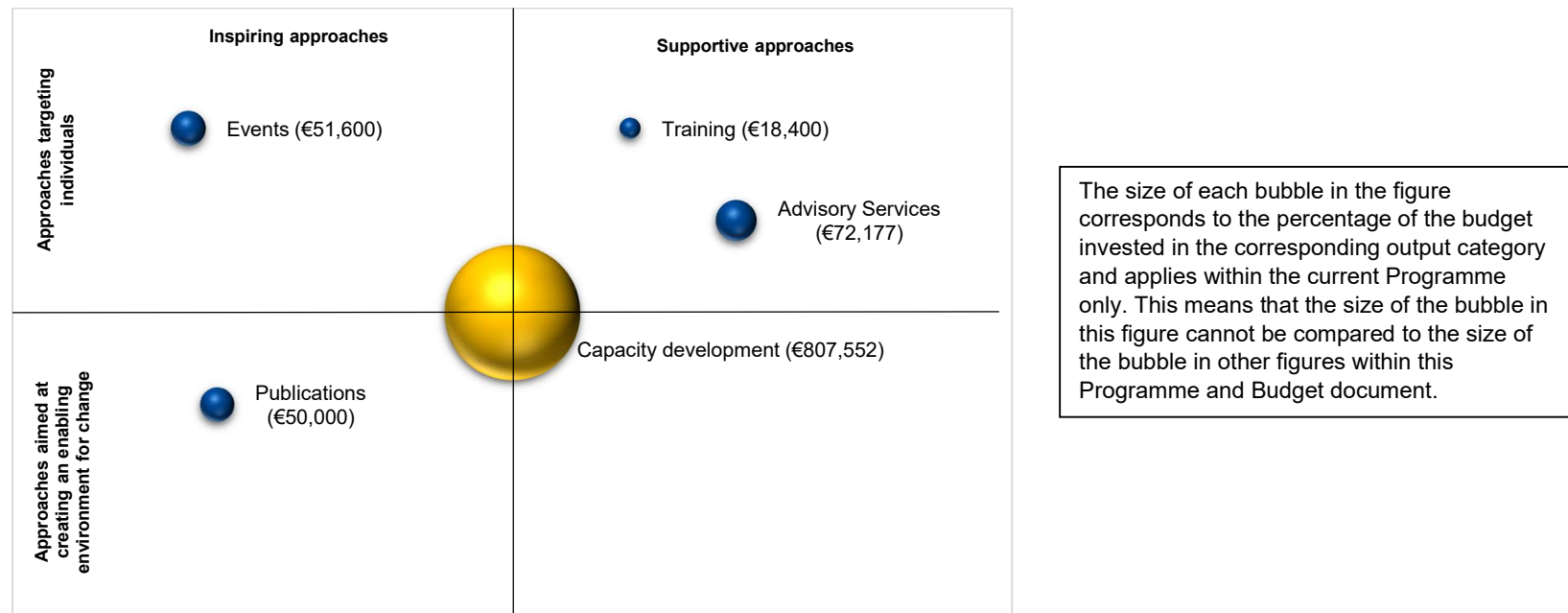

Figure 32 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2022 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 19% of the total activity budget for the region. The remaining 81% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, e.g. events, trainings, advisory services, communication products, publications, and digital tools and platforms. This can be compared to the budget for 2021, when unrestricted funds amounted to 23% of the activity budget.

