

ANNUAL ACTIVITY REPORT 2024

01.01.2024–31.12.2024



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Part I. Executive Summary of the Annual Activity Report

1.1. Reporting on Outputs

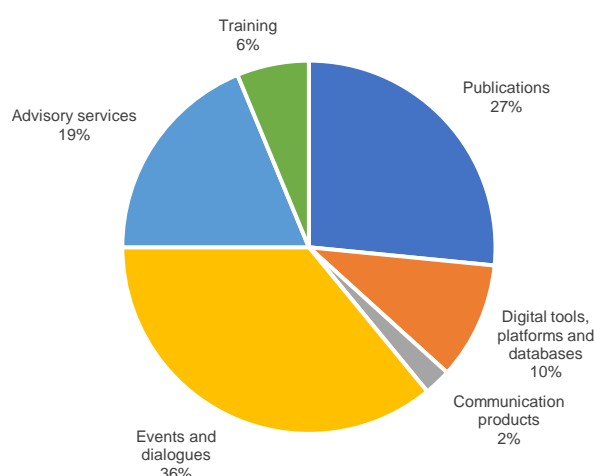
This document is the report of the Secretary-General to the Council of Member States on the overall implementation of the Institute's activities in 2024.

This document is fully aligned with the logic and concepts of International IDEA's Learning-based Management Framework and shows each planned output, its output category, its progress status, and the corresponding project outcome(s) including the Boundary Partner whose behaviours, relationship and practices the project aspires to change.

During the planning for 2024 each activity was grouped in the typology of seven output categories (Annex 1).

The following figure details International IDEA's delivery of outputs per output category in 2024 in unrestricted projects. Projects funded with restricted resources are excluded in the figure as they fall exclusively under the category of *Capacity Development*.

Figure 1: International IDEA's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



It is important to note that a single type of activity or output seldom leads to outcomes, and as a result International IDEA's results framework is underpinned by the assumption that four complementary approaches are needed for inspiring and supporting outcomes. The type of approaches used can be thought of as complementary pieces in a jigsaw puzzle, as illustrated in Figure 2:

Figure 2: International IDEA's complementary approaches and output categories

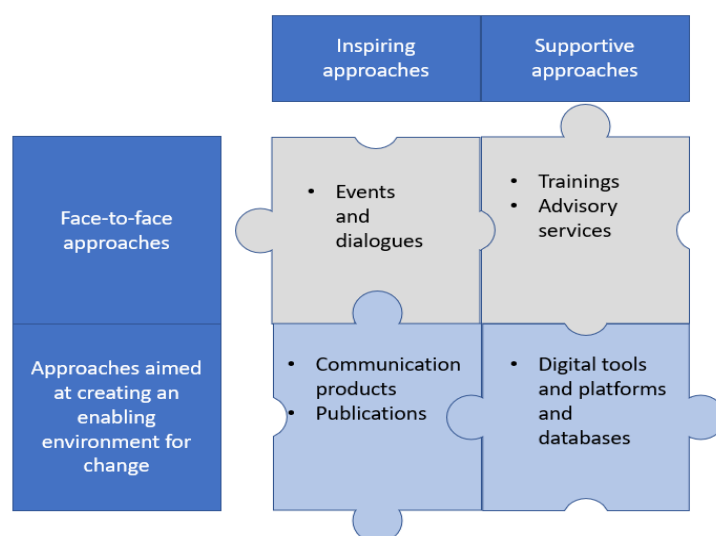
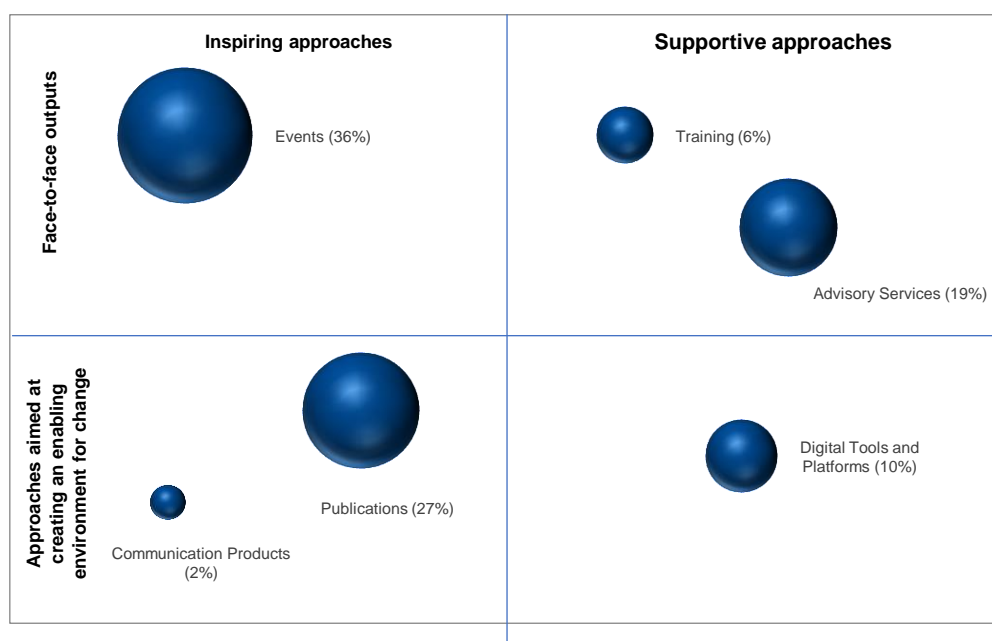


Figure 2 illustrates that some of the work that International IDEA undertakes is aimed at inspiring institutions and actors to engage in change processes. Such inspiring activities do not in themselves lead to sustainable outcomes, however, they are a crucial means to create an enabling environment for change and they develop and deepen our relationship with various actors and institutions. Through such relationships, change processes emerge, and tailored activities can be developed in support of these processes.

In 2024, 65 per cent of outputs in unrestricted projects are aimed at inspiring institutions and actors, while 35 per cent support change processes by the institutions and actors that we work with. Figure 3 illustrates that strategic approach to change.

Figure 3: Percentage of International IDEA's outputs in 2024 per inspiring and supportive approaches in unrestricted projects.



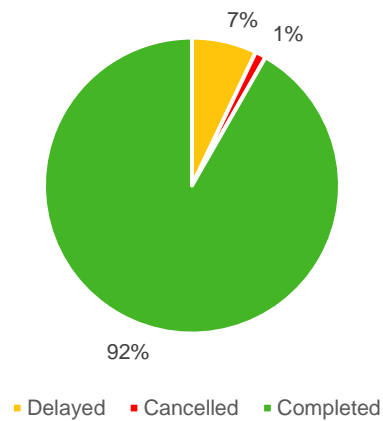
The above graph does not include *Capacity Development* as this output category is only used in restricted projects. However, it would be placed in the middle of this graph since Capacity Development is a comprehensive process which consists of a combination of activities. For example, a project aimed at developing the capacity of an Electoral

Management Body may include a study tour (which is classified as a type of event in the results framework), trainings, on-demand advisory services, access to a digital tool and a communication product.

In 2024, 92% of planned outputs in 53 unrestricted projects were completed, 7% were delayed and 1% were cancelled.

Figure 4 illustrates International IDEA's implementation of planned outputs across programmes and institutional management in 2024.

Figure 4: Implementation status of planned unrestricted outputs for International IDEA in 2024.



1.2. Budget execution

To enhance transparency this Activity Report includes details of project outputs listed in detail by programme and project, connected to the relevant figures on budget (utilizing the latest available budget figures as approved by silent procedure by the Council in August 2024 following the mid-year budget review), expenditures for the year ended 31 December 2024 (reconciled to the audited annual financial statements), and over or underspends against budget for the year under review. This provides a clear link between inputs and outputs, and a level of detail that ensures accountability in respect of the use of core and donor funds.

In this section a summary of the overall budget and expenditure position for the year is presented.

At a high level the budget approved by Council for the year ended 31 December 2024, the actuals reported in the annual financial statements and the variances are as set out below:

Budget 2024

	<u>Restricted funds</u>	<u>Unrestricted funds</u>	<u>Total</u>
Income	-46,236,359	-10,965,000	-57,201,359
Expenditure	46,236,359	11,854,974	58,091,333
	0	889,974	889,974

Actual 2024

	<u>Restricted funds</u>	<u>Unrestricted funds</u>	<u>Total</u>
Income	-38,209,127	-12,110,949	-50,320,076
Expenditure	38,209,127	12,986,976	51,196,103
	0	876,027	876,027

Variance 2024

	<u>Restricted funds</u>	<u>Unrestricted funds</u>	<u>Total</u>
Income	-8,027,232	1,145,949	-6,881,283
Expenditure	8,027,232	-1,132,002	6,895,230
	0	13,947	13,947

1.2.1. Unrestricted Income

Unrestricted income was EUR 1.146 million higher than expected as set out below:

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>
Contributions from Member States	10,965,000	11,210,885	245,885
Interest		570,092	570,092
Fixed price contracts		329,741	329,741
Other		231	231
	10,965,000	12,110,949	1,145,949

Income from contributions from Member States was slightly higher than anticipated. Income from other sources is not budgeted for, as this is difficult to determine in advance, and is not

material to the overall total income. Interest income remains high (2022: EUR 572k) and reflects the higher interest rates. The exchange rate differences of EUR 522k are lower than last year (2023: EUR 1,057k) and are now covered by the interest income.

1.2.2. Unrestricted Expenditure

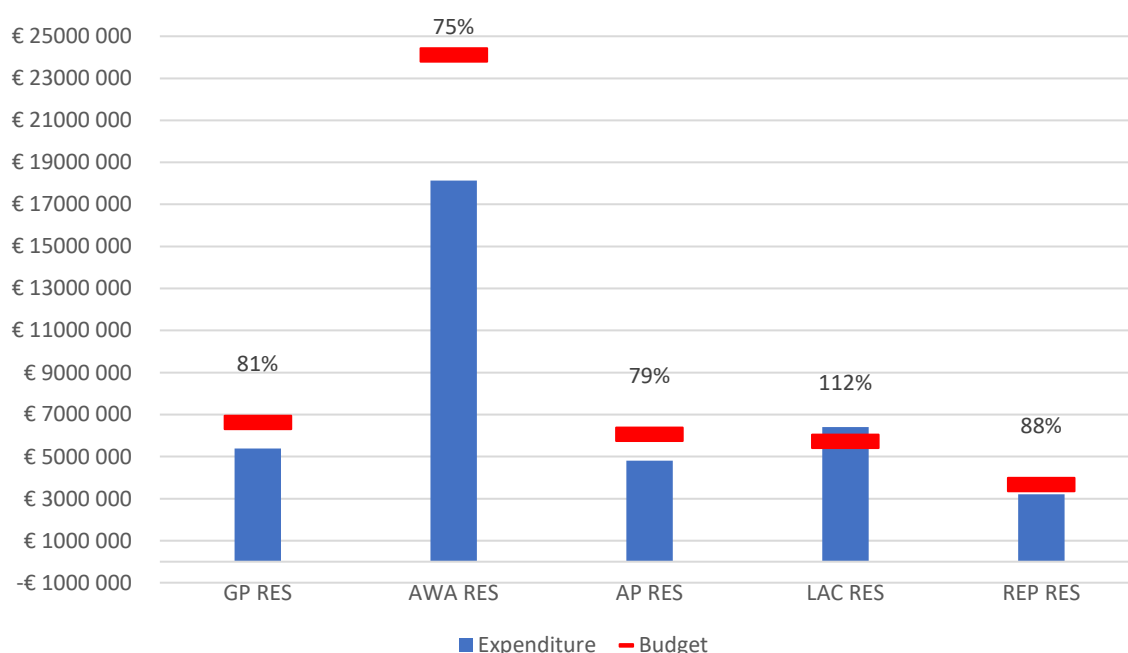
Unrestricted expenditure for 2023 was EUR 1.1 million higher than budgeted. The details of expenditure per programme and project are included in this report, but of note is the exchange rate loss of EUR 522k offset by interest income as indicated above. The volatility of exchange rates, including the EUR / SEK rate and the EUR / NOK rate remain a concern for the Institute, but remain outside of our control.

The recovery of indirect costs (which has been challenging in previous years) is now broadly on budget (net of provisions).

1.2.3. Restricted Income and Expenditure

Restricted income is, by definition, the same as restricted expenditure, as income is recognized as expenditure is incurred. It is noted that the overall portfolio of restricted projects has grown significantly over the past few years and in 2024 was EUR 38.2 million against a budget of EUR 46.2 million, an overall execution rate of 82%. This compares favorably to the execution in 2023 in real and percentage terms as the execution last year was EUR 28.2 million against a budget of EUR 39.4 million, an overall execution of 72%. This is a reflection of the efforts made by senior management to prioritize implementation.

Figure 5: Restricted project implementation in 2024.



The table below sets out those projects (both CORE and RES) where either the:

- execution (expenditure) is below 80% and the balance of budget remaining is in excess of EUR 100 000, or
- expenditure is 5% and EUR 20 000 or more greater than budget

together with a brief explanation of the reasons for this. More details can be found in the relevant chapters of this report.

Table 1: Over- and underspend in restricted projects

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Global Programmes										
Online Platforms and databases	-	89,484	89,484	-	93,036	93,036	-	-3,552	-3,552	Allocation of budget between projects can be challenging, and thus some intra project overs and unders are expected. It is noted that a small saving overall was achieved.
Country-level assistance	-	305,368	305,368	-	177,560	177,560	-	127,808	127,808	
Knowledge Generation	-	124,057	124,057	-	155,880	155,880	-	-31,823	-31,823	
CBP Networks and shared learning	-	222,005	222,005	-	260,052	260,052	-	-38,047	-38,047	
CBP Programme Management and Support	-	117,700	117,700	-	126,116	126,116	-	-8,416	-8,416	
PRO-DEM Fund Promoting and Protecting Democracy	535,252	26,924	562,176	330,283	16,231	346,514	204,969	10,693	215,662	The project budget implementation is low due to delays in the commencement of tests and pilots in the AP and LAC regions. However, it is back on track.
Secondment Climate Change and Democracy	153,396	-	153,396	174,271		174,271	-20,875		-20,875	This is an in kind contribution with a deemed value attached, and there are no cash implications for a budget overrun.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Combating Electoral Foreign Information, Manipulation and Interference (FIMI)	310,561	-	310,561	200,607	-	200,607	109,954	-	109,954	The fourth country of the project was only confirmed by the donor in December. The bulk of activities take place in years 2 and 3 (2025 and 2026) and these savings will be absorbed next year.
Fostering public awareness and all-of-society electoral resilience to AI	369,268	-	369,268	230,428	-	230,428	138,40	-	138,840	Expenditure was distributed equally in the budget, but 3 of the 5 big events of the project are taking place in 2025, thus these savings will be absorbed next year.
Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making	892,438	-	892,438	465,330	25,102	490,432	427,108	-25,102	402,006	A delay in the agreement of operational plan with UNWomen affected the loading of budgets in UBW due to different fiscal years.
Global Programme Management	-	403,942	403,942	-	510,653	510,653	-	-106,711	-106,711	Additional staff time was charged to the project, which is offset by underspends elsewhere
Africa and West Asia										

