

2016

Programme & Budget

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Foreword by the Secretary-General

More countries than ever before hold democratic elections. In many countries around the world, democratic progress has opened up new opportunities for participation and for the alternation of power through formal institutions, which did not exist before. Citizens' movements in different parts of the world also provide proof that democratic aspirations across the world remain strong.

However, while the democratic transitions that took place in the aftermath of the Cold War as well as the more recent ones in the Arab world and elsewhere brought renewed optimism to democracy promoters, we can no longer refer to Huntington's metaphor of a democratic wave sweeping the globe to describe the state of the world today.

While there are some success stories of countries transitioning from authoritarian rule into consolidated democracies, many of the countries that have exited authoritarian rule have encountered challenges on their democratic paths. Often, their political systems have made a formal transition to democracy with regular elections, but they face challenges in consolidating their incipient democratic structures. Some countries have experienced democratic reversals or even sunk into a spiral of conflict or civil war. Threats to democratic progress around the world also include the rise of violent conflict. This has in turn triggered a historic migration wave of people that poses challenges for the developing and the developed world alike. Moreover, the role of money in politics (including corruption, abuse of state funds, the influence of drug money, and questionable alliances between wealthy donors and politicians) also contributes to undermine the equality of political competition, affecting the integrity of electoral processes and posing threats to the quality of democracy in both new and old democracies. Economic and financial crisis and insecurity and deepening economic inequalities also pose a threat to democratic advances and call into question the ability of democratic institutions to effectively respond to these challenges, causing an erosion of faith in democratic governance.

What these developments show is the challenges of building robust democracies, that democratic progress is most often not a linear process, that democratic stalling or reversals are common, and that even in mature democracies, democracy can corrode if not nurtured and protected.

International IDEA is honoured to present its programme and budget for 2016, which we believe, responds to many of these challenges. The programme is fully aligned with IDEA's Strategy 2012–2017 and strategic priorities identified in the 2014 mid-term review. The proposed programme proposes continued investment in four key impact areas: Electoral Processes; Political Participation and Representation; Constitution Building; and Democracy and Development, while continuing to mainstream its three cross-cutting issues of Democracy and Gender; Conflict and Security; and Diversity, across all programmes.

Responding to the strategic priorities of the mid-term review and the growing threat that the role of money in politics presents to democracy, IDEA will continue to expand its institution-wide initiative – Money in Politics – with evidence-based research and a range of knowledge activities across all regions and globally.

Responding to the challenges faced by countries undergoing democratic transitions, International IDEA will in 2016 continue the dissemination of its new publication *Democratic Transitions: Conversations with Leaders* published by Johns Hopkins University Press, which includes interviews with 13 former presidents on 5 continents, who have played key roles in ending authoritarian regimes and building new democracies over the past 30 years. Building on this book, International IDEA will more consistently anchor the theme of transitions in its work, developing a range of policy briefs to extract the lessons learned from the book and develop policy advice relevant for countries currently undergoing transitions.

Responding to the democratic challenges facing emerging and new democracies in Europe, International IDEA will

establish a wider Europe programme in 2016, which will explore opportunities for a more consistent engagement in the region. And following the recommendations of Member States, IDEA will restructure and expand its engagement in the Africa region.

In order to place International IDEA at the forefront of the global democracy debate, 2016 will also see the initiation of a new signature publication on the State of Democracy in the world that we hope with time will become IDEA's primary reference publication. 2016 will also mark the start of an institution-wide effort to help support the implementation of Goals 5 and 16 of the 2030 Sustainable Development Agenda, approved unanimously by the UN General Assembly in September.

2016 will also see a renewed focus on forging strategic partnerships with key institutions to continue supporting democratic advances around the world. This also includes a strengthening of IDEA's capacity for resource

mobilization in support of both regional and global programmes. Further measures will be taken increase the effectiveness of IDEA and to ensure that there is genuine "Value for Membership", including a focus on reducing overhead costs and streamlining programmes. And an institution-wide Communications strategy will be rolled out to help ensure that IDEA increases both the visibility and impact of its programmes at both regional and global levels.

This programme and budget presents important advances, which reflect the growing capacity of IDEA to implement results-based management, to help ensure that IDEA's programmes strategically and effectively respond to the democratic challenges facing the world today.

I would like to end by sincerely thanking the Swiss Government for chairing International IDEA with such commitment and energy during 2015, and I would like to welcome Mongolia as incoming Chair for 2016.



A handwritten signature in dark ink, appearing to read 'Yves Leterme'.

Yves Leterme
Secretary-General

About this document

From Programme and Budget to programme budget

- 0.0.1 Continuing International IDEA's commitment to improving transparency and accountability towards our Member States and the wider public, this Programme and Budget 2016 document marks a step: Narrative and financial planning are now systemically linked, to constitute a "programme budget". An advanced tool, a programme budget also enhances the organization's capacity for strategic decisions; and compliance with international quality and transparency standards.
- Building on the comprehensive RBM structure that has been developed over several years, International IDEA's Programme and Budget 2016, provides detailed information on the allocation of funds towards achieving each of the organization's current strategic programme outcomes (2015-17). The contributions of institutional units to programmatic outcomes are also documented with associated budgets.
 - The document gives information about the geographic location in which planned resources are expected to achieve results.
 - The organization can now also estimate the relative weight of the different methods through which it implements: such as organizing platforms for networking; developing tools for practitioners; publishing handbooks; developing and implementing
- 0.0.2 training programmes; and maintaining databases.
- 0.0.2 Owing to these improvements International IDEA will progress in terms of monitoring, too: From January 2016, aggregated and detailed information can be provided about the planned/actual expenditure on each category of programme activity and other dimensions. Put simply, International IDEA has now the capacity to monitor and communicate information about implementation processes to answer the following questions:
- "How much does International IDEA spend (EUR) where (geographic location) on which methods (output categories) to achieve what goals (strategic programme outcomes)?"
- 0.0.3 Beyond numbers, International IDEA is developing its qualitative reporting on results, which is why the Programme and Budget 2016 sets planning in the democracy context of each region or country. Secondly, following feedback from representatives of Member States, from 2016, the organization will increasingly provide systematic qualitative information on progress made towards the expected outcomes set out in this Programme and Budget 2016, through Quarterly and Annual Results Reports.

Collaboration

- 0.0.4 As a further positive consequence, the dialogue between programme and finance staff was strengthened; transparency of allocation decisions improved internally; and the planning better understood at aggregated levels. The current improvement process is an excellent example of

collaboration between teams, field offices and headquarters. International IDEA recognizes the contributions of all of its teams, and in particular those of its extended planning and finance groups to jointly conceive, develop and produce this Programme and Budget 2016: Alistair Clark (Africa Programme), Andrea Milla (Latin America and the Caribbean Programme), Shana Kaiser, Pola Samir (West Asia and North Africa), Raymund Borcillo Bolanos (Asia and

the Pacific Programme), Midori Kosaka (Global Programme), Alexandre Debrun, Bridget O’ Sullivan, Richard Busingye (Finance team at headquarters), Veronique Choquette (Strategic planning & External relations), Thiyumi Senarathna (Research assistant), Mikael Fridell (Management systems), and Kerstin Meyer (Strategic planning, organization-wide M&E & editorship).

Executive summary

Global democracy context and International IDEA’s contribution

o.o.5 At the end of 2015, the world is confronting the effects of several events which pose serious threats to democracy and human security. In response to the prevailing context, in 2016 International IDEA will contribute to promoting more peaceful, inclusive, and just societies that uphold and cultivate sustainable development and democracy. International IDEA’s Strategy for 2012–17, together with the Mid-Term Strategy Review undertaken in 2014, provides the strategic framework for all activities implemented throughout both global and regional programmes.

o.o.6 International IDEA’s programme of work for 2016 is based on the implementation of a total of 83 projects corresponding to a programmatic budget of EUR 23.8 million. International IDEA implements projects at the global (35 percent), regional or sub-regional level (20 percent), and country levels (31 percent).

o.o.7 International IDEA’s budget is directed to contribute to democracy outcomes at the global level (35 percent), in Asia and the Pacific (18 percent), in Latin America and the Caribbean (15 percent), in Africa (12 percent), in West

Asia and North Africa (6 percent) and in Wider Europe (1 percent). The institutional share of International IDEA’s budget (14 percent), which is funded through Member States’ contributions, supports International IDEA’s engagement with Member States, the European Union, the United Nations and other multilateral actors, in line with International IDEA’s intergovernmental status.

o.o.8 As recommended in the Mid-Term Strategy Review International IDEA continues to improve mainstreaming of the cross-cutting issues of gender equality, conflict sensitivity and diversity as an integral part of programme design. This is undertaken, for example, by systematically considering gender equality when inviting experts, participants and consultants (96 percent of projects), by actively considering a conflict-sensitive approach (68 percent) or enabling marginalized groups to access decision making processes (90 percent). Furthermore, International IDEA will implement projects that specifically pursue one of the cross-cutting themes in democracy building, corresponding to a combined budget of approximately EUR 1.5 million.

International IDEA’s strategic programme developments in context

o.o.9 Responding to the growing threat that the role of money in political processes presents to democracy, in 2016 IDEA will continue its institution-wide initiative on money in politics, with a community of practice that was formed at a Global Conference on the subject in September 2015. The aim is to unite the global community behind a shared agenda on the regulation of political finance. In 2016, International IDEA

expects to spend approximately EUR 880,000 towards this strategic outcome, spread over most of its regional and global programmes.

o.o.10 2016 will mark the first full programme year for International IDEA’s Africa Programme, reinvigorated following the adoption of a new activity framework arising from a programme review in 2014 and as recommended by the Mid-Term Strategy Review. The Africa Programme,

	with a planned budget of almost EUR 3 million in 2016, will contain a particular focus on policy dialogue and a set of activities to be undertaken with International IDEA's Member States, foster its partnership with regional organizations and expand its activities to francophone countries.	0.0.12	International IDEA's engagements in Bolivia, Ecuador and Nepal are at critical juncture. Relevant programming has been prepared with International IDEA's partner organizations, though implementation remains dependent on securing funding.
0.0.11	As an answer to the increasing demand for International IDEA's work in the European region, a Wider Europe Programme will be initiated in 2016, following the recommendations of Member States. International IDEA has begun to support ongoing reform processes in Ukraine, in partnership with relevant national and international stakeholders.	0.0.13	2016 will also mark the start of an institution-wide effort to help support the implementation of 2030 Sustainable Development Agenda, approved unanimously by the UN General Assembly in September 2015. In particular, International IDEA will contribute to democratic and people-centred monitoring of the Strategic Development Goals, by building on its State of Democracy assessment methodologies.

Key institutional priorities in 2016

0.0.14	In 2016, International IDEA will continue to reinforce its value for membership to Member States. A new unit within the Global Programme Directorate will strengthen International IDEA's capacity to provide Member States with targeted and timely policy analysis, while increased engagement in Europe and neighbouring countries will create opportunities for dialogue and experience sharing on a wider range of democratic issues.		largest projects – in Myanmar and Peru – will be funded by the European Union and implemented through a consortium of peer organizations. International IDEA will seek to comply with the requirements of an EU Pillar Assessment of the organizations internal controls, policies and procedures. A positive appraisal would give IDEA the status of a 'recognized international organization' with the European Commission, with access to different management modalities for EU grants.
0.0.15	International IDEA will also continue to strengthen its relationship with the European Union (EU), by leveraging current EU funded projects to showcase expertise and completing the process of advanced certification to manage EU funds. In 2016, two of International IDEA's	0.0.16	In line with recommendations by Member States, International IDEA has developed a new 2015–17 Communications Strategy. In 2016, a key priority will be the redesign of the International IDEA website.

Planned programmatic results in their context and with budgets

0.0.17	Leveraging comparative international knowledge, International IDEA will provide direct technical support to regional and partner country stakeholders to promote compliance with political finance laws; and to support inclusive constitution-building processes including in post conflict and transitional contexts. Forthcoming global knowledge resources include a study on the timing of elections in post conflict scenarios; a handbook on elections and conflict which will build on experience with International IDEA's electoral risk management tool worldwide; and a guidebook Strategic Visions and Policy Positions for Political Parties on Natural Resources. 2016 will see the development of a tool to map the risk of linkages between organized crime and politics, building on the past Protecting Politics research. New research will focus on the		impact of migration on the quality democracy in affected sending, transit and receiving countries. In 2016, International IDEA will initiate the Conversations with women leaders, where women heads of state highlight their contributions to democracy and peace building. Also in 2016, International IDEA plans to convene a global conference for women election commissioners across the world.
		0.0.18	In the Asia-Pacific region, in the context of Myanmar's electoral process, International IDEA will continue to lead, for the second year, the EU funded Support To Electoral Processes and Democracy (STEP) consortium of eight organizations in Myanmar. International IDEA expects to be supporting constitution-building processes and constitutional reforms, prospectively, in Thailand, Nepal, Sri Lanka and

	Myanmar, including through research on Asian constitutional innovations. Other priorities include a study on the condition of women's political participation, research on political accountability in the Pacific Islands, and by consolidating International IDEA's contributions to the electoral process in Bhutan.		in the electoral processes. International IDEA has elaborated a five year strategy for International IDEA's role in Haiti for the period 2016–20, a priority for fundraising in 2016 and beyond in a highly dynamic democratic context. It is expected that the organization will complete the relocation of its regional office from San Jose, Costa Rica to Santiago, Chile.
0.0.19	At the pan-African level, 2016 will see the launching of a Quarterly Bulletin on Democracy Trends in Africa to engage International IDEA's Member States in regular debate. In 2016, International IDEA will also support the establishment of an African Forum on Constitutional Experts, a pan-African Business Roundtable for Democracy, and a Regional Advisory Panel of Eminent Democracy Advocates. International IDEA will continue its engagement in Kenya with regulation bodies, towards a transparent enforcement of the electoral legal framework, including provisions for ensuring sound political finance. International IDEA will also provide support for citizen led assessments of the State of Democracy at the local level in Botswana, Côte d'Ivoire and Namibia. Continuing to build on its partnerships with inter-regional organizations, including with the Department of Political Affairs of the Africa Union Commission to undertake regular monitoring of the political context in future elections.	0.0.21	In West Asia and North Africa (WANA) in 2016, International IDEA will continue to contribute to the debate about the implementation of Tunisia's 2014 constitution (in particular Article 49 due to human rights concerns); and to work towards further reforms to improve the participation and leadership of women in political parties. The partnership with the EMB of Tunisia (ISIE) continues in anticipation of both sectoral and municipal elections. In Egypt, International IDEA will contribute to the long term sustainability and professionalism of the newly established permanent National Election Commission Committee (NEC), in the context of upcoming municipal elections. With the new constitution expected to be put to referendum over the course of 2016 in Libya, International IDEA will support the High National Elections Commission (HNEC) in their efforts to manage the elections with credibility and minimized risk.
0.0.20	In Latin America and the Caribbean (LAC) in 2016, Brazil will host the VIII Iberoamerican Conference on Electoral Justice, co-organized by International IDEA and the Brazilian Electoral Tribunal. International IDEA will co-host debates on the Quality of Democracy in Latin America with peer organizations and the Organization of America States (OAS) and hold debates on ongoing electoral reforms in the Southern cone, Mexico and Central America. In preparation for the presidential elections in Peru, International IDEA will work to raise awareness about the influence of illicit interests	0.0.22	In the last quarter of 2015, International IDEA will undertake several scoping missions in European countries identified as prospective sites for programme operations in 2016. These currently include Georgia, Macedonia, Moldova and Ukraine. A practitioners' dialogue on political finance regulations bringing together policymakers, experts and civil society advocates from a range of countries in the region is planned for 2016.
		0.0.23	International IDEA will continue its global advocacy work at the UN and the EU, and will also hold the 6th High Level Meeting on Regional Organizations, Gender Equality and Political Empowerment of Women in Strasbourg.

Institutional management priorities

0.0.24	International IDEA's financial planning, management and reporting tools will be improved in 2016, feeding into sound project management and institutional decision making. International IDEA will continue to bring financial reporting into line with International Public Sector Accounting Standards and overhaul results reporting within an increasingly sophisticated integrated narrative and financial		monitoring framework with the ambition of becoming the 'gold standard' for democracy results reporting.
		0.0.25	In 2016, International IDEA will revise its evaluation policy, setting standards including for criteria and procedures, for the evaluation of the quality of democracy assistance work.

Budget and financial outlook

- 0.0.26 At the time of submission of the Programme and Budget to the Council of Member States, International IDEA projects income for 2016, on both unrestricted and restricted funds, of EUR 21.4 million. Net expenditure is at EUR 23.5 million. This means a deficit versus income of EUR 2.1 million for 2016. This shortfall will be funded through adjustments to reserves in line with policy.
- 0.0.27 Unrestricted income of EUR 12.7 million will be expected from the following Member States (ordered by level of contribution): Sweden, Netherlands, Norway, Switzerland, Germany, Chile, Mexico, India, Peru, Botswana, South Africa, Costa Rica, Mauritius, Mongolia, Barbados, Uruguay, Ghana and Namibia.
- 0.0.28 Restricted income for 2016 is expected to grow from the presented prudently budgeted level of EUR 8.7 million.
- 0.0.29 The projected financial result for the year brings International IDEA's reserves down to the requirement level at the end of 2016. The prudent income projections mean that the Institute's outlook beyond 2016 remains positive and solid.

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Glossary of acronyms used

AAEA	Asian Association of Election Administrators
ACDEG	African Charter on Democracy, Elections and Governance
ACE	Administration and Cost of Elections (Electoral Knowledge Network)
ACL	Arab Association of Constitutional Law
AD	Ágora Democrática
AEC	Australian Electoral Commission
AGA	African Governance Architecture
AP	Asia and the Pacific
ASEAN	Association of South East Asian Nations
ATENEA	A monitoring system for women's political participation in Latin America
AU	African Union
BRIDGE	Building Resources in Democracy, Governance and Elections
CBP	Constitution-Building Processes
CEP	Electoral Management Body, Haiti
CEU	Central European University
CJEP	Episcopal Commission for Justice and Peace, Democratic Republic of Congo
CMB	Constitution-making body
CSO	Civil society organization
DAAA	Democracy Assessment, Analysis and Advisory Unit
DD	Democracy and Development
DPA/AU	Department of Political Affairs of the African Union
DPID	Danish Institute for Parties and Democracy
DRI	Democracy Reporting International
ECB	Electoral Commission of Bhutan
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ECPS	UN interagency Executive Committee on Peace and Security
EIB	European Investment Bank
EISA	Electoral Institute for Sustainable Democracy in Africa
EJ	Electoral Justice (Toolkit)
EMB	Electoral management body
EP	Electoral processes
ERGS	External Relations and Governance Support
ERMTTool	Electoral Risk Management Tool
ERP	Enterprise resource planning (business management software)
EU	European Union
EUR	Euros
FNF	Friedrich Naumann Foundation
GP	Global Programmes
HNEC	High National Elections Commission, Libya
IADB	Inter American Development Bank
ICT	Information and communication technologies
IEBC	Independent Electoral and Boundaries Commission, Kenya
IEC	Independent Electoral Commission, South Africa
IFES	International Foundation for Electoral Systems
IFI	International financial institution

IGAD	Intergovernmental Authority on Development
iKNOW	International Knowledge Network of Women in Politics
IRDD	Inter-Regional Dialogue on Democracy
ISIE	Independent High Authority for Elections, Tunisia
JNE	Peruvian Election Commission
KIA	Key impact area
LAC	Latin America and the Caribbean
LAS	League of Arab States
LGBTIQ	Lesbian, Gay, Bi, Transgender, Intersex and Questioning
LP	Legislature/Parliament of Nepal
M&E	Monitoring and evaluation
NAB	National Assembly of Bhutan
NCB	National Constituent Assembly, Bhutan
NDI	National Democratic Institute
NEC	National Election Commission, Egypt
NIMD	Netherlands Institute for Multiparty Democracy
NRGI	Natural Resources Governance Institute, Ghana
OAS	Organization of American States
OCDP	Organized Crime and Democratic Politics Tool
ODI	Overseas Development Institute
ORPP	Office of the Registrar of Political Parties, Kenya
OSCE	Organization for Security and Cooperation in Europe
ODIHR	Office for Democratic Institutions and Human Rights
PAM	UN Pre-election assessment missions
PIF	Pacific Islands Forum
PN	Practitioners network
PP	Political parties
PPRP	Political participation and representation processes
RBM	Results-based management
RES	Restricted funding
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SG	Secretary-General
SIFDE	Intercultural Service for Democratic Strengthening, Bolivia
SoD	State of Democracy
SoLD	State of Local Democracy
SPM	UN Special Political Missions
STEP	Support to Electoral Processes and Democracy in Myanmar (a project in Myanmar)
UID	United International IDEA Database
UN	United Nations
UNDP	United Nations Development Programme
UNEAD	United National Electoral Assistance Division
UEC	United Electoral Commission of Myanmar
UNR	Unrestricted funding
USAID	United States Agency for International Development
VDEM	Varieties of Democracy
WANA	West Asia and North Africa



1 International IDEA's work in 2016 - overview

1.1 Global democracy context and International IDEA's contribution

1.1.1 Approaching the beginning of 2016, the world is confronting the effects of several events which pose serious threats to democracy and human security. Continuing economic instability across the world; conflicts such as in Ukraine and Syria, and the current refugee and migration crisis in Europe and the Middle East, cast a shadow over the many positive developments for the future of democracy. These range from the increasing demand of citizens for inclusive democracy that delivers on the newly adopted UN's 2030 Sustainable Development Goals, which though not directly emphasizing democracy, provide a good opportunity for democratic approaches to their monitoring and implementation. In this context, there is a great

need for hope and a vision for the future of democracy. In response to the prevailing context, in 2016, International IDEA will contribute to promoting, more peaceful, inclusive, and just societies that can uphold and cultivate sustainable development and democracy. In particular, International IDEA will strive to be a trusted partner to those who lead democratic change at the country level; to make global comparative knowledge and expertise available, to inspire national dialogue and to catalyze political will; and to convene political dialogue on democratic change.

Strategic Framework

1.1.2 International IDEA's Strategy 2012–17, together with the Mid-Term Strategy Review undertaken in 2014, provides the strategic framework for all activities implemented throughout both global and regional programmes. The Programme and Budget for 2016 outlines International IDEA's programme of work for 2016 in each of four main areas of expertise—Electoral Processes (EP), Constitution-Building Processes (CBP), Political Participation and Representation Processes (PPRP) and Democracy and Development (DD). The Mid-Term Strategy Review has led International

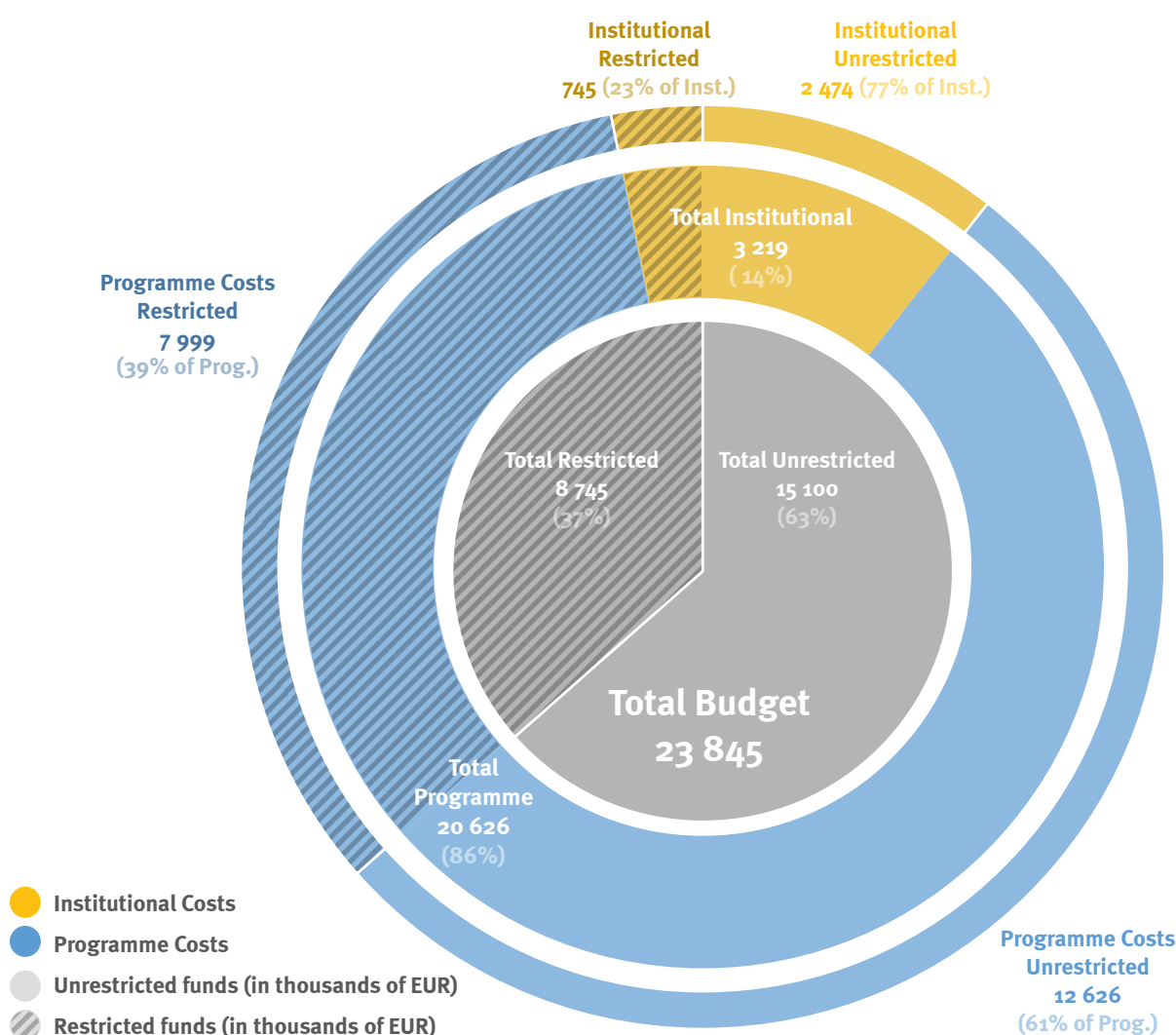
IDEA to put a number of issues at the forefront of its planning for the last three-year period of the Strategy: the role of money in politics, the specific challenges of fragile and post-conflict states, citizen movements, the importance of democracy that delivers, and democracy at the sub-national level. According to the Programme and Budget 2015–17, International IDEA's expertise is articulated under approximately 40 strategic programme outcomes (2015–17), that structure and orientate the organization's planning also for 2016.