Figure 33. Financial investment per boundary partner (core), Latin America and the Caribbean
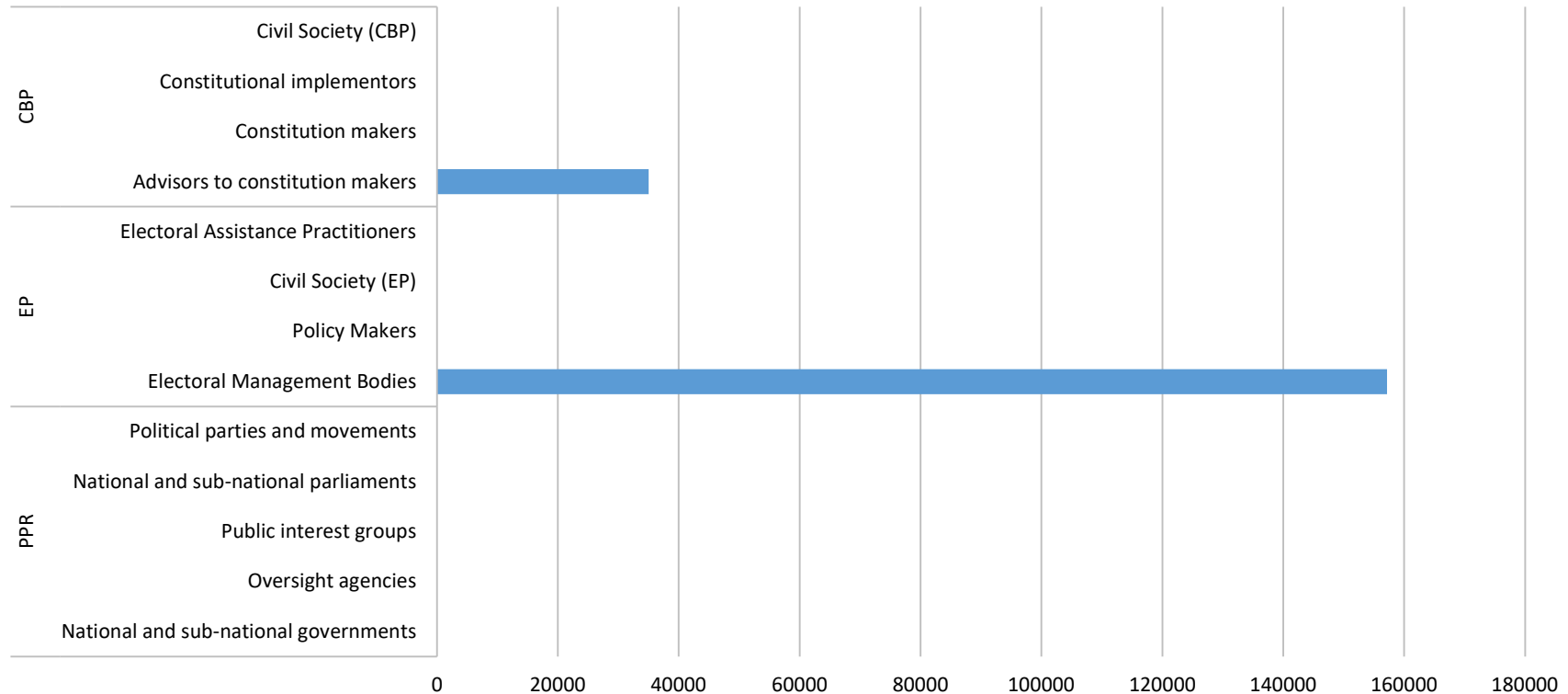
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 33 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Latin America and the Caribbean Programme 2022. 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 2022 Programme and Budget. In the plans for 2021 the programme only resourced Electoral Processes while in 2022 some funds are invested in Constitution-building Processes.