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
AWA RO – Political Participation and Representation	-	80,185	80,185	-	188,824	188,824	-	-108,639	-108,639	Realignment of key labour resources impacted HR costs. These will be offset by recoveries.
AWA RO – Constitution-building Processes	-	48,064	48,064	-	71,015	71,015	-	-22,951	-22,951	Labour costs higher than anticipated due to business development needs. These will be offset by recoveries.
AWA RO – Pan Regional Initiatives AWA Wide	-	754,297	754,297	-	1,066,501	1,066,501	-	-312,204	-312,204	Additional costs were expensed for establishing an environment for the inclusive, knowledge-based dialogue on the political process in Ethiopia
Strengthening early response and conflict prevention and conflict management capacities of the African Union Commission (AUC) - Phase III	415,515	-	415,515	277,028	1,878	278,906	138,487	-1,878	136,609	A no cost extension has been secured and residual activities being finalised in 2025
Strengthening Pan-African Capacities for Electoral Observation and Assistance	1,583,230	-	1,583,230	701,214	21,463	722,677	882,016	-21,463	860,553	Suboptimal performance due to a sensitive coordination nexus between AU, IDEA and the implementing partner EISA

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Supporting Libya's House of Representatives	1,433,685	-	1,433,685	984,536	-1,170	983,366	449,419	1,170	450,319	Budget revision approved in November 2024 to recast activities after a slow start of the program.
Strengthening CSOs in Transitional process of Gabon (CSOGAB)	-	-	-	37,497	3,971	41,468	-37,497	-3,971	-41,468	This is a new project, and the budget was not yet captured in the system
Technical support to the Consolidation of peaceful, participatory, inclusive and Human rights-based transition to democratic dispensation in the Gambia	870,998	-	870,998	584,781	8,735	593,516	286,217	-8,735	277,482	Suboptimal implementation due to the impasse on the constitution building processes currently at play in Gambia
Support to Consolidation of Democracy in Mozambique	242,692	10,089	252,781	504,516	196,017	700,533	-261,824	-185,928	-447,752	This project closed at the end of 2024, and although overbudget, in total the restricted project was not overspent
Dialogues for Participatory Electoral Reforms Activity (DIALOGO)	92,101	-	92,101	73,134	-	73,134	18,967	-	18,967	This is a USAID project and will be closed in 2025.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Support to Democratic Governance in Mozambique	1,917,758	-	1,917,758	945,090	14,439	959,529	972,668	-14,439	958,229	A significant portion of this grant is subgrant expenditure which was not recognised in 2024
Sierra Leone Democracy Strengthening Programme	2,551,285	-	2,551,285	1,258,074	16,858	1,274,932	1,293,211	-16,858	1,276,353	Budget revision approved in December 2024 and this recast activities up to 2026, after a slow start of the program.
Supporting Sudan's Democratic Transition - EU	1,366,637	-	1,366,637	1,015,846	7,681	1,023,527	350,791	-7,681	343,110	Implementation rate was expected to be lower than target as the project was being wound down after the protracted conflict in Sudan
Asia and the Pacific										
Support to emerging democratic governance and PLGSP effectiveness	1,272,325	-	1,272,325	825,044	-	825,044	447,281	-	447,281	Donor requested to slow down implementation. There's also slight overbudgeting of staff and departed staff has not been replaced.
Latin America and the Caribbean										

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Asistencia Técnica para el fortalecimiento del TE Panama y la integridad de la elección general del 2024 (2023-2024)	633,189	-	633,189	669,169	-	669,169	-35,980	-	-35,980	The overexecution was in EUR, but 99.8% of the budget was spent in the donor's currency, USD.
Improving the resilience of democracy in Central America	171,792	-	171,792	49,797	-	49,797	121,995	-	121,995	There were delays in signing contracts with the implementing partners. The implementing partner started on 202501
Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable	346,831	2,496	349,327	392,736	353	393,089	-45,905	2,143	-43,762	All the activities we had planned until March 2025 were executed, and in the last month an addendum was signed with a new budget for 2025.
Consolidación de la Democracia Peruana	682,505	-	682,505	772,956	-	772,956	-90,451	-	-90,451	Due to request by congress, some extra activities were carried out that were not initially planned. that was discussed with the donor's focal point

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Promoting Democratic Values and Political Dialogue in Peru	3,505,035	-	3,505,035	4,254,764	54,975	4,309,739	-749,729	-54,975	-804,704	The project was due to end in December 2024, so even though we worked on a no-cost extension, we tried to get as much expenditure as possible in 2024.
Regional Europe										
Summit for Democracy Support Mechanism	-	-	-	49,053	-	49,053	-49,053	-	-49,053	This was a new project, for which the budget had not been loaded.

1.2.3. The outlook for 2025 and beyond.

Recent events have increased the financial headwinds facing the Institute in the short to medium term as funding is increasingly under pressure. As discussed at Council meetings there were tough choices facing the Secretariat for 2024 as we prepared for the 2025 budget. The work to ensure the long-term financial sustainability of the Institute will need to be revisited, and further decisions to reduce core activities may need to be made in the 2026 budget preparations.

A budget revision will be conducted for 2025 in the second quarter of the year, which will provide updated projections which will form the basis of next steps, under the guiding principles as set out below, namely to:

- a) Protect the ability of the Institute to advance its mission and the future relevance of its work
- b) Minimize the pain on our Staff Members and the harm to the working environment
- c) Accelerate the financial and organizational transition of the Institute
- d) Take the opportunity to think strategically about the uses of CORE resources:
 - leverage RES funding,
 - protect key knowledge products that are difficult to fund,
 - give the new programs of the institute a time-bound opportunity to prove their financial viability,
 - make sure that the core institutional services are robust enough to enable sound implementation of current programs and future growth.

Table 2 below sets out the summary full year budget and actual expenditure for the Institute.

Table 2: International IDEA's total expenditure and available budget

	Programme	Category	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget		
			RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €
Programmatic	GP	Activities	2,917,483	791,390	3,708,874	2,126,432	736,892	2,863,324	791,051	54,498	845,550
		Office	110,032	110,000	220,032	105,165	117,879	223,044	4,867	-7,879	-3,012
		Staff	3,176,445	2,536,290	5,712,735	2,910,465	2,542,401	5,452,866	265,980	-6,111	259,869
		IC	413,703	240,638	654,341	248,584	228,617	477,201	165,119	12,021	177,140
		Total	6,617,664	3,678,318	10,295,982	5,390,646	3,625,789	9,016,435	1,227,018	52,529	1,279,547
	AWA	Activities	15,725,984	741,500	16,467,484	10,808,840	1,413,077	12,221,917	4,917,144	-671,577	4,245,567
		Office	1,159,365	211,607	1,370,972	945,022	214,811	1,159,833	214,343	-3,204	211,139
		Staff	5,755,437	1,782,076	7,537,513	5,266,086	1,756,888	7,022,974	489,351	25,188	514,539
		IC	1,465,743	191,552	1,657,206	1,112,716	186,951	1,299,667	353,027	4,601	357,628
		Total	24,106,528	2,926,736	27,033,175	18,132,664	3,571,727	21,704,391	5,973,864	-644,991	5,328,873
	AP	Activities	3,535,476	370,000	3,905,476	2,965,448	370,525	3,335,973	570,028	-525	569,503
		Office	485,753	268,118	753,871	282,956	235,275	518,231	202,797	32,843	235,640
		Staff	1,642,860	796,518	2,439,377	1,244,879	818,735	2,063,614	397,981	-22,218	375,763
		IC	388,463	100,424	488,888	315,816	83,011	398,827	72,647	17,413	90,061
		Total	6,052,552	1,535,060	7,587,612	4,809,099	1,507,546	6,316,645	1,243,453	27,514	1,270,967
	REP	Activities	1,083,238	332,409	1,415,647	949,375	252,392	1,201,767	133,863	80,017	213,880
		Office	87,667	113,292	200,959	69,558	94,838	164,396	18,109	18,454	36,563
		Staff	925,889	912,023	1,837,912	876,008	778,968	1,654,976	49,881	133,055	182,936
		IC	117,853	95,041	212,894	107,679	83,072	190,751	10,174	11,969	22,143
		Total	2,214,647	1,452,765	3,667,412	2,002,620	1,209,270	3,211,890	212,027	243,495	455,522
	LAC	Activities	3,451,150	232,926	3,684,076	4,127,896	224,737	4,352,633	-676,746	8,189	-668,557
		Office	192,854	84,565	277,418	252,252	72,055	324,307	-59,398	12,510	-46,889
		Staff	1,708,788	560,718	2,269,506	1,631,020	625,291	2,256,311	77,768	-64,573	13,195
		IC	366,773	61,475	428,248	393,671	72,400	466,071	-26,898	-10,925	-37,823
		Total	5,719,565	939,683	6,659,248	6,404,839	994,483	7,399,322	-685,274	-54,800	-740,074
	NAO	Activities	344,503	79,454	423,958	310,506	75,427	385,933	33,997	4,027	38,025
		Office	0	58,000	58,000	0	59,731	59,731	0	-1,731	-1,731
		Staff	209,338	348,094	557,432	214,616	338,605	553,221	-5,278	9,489	4,211
		IC	39,623	33,988	73,611	36,252	31,494	67,746	3,371	2,494	5,865
		Total	593,464	519,537	1,113,001	561,374	505,257	1,066,631	32,090	14,280	46,370
	SGO	Activities	0	0	0	0	0	0	0	0	0
		Office	0	0	0	0	0	0	0	0	0
		Staff	98,187	0	98,187	74,725	0	74,725	23,462	0	23,462
		IC	2,301	0	2,301	0	0	0	2,301	0	2,301
		Total	100,488	0	100,488	74,725	0	74,725	25,763	0	25,763
	ED	Activities	0	0	0	0	0	0	0	0	0
		Office	0	0	0	0	0	0	0	0	0
		Staff	30,849	0	30,849	42,088	0	42,088	-11,239	0	-11,239
		IC	2,159	0	2,159	2,946	0	2,946	-787	0	-787
		Total	33,008	0	33,008	45,034	0	45,034	-12,026	0	-12,026
Sub-total Programmatic			45,437,917	11,052,099	56,490,015	37,421,001	11,414,072	48,835,073	8,016,916	-361,973	7,654,942
Institutional	SG Office	Activities	0	100,700	100,700	0	109,719	109,719	0	-9,019	-9,019
		Office	0	9,500	9,500	0	5,940	5,940	0	3,560	3,560
		Staff	0	949,582	949,582	0	913,900	913,900	0	35,682	35,682
		Total	0	1,059,782	1,059,782	0	1,029,559	1,029,559	0	30,223	30,223

	Programme	Category	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			
			RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
	Executive Director	Activities	0	23,500	23,500	0	189,743	189,743	0	-166,243	-166,243	
		Staff	0	216,981	216,981	0	228,613	228,613	0	-11 632	-11 632	
		Total	0	240,481	240,481	0	418,356	418,356	0	-177,875	-177,875	
	Internal Audit	Activities	0	25,000	25,000	0	23,468	23,468	0	1 532	1 532	
		Staff	0	121,415	121,415	0	145,593	145,593	0	-24 178	-24 178	
		Total	0	146,415	146,415	0	169,061	169,061	0	-22 646	-22 646	
	Communication	Activities	0	140,465	140,465	0	153,320	153,320	0	-12 855	-12 855	
		Staff	0	392,792	392,792	0	400,179	400,179	0	-7 387	-7 387	
		Total	0	533,257	533,257	0	553,499	553,499	0	-20 242	-20 242	
Sub-total Institutional			0	1,979,935	1,979,935	0	2,170,475	2,170,475	0	-190,540	-190,540	
Programme Support	Board of Advisers	Activities	0	30,000	30,000	0	13,313	13,313	0	16,687	16,687	
		Staff	0	0	0	0	0	0	0	0	0	
		Total	0	30,000	30,000	0	13,313	13,313	0	16,687	16,687	
	Publication	Activities	0	53,834	53,834	0	46,561	46,561	0	7,273	7,273	
		Staff	0	343,514	343,514	0	315,775	315,775	0	27,739	27,739	
		Total	0	397,348	397,348	0	362,336	362,336	0	35,012	35,012	
	Library	Activities	0	13,500	13,500	0	8,732	8,732	0	4,768	4,768	
		Staff	0	0	0	0	0	0	0	0	0	
		Total	0	13,500	13,500	0	8,732	8,732	0	4,768	4,768	
	Accounting and Treasury	Activities	0	164,500	164,500	0	126,341	126,341	0	38,159	38,159	
		Staff	0	479,351	479,351	0	475,175	475,175	0	4,176	4,176	
		Total	0	643,851	643,851	0	601,516	601,516	0	42,335	42,335	
	Budget and Programme Performance	Activities	0	47,004	47,004	0	40,020	40,020	0	6,984	6,984	
		Staff	0	610,974	610,974		660,404	660,404	0	-49,430	-49,430	
		Total	0	657,978	657,978		700,424	700,424	0	-42,446	-42,446	
	Human Resources and Organisational Development	Activities	0	285,500	285,500	0	403,993	403,993	0	-118,493	-118,493	
		Staff	0	873,643	873,643	0	865,848	865,848	0	7,795	7,795	
		Benefits & Allowances	0	2,306,388	2,306,388	0	6,973,237	6,973,237	0	-4,666,849	-4,666,849	
		Total	0	3,465,531	3,465,531	0	8,243,078	8,243,078	0	-4,777,547	-4,777,547	
	IT	Activities	0	1,090,019	1,090,019	0	1,049,752	1,049,752	0	40,267	40,267	
		Staff	0	193,956	193,956	0	177,169	177,169	0	16,787	16,787	
		Total	0	1,283,975	1,283,975	0	1,226,921	1,226,921	0	57,054	57,054	
	Facilities	Office	798,443	149,912	948,355	787,699	111,443	899,142	10,744	38,469	49,213	
		Staff	0	136,170	136,170	0	139,631	139,631	0	-3,461	-3,461	
		Total	798,443	286,082	1,084,525	787,699	251,074	1,038,773	10,744	35,008	45,752	
	HR On-cost recovery			0	-3,465,531	-3,465,531	0	-8,116,155	-8,116,155	0	4,650,624	4,650,624
	IT recovery			0	-1,283,975	-1,283,975	0	-1,312,013	-1,312,013	0	28,038	28,038
	Facilities recovery			0	-286,082	-286,082	0	-298,927	-298,927	0	12,845	12,845
	Indirect cost recovery			0	-3,519,736	-3,519,736	0	-2,954,657	-2,954,657	0	-565,079	-565,079
	Provision for under recovery of ICR			0	600,000	600,000	0	0	0	0	600,000	600,000
	Exchange rate differences			0	0	0	0	675,419	675,419	0	-675,419	-675,419
Sub-total Programme support			798,443	-1,177,060	-378,627	787,699	-598,939	188,760	10,744	-578,121	-567,377	
TOTAL			46,236,359	11,854,974	58,091,333	38,208,700	12,985,608	51,194,308	8,027,659	-1,130,634	6,897,025	

1.3. Output indicators

To assess and report on performance International IDEA has developed a set of 15 standardized output indicators, which measure the numbers of products and services delivered by our activities across projects. Since restricted projects all fall under the output category of capacity development, indicators 1 to 14 are only collected in unrestricted projects. This set of indicators and the performance for the year to date are captured in table 3. Information on the indicators is aggregated across all core funded projects, except for indicators 7 and 15.