Programme of Work 2016 – overview

1.1.3 International IDEA's programme of work for 2016 is based on the implementation of a total of 83 programmatic projects corresponding to a budget of EUR 23.8 million. Approximately 59 percent of these projects are funded by International IDEA's core resources, while the remaining 41 percent are financed through "restricted funds", i.e. through project based agreements with donors (cf. section 4). These projects will be implemented through International IDEA's global and regional

programmes in Africa, Asia and the Pacific, Latin America and the Caribbean (LAC), West Asia and North Africa (WANA), its External Relations department (ERGS) and the Secretary-General's Office (SGO). These projects, as documented in Part 2, will be supported by several institutional projects corresponding to management priorities, as outlined in Part 3 of this Programme and Budget 2016.

Fig 1. International IDEA's budget in 2016 (in thousands of EUR)



1.1.4 International IDEA implements projects at the global, regional and country levels. Overall, IDEA's budget for results at the global level represent the largest share: accounting for 35 percent of the total budget. However, in line with International IDEA's strategic commitment to strengthen its impact at the country level and its engagement

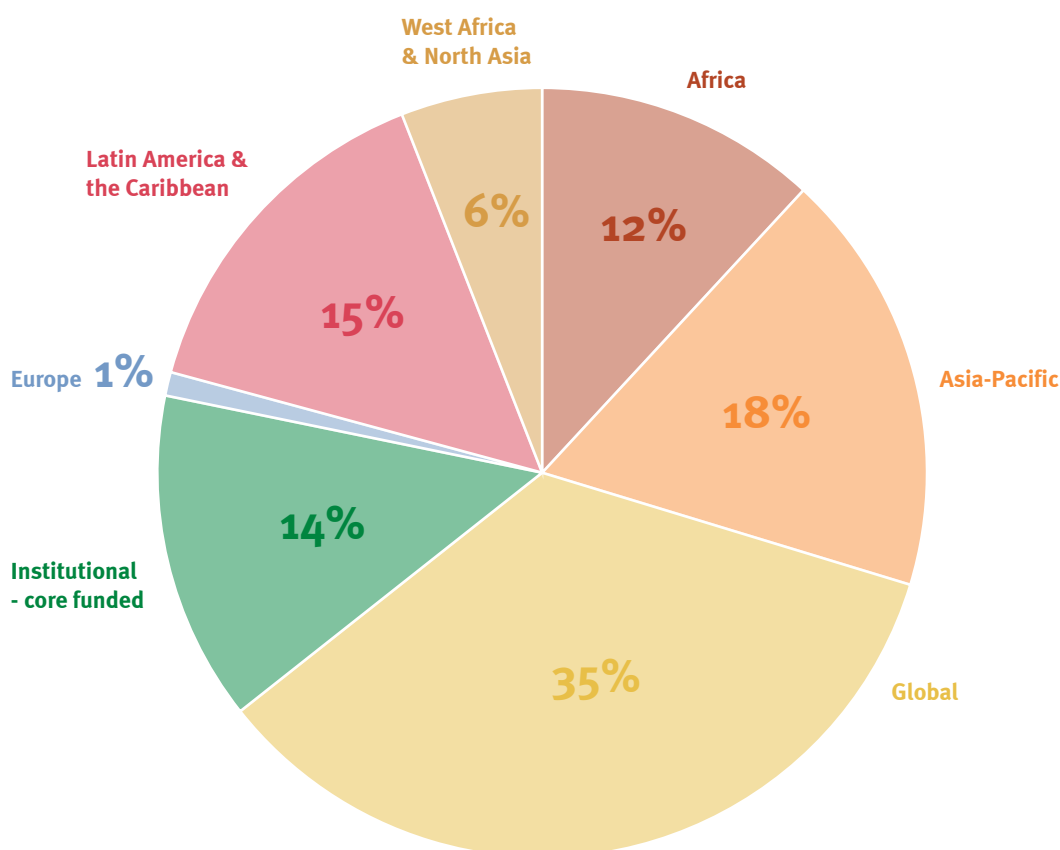
with regional organizations, more than half of the Institute's programmatic funds are directed to the four regions, 31 percent in country level projects and 20 percent in projects that are intended to impact at the regional or sub-regional level.

International IDEA's budget by geography

1.1.5 Looking more closely at the geographical spread of resources, International IDEA's budget is directed to contribute to democracy outcomes in Asia and the Pacific (18 percent), in Latin America and the Caribbean (15 percent), in Africa (12 percent), in West Asia and North Africa (6 percent) and in Wider Europe (1 percent). The institutional share

of International IDEA's budget (14 percent), which is funded through Member States' contributions, supports International IDEA's engagement with Member States, the European Union, the United Nations and other multilateral actors, in line with International IDEA's intergovernmental status.

Fig 2. International IDEA's budget by region for 2016, in EUR



International IDEA's budget by key impact area

1.1.6 Regarding the spread of IDEA's funds over key areas of impact (KIA), the project portfolio for 2016 shows the organization's strategic outcomes (2015–17) in the two key areas Electoral Processes (EP) and Constitution-Building Processes (CBP) representing larger shares of the budget, with 26

percent and 10 percent respectively. While EP is the area of expertise that International IDEA is globally most known for, the share of PPRP reflects International IDEA's growing engagement in issues related to political finance and the political participation of empowered citizens.

International IDEA modes of implementation

1.1.7 International IDEA's funding of programme activities in 2016 shows a clearly focused modus operandi: the largest share of the activities budget is spent on advisory services (23 percent) and

on platforms for networking and consultation (23 percent), followed by the development and implementation of practitioners' tools (18 percent), as part of comparative knowledge production,

Fig 3. International IDEA's budget by geography for 2016, in EUR

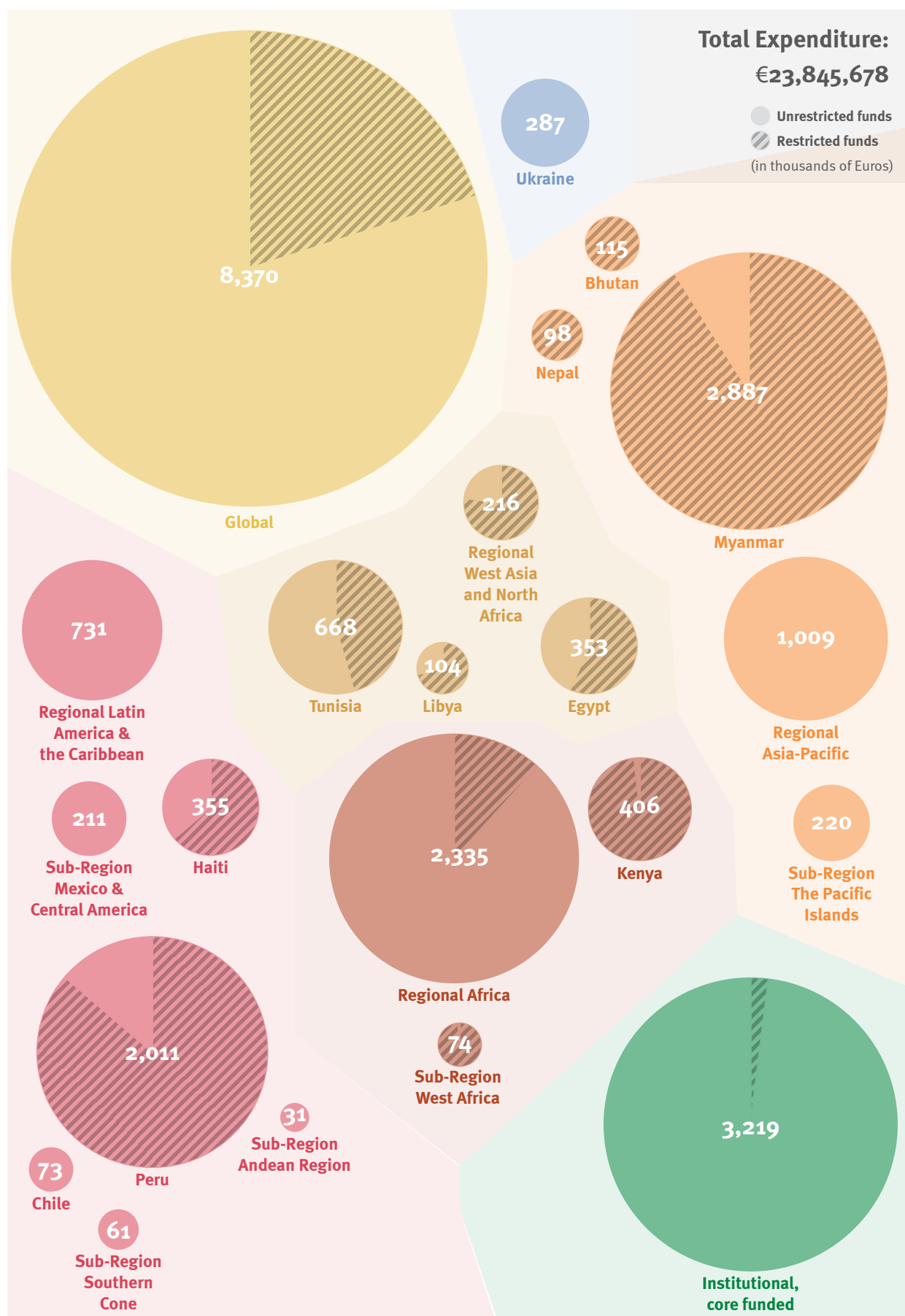


Fig 4. Int. IDEA's budget per geographic implementation level, in EUR

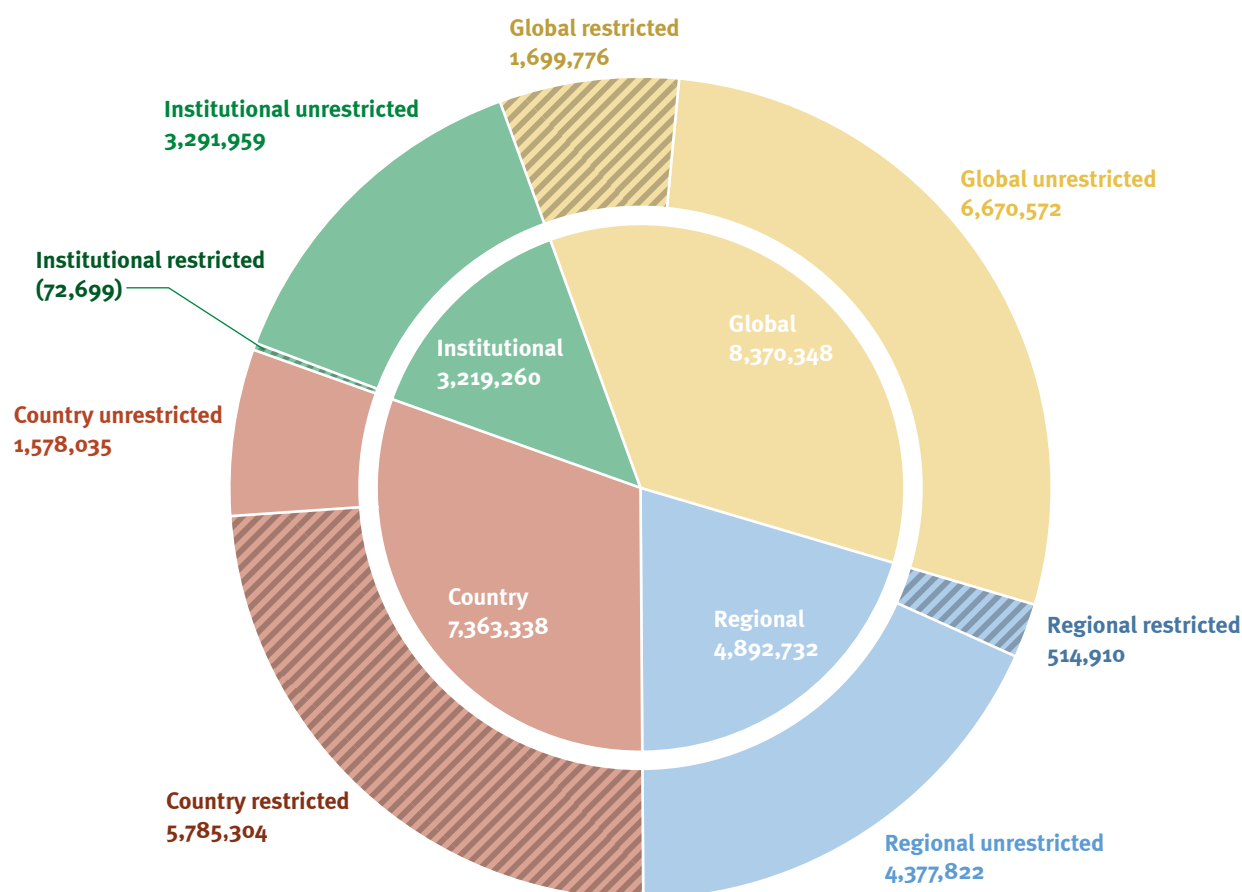


Fig 5. Int. IDEA's budget per key impact area (KIA), in EUR

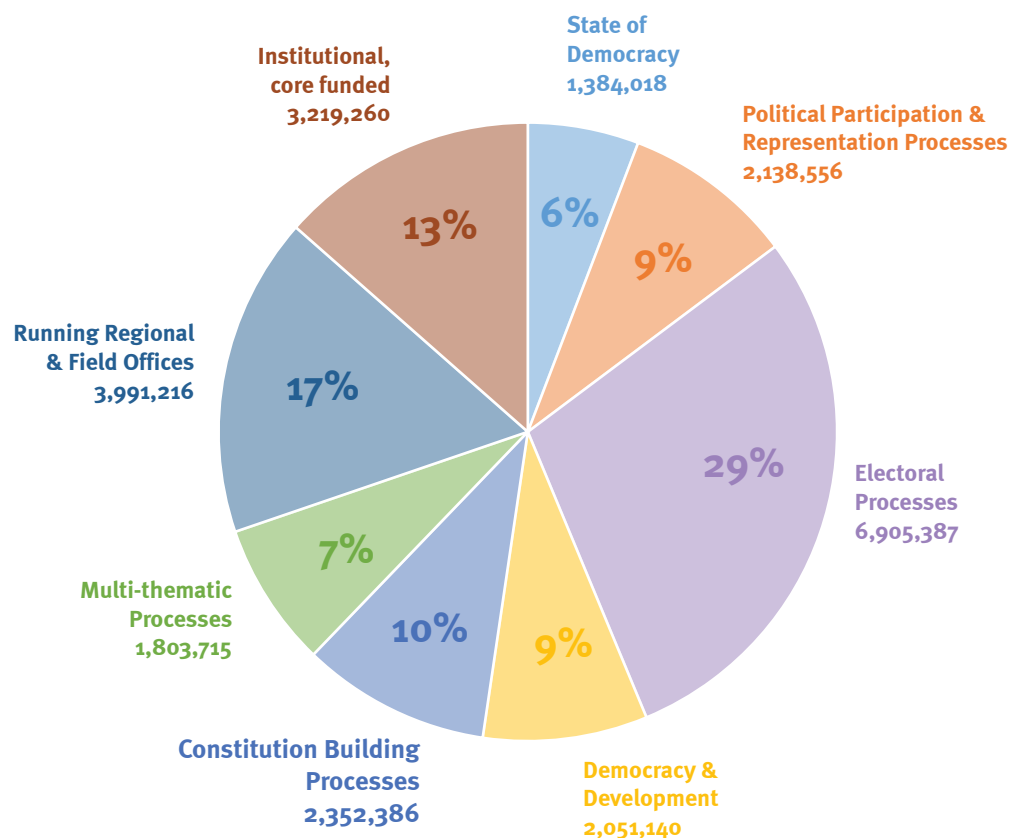
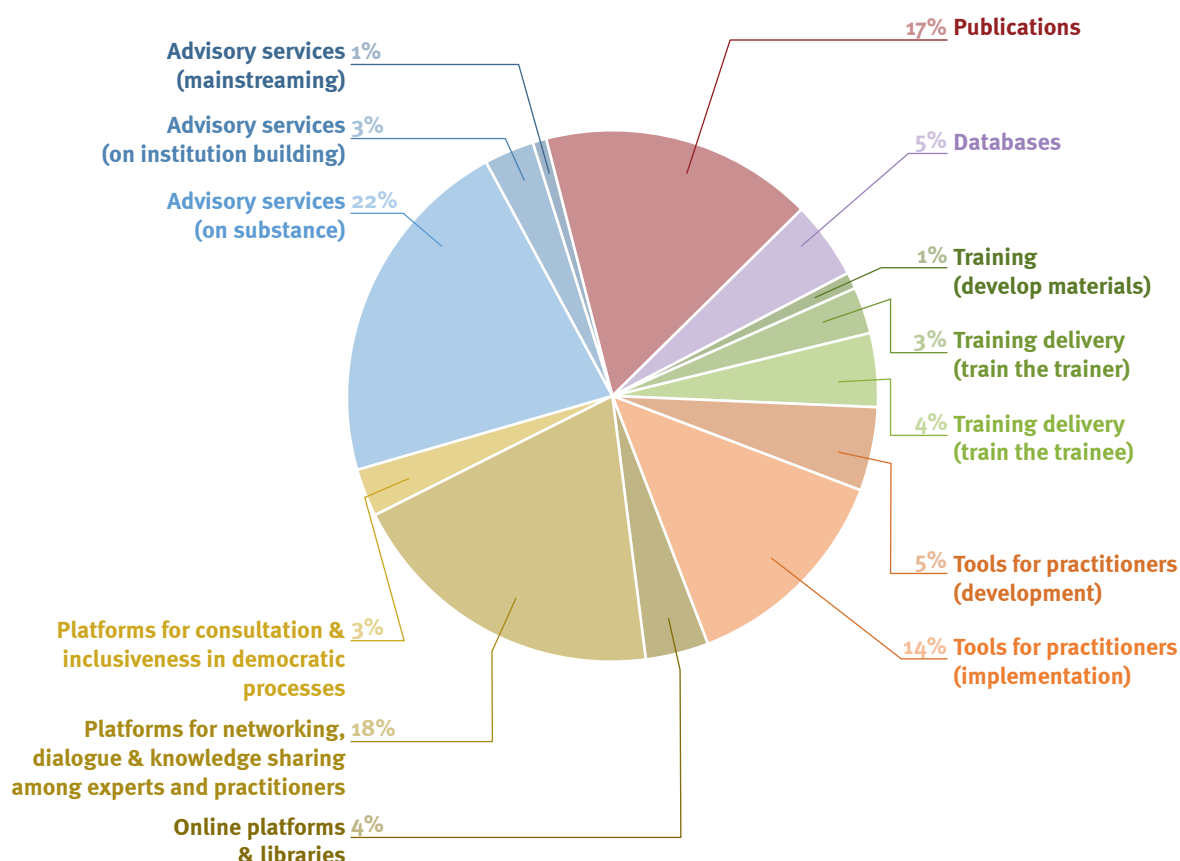


Fig 6. International IDEA's programme budget 2016, by types of outputs



and by publications (17 percent), including the writing and translation of Handbooks and Policy Papers. Platforms for networking comprise, for instance, peer-to-peer exchanges between staff of electoral management bodies, as in LAC, WANA and AP, or inter-party dialogues, as in Haiti. The relative importance of these types of interventions (which represent an even higher percentage when factoring in staff time) proves the organization's engagement—following recommendations made

in the Mid-Term Strategy Review—to prioritize its contributions to ongoing democracy processes at the country or the regional level.

1.1.8

The smaller budget shares are used to maintain and expand databases and online platforms (9 percent) – products which nevertheless have a large audience and expansive outreach. A similar amount, about 9 percent of the activities budget, will be spent on providing training programmes.

International IDEA's cross-cutting issues

1.1.9 International IDEA's strategy presents gender, diversity and conflict and security as cross-cutting considerations throughout IDEA's programme activities. Reviewing the projects planned for 2016,

International IDEA will implement projects that specifically pursue one of the cross-cutting themes, corresponding to a combined budget of ca EUR 1.5 million (see Table 1).

Table 1. Strategic outcomes for cross-cutting issues (2015-17)	RES	UNR	Total
Gender equality in politics, political parties and electoral processes	0	47 699	47 699
Gender equality in electoral processes	238 003	359 687	597 690
Political participation of women and marginalized groups	0	80 727	80 727
Political participation of women and youth	0	31 610	31 610
Increased Inclusiveness	141 569	409 234	550 803

Table 1. Strategic outcomes for cross-cutting issues (2015-17)	RES	UNR	Total
Conflict-sensitive strategies	0	162 132	162132
Total	379 572	1 091 089	1 470 661

1.1.10 While the cross-cutting issues of gender, diversity and conflict and security are being addressed in the above specific projects, International IDEA is also improving their mainstreaming as an integral part of programme design. To do this, International IDEA has set up advisory teams, which in 2016 will move under the new mandate of the

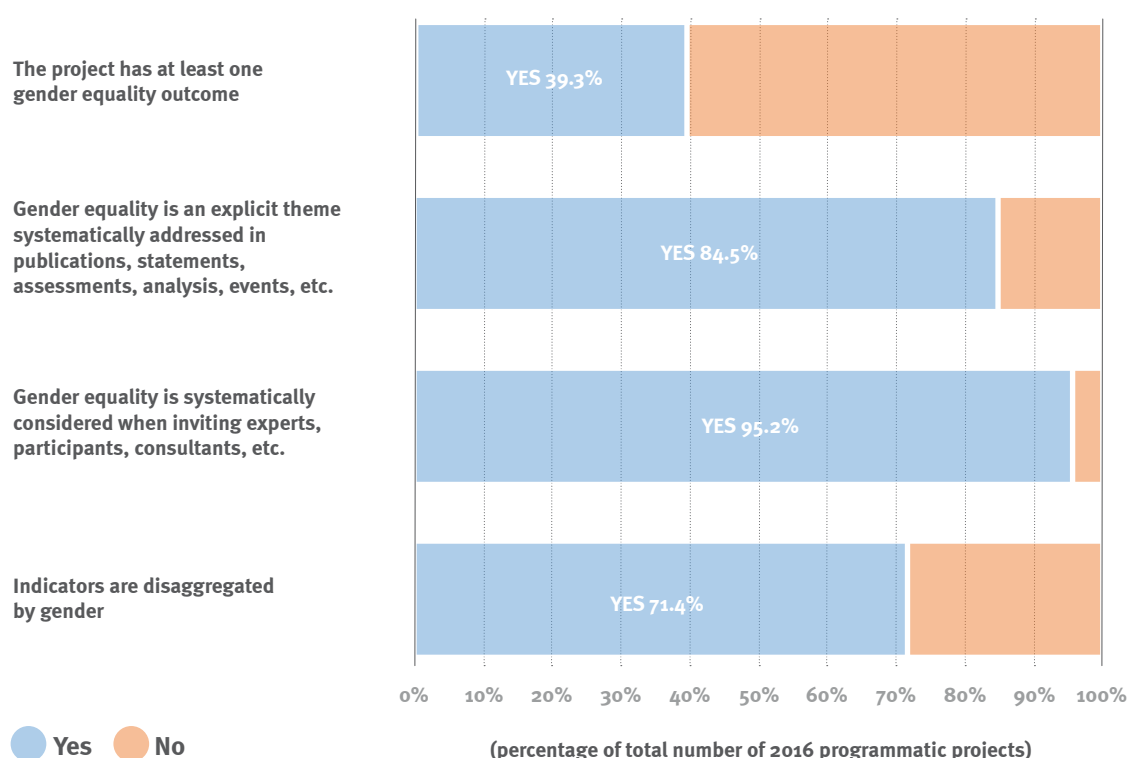
Democracy Assessment, Analysis and Advisory Unit (DAAA). International IDEA expects to employ about 1 percent of its programme budget in advising and building mainstreaming capacity with IDEA staff and partner organizations (see Figure. 5).

Mainstreaming gender equality

1.1.11 Gender equality has been mainstreamed into International IDEA's work over the course of several years and gender equality is considered to be a relevant cross-cutting issue throughout International IDEA's programming for 2016: almost 100 percent of International IDEA's projects planned for 2016 including both regional programmes and Global Programmes, systematically consider gender equality when inviting experts, participants and consultants. The share of projects that expect to systematically include gender equality as an explicit theme in

publications, statements, assessments and policy analysis is 85 percent. Nearly half of International IDEA's projects pursue at least one outcome that specifically and explicitly addresses gender equality. To gauge the effectiveness of their mainstreaming capacity, three out of four projects measure their results using gender disaggregated indicators. Around half of this budget is directed through Global Programmes for global agenda setting, comparative knowledge production and advisory work in the regions.