Figure 34. Total financial investment per boundary partner (core and restricted), Latin America and the Caribbean
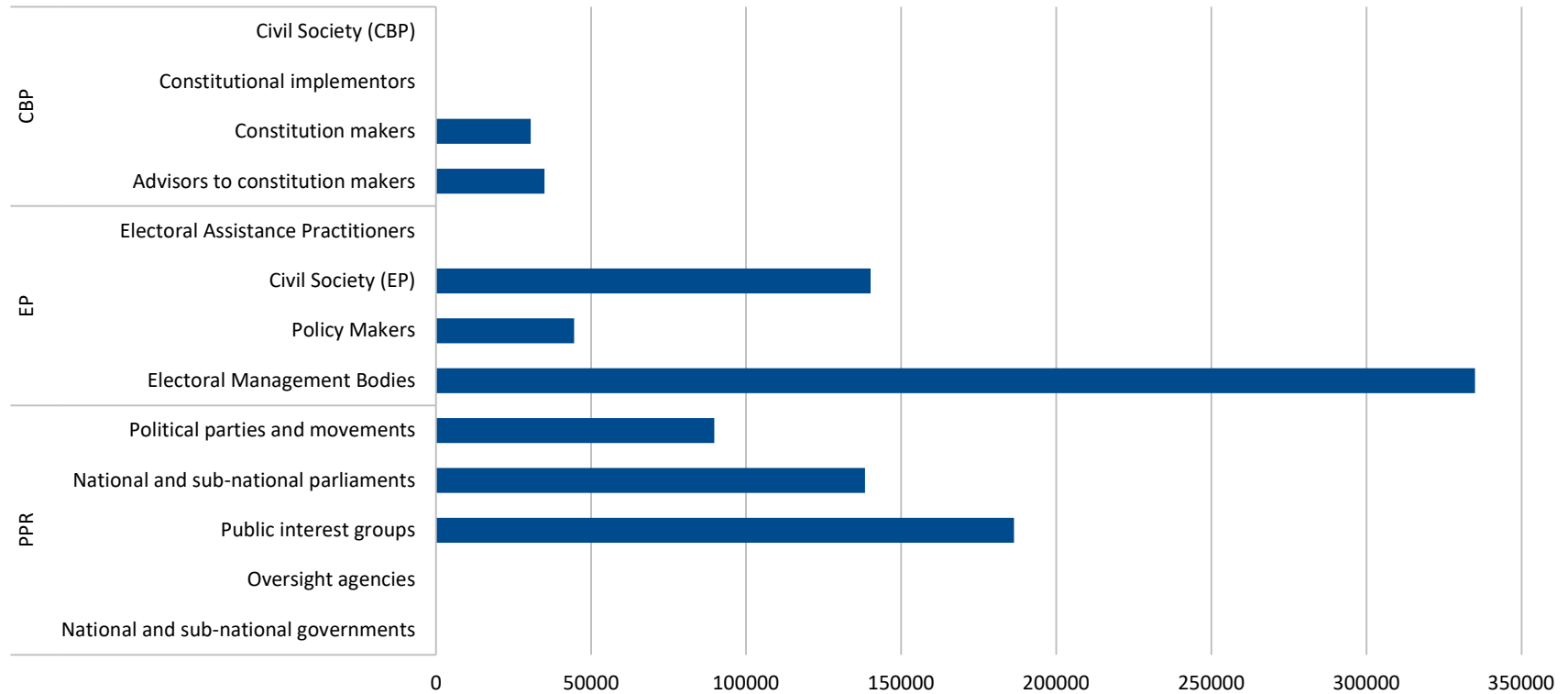

Figure 34 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme. The main difference from the budget plans for 2021 is that investments in public interest groups and parliaments have increased significantly.

Latin America and the Caribbean Regional Office

Unrestricted projects

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10475 – Electoral Processes in Latin America and the Caribbean				
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	Advisory services on electoral reform processes provided upon request to EMB officials, national governments and legislators.	30,000
		Advisory services	Enhanced engagement with EMBs, national governments and legislators on electoral, political and constitutional reform processes.	32,177
		Publications	Production of knowledge resources and tools (e.g. update of the GSoD chapter on LAC; articles on democracy in a post pandemic world).	20,000
		Events	Regional workshops convened to stimulate a broad political and social dialogue among experts, practitioners and civil society for the construction of a post-pandemic democracy.	50,000
		Advisory services	Country-level scoping missions to develop concept notes for pipeline projects in the region.	10,000
		Training	Trainings provided to EMBs and CSOs.	15,000
			Office costs	48,000
			Staff costs	484,651
			Indirect costs	48,288
			Total	**738,116**

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10477 – Constitutional Building - Chile				
CBP	***Advisors to constitution makers*** utilize International IDEA knowledge and networks to give high quality advice to constitution maker, 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	Knowledge products on constitutional issues produced, including translations of publications and briefs.	30,000
		Training	One training for representatives of the Constitutional Convention conducted.	3,400
		Events	Workshops and webinars supporting the work of the Constitutional Convention held.	1,600
			Office costs	30,000
			Staff costs	61,200
			Indirect costs	8,834
			Total	**135,034**

Restricted projects
PR10464 - Asistencia Técnica para el fortalecimiento del TE Panamá 2021-2022

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	147,426
		Office costs	10,342
		Staff costs	137,930
		Indirect costs	20,699
		Total	**316,397**