Table 3: International IDEA's performance in unrestricted projects in 2024

	Output category	Key performance indicator	Value Q1+Q2	Value Q3+Q4	Total 2024	Total 2023
01	Publications	01. Number of released publications (incl. Translations)	37	78	115	99
		02. Number of copies distributed*	675	7,431	8,106	4,732
		03. Number of downloads from International IDEA's website (www.idea.int)	29,479	29,411	58,890	85,824
02	Communication products	04. Number of released communications products (including externally published articles)	678	752	1,430	992
		05. Number of visits to the International IDEA website	995,331	1,059,465	2,054,796	2,303,743
03	Digital tools, platforms and databases	06. Number of visits via International IDEA's website	14,162	12,950	27,112	39,428
		07. Number of countries where visitors come from	151	151	-	-
		08. Number of visits via International IDEA's websites	199,677	206,365	406,042	303,536
		09. Number of external media mentions	282	352	634	364
04	Events and dialogues	10. Number of events convened	65	95	160	198
		11. Number of participants	3,588	4,532	8,120	8,742
05	Training	12. Number of trainings held	8	7	15	32
		13. Number of participants	315	290	605	231
06	Advisory services	14. Number of boundary partners (organizations and individuals) that receive advice from International IDEA	1,935	2,295	4,230	4,771
07	Capacity development	15. Number of projects with restricted funding	59	63	-	-

* In 2020 IDEA's Management Committee decided to move away from printed publications and instead focus on digital first.

Part II. Programmatic progress

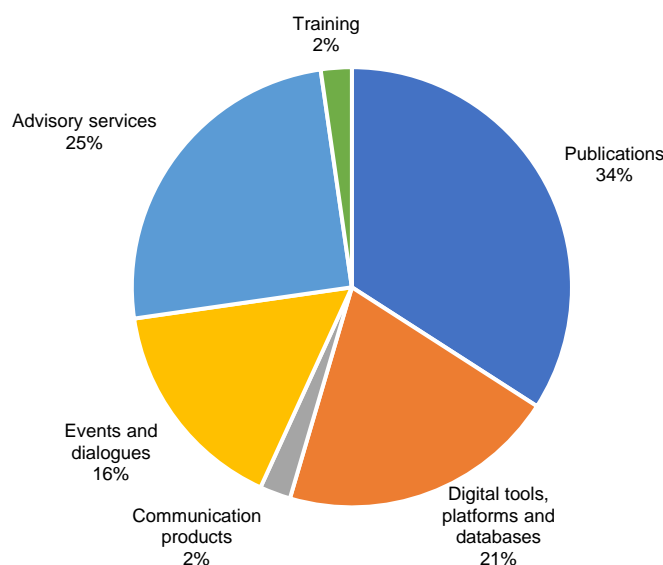
2.1. Global Programmes

In 2024 International IDEA's Global Programmes (GP) continued to support inclusive, responsive, and accountable democratic institutions and processes through its workstreams:

- Constitution-Building Processes,
- Electoral Processes,
- Political Participation and Representation,
- Democracy Assessment,
- Climate Change and Democracy, and
- Digitalization and Democracy

GP maintains a twin approach of *inspiring* and *supporting* change processes through: (a) inspirational agenda setting and policy influence through events and communication products and (b) support, in form of advisory services, knowledge products, tools and trainings. The figure below further illustrates GP's mix of inspiring and supportive approaches in unrestricted projects.

Figure 6: Global Programme's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



In 2024 GP inspired and supported several boundary partners. Among them were:

- Constitution makers in Bangladesh, Botswana, Gambia, Gabon, Senegal, Myanmar, Sri Lanka, and Trinidad and Tobago.
- Network of Latin American constitutional experts.
- Electoral practitioners from Liberia, Sierra Leone, Ethiopia, Malawi, Cameroon, Libya, Mauritius, Mexico, Peru, Paraguay, Fiji, Malaysia, Mongolia, Moldova, Albania, Ukraine and Kosovo.
- OECD.
- African Union.

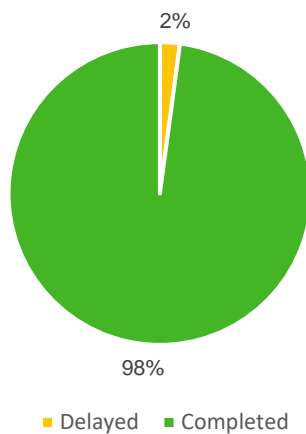
Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

- CSOs from India.
- Political parties from Fiji.
- Parliaments of Chile, Sweden, Denmark and Ukraine; and
- SDG16 Data initiative partners and policy makers in the EU and UN.

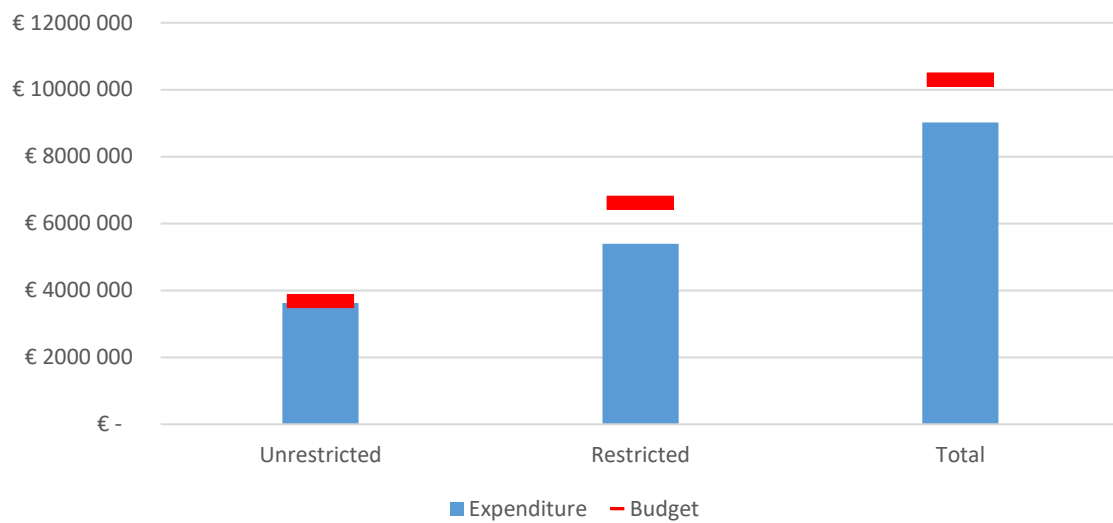
GP's progress in implementing outputs in unrestricted and restricted projects through 2024 can be seen in figure 7:

Figure 7: Implementation status of planned unrestricted outputs for GP in 2024.



GP's expenditure compared to budget for the implementation of planned outputs in unrestricted, restricted, and total can be seen in figure 8.

Figure 8: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total.



The following table provides an overview of the budgets and expenditure in GP's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Constitution-Building Processes (CBP)										
Online Platforms and databases	-	89,484	89,484	-	93,036	93,036	-	-3,552	-3,552	Allocation of budget between projects can be challenging, and thus some intra project overs and unders are expected. It is noted that a small saving overall was achieved.
Country-level assistance	-	305,368	305,368	-	177,560	177,560	-	127,808	127,808	
Knowledge Generation	-	124,057	124,057	-	155,880	155,880	-	-31,823	-31,823	
CBP Networks and shared learning	-	222,005	222,005	-	260,052	260,052	-	-38,047	-38,047	
CBP Programme Management and Support	-	117,700	117,700	-	126,116	126,116	-	-8,416	-8,416	
EU Justice Facility in Conflict and Transition 2	692,027	-	692,027	701,430	-	701,430	-9,403	-	-9,403	-
Peace and Conflict Resolution Evidence Platform (PCREP)	283,553	-	283,553	221,676	-	221,676	61,877	-	61,877	-
TOTAL (CBP)	975,580	858,614	1,834,194	923,106	812,644	1,735,750	52,474	45,970	98,444	
Democracy Assessment (DA)										
DA Basket Funds 2	652,859	796,043	1,448,902	631,316	794,932	1,426,248	21,543	1,111	22,654	-
Legitimate crisis management and multilevel governance - LEGITIMULT	108,245	-	108,245	29,810	-	29,810	78,435	-	78,435	-
TOTAL (DA)	761,104	796,043	1,557,147	661,126	794,932	1,456,058	99,978	1,111	101,089	
Electoral Processes (EP)										
Emerging challenges in electoral management	-	128,210	128,210	-	107,080	107,080	-	21,130	21,130	-
Global knowledge products on Electoral Processes	-	161,438	161,438	-	138,901	138,901	-	22,537	22,537	-
Risk, resilience, and crisis management and elections	-	144,874	144,874	-	145,314	145,314	-	-440	-440	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Global advisory services and capacity building	-	258,513	258,513	-	269,543	269,543	-	-11,030	-11,030	-
PRO-DEM Fund Promoting and Protecting Democracy	535,252	26,924	562,176	330,283	16,231	346,514	204,969	10,693	215,662	The project budget implementation is low due to delays in the commencement of tests and pilots in the AP and LAC regions. However, it is back on track
Protecting Electoral Processes in the Information Environment	763,813	-	763,813	679,867	-	679,867	83,946	-	83,946	-
TOTAL (EP)	1,299,065	719,959	2,019,024	1,010,150	677,069	1,687,219	288,915	42,890	331,805	
Political Participation and Representation (PPR)										
Money in Politics	-	155,127	155,127	-	158,696	158,696	-	-519	-519	-
Citizen engagement – Global	-	19,747	19,747	-	4,150	4,150	-	15,597	15,597	-
Parliamentary Strengthening	-	4,786	4,786	-	5,305	5,305	-	-3,569	-3,569	-
Combatting Corruption in Political Finance	23,663	-	23,663	32,991	-	32,991	-9,328	-	-9,328	-
Secondment to International IDEA's office in Stockholm – Expertise France	-	-	-	15,052	-	15,052	-15,052	-	-15,052	-
INTER PARES II	1,684,579	-	1,684,579	1,546,370	-	1,546,370	138,209	-	138,209	-
TOTAL	1,708,242	179,660	1,887,902	1,594,413	168,151	1,762,564	113,829	11,509	125,338	
Climate Change and Democracy (CCD)										

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Climate Change and Democracy	-	320,274	320,274	-	310,555	310,555		9,719	9,719	-
Secondment Climate Change and Democracy	153,396	-	153,396	174,271		174,271	-20,875		-20,875	This is an in kind contribution with a deemed value attached, and there are no cash implications for a budget overrun.
Study on Climate Assemblies and other forms of deliberative democracy	47,642	14,502	62,144	40,798	34,375	75,173	6,844	-19,873	-13,029	-
TOTAL (CCD)	201,038	334,776	535,814	215,069	344,930	559,999	-14,031	-10,154	-24,185	
Digitalization and Democracy (DD)										
Digitalization and Democracy	-	144,359	144,359	-	133,347	133,347	-	11,012	11,012	-
Digitalization and Participation	100,370	-	100,370	99,580	-	99,580	790	-	790	-
Combating Electoral Foreign Information, Manipulation and Interference (FIMI)	310,561	-	310,561	200,607	-	200,607	109,954	-	109,954	The fourth country of the project was only confirmed by the donor in December. The bulk of activities take place in years 2 and 3 (2025 and 2026) and these savings will be absorbed next year.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Fostering public awareness and all-of-society electoral resilience to AI	369,268	-	369,268	230,428	-	230,428	138,40	-	138,840	Expenditure was distributed equally in the budget, but 3 of the 5 big events of the project are taking place in 2025, thus these savings will be absorbed next year.
TOTAL (DD)	780,199	144,359	924,558	530,615	133,347	663,962	249,584	11,012	260,596	
Democracy and Inclusion										
Democracy and Inclusion	-	187,767	187,767	-	138,187	138,187	-	49,580	49,580	-
IKNOW Politics	-	-	-	-9,163	-	-9,163	9,163	-	9,163	-
Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making	892,438	-	892,438	465,330	25,102	490,432	427,108	-25,102	402,006	A delay in the agreement of operational plan with UNWomen affected the loading of budgets in UBW due to different fiscal years.
TOTAL (DI)	892,438	187,767	1,080,205	456,167	163,289	619,456	436,271	24,478	460,749	
Director, Global Programme (DGP)										
Global Programme Management	-	403,942	403,942	-	510,653	510,653	-	-106,711	-106,711	Additional staff time was charged to the project, which is offset by underspends elsewhere
Democracy in the Development Agenda	-	53,198	53,198	-	20,774	20,774	-	32,424	32,424	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
TOTAL (DGPO)	-	457,140	457,140	-	531,427	531,427	-	-74,287	-74,287	
TOTAL, GP	6,617,666	3,678,318	10,295,984	5,390,646	3,625,789	9,016,435	1,227,020	52,529	1,279,549	

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

The following tables show the progress status for all planned outputs in GP in 2024.

2.1.1. Constitution-Building Processes

Unrestricted projects

PR10257 – Online Platforms and databases

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Digital tools, platforms and databases	ConstitutionNet is updated, maintained and marketed. Approximately 33 'Voices from the Field' analyses are published.	Completed ConstitutionNet is regularly updated, maintained and marketed. The updates included a new landing page for primers, a fine-tuned landing page template, and a new dashboard for Google Analytics 4. A total of 33 'Voices from the Field' analyses were published in 2024 alongside 301 news updates.	12,500	12,500	0
	Digital tools, platforms and databases	The Post-Conflict Constitution-Building Processes (PCCBP) database is publicly released and disseminated.	Completed The interface of the database was updated and reviewed, and an informational video was finalized and uploaded in July. The database was disseminated online and presented at the Conflict Research Society annual conference. A total of 52 cases were uploaded to the database in 2024.	5,000	5,000	0
Staff costs				66,130	69,450	-3,320
Indirect costs				5,854	6,086	-232
Total				89,484	93,036	-3,552

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10258 – Country-level assistance

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	On-demand country-level advisory services are implemented in at least three countries including assessment missions, comparative and analytical memos, meetings, events, and trainings as requested and in collaboration with IDEA field offices and external partners.	Completed Activities in the second half of 2024 included, among others: <ul style="list-style-type: none">One memo was developed for Bangladesh and one event attended;One brief on Ethiopia;One brief on Gambia as well as the review of the draft constitution;Regional event attendance in LAC;Ongoing support was provided to working group in Myanmar as well as one workshop organised and one presentation given;Ongoing support was provided to Senegal;One online meeting with the UN Envoy on Syria;One memo and one analysis developed on Trinidad & Tobago.	70,000	70,481	-481
			Staff costs	215,390	95,516	119,874
			Indirect costs	19,977	11,563	8,414
			Total	305,368	177,560	127,808

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10259 – Knowledge generation

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €	
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Publications	Up to three knowledge products are developed, i.e., primers, policy papers, event reports and/or constitutional briefs, including at least one knowledge product on digitalization of constitutional rights and one knowledge product on environmental provisions in constitutions.	Completed One primer on legislative privileges was published. Three other knowledge products were developed and are currently awaiting publication. An additional eight knowledge products are currently under development with expected publication in Q1 and Q2 of 2025.	7,000	7,000	0	
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Publications	The 2023 Annual Review of Constitution Building is developed and published.	Completed The 2023 Annual Review of Constitution Building was drafted and published in Q3.	3,000	3,000	0	
				Staff costs	105,941	135,682	-29,741
				Indirect costs	8,116	10,198	-2,082
				Total	124,057	155,880	-31,823

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10260 – CBP Networks and shared learning

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	The convening of at least two network and shared learning events with CBP and epistemic communities, including the Bonavero Institute of Human Rights at Oxford University and USAID, is supported.	Completed A total of 17 events were organized in 2024. In the second half of 2024, seven events were organized, including events on democratic backsliding in Asia and Latin America, the Democracy in Africa conference with ANCL, three events with the network of Latin American constitutional experts as well as one event with the mediation community on unconstitutional change of government. Additionally, the team contributed to four events on public law, digitalisation and sustainability; constitutionalism and development; women constitution makers in the Middle East; and gender and constitutionalism.	95,547	95,549	-2
			Staff costs	111,934	147,490	-35,556
			Indirect costs	14,524	17,013	-2,489
			Total	222,005	260,052	-38,047