Fig 7. Gender mainstreaming in International IDEA's projects 2016



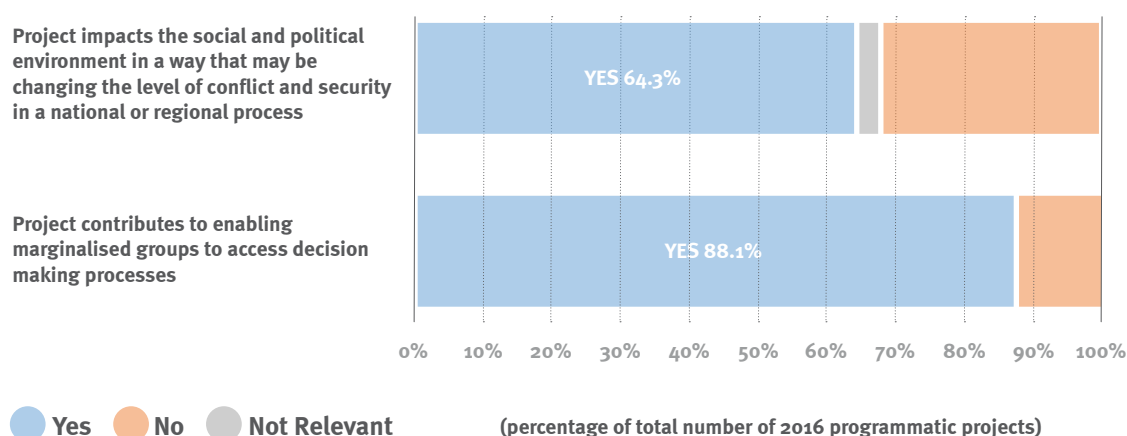
Mainstreaming conflict sensitivity

1.1.12 A conflict-sensitive approach is an internal IDEA policy that requires the organization to ensure that its actions do not create, consolidate, or contribute negatively to conflict dynamics that might turn violent. External interventions need to be especially careful not to create, consolidate or contribute to rising tensions or conflict dynamics that might become violent. Especially in fragile and conflict affected states there is the danger of 'doing harm' if interventions do not understand the underlying conflict dynamics or do not pursue a conflict-sensitive approach. This approach needs to be included in the design, implementation, monitoring, and evaluation phase of programmes themselves. Such an approach involves (1) understanding the conflict, (2) assessing the interaction of conflict and programming, and (3) revising programming in light of this knowledge. In 2016, the Institute will establish a policy for mainstreaming conflict sensitivity. This will provide the necessary framework within which to systematically raise awareness about, build

internal capacity to address, and institutionalize conflict sensitivity within International IDEA's programmes.

1.1.13 Approximately two-thirds of International IDEA's 83 projects as presented in this Programme and Budget 2016 will actively mainstream conflict sensitivity, covering areas of expertise within a broad spectrum (80 percent) of the organization's strategic outcomes. Challenges to implementation and awareness about the relationship between specific programmes and conflict dynamics will vary greatly depending on context. More than one third (25) projects are not considered to directly contribute to—or have an impact on—the level of conflict and security in respective contexts, and will therefore not focus on developing a specific 'conflict-sensitive approach.' 10 out of these 25 are projects developed within Global Programmes, and the rest are projects developed in and for the regions, mainly in Latin America (11), but also in the Asia and the Pacific region (4).

Fig 8. Mainstreaming conflict sensitivity and mainstreaming diversity in 2016



Mainstreaming diversity

1.1.14 Diversity in democracy building is concerned with recognizing and appreciating group and individual differences (i.e., treating people as individuals notwithstanding their association with particular groups), and placing a positive value on diversity and inclusion in political participation, community membership and the workforce. The inclusion of diverse social groups and their representation in political institutions—including civil administrations—is known to have a conflict prevention effect and positive impacts on political functioning at the national and community levels (Baldwin, Chapman and Gray 2007).

Mainstreaming diversity at International IDEA involves working with Key Impact Area (KIA) teams and their partner organizations during the project planning and implementation stages to promote and adopt inclusive policies and practices ensuring the participation of marginalized groups in political institutions. It also requires editing potential and draft publications to ensure that research and analyses capture the inclusion of diverse groups and their participation in political structures and processes.

1.1.15 Most of International IDEA's planned 2016 projects (70 out of 83) will mainstream the inclusion of marginalized groups in political processes and structures. While some (9) planned projects note that the inclusion of marginalized groups is not a relevant dimension, the adoption of gender mainstreaming in most of these projects will also provide opportunities for International IDEA to mainstream diversity when questions such as: 'Which (minority) women are being excluded from political processes and how do we include these women?' are addressed. Of the remaining 70 projects, some have drawn attention to the intersection between gender and diversity by noting that women's participation, as members of a range of marginalized groups,

will assume a priority, as will youth who are a feature of several Latin America projects. The inclusion of marginalized groups as partners and/or benefiting stakeholders in IDEA's work in reforming 'challenged' political institutions features as a priority in many of 2016's projects. Projects will use strategies such as awareness raising for decision makers and opinion shapers on the rights of marginalized groups to participate in political forums. Finally, the inclusion of marginalized groups features as a common dimension of IDEA's planned research and projects to develop practitioners' tools, whether simply through the analysis that data disaggregation produces, or through the direct involvement of marginalized groups in the projects themselves.

1.2 International IDEA's strategic programme developments in context

Money in politics, the institution-wide initiative

1.2.1 Money in politics is arguably the single biggest threat to democracy, hurting both established and emerging democracies alike. Inadequately controlled flows of money undermine the credibility of elections and the integrity of democratic institutions and processes across all regions. This fuels the crisis of public trust that political parties and politicians are experiencing around the world. In late 2014, building on a decade of research, advisory work and partnerships with electoral and regulatory authorities, International IDEA decided to make political finance an institution-wide priority for the period 2015-17. The Global Conference on Money in Politics, which took place in Mexico City from 3-5 September 2015, co-organized with the Mexican electoral authorities, involved all of IDEA's regional and Global Programmes and included participation by many world renowned experts. This conference was no doubt a culmination of 18 years of International IDEA's work on

political finance and asserted International IDEA's prominent role in the field in addition to marking the start of future initiatives in 2016 and beyond. A Community of Practice which was formed in Mexico City, comprising the main political finance assistance organizations worldwide, will share new research, ensure broad participation by partner organizations in relevant events, and identify research gaps, all with the aim of uniting the global community behind a shared political finance agenda.

1.2.2 In 2016, International IDEA expects to spend approximately EUR 880,000 towards this strategic outcome, spread over most of its regional and the global programmes. Additionally, the project Fighting the Influence of Illicit Interests in Peru's Political Processes, with an expected budget in 2016 of EUR 1,245,000 and with the strategic focus of increasing understanding of electoral processes, will show thematic overlap with money in politics as an institution-wide initiative.

Table 2. Money, organized crime, and politics	RES	UNR	Total
Africa	0	11 350	11 350
Asia & the Pacific	0	95 231	95 231
Global Programmes	0	642 860	642 860
Wider Europe	0	62 041	62 041
Latin America & the Caribbean	0	68 678	68 678

Table 2. Money, organized crime, and politics		RES	UNR	Total
Conflict-sensitive strategies		0	162 132	162 132
Total		0	880 160	880 160

1.2.3 IDEA's political finance research agenda will expand, in order to contribute to evidence based reform initiatives. The development of a political finance reporting and a disclosure guide for oversight agencies will be finalized and launched. The Protecting Politics team will continue to develop its Organized Crime and Democratic Politics (OCDP) Tool, with a pilot in Peru, which will specifically look into prevention and mitigation strategies to avert the impact of illicit finance on democratic politics. In Asia and the Pacific, IDEA will create and disseminate a comparative electronic knowledge resource on political finance regulation compliance and disclosure, including its perspectives on gender. A new institution-wide research project will focus

on country studies in the area of public funding. The 'Gender & Political Finance' case studies from Kenya, Tunisia, and Colombia developed in 2015 will continue to feed regional and global debates on gender equality in politics, including through the upcoming translations of IDEA's existing work into Japanese. National reform processes will be supported in Latin America and worldwide by sharing comparative knowledge, promoting spaces for dialogue and providing technical support. This will include activities in countries such as Kenya, Myanmar, Peru, Sri Lanka and Ukraine. All this will feed IDEA's institution-wide initiative, and create a global approach to addressing the role of money in politics.

International IDEA's expanding engagement in Africa in 2016

1.2.4 In line with recommendations of Member States, International IDEA is restructuring and reinforcing its engagement on the African continent, with a planned budget of almost EUR 3 million in 2016 – (EUR 1.9 million actual expenditure in 2014). After several years of fluctuating implementation capacity, 2016 will be the year when IDEA starts expanding its Africa Programme again, with a particular focus on policy dialogue with International IDEA's Member States in Africa: The Annual Policy Dialogue, the Policy Dialogue Series and the new Quarterly Bulletin on Democracy Trends in Africa, to be jointly produced with the Department of Political Affairs of the African Union (DPA/AU). At the pan-African level, International IDEA will build on the partnerships with the Department of Political Affairs of the Africa Union in the field of the norms and on unconstitutional changes of government. Assessment of the preparedness of AU Member States' electoral institutions ahead of elections is a new field of collaboration with the Department planned for 2016. A high priority in 2016 is set on International IDEA's engagement in Kenya with regulation bodies, to review and enforce the electoral legal framework, including provisions for ensuring sound political finance.

1.2.5 In Côte d'Ivoire, the conclusion of elections in 2015 presents an opportunity for International IDEA to focus on citizen engagement, in particular laying the foundation for a State of Local Democracy Assessment. In one of Africa's

oldest and long running multiparty democracies, Member State Botswana, International IDEA aims to improve the programmatic 'buy in' of political parties. In the Democratic Republic of Congo, elections are expected to be heavily contested, from local elections all the way up to the legislative and presidential level. International IDEA plans to work closely with the electoral management body to ensure a satisfactory electoral process. Since the remarkable economic recovery of the 1980's, International IDEA Member State Ghana has seen its economic potential further boosted by the discovery of oil. International IDEA will work with political parties towards achieving a national consensus on the governance of natural resources that can eventually assure both enhanced economic performance as well as improved citizen welfare. After its last elections in 2014, International IDEA Member State Namibia has embarked on a major process of political renewal. The strong interest of the President in increasing the presence, voice and impact of women in the public sphere and national governance will see IDEA continue in 2016 to work with Namibia's Ministry of Gender Equality and Child Welfare and women members of the National Assembly.

International IDEA's engagements at a critical juncture in Bolivia, Ecuador and Nepal

1.2.6 International IDEA's engagement in Bolivia has reached a critical juncture. Over the past year, changes in the political landscape have underscored enduring needs for democracy support. Severe criticism over the administration of the regional elections of March 2015 has spurred a crisis of legitimacy among electoral institutions, while proposed constitutional amendments to allow President Morales to seek a fourth mandate highlight the need for institutionalization and de-personalization of political parties. The presence of 81 women among the 166 representatives of the Legislative Assembly also offers a moment of real opportunity to strengthen women's empowerment and role in the country's political processes. International IDEA's national and regional expertise, strong partnerships and ability to work across the political spectrum in Bolivia place the organization in a privileged position to support the country's democratic development in 2016 and beyond. Nevertheless, dwindling support for democracy related initiatives by the donor community in Bolivia raises acute and immediate questions regarding the possibility for IDEA to sustain the scope and duration of its engagement. New partnerships with the donor community will be essential if IDEA is to maintain its presence in the country throughout and beyond 2016.

1.2.7 In Ecuador, the adverse economic situation that has resulted from the fall in oil prices and the incomplete diversification of the country's economic fabric, has led to the adoption of budgetary reforms and measures that have created discomfort among citizens and resulted in obvious social discontent. Opposition parties, though still disunited, seized the political opportunity to present their demands, which led to the Executive proposing a social dialogue process. IDEA's

engagement in Ecuador is implemented through Ágora Democrática, a joint initiative of IDEA and NIMD. Limited support for democracy related initiatives in Ecuador among the donor community however raises questions regarding the financial sustainability of Ágora Democrática. New commitments from donors and partners will be essential if IDEA is to maintain its presence in the country, through Ágora Democrática, throughout and beyond 2016.

1.2.8 In Nepal, two devastating earthquakes that took place in April and May 2015 became catalysts for accelerating the constitution drafting process, and on 20 September Nepal formally adopted a much anticipated new constitution. However, those who oppose the new constitution say that it fails to address their demands through an inclusive federal system. The new constitution institutionalizes Nepal's secular, federal republic with a parliamentary system and a multiparty democracy. 2016 will be critical in terms of starting the process of implementing the constitution and getting disaffected groups back to the table. The current political context in Nepal, and International IDEA's reputation as a long term partner in the process since 2006, emphasize the need to continue to support Nepal's parliament and other state and non-state actors in its transitions to an inclusive, federal constitutional order. To continue this fruitful labour and to respond to requests received from these actors, International IDEA is actively exploring for funding opportunities. In part of this effort International IDEA has also applied to the Nepal Governance Facility and has been at the final stage of securing a grant for a project to foster civic participation in peace building and implementation of the constitution.

International IDEA's Wider Europe Programme to be initiated in 2016

1.2.9 Despite the lack of a distinct Europe programme in recent years, International IDEA has long been active in the region. Some notable examples include International IDEA's presence in Georgia (2001–05), the publication of *Illicit Networks and Politics in the Baltic States* (2013), *Political Parties and Citizen Movements in Asia and Europe* (2014) and *Developing Local Democracy in Kosovo* (2005). Current work includes the implementation of the Electoral Risk Management Tool (ERMT) in

Bosnia and Herzegovina and the development of a Spanish case study for the film on social media and elections.

1.2.10 In an attempt to respond to the key policy challenges facing European decision makers and citizens in what could be considered a most pivotal period for democratic expansion and consolidation in the region, and with increasing demand for International IDEA's work in the region, the organization has begun to explore opportunities for a more consistent engagement, and a Wider Europe Programme will be initiated in 2016.

1.2.11 In the last quarter of 2015, International IDEA will undertake several scoping missions in countries identified as prospective sites for programme operations in 2016. These include Georgia, Macedonia (assessment took place in July 2015 with a follow up in September), Moldova, Ukraine, with the possibility of additional countries to be considered based on identified trends and preliminary needs. In the course of 2016, International IDEA will engage in regional initiatives bringing together policymakers,

experts and civil society advocates from a range of countries in the region to discuss trends and policy approaches in the regulation of political finance (Georgia, Moldova, Ukraine and possibly others), voting rights of internally displaced persons (Armenia, Azerbaijan, Georgia, Moldova, Ukraine, Bosnia and Herzegovina), and quality of democracy and citizen-led democracy assessments. International IDEA has begun to support ongoing reform processes in Ukraine, in partnership with key national and international stakeholders.

The 2013 Agenda for Sustainable Development: adding value through democracy

1.2.12 Throughout the global post-2015 Agenda discussion process led by the UN, International IDEA has been advising and lobbying for explicit inclusion of democracy in the list of development goals. The 2030 Agenda for Sustainable Development that emerged from this global process, as it was presented at the UN summit in September 2015, does not include an explicit democracy goal, however, a strong implicit call to promote democracy as an enabler of development. Goal 16, 'promote peaceful and inclusive societies for sustainable development; provide access to justice and build effective, accountable and inclusive institutions at all levels' in particular provides a relevant and timely global

framework for enhancing and fostering sustainable democracy worldwide. International IDEA will consequently expand particular areas of its expertise to feed into the 2030 agenda process; i.e. on a) democratic accountability in service delivery, b) democratic management of natural resources, c) programmatic parties, d) constitution design, and; e) conflict-sensitive design and implementation of its programmes. International IDEA is also in a position to contribute to democratic and people-centred approaches in the implementation and monitoring of the Sustainable Development Goals through its State of Democracy assessment frameworks.

1.3 Key institutional priorities in 2016

Value for membership initiatives in 2016

1.3.1 In 2016, International IDEA will continue to reinforce the value of its work to Member States. A new Democracy Assessment, Analysis and Advisory Unit will strengthen International IDEA's capacity to provide Member States with targeted and timely policy analysis, while increased engagement in Europe and neighbouring countries will create opportunities for dialogue and experience

sharing on a wider range of democratic issues. International IDEA will also continue to leverage its status as an intergovernmental organization, geographically diverse membership and non-prescriptive approach to open new avenues for democracy support in countries and regions where bilateral assistance may be viewed as less welcome.

Focus on fundraising and partnership development

1.3.2 Throughout 2016, International IDEA will continue to strengthen its capacity to mobilize resources and develop partnerships in support of global and regional programmes. To ensure the relevance of its work, International IDEA

will reinforce mechanisms for engagement with Member States and donors throughout the programme cycle, emphasizing early intelligence, outreach and periodic consultations. International IDEA will also continue its efforts to strengthen

its relationship with the European Union (EU), by leveraging current EU-funded projects to showcase expertise and completing the process of seeking access to indirectly managed EU funds. Throughout International IDEA's engagement with Member States, the EU and other donors, emphasis will be put on the development of relevant, well informed and well articulated

projects and programmes, with advisory support from an internal Project Peer Review Committee. In addition, the mechanisms and communications for the delivery of projects and programmes will be further strengthened, which will confirm donors' confidence in International IDEA as a partner of choice in democracy.

Piloting EU consortium management

1.3.3 In 2016, two of International IDEA's largest projects are funded by the European Union and implemented through a consortium with peers. The two consortium projects represent a new, both promising and challenging mode of operation – in terms of grant volume and management, as well as in regard to the coordination and political facilitation of multi-stakeholder democracy support in fast moving and delicate political contexts. In both cases, International IDEA is honoured to lead a consortium of highly reputed peers, which are non-governmental organizations. The three year project Support to Electoral Processes and Democracy - STEP Democracy supports inclusive, peaceful and credible electoral processes, and enhances the capacity of stakeholders to strengthen the democratic transition in Myanmar. In 2016, a budget of 2,586,000 EUR has been allocated towards these objectives, including 1,342,000 EUR to be implemented by consortium partners.

In Peru, the project Civic initiative to improve the quality of democracy specifically intends to improve the conditions of the 2016 electoral process, addressing the regulatory framework and the possibilities of voters to know the suitability of their candidates. The annual budget is expected to amount to 615,000 EUR, including 345,000 EUR that will be implemented by consortium partners.

1.3.4 In the European Union's funding architecture, 'consortium' projects are a new and increasingly applied mechanism. At the end of 2015, International IDEA will undergo an external assessment of five 'pillars' of its policies and internal controls to establish whether the organization meets the requirements of the EU for the management of funds under 'External Operations' i.e. by non-EU member states and International Organizations. Once the process is completed there will be greater opportunities to seek funding from the EU.

Implementing the renewed communications strategy

1.3.5 In line with recommendations by Member States, International IDEA has developed a new 2015-17 Communications Strategy. The document sets out, for the first time, a comprehensive plan for communications and knowledge management support across the Institute. The strategy addresses three target audiences: (a) International IDEA's Member States, donors and partner institutions; (b) International IDEA's network of experts, practitioners and communities of practice; and (c) the general public. The communications activities focus on all three groups, while publications activities focus mainly on the second group.

The Strategy outlines activities in six focus areas: ownership, outreach, media, publications, branding and internal communications. It also includes a plan of action that identifies the key actors involved and the timelines for implementation. The Communications Strategy will involve all teams in the organization. In order to ensure effective implementation, a mechanism for monitoring and evaluation will be set up through the Office of the Secretary-General. A key activity in 2016 will be the redesign of International IDEA's website www.idea.int.



International IDEA 20th Anniversary Celebration, September 2015: Dr Surin Pitsuwan, Board of Advisors, Former Secretary-General of ASEAN, speaks at the Panel.

2 Planned programmatic results in their context

2.1 Global level

2.1.1 In 2016 International IDEA's work will be set in a context characterized by rising uncertainty and skepticism about the future of democracy. Democracy is challenged by a number of different factors, including threats to human security at a global level as a result of conflict or regional instability; and by the growing influence of authoritarian regimes which offer alternative ways of organizing politics and government without the protection of human rights and adherence to the rule of law. Furthermore, democratic accountability and legitimacy are also undermined as a result of the negative influence of money in politics, including funding from illicit or criminal sources. The increasing disconnect between citizens and conventional political institutions; the continuing effects of the economic downturn and its associated austerity measures in some countries; rising unemployment especially among the youth; and high levels of migration that have aroused xenophobic feeling and violence in some contexts; contribute to the challenges facing democracy today.

2.1.2 In spite of this seemingly gloomy picture of the future of democracy, it is still the preferred form of government among citizens around the world. The recent rise in citizen movements is indicative of the desire to see democratic institutions perform better in terms of inclusion, accountability, transparency and equitable service delivery, rather than being a demand for an alternative form of government. Citizens aspire for democracies that offer more than just a periodic opportunity to choose leaders,

but that are also responsive to their needs. Thus, citizens' increasing demand for better performing democratic institutions is a great opportunity for the future of democracy.

2.1.3 The 2030 Agenda for Sustainable Development presented at the 2015 UN summit (though without a standalone goal on democracy) still provides a relevant and timely global framework for enhancing and fostering sustainable democracy worldwide. Goal 16, 'promote peaceful and inclusive societies for sustainable development; provide access to justice and build effective, accountable and inclusive institutions at all levels' in particular offers opportunities for International IDEA to expand its work on a) democratic accountability in service delivery, b) democratic management of natural resources, c) programmatic parties, d) constitution design, and; e) conflict-sensitive design and implementation of its programmes. International IDEA is also in a position to contribute to democratic and people-centred approaches in implementing and monitoring of the SDG through its State of Democracy assessment frameworks.

International IDEA at global level - outlook

2.1.4 In 2016, the GP team will be reorganized to respond to the evident need for International IDEA to complement its analytical capacity in electoral processes, political participation and representation, constitution-building processes and democracy and development, with capacity to monitor, analyse and contribute to debates on broader developments that impact democracy and democracy assistance. A Democracy Assessment, Analysis and Advisory Unit (DAAA) will be established to serve this purpose. This unit will bring together the State of Democracy, Democracy and Gender, Democracy and Diversity as well as Democracy, Conflict and Security teams into one with a single mandate. The DAAA will support

citizen-led assessments of democracy, monitor and analyse key global developments and their implications for democracy and support the mainstreaming of cross-cutting themes across the Institute.

2.1.5 With number of important initiatives in support of democratic reforms in various countries in Europe over the past years, and an increasing demand for International IDEA's work in the region, a wider Europe Programme will be initiated in 2016, and this will be temporarily housed within GP. A Senior Programme Manager will be identified to design the programme, build partnerships and mobilize resources for it.

Table 3. International IDEA at global level in 2016			
	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
	1 699 776	6 670 572	8 370 348
Global Programme			6 573 308
Global Advocacy (IDEA at UN, IDEA at EU, Inter-Regional Dialogue)			1 457 870
SGO (Political participation of women and marginalized groups, Democracy that delivers)			137 477
Programme Evaluation (Evaluation policy and standards project)	0	201 693	201 693
By strategic outcomes (2015-17)	1 699 776	6 670 572	8 370 348
Accountability of Political Executives	0	201 693	201 693
Collaborative Electoral Policy and Advocacy	0	401 143	401 143
Conflict-sensitive strategies	0	162 132	162 132
Constitutional implementation	1 081 846	81 708	1 163 554
Democracy in the development agenda	0	843 485	843 485
Democracy that delivers	0	163 096	163 096
Democratic Accountability in service delivery	0	197 759	197 759
Effective institutions of representation	0	81 192	81 192
Elections and conflict	0	253 156	253 156
Elections and ICT	0	127 339	127 339
Elections and Media	0	200 283	200 283
Electoral Databases and Statistics	0	157 153	157 153
Gender equality in electoral processes	0	47 699	47 699
Gender equality in politics, political parties and electoral processes	74 130	264 622	338 752
Increased inclusiveness	0	389 546	389 546
Informed Electoral Processes	0	165 779	165 779
Region-wide knowledge sharing on CBP	25 9198	0	259 198
Money, organized crime and politics	0	480 728	480 728
Political party dialogue	0	158 430	158 430
Political participation of women and marginalized groups	0	80 727	80 727
Programmatic parties	0	146 944	146 944
Office	284 602	878 524	1 163 126

Table 3. International IDEA at global level in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Regional organizations	0	169 783	169 783
Representation that matters	0	114 818	114 818
State of Democracy	0	616 574	616 574
State of Local Democracy	0	286 258	286 258

Table 4. Strategic programme outcomes (2015-17) at global level	
Accountability of Political Executives	Enhanced capacity of citizens, civil society organizations and oversight bodies to hold governments democratically accountable.
Collaborative Electoral Policy and Advocacy	Increased knowledge exchange and collaboration among electoral stakeholders at international and regional level to improve joint programme outcomes and policy advocacy.
Conflict-sensitive strategies	International IDEA and its partners effectively apply conflict-sensitivity throughout the design, implementation, monitoring and evaluation of programmes.
Constitutional implementation	Increased attention among national institutions and international partners to the performance and implementation of constitutions.
Democracy in the development agenda	Increased consensus among political actors on the importance of democracy in the global development agenda, including implementation and monitoring of the 2030 Agenda for Sustainable Development.
Democracy that delivers	1. Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities, with a special focus in the delivery of public services critical to poverty reduction, and institutions of accountability, such as national and sub-national parliaments, ombudsman offices, and supreme audit institutions. 2. Increased access to knowledge and practical tools on the oversight and policy-making role of political parties on growth-enabling sectors, particularly extractive industries.
Democratic Accountability in service delivery	Increased capacity of civil society groups to articulate proposals for reform in relation to the accountability of democratic authorities in the delivery of public services critical to poverty reduction.
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to interact with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies.
Elections and conflict	Increased capacity of electoral institutions to understand, prevent and mitigate electoral risks and negative conflicts, in particular election-related violence.
Elections and ICT	Increased capacity of national institutions, including electoral authorities and legislators, to make informed decisions regarding the sustainable use of technology in electoral processes.
Elections and Media	Increased capacity of national institutions, including electoral authorities and media supervisory agencies, to make informed management of the role of the media throughout the electoral cycle.
Electoral Databases and Statistics	Increased access to information on national electoral processes including legislation around the world for practitioners, legislators, NGOs/CSOs, academia, research centres, media and other actors involved in policy-making, research, communications and advocacy.
Gender equality in electoral processes	Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.