Paraguay

Restricted projects
PR10396 - 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	74,557
	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.		64,545
EP	**Policy makers** support practices which foster inclusivity and accountability in electoral processes. They recognize and consider risks in electoral processes.		44,557
CBP	**Constitution makers** apply increased knowledge and skills to make more informed choices regarding constitutional design and process.		30,556
		Office costs	78,934
		Staff costs	392,601
		Indirect costs	48,003
		Total	**733,753**

Peru

Restricted projects

PR10476 - Citizen Voices and Engagement Activity

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	15,205
	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.		121,847
	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.		138,313
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.		30,437
	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.		140,109
		Office costs	31,600
		Staff costs	311,621
		Indirect costs	55,239
		Total	**844,370**

7. Permanent Observer to the United Nations (UNPO)

International IDEA's role as Permanent Observer to the United Nations (UN) is the Institute's platform for analysis on the democracy dimensions of UN policies and strategic frameworks, such as the 2030 Agenda for Sustainable Development including the Sustainable Development Goals (SDGs.) This programme also works to raise International IDEA's visibility at the UN and provides a platform for strategic outreach and policy advocacy.

In 2022, the challenges posed by the pandemic to the achievement of the SDGs, and in particular the importance of democratic governance, will be at the core of International IDEA's strategic outreach at the UN. While recognizing these challenges, actions to mitigate and respond to the consequences of the pandemic also entail opportunities for building accountable, inclusive, and democratic institutions. International IDEA will produce policy-relevant knowledge products on these challenges and opportunities and promote dialogue among UN policymakers, practitioners and partners. Moreover, International IDEA will complete its work on a one-stop knowledge-hub on democracy and the 2030 Agenda for Sustainable Development; disseminate policy-relevant analysis in multilateral fora; and deepen and expand strategic partnerships.

Efforts will continue to increase International IDEA's outreach and visibility in the United States and Canada, with the aim of influencing the democracy debate among North American actors and organizations. The programme will also facilitate and support International IDEA's resource mobilization efforts with North American traditional and non-traditional funders. In 2022, UNPO will implement three main types of activities:

Outreach: International IDEA will actively identify, participate in and create spaces to present International IDEA's global and regional comparative knowledge on democracy to influence the democracy debates held in North America during 2022, with priority focus on Washington DC. The aim is to make IDEA and its work (data, analysis and technical assistance) better known in North America and to inform the Biden summits for Democracy.

Strategic partnerships: International IDEA will deepen and expand strategic partnerships and explore new ones with North America-based organizations working on democracy globally and when relevant in the United States. This includes governmental and non-governmental organizations and foundations, as well as academic institutions and think tanks. Through such partnerships International IDEA can pool capacities to implement policy-relevant initiatives in support of democracy worldwide. Such initiatives may include joint publication of knowledge products, development of training tools, and mobilization of resources.

Knowledge exchange and production: International IDEA will facilitate knowledge exchange on democratic challenges, opportunities and innovations between actors in the United States, Europe and the global South.

Impact area	Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10371 – Permanent Observer to the United Nations				
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."	Events	Participation in external events to improve visibility and outreach. This workstream includes: 1) on-going assessment of the priorities by Permanent Missions to the UN of IDEA Member States and UN; 2) partnership building with academic institutions and other stakeholders on UN and democracy; 3) resource mobilization.	16,000
		Publications	Knowledge production for all activities related to the work of International IDEA within the United Nations and North America. This includes policy papers, publications, copyediting, contributors, and publishing costs.	12,000
		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 developed. IDEA 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.	2,000
			Office costs	136,000
			Staff costs	349,182
			Indirect costs	36,063
			Total	**551,245**

8. Programme support and institutional management

Priorities for the Secretary-General's Office in 2022

The Secretary-General's Office (SGO) provides the strategic direction and organizational leadership for the Institute with input from the Management Committee and the Board of Advisers. The SGO:

- Supports Member States in their governance of the Institute through the Council of Member States, the Steering Committee and interactions with the Chair and Vice-Chairs of the Council.
- Engages with Member States, policymakers, partner organizations and civil society organizations to strengthen the relevance and visibility of International IDEA and ensure the financial sustainability of the Institute.
- Leads strategic partnerships with national, regional, and international partners to increase the Institute's impact and visibility.