PR10253 – CBP Office and Programme Management

		Budget, €	Actuals €	Remaining budget, €
CBP Office and Programme Management		110,000	117,879	-7,879
	Staff costs	-	-	-
	Indirect costs	7,700	8,237	-537
	Total	117,700	126,116	-8,416

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10522 – EU Facility on Justice in Conflict and Transition 2

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	On track	692,027	701,430	-9,403

PR10562 – Peace and Conflict Resolution Evidence Platform (PCREP)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice and advance inclusive practices in constitution-building processes.	Capacity development	On track	283,553	221,676	61,877
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.2. Democracy Assessment

Restricted projects

PR10560 – DA Basket funds 2

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Capacity development	On track	1,448,902	1,426,248	22,654
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms					

PR10531 - Legitimate crisis management and multilevel governance – LEGITIMULT

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Capacity development	On track	108,245	29,810	78,435

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.3. Electoral Processes

Unrestricted projects

PR10309 – Emerging challenges in electoral management

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Events and dialogues	One event is organized that convenes high-level experts for re-examination and global norms building on the independence and financing of EMBs, electoral reform, and the electoral cycle approach.	Completed A one-day workshop was held in March 2024 to discuss case studies, pertinent challenges to securing sustainable financing for elections and potential context specific solutions. Additionally, the Canberra Series EMB Exchanges on electoral integrity were held throughout the year. The Global Network for Securing Electoral Integrity meetings were held virtually with one in-person event.	4,000	0	4,000
	Digital tools, platforms and databases	Datasets are created on emerging challenges in electoral administration.	Completed A case study on financing EMB and electoral activity costs in Liberia was produced. Additionally, a study on current and future practices in online voting was supported in cooperation with the AP team. The SVA database was continuously updated.	5,000	18,540	-13,540
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Publication	On-demand and targeted mini publications and guidance on evolving trends in election administration are produced.	Completed Blog posts on Special Voting Arrangements for the US elections were published. Additionally, contributions were made to the Oxford Handbook on Electoral Integrity.	3,000	0	3,000
	Communication products	Infographics are created and social media engagement is generated on emerging challenges in election administration.	Completed Social media posts and infographics were produced on global norms on electoral processes, EMB independence, electoral reform, protecting elections, the information environment, the impact of extreme weather on elections, and on voter turnout.	5,500	252	5,248
Staff costs				102,323	81,284	21,039
Indirect costs				8,388	7,004	1,384
Total				128,210	107,080	21,130

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10310 – Global knowledge products - Elections

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Digital tools, platforms and databases	Electoral Process database, online digital tools and platforms are maintained, continuously updated and further developed.	Completed Electoral Processes databases were continuously updated and maintained. The ACE website was maintained and arrangements for the transition from third-party webhosting to IDEA ownership continued. Technical infrastructure, methodology and election-related data was provided to support the 2024 election supercycle landing pages and trackers.	41,000	23,384	17,616
	Publications	Electoral Process catalogue items on Special Voting Arrangements, Covid-19, Emergencies and Crisis handbook and Protecting Elections policy paper are printed, translated and disseminated	On track EP catalogue items were promoted, printed and disseminated at various events. Guides to internal and external risks to electoral integrity were translated into French and Spanish, while a discussion paper from 2023 on risk management, resilience-building and crisis management in elections was reprinted.	3,700	6,263	-2,563
	Publications	On-demand small scale publications, case studies and audio-visual (multimedia) products on normative and technical aspects of electoral processes are produced.	Completed Knowledge products in the form of articles, webpages or small publications were produced and promoted on topics such as natural hazards and temporary election workers, and early voting. Audio files were curated and uploaded to the Stories of Democracy Oral History project alongside explanatory texts, in cooperation with Georgetown University.	3,400	592	2,808
	Publications	Research and evidence for a potential Financing of Elections handbook is conducted.	Completed Case studies on the financing of elections were produced and published and expert group meetings on the topic were held.	-	-	-
Staff costs				102,777	99,939	2,838
Indirect costs				10,561	8,723	1,838
Total				161,438	138,901	22,537

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10483 – Global advisory services and capacity building

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Events and dialogues	Public engagements are conducted at events and processes convened by global and regional partner organisations on the topics of electoral innovation and countermeasures to threats.	Completed Briefings were provided for Member States on election assistance and fora were co-organized on navigating a changing environment for electoral support. The team also actively engaged in the BRIDGE partnership in the ongoing development and delivery of election curricula to election professionals globally via partner organisations.	13,500	8,376	5,124
	Advisory services	Targeted and responsive advisory services on specialist electoral questions are provided to boundary partners.	Completed Bespoke advisory sessions were organized with Member State EMBs and oversight agencies were organized regarding planned electoral reform projects. Briefings and advice were provided to Member States on their responses to global problematic elections. Additionally, the team continuously responded to inquiries from boundary partners, academia and media and advocated for updated electoral principles at OECD DAC and other fora.	38,000	17,483	20,517
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Training	Training packages on electoral processes are produced and provided for IDEA field offices and partners.	Completed Globally used curriculum packages on voting operations and voter registration were updated with the latest data and understanding on SVA. New Commissioner Orientation Training sessions on ICTs in elections were prepared alongside materials for presentations in Member States and beyond on digital threats to electoral processes, electoral assistance and election reform among others. Also, internal competencies were bolstered through the EP retreat for regionally based IDEA staff.	9,000	23,595	-14,595
Staff costs				181,101	202,700	-21,599
Indirect costs				16,912	17,389	-477
Total				258,513	269,543	-11,030

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10649 – Risk, resilience and crisis management and elections

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Publications	Knowledge on electoral risk, resilience and crisis management in elections is developed in the form of guides, articles, case studies and analysis, and shared with boundary partners.	Completed Building on EP data collection and research on the 2024 Supercycle election year, the team together with the Electoral Integrity Project established a working group to prepare a report on lessons learned from 2024. Additionally, the team finalized and published two guides on internal and external risks to electoral integrity. The team also published case studies on the impact of wildfires on the electoral cycle.	12,000	17,753	-5,753
	Advisory services	Advisory services are provided on risk resilience and crisis management to electoral stakeholders.	Completed Advisory services and seminars on electoral risk, risk management and crisis management were provided throughout the year.	10,000	5,506	4,494
	Digital tools, platforms and databases	Online tools on risk and crisis management in elections are maintained and further developed, including new and updated multimedia reports, datasets and dashboards.	Completed A new dashboard was developed and launched in the second half of 2024. The dashboard, called Election Emergency and Crisis Monitor, consists of over 60 briefs on country specific cases of elections being impacted by emergency and crisis.	5,500	6,069	-569
Staff costs				107,896	106,796	1,100
Indirect costs				9,478	9,190	288
Total				144,874	145,314	-440

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10570 – PRO-DEM Fund Promoting and Protecting Democracy

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral Management Bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	On track	562,176	346,514	215,662

PR10603 – Protecting Electoral Processes in the Information Environment

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral Management Bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	On track	763,813	679,867	83,946

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.4. Political Participation and Representation

Unrestricted projects

PR10634 – Citizen Engagement – Global

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Advisory services	Advisory services on trends and innovative forms of citizen engagement are provided.	Completed A mission was organized to Delhi, India to engage with civil society organizations on political finance reforms.	3,500	978	2,522
			Staff costs	14,955	2,901	12,054
			Indirect costs	1,292	271	1,021
			Total	19,747	4,150	15,597

PR10462 – Parliamentary Strengthening

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Publications	A scoping paper on lessons learnt from parliamentary strengthening work of INTER PARES is produced.	Completed Instead of producing a scoping paper, two scoping missions were carried out after consultation with GP Director. One mission to Washington, DC to participate in a USAID Conference on legislative strengthening allowing to network and meet with main players in the field. Another mission was to Brussels to meet with the Inter Pares team.	3,000	3,180	-180
			Staff costs	1,473	1,778	-305
			Indirect costs	313	347	-34
			Total	4,786	5,305	-519

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10647 – Money in Politics

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Advisory services	On-demand advisory services are provided to oversight agencies and policymakers	Completed A two-day workshop on political finance was led with political parties in Fiji. Additionally, an internal document on the nexus between environmental harms/climate change and political finance was developed.	5,759	6,300	-541
	Events and dialogues	Events are convened and participated in (either in-person or online) with a focus on global policy influence and agenda setting on political finance and anti-corruption	Completed A panel on political finance was organized at the International Anti-Corruption Conference in Vilnius. Additionally, a UNODC meeting on Political Finance Transparency was co-organized in Vienna. The team also participated in events by GIZ, Transparency International, UNDP Zambia, as well as the regional Money in Politics Conference in Moldova.	5,117	4,587	530
	Publications	One country assessment, and additional knowledge products on the impact of digitalization, inclusive political finance, and new forms of participation are developed.	Completed A validation meeting with key stakeholders was held in Delhi to share the findings from the country assessment report. The final reports will be launched in Q1 of 2025. Additionally, case studies on political finance in the digital age were published on India, Nigeria, Brazil and the EU. The case study authors were convened in Stockholm to share findings from the global report, which will be launched in Q1 of 2025.	15,500	12,860	2,640
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	The Political Finance database and tools are maintained and updated.	Completed The Political Finance database was continuously updated and maintained throughout 2024.	1,000	148	852
Staff costs				117,603	124,418	-6,815
Indirect costs				10,149	10,383	-234
Total				155,127	158,696	-3,569

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10700 – Combatting Corruption in Political Finance

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Capacity development	On track	23,663	32,991	-9,328

PR10752 – Secondment to International IDEA's office in Stockholm – Expertise France

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	0	15,052	-15,052

PR10571 - INTER PARES II

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	On track	1,684,579	1,546,370	138,209

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.5. Climate Change and Democracy

Unrestricted projects

PR10526 – Climate change and democracy

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Publications	A publication on climate change and deliberative democracy is produced.	Completed The publication 'Deliberative Democracy and Climate Change: Exploring the Potential of Climate Assemblies in the Global South' was finalized and disseminated. Outreach events for the publication were organized in Stockholm, Vancouver, Paris, Nairobi and Canberra.	2,500	2,290	210
	Publications	A publication on climate litigation and democracy is produced.	Delayed Two chapters have been developed and the final three are currently under development and to be finalized in early 2025.	24,250	24,900	-650
	Publications	A comparative mapping of climate change and democracy priority areas (e.g. institutional design of climate policy) is produced.	Completed Mapping of institutions for the future and institutional reforms for effective climate action was continued as part of concept note and programme development. Mapping of prioritized CCD topics, continued throughout 2024, including initiatives on the super election year.	2,000	1,343	657
	Events and dialogues	Participation in global events, such as the UN Climate Change Conference (UNFCCC COP 29) and other relevant policy fora.	Completed The third and fourth event in the Stockholm Series of Public Lectures was held in the second half of 2024. The team also convened the Regional Dialogue on Climate Deliberation in Sub-Saharan Africa in September and attended the UNFCCC COP 29 in Azerbaijan. In addition, the team attended a number of side events and liaised with their organisers, including the UNFCCC Executive Secretary's Townhall and the UN Department of Global Communications.	8,000	10,268	-2,268

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Advisory services	Advisory services are provided, and outreach is conducted to further develop the workstream and mobilize funds.	Completed The team reviewed events, concepts and publication drafts for regional offices and continued workstream coordination and exchanges in the bi-monthly Working Group on Climate Change and Democracy. IDEA also held the Climate Change and Democracy – Community of Practice kick-off workshop in Washington D.C. The meeting brought together leading actors working on the CCD nexus and agreeing on overall goals for the CoP. The team also participated in the Climate Democracy Forum in New York, the UN Summit for the Future dialogue and share lessons on Deliberative Democracy and Climate Change in the Global South at a conference in Cape Town.	17,500	19,952	-2,452
			Staff costs	245,072	228,520	16,552
			Indirect costs	20,953	23,282	-2,329
			Total	320,274	310,555	9,719

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10587 – Climate Change and Democracy **German Secondment**

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	153,396	174,271	-20,875

PR10651 – Study on Climate Assemblies and other forms of deliberative democracy

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	Completed	62,143	75,173	-13,029

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.6. Digitalization and Democracy

Unrestricted projects

PR10635 – Digitalization and Democracy

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Advisory services	Advisory services are provided to regional stakeholders on their priorities in digitalization.	Completed Advisory services have been provided to the electoral commissions of Moldova, Albania, Kosovo, Peru and Malaysia. Support was also provided to IDEA's Regional Offices.	11,000	7,814	3,186
	Publications	Up to three knowledge products are produced on: 1) Democracy and emerging technologies; 2) Protecting democratic principles in digitalization / digital public services and democratic principles; and 3) Digital constitutionalism.	Completed Two out of three publications were developed and published during 2024. The third publication was finalized but will be published formally in 2025. The published knowledge products are on "Artificial Intelligence for Electoral Management" and "A Global Digital Compact for Democracy".	30,500	21,667	8,833
	Events and dialogues	Events focused on global advocacy on digitalization and democracy are convened and participated in.	Completed All planned events for 2024 have been organized, and in addition, the team has supported and was a key part in organizing events from regional offices. This has included presentation at UNDP, to the Parliaments of Sweden and Ukraine, to the OECD, and to the Freedom Online Coalition.	26,000	17,570	8,430
	Advisory services	Advisory services are provided, and outreach is conducted to further develop the workstream and mobilize funds.	Completed During 2024 the team has established long standing partnerships, created lines of communication with all relevant donors and situated itself as a useful resource for Member States.	17,000	9,528	7,472
Staff costs				50,415	68,198	-17,783
Indirect costs				9,444	8,570	874
Total				144,359	133,347	11,012

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10563 – Digitalization and Participation

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Capacity development	<p>Completed</p> <p>Activities included, among others:</p> <ul style="list-style-type: none"> Participated in the OECD Reinforcing Democracy Summit in Milan; Participated in the EU Democracy Shield event in Brussels; Gave presentations to the Danish Parliament on AI. 	100,370	99,580	790

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
<p>Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.</p> <p>Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform</p> <p>Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms</p> <p>Media outlets use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.</p>	Capacity development	<p>Delayed</p> <p>The fourth country of the project was only confirmed by the donor in December.</p>	310,561	200,607	109,954

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	On track	369,268	230,428	138,840
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.7. Democracy and Inclusion

Unrestricted projects

PR10450 - Democracy and Inclusion

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Digital tools, platforms and databases	The Gender Quotas Database is updated and maintained.	Completed The Gender Quotas Database is maintained and updated on a regular basis. Updates are done on the outcome of elections held where quotas were applied.	2,000	283	1,717
	Digital tools, platforms and databases	The Inclusion Portal (including women, youth, ethnicity and indigenous people, people with disabilities, and LGBTQIA+) is developed and maintained.	Completed The Inclusion Portal development and launch was completed. Updates and maintenance are ongoing. The Inclusion Portal is an online one-stop repository and hub of global information that solely presents the provisions in national frameworks-constitutions, political party and electoral laws on the inclusion of women, youth, Indigenous Peoples, people with disabilities, LGBTQI+ people.	17,611	11,212	6,399
	Publications	Knowledge products are developed on women, youth, ethnicity and indigenous people, people with disabilities and LGBTQIA+	Completed Case studies on the different segments who are traditionally/historically marginalised and excluded were collated regularly and are available on the Inclusion Portal.	5,000	2,182	2,818
	Advisory services	Global advocacy, engagement, partnerships/networks that influence and inspire the global agenda on institutionalizing gender equality, women's empowerment and inclusion in democracy building are convened.	Completed The team engaged with the Electoral Tribunal of Mexico's Global Network on Electoral Justice Board of the Observation on Gender Equality, as well as with the US-led Women Leading Effective and Accountable Democracy (Women LEAD) in the Digital Age global Community of Practice.	5,000	5,319	-319

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services and advocacy are provided to EMBs on inclusive and more equitable electoral processes, with a focus on 1) comparative inclusion legal frameworks; 2) internal inclusivity within EMBs' operationalization; 3) inclusivity within electoral data (candidates/voter registration and turnout); 4) inclusive accessibility for electoral processes.	Completed Advice and support were provided to the Protecting Elections project, funded by the Government of Canada: Building resilience to prevent Gender-based discrimination and violence in elections and protect the integrity of elections. Advice and support was also provided to AWA's flagship New Commissioners' Orientation programme for EMBs.	-	-	-
			Staff costs	145,872	110,417	35,455
			Indirect costs	12,284	8,774	3,510
			Total	187,767	138,187	49,580

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	892,438	490,432	402,006
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.					