**Table 4. Strategic programme outcomes
(2015-17) at global level**

Gender equality in politics, political parties and electoral processes	Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.
Increased inclusiveness	Increased capacity of traditionally marginalized groups to develop, promote and implement strategies for political inclusion.
Informed Electoral Processes	Increased capacity of electoral authorities, legislators, experts and advocates to improve the electoral process and to promote electoral integrity based on informed opinions and decisions rooted in accessible global comparative knowledge.
Region-wide knowledge sharing on CBP	Increased opportunities for sharing good comparative practice of CBP across the region and beyond.
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.
Political party dialogue	Increased capacity of political parties to engage in effective dialogue among themselves, with other state institutions (such as electoral authorities and legislative bodies) and with citizens.
Political participation of women and marginalized groups	Increased capacity of political parties, legislative bodies and regulatory authorities (including EMBs) to develop, implement and monitor mechanisms to enhance the political participation of women and increase opportunities for the constructive participation of informed youth in politics.
Programmatic parties	Strengthened programmatic or policy-making focus among political parties and legislative institutions.
Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts
Regional organizations	AU: Enhanced engagement of African organizations at the regional and sub-regional levels to promote and consolidate democracy in AU Member States, with particular attention to strengthening the capacity of the African Governance Architecture (AGA) in line with the Memorandum of Understanding with the African Union Commission and the African Union Agenda 2063. AP: Enhanced engagement of regional organizations from Asia and the Pacific in discussions and policy action related to democracy.
Representation that matters	1. Increased access to new practical knowledge and tools with a purpose to strengthen political parties' capacity to compete for support based on policies. 2. Increased capacity of political parties to (re)connect with members, voters and sympathizers using technology and participatory approaches. 3. Enhanced capacity of citizens, CSO's and oversight bodies to hold governments democratically accountable.
State of Democracy	Continued application and innovation of the State of Democracy assessment framework and the citizen led assessment approach.
State of Local Democracy	Increased demand for reform oriented democracy assessments at the local level and the development of a comparative knowledge base on local democracy.

International IDEA's partnerships at global level

2.1.6 In 2016, the Global Programme will strengthen partnerships with a number of institutions including the UNDP Oslo Governance Centre, the OSCE, the Varieties of Democracy Institute; the International Crisis Group, University of South Pacific, the Commonwealth Secretariat; the Global Initiative Against Transnational Organized Crime; the Central European University, the Venice Commission, the Edinburgh University.

Key expected results to which International IDEA will contribute

International IDEA's new knowledge resources in 2016 feature:

- Conversations with women leaders. In this publication, women presidents, prime ministers and heads of state highlight their contributions to democracy and peace building.
- A study on the impact of migration on the quality of democracy in source, transit and receiving countries.
- A Policy Paper with case studies and checklist for practitioners on 'Timing of Elections' in post conflict scenarios.
- Organized Crime in Democratic Politics (OCDP) – a tool to map the risk of links between organized crime and politics, and advance prevention and mitigation strategies.
- A handbook on Elections and Conflict.
- A practical guidebook Strategic Visions and Policy Positions for Political Parties on Natural Resources.

Leveraging global comparative knowledge; International IDEA provides direct substantive support to regional and partner country stakeholders

- To promote compliance with political finance laws and strengthen both citizen awareness and political will for the same.
- To support inclusive constitution-building processes including in post-conflict and transitional contexts.
- To facilitate and support institutionalization of gender policies in electoral management bodies and political parties in selected countries.
- To apply the Electoral Risk Management Tool.
- To apply the State of (Local) Democracy and Democratic Accountability in Service Delivery assessment frameworks.

International IDEA's agenda setting and convening on global democracy issue in 2016

- Contribute to the global debate on people centered implementation and monitoring of the Sustainable Development Goals.
- Contribute to the discussion amongst democracy assistance providers on 'results management and democracy assistance'.
- Convene a global conference for women election commissioners across the world.

Political Participation and Representation Processes

2.1.7 For International IDEA this area of expertise works towards supporting representative democracies that ensure inclusive participation, accountable representation and response and delivery to the needs of the people. In 2016 International IDEA

will invest in the strategic outcomes: money in politics, political party dialogue, effective institutions of representation and programmatic parties.

Table 5. Political Participation and Representation Processes

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Money in politics	P0130-03
Guide (print and web) on digital systems for party/candidate reporting and disclosure developed and launched.	Oversight agencies have greater knowledge of digital systems of political finance reporting and disclosure.
Databases on political finance laws and regulations updated. Political finance database and handbook promoted.	Relevant information and knowledge on political finance is more accessible.
Spaces of dialogue established through the Community of Practice.	
Political finance themed country case study analyses produced and published.	
Publication and presentation of International IDEA's political finance messages and recommendations.	Leading politicians, CSO's, journalists, and academia demonstrate increased awareness about the problems and possible solutions related to political finance.
Ties strengthened with the academic community through visits.	
Regional and national launches and advocacy events.	

Table 5. Political Participation and Representation Processes

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Advisory services on party finance provided to national and international organizations upon request.	Political parties, MPs, assistance providers are more aware of the leverage that a party law reform can provide.
Trainings on political finance conducted on request.	
Political party dialogue	P0131-02
Political party dialogue trainings implemented in Haiti/Myanmar and in Central Africa.	Politicians enhance their inter-party dialogue skills, including on sensitive topics such as constitutional term limits (Haiti, Myanmar, Central Africa).
Interparty dialogue resources and expertise promoted and applied in debates at national or regional level.	Enhanced awareness and application of International IDEA's knowledge resources and expertise on interparty dialogue.
Programmatic parties	P0134-03
Draft policy positioning tool on natural resources piloted in at least 1 country and a final version published.	Policy positioning tool for parties developed to improve policy focus on democratic governance of natural resources.
Advice provided on Political Party Policy position tool or on Natural resources policy making tool.	Increased public awareness of programmatic policy positions through application of GPS tool in at least 1 country.
Substantive support and advice to partners implementing IDEA's policy position tool (GPS Politico) in Peru.	
GPS tool application experience shared in at least one other country.	
Conceptualization and first draft of a natural resources policy making tool for political parties.	Future users agree on first draft of a natural resources policy making tool.
Effective institutions of representations	P0221-02
Asia & Europe publication and policy brief on political parties and citizen movements further launched and discussed at seminars of global PP Peer network and party foundations, attended by audience of politicians, political party experts (e.g. in Germany, Singapore).	Enhanced awareness of political parties and assistance providers of the impact of citizen movements on political parties: pressing global shortcomings in the responsiveness of parties to citizen demands underlying citizen movements identified; recommendation to parties identified for becoming more responsive to citizen demands.
Webportal on ICT tools for political parties finalized and launched.	Political parties have better access to information on ICT-tools for political party work.
Peer network meetings co-organized, knowledge sharing and collaboration promoted within Community of Practice.	Increased availability of global comparative knowledge on the effectiveness of political party and parliamentary assistance.

Political Finance

Money in politics is perhaps the single biggest threat to democracy, hurting both established and emerging democracies alike. Inadequately controlled flows of money undermine the credibility of elections and the integrity of democratic institutions and processes across all regions. This fuels the crisis of public trust that political parties and politicians are experiencing around the world. Political parties and electoral candidates need to finance their political work. Too often, however, money undermines fundamental democratic principles such as equal opportunity to participation in politics, or equal representation. Particular challenges that International IDEA is working to address include the lack of transparency surrounding party and campaign finances; the imbalance that often exists between public and private funding of political parties; the widespread lack of compliance and enforcement of existing political finance regulations; and the particular obstacles faced by women in raising and accessing funds necessary to compete in with men in politics on an equal footing. In 2016, following a series of country case studies, International IDEA will publish a guide on digital technology solutions for party and candidate financial reporting and disclosure. International IDEA will further strengthen its advocacy work to influence and set the global agenda, and will continue to provide expertise for oversight agencies and political parties upon request from partner countries.

Constitution-Building Processes

Constitution-Building Processes supports establishment of democratic constitutional governance, benefiting global citizens through raising awareness of the role

constitution-building processes play in managing conflict and consolidating democracy together with local, regional and global partners.

Table 6. Constitution-Building Processes

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Region-wide knowledge sharing on CBP	Po231-01
Analytical pieces on current constitution building activities (Voices from the Field) published on ConstitutionNet.	Increased knowledge and awareness regarding constitution-building processes among the constitution building community.
ConstitutionNet site is maintained well and upgrades are made when necessary.	Website maintains full functionality of site and increased functions.
Digital Marketing undertaken to increase viewership and brand recognition.	Increased knowledge and awareness regarding ConstitutionNet among the constitution building community.
Training course co-designed at Central European University for young African constitution builders and civil society.	Increased capacity of youth constitution building community in Africa to engage in constitutional transitions.
Discussion paper drafted in a consultative way to solicit comments on the institutional design implications regarding providing the poor with a voice in politics.	Increased global knowledge regarding constitution design solutions for inclusion of non-economic elites.
Training for Afghan civil society actors in how to engage in constitution-building processes developed and held.	Increased capacity of Afghan civil society actors to engage in constitution building.
Constitutional implementation	Po231-02, Po231-03, Po231-04, Po231-05, Po231-06
A manual comparing mechanisms of judicial review in West Africa.	Better knowledge of comparative systems of judicial review in West Africa among judges and academics.
Workshop on Post Conflict Constitution Building (Edinburgh) and accompanying publications.	Increased knowledge and understanding of post conflict constitution-building processes among constitution building community.
Paper developed looking at the role of citizen assemblies in constitution building.	Increased knowledge regarding citizen assemblies in constitution-building processes among constitution building community.
Database of West Africa Case Law Established.	Increased knowledge and understanding regarding key constitutional law cases in West Africa among constitution building community and West Africa judges.
Database of Gender Case Law Established.	Increased knowledge an understanding regarding landmark gender equality cases among gender activists and judges.
Meeting with constitution building external assistance providers convened.	Increased coordination among constitution building external assistance providers.
Presentation at the Venice Commission plenary, October 2016.	Increased awareness regarding importance of participatory processes among Venice Commission members.
The gender audit tool is disseminated and piloted.	Increased understanding of gender sensitivity of constitutions among users.
Workshop and accompanying publication on gender sensitive implementation of constitutions.	Increased knowledge and understanding of challenges to gender sensitive implementation of constitutions among Nepalis, and broader constitution building community.
Commission of a second study of the performance of a national Constitution (as follow up to South Africa report).	Increased understanding of measuring the performance of constitutions.
Support to national actors in constitution building (through AP office).	Capacity of national actors to develop democratic constitutions increased.
Support to national actors in constitution building (through LAC office).	
Support to national actors in constitution building (through Africa office).	

Inclusive Constitution Building

Constitutions, and the processes through which they are made, are increasingly central to peace building in post-conflict states. However, the specialized knowledge of the conflict mediation, peace building and constitution building communities has rarely been harnessed together to tackle the critical challenges associated with these transitions. In December 2014 the Constitution Building Programme launched the 'Annual Edinburgh Dialogues on Post-Conflict Constitution Building' in cooperation with the Edinburgh Centre for Constitutional Law (ECCL) at Edinburgh Law School and the Global Justice Academy (GJA) of the University of Edinburgh to examine policy questions related to post-conflict constitution building.

This dialogue series features both an annual expert forum, and the publication of a policy paper on issues related to the constitution-building process in fragile and conflict-affected settings. Through this process, International IDEA convenes actors and institutions central to the peace-building, conflict mediation, and constitution building communities, to discuss comparative approaches, lessons learned and good practices in constitutional transitions in conflict contexts. The inaugural forum in 2014 dealt with 'Interim Constitutions in Post-Conflict Settings, and International IDEA published a policy paper on 'Interim Constitutions: Peace-Keeping and Democracy-Building Tools' in November 2015. In December 2015, the theme of the forum will be 'Constitution Building in Political Settlement Processes' and IDEA will release a policy paper as a result of the workshop in 2016.

Democracy and Development

2.1.8 International IDEA's Democracy and Development Programme is committed to promoting global policy discussions, knowledge and practical tools to strengthen political institutions. These

help to deliver on development, and to promote democracy building in international development efforts.

Table 7. Democracy and Development

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Democratic accountability in service delivery	Po167-03
Substantive advice and support provided to at least two partners who implement assessments of democratic accountability in service delivery in the Asia Pacific region.	Authorities publicly discuss the possibilities of incorporating the proposals for reforms of the assessment teams.
Substantive advice and support provided to the implementation of post assessment activities in at least one country.	
Outreach products for the assessment tool completed (website, film).	Increased knowledge amongst target audience globally how democratic accountability in service delivery supports development.
Presentations on the assessment tool carried out on demand.	
Knowledge resources conceptualized for a global audience of political stakeholders, including institutions of accountability.	Increased knowledge and awareness on the importance of accountability in the global debate on democracy and development, including the 2030 Agenda for Sustainable Development.
Advocacy activities in global fora and social and traditional media.	
Democracy that delivers	Po167-04
Guide developed to assist Strategic Visions and Policy Positions for Political Parties on Natural Resources (title TBD).	Political Parties of 1-2 resource-rich countries use the guide to create a strategic vision of natural resources governance.
Outreach activities to promote the Guide in relevant international fora.	
Ghanaian political parties apply the guide and internally agree on strategic views.	Political Parties of a resource rich country engage in internal discussions to clarify and strengthen their strategic views on democratic governance of natural resources.
Substantive support provided to political parties to apply the guide in at least one country.	
Representation that matters	Po168-03
Website is completed and published.	Political parties have open access to information about applying ICTs in their day to day work.
Outreach activities conducted to promote the website.	

Table 7. Democracy and Development	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Substantive support and advice to partners implementing the GPS Peru.	Increased importance of programmatic policy positions through application of GPS tool in at least two countries.
GPS application experience shared in at least one other country.	
Conceptualization of an Internal GPS tool.	Future users agree on conceptualization of a practical tool that will help political parties decide their policy positions internally.
Agreement on next phase with relevant political actors in target countries.	Needs assessed of political actors in target countries to inform future assistance programmes.
Accountability of political executives	Po168-04
Research assistance provided to contribute to data collection.	Policy recommendations feed into reform proposals to improve democratic accountability of political executives in Melanesia.
Policy papers and policy briefs co-produced.	
Face-to-face dialogues on reform proposals facilitated and media outreach activities conducted.	
Democracy in the development agenda	Po169-05
Knowledge on people centered monitoring of the 2030 Agenda for Sustainable Development produced and debated.	Increased access to knowledge on how to monitor the 2030 Agenda for Sustainable Development in people centered ways by political actors of (member) states committed to inclusive monitoring.
Publication and dissemination of findings of research on the role and importance of International Financial Institutions in democratization processes, based on the IDEA-EIB joint study.	Increased access to knowledge on the relationship between private sector development and democracy building within EIB, other international financial institutions (IFI's), development banks, representatives of government, parliaments, political parties, academia and NGO's.
Senior level experts meetings conducted and documented, knowledge product produced and peer reviewed.	Comparative knowledge on innovative approaches to results management in democracy assistance, with a focus on local ownership of results, is made publicly available.
At least one policy paper produced on select aspects of democracy and development.	Increased access to knowledge on democracy and development tailored to feed into the implementation of the 2030 Agenda for Sustainable Development.

Political Parties Tool for Strategic Positions on Natural Resources

The importance of oil, gas and mining for a particular country's development is evident: they can be the engine that generates wealthy, egalitarian societies or the trigger factor that ignites armed conflict. Examples of countries with good democratic governance show that democratic governance, political accountability and multi-stakeholder dialogue are key elements in the transformation of oil, gas and mining revenue into inclusive development. Yet, the efforts by most organizations in the field of natural resources governance have been focused on few actors, very often disregarding political parties, and other decision makers and dealers. With this in mind, International IDEA, in partnership with the Natural Resources Governance Institute (NRGI), have been developing knowledge and practical tools to strengthen political parties' capacity to draft and agree on policies for the governance of natural resources. The result of this joint effort will be a practical tool that will assist political parties in defining their political positions on the management and governance of natural resources. The guide builds on the experiences of International IDEA and NRGI in Ghana, where both organizations are working closely with the parties represented in Parliament. The work kicked off with a dialogue event in November 2014, followed by debriefing meetings with all parties, a round table to discuss further options and support and the application of the guide in the last quarter of 2015. In 2016 the global guide will be published, and disseminated to all political party assistance providers and other actors that could potentially use it.

Electoral Processes

- 2.1.9 In its area of expertise Electoral Processes supports electoral management bodies (EMBs) and other electoral stakeholders' efforts in improving and consolidating democratic electoral processes worldwide. International IDEA pursues the following strategic outcomes:

Table 8. Electoral Processes	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Elections and Conflict	Po110-01
Policy paper on EMBs and risk management developed & produced.	Globally, more EMBs take steps to endorse risk management at organizational level.
Handbook on Elections and Conflict developed.	Comparative knowledge and lessons learned on elections and conflict is made available for practitioners and researchers.
Technical assistance provided to meet specific needs of users of the ERMTool.	International IDEA's ERMTool is successfully and increasingly applied to manage electoral risks.
Elections and Media	Po182-01
Interactive documentary produced.	Increased knowledge related to the work and impact of CJEPs.
Research and survey undertaken.	Assessment made to gauge needs (tools and resources) of citizen journalists who cover electoral processes.
Electoral databases and statistics	Po183-01
Updated election related databases.	Increased access to information on national electoral practices and legislation around the world for practitioners, legislators, NGOs/CSOs, academia, research centres, media and other actors involved in policy making, research, communications and advocacy.
Report on one selected database prepared and published.	
Informed electoral processes	Po184-01
Electoral Justice Toolkit developed and produced.	Increased access to knowledge resources related to electoral justice, including a diagnostic questionnaire and a catalogue of potential remedies (EJ toolkit).
MEPA course implemented with IDEA teaching specific modules.	Increased access to practical course for practitioners who wish to supplement their knowledge regarding electoral management and administration.
Policy paper on topic 'Timing of Elections' developed and produced.	Increased knowledge about impact and consequences of timing of elections in post-conflict scenarios.
Paper 'Lessons learned/Case Studies' on Timing of Elections developed and produced.	
Checklist for practitioners on 'Timing of Elections' developed and produced.	
Collaborative electoral policy and advocacy	Po111-05
Partnerships, e.g. BRIDGE and ACE, maintained and strengthened.	Increased knowledge and understanding of electoral processes among electoral practitioners.
Advocacy and networking to promote improved policies on electoral processes through partnerships and international fora.	Improved policy on electoral processes.
Specific Chapter for book on Money in Politics developed.	Increased knowledge regarding money in politics around the world.
The topic area on Elections and Technology and Elections and Conflict are developed and published on the ACE platform.	Increased knowledge and understanding of electoral processes among electoral practitioners through ACE platform.
Elections and ICTs	Po111-04
Booksprint (Open Data) developed and produced.	Publication produced that meets EMB's need to make informed technology choices.

Citizen journalists and elections around the world

In order to learn more about the increasing of social media in electoral processes around the world, International IDEA will produce an interactive film on the ways in which citizen journalists are using new media and digital technology to engage with their elections and to motivate others to pay attention to electoral politics. Case studies will come from across the globe and will focus on citizen journalists' stories, exploring their motivations, their goals, the impact of their work and the ways in which their findings are changing the meaning of political participation. The medium of interactive film will allow viewers to access material and engage with it online.

Fast moving knowledge production on ICT in elections

Developing timely resources and capturing state of the art expertise on a fast moving topic such as the application of ICTs in the electoral process is out of tune with traditional publication production processes. International IDEA has tested and embarked on a new drafting methodology for knowledge resources whereby a small, international group of subject matter experts, academics, practitioners and EMB members collaboratively produce a publication in a one week drafting workshop. This approach was successfully piloted at the end of 2014 for the guide on 'The Use of Open Source Technology in Elections', followed by the 2015 guide on the 'Certification of Electoral Technology'. Both publications are the first in a series of knowledge resources planned for 2016 that will assist Electoral Management Bodies in making informed choices with regard to transparency, sustainability and reliability of electoral technology.

Democracy Assessment, Analysis and Advice

2.1.10 A Democracy Assessment, Analysis and Advisory Unit (DAAA) will complement International IDEA's analytic capacity in its key impact areas with capacity to monitor, analyse and contribute to debates on broader developments that impact democracy and democracy assistance. This unit will bring together the State of Democracy, Democracy and Gender, Democracy and Diversity as well as

Democracy, Conflict and Security teams into one with a single mandate. The DAAA will support citizen-led assessments of democracy, monitor and analyse key global developments and their implications for democracy and support the mainstreaming of cross-cutting themes across the Institute.

DAAA - State of Democracy

2.1.11 The State of Democracy (SoD) assessment methodology empowers citizens to assess their own democracy and to identify policy steps needed to improve the quality of that democracy.

Table 9. DAAA - State of Democracy	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
State of Democracy	P0191-08, P0191-06
Regional/national dialogue platforms on democracy measurements and data held.	Polymakers and media have made critical and contextual use of global democracy data.
IDEA/VDEM training and presentations on the use of democracy data provided.	
Convening platform organized for international democracy measurement institutions (incl. Freedom House, Economist Intel Unit, Bertelsman, Polity Index, VDEM etc) on policy relevant to their work.	Democracy measurement institutions have their dialogue and cooperation reinforced.
Advisory services provided to Club de Madrid's Next Generation Democracy project.	
State of Democracy assessments tools promoted through presentations; and published in two more languages and on Website.	Citizen-led assessments are increasingly acknowledged as tools for assessing quality of democracy and informing policy agendas.
Context specific trainings and workshops organized with emerging or ongoing State of Democracy Assessment initiatives.	
New applications of SoD Framework developed and piloted (e.g. in peer review mechanisms/OCDP).	New tools created that apply the State of Democracy framework in different thematic and policy contexts.
State of Local Democracy	P0191-07

Table 9. DAAA - State of Democracy

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Advisory services provided in the use of citizen-led assessments in monitoring developments at the local level provided, including in relation to the SDG agenda.	Citizen-led assessments are increasingly acknowledged as tools for assessing quality of democracy at the local level and informing policy agenda.
Context specific trainings and workshops organized and provided to emerging or ongoing State of Local Democracy Assessment initiatives.	
Democracy at the local level Handbook (2001) reviewed and outline for the Local Democracy Handbook developed.	Increased availability of global comparative knowledge on good practices to strengthen democracy at the local level.

DAAA - Democracy, Conflict and Security

International IDEA mainstreams a conflict-sensitive approach throughout its programmes.

Table 10. DAAA - Democracy, Conflict and Security

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Conflict-sensitive strategies	P0148-10
International IDEA Policy on Mainstreaming Conflict Sensitivity endorsed and published.	Increased understanding throughout International IDEA of the importance of having a conflict-sensitive approach regarding programming, including its impact on gender equality and/or minority groups.
Advisory services and training provided to programmes on request.	
Research provided to revise updated conflict and security information in SoD Local Democracy Handbook.	
Money, organized crime and politics	P0148-11
Cross regional policy papers published on the crime policy nexus.	Relevant policymakers and CSOs apply comparative knowledge (resources) when analysing and addressing the threat of organized crime to democratic politics.
Assessment tool to analyse the risk of nexus between organized crime and politics further developed.	

Protecting politics

Addressing the nexus between organized crime and politics is a complex endeavour that requires patience, but also both internal and external requests for change and support for policymakers to take action. In 2016, a tool that is intended to assess and map the risk of Organized Crime in Democratic Politics (OCDP) will be piloted in Peru in collaboration with the Peruvian Election Commission (Jurado Nacional de Elecciones, JNE), in the context of the 2016 presidential and parliamentary elections. IDEA is also partnering with the Clingendael Institute and the Global Initiative against Transnational Organized Crime to conduct global comparative research on the nexus between organized crime and democratic politics. The ultimate aim is to identify and facilitate context specific prevention and mitigation strategies.

DAAA - Democracy and Diversity

2.1.12 Democracy and Diversity cross-cutting initiative works towards promoting democratic inclusivity in all good practices and management of policies in creating sustainable democratic governance.

Table 11. DAAA - Democracy and Diversity

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Increased Inclusiveness	P0175-01

Table 11. DAAA - Democracy and Diversity

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Two research projects planned, their first stages implemented and preliminary results made available.	Relevant political stakeholders will have increased knowledge - including policy options - and skills with which to promote the inclusion of marginalized groups in decision making processes and structures.
Analysis, democracy assessments, advice and inputs provided to teams and their external partners on current political developments and their implications for democracy institutions, and on mainstreaming diversity into programming.	Stakeholders will have increased knowledge - including policy options - and skills with which to promote the inclusion of marginalized groups in decision making processes and structures.
One film produced on how marginalized groups have overcome exclusion from political decision making.	

DAAA - Democracy and Gender

Table 12. DAAA - Democracy and Gender

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Gender equality in politics, political parties and electoral processes	Po268-01, Po268-02, Po268-04, Po174-01, Po245-01
Draft papers on the experiences/perspectives of women in leadership positions-Presidents/Prime Ministers/Heads of State and Governments.	More use is made of evidence-based comparative knowledge on women's role in democratic transitions.
Convening facilitated of a global network of women election commissioners.	Enhanced networking, exchange of lessons and best practices in promoting gender equality in electoral management bodies and electoral processes.
Online platform developed.	
iKNOWPolitics portal maintained, and updated with new content in all its working languages (English, Arabic, Spanish, French).	Increased use of broad collection of online resources on women in politics, with a focus on gender equality measures.
Quota Database updated with new content and revised interface; paper series on quota practices/special measures for women in politics accomplished.	
Publication of a factsheet capturing trends, lessons and recommendations from the studies in Kenya, Tunisia and Colombia completed.	Through changes in law or policy women have better access to campaign finance from their parties and/or the state in the focus countries (Colombia, Kenya, Tunisia)
Constitutional implementation	Po268-03
Case studies and policy recommendations produced and reviewed through a roundtable discussion.	Global comparative knowledge increased on gender sensitive constitutions.