In 2022, the SGO will continue the efforts related to the 2021 Democracy Summit, such as International IDEA's (Member States) "Democracy statement" and the "2021 Democracy Forum". Moreover, the SGO will continue to engage Member States in the efforts to monitor the commitments made at the Democracy Summit in December 2021. As part of its partnership and advocacy responsibilities, the SGO will continue strengthening the transatlantic relationships and leverage the coalition of US and European democracy organizations by involving them in joint calls and projects to defend democracy across the globe.

The SGO will also work to ensure an active engagement and ownership by the Member States and an increased perception of the value of membership. A key institutional priority for 2022 includes the cooperation with the incoming Council Chair, Canada, and the Vice-Chair, Finland. Another central institutional priority in 2022 is the development and approval of a new multiyear institutional strategy through a consultative process led by the Member States, with input from the Board of Advisers as well as relevant partner organizations. In 2022, SGO will continue to develop institutional cooperation and deepen the interactions with the Board of Advisers in line with their broad mandate outlined in its Charter.

Priorities for Communications in 2022

For the Communications Team the redesign and upgrade of the International IDEA website will be an important strategic priority in 2022. With the audience growing on social media, 2022 will also see new initiatives to keep up this momentum, especially after launch of the GSoD in December 2021. This will include updated headers for social media accounts, the decentralized approach to streaming of events both via YouTube and Facebook and more Instagram and Facebook stories to alert our audience to new content.

Digitalization, graphics, and videos will be key for 2022. The communications team will look at design templates for video production that make it easier and cheaper for regions and projects to develop short videos, while keeping branding guidelines. The Annual Outcome Report will also be published

as a microsite to encourage easier reading and to better show outcomes of our projects.

Podcasts were introduced in 2020 but need more promotion. We will be looking at possible one-on-one interviews with our experts and possible a series of podcasts from the Secretary-General. The Editorial Group will also seek to have more regular content and identify high profile interviewees.

The Implementation of the new publishing platform (Typefi) will be one of the main strategic priorities of the publications team in 2022. Depending on resources, the Communications team will look at increasing the use of developmental editors to make IDEA publications easier to read. Other initiatives include increasing the use of video to promote publications and one-pagers with information about the publications.

Priorities for the Executive Division in 2022

The key priority for programme support and institutional management identified in 2019 – ensuring best value is achieved in support functions - remains a priority through 2022, although the focus has shifted. The past few years have seen significant change in processes, policies, and procedures – with steps being taken to review and revise existing underpinning documents to ensure efficiency and effectiveness and to develop documentation to close gaps and enhance controls. The implementation of the Enterprise Resource Planning (ERP) system on 1 January 2020 was a key step towards this objective. This system has delivered process enhancements and reduced risks and the focus in 2022 will be on further developing the suite of tailored, needs driven, management reports to support decision making and provide enhanced and proactive mechanisms for early problem identification and

resolution as well as on consolidating gains and embedding further the process enhancements by means of tailored training and mentoring interventions via, inter alia the Communities of Practice.

A continued point of focus will be on ensuing that IDEA has the appropriate platforms (hardware and software) to deliver as we continue move to digital solutions in relation to support as well as programmatic activities.

Work has progressed significantly, and will continue, on work environment issues, including issues of reporting lines, job profiles, staff complement and salary structure. 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, 2022: Institutional management and Programme support

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Secretary-General's Office	Secretary-General's Office	-	873,053	873,053
	Internal Audit	-	142,869	142,869
	Communications	-	601,944	601,944
	Total, Secretary-General's Office	**-**	**1,617,867**	**1,617,867**
Executive Director	Executive Director	-	206,140	206,140
	Total, Executive Director	**-**	**206,140**	**206,140**
Total, Institutional management		**-**	**1,824,006**	**1,824,006**
Programme support				
Secretary-General's Office	Board of Advisers	-	45,000	45,000
	Publications	-	371,952	371,952
	Library	-	16,500	16,500
	Total, Secretary-General's Office	**-**	**433,452**	**433,452**
Executive Division	Accounting and Treasury	-	613,661	613,661
	Budget and Programme Performance	-	532,374	532,374
	Human Resources and Organizational Development	-	3,205,202	3,205,202
	IT	-	846,489	
	Facilities	687,535	277,400	964,935
	Total, Executive Division	**687,535**	**5,475,126**	**6,162,661**
Recoveries	HR On-cost recovery	-	-3,205,202	-3,205,202