PR10470 – IKNOW Politics

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	Completed	0	-9,163	9,163

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.1.8. Director, Global Programme Office

Unrestricted projects

PR10040 – Global Programme Management

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
To effectively lead and efficiently manage the Global Programme team.	Effective and relevant partnerships built and strengthened that contribute to the objectives of the Global Programmes and the Institute.	Advocacy and representation of IDEA in events/meetings.	Completed The team co-hosted visits by SWEA, the Dutch delegation, the North Macedonian delegation and the Zambian delegation. The Director also participated as speaker, resource person, moderator, IDEA representative, participant in several virtual and in-person events.	32,965	63,257	-30,292
		Fundraising, resource mobilization and M&E are enhanced and sustained.	Completed The DGP participated in major fundraising discussions brainstorming and trainings. The second outcome harvesting sessions were carried out with all GP teams during Q4 of 2024 and teams submitted around 20 outcome stories for the 2024 Annual Outcome Report. Fundraising cost of 53k are included in the staff costs.	11,000	4,823	6,177
		GP's strategy is assessed and revised based on learning, communications, advocacy, and fundraising, including integration and collaboration with regional programmes; the development of the two new workstreams and the relaunching of the political participation and representation workstream.	Completed The collaboration with regional programmes and within GP teams has improved, including attending and participating in planning meetings. Conceptual frameworks for the new workstreams i.e. CCD and DD, as well as for PPR, particularly in the area of parliamentary strengthening were developed and shared across the Institute.	48,000	27,963	20,037
			Staff costs	285,550	387,391	-101,841
			Indirect costs	26,426	27,219	-793
			Total	403,942	510,653	-106,711

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

PR10302 – Democracy in the Development Agenda

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Events and dialogues	Contributions are made to major events and engagement in advocacy opportunities.	Completed The coordination of topics for the High-Level Political Forum (HLPF) and the SDG16+ Coalition Meeting was facilitated. Additionally, side events at the HLPF were organized.	3,500	2,269	1,231
	Digital tools, platforms and databases	Contributions are made to the SDG16 data initiative partnership through partner meetings and website and database updates and maintenance.	Completed The coordination of the 2024 workplans was facilitated together with the different SDG16 Data Initiative partners. The database was continuously updated throughout the year.	2,000	1,404	596
	Publications	Knowledge products and analyses are developed on topics related to the implementation of the 2030 Agenda for Sustainable Development, particularly democracy dimensions of SDG16+, including contribution to the SDG16 Data initiative Annual Global Report.	Completed The SDG16 Data Initiative 2024 Global Report "SDG16 as a Key Vector for Eliminating Poverty" was published and virtually launched in December.	2,500	1,173	1,327
	Advisory services	Institutional capacity is improved for demonstrating how IDEA's work contributes to the implementation of the SDGs.	Completed Spearheaded discussions on SDG16 and other SDGs that IDEA can work on together with the North America office and external partners.	2,000	0	2,000
Staff costs				39,718	14,627	25,091
Indirect costs				3,480	1,301	2,179
Total				53,198	20,774	32,424

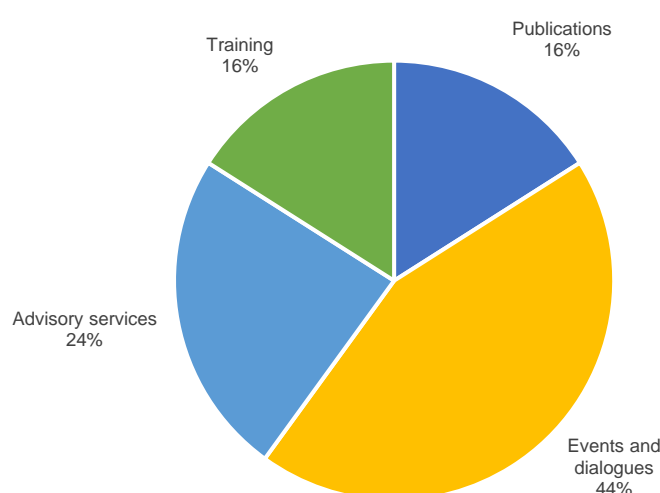
Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Expenditure is the expenditure from 01.01.2024 to 31.12.2024.

2.2. Africa and West Asia

The Africa and West Asia (AWA) region is characterized by a diversity of governance systems, where broadly democratizing countries co-exist with hybrid and authoritarian ones. While there are countries where democratic reform has been pursued, in many cases the political playing field remains heavily weighted in favor of incumbents, and the appetite for any significant democratic governance remains limited.

In light of this, the AWA programme delivered demand-driven advisory services, events and trainings that were aimed to support and inspire boundary partners to undertake change processes in constitution-building, electoral processes and political participation and representation all over the region. Figure 9 details AWA's mix of approaches in unrestricted projects.

Figure 9: AWA's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



In 2024 AWA inspired and inspired several boundary partners, including:

- Constitution makers in Gambia, Somalia, Gabon, Burkina Faso, Mali, Sudan and Niger.
- EMBs in Sierra Leone, Palestine, Cameroon and Malawi.
- Ministry of Justice of the Gambia.
- African Union.
- Arab Women Parliamentarians Network for Equality.
- Tunisian Ministry of Youth.
- Kuwaiti Transparent Society.
- CSOs in Gambia, Gabon, Sudan, Sierra Leone, Zimbabwe, Kenya, Mozambique, Senegal.
- IGAD, ECOWAS, ECCAS, APRM, SADC, EAC.
- The Parliaments of Libya, Gambia and Gabon; and
- Ministries and Bodies in Nigeria.

AWA's progress in implementing unrestricted and restricted outputs can be seen in figure 10.

Figure 10: Implementation status of planned unrestricted outputs for AWA in 2024.

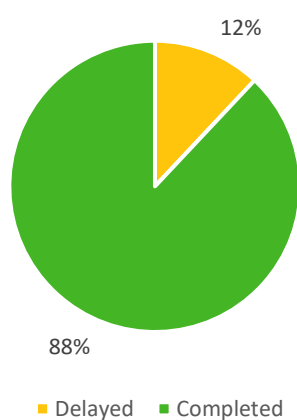
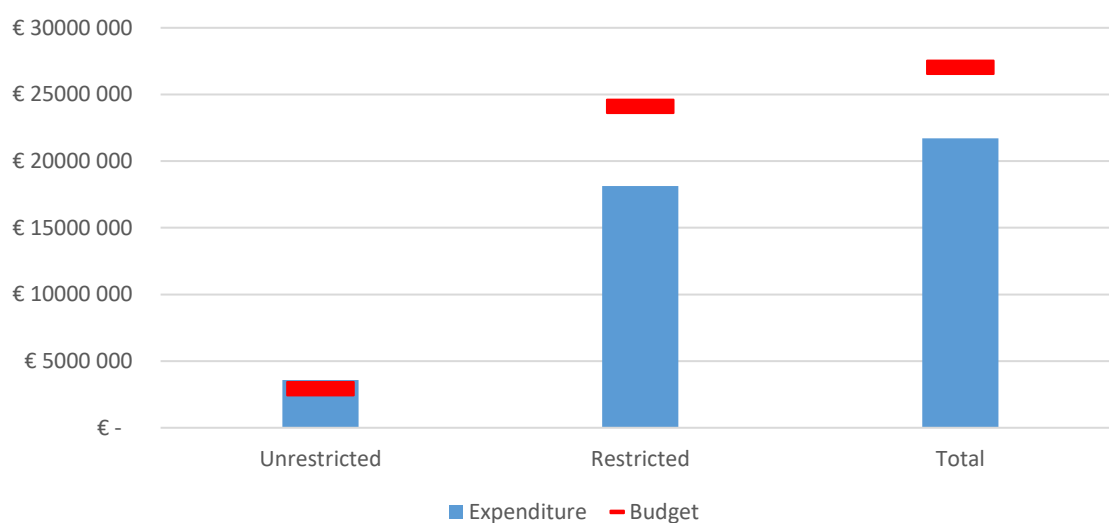


Figure 11 details AWA's available budget compared to the expenditure in 2024 in unrestricted and restricted projects and total.

Figure 11: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview of the budgets and expenditures in AWA's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	Comment
AWA Regional Office										
AWA RO – Political Participation and Representation	-	80,185	80,185	-	188,824	188,824	-	-108,639	-108,639	Realignment of key labour resources impacted HR costs. These will be offset by recoveries.
AWA RO – Constitution-building Processes	-	48,064	48,064	-	71,015	71,015	-	-22,951	-22,951	Labour costs higher than anticipated due to business development needs. These will be offset by recoveries.
AWA RO – Electoral Processes	-	98,520	98,520	-	102,284	102,284	-	-3,764	-3,764	-
Towards Peacebuilding and Inclusive Governance: Responding to constitutional transition in fragile and conflict affected states (Phase III)	-	1,000,000	1,000,000	-	1,007,417	1,007,417	-	-7,417	-7,417	-
AWA RO – Pan Regional Initiatives AWA Wide	-	754,297	754,297	-	1,066,501	1,066,501	-	-312,204	-312,204	Additional costs were expensed for establishing an environment for the inclusive, knowledge-based dialogue on the political process in Ethiopia

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
AWA RO – General Programme Management and Support	-	472,865	472,865	-	481,123	481,123	-	-8,258	-8,258	-
Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN) Programme Phase II	207,707	-	207,707	111,226	1,598	112,824	96,481	-1,598	94,883	-
Strengthening early response and conflict prevention and conflict management capacities of the African Union Commission (AUC) - Phase III	415,515	-	415,515	277,028	1,878	278,906	138,487	-1,878	136,609	No cost extension secured and residual activities being finalised in 2025
Strengthening Pan-African Capacities for Electoral Observation and Assistance	1,583,230	-	1,583,230	701,214	21,463	722,677	882,016	-21,463	860,553	Suboptimal performance due to a sensitive coordination nexus between AU, IDEA and the implementing partner EISA

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Support to evidence-based inclusive policy engagement on natural resource governance (NRG) in Africa	277,572	-	277,572	256,408	29,116	285,524	21,164	-29,116	-7,952	-
TOTAL (AWA RO)	2,484,024	2,453,931	4,937,955	1,345,876	2,971,219	4,317,095	1,138,148	-517,288	620,860	
Tunisia										
AWA TU – Support Political Participation and Representation	-	109,724	109,724	-	47,071	47,071	-	62,653	62,653	-
AWA TU – Support Constitution Building	-	137,072	137,072	-	70,320	70,320	-	66,752	66,752	-
AWA TU – Support Electoral Processes	-	25,616	25,616	-	40,469	40,469	-	-14,853	-14,853	-
AWA TU – General Programme Management and Support	-	185,304	185,304	-	163,158	163,158	-	22,146	22,146	-
Supporting Libya's House of Representatives	1,433,685	-	1,433,685	984,536	-1,170	983,366	449,419	1,170	450,319	Budget revision approved in November 2024 to recast activities after a slow start of the program.
Building Bridges: Migration Awareness through Creativity	150,000	-	150,000	148,500	-	148,500	1,500	-	1,500	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Supporting Yemen's peace process - Integrating local dynamics into the national conversation	621,137	-	621,137	590,043	687	590,730	31,094	-687	30,407	-
TOTAL (TUN)	2,204,822	457,716	2,662,538	1,723,079	320,535	2,043,614	481,743	137,181	618,924	
Kenya										
Kenya General Programme Management and Support	-	5,000	5,000	-	3,740	3,740	-	1,260	1,260	-
Enhancing Women's Political Participation in Africa – Phase II	1,683,150	-	1,683,150	1,394,028	12,093	1,406,121	289,122	-12,093	277,029	-
TOTAL (KEN)	1,683,150	5,000	1,688,150	1,394,028	15,833	1,409,861	289,122	-10,833	278,289	
Chad										
Support to the Democratic Transition in Chad	114,126	-	114,126	116,305	-	116,305	-2,179	-	-2,179	-
TOTAL (TCD)	114,126	-	114,126	116,305	-	116,305	-2,179	-	-2,179	
Gabon										

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Support to participatory, inclusive and human rights-based constitutional and institutional reforms to contribute to rapid return to a sustainable constitutional order and prevent electoral violence in Gabon (DEMGAB)	-	-	-	795	-	795	-795	-	-795	-
Strengthening CSOs in Transitional process of Gabon (CSOGAB)	-	-	-	37,497	3,971	41,468	-37,497	-3,971	-41,468	This is a new project, and the budget was not yet captured in the system
TOTAL (GAB)	-	-	-	38,292	3,971	42,263	-38,292	-3,971	-42,263	
The Gambia										
Technical support to the Consolidation of peaceful, participatory, inclusive and Human rights-based transition to democratic dispensation in the Gambia	870,998	-	870,998	584,781	8,735	593,516	286,217	-8,735	277,482	Suboptimal implementation due to the impasse on the constitution building processes currently at play in Gambia
TOTAL (GMB)	870,998	-	870,998	584,781	8,735	593,516	286,217	-8,735	277,482	
Mozambique										

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Support to Consolidation of Democracy in Mozambique	242,692	10,089	252,781	504,516	196,017	700,533	-261,824	-185,928	-447,752	This project closed at the end of 2024, and although overbudget, in total the restricted project was not overspent
Dialogues for Participatory Electoral Reforms Activity (DIALOGO)	92,101	-	92,101	73,134	-	73,134	18,967	-	18,967	This is a USAID project and will be closed in 2025.
Support to Democratic Governance in Mozambique	1,917,758	-	1,917,758	945,090	14,439	959,529	972,668	-14,439	958,229	A significant portion of this grant is subgrant expenditure which was not recognised in 2024
TOTAL (MOZ)	2,252,551	10,089	2,262,640	1,522,740	210,456	1,733,196	729,811	-200,367	529,444	
Nigeria										
RoLAC II - Support to Rule of Law and Anti-Corruption in Nigeria	8,341,448	-	8,341,448	7,199,192	7,797	7,206,989	1,142,256	-7,797	1,134,459	-
TOTAL (NGA)	8,341,448	-	8,341,448	7,199,192	7,797	7,206,989	1,142,256	-7,797	1,134,459	
Sierra Leone										
Sierra Leone Democracy Strengthening Programme	2,551,285	-	2,551,285	1,258,074	16,858	1,274,932	1,293,211	-16,858	1,276,353	Budget revision approved in December 2024 and this recast activities up to 2026, after a slow start of the program.
TOTAL (SLE)	2,551,285	-	2,551,285	1,258,074	16,858	1,274,932	1,293,211	-16,858	1,276,353	
Sudan										