Global Advocacy (International IDEA's advocacy work at the UN and at the EU; and the Inter-regional Dialogue)

2.1.13 International IDEA continues its work in enhancing awareness of the role of democracy and democracy building as part of the work of the United Nations. Through its advocacy work in New York, International IDEA reaches out to the UN system, Member States of the UN (IDEA's own and others) as well as other relevant international organizations, civil society organizations, think tanks and academia within the NY based policy community. Through its advocacy work in Brussels, International IDEA aims to put

democracy support at the centre of EU policy considerations and instruments, including EU democracy support.

2.1.14 Regional organizations play a key role in strengthening sustainable democratic processes in their regions. The Inter-regional Dialogue contributes to mutual learning and sharing of experiences among regional organizations with the goal to foster exchanges of good practices and to contribute to the identification of concrete policy solutions to common challenges. In 2016, the 6th High Level Meeting on Regional Organizations,

Gender Equality and Political Empowerment of Women, organized by International IDEA, will be held in Strasbourg.

Table 13. Global Advocacy	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Democracy in the development agenda (IDEA at the UN and at the EU)	
IDEA knowledge products, launched through events that attract an increasingly wider audience.	Increased consensus among UN stakeholders on the importance of democracy in the 2030 Sustainable Development Agenda.
High-level side event organized with Council of Member States chair, Mongolia.	
Event on indicators for the 2030 Agenda organized.	
Follow-up event organized to UN interagency Executive Committee on Peace and Security (ECPS), Working Group on Democracy review of UN Special Political Missions (SPMs).	
Discussion papers are produced (editing, layout, printing) for key target audiences at the UN.	
UN & Democracy Handbook produced and printed.	
Targeted input provided to EU institutions, Member States and relevant EU actors with regard to Democracy: European Perspectives". 2) Strengthening of political parties for accountable governance - succession debate. 3) EU implementation of the 2030 agenda for sustainable development (democracy-related dimensions and goal 16).	Increased consensus among EU stakeholders on the importance of democracy within its borders, in the global development agenda, and of inclusive, sustainable democracy support.
Outreach events organized for EU institutions, Member States, policy specialists, think tanks, academia and NGOs to promote democracy building issues using International IDEA's knowledge resources.	
Regional Organizations (Inter-Regional Dialogue) Po140-02	
Inter-Regional Workshop on Regional Organizations, Gender Equality and Political Empowerment of Women held in New York.	High-level political platform for engagement on democracy among regional organizations takes steps to identify and address shared challenges.
6th High Level Meeting on Regional Organizations, Gender Equality and Political Empowerment of Women held in Strasbourg.	

Programme evaluation policy and standards

2.1.15 Where International IDEA's work is evaluated, International IDEA currently recommends the application of the OECD evaluation criteria (Relevance, Efficiency, Effectiveness, Impact, and Sustainability) which are standard in the field of international development assistance. On the basis of these, International IDEA proposes to formulate

evaluation criteria more specifically applicable to assess the quality of its democracy assistance work. A revised International IDEA evaluation policy that sets standards and gold standards in terms of criteria and of procedures for the evaluation of the quality of its democracy assistance work, will be forthcoming.

Table 14. Programme evaluation policy and standards	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Accountability of Political Executives	P0149-03

Table 14. Programme evaluation policy and standards

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
<p>Primary research conducted to benchmark evaluation approaches of peer democracy assistance providers and to understand recipient countries' perspectives on quality standards of democracy assistance.</p> <p>Consultative process undertaken, internally and externally, including with Member States, for lessons learned on evaluation methodology and procedures that are specific to democracy assistance.</p> <p>Results of technical consultative process published and launched.</p>	<p>New International IDEA evaluation policy appreciated by partners and peers and endorsed by Member States</p>

2.2 Africa

Regional democracy context

2.2.1 African countries now have more than two decades of experience under multiparty systems. For most countries this has also been accompanied by long running economic growth. The Africa Programme will aim to stimulate thinking and action in order to move the democratic governance agenda to next level, including focusing on how to deliver citizen empowerment even though persistent questions of electoral integrity, political succession and gender representation remain on the radar. Elections will once again feature prominently on the African political landscape in 2016 with approximately 18 countries on the continent scheduled to go to the polls: including International IDEA Member States, Ghana and Cape Verde. Debate about

extensions to presidential term limits will continue to be heated and feature on the agendas of regional and sub-regional organizations, such as the African Union (AU) and the Economic Community of West African States (ECOWAS), which remain important IDEA partners. In this light the Democratic Republic of Congo (DRC) is also scheduled to hold elections in 2016. The elections, as in the past, will be heavily contested and will carry a lot of emotion with them. The role of the national election management body will be critical to the success of the polls and the relative ease with which losing candidates and interests will accept the results.

International IDEA in Africa - outlook

2.2.2 2016 will mark the first full programme year for the International IDEA Africa Programme following the adoption of a new activity framework arising from a programme review undertaken in 2014, the recommendations for which were subsequently adopted by the Council of Member States in June 2015. At the same time, the decision to relocate the Programme from its old base in Pretoria to Addis Ababa brings it closer to the epicenter of pan-African processes at a time when there is a growing momentum for the adoption

and implementation of pan-African standards to strengthen democratic governance on the continent. The programme will continue to work with inter-governmental bodies at the sub-regional level and nurture partnerships at the national level, with renewed emphasis on engagement with Francophone and Lusophone countries. Following the last elections in Kenya, International IDEA will establish a project office in Nairobi to work closely with the Independent Electoral and Boundaries Commission and the Registrar of Political Parties.

Table 15. International IDEA in Africa in 2016

	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Donors: Sweden, Germany (GIZ), DfID.	747 965	2 068 581	2 816 546
by geography (where results will be achieved)	747 965	2 068 581	2 816 546

Table 15. International IDEA in Africa in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Africa (Regional)	275 014	2 060 431	2 335 445
West Africa (Sub-Region)	73 295	982	74 277
Kenya	399 656	7 169	406 825
by strategic outcome	747 965	2 068 581	2 816 546
Citizen engagement	0	350 661	350 661
Effective institutions of representation	399 656	7 169	406 825
Elections and conflict	275 014	113 929	388 943
Electoral integrity	73 295	137 182	210 477
Money, organized crime and politics	0	11 350	11 350
Regional and Field Office	0	1 226 966	1 226 966
Shared visions for development	0	221 325	221 325

Strategic programme outcomes 2015-17 in Africa

Table 16. Strategic programme outcomes (2015-17) in Africa	
Citizen engagement	Increased and enhanced quality and content of government engagement with citizens and improved citizens' influence in shaping democratic reforms.
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to work with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies.
Elections and conflict	Increased capacity of democratic institutions to understand, prevent and mitigate the risks of elections related violence.
Electoral integrity	Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through the adoption and implementation of regulations, mechanisms and policy measures to ensure a level playing field for all political contenders and foster the participation of women and youth in electoral processes.
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.
Regional and Field Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts
Shared visions for development	Increased collaboration and shared visions among social and political actors in Africa for the consolidation of democratic development.

International IDEA's partners in Africa include

2.2.3 African Union, Department of Political Affairs of the African Union (AU DPA/DEAU) International IDEA's Member States; Joint initiative to support the implementation of the ERMTool in African states.

2.2.4 Kenya: Office of the Registrar of Political Parties (ORPP) and The Independent Electoral and Boundaries Commission (IEBC), Malawi: Office

of the Ombudsman, Botswana: Association of Local Authorities, Namibia: Parliament of Namibia and Commonwealth Women Parliamentarians.

2.2.5 Co-implementers: Electoral Institute for Sustainable Democracy in Africa (EISA) and the Oslo Center, IFES and NDI, Germany (GIZ), DfID.

Key expected results to which International IDEA will contribute

- 2.2.6 Electoral Management Bodies performance in focus: International IDEA provides support to promote youth participation in electoral processes; the reinforcement of the capacities of the EMBs themselves through BRIDGE training; and opportunities for the orientation of new electoral commissioners.
- 2.2.7 Kenya: Transparent enforcement of electoral regulation for 2017 elections and beyond. International IDEA will continue to provide comparative knowledge and expertise to the Office of the Registrar of Political Parties (ORPP) and the Independent Electoral and Boundaries Commission (IEBC).
- 2.2.8 Botswana, Côte d'Ivoire and Namibia: Support for citizen-led assessments of the state of democracy at the local level.
- 2.2.9 At the pan-African level, 2016 will see the launching of a Quarterly Bulletin on Democracy Trends in Africa to engage International IDEA's Member States in regular debate. In 2016, International IDEA will also support the establishment of:
- An African Forum on Constitutional Experts
 - A pan-African Business Roundtable for Democracy
 - A Regional Advisory Panel of Eminent Democracy Advocates.

Partnership in focus

Over the past years, the Department of Political Affairs of the Africa Union Commission has been the principal point of contact for collaboration between the Institute and the pan-African body. At the heart of the collaboration are activities designed to support the norms and standards adopted by the Member States of the Union on unconstitutional changes in government. International IDEA has assisted the DPA/AU by seconding experts to units dealing with electoral processes and constitutionalism to enhance its capacity to deliver. During 2016, the experts will also edit policy briefs for wider circulation to stakeholders and materials for a new joint International IDEA-DPA/AU quarterly newsletter devoted to tracking democracy trends across the African continent. This way, knowledge management will come to occupy a more central place than has hitherto been the case in the partnership with the Department. In 2016, International IDEA will provide financial and technical support to the DPA/AU's pre-election assessment unit to undertake regular monitoring of the political context in 'election countries' and 'countries at risk of unconstitutional changes of government or tenure elongation'.

Planned outputs & expected outcomes in 2016

Table 17. Africa (region wide)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Shared visions for development	Po220-02
Quarterly Bulletin on Democracy Trends in Africa produced and disseminated to IDEA Member States and others.	Key regional and national actors, in particular Member States, engage in regular policy dialogue on the state and evolution of democracy processes.
Annual Member State Policy Dialogue held (on a topic to be decided in consultation with partners) held with a resultant Policy Brief produced and disseminated to participants.	
Meeting of the Regional Advisory Panel of Eminent Democracy Advocates arranged and convened.	
A Pan African Roundtable convened.	Stakeholders from the private sector commit to annual roundtable for policy dialogue on democratic development.
Democracy reform topics identified after Policy Dialogue series held in four region/countries.	
African Business Roundtable on Democracy launched with inaugural session on "The Role of Business in Democratic Consolidation in Africa".	
Consultations with think tanks and African institutions undertaken to prepare development of a curriculum based on African practitioners, IDEA's and other comparative knowledge resources.	Regional institutions endorse the development of a democracy curriculum, tailored to needs of African practitioners (EMBs, CMBs, etc.).

Table 17. Africa (region wide)

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Money, organized crime and politics	Po220-01
Working sessions in four countries with selected political party leaders on party financing and programmatic parties convened.	Increased awareness among political party leaders in four regions/ countries of the role and influence of money and organized crime in politics.
Citizen Engagement	Po114-04
Citizen & Local Council dialogues conducted on strengthening accountability in Malawi (Lilongwe City and Mzuzu City Councils);	Local councils take measures to strengthen accountability in Malawi and acknowledge the need to strengthen democratic participation at the local level in Kenya.
Capacity development facilitated to African Ombudsman Association;	
Regional Case studies produced on natural resource governance and executive accountability.	
A State of Local Democracy Assessment conducted in Côte d'Ivoire;	Recommendations and debates that emanate from the assessments are acknowledged and taken into account by advocacy campaigns and/or decision makers.
A State of Democracy Assessment conducted in Malawi.	
Capacity building activities conducted for women in Local Authorities (Namibia, Kenya).	Capacities of women politicians at the local level strengthened.
Electoral integrity	Po151-03
Advisory services provided in response to requests by EMBs.	EMBs in two (2) countries have used IDEA's recommendations toward improved electoral frameworks.
Roundtable organized with 30 EMB representatives from Francophone Africa.	EMBs have enhanced their awareness of strategies to promote youth participation in electoral processes.
Policy paper produced on the role of EMBs in promoting youth participation in Africa, translated into French.	
Advisory services provided to EMBs on Institutionalising gender in electoral processes.	EMBs are equipped and take measures to promote gender equality in electoral processes.
Participation facilitated of at least four women EMB representatives in global network.	
Elections and conflict	Po151-07, Po152-05
Technical trainings and advisory services provided to ERMTool users;	Policymakers apply comparative knowledge and tools to reduce the risks of conflict around electoral processes.
Workshop organized on the timing of elections in post-conflict transitional countries;	
African case studies produced.	
Country profiles of Election Countries (approximately 18) and scenarios of "High Risk Countries" (approximately 8) produced for the African Union to develop contingency plan.	The AU Department of Political Affairs applies profiles of election countries and countries at risk of Unconstitutional Change of Government (UCG) for contingency planning.
Pre-Election Assessment Missions (PAM) conducted and report forwarded to AU/DPA.	AU/DPA is provided with necessary input to assess the state and level of preparedness of AU Member States' electoral institutions ahead of elections.
Staffing Capacity provided to the African Union/DPA.	

Partnership in focus

The Independent Electoral Commission (IEC) of South Africa has been one International IDEA's oldest partners among the election management bodies (EMBs) of the continent. Over the years, previous work with IEC has involved joint continental events used for training, policy dialogue, and peer-to-peer exchanges. During 2016, the collaboration will be carried forward both within the framework of the bilateral arrangement for an Electoral Risk Management Tool training for IEC officials; and, multilaterally, under the ambit of the SADC Forum of EMBs with which International IDEA now has a Memorandum of Understanding.

West-Africa (sub-region)

Table 18. West-Africa (sub-region)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral integrity	P0151-06
Preparation and implementation of BRIDGE workshops in three countries.	African election administrators and BRIDGE training facilitators have developed their professional skills in three countries.
Training achievements and persisting capacity needs surveyed among participating EMBs.	

Kenya

- 2.2.10 Following the tragic developments in the 2007 elections, Kenya's 2013 elections were largely peaceful yet exposed several institutional weaknesses in ensuring a fair political contest. In order to ensure that elections meet conditions for equal representation, International IDEA will provide comparative knowledge and expertise, to the Office of the Registrar of Political Parties (ORPP) and the Independent Electoral and Boundaries Commission (IEBC), but also to their respective stakeholders, which they will use to strengthen, operationalize, and ensure transparent enforcement of electoral regulatory frameworks in Kenya for 2017 elections and beyond. The thematic areas identified for support under this proposal are consistent with the Electoral and Political Processes priorities outlined in the Kenya Vision 2030's political pillar: i.e. new enhanced regulations covering political parties and the electoral process; and the strengthening of laws to promote the inclusion of women and other marginalized groups in the electoral process.

Table 19. Kenya	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Effective institutions of representation	P0235-04
Comparative information and technical assistance provided to the IEBC and ORPP to develop implementation modalities for Campaign Finance Act.	IEBC and ORPP improve coordination and apply comparative knowledge to review and enforce the electoral legal framework, including provisions for sound political finance, democratic standards and gender equality in candidate nomination.
Consultative meetings facilitated on coordination mechanisms/ shared roles for implementation of the Campaign Finance Act, the Elections Act and the Political Parties Act.	
Capacity development planning reviewed.	
Consultative meetings facilitated with parliamentary committees.	IEBC enhances the electoral risk management capacity for Kenya's 2017 elections.
Technical assistance, training and staffing capacity provided for the IEBC to further customize, update and apply the ERMTTool and to develop a national framework for electoral risk management.	

2.3 Asia and the Pacific

Regional democracy context

- 2.3.1 In the Asia and the Pacific region, a number of countries are at various stages of democratic transition and constitution-building processes (Thailand, Philippines, Sri Lanka, etc.). China's increasing influence in the region presents both challenges and opportunities, notwithstanding its recent economic slowdown and continued tensions over islands in the South China Sea. This may serve to encourage greater contact and cooperation between China's democratic southern

neighbours. For example, ASEAN is expected to agree on a Community Vision 2015, which includes the notion of a political and security community. Nepal is moving to a critical phase in the implementation of its new constitution amidst disputes over inclusion related provisions. The credibility and results of the Myanmar elections in November 2015 will determine the direction its transition will take. Electoral and political party reforms are being discussed in Solomon Islands, Mongolia, Nepal, etc. Kyrgyzstan held parliamentary elections in October 2015, which also served as a crucial prelude to the 2017

presidential elections where the stakes will be high. In 2015 International IDEA carried out two scoping missions to Kyrgyzstan. In 2016, significant elections include general elections in Philippines (with implications for autonomy arrangements in Bangsamoro); in Myanmar, election of the President by Parliament. Thailand's general elections have been postponed at least until 2017, delaying return to democracy since the May 2014 military coup. International IDEA is exploring how to best support Thailand's return to constitutional democracy with an elected government in place.

International IDEA in Asia and the Pacific - outlook

2.3.2 In the context of Myanmar's electoral process, International IDEA will continue to lead, for the second year, the EU funded Support To Electoral Processes and Democracy (STEP) consortium of eight organizations. Other priorities include increased visibility in the Pacific in relation to the research on political accountability, as the convener of regional dialogue, and by consolidating International IDEA's contributions to the electoral process in Bhutan. International IDEA also

initiated a re-examination its Asia and the Pacific Programme founding document (2010) and creating a strategic framework for the regional program. International IDEA will also continue to seek signature of the host country agreement in Myanmar. Negotiations will also continue with Member States to enable the relocation of International IDEA's regional office from Canberra closer to the centre of Asia, and to the country programmes themselves.

Table 20. International IDEA in Asia and the Pacific in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Donors: Norway, EU, The Parliamentary Centre of Canada	2 843 729	1 488 338	4 332 066
by geography (where results will be achieved)	2 843 729	1 488 338	4 332 066
Asia and the Pacific (region-wide)	0	1 009 981	1 009 981
Sub-Region The Pacific Islands	0	220 353	220 353
Myanmar	2 629 744	258 004	2 887 748
Nepal	98 778	0	98 778
Bhutan	115 206	0	115 206
by strategic outcome	2 843 729	1 488 338	4 332 066
Accountability of Political Executives	0	266 660	266 660
Citizen engagement	0	119 175	119 175
Democratic Accountability: Parliamentary Oversight	80 416	397	80 813
Electoral integrity	64 466	107 716	172 182
Gender equality in politics, political parties and electoral processes	0	17 025	17 025
Increased capacity and understanding of electoral processes	2 600 069	257 606	2 857 675
Increased inclusiveness	98 778	0	98 778
Money, organized crime and politics	0	95 231	95 231
Regional and Field Office	0	624 527	624 527

Strategic programme outcomes (2015-17) in Asia and the Pacific

Table 21. Strategic programme outcomes (2015-17) in Asia and the Pacific	
Accountability of Political Executives	Enhanced capacity of citizens, civil society organizations and oversight bodies to hold governments democratically accountable.
Citizen engagement	Increased and more effective engagement of civil society groups, including young people, women and marginalized groups, in discussions and assessments on democratic reform at the national and local levels.
Democratic Accountability: Parliamentary Oversight	Strengthened capacity of legislators and legislatures to fulfill representation and oversight roles in a multi-party democratic system.
Electoral integrity	Enhanced capacity of electoral authorities and other policymakers to promote electoral integrity with independence and professionalism throughout the electoral cycle at all levels of governance.
Gender equality in politics, political parties and electoral processes	Increased capacity of electoral management bodies, political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women and marginalized groups.
Increased capacity and understanding of electoral processes	Enhanced opportunities for the participation of civil society and political interest groups, including women and marginalized groups, in electoral reform and implementation processes, in countries undergoing electoral reform processes.
Increased inclusiveness	Increased capacity of traditionally marginalized groups to develop, promote and implement strategies for political inclusion.
Money, organized crime and politics	Enhanced capacity of regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy guidelines and actions the role of money in politics.
Regional and Field Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts

International IDEA's partners in AP include

- 2.3.3 Nepal: Election Commission Legislature/ Parliament; Bhutan: The National Assembly of Bhutan; The National Council of Bhutan; Co-implementers: Myanmar: DIPD, DRI, FNE, Hornbill Organisation, Myanmar Egress, Naushawng Education Network, Scholar Institute, Parliamentary Centre of Canada//Non-Aligned Movement Centre for South-South Technical Cooperation (NAM-CSSTC); Indian International Institute for Democracy and Electoral Management (IIIDEM), Swiss Development Agency (SDC), UP-CIDS, Mongolia Academy of Sciences, UN Women, UNDP, University of the South Pacific, Melanesian Spearhead Group Secretariat, EMBs and CSOs in AP member states and certain countries of interest, such as Myanmar, Nepal, Sri Lanka, Bhutan, Thailand, Malaysia, Fiji, Solomon Islands, Papua New Guinea, possibly in Kyrgyzstan and the Republic of Korea.

Key expected results to which International IDEA will contribute

- Region wide: International IDEA continues to campaign for political finance regulation to be top of the agenda and comparative knowledge available for policymakers.
- Region wide: IDEA supports selected countries undergoing electoral and constitutional reforms to contribute toward democratic, inclusive institutional frameworks and to share some of the constitutional innovations from their region with the rest of the world.
- Region wide: findings of the research on political parties undertaken with a gender perspective in Asia and the Pacific are shared to increase awareness and to advance reforms within the political parties.
- Nepal: 2016 will be critical in terms of starting the process of implementing the constitution and getting disaffected groups back to the table. IDEA supports citizens' awareness on the content of the constitution including matters such as amendment opportunities;

and IDEA provides analysis and advice on transition and implementing the new constitution.

- Myanmar: IDEA supports the Parliament and the Election Management Body in implementing electoral reforms based on post-election review, and continues building capacity of national actors to manage transition toward parliamentary democracy and ultimately toward constitutional reform.
- Bhutan: In partnership with the Election Commission and the Parliamentary Secretariat, IDEA supports civic education and participatory governance

processes which are considered critical to deepen and sustain Bhutan's young democracy.

- The Melanesian Dialogue will be convened in partnership with Melanesian Spearhead Group Secretariat to regionally set the agenda and theme on democratic accountability of political institutions.
- Philippines: together with partners, IDEA is to support implementation of autonomy arrangements as per the Bangsamoro Basic Law, (subject to Congress passing the law) with emphasis on including women and minority groups of the region in discussions on political reforms.

Planned outputs & expected outcomes in 2016

Table 22. Asia and the Pacific (region wide)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral integrity	Po226-02
Promotion of IDEA KRs on ICTs in Elections conducted in at least three countries through meetings and presentations to electoral stakeholders and lawmakers.	EMBs and other policymakers in the region are more careful in taking on ICT tools for their electoral processes, thus avoiding high cost and loss of confidence later on.
Regional EMB networks activities, particularly Fembosa and AAFA, supported and promoted to relevant regional organizations.	Regional networks of EMBs conduct more mutually-beneficial activities for its members and are recognized by regional organizations.
Framework of an ASEAN Network of EMBs developed and discussed.	
Technical support provided to countries implementing the ERM Tool.	Enhanced quality of electoral processes in countries implementing the ERM Tool.
Provision of comparative knowledge publications and advice to countries undergoing or thinking of electoral reform.	Enhanced electoral processes and institutions in countries IDEA engages.
Money in politics	Po226-03
A regional comparative electronic knowledge resource created and disseminated on political finance regulation compliance and disclosure, including its perspectives on gender.	Key stakeholders apply comparative knowledge on political finance regulation for their reform agenda.
Citizen engagement	Po225-01
Discussion platforms on democratic issues organized in South Asia with local institutions.	Increased and more effective engagement of civil society groups including women and other marginalized groups in discussions on democratic assessments and reforms at the national and local levels.
Training workshops organized and handbooks translated on citizen-led assessment frameworks (Mongolia, Philippines, Timor Leste).	
Advisory services provided to initiate citizen assessments projects in Mindanao, Vietnam, Myanmar and other democracies in transition.	
Gender equality in politics, political parties and electoral processes	Po225-02
Study undertaken on how political party systems and processes impact or hinder gender equality in AP	Political parties and other political actors apply comparative knowledge to promote gender equality and enhance women representation in decision-making

The condition of women's political participation

In most parts of Asia and the Pacific, as elsewhere, political parties play a crucial role in determining the space for women's political participation. Without effective legislative measures to ensure that women are elected to decision-making bodies, it largely depends on political parties to decide the recruitment and selection of those candidates who will influence the country's policy priorities and political agenda. In 2015 IDEA (in collaboration with UN Women and UNDP) carried out research on Gender Equality in Political Party Systems and Processes in five countries: Timor Leste, Fiji, the Philippines, Indonesia and Nepal. In 2016 IDEA will identify programming opportunities in support of policy recommendations put forward in the final report and to expand the study on the condition of women's political participation.

Study on Asian constitutional innovations

A considerable number of countries in the region are presently at various stages of constitution building: Nepal, Fiji, the Solomon Islands, Bougainville of the Papua New Guinea, the Philippines, Sri Lanka and Thailand, to name just a few. Amongst the countries IDEA is engaging with: Thailand's draft constitution was rejected and the process has returned to square one. Nepal passed a new constitution amidst protests over federal boundaries and the implementation stage is about to start. Sri Lanka is at the agenda setting stage with ambitious timelines for this process; and Myanmar's constitutional reform process is expected to start after the elections set for November 2015. In 2016 and beyond, International IDEA will support selected country reforms, and also contribute to the global comparative knowledge of constitution building through study and discussion of Asian constitutional innovations.