Programme/Unit	Project	RES €	UNR €	TOTAL €
	IT recovery	-	-846,489	-846,489
	Facilities recovery	-	-277,400	-277,400
	Total, recoveries	**-**	**-4,329,091**	**-4,329,091**
Indirect cost recovery		**-**	**-1,507,291**	**-1,507,291**
Total, Programme support		**687,535**	**72,197**	**759,732**
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		**687,535**	**1,896,203**	**2,583,738**

Institutional Management

Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
IS10000 - Office of the Secretary-General			
Effective strategic direction provided across the institution.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	78,000
	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 continues 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 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 2022 by providing strategic direction to the Institute is ensured. Member States and the Board of Advisers are actively involved in shaping International IDEA's new institutional strategy in 2022.	-
	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.	-
	Member States and other donors 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 be diversified. Restricted fundraising opportunities are supported, and in-kind contributions encouraged.	-

Objective	Outcome	Project outputs	Budget, €
	Strategic leadership of International IDEA through the Management Committee, regular interactions with the Regional Offices, thematic units and all staff. Internal communication is improved.	Organizational leadership and internal communications. Effective organizational management and strategic direction is provided across the Institute. Internal communication within the Institute is ensured.	-
		Office costs	8,000
		Staff costs	787,053
		Total	**873,053**
IS10007 - Internal audit			
Provide assurance that International IDEA's resources are managed within a sound governance, risk management and a control framework, with efficiency and effectiveness, and are producing planned results – and lessons learned.	International IDEA is managed with appropriate governance, risk management and internal control and with effective and efficient implementation of approved activities.	Internal Audit and advisory reports with recommendations to strengthen governance, risk management and control and to improve efficiency, effectiveness, and value for money, delivered on a timely basis in line with approved internal audit plan.	12,000
		Staff costs	130,869
		Total	**142,869**

Objective	Outcome	Project outputs	Budget, €
IS10008 - Communications			
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value-for-partnership narrative is promoted via the International IDEA website, social media, the newsletter, and annual outcome report: 1) Present a 2021 Annual Outcome Report by 31 March 2022; 2) One article per quarter on Member State engagement is published on the website	10,000
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	Four newsletters focused on current events and themes in democracy produced and disseminated. Six 'new release' emails to announce new and updated knowledge products disseminated. A fully functional and regularly updated website moderated and maintained. 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 produced. 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.	127,175
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

Objective	Outcome	Project outputs	Budget, €
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	Implement a new social media strategy that involves promotion of our new products and is more inclusive of Staff Members. Development and publication of social media guidelines for Staff Members. 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.	50,500
		Staff costs	409,269
		Total	**601,944**

Executive Director

Objective	Outcome	Project outputs	Budget, €
IS10010 - Executive Director			
Delivery of Executive Division outputs, on time and on budget.	Delivery of Executive Division outputs, on time and on budget.	Executive Division outputs delivered on time and on budget, including support to the Finance and Audit Committee.	3,500
		Staff costs	202,640
		Total	**206,140**

Programme Support
Board of Advisers

Objective	Outcome	Project outputs	Budget, €
IS10019 - Board of Advisers (BoA)			
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organized, substantive and highly interactive BoA meetings.	Board meetings held successfully including production of minutes and reports to the Council.	13,000
	The BoA engages and contributes to partnership building, resource mobilization, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events and provides feedback on the Institute's internal and/or external initiatives.	7,000
		Staff costs	25,000
		Total	**45,000**

Objective	Outcome	Project outputs	Budget, €
PS10003 - Publications			
Produce, disseminate and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published.	Legal advice on copyright given. 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.	43,000
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.	5,000
		Staff costs	323,952
		Total	**371,952**
PS10004 - Library			
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	Developing a strategy towards the future of the library, whether terminating its services or moving virtually.	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.	3,000
		Staff costs	-
		Total	16,500