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Support to Sudan's Democratic Transitional Government	950,385	-	950,385	877,254	3,175	880,429	73,131	-3,175	69,956	-
Supporting Sudan's Democratic Transition - EU	1,366,637	-	1,366,637	1,015,846	7,681	1,023,527	350,791	-7,681	343,110	Implementation rate was expected to be lower that target as the project was being wound down after the protracted conflict in Sudan
Supporting Sudan's Democratic Transition - Sida	1,287,102	-	1,287,102	1,057,197	5,467	1,062,664	229,905	-5,467	224,438	-
TOTAL (SDN)	3,604,124	-	3,604,124	2,950,297	16,323	2,966,620	653,827	-16,323	637,504	
TOTAL, AWA	24,106,528	2,926,736	27,033,264	18,132,664	3,571,727	21,704,391	5,973,864	-644,991	5,328,873	

The following tables state the progress status for all planned outputs at AWA in 2024.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.1. AWA Regional Office

Unrestricted projects

PR10630 – AWA RO – Political Participation and Representation

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	One regional event on youth political participation is convened.	Completed The inaugural International Political Campaigns Expo 2024 was held in January 2024 together with Afrobarometer and SHIKAMO in Cape Town. The even focused on leveraging AI and big data to improve citizen engagement, campaigns and election management.	20,000	21,163	-1,163
Staff costs				54,940	159,204	-104,264
Indirect costs				5,246	8,457	-3,211
Total				80,185	188,824	-108,639

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10631 – AWA RO – Constitution-building Processes

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €	
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Advisory services are provided to constitution makers in, e.g., Gambia, Somalia, Sudan, South Sudan, Niger, and Burkina Faso, including scoping missions, trainings and consensus building dialogues as requested.	Completed Advisory services were provided to constitution makers in the Gambia, Somalia, Gabon, Burkina Faso, Mali and Niger and through the Accra Retreat that was organized with ECOWAS and AU on Sahel Countries.	10,000	7,481	2,519	
	Publications	Option notes and papers, background analyses and online resource centres are developed on, e.g., Gambia, Somalia, Sudan, South Sudan, Niger, and Burkina Faso.	Completed A total of seven option papers were developed. Three for the Gambia, three for Gabon and one for Burkina Faso.	10,000	16,328	-6,328	
				Staff costs	24,919	43,057	-18,138
				Indirect costs	3,144	4,149	-1,005
				Total	48,064	71,015	-22,951

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10633 – AWA RO – Electoral Processes

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	Deployment of pre-election assessment scoping mission to Malawi to foster new partnerships and identify new fundraising opportunities.	Completed Contributions were made to a scoping mission to Zambia in August 2024.	5,000	605	4,395
	Advisory services	On-demand advisory services are implemented, including trainings, roundtable events, meetings and analytical memos as requested.	Completed Advisory services were provided to the electoral commissions of Cameroon and Malawi on the ERMTool. Participated also in the Stockholm Meetings of the Global Network for Securing Electoral Integrity (GNSEI) on EMB independence, financing and electoral reform. Contributions were also made to the development of regional standards on access to information, digitalization and elections.	10,000	6,449	3,551
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	One knowledge product on electoral processes in AWA is developed.	Completed Two electoral risk guides were completed and translated into French. Additionally, a knowledge product on "Local Councils Electoral Reforms in Palestine: Challenges, Gaps and Scenarios" was developed and published. A policy paper on EMB Coordination with Security Sector on Preventing Electoral Violence in West Africa was developed and is currently under review.	5,000	19,360	-14,360
Staff costs				72,074	71,309	765
Indirect costs				6,445	4,561	1,884
Total				98,520	102,284	-3,764

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10648 – Toward Peace Building and Inclusive Governance: Responding to Governance Challenges in Transitional Contexts (Phase III)

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Events and dialogues	A conference on lessons learned under the programme as relating to both the DSH Theory of Change and the MFA Africa strategy is organized.	Delayed The conference on lessons learned will be organized in 2025.	25,000	14,321	10,679
	Events and dialogues	A reflection workshop retreat is organized for RECs special envoys on constitutional transitions.	Completed The Third Annual Retreat was organized in Nairobi in partnership with IGAD and the Government of Kenya. Additional support was provided to RECs through the organization of scoping missions, the facilitation of a panel at the EU Community of Practice and the organization of country panels at the aforementioned annual retreat.	75,000	114,832	-39,832
	Trainings	Trainings are provided to national actors to engage in inclusive constitutional transitions.	Completed Trainings were provided to the legal drafting team of the Ministry of Justice of the Gambia. Advisory services and capacity development initiatives were implemented in Burkina Faso, Gabon, Somalia and Sudan. Additionally, a policy dialogue was organized within the framework of the Democracy Day on the issue of the meaning of democracy for African citizens today.	329,500	403,508	-74,008
	Events and dialogues	A community of practice workshop for RECs SE and HR on inclusive constitutional transitions within the framework of the of the regional mechanisms on support to inclusive constitutional transitions is organized.	Completed The Community of Practice was organized in he margins of the Third Annual Retreat with participation from IGAD, ECOWAS, ECCAS and African Peer Review Mechanism (APRM).	15,000	13,502	1,498

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Publications	Political economy analyses are developed in countries of potential intervention.	Delayed The analyses of the transitional context in Burkina Faso are under development but the methodology needs to be further discussed the with Clingendael Institute.	20,000	9,652	10,348
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Training	Trainings are provided to CSOs and MPs on promotion of inclusivity in constitutional transitions.	Completed Trainings were provided to CSOs and Member of Parliaments in the Gambia and Gabon.	20,000	19,549	451
			Office costs	11,629	7,146	4,483
			Staff costs	438,450	367,568	70,882
			Indirect costs	65,421	57,339	8,082
			Total	1,000,000	1,007,417	-7,417

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10632 – AWA RO – Pan Regional Initiatives AWA Wide

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Events and dialogues are conducted with Member States and strategic partners on key issues to further strengthen IDEA's profile in the region.	Completed Strategic missions were undertaken to South Africa, Kenya, Rwanda, Tanzania, Nigeria, Jordan, Morocco, UAE, Mozambique, Gabon, Botswana and Namibia to network with government officials and advisors as well as CSO members. The team also organized a high-level briefing for IDEA Member States on the state of democracy in AWA including the launch of the GSoD report.	61,000	53,995	7,005
	Training	One training is conducted for AWA M&E staff on IDEA's LBM and its operationalization.	Completed Refresher on LBM was held virtually for staff on a needs basis. The operationalisation of the LBM system in AWA was presented at the SAMEA Conference in South Africa.	10,000	8,329	1,671
	Advisory services	Missions are conducted to IDEA country offices for strategic relationship building with key host country government officials and Member State delegations, as well as to RECs and other development partners.	Completed Key strategic missions were conducted to enhance relationships with host country officials and partners, e.g. Kenyan officials were engaged over IDEA's Host Country Agreement as well as the observation of the South African pre-elections. Strategic engagements were also held with government officials of the Gambia and Nigeria to create visibility for IDEA and to seek cooperation with regards to programme implementation.	51,000	62,066	-11,066
	Events and dialogues	Missions are conducted by the Regional Head of Programmes to IDEA country offices to provide technical support.	Completed The Head of Programmes engaged in several technical support missions to IDEA country offices, as well as other strategic engagements in South Africa, Kenya, Tanzania and Nigeria to participate in events and meet with stakeholders. Additional costs were charged related to establishing an environment for inclusive, knowledge-based dialogue on the political process in Ethiopia	15,000	339,471	-324,471
Staff costs				567,950	561,740	6,210

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
			Indirect costs	49,347	40,900	8,447
			Total	754,297	1,066,501	-312,204

PR10626 – AWA RO – General Programme Management and Support

			Budget, €	Actuals, €	Remaining budget, €
Addis Office and Programme Management			135,959	139,312	-3,353
		Staff costs	305,970	308,793	-2,823
		Indirect costs	30,935	33,018	-2,083
		Total	472,865	481,123	-8,258

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity Development	On track	207,707	112,824	94,883

PR10685 – Strengthening early response and conflict prevention and conflict management capacities of the African Union Commission (AUC) - Phase II

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity Development	On track	415,515	278,906	136,609

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity Development	On track	1,583,230	722,677	860,553
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10671 – Support to evidence-based inclusive policy engagement on natural resource governance (NRG) in Africa

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	Completed	277,572	285,524	-7,952
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.2. Tunisia

Unrestricted projects

PR10544 – AWA TU – Support Political Participation and Representation

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services are provided to institutionalize the Arab Women Parliamentarians Network for Equality.	Completed A nine-day training session on Building Women's Capacities in Political Participation and Elections was organized. Additionally, an online meeting was organized with network members across the MENA region to discuss challenges and understand the specific needs of women in politics. Support was also provided to the Ra'edat Network to enhance the visibility of its strategic plan.	5,000	2,527	2,473
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Training	Trainings are provided to Arab youth to help them participating better in public affairs.	Completed Technical assistance to the Tunisian Ministry of Youth was provided through training sessions on democratic governance and public policies.	5,000	3,316	1,684
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Events on civics are organized with Arab Ministries of Education.	Completed A symposium on 'Constitutional Law: Democracies Today – What Resilience?' was organized in Tunis in January.	5,000	5,010	-10
Media outlets use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.	Advisory services	Advisory services are provided to media and journalists to enhance their capacity on democracy and conflict resolution.	Completed Ongoing advisory services have been provided to media and journalists.	5,000	2,487	2,513
Staff costs				82,546	30,651	51,895
Indirect costs				7,178	3,080	4,098
Total				109,724	47,071	62,653

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10545 – AWA TU – Support Constitution Building

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Publications	A regional report on all constitutional processes that have taken place since 2011 is drafted with a view to offering a series of lessons learned.	Delayed This is currently under production and will be ready for discussion in early 2025.	6,600	3,993	2,607
	Events	Dialogue sessions on constitutional reform in Iraq particularly on issues relating to federalism are conducting	Completed Three dialogue sessions were organised in Iraq (including in Baghdad, Erbil and Sleimania) with policy makers and decisions makers on issues relating to federalism.	6,600	20,372	-13,772
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Advisory services	Recommendations on peace in MENA regional conflicts are delivered to leading actors, including international organizations that are leading peace efforts in the region.	Completed Advisory services were delivered to regional actors on an ongoing basis, in particular to Libyan policymakers.	6,800	13,146	-6,346
Staff costs				108,104	29,002	79,102
Indirect costs				8,967	3,807	5,160
Total				137,072	70,320	66,752

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10629 – AWA TU – Support Electoral Processes

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	Three events are planned with EMBs in the Arab Region: • Launch event of the report on the assessment of the electoral framework in Lebanon targeting the electoral decision makers. • Event on developing an inclusion strategy with the Iraqi EMB. • Event on developing a EMB's strategic planning in Mauritania	Completed After issuing a law creating an independent EMB, the Kuwaiti government suspended it until October 2024. IDEA has received a request from Kuwaiti Transparent Society to support it in an advocacy process to reform this law and propose other reforms to the electoral system. KTS hosted a conference that IDEA supported by presenting several experiences on electoral systems, election management bodies, and civil society's role. The event on developing Mauritania's strategic planning was cancelled due to the presidential elections that were held in June. The event with the Iraqi EMB was cancelled as this will be supported by the Protecting Electoral Processes in the Information Environment under the Global Programme in 2025 ahead of the parliamentary elections.	15,000	8,144	6,856
	Events and dialogues	One event on political challenges facing electoral processes in the Arab region is organized with experts from Libya, Tunisia, Sudan, Palestine, Lebanon, and Iraq. Another event with Arab EMBs on media monitoring in the Arab region is also organized.	Completed IDEA participated in the Arab EMB's 6 th General Assembly and Regional Conference held in Amman. The event on media monitoring was agreed with the Board of the Arab EMBs led by the Palestinian EMB. Due to the war in Gaza the event has been replaced by an online event that is currently under discussion with the new Board. The event on the political challenges facing electoral processes in the Arab region was supposed to be held in Tunis in October 2024 but was cancelled due to the ongoing war in Gaza.	5,000	9,045	-4,045
			Staff costs	3,940	21,121	-17,181
			Indirect costs	1,676	2,159	-483
			Total	25,616	40,469	-14,853

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10627 – Tunis General Programme Management and Office

		Budget, €	Actuals, €	Remaining budget, €
Tunis Office and Programme Management		50,000	45,165	4,835
	Staff costs	123,182	107,790	15,392
	Indirect costs	12,123	10,203	1,920
	Total	185,304	163,158	22,146

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10527 - Supporting Libya's House of Representatives

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.	Capacity Development	On track	1,433,685	983,366	450,319

PR10691 – Building Bridges: Migration Awareness through Creativity

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Capacity Development	Completed	150,000	148,500	1,500

PR10532 - Supporting Yemen's peace process – Integrating local dynamics into the national conversation.

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Capacity Development	Completed	621,137	590,730	30,407

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.3. Kenya
Unrestricted projects

PR10628 – Kenya Office

		Budget, €	Actuals, €	Remaining budget, €
Kenya Office		4,673	3,496	1,177
	Staff costs	-	-	-
	Indirect costs	327	244	83
	Total	5,000	3,740	1,260

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10573/10575/10576/10577/10578/10579/10580 - Enhancing the Inclusion of Women in Political Participation in Africa, Phase II

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	On track	1,683,150	1,406,121	277,029

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.4. Chad

Restricted projects

PR10511 - Support to the Democratic Transition in Chad

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity Development	Completed	114,126	116,305	-2,179

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.5. Gabon

Restricted projects

PR10704 - Support to participatory, inclusive and human rights-based constitutional and institutional reforms to contribute to rapid return to a sustainable constitutional order and prevent electoral violence in Gabon (DEMGAB)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity Development	On track	0	795	-795

PR10738/755 - Strengthening CSOs in Transitional process of Gabon (CSOGAB)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Capacity Development	On track	0	41,468	-41,468

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.6. The Gambia

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.	Capacity Development	On track	870,998	593,516	277,482
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.					
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.7. Mozambique

Restricted projects

PR10345 – Support to Consolidation of Democracy in Mozambique

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Capacity Development	Completed	252,781	700,533	-447,752
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.					
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.					

PR10726 – Dialogue for Participatory Electoral Reforms Activity (DIALOGO)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity Development	On track	92,101	73,134	18,967

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10686 – Support to Democratic Governance in Mozambique

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity Development	On track	1,917,758	959,529	958,229

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.8. Nigeria

Restricted projects

PR10590/10591/10592/10593/10594 – RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	On track	8,341,448	7,206,989	1,134,459
Public administration exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.					
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics.					
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop democracy and to develop policies, strategies and programmes.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.9. Sierra Leone

Restricted projects

PR10569 - Sierra Leone Democracy Strengthening Programme

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral Management Bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity Development	On track	2,551,285	1,274,932	1,276,353
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.2.10. Sudan

Restricted projects

PR10412 – Support to Sudan’s Democratic Transitional Government (FOUNDATION)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	On track	950,385	880,429	69,956

PR10399 – Supporting Sudan’s Democratic Transition (EU)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	Completed	1,366,637	1,023,527	343,110

PR10423 – Supporting Sudan’s Democratic Transition (Sida)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity Development	Completed	1,287,102	1,062,664	224,438

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3. Asia and the Pacific

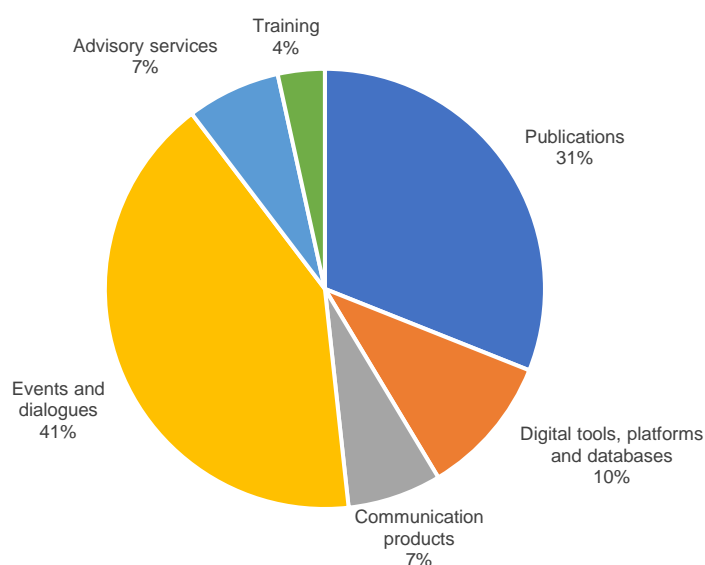
According to International IDEA's 2024 Global State of Democracy (GSoD) indices, most countries in the Asia and Pacific region have seen small declines or remained relatively stable over the past five years. While broadening civic engagement has yielded positive outcomes in many parts of the region, efforts are needed to prevent further democratic declines, including strengthening of independent institutions, civil society, parliaments and protecting integrity of elections.

Country programs in support of consolidation or restoring democracy in Nepal, Bhutan, Myanmar continued, as did the electoral reform project in the Pacific, and new project in support of civil society was launched in Samoa,

During 2024, elections took place in Taiwan, Bangladesh, Indonesia, Pakistan, India, Sri Lanka, South Korea, Mongolia, and several Pacific Islands states. The political inclusion and enfranchisement of absent voters, particularly migrant workers remain a challenge in much of the region. AP program engaged in analysing, commenting, or providing technical assistance.

In unrestricted projects most approaches are aimed at supporting boundary partners in undertaking change processes as figure 12 details.

Figure 12: AP's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



Among the actors and institutions that AP inspired and supported in 2024 are:

- CSOs in Taiwan, Malaysia, Indonesia, Bhutan, Fiji, Samoa, Nepal.
- Election observers in Indonesia.
- EMB and political parties of Fiji.
- Constitution makers in Thailand, Fiji, Maldives, Myanmar, Nepal and the autonomous region of Bougainville (Papua New Guinea).
- The National Unity Government of Myanmar.
- Local governments in Nepal.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

- The Afghanistan Institute for Strategic Studies.
- Indigenous peoples' advocates from Bangladesh, India, Indonesia, Nepal, the Philippines, Taiwan and Thailand.
- Constitutional Court of Mongolia.
- Policymakers in Sri Lanka and Nepal; and
- The parliaments of Bhutan and Nepal.

AP's status in implementing activities across restricted and unrestricted projects in 2024 can be seen in figure 13.

Figure 13: Implementation status of planned unrestricted outputs for AP in 2024.

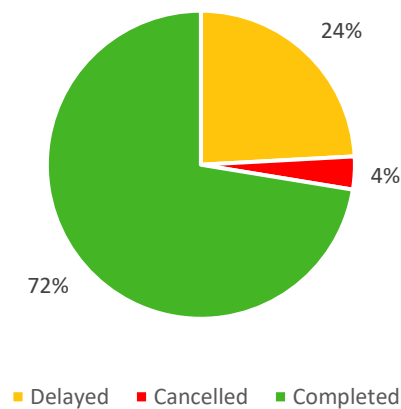
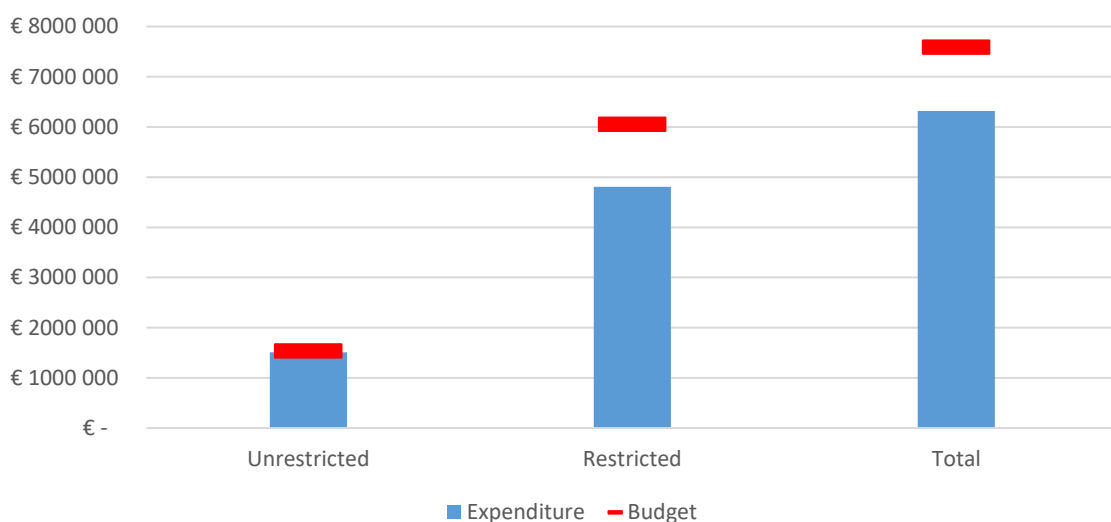


Figure 14 details AP's budget compared to the expenditure in 2024 in unrestricted and restricted projects, as well as total.

Figure 14: Expenditure vs. budget in 2024 in unrestricted and restricted project and total



The following table provides an overview of the budgets and expenditures in AP's projects.

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Asia and the Pacific Regional Office (AP RO)										
Electoral Institutions and Processes in Asia and the Pacific	-	143,137	143,137	-	159,260	159,260	-	-16,123	-16,123	-
Political Participation & Representation in Asia and the Pacific	-	84,915	84,915	-	67,445	67,445	-	17,470	17,470	-
Democratic Development in Melanesia	-	104,724	104,724	-	80,121	80,121	-	24,603	24,603	-
Democracy Assessment and Political Analysis in Asia and the Pacific	-	82,623	82,623	-	71,576	71,576	-	11,047	11,047	-
Inclusion in Democratic Processes	-	90,142	90,142	-	105,432	105,432	-	-15,290	-15,290	-
Constitution Building Processes in Asia and the Pacific	-	159,119	159,119	-	165,255	165,255	-	-6,136	-6,136	-
Migration & Elections	-	168,729	168,729	-	136,048	136,048	-	32,681	32,681	-
Climate Change and Democracy in Asia and the Pacific	-	80,576	80,576	-	63,145	63,145	-	17,431	17,431	-
General Programme Management and Office	-	529,357	529,357	-	546,114	546,114	-	-16,757	-16,757	-
Indigenous People’s Champions for the Philippines	-	-	-	-497	10,914	10,417	497	-10,914	-10,417	-
TOTAL (AP RO)	-	1,443,322	1,443,322	-497	1,405,310	1,404,813	497	38,012	38,509	
Bhutan										
Nyamdrel II: Support to CSOs and Parliament of Bhutan	230,015	-	230,015	202,508	-	202,508	27,507	-	27,507	-
TOTAL (BHUTAN)	230,015	-	230,015	202,508	-	202,508	27,507	-	27,507	
Fiji										

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
South Pacific Electoral Enhancement and Development (SPEED)	364,471	-	364,471	316,440	-	316,440	48,030	-	48,030	-
Initiative on Empowerment of Civil Society in Democratic Samoa	115,320	5,618	120,938	42,528	6,238	48,766	72,792	-620	72,172	-
TOTAL (FIJI)	479,790	5,618	485,408	358,968	6,238	365,206	120,822	-620	120,202	
Myanmar										
Building Federal Democracy: Roadmap and Capacity Development for a new constitutional Framework in Myanmar	1,695,333	-	1,695,333	1,439,627	17,177	1,456,804	255,706	-17,177	238,529	-
TOTAL (MYANMAR)	1,695,333	-	1,695,333	1,439,627	17,177	1,456,804	255,706	-17,177	238,529	
Nepal										
Nepal General Programme Management	-	51,547	51,547	-	48,665	48,665	-	2,882	2,882	-
Support to emerging democratic governance and PLGSP effectiveness	1,272,325	-	1,272,325	825,044	-	825,044	447,281	-	447,281	Donor requested to slow down implementation. There's also slight overbudgeting of staff and departed staff has not been replaced.
Support to Nepal's Democracy and Inclusion Processes through Electoral Reform Initiative	222,677	34,572	257,249	178,627	30,156	208,783	44,050	4,416	48,466	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
(Coherence PE-PCU) Provincial Engagement in Nepal	597,026	-	597,026	506,077	-	506,077	90,949	-	90,949	-
SAHAKARYA Pilot	1,555,387	-	1,555,387	1,298,745	-	1,298,745	256,642	-	256,642	-
TOTAL (NEPAL)	3,647,415	86,119	3,733,534	2,808,493	78,821	2,887,314	838,922	7,298	846,220	
TOTAL, AP	6,052,553	1,535,059	7,587,612	4,809,099	1,507,546	6,316,645	1,243,454	27,513	1,270,967	

The following tables show the progress status for all planned outputs at AP in 2024.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3.1. Asia and the Pacific Regional Office

Unrestricted projects

PR10638 – Electoral Institutions and Processes in Asia and the Pacific

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Publications	A guide for designing an efficient and accurate electronic election result recapitulation and transmission system is produced based on the Indonesian experience.	Completed Through continued partnership with Netgrit Indonesia, an expert meeting surrounding data storage, data transmission and data security was held in Jakarta. Based on the inputs collected, the guide was drafted and is awaiting publication.	15,000	15,412	-412
	Publications	A study for setting the extent to which artificial intelligence may be used in elections is produced.	Completed Presentations on the use of AI in Elections were made at an election symposium in Korea, at the Canberra Conference on Electoral Integrity and in Nepal. Further thinking is needed to formulate the direction of IDEA RAP's work on AI in elections.	10,000	8,893	1,107
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Events and dialogues	Post-election events to review the Indonesian general elections and the Sri Lankan presidential elections are conducted.	Completed An event that reviews Indonesia's use of technology to recapitulate results electronically was held in Jakarta. An event to review the Sri Lankan elections was held in Colombo in September.	15,000	18,308	-3,308
	Publications	A body of knowledge and reflections on select elections in the AP region taking place in the 2024 Super Election Year is created.	Completed Work that has been done on reflecting on select elections included: <ul style="list-style-type: none"> An article on increased women representation in Mongolia; An article on the impact of Mongolia's electoral system change; An article on administrative efficiency amid political polarisation in Korea; A public event on the use of technology in publicly announcing vote results directly from polling stations in Indonesia. 	10,000	2,240	7,760

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	A study on the good and bad practices of internet voting is produced as guidance for countries in the Asia and the Pacific region with large numbers of absentee voters.	Completed A consultant has been contracted to research and write the report. The report was finalized in the second half of 2024.	10,000	10,071	-71
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Events and dialogues	Country-level deliberations on electoral constituency boundary reform are supported based on the 2023 roundtable recommendations and using the ERA tool.	Completed Coalition for Clean Elections in Malaysia (Bersih) actively advocated for and educated the public on fair delineation of electoral boundaries with the support of IDEA. ERA was introduced to select civil society activists who were trained on how to use it. ERA's knowledge hub has been updated and instructional videos have been completed.	25,000	46,469	-21,469
Staff costs				48,773	49,965	-1,192
Indirect costs				9,364	7,902	1,462
Total				143,137	159,260	-16,123

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10639 – Political Participation and Representation in Asia and the Pacific

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Publications	A publication on the nexus between political finance and digital campaigning in the Asia region in relation to accumulated digital electoral assets is produced.	Delayed Not all case studies could be completed, thus the final chapter of the publication is not yet finalized. The study is planned to be published during the second quarter of 2025.	10,000	10,928	-928
	Digital tools, platforms and databases	A concept for an internet (incl. social media) scanning tool that enables monitoring of individual legislators' public actions against their campaign promises is developed.	Delayed Technical obstacles are preventing such a tool from being created. Language and the variety of parliamentary systems are too diverse to create amidst technical limitations to create a one-size-fits-all international scanning tool	10,000	0	10,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	A concept for an internet (incl. social media) scanning tool to identify the mismatch between political finance regulations and digital campaigning practices is developed.	Delayed A paper on India's experience with campaign finance was finalized. It was learned that observing online campaign costs is still a big challenge as no efficient means have been found yet. To study this issue further, the Asian Network for Free Elections has been commissioned to study current political finance monitoring methods used by civil society observers in Asia-Pacific.	10,000	17,670	-7,670
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	A concept for a digital tool to make interactions between legislators and constituents easier, quicker and cheaper is developed.	Cancelled This was cancelled in the budget revision due to realignment of annual work plan.	-	24	-24
Staff costs				49,360	35,180	14,180
Indirect costs				5,555	3,643	1,912
Total				84,915	67,445	17,470

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10640 – Democratic Development in Melanesia

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Events and dialogues	Discussions surrounding options for improving Fiji's political finance regulations are conducted.	Completed A closed-door meeting between political parties and the Fijian EMB was organized to discuss political finance regulations.	6,500	18,027	-11,527
	Events and dialogues	Monthly web discussions on contemporary democratic issues in Melanesia involving women and young aspiring leaders are conducted based on GSoD data and current affairs.	Delayed Only one of four planned webinars were held. One webinar was meant to accompany the event in the output above but as this meeting was behind closed doors it could not been aired. Another webinar was meant to accompany the women's forum in the output below but since this event was delayed, the webinar was delayed as well.	3,000	1,288	1,712
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.	Events and dialogues	A hybrid event aimed at raising awareness of the importance of women's political representation is conducted.	Delayed The event was planned for 19 December 2024 but had to be rescheduled to 29 January 2025 due to availability of keynote speakers.	6,500	7,733	-1,233
Office costs				20,752	10,636	10,116
Staff costs				61,121	38,542	22,579
Indirect costs				6,851	3,895	2,956
Total				104,724	80,121	24,603

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10641 - Democracy Assessment and Political Analysis in Asia and the Pacific

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Events and dialogues	A regional launch of the GSoD 2024 report is organized and seminars and dialogues to present GSoD findings are co-convened.	Completed The public seminar "The Global State of Democracy 2024: Strengthening Electoral Integrity" was held in Jakarta, together with the Centre for Strategic and International Studies.	20,000	6,127	13,873
	Publications	Research papers and policy briefs on regions/sub-regions and thematic analysis based on GSoD findings are produced.	Completed A report on "Assessing the State of Democracy in the Pacific" was finalized in December 2024. Publication will occur in the first quarter of 2025.	20,000	16,162	3,838
Staff costs				37,218	44,919	-7,701
Indirect costs				5,405	4,368	1,037
Total				82,623	71,576	11,047

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10642 – Inclusion in Democratic Processes

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Dialogues are organized to facilitate an informal network among IP youth leaders or advocates in the region on challenges and opportunities of indigenous youth's political participation in the region.	Completed A panel discussion on challenges and opportunities of promoting Indigenous rights amidst shrinking civic spaces was organized at Asia Centre's 9th International Conference held in Bangkok. Another roundtable on Indigenous peoples' rights in inclusive governance was jointly organised with UNDP Regional Hub.	17,000	22,633	-5,633
	Trainings	Democracy trainings are conducted by implementing a blended YDA program and by contextualizing the program to local contexts with a focus on Nepal, Philippines, and Melanesia.	Completed The YDA programme was held for 20 members of youth and student councils from Malaysia, together with REFORM Malaysia. The programme included online courses on democracy and constitution and an in-person workshop.	15,000	16,767	-1,767
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Technical advice and support provided on political participation and inclusion to on-going transitions or backsliding democracies in the form of IDEA's comparative knowledge resources and expertise.	Completed Two online workshops on youth political participation were co-facilitated with UNDP South Asia.	10,000	5,099	4,901
Staff costs				42,245	54,462	-12,217
Indirect costs				5,897	6,471	-574
Total				90,142	105,432	-15,290

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10643 – Constitution-building processes in Asia and the Pacific

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	A policy dialogue on issues relevant to constitution building in Taiwan is hosted alongside the Melbourne Forum on Constitution Building AP.	Completed The Taiwan Roundtable on Climate Change and Constitutions was held together with the National Taiwan University on 25 May 2024.	8,000	4,979	3,021
	Publications	Three Melbourne Forum Constitutional INSIGHTS briefs are added to the series and CBP primers are translated into Thai.	Delayed One Constitutional INSIGHT brief on State Capture was finalized and to be published in Q1 of 2025. Two further briefs are in progress and to be finalized in 2025. The Primer on Bicameralism translated into Thai and published online in August 2024	2,000	4,223	-2,223
	Events and dialogues	Roundtables are organized on on-going constitution building processes, prioritizing Sri Lanka and Thailand.	Completed The Thailand Constitution Building Roundtable on Senate Reform was held at Chulalongkorn University in August. A workshop on Designing Resistance to Democratic Backsliding in Asia was held in Bangkok in November.	20,000	47,794	-27,794
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Advice is provided to on-going constitution making processes in at least two countries.	Completed Ongoing advice was provided to the Maldives Centre for Policy Studies to review the Constitution of the Maldives. Advice was also provided to the CCF Fiji and other Fiji CSOs on options for constitutional reform, as well as to Constitutional Court of Mongolia on principles relating to political communication during elections.	25,000	9,521	15,479
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.	Events and dialogues	A roundtable with indigenous peoples' champions networks on the Constitutions Assessment Tool (IPCAT) facilitated in the Philippines.	Completed A roundtable discussion on Indigenous Inclusion in Governance was held in Bangkok in August 2024, together with UNDP.	15,000	10,058	4,942
Staff costs				78,709	78,927	-218
Indirect costs				10,410	9,753	657
Total				159,119	165,255	-6,136

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10644 – Migration and Elections

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Publications	Two absent voters country papers are produced for Nepal and Sri Lanka and used for national-level advocacy and fundraising purposes.	Completed The country case studies for Nepal and Sri Lanka were completed and are ready to be published on IDEA’s website. Also participated in an OCV national dialogue in Nepal and briefed the Presidential Commission of Inquiry for Electoral Reforms on absent voters of Sri Lanka.	30,000	21,811	8,189
	Publications	The Absent Voters of the Pacific publication is produced and launched	Delayed The publication “The Absent Voters of the Pacific” is expected to be completed by the end of March 2025.	12,000	16,847	-4,847
			Staff costs	115,691	89,488	26,203
			Indirect costs	11,038	7,902	3,136
			Total	168,729	136,048	32,681

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10646 - Climate Change and Democracy in Asia and the Pacific

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Launch events are held to disseminate research papers and briefs on climate litigation and citizen assemblies.	Completed The regional launch of the Deliberative Democracy and Climate Change: Exploring the Potential of Climate Assemblies in the Global South publication was held in Canberra in October.	12,000	11,038	962
	Communication products	Communication products are produced to disseminate the findings of the Climate Change and Democracy in Asia and the Pacific publication (produced in 2022).	Completed Several videos were produced from the regional launch event of the Deliberative Democracy and Climate Change launch. A podcast and a feature article on the event were also produced.	8,000	0	8,000
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Forums and other events are held to disseminate the findings of the Climate Change and Democracy in Asia and the Pacific publication (produced in 2022).	Completed In May a two-day forum on linkages between climate change and democracy and their implications for constitutional design and multi-level governance was jointly conducted with the Myanmar programme.	10,000	13,318	-3,318
Staff costs				45,305	34,986	10,319
Indirect costs				5,271	3,803	1,468
Total				80,576	63,145	17,431

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10637 – AP General Programme Management

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Communication products	Communication products are developed to promote IDEA's work in the AP region.	Completed The printing and distribution of the book "From Armed Parliamentarians to Peaceful Debates", an account of Bhutan's journey to democracy was supported. The book was distributed to Members of Parliament, government and CSOs.	15,000	2,711	12,289
			Office costs	216,366	203,368	12,998
			Staff costs	263,360	308,999	-45,639
			Indirect costs	34,631	31,036	3,595
			Total	529,357	546,114	-16,757

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10469 – Indigenous People's Champions for the Philippines

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	Completed	-	10,417	-10,417
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3.2. Bhutan

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	On track	230,015	202,508	27,507
National and sub-national parliaments exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3.3. Fiji

Restricted projects

PR10663 - South Pacific Electoral Enhancement and Development (SPEED)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Capacity development	On track	364,470	316,440	48,030

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	On track	120,938	48,766	72,172

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3.4. Myanmar

Restricted projects

PR10582 – Building Federal Democracy: Roadmap and Capacity Development for a new constitutional Framework in Myanmar

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Capacity development	On track	1,695,333	1,456,804	238,529
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.					
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.					
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.					
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.3.5. Nepal
Unrestricted projects

PR10645 – Nepal General Programme Management

		Budget, €	Actuals, €	Remaining budget, €
Nepal Office and Programme Management		31,000	21,888	9,112
	Staff costs	17,175	23,663	-6,488
	Indirect costs	3,372	3,114	258
	Total	51,547	48,665	2,882

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10414 – Support to emerging democratic governance and PLGSP effectiveness

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Capacity development	On track	1,272,325	825,044	447,281
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.					
Governmental and non-governmental policymakers (UKFCDO) utilize IDEA's expertise to undertake political analysis in Nepal.					

PR10574 - Support to Nepal's Democracy and Inclusion Processes through Electoral Reform Initiative

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity development	On track	257,249	208,783	48,466

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	On track	597,026	506,077	90,949

PR10664 – SAHAKARYA Pilot

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engage with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	On track	1,555,387	1,298,745	256,642

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4. Latin America and the Caribbean

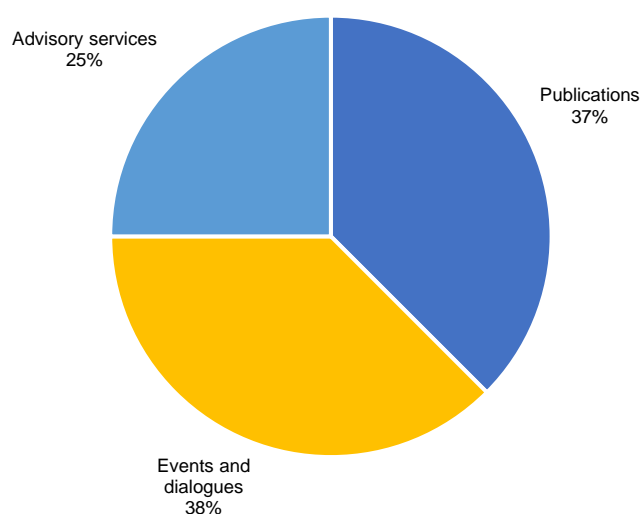
In LAC, most countries are showing a decrease in all categories of democratic performance compared to five years ago (International IDEA 2023). This sustained backsliding has been termed by Latinobarómetro (2023) as a “Democratic Recession”. Authoritarian/populist leaders, anti-establishment movements and discourses are winning the upper hand in the region, proposing simple solutions to complex problems.

Attacks on electoral bodies have increased in the LAC region. Elections in many democracies have come under attack, with political elites challenging the integrity of electoral processes and calling their results into question. Information technologies, artificial intelligence, and social media have produced profound transformations in the content and practice of politics.

To address these challenges, the LAC programme uses a combination of approaches to inspire and support democratic changes.

Figure 15 details LAC’s mix of approaches in unrestricted projects.

Figure 15: LAC’s delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



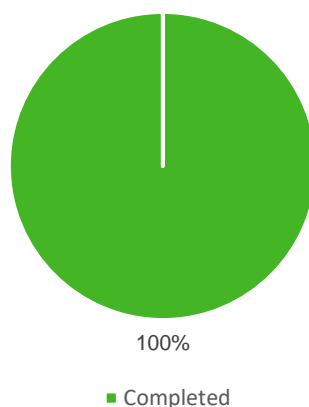
In 2024 the LAC programme supported and inspired numerous boundary partners. Among them were:

- EMBs in Mexico, Dominican Republic, Uruguay, Costa Rica, Panama, Paraguay, Colombia, Peru, Uruguay, Guatemala, Chile and Guyana.
- The Parliaments of Panama, Chile and Uruguay; and
- CSOs in Panama, Peru, Honduras, Guatemala and El Salvador.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

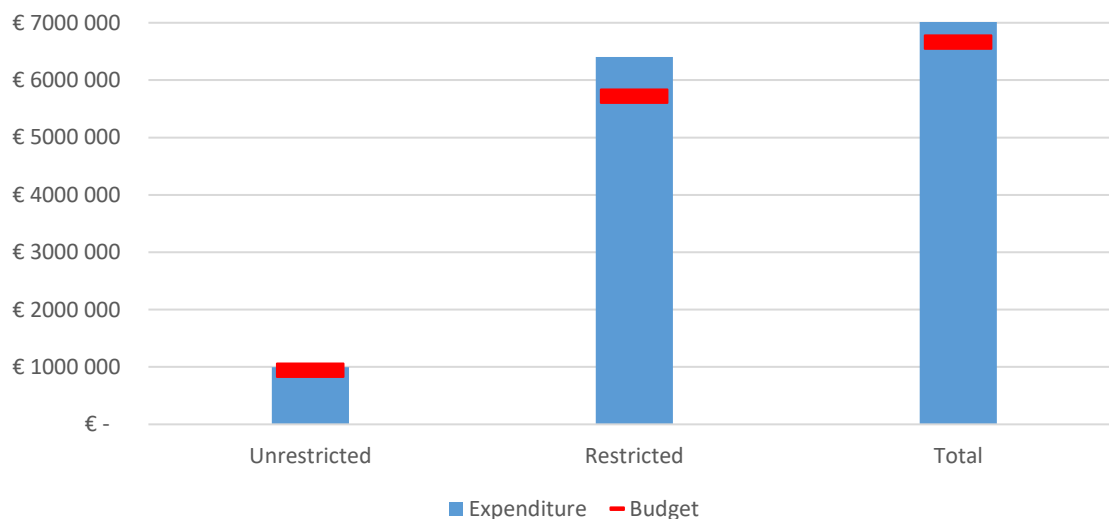
LAC's status in implementing activities across restricted and unrestricted projects in 2024 can be seen in figure 16.

Figure 16: Implementation status of planned unrestricted outputs for LAC in 2024.



LAC's expenditure compared to budget for the implementation of planned outputs in unrestricted and restricted projects and total can be seen in figure 17.

Figure 17: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview over the budgets and expenditures in LAC's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comments
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Latin America and the Caribbean Regional Office (LAC RO)										
Latin America and the Caribbean Regional Office	-	922,596	922,596	-	924,552	924,552	-	-1,956	-1,956	-
Strengthen of the parliamentary democratic competences in Panama	189,798	-	189,798	90,981	-	90,981	98,817	-	98,817	
Asistencia Técnica para el fortalecimiento del TE Panama y la integridad de la elección general del 2024 (2023-2024)	633,189	-	633,189	669,169	-	669,169	-35,980	-	-35,980	The overexecution was in EUR, but 99.8% of the budget was spent in the donor's currency, USD.
Improving the resilience of democracy in Central America	171,792	-	171,792	49,797	-	49,797	121,995	-	121,995	There were delays in signing contracts with the implementing partners. The implementing partner started on 202501
TOTAL (LAC RO)	994,779	922,596	1,745,583	809,947	924,552	1,734,499	184,832	-1,956	182,876	
Chile										
Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable	346,831	2,496	349,327	392,736	353	393,089	-45,905	2,143	-43,762	All the activities we had planned until March 2025 were executed, and in the last month an addendum was signed with a new budget for 2025.

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comments
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
TOTAL (CHILE)	346,831	2,496	349,327	392,736	353	393,089	-45,905	2,143	-43,762	
Paraguay										
Consolidation of Paraguayan Democracy II	69,987	-	69,987	53,992	12	54,004	15,995	-12	15,983	-
TOTAL (PARAGUAY)	69,987	-	69,987	53,992	12	54,004	15,995	-12	15,983	
Peru										
Consolidación de la Democracia Peruana	682,505	-	682,505	772,956	-	772,956	-90,451	-	-90,451	Due to request by congress, some extra activities were carried out that were not initially planned. that was discussed with the donor's focal point
Promoting Democratic Values and Political Dialogue in Peru	3,505,035	-	3,505,035	4,254,764	54,975	4,309,739	-749,729	-54,975	-804,704	The project was due to end in December 2024, so even though we worked on a no-cost extension, we tried to get as much expenditure as possible in 2024.
TOTAL (PERU)	4,187,540	-	4,187,540	5,027,720	54,975	5,082,695	-840,180	-54,975	-895,155	
Uruguay										
Cooperación de la UE con el Parlamento Uruguayo	120,428	14,591	135,019	120,444	14,591	135,035	-16	0	-16	-
TOTAL (URUGUAY)	120,428	14,591	135,019	120,444	14,591	135,035	-16	0	-16	
TOTAL, LAC	5,719,565	939,683	6,659,248	6,404,839	994,483	7,399,322	-685,274	-54,800	-740,074	

The following tables state the progress status for all planned outputs at LAC in 2024.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4.1. Latin America and the Caribbean Regional Office

Unrestricted projects

PR10542 – Latin America and the Caribbean Regional Office

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services are provided to EMBs and other stakeholders on reform processes aimed at strengthening governance and democratic institutions.	Completed Advisory services were provided to EMBs and other stakeholders in Chile, Paraguay, Colombia, Guatemala, Peru and Mexico.	40,380	54,180	-13,800
	Events and dialogues	Ongoing support is provided to EMBs, including an international seminar on electoral integrity in the digital age and AI.	Completed Elections in LAC were supported through the development of electoral reports for the elections in Mexico, Panama and Uruguay. Additionally, strategic requests from Mexico and its EMB were responded to and an event by Costa Rica's TSE was attended as well.	64,500	28,495	36,005
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	Periodical publication of Café Latam, which includes a summary of news on democracy, governance and elections in Latin America and the Caribbean	Completed Café Latam newsletters were published until March 30th, when a new phase to re-define the communications strategy was entered. After that a new regional newsletter has been designed and started in the second semester.	10,000	26,005	-16,005
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	A seminar on the experiences of supporting Parliaments in Chile, Uruguay, and Panama to generate good practices and lessons learned. Additionally, evidence on gender equality is generated as well as a document on participation mechanisms around the defense of the environment is developed.	Completed A report on Gender Violence in the Digital Sphere was completed. Additionally, the VI AMEA Conference – Annual Meeting of the Women Electoral Judges of the Americas was participated in.	20,000	37,781	-17,781

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Publications	Knowledge products (including inputs for the GSoD) are developed that aim to monitor and analyze the performance of democracies in LAC.	Completed A multi-stakeholder seminar on the State of Democracy in Latin America was held in Guatemala. The event was organized together with the CBP team and with support from AECID.	41,000	55,217	-14,217
	Publications	Knowledge products about the reinforcing