The Pacific (sub-region)

2.3.4 Pacific is characterized by intra-regional diversity, in which democracy is mixed with deep seated and varied regional traditions. Several of the Pacific jurisdictions are undergoing a process of electoral and constitutional reform: Fiji, Solomon Islands and Bougainville of PNG. Women's political representation and participation is a persistent challenge: the Pacific scores the world's lowest average of women parliamentarians and many of the parliaments have no women at all. In 2016,

Samoa will have its general elections; 47 out of 49 seats are contested by matai, traditional heads of families. In 2015, the Pacific Island Forum (PIF) Leaders held its 46th Meeting in Papua New Guinea (PNG) where four items were presented for consideration under the new Framework for Pacific Regionalism. One of the items concerned West Papua and PIF's recognition of the 'political aspirations of the people of West Papua for self determination'.

Table 23. The Pacific (sub-region)

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Accountability of Political executives	P0078-07(AP) and P0168-04 (GP)
Country-specific databases on political executives are available, updated and utilized.	Citizens, CSOs and oversight bodies apply comparative knowledge with regard to holding governments democratically accountable.
Policy papers and accompanying policy briefs feed into national policy discussions and reforms.	
Awareness raising campaign on the issue of assessing performance of ministers at national and regional level.	

Myanmar

2.3.5 Myanmar's political future is marked by uncertainties. Regarding the peace process, a partial nationwide ceasefire has been signed, which has set in motion political dialogue where the Government, the military, and the ethnic armed groups would have to work out a more

detailed arrangement for a 'Union based on federal principles' for peace to be sustainable.. What is expected to be the freest election campaign in 25 years, is now coming up against a flawed legal framework and its uneven implementation: e.g. restrictions on what candidates are allowed to

say in the state media; disqualification of over 60 ethnic minority candidates on citizenship grounds; an uneven playing field in campaigning between the opposition and the ruling party; only 15 percent of women candidates meaning

further under-representation of women (< 5 percent in parliament today). Except for the 25 percent of seats that are guaranteed for the military (Tatmadaw), election results remain hard to predict.

Table 24. Myanmar	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Increased capacity and understanding of electoral processes	Po254-02, Po254-01
STEP Democracy / IDEA component	
Capacity building reports, study missions and peer-to-peer missions implemented that are responsive to UEC Strategic Plan 2014-2018.	United Electoral Commission has enhanced capacity to administer key phases of the electoral cycle.
Assessment of the implementation of a risk management system undertaken through a post-election review.	UEC has enhanced capacity to evaluate and manage electoral risk, including gender related risks.
Advisory Services on campaign finance regulation provided to the UEC.	UEC has enhanced capacity to implement current campaign finance reporting requirements, and to develop a long-term plan for its engagement with political finance.
Assessment of media in post-election review undertaken.	UEC demonstrates increased capacity to plan and undertake strategic, coordinated media communications
Assessment of the system for election observation undertaken as part of post-election review, including analysis of gender implications.	UEC has taken steps to improve regulatory framework for election observation.
Knowledge products created, shared and discussed to objectively assess the electoral legal framework and articulate fact-based and viable reform options.	UEC, political parties and CSOs advocate for democratic reforms for a strengthened electoral system and a pluralist political party system.
Capacity building on key phases of the electoral cycle using relevant methodologies.	
Implement a coherent strategic communication plan of STEP's contributions to the democratic transition in Myanmar (including quarterly action newsletter, social media platform with updated information and regular information briefs).	Key electoral stakeholders, including political parties, media and CSOs effectively articulate positions to strengthen the democratic framework.
Public consultation and Roundtable held for stakeholders to effectively engage in reform-oriented dialogue on electoral regulation and pluralist political party system.	
Valued political analysis produced through STEP democracy newsletter and seminars.	
Democratic Accountability: Parliamentary oversight	Po244-03
Parliamentary Centre's curriculum on parliament's role in the budgetary process adapted to the context and needs of the House of Representatives of Myanmar.	MPs and parliamentary staff of key committees have enhanced knowledge of roles and responsibilities in the budget process.
Training sessions conducted for each of the key committees involved in the budgetary process.	
Assessment undertaken to identify future capacity needs for MPs and staff of key parliamentary committees involved in the budget process.	
Conduct a capacity needs assessment with the members and staff of Parliament.	Parliamentary leadership has taken steps to strengthen institutional capacity and strengthen the role of women.
Roadmap developed from consultation for Parliament's development.	

Table 25. Myanmar
STEP Democracy Myanmar / Planned outputs of International IDEA's consortium partners in 2016
Danish Institute for Parties and Democracy (DIPD) will work with political parties to put together a set of joint reform initiatives and to continue to assist parties to articulate positions on the legal, regulatory and procedural electoral framework. Multiparty dialogue meetings will continue to be facilitated, and expanded to reach beyond existing party alliances

Table 25. Myanmar**STEP Democracy Myanmar / Planned outputs of International IDEA's consortium partners in 2016**

Democracy Reporting International (DRI) aims to continue to work with CSOs to formulate reforms recommendations based on their election observation reports and on human rights standards

Friedrich Naumann Foundation (FNF), with local partners Myanmar Egress, Hornbill Organization, the Scholar Institute and Naushawng Education Network, aims to complete 25 post-election reflection workshops with those who were trained under their voter and civic education workshops in 2015. These reflection workshops will feed into research on election experiences.

STEP Democracy Myanmar, Year 2

In Myanmar, IDEA leads the multi-year project Support To Electoral Processes and Democracy - STEP Democracy – that supports inclusive, peaceful and credible electoral processes, and enhances the capacity of stakeholders to strengthen the democratic transition in Myanmar. This is an integrated programme closely coordinated with all key national stakeholders – with the Union Election Commission (UEC), with political parties, with civil society organizations involved in domestic election observation, voter and civic education, and advocacy for reform, and with media organizations. STEP Democracy is unique in bringing together national and international expertise, and firmly entrenches local ownership throughout all phases of the electoral cycle. STEP Democracy has a strong commitment to a flexible approach to democratic reform, which is mindful of the rich history and cultural diversity of Myanmar.

In the STEP Democracy, the European Union provides support via eight organizations: four international: International IDEA, the Danish Institute for Parties and Democracy (DIPD), Democracy Reporting International (DRI), and the Friedrich Naumann Foundation (FNF); and four local: Myanmar Egress, Hornbill Organization, the Scholar Institute and Naushawng Education Network, which are implementing voter education with FNF.

Nepal

2.3.6 On 25 April and 12 May 2015 the country was struck by two major earthquakes. These devastating events provided a strong impetus to speed up the constitution drafting process, and on 16th September Nepal's Constituent Assembly passed a new constitution with an overwhelming majority. The new constitution institutionalizes Nepal as a secular, federal republic with a parliamentary system and a multiparty democracy. The month preceding the promulgation was marked by violence and protests against the draft constitution

that left over 40 dead and hundreds injured. Protesting communities say the constitution fails to address their demands through an inclusive federal system. 2016 will be critical in terms of starting the process of implementing the constitution and getting disaffected groups back to the table. The current political context in Nepal underscores the need for IDEA to continue to support Nepal's Legislature/Parliament and other state and non-state actors in its transition to an inclusive, federal constitutional order.

Table 26. Nepal

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Increased Inclusiveness	Po127-09
Expert support and advice provided on legislative review planning to Parliament through the LP Secretariat.	Government actors develop a strategic action plan to review legislation etc. in order of immediacy.
Knowledge products developed on federal constitutional transitions, including best practices for institutional and legislative development.	Legislation on federal constitutional transition revised, repealed, and/or drafted by government actors.
Resource materials provided on comparative knowledge on legislation which specifically affects inclusion of women and historically disadvantaged group.	Women and historically disadvantaged groups review and provide input to government actors on legislation etc. applicable to their particular interests and needs.
Provide facilitation expertise to conduct 9-15 BRIDGE trainings. Provide technical expertise to update, restructure and translate into Nepali 12 BRIDGE modules for the ECN Library.	Enhanced capacity of the Election Commission of Nepal (ECN) and its stakeholders to prepare for and conduct elections and to better anticipate and identify electoral related risks
Provide technical expertise to update, restructure and translate into Nepali 12 BRIDGE modules for the ECN Library.	

Bhutan

2.3.7 Bhutan's democracy has been growing since its first ever democratic elections in 2008. While national and local elections have been taking place peacefully and on schedule, voter turnout has steadily decreased. To sustain democracy, Bhutan needs to deepen its democratic roots within the widely-accepted constitutional monarchy. To deepen its democracy, the Bhutanese Houses of Parliament need to function in a more consultative

way. Political parties need to mature and function actively as advocates of their supporters. Citizens need to understand democracy better and therefore, take part more actively in democratic processes beyond elections. Efforts such as civic education and promotion of participatory governance processes would take Bhutan's democracy up to the next level.

Table 27. Bhutan

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral integrity	Po155-04
"Credible Elections Clinic" forums conducted, with trained national facilitators, which lead to reform recommendations.	The ECB has improved quality of its outreach towards political parties, civil society actors, the media, scholars and voters.
A civic/voter education campaign (verbal public communication, use of print and social media) has been formulated and conducted.	
Continued improvements to existing e-learning module ("E-IESDB") conducted and a new module created.	
Knowledge resources and equipment required for the new ECB library are provided.	
Training and mentoring provided to the ECB's research staff.	
One work placement programme conducted.	
Professional development trainings for ECB staff conducted.	
Democratic Accountability: Parliamentary oversight	Po155-05
Legislative Drafting Manual prepared in a consultative manner and endorsed by the parliamentary leadership.	Enhanced institutionalised capacity of the Secretariats in providing professional services to the NAB and NCB members and committees.
Parliamentary researchers technically supported when responding to research requests from female parliamentarians.	
Training provided for Parliament Members on Media Relations.	Enhanced capacity of parliamentarians in the NCB and NAB to communicate with the Bhutanese public.
Parliament Members participate in production of TV and Radio Interactive shows aired to Bhutanese public.	

2.4 Latin America and the Caribbean

Regional democracy context

2.4.1 Between 2009–16 some 34 electoral processes will have taken place in the region. The political and economic euphoria experienced by the Latin American and the Caribbean (LAC) countries seems to be changing into more cautious optimism over the past few years, opening opportunities for structural reform. Top of the list are: regulating electoral campaign finance to prevent money from major economic groups and organized crime infiltrating democratic processes; strengthening

political parties; putting independent electoral tribunals in place; and devising mechanisms to ensure greater citizen participation. In 2016, presidential elections in the Dominican Republic, Nicaragua and Peru will be at the forefront.

International IDEA in Latin America and the Caribbean - outlook

2.4.2 In 2016, International IDEA will complete the relocation of its regional office from San Jose, Costa Rica to Santiago, Chile. Along with this, ensuring the successful accession of Brazil as a member state and, as expected, Colombia, will be priorities for the Regional Programme team. As

usual, the team engages in fundraising efforts to support the opportunities and functioning of all country programmes, and maintains strong inter-institutional alliances with regional and national organizations.

Table 28. International IDEA in Latin America and the Caribbean in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Donors: Norway, USAID, European Union	1 962 665	1 514 002	3 476 667
by geography (where results will be achieved)	1 962 665	1 514 002	3 476 667
Latin America and the Caribbean (Regional)	0	731 189	731 189
Andean Region (Sub-region)	0	31 610	31 610
Mexico and Central America (Sub-region)	0	211 688	211 688
Southern cone (Sub-region)	0	61 868	61 868
Chile	0	73 218	73 218
Haiti	226 726	129 021	355 747
Peru	1 735 939	275 408	2 011 347
by strategic outcome	1 962 665	1 514 002	3 476 667
Democracy at the local level	0	11 350	11 350
Democracy that delivers	0	69 813	69 813
Effective institutions of representation	615 274	85 840	701 114
Electoral integrity	0	273 556	273 556
Electoral justice	0	56 193	56 193
Increased capacity and understanding of electoral processes	1 120 665	123 897	1 244 562
Internal democracy	226 726	129 021	355 747
Knowledge sharing on CBP across the region and beyond	0	73 218	73 218
Money, organized crime and politics	0	68 678	68 678
Political participation of women and youth groups	0	31 610	31 610
Regional and Field Office	0	517 608	517 608
Representation that matters	0	73 218	73 218

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

Table 29. Strategic programme outcomes (2015–17) in Latin American and the Caribbean	
Democracy at the local level	Increased capacity of informed local actors, including civil society and political groups, to drive democratic reform at the local level.
Democracy that delivers	1. Increased capacity of political actors and social movements and interest groups to articulate and debate proposals for reform in relation to democratic accountability of authorities, with a special focus in the delivery of public services critical to poverty reduction, and institutions of accountability, such as national and sub-national parliaments, ombudsman offices, and supreme audit institutions. 2. Increased access to knowledge and practical tools on the oversight and policy-making role of political parties on growth-enabling sectors, particularly extractive industries.

Table 29. Strategic programme outcomes (2015–17) in Latin American and the Caribbean

Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to work with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies.
Electoral integrity	Enhanced capacity of electoral authorities to promote electoral integrity with independence and professionalism throughout the electoral cycle, including through informed management of the role of the media throughout the electoral cycle. Increased leverage of voters, political parties and the media on electoral integrity.
Electoral justice	Improved national regulatory frameworks for electoral justice, building on comparative experience from across the LAC region.
Increased capacity and understanding of electoral processes	Enhanced awareness of good comparative practices of electoral processes among election practitioners and key electoral stakeholders, including organizations working with youth and women.
Internal democracy	Enhanced capacity of institutions of representation, including political parties and legislative bodies, to connect with citizens through transparent, effective and democratic internal decision-making structures and citizen engagement strategies. OR Increased responsiveness of political parties towards the needs and demands of citizens.
Knowledge sharing on CBP across the region and beyond	Increased opportunities for sharing good comparative practice of CBP across the region and beyond.
Money, organized crime and politics	Enhanced capacity of global, regional and national institutions, including regulatory bodies and law enforcement agencies, to understand and address through policy action the role of money and organized crime in politics.
Political participation of women and youth groups	Increased capacity of political parties, legislative bodies and regulatory authorities (including EMBs) to develop, implement and monitor mechanisms to enhance the political participation of women and increase opportunities for the constructive participation of informed youth in politics.
Regional and Field Office	Covers office and facilities costs as well as general IDEA programmatic fundraising and advocacy efforts
Representation that matters	Increased capacity of political parties, legislative bodies and regulatory authorities to develop, implement and monitor mechanisms to enhance the political participation of women, youth, afro-descendants and indigenous people.

International IDEA's partners in Latin America and the Caribbean include

2.4.3 Tránsito Asociación Cultural (Peru), TV Cultura (Peru), Proética (Peru), Ministry of Presidency (Chile), Electoral Tribunal of Brazil, National Assembly of Ecuador, Political parties and MPs (Haiti, Peru), Electoral Management Bodies: Conseil Electoral Provisoire (Haiti), Oficina Nacional de Procesos Electorales (Peru) communities (Peru), women in politics (Peru).

2.4.4 Co-implementers: Electoral Brookings Institution and Organization of America States (OAS), National Council on Public Ethics – PROETICA (Peru), Civil Association Transparencia (Peru), NIMD, JNE.

Key expected results to which International IDEA will contribute

- The VIII Iberoamerican Conference on Electoral Justice will be co-organized with the Brazilian Electoral Tribunal. The conference will focus on making electoral justice applicable & binding.
- Debates on the Quality of Democracy in Latin America through international seminars with partners the Brookings Institution and the Organization of America States (OAS).
- Southern Cone: Debates on ongoing electoral reforms – through regional seminars.
- Mexico and Central America: Debates on ongoing electoral and political reforms and equitable representation and participation – through national seminars.
- Haiti: Direct efforts to strengthen parliament, political parties and the electoral management body;

- and to increase the legitimacy of democratic processes through dialogue; political participation of women and youth; and accountability.
- Peru: In preparation for presidential elections, reduce the influence of illicit interests in the electoral processes through awareness.
- Launches of IDEA publications in the region: Quality of Democracy in Latin America, Democratic Transitions: Conversations with World Leaders (Spanish Editions) and Handbook on Political Finance (Spanish Edition).

Planned outputs & expected outcomes in 2016

Table 30. Latin America and the Caribbean (region-wide)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral Justice	P0122-05
VII Iberoamerican Conference on Electoral Justice co-organized with the Electoral Tribunal of Brazil and National Autonomous University of Mexico.	EMB officials in Latin America and the Caribbean apply regional comparative knowledge on electoral justice.
Publications on key democratic issues in the region disseminated to relevant actors.	Regional and international organizations have enhanced their collaboration and the debate on the current state and quality of democracy in the region, including the 2030 Agenda for Sustainable Development.
Regional forums facilitated on key challenges for democracy in LAC with Brookings Institution and Organization of American States (OAS).	

Southern Cone (sub-region)

- 2.4.5 The 2013–15 electoral processes that took place in Chile, Uruguay, Brazil and Argentina presented important windows of opportunity for debating, initiating and advancing political and electoral reform. Incumbent powers prevailed at the polls, presumably as a result of a decade of economic upswing which saw millions stepping out of poverty. However, surveys also show that a majority of people demand political changes within a context of continuity of the regime in power.

Table 31. Southern Cone (sub-region)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral integrity	P0135-03
Regional seminars organized with EMBs, parliamentarians, political parties, CSOs and academics on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity.	The Electoral management bodies of Argentina, Brazil and Uruguay apply regional comparative knowledge in their respective electoral reform processes. (P0135-03)

Mexico and Central America (sub-region)

- 2.4.6 In spite of a 30 year long wave of democratization in Central America, with democratically elected governments currently ruling in all countries, institutional deficits related to legitimacy and rule of law continue. Various political and social actors have become invisible as a result, leading to unequal political representation and participation. Furthermore, political parties are faced with a crisis of representation, accountability has weakened, and there is a lack of counterbalance between the different arms of State, leading to social discontent and poor economic growth. Additionally, the region faces new challenges relating to growing social inequality, increasing violence and the penetration of organized crime and drug trafficking money in politics.

Table 32. Mexico and Central America (sub-region)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral Integrity	P0135-05
Regional seminars organized with EMBs, parliamentarians, political parties, CSOs and academics on issues including electronic voting, voting from abroad, political finance, gender and electoral integrity.	Mexico's democratic institutions and political parties apply regional comparative knowledge on current electoral, political and constitutional reforms, as well as equitable representation.
Workshops and technical expertise provided for regional experience sharing between academic experts, politicians and officials in Central America.	Central American democratic institutions and political parties apply regional comparative knowledge on current electoral, political and constitutional reforms as well as equitable representation.
Workshops and technical expertise provided for regional experience sharing between academic experts, politicians and officials in the Dominican Republic.	Political parties in the Dominican Republic have improved regulatory frameworks and management capacity to bridge gaps of representation and equal participation.

Andean Region (sub-region)

- 2.4.7 In spite of a 30 year long wave of democratization in Central America, with democratically elected governments currently ruling in all countries, institutional deficits related to legitimacy and rule of law continue. Various political and social actors have become invisible as a result, leading to unequal political representation and participation. Furthermore, political parties are faced with a crisis of representation, accountability has weakened, and there is a lack of counterbalance between the different arms of State, leading to social discontent and poor economic growth. Additionally, the region faces new challenges relating to growing social inequality, increasing violence and the penetration of organized crime and drug trafficking money in politics.

Table 33. Andean Region (sub-region)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Political participation of women and youth groups	P0249-01
ATENEA monitoring system of gender equality in politics in the Andean region implemented in relevant countries, in partnership with UN Women and UNDP and ATENEA.	Political parties in the Andean region take steps to promote gender equality, based on factual and comparative information.
ATENEA system databases of relevant countries updated and online, in partnership with the IADB.	
International IDEA's publication on political finance with regard to gender equality disseminated to relevant stakeholders.	
Representation that matters	P0266-01
Workshops and technical expertise provided for regional experience sharing between academic experts, politicians and officials.	Colombian stakeholders apply regional comparative knowledge in the current constitutional and electoral reform process. (new PN)

Chile

Table 34. Chile	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Informed constitutional implementation	P0265-01
Workshops and technical expertise provided for regional experience sharing between academic experts, politicians and officials.	Chilean stakeholders apply regional comparative knowledge in the current constitutional and electoral reform process.

Bolivia

2.4.8 In an historic step, Bolivians voted women into power as never before in the past general and sub-national elections. Women parliamentarians have taken 51 percent of the seats in the Chamber of Deputies and 46 percent of the Senate at the national level and 48 percent in the departmental level. International IDEA supported these electoral processes, including through the campaign for parity in the elections and strengthening electoral management at departmental level, providing information to voters via the prize winning smartphone apps “Yo elijo” and “Yo participo”, which proved a success with the Bolivian electorate.

2.4.9 The 2015 elections however raised concerns regarding the legitimacy of the Plurinational Election Body. The Electoral Tribunal faced particularly harsh criticism and public pressure led its members to resign. Regaining the trust of

citizens and actors across the political spectrum, through organizational and regulatory changes, will be the focus of the new team in 2016. IDEA is planning to support this important process of consolidating Bolivia's electoral institutions, including departmental electoral bodies that will play a key part in rolling out necessary reforms country wide. International IDEA also plans to continue to cooperate with the Plurinational Legislative Assembly, members of parliament as well as the departmental legislative assemblies – pivotal to transforming the new constitutional mandate into political reality. International IDEA's national and regional expertise, strong partnerships and ability to work across the political spectrum in Bolivia place the organization in a privileged position to support the country's democratic development in 2016 and beyond. International IDEA's continuity in Bolivia in 2016 will depend on funds being secured.

Ecuador

2.4.10 The adverse economic situation, partly caused by the low oil price, and budgetary reforms and measures to adjust to the loss of related revenue have created discomfort among citizens and resulted in obvious social discontent. The opposition, though still disunited, seized the political opportunity to present their demands, which led to the Executive proposing a social dialogue process.

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

by several politicians as one of the few neutral actors in Ecuadorian politics with the convening power to bring together both the ruling party and opposition parties. *Ágora Democrática* has also created forums for multiparty dialogue: among them *Ágora Política*, a political magazine with an Editorial Board from the main Ecuadorian political organizations and two multiparty women's groups. In addition, AD, contributed to expand the capacity of the National Assembly, and to build bridges between political organizations, civil society, and the local media with the radio programme *Ágora Democrática*. However, new partnerships with the donor community will be essential if IDEA is to maintain its presence there throughout and beyond 2016.

Peru

2.4.12 With the upcoming general and presidential elections in April 2016 in Peru, the influence of illicit money on the campaign and the possibility of voters casting an informed vote based on the trustworthiness of candidates will continue to be a top concern. In the elections of October 2014 for city and district mayors, more than 2,000 candidates (men and women) were reported to have a criminal record, with hundreds still awaiting a final verdict on charges brought against them. Experts in Peru agree that transnational networks of drug trafficking, illicit mining and illicit logging

involve government officials and, increasingly, politicians. As a result, both the Executive Branch and Parliament have low legitimacy among the population due to the level of distrust in these institutions. Political parties have suffered a programmatic collapse, seemingly a trend in the Andean region. A further topic at the forefront of the electoral process is the underrepresentation of historically excluded groups. Even though a gender quota of 30 percent applies to candidate lists, just 22 percent of MPs are women.

Civic initiative to improve the quality of democracy ahead of the 2016 elections

This project specifically intends to improve the conditions of the 2016 electoral process, in order to ensure that the Peruvian political system becomes more democratic, inclusive and transparent. The project addresses the regulatory framework and the possibilities of voters assessing the suitability of their candidates. It aims to broaden the discussions on candidates' programme proposals, with particular attention paid to the inclusion agenda for traditionally excluded groups. This Project is funded by EU and is implemented by a consortium, led by International IDEA, with Peruvian non-government organizations Transparencia and Proética.

Table 35. Peru

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Money, organized crime and politics	P0135-03
Social mobilization events to raise awareness among citizens.	Voters are more aware of the dangers of the infiltration of illicit money into the electoral process and can better evaluate their candidates.
Implementation of a virtual resource center with key information: The Web Platform CANDI- DATAZO.	
Work sessions with business associations to advise how to fund campaigns in a transparent manner.	Business people and other donors have information on how to make donations in a transparent manner.
Advisory service provided to the JNE and to new parliamentarian caucuses on transparency in political parties campaign funds and on oversight of candidates.	Political Parties improve their oversight of candidates and the sources of their campaign funds.
Monitoring undertaken of campaign expenditures in the media.	
Trainings undertaken for journalists and opinion leaders on transparency of political parties and candidates.	Journalists and opinion leaders publish information that pressures political parties and candidates to be more transparent
Tools developed and implemented for civil society to monitor campaign spending.	Civil society organizations in Peru have monitored campaign spending of a significant number of parliamentary candidates.
Training provided to civil society organizations in the usage of watchdog and tracking tools.	
Effective institutions of representation	P0255-03
This project Citizen strategy to improve the quality of democracy is implemented through a consortium with International IDEA's partner organizations Transparencia and Proetica and funded by the European Union. (P135-05)	
Technical assistance with party electoral bodies to implement tools, e.g. integrity pacts.	Political parties in Peru have access to tools that help them improve the selection of their candidates.
Technical cooperation with national electoral bodies to regulate and "FILTER" the general elections in Peru in 2016.	The electoral management bodies in Peru strengthen their capacity to supervise and oversee the electoral process.
Advocacy and campaign on private sector responsibility in election campaigns "Ask the ONPE".	
Exchange of experiences in electoral transparency with international experts.	
Contribute to capacity-building of women and other marginally excluded groups.	Women, youth, indigenous people, the LGBTIQ community and persons with a disability improve their participation in the electoral process.
Advocacy and technical assistance for parties to include the gender, youth, interculturality and rights-based approaches in their government plans.	
A Dialogue for Rights of persons with a disability.	

Table 35. Peru

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
<p>Intensive citizen information campaigns about the risks of penetration of drug trafficking in politics, the criminal records of the candidates and the value of responsible vote.</p> <p>Design, implementation and use of IT tools – VERITA, Compara Ya, Billebot, Publiobot – for observation and mass dissemination of résumés, government plans, campaign spending and state advertising.</p> <p>Citizen audit of campaign spending, particularly in the regions of Amazonas, Ancash, Madre de Dios.</p> <p>Deal with complaints by citizens; mass dissemination campaign about restrictions, prohibitions and crimes against the popular will; information about reporting channels, particularly in the regions of Ancash, Madre de Dios, Amazonas.</p>	<p>Citizens access suitable, sufficient and timely information about candidates, campaign spending and electoral proposals.</p>
<p>Encourage impartiality and plurality in the media.</p> <p>Capacity building in electoral coverage.</p> <p>Creation of a new category for the third edition of the National Journalism Awards (November 2016), with an award for the best electoral coverage report.</p>	<p>Journalists and communicators improve their capacities to adequately inform about the electoral process.</p>

Haiti

2.4.13 After a four year suspension, Haiti held a first round of parliamentary elections on 9 August 2015. Electoral integrity was compromised by a poor turnout of 18 percent, violent incidents at the polls and the Electoral Management Body (CEP) being criticized for its management of election day and also for its contested vote counting methods.

After barring 14 candidates for disturbing the process, the CEP faced protests from many, including major political parties. With presidential and local elections set for October 2015, these forces will need to be re-integrated into the electoral process.

Table 36. Haiti

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Internal Democracy	P0135-03
4-day workshop to draft the parliamentary agenda, with political parties represented in Parliament, and MPs.	Political parties represented in Parliament and MPs agree on a parliamentary agenda.
Dialogue with civil society sectors to prepare installation of permanent EMB.	Civil society organizations have a clear strategy to support the Conseil Electoral Provisoire in view of it becoming a permanent body.
Technical expertise provided to Public Administration's Human Resources Management Office (OMRH) to establish guidelines for public institutions on accountability.	Relevant political institutions take measures to strengthen their accountability to citizens.
Study on main political and ideological trends in Haiti finalized and published.	Political parties strengthen their ideological cohesion through establishing a forum.
Art contest organized to promote the democratic engagement of youth citizens.	Young citizens acknowledge publicly the value and contribution of youth citizens to democracy.

Consolidating Democracy – International IDEA’s strategy for engagement in Haiti in 2016-20

In a consultative process in 2015, International IDEA elaborated a five-year plan that sets out the strategic direction for International IDEA in Haiti for the period 2016-20.

This plan relies on an approach aimed at preventing and appeasing political tensions by fostering inclusive dialogue and consensus building, considering the political participation and representation of women as a key cross-cutting dimension of democratic consolidation in Haiti, and paying particular attention to youth as a marginalized group in Haiti’s political processes.

International IDEA’s Strategic priorities in Haiti over 2016-20:

1 - Supporting the institutionalization of political parties at national and regional levels.

2 - Strengthening parliamentary structures.

3 - Strengthening the administration and integrity of electoral processes.

4 - Enhancing the political participation and representation of women.

5 - Making political institutions more accountable to citizens.

6 - Improving the political debate through traditional and social media.

In order to maintain its relevance to the changing situation in Haiti, this Plan is intended to be reviewed periodically. International IDEA’s projected institution-wide strategy review in 2017 may spur further adjustments.

2.5 West Asia and North Africa

Regional democracy context

2.5.1 In 2016 the region foresees important steps towards the further consolidation of democracy in certain countries: in Egypt, a new parliament and new independent National Election Commission; in Tunisia, municipal elections; and in Libya it is anticipated that 2016 will see a new constitution and constitutional referendum along with the continued consolidation of nascent democratic institutions. Despite these steps towards further democratic consolidation, there are risks such as the continuing polarization of society and difficulties for some states in securing the

confidence of citizens in their new democracies. Despite their role in the revolutions that swept many countries across the region in 2010-11, youth are still marginalized from decision making processes and are largely excluded from the newly elected parliaments, cabinets and constituent assemblies.

2.5.2 There is a great thirst for democracy related knowledge resources in the region. International IDEA’s Arabic language publications have been well received and, as a result, the organization will continue to translate published resources.

International IDEA in West Asia and North Africa - outlook

2.5.3 International IDEA will continue to push for the ratification of its Host Country Agreements with Tunisia and Egypt.

Table 37. International IDEA in West Asia and North Africa in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
Donors: Norway, NIMD	745 855	597 316	1 343 171
by geography (where results will be achieved)	745 855	597 316	1 343 171

Table 37. International IDEA in West Asia and North Africa in 2016	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
West Asia and North Africa (Regional)	166 601	49 721	216 322
Egypt	200 343	153 509	353 852
Tunisia	304 841	364 053	668 894
Libya	74 070	30 033	104 103
by strategic outcome	745 855	597 316	1 343 171
Constitutional implementation	125 568	34 382	159 950
Effective institutions of representation	57 061	11 597	68 658
Elections and conflict	36 928	0	36 928
Electoral integrity	158 682	0	158 682
Emerging initiatives	75 355	0	75 355
Gender equality in politics, political parties and electoral processes	163 873	12 594	176 467
Increased inclusiveness	42 791	19 688	62 479
Informed constitution building	70 615	60 066	130 681
Knowledge sharing on CBP across the region and beyond	14 982	0	14 982
Regional and Field Office	0	458 989	458 989

Strategic programme outcomes (2015-17) in West Asia and North Africa

Table 38. Strategic programme outcomes (2015-17) in West Asia and North Africa	
Constitutional implementation	Enhanced capacity of key national stakeholders to implement the constitution including fundamental rights, systems of government and the rights of women and marginalized groups in target countries.
Effective institutions of representation	Enhanced capacity of representative institutions including political parties and legislative bodies to adopt consensus based internal structures for decision and policy making.
Elections and conflict	Enhanced awareness of electoral risks and possible mitigation measures.
Electoral integrity	Enhanced capacity of institutions in target countries to conduct inclusive electoral processes with integrity, credibility and security.
Emerging initiatives	Covers emerging programmatic activities as agreed with donor
Gender equality in politics, political parties and electoral processes	Increased capacity of women, gender equality advocates and political institutions, including electoral authorities, legislative bodies and political parties, to develop, promote and implement strategies for equal political participation and representation of women and men.
Increased inclusiveness	Enhanced opportunities for women and youth to play meaningful roles in democracy building.
Informed constitution building	Enhanced opportunities for the participation of informed civil society and political actors in any forthcoming constitutional reform or implementation.

International IDEA's partners in West Asia and North Africa include

2.5.4 The Arab Association of Constitutional Law.
 Libya: Constitutional Drafting Assembly (CDA), the High National Elections Commission.
 Tunisia: The Independent High Authority for Elections (ISIE in its French acronym), Political Parties, Tunisian judicial associations, Members

of Parliament. Egypt: The National Election Committee, Members of Parliament, the Ministry of Legal Affairs and House of Representatives.

2.5.5 Co-implementers: Democracy Reporting International, International Federation of Electoral Systems (IFES), the UNDP, The University of Tunis (El Manar), The University of Rabat (Mohamed V), The Lebanese University, The American University in Cairo, The Arab Center for Research and Policy Studies (Doha), The

Issam Fares Institute for Public Policy and International Affairs (AUB), The International Association of Constitutional Law (IACL), The Venice Commission, Harvard Kennedy School of Government, The Center for Constitutional Transitions, The University of California at Berkeley.

Key expected results to which International IDEA will contribute

- The newly founded Arab Association of Constitutional Law (ACL) consolidates its status and independence as the first network of constitutional experts in the region. Members will contribute to the debate on the region's constitutional issues, search for solutions, and serve as a reference and resource for ongoing and future constitution drafting processes.
- Tunisia: The implications of the Article 49 limitations clause on human rights in the new Tunisian constitution are known and being debated within the Tunisian legal and human rights community. This clause is new to the Tunisian legal system and its interpretation is crucial to the protection of Tunisians' freedom and liberties.
- Libya: A constitution, that meets international good practice, is drafted and is communicated to all segments of the population.
- Libya: The High National Election Commission of Libya has greater capacity to manage electoral risks during the constitutional referendum in 2016.
- Egypt: The new, permanent and independent National Election Commission has been established and has started to manage the electoral cycle based on comparative information and practice.
- Egypt: Women parliamentarians have the capacity to participate effectively and the agenda of the parliamentary committees have mainstreamed gender and diversity.
- Tunisia: The EMB is consolidated as an independent and sustainable body and improves its management of risks in the municipal elections in 2016.

Planned outputs & expected outcomes in 2016

Table 39. West Asia and North Africa (region-wide)	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Informed constitution building	P0238-10
Key personnel of the ACL (SG and a financial officer) recruited.	The Arab Association of Constitutional Law (ACL) has reinforced internal institutions and structures, consolidating its independence and long term sustainability.
Training facilitated for Secretariat and for committees in areas of project management, communication and fundraising.	
Contribution to the maintenance of ACL Website.	Members of the Association contribute to the debate on the region's constitutional issues, search for solutions, and serve as a reference and resource for constitution drafting processes in the region.
Two regional roundtables organized in Doha and Algiers, and at least two policy papers and a year book published.	
One law academy session organized for two months.	A constitutional law academy has been established that will improve the quality of scholarship on constitutional law issues in the region.

A network of constitutional knowledge in the Arab region

Following the uprisings that started in Tunisia in December 2010, ten countries in the Arab region engaged in constitutional reform processes from 2011-15. Drafting processes were hampered by historically little study of comparative constitutional law in the Arab region, and the lack of a network of constitutional practitioners and scholars. Since 2012, International IDEA has supported the founding of the Arab Association of Constitutional Law. The association was formally established in Beirut in 2014 and holds annual conferences.

Continued peer-to-peer support to elections with integrity

International IDEA will continue providing support in the region to ensure the administration of elections with integrity over the course of 2016. This will be achieved through the continued support to the Instance Supérieure Indépendante pour les Élections (ISIE in its French acronym) of Tunisia ahead of the 2016 municipal elections, work with the EMB of Libya ahead of the anticipated constitutional referendum and support to the development of the new, permanent EMB in Egypt. Drawing on IDEA's wide network of EMBs across the world, the programme will primarily use a peer-to-peer approach to bring international good practice and experience to questions of concern for EMBs in the region.

Tunisia

2.5.6 In 2016, the EMB of Tunisia (ISIE) anticipates the administration of sectorial elections and the municipal elections. The parliament will enter into the second year of its term in January and it is anticipated that political parties will continue to solidify their positions. The implementation of the Constitution ratified in early 2014 will continue with key laws to be drafted throughout the year

and the establishment of the Constitutional Court. The security situation is expected to be of key concern, along with state reactions to it, which will evidently have an impact on the overall democratic context. The timeline of these key political events is yet to be made clear, thereby indicating that IDEA will have to continue its flexible approach to programming.

Table 40. Tunisia

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Constitutional Implementation	P0238-12
Manual on the implementation of Article 49 and limitations clause developed by international and Tunisian experts, published in Arabic and French, and discussed at a conference with the Tunisian legal community.	The Tunisian legal community takes more informed decisions on the implementation of the limitations based on good comparative practice.
Increased inclusiveness	P0245-02
“Respect for Women’s Political Rights: Fostering Political Environments for Equal Participation and Leadership of Women in Political Parties”. This project is co-implemented with the Netherlands Institute for Multi-Party Democracy (NIMD)	
One Seminar and three technical meetings organized with the executive leadership of the three main political parties on gender-inclusive strategic planning.	By 2018, 50 per cent of the executive leadership bodies of political parties in Tunisia have implemented at least one or more new reforms for improving the participation and leadership of women in political parties.
Technical meetings to review parties' rules of procedure and workshops on importance of women's and youth sections organized.	
Three multi party discussions in different regions facilitated and advisory services provided to women MPs.	
Guidelines on gender sensitive RoPs for political parties in Tunisia produced and validated; Gender Assessment finalized, published and presented.	By 2018, the participation and leadership of women in political parties in Tunisia has increased and the capacity of politicians on gender sensitive policymaking and legislation has improved.
Training of Trainers and expert meetings organized to develop political and campaigning capacities.	
Consultative workshop on the draft law related to violence against women with MPs, civil society and government facilitated to discuss possible amendments and improvements to include political\electoral violence.	
Electoral integrity	P0238-07
Capacity development, technical assistance and advice on implementation methodology provided to the Electoral Risk Management (ERM) hub.	ISIE improves its management of risks in the 2016 municipal elections by using IDEA's ERM tool and based on the lessons learned from the 2014 national elections.
Expert inputs and advice on international good practice contextualized to fit the Tunisian context.	
Support provided to the development and implementation of the ISIE's internal structures including an organigram for the ISIE.	ISIE continues to consolidate its internal administrative structures.

Table 40. Tunisia

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Workshop organized and IDEA's publications provided in support of the establishment of a research centre.	ISIE has established a research center that is used by ISIE staff as well as other stakeholders as a platform of research and knowledge sharing on democracy.
Continued sharing of publications and support provided to the operations of the research centre.	

Protection of fundamental rights

Article 49 of the 2014 Tunisian constitution introduced a limitations clause on human rights, which will have a great impact on the freedoms and liberties for Tunisians. As Tunisian judges and lawyers started debating different interpretations of this article, which is new to the Tunisian legal system, IDEA began working with Tunisia's legal community on the implementation and interpretation of Article 49 to ensure the protection of fundamental rights. IDEA will continue its contribution to this debate e.g. with a manual, peer-to-peer work sessions, and organizing moot courts in order to ensure that the legal community is aware of the implications of the article.

Libya

2.5.7 It is anticipated that 2016 will see critical steps in the transition towards democracy, such as ratification of the constitution and the United Nations led political agreement, which is set to introduce a unity government and improved security to the country. The Constitutional Drafting Assembly (CDA) has been working on a draft constitution since February 2014 and appointed a working committee which issued a draft of the constitution in September 2015. International IDEA has provided technical support

to the CDA throughout and will continue to engage in the process and alter its engagement where necessary to meet the needs of this local partner. With the new constitution expected to be put to referendum over the course of 2016, International IDEA will support the High National Elections Commission (HNEC) in their efforts to manage the elections with credibility and minimized risk. IDEA's support to the HNEC has been continuous since the country's transition towards democracy in 2011.

Table 41. Libya

Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Elections and Conflict	Po238-08
Training is provided to the members of the ERMT hub.	Enhanced capacity of the HNEC to use the ERM Tool to identify and mitigate electoral risks during the constitutional referendum
Advisory support is provided to HNEC's ERMT hub	
Informed Constitution Building	Po238-14
Tailored knowledge products and expert advice provided to the CDA at their request.	The CDA applies knowledge of international good practice to the constitution drafting process
Development of an outreach strategy supported at request of the CDA.	The CDA implements outreach activities that target all segments of the population equally

Egypt

2.5.8 The 2015 parliamentary elections will establish a new parliament which, as per the constitution, will be more inclusive – for example, it is due to include Egypt's highest recorded number of women parliamentarians. Also, formerly under-represented social and professional groups (such as Christians, farmers etc) will be better represented. Under the new constitution of January 2014, a

new permanent National Election Commission Committee (NEC) will be established; a process which is overseen by the Ministry of Legal Affairs and House of Representatives which asked International IDEA to contribute to the long term sustainability and professionalism of the body, particularly ahead of the municipal elections

which should be held in 2016 or 2017. It is also anticipated that a non-discriminatory and transitional justice commission will be established.

Table 42. Egypt	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Electoral integrity	Po238-16
Knowledge resources and contextualized good practice provided for use by decision makers.	The new permanent National Election Committee (NEC), has started implementing a plan for the management of the electoral process that is informed by comparative knowledge.
Peer to peer study tour facilitated to exchange experience with independent and permanent EMBs.	
Creation of a strategic plan for the NEC supported.	
Series of technical capacity building workshops facilitated for the NEC.	
Constitutional Implementation	Po238-17
Provide knowledge resources on good practice.	Members of non-discrimination commission and other relevant governmental commissions have enriched their practice by applying comparative knowledge.
Peer to peer study tour facilitated to exchange experience with independent and permanent commissions.	
Creation of a strategic plan for the relevant commissions supported.	
Effective Institutions of Representation	Po238-18
Series of meetings supported for women parliamentarians of emerging women's caucuses.	Women parliamentarians have the capacity to participate effectively and the agenda of the parliamentary committees have mainstreamed gender/diversity issues.
Workshops facilitated for women parliamentarians to empower them on specific issues.	
Provide expert mentoring to women parliamentarians.	
Relevant committees in parliament mainstream gender issues on the agenda.	
Provide knowledge resources to the parliamentarians on relevant issues.	

2.6 Wider Europe

Regional democracy context

2.6.1 Decline in the quality of democracy in the wider European region, signalled by low levels of public participation and support for political parties, massive public protests demanding responsive and accountable governments, the rise of the radical anti-liberal groups, and all of this compounded by ongoing or frozen conflicts, contribute to the current skepticism and concerns about the future of democracy. Several countries in the wider European region that emerged following the break up of the Soviet Union, have since struggled to engender and consolidate democratic institutions and practices, particularly in the areas of electoral integrity, inclusive and effective representative governance structures based on gender and diversity

considerations, transparency and accountability in government and in political party functioning, and protection and promotion of human rights and the rule of law, including for marginalized groups. However, a number of established democracies have also shown declining rates of public participation and trust in government institutions and political parties, and persistent voter apathy. Rising tides of asylum seekers, displaced by violent conflicts on the borders of the wider European region, and the lack of ready, consensus based approaches on how to address these multi-dimensional challenges have only exacerbated demands on national and local leaders to respond with innovative, effective and democratic solutions.

Initiating a Wider Europe programme in 2016

2.6.2 Despite the lack of a distinct Europe programme in recent years, International IDEA has long been active in the region. Some notable examples include International IDEA's presence in Georgia (2001–05), the publication of *Illicit Networks and Politics in the Baltic States* (2013), *Political Parties and Citizen Movements in Asia and Europe* (2014) and *Developing Local Democracy in Kosovo* (2005). Current work includes the implementation of the Electoral Risk Management Tool (ERMT) in Bosnia and Herzegovina and the development of a Spanish case study for the film on social media and elections.

2.6.3 In an attempt to respond to the key policy challenges facing European decision makers and citizens in what could be considered the most pivotal period for democratic expansion and consolidation in the region, International IDEA has begun to explore opportunities for a more consistent engagement in the region. While initiating the process of designing a European Programme, the Institute has begun to support ongoing reform processes in Ukraine, in partnership with key national and international stakeholders, as outlined below. A wider Europe Programme will be initiated in 2016, and this

will be temporarily housed within the Global Programmes Department and with direct engagement by the Secretary-General's Office. A Senior Programme Manager will be identified to design the programme, build partnerships and mobilize resources for it.

2.6.4 In the last quarter of 2015, International IDEA will undertake several scoping missions in countries identified as prospective sites for programme operations in 2016. These include Georgia, Macedonia (assessment took place in July 2015 with a follow up planned), Moldova, Ukraine, with the possibility of additional countries to be considered based on identified trends and preliminary needs. In the course of 2016, International IDEA will engage in regional initiatives bringing together policymakers, experts and civil society advocates from a range of countries in the region to discuss trends and policy approaches in the regulation of political finance (Georgia, Moldova, Ukraine and possibly others), voting rights of internally displaced persons (Armenia, Azerbaijan, Georgia, Moldova, Ukraine and Bosnia and Herzegovina), and quality of democracy and citizen-led democracy assessments.

Table 43. International IDEA in Wider Europe in 2016

	Restricted funds secured for 2016 (RES):	Core budget allocation for 2016 (UNR):	TOTAL
by geography (where results will be achieved)	0	287 620	287 620
Ukraine	0	287 620	287 620
by strategic outcome	0	287 620	287 620
Democracy that Delivers	0	87 309	87 309
Elections and conflict	0	72 824	72 824
Money, organized crime and Politics	0	62 041	62 041
Gender equality in politics, political parties and electoral processes	0	65 446	65 446

International IDEA's partners in Wider Europe include

2.6.5 Multilateral and bilateral democracy support organizations, such as OSCE, CoE, EU, UN agencies, international multi party political foundations, academic and research organizations, peer to peer knowledge networks in the field of elections, political participation, gender and politics.

2.6.6 Partners and co-implementers will be drawn from a variety of fields and sectors, such as electoral management bodies and political finance monitoring agencies, parliamentary committees and caucuses, international and national monitoring NGOs and think tanks.

Ukraine

2.6.7 Priorities within the ongoing reform agenda in Ukraine, initiated by the new government following the 2014 parliamentary and presidential elections, include: constitutional, electoral and political party reforms. Combating widespread corruption and the entrenched presence of oligarchic interests in political parties and public policy; promoting effective participation of women

in political life; regaining public trust in political parties as necessary democratic actors; and ensuring independence of judicial and prosecutorial authorities. These are only few examples of challenges that the reform processes are expected to tackle. Last, but not least: finding lasting solutions to the ongoing violent conflict over the Donbass region cuts across reform processes in all key areas.

Key planned activities in 2016

2.6.8 In support of the ongoing reform processes in Ukraine, International IDEA, in partnership with key national and international stakeholders, and pending the securing of funds, will:

- Support capacity building of civil society organizations to conduct campaigns that raise awareness of the constitutional reform process, how it will affect citizens' lives and the role citizens can play.
- Support political party dialogues around key issues such as the democratic reform agenda/priorities, electoral reform, political finance, gender equality in politics, etc.
- Support elected members of parliament and locally elected councilors through international comparative knowledge and development of local strategies for addressing gender based barriers in political participation and representation.
- Translate relevant knowledge resources on constitution building, elections, political participation and representation, political finance, gender and politics and democracy and development into Ukrainian and Russian, as well as develop materials specifically for the Ukrainian context.

In the course of 2016, International IDEA will aim to provide requested expertise on various thematic issues to national and international partners working in the

countries of the region, and will utilize these engagements to explore additional needs for its assistance.

Table 44. Ukraine	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
Elections and conflict	Po269-01
Regional workshop on Voting Rights conducted.	Ukraine stakeholders apply comparative knowledge about conflict related displacement and elections with a specific focus on IDP voting rights in South Eastern and Easter Europe.
Policy brief on Voting Rights developed and published.	
Electoral Processes knowledge products shared.	
Democracy that delivers	Po269-02
Guide on Democratic Accountability in Service Delivery translated and made available to target groups in Ukraine.	Ukrainian stakeholders take steps to assess democratic accountability in service delivery.
SoD overview and SoLD framework translated and made available to target groups in Ukraine.	Ukrainian stakeholders apply knowledge on strengths and weaknesses of national and/or local level democracy.
Money, organized crime and politics	Po269-03
Policy papers on the crime policy nexus available in Ukrainian and Russian.	Relevant Ukrainian/Russian speaking policymakers and CSOs apply comparative knowledge about the threat of organized crime to democratic politics, and policy options to address the problem.
Presentations and dissemination of the policy papers carried out.	
Gender equality in politics, political parties and electoral processes	Po269-04

Table 44. Ukraine	
Planned Outputs (in 2016)	Expected Outcomes (in 2016)
<p>Roundtable organized and recommendations delivered on the design of electoral system and gender quotas.</p> <p>An international conference organized on achievements and challenges of women's political empowerment in the post-Maidan Ukraine.</p>	<p>Increased knowledge among national stakeholders on comparative experiences and lessons in the design of electoral systems and special measures for women's political empowerment.</p>
<p>Mentoring and capacity building workshops (2) facilitated with the Interparty Caucus and the newly elected local government members.</p>	<p>Inter-party caucus engaging increasingly in inter-party dialogues on the role of women in politics and strategies to promote gender equality in politics.</p>



Chile's President Bachelet receives International IDEA's Secretary-General and delegation

3 Institutional management priorities

External Relations, Governance and Advocacy

Table 45. External Relations, Governance and Advocacy Priorities in 2016	Objectives (2015-2017)
External Relations	
Strengthen relationships with other international and democracy related organizations to leverage synergies in democracy support.	Increased opportunities for key global actors to enrich IDEA's knowledge development efforts in areas of interest to IDEA's Member States.
Governance Support	
Membership expansion and active engagement of Members States in the governance of the organization.	Increased and sustained engagement of IDEA Member States in supporting the work of IDEA towards implementing the Strategy 2012-2017.
Partnerships and Programme Funding Support	
Enhance engagement opportunities with Member States and other donors, offer quality resource mobilization products and effective grant management.	Increased and renewed financial support for IDEA's work towards implementing the Strategy 2012-2017 (includes efforts to secure core and restricted funding).