Executive Division

Objective	Outcome	Project outputs	Budget, €
PS10007 – Finance and Procurement			
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2021.	62,000
		Treasury management implemented and maintained.	65,000
		Staff costs	486,661
		Total	**613,661**
PS10011 - Budget and Programme Performance			
Exercise efficient oversight (budgeting, monitoring, evaluation and support) by the provisioning of assurance, risk management and resource mobilization services.	Operationalization of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection and revision to foster learning from both success and failure.	Advice provided on the implementation of IDEA's learning-based management system and budgeting through regular contact with Staff Members in field offices and HQ.	12,000
	Increased internal capacity to mobilize resources in line with the approved policies and procedures and IDEA's results framework among programme staff and increased grant funding secured.	Advice on resource mobilization provided to field offices and HQ, including quality assurance of concept notes and project proposals as well as ensuring compliance with IDEA's results mobilization policy and procedure.	-
		Staff costs	541,437
		Total	**553,437**

Objective	Outcome	Project outputs	Budget, €
PS10008 - Human Resources and Organisational Development			
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	280,695
	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.	80,000
	Benefits & Allowances	Benefits & Allowances	2,306,388
	HR cost recovery	HR cost recovery	-3,205,202
		Staff costs	538,119
		Total	**0**
IS10014 - Information technology (IT)			
Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems.	575,500
	ICT recovery	ICT recovery	-846,489
		Staff costs	270,989
		Total	**0**

Objective	Outcome	Project outputs	Budget, €
IS1011 - Facilities			
Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.	An adequate office infrastructure to enable a safe, secure and functional working environment.	Review and implementation of the facilities management plans and contracts.	138,601
	Facilities recovery	Facilities recovery	-277,400
		Office costs (restricted)	687,535
		Staff costs	138,799
		Total	**687,535**

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 2022 a risk analysis at an institutional level has been complemented with risk analyses for all projects in the Programme and Budget 2022.

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	Political and/or economic instability in a context where International IDEA works undermines the possibilities of delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	3	4	12	This risk is managed at project level.	Relevant Project and Programme Managers
2	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	4	12	a) Periodic review of the wellness measures implemented b) Proactive management of project delivery	Management Committee

	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	An unfavourable environment for democratic processes undermines the possibilities of implementing activities or delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	3	4	12	This risk is managed at project level.	Relevant Project and Programme Managers
4	Over reliance on a single Member State or small group of Member States for core funding	Limited contributions from some Member States	a) Changes in policy of large donors may require curtailment of operations	Under consideration by the OECWGGM	3	3	9	OEGWG work is in progress and Member State engagement is being prioritized	Secretary-General
5	Risk that International IDEA does not have the capacity to deliver project activities on time.	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	Project level assessment	Project level assessment	3	3	9	This risk is managed at project level.	Relevant Project and Programme Managers

Glossary of terms

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

List of Acronyms

ACE	The Electoral Knowledge Network
AP	Asia and the Pacific
AWA	Africa and West Asia
BoA	Board of Advisers
BRIDGE	Building Resource in Democracy, Governance and Elections
CBP	Constitution-building Processes
CSO	Civil Society Organization
DA	Democracy Assessment
DG DEVCO	Directorate-General for International Cooperation and Development
DG INTPA	Directorate-General for International Partnerships
DG JUST	Directorate-General for Justice and Consumers
DG NEAR	Directorate-General for Neighborhood and Enlargement Negotiations
DGPO	Director, Global Programmes Office
EAC	East African Community
ECF-SADC	Electoral Commissions Forum of SADC Countries
ECONEC	ECOWAS Network of Electoral Commissions
ECOWAS	Economic Community of West African States
EMB	Electoral Management Body
EP	Electoral Processes

ERP	Enterprise Resource Planning
GESI	Gender Equality and Social Inclusion
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
MEPA	Master in Electoral Policy & Administration
MoFAGA	Ministry of Federal Affairs and General Administration
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
PCCBP	Post-conflict Constitution-building Processes
PLGSP	Provincial and Local Government Support Program
PPR	Political Participation and Representation

REP	Regional Europe Programme
RES	Restricted
RO	Regional Office
SADC	South African Development Community
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SVA	Special Voting Arrangements
TE	Tribunal Electoral
TU	Tunisia
UKFCDO	United Kingdom Foreign, Commonwealth and Development Office
UNR	Unrestricted
UNDP	United Nations Development Programme
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.