Communications

Table 46. Communications Priorities in 2016	Objectives (2015-2017)
Communications	
Review current website and redesign the organization's public website.	(Media) Improved and enhanced relations with the media worldwide.
Run 3-4 media campaigns a year.	
Acquire a new e-newsletter and email notifications system.	
Increase the press coverage of International IDEA in the news.	
Improve International IDEA's relations with the press and increase the pool of International IDEA media contacts	

Table 46. Communications Priorities in 2016	Objectives (2015-2017)
Provide communications-related support to International IDEA's current advocacy work.	(Ownership) More effective communication with Member States and donors, highlighting IDEA's relevance as an inter-governmental organization and credible partner for sustainable democracy.
Pursue community relations with Stockholm/Sweden-based organizations, including the City of Stockholm	(Outreach) More effective communication to current and potential partners about IDEA's initiatives and opportunities for collaboration, and securing their interest.
Set standard through the creation of a Style Guide.	(Branding) Development of the International IDEA brand and corporate identity.
Publications	
Carrying out a review of publication processes.	(Publications) Increased publication of comparative knowledge resources of democratic experiences that are current, relevant and easily accessible.
Setting up a publications review committee.	
Maintaining and improving internal and external distribution of knowledge resources.	
Increasing awareness and dissemination of publications and knowledge products.	
Assist in content development by providing advice in review of literature and research.	
Publication of the arabic, french and spanish versions of the book "Democratic Transitions - Conversations with World Leaders"	
Library	
Review and improve the search profiles and newsletters generated by the Media Monitoring tool (Meltwater).	(Outreach) More effective communication to current and potential partners about IDEA's initiatives and opportunities for collaboration, and securing their interest.
Improve understanding of IDEA's global outreach through monitoring and analysis of media, social media, academic writing citing and publications downloads of IDEA's work and name.	
Launches of the arabic, french and spanish versions of the book, "Democratic Transitions - Conversations with World Leaders"	
Enhance institutional awareness of the library and the services of the librarian.	(Internal Communications) Improved knowledge management and a stronger communications-oriented culture within the organization.
Enhance institutional awareness of and usage of Spider.	

Strategic Planning

Table 47. Strategic Planning Priorities in 2016	Objectives (2015-2017)
Strategic Planning	
Focus International IDEA's regional level strategies to inform country level implementation.	Enhanced focus in International IDEA's programming.
Increase collaboration within Corporate Services and with programme staff so as to encourage achieving project outcomes at optimum cost.	Enhanced quality of International IDEA's internal controls, risk management and governance processes.
Implement risk management monitoring and review mechanisms.	
Implement International IDEA's Project Management Framework.	
Implement the actions from the management response to internal audit report on governance.	
Initiate the process of International IDEA strategy formulation (2018-2023).	Formulation process of International IDEA's 2018-2023 strategy is informed and prepared.
Evaluate International IDEA's 2012-2017 Strategy.	
Review / update strategic planning and monitoring mechanisms (policies, procedures, tools	
Organisation wide M&E	

Table 47. Strategic Planning Priorities in 2016	Objectives (2015-2017)
Increase internal capacity for M&E as an integral part of RBM.	Enhanced financial planning, management and reporting tools that inform project management and institutional decision-making.
Develop quarterly and annual monitoring tools and produce reports as requested by Management / Member States ("institutional improvements").	

Finance

Table 48. Finance Priorities in 2016	Objectives (2015-2017)
Operationalize grants management module in ERP System (Maconomy).	Enhanced financial planning, management and reporting tools that feed into sound project management and institutional decision-making.
Start moving towards alignment to IPSAS framework.	
Implement operational manual.	Increased compliance with financial and procurement policies and procedures across IDEA's operations.
Increase oversight through field trips, and periodic review of financial performance indicators.	
Implement suitable operating systems in new office setups.	

Human Resources

Table 49. Human Resources Priorities in 2016	Objectives (2015-2017)
Adopt an HR management system that allows IDEA to report more adequately on gender-related issues and all other HR management matters.	Increased awareness on gender in the implementation of the institutional strategy, programming initiatives, policies, measures, systems and practices.
Review the remuneration practices of the Institute, in particular its salary update methodology, its pension provision and the consistency of employment conditions globally.	Improved policies, procedures and conditions for the recruitment of knowledgeable professionals.
Improve induction of new staff members with emphasis on global collaboration and consistency of management practices.	Enhanced commitment of staff to IDEA's values and mission.

Institutional Gender Mainstreaming

Table 50. Institutional Gender Mainstreaming Priorities in 2016	Objectives (2015-2017)
IKNOW Politics platform maintained, updated and expanded with new content in all its working languages (English, Arabic, Spanish, French) ; Launching event at the UN Commission on the Status of Women.	Women in politics increase their knowledge on issues of interest and share experiences through webinars hosted by iKNOW Politics; Global advocacy on women's political participation and representation
Publication on women in leadership positions -Presidents/Prime Ministers/Heads of State and Governments	Increased access and use of evidence-based comparative experiences on women's leadership as Presidents or Prime Ministers /Heads of State and Governments
Capacity development support provided. Gender Scorecard/Guidelines developed.	Staff capacity to analyse and mainstream gender in International IDEA's areas of work and institutional practices in line with the Institute's commitments to promote gender equality

Table 51. IT Priorities in 2016	Objectives (2015-2017)
Exchange Online Migration Project Implementation. Intune - SCCM, Mobile Device Mgt (MDM)	Continuous improvement of IT environment and processes across IDEA.
Integration. Upgrade of Maconomy/HR.	Increase utilization of ERP system (Maconomy).



International IDEA 20th Anniversary Celebration:
Keynote speech by Mr Kofi Annan, Chair
of the Board, Kofi Annan Foundation

4 Budget

4.1 Budget overview

Structural breakdown of International IDEA's budget for 2016, in EUR

Table 52. Structural breakdown		
Income Category	Budget 2016	%
Unrestricted	12 703 274	59
Restricted	8 744 990	41
Total	21 448 264	100%
Cost Category	Budget 2016	%
Programmatic	20 626 418	88
Institutional	3 219 260	14
Programme support	2 161 994	9
Cost recovery	(2 457 921)	-10
Total	23 549 751	100%
Surplus/(deficit)	(2 101 487)	

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

4.1.2 International IDEA projects unrestricted income in the budget 2016 based on the multi-year agreements International IDEA has with some Member States, one-year pledges and indications based on the track record of Member States contributions. The Institute always seeks to be

as prudent as possible in its unrestricted income projections. International IDEA is, at the time of submission of the Programme and Budget to the Council of Member States, projecting unrestricted income from the following Member States (ordered by level of contribution): Sweden, Netherlands, Norway, Switzerland, Germany, Chile, Mexico, India, Peru, Botswana, South Africa, Costa Rica, Mauritius, Mongolia, Barbados, Uruguay, Ghana and Namibia.

4.1.3 The projected restricted income displayed in the budget is future income only from signed contracts. International IDEA has additional projects awaiting donor decisions on funding at an advanced stage. These projects will only be added to the budget once grant agreements have been signed. The project pipeline for 2016 is foreseen to ensure that the amount of restricted revenue will increase over the course of the year.

4.1.4 International IDEA's budget for 2016 breaks down into three main cost categories: institutional costs, programmatic costs and programme support costs:

- Programmatic costs: Expenditure incurred at the global, regional and country level aimed at achieving direct programmatic results and impact is categorized as programmatic cost).
- Programme support costs: Programme support costs are costs that International IDEA incurs

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

- Institutional costs: These are costs related to the institutional structure necessary for an inter-governmental organization. These costs are incurred to ensure that the Institute delivers on its mandate. Institutional costs have no correlation to the volume of the organization's activities.

4.1.5 The projected financial result for the year brings International IDEA's reserves down to the requirement level at the end of 2016. The prudent income projections mean that the Institute's outlook beyond 2016 remains positive and solid.

Fig 9. International IDEA's sources of funding

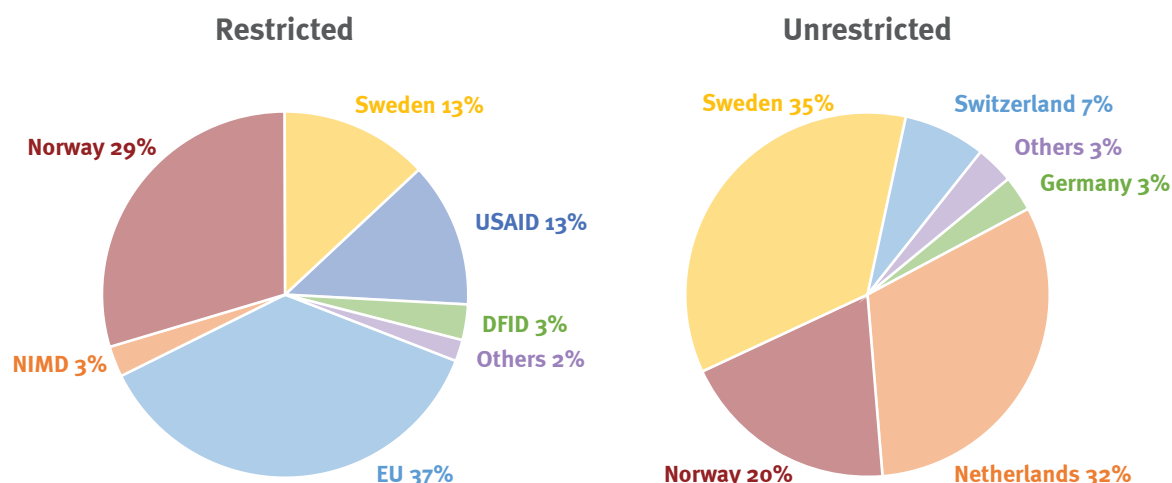
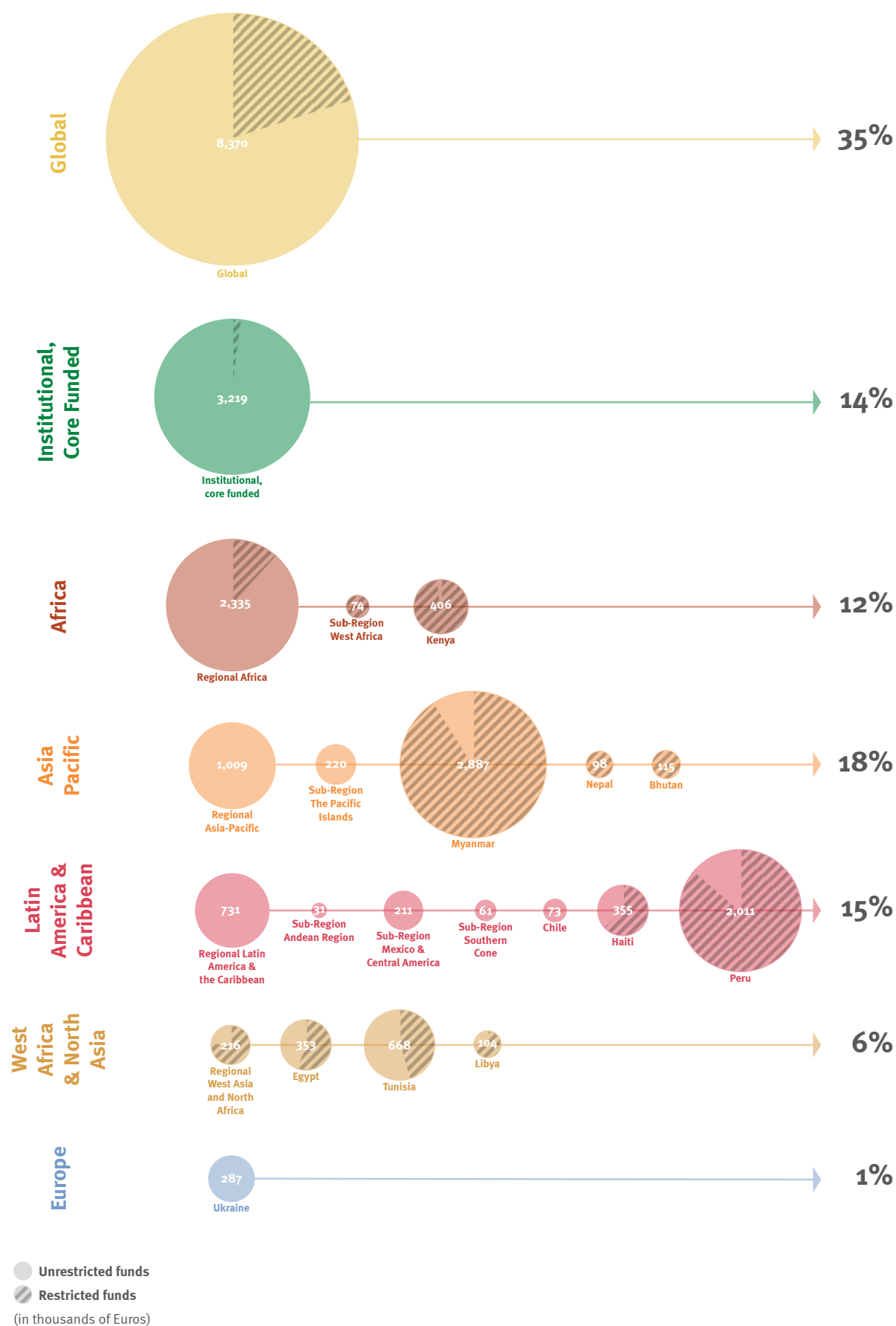


Fig 10. International IDEA's budget by geography, in EUR



4.2 International IDEA's investment in democracy results

Strategic breakdown of International IDEA's budget for 2016, in EUR

Table 53. Strategic breakdown	
Direct Programmatic (by KIA)	16 635 202
State of Democracy	1 384 018
Political Participation and Representation Processes	2 138 556
Electoral Processes	6 905 387
Democracy and Development	2 051 140
Constitution-Building Processes	2 352 386
Multi-Thematic Processes	1 803 715
Enabling	7 210 476
Regional and Field Offices	3 991 216
Institutional, core funded	3 219 260
Gross total budget	23 845 678
Net Programme support cost	(295 927)
Net total expenditure	23 549 751

4.2.1 International IDEA invests the majority of its resources in direct programmatic results in the areas of State of Democracy, political participation and representation processes, electoral processes, democracy and development, constitution-building processes and multi-thematic processes broken down as per the table presented above, and as

described in Part 2 of this document. The enabling funds are into activities that are indirectly related to achieving International IDEA's programmatic results, including, for example, regional and field office costs, facilities and costs related to general advocacy and fundraising, and institutional costs, as described above.

4.3 The financing of International IDEA's programmatic work

RES funding source per Member State / Donor for 2016

Table 54. RES funding source per Member State / Donor for 2016		
Member State / Donor	2016 Initial Budget	%
EU	3 215 343	37%
NIMD	238 003	3%
Norway	2 585 356	30%
Sweden	1 144 656	13%
USAID	1 120 665	13%
DFID	275 014	3%
Others	165 953	2%
Total	8 744 990	100%

UNR funding source per Member State for 2016

Table 55. UNR funding source per Member State for 2016		
Member State / Donor	2016 Initial Budget	%
Germany	400 000	3%
Netherlands	4 000 000	31%
Norway	2 462 527	19%
Sweden	4 486 430	35%
Switzerland	925 326	7%
Others	428 991	3%
Total	12 703 274	100%



International IDEA 20th Anniversary
Celebration: Prize presentation by H.R.H.
Crown Princess Victoria of Sweden to Ms Gillian
Miswardi, winner of essay competition

5 Annexes

5.1 Budget per key impact area (KIA) and strategic programme outcome

Table 56. Budget per key impact area (KIA) and strategic programme outcome

KIA group	Geography	Strategic programme outcome	Restricted	Unrestricted	Overall
Constitution-Building Processes			1 693 778	658 608	2 352 386
CBP	Asia & the Pacific	Increased inclusiveness	98 778	0	98 778
CBP	Global	Constitutional implementation	1 081 846	81 708	1 163 554
CBP	Global	Increased inclusiveness	0	389 546	389 546
CBP	Global	Knowledge sharing on CBP across the region and beyond	259 198	0	259 198
CBP	Latin America & the Caribbean	Knowledge sharing on CBP across the region and beyond	0	73 218	73 218
CBP	Western Asia - North Africa	Constitutional implementation	125 568	34 382	159 950
CBP	Western Asia - North Africa	Increased inclusiveness	42 791	19 688	62 479
CBP	Western Asia - North Africa	Informed constitution building	70 615	60 066	130 681
CBP	Western Asia - North Africa	Knowledge sharing on CBP across the region and beyond	14 982	0	14 982
Democracy and Development			0	2 051 140	2 051 140
DD	Africa	Shared visions for development	0	221 325	221 325
DD	Asia & the Pacific	Accountability of Political Executives	0	266 660	266 660
DD	Global	Accountability of Political Executives	0	201 693	201 693
DD	Global	Democracy in the development agenda	0	843 485	843 485

Table 56. Budget per key impact area (KIA) and strategic programme outcome					
KIA group	Geography	Strategic programme outcome	Restricted	Unrestricted	Overall
DD	Global	Democracy that delivers	0	163 096	163 096
DD	Global	Democratic Accountability in service delivery	0	197 759	197 759
DD	Europe	Democracy that Delivers	0	87 309	87 309
DD	Latin America & the Caribbean	Democracy that delivers	0	69 813	69 813
Electoral Processes			4 409 535	2 495 853	6 905 387
EP	Africa	Elections and conflict	275 014	113 929	388 943
EP	Africa	Electoral integrity	73 295	137 182	210 477
EP	Asia & the Pacific	Democratic Accountability: Parliamentary Oversight	80 416	397	80 813
EP	Asia & the Pacific	Electoral integrity	64 466	107 716	172 182
EP	Asia & the Pacific	Increased capacity and understanding of electoral processes	2 600 069	257 606	2 857 675
EP	Global	Collaborative Electoral Policy and Advocacy	0	401 143	401 143
EP	Global	Elections and conflict	0	253 156	253 156
EP	Global	Elections and ICT	0	127 339	127 339
EP	Global	Elections and Media	0	200 283	200 283
EP	Global	Electoral Databases and Statistics	0	157 153	157 153
EP	Global	Gender equality in electoral processes	0	47 699	47 699
EP	Global	Informed Electoral Processes	0	165 779	165 779
EP	Europe	Elections and conflict	0	72 824	72 824
EP	Latin America & the Caribbean	Electoral integrity	0	273 556	273 556
EP	Latin America & the Caribbean	Electoral justice	0	56 193	56 193
EP	Latin America & the Caribbean	Increased capacity and understanding of electoral processes	1 120 665	123 897	1 244 562
EP	Western Asia - North Africa	Elections and conflict	36 928	0	36 928
EP	Western Asia - North Africa	Electoral integrity	158 682	0	158 682
Institutional, core funded			745 000	2 474 260	3 219 260
Institutional	Global	Institutional, core funded	745 000	2 474 260	3 219 260
Multi-thematic processes			313 358	1 490 357	1 803 715
Multi	Africa	Money, organized crime and politics	0	11 350	11 350
Multi	Asia & the Pacific	Gender equality in politics, political parties and electoral processes	0	17 025	17 025
Multi	Asia & the Pacific	Money, organized crime and politics	0	95 231	95 231
Multi	Global	Conflict-sensitive strategies	0	162 132	162 132
Multi	Global	Gender equality in politics, political parties and electoral processes	74 130	264 622	338 752
Multi	Global	Money, organized crime and politics	0	480 728	480 728

Table 56. Budget per key impact area (KIA) and strategic programme outcome

KIA group	Geography	Strategic programme outcome	Restricted	Unrestricted	Overall
Multi	Global	Political participation of women and marginalized groups	0	80 727	80 727
Multi	Global	Regional organizations	0	169 783	169 783
Multi	Europe	Money, organized crime and Politics	0	62 041	62 041
Multi	Europe	Gender equality in politics, political parties and electoral processes	0	65 446	65 446
Multi	Latin America & the Caribbean	Money, organized crime and politics	0	68 678	68 678
Multi	Western Asia - North Africa	Emerging initiatives	75 355	0	75 355
Multi	Western Asia - North Africa	Gender equality in politics, political parties and electoral processes	163 873	12 594	176 467
Office			284 602	3 706 614	3 991 216
Office	Africa	Regional and Field Office	0	1 226 966	1 226 966
Office	Asia & the Pacific	Regional and Field Office	0	624 527	624 527
Office	Global	Office	284 602	878 524	1 163 126
Office	Latin America & the Caribbean	Regional and Field Office	0	517 608	517 608
Office	Western Asia - North Africa	Regional and Field Office	0	458 989	458 989
Political Participation and Representation Processes			1 298 717	839 839	2 138 556
PPRP	Africa	Effective institutions of representation	399 656	7 169	406 825
PPRP	Global	Effective institutions of representation	0	81 192	81 192
PPRP	Global	Political party dialogue	0	158 430	158 430
PPRP	Global	Programmatic parties	0	146 944	146 944
PPRP	Global	Representation that matters	0	114 818	114 818
PPRP	Latin America & the Caribbean	Effective institutions of representation	615 274	85 840	701 114
PPRP	Latin America & the Caribbean	Internal democracy	226 726	129 021	355 747
PPRP	Latin America & the Caribbean	Political participation of women and youth groups	0	31 610	31 610
PPRP	Latin America & the Caribbean	Representation that matters	0	73 218	73 218
PPRP	Western Asia - North Africa	Effective institutions of representation	57 061	11 597	68 658
State of Democracy			0	1 384 018	1 384 018
SOD	Africa	Citizen engagement	0	350 661	350 661
SOD	Asia & the Pacific	Citizen engagement	0	119 175	119 175
SOD	Global	State of Democracy	0	616 574	616 574
SOD	Global	State of Local Democracy	0	286 258	286 258
SOD	Latin America & the Caribbean	Democracy at the local level	0	11 350	11 350
Total			8 744 990	15 100 689	23 845 678

5.2 International IDEA's budget by regions, in EUR

Table 57. International IDEA's Budget by regions, in EUR				
Region	Restricted	Unrestricted	Overall	% of Overall
Africa	747 965	2 068 581	2 816 546	12.00%
Asia & the Pacific	2 843 729	1 488 338	4 332 066	18.00%
Global	1 699 776	6 670 572	8 370 348	35.00%
Institutional, core funded	745 000	2 474 260	3 219 260	14.00%
Europe	0	287 620	287 620	1.00%
Latin America & the Caribbean	1 962 665	1 514 002	3 476 667	15.00%
Western Asia - North Africa	745 855	597 316	1 343 171	6.00%
Total	8 744 990	15 100 689	23 845 678	100.00%

5.3 International IDEA's budget by geographical level of implementation, in EUR

Table 58. International IDEA's budget by geographical level of implementation, in EUR			
Geographic level	Restricted	Unrestricted	Overall
Global	1,699,776	6,670,572	8,370,348
Regional	514,910	4,377,822	4,892,732
Country	5,785,304	1,578,035	7,363,338
Institutional, core funded	-72,699	3,291,959	3,219,260
Total	7,927,291	15,918,388	23,845,678

5.4 International IDEA's 2016 dashboard

International IDEA uses

the following
products and services
as methods

to achieve

01	Publications	17%
02	Databases	5%
03	Online platforms / libraries	4%
04	Training - Development of materials	1%
05	Training - Delivery (Train the trainer)	3%
06	Training - Delivery (Train the trainee)	4%
07	Tools for practitioners - Development	5%
08	Tools for practitioners - Implementation	14%
09	Platforms for networking, dialogue & knowledge sharing among experts and practitioners	18%
10	Platforms for consultation / inclusiveness in democratic processes	3%
11	Advisory services (On substance)	22%
12	Advisory services (On institution building)	3%
20	Advisory Services (Mainstreaming)	1%
Total		100%

the following
3-year outcomes
as goals

in defined

locations where
these goals can
have an impact

Accountability of Political Executives	468 353 EUR
Citizen engagement	469 836 EUR
Collaborative Electoral Policy and Advocacy	401 143 EUR
Conflict-sensitive strategies	162 132 EUR
Constitutional implementation	1 323 504 EUR
Democracy at the local level	11 350 EUR
Democracy in the development agenda	843 485 EUR
Democracy that delivers	320 218 EUR
Democratic Accountability in service delivery	197 759 EUR
Democratic Accountability: Parliamentary Oversight	80 813 EUR
Effective institutions of representation	1 257 789 EUR
Elections and conflict	751 851 EUR
Elections and ICT	127 339 EUR
Elections and Media	200 283 EUR
Electoral Databases and Statistics	157 153 EUR
Electoral integrity	814 897 EUR
Electoral justice	56 193 EUR
Emerging initiatives	75 355 EUR
Gender equality in electoral processes	47 699 EUR
Gender equality in politics, political parties and electoral processes	597 690 EUR
Increased capacity and understanding of electoral processes	4 102 237 EUR
Increased inclusiveness	550 803 EUR
Informed constitution building	130 681 EUR
Informed Electoral Processes	165 779 EUR
Institutional, core funded	3 219 260 EUR
Internal democracy	355 747 EUR
Knowledge sharing on CBP across the region and beyond	347 398 EUR
Money in politics	
Money, organized crime and politics	718 028 EUR
Political participation of women and marginalized groups	80 727 EUR
Political participation of women and youth groups	31 610 EUR
Political party dialogue	158 430 EUR
Programmatic parties	146 944 EUR
Regional and Field Office	3 991 216 EUR
Regional organizations	169 783 EUR
Representation that matters	188 036 EUR
Shared visions for development	221 325 EUR
State of Democracy	616 574 EUR
State of Local Democracy	286 258 EUR
Total	23 845 678 EUR

Global	35.10%
Africa (Regional)	9.79%
West Africa (Sub-Region)	0.31%
Kenya	1.71%
Asia-Pacific (Regional)	4.24%
The Pacific Islands (Sub-Region)	0.92%
Myanmar	12.11%
Nepal	0.41%
Bhutan	0.48%
Latin America and the Caribbean (Regional)	3.07%
Andean Region (Sub-region)	0.13%
Mexico and Central America (Sub-region)	0.89%
Southern cone (Sub-region)	0.26%
Chile	0.31%
Haiti	1.49%
Peru	8.43%
West Asia and North Africa (Regional)	0.91%
Egypt	1.48%
Tunisia	2.81%
Libya	0.44%
Ukraine	1.21%
Institutional, core funded	13.50%
Total	100%

Constitution-Building Processes	10%
Democracy and Development	9%
Electoral Processes	29%
Institutional, core funded	14%
Multi-thematic processes	8%
Office	17%
Political Participation and Representation Processes	9%
State of Democracy	6%
Grand total budget	100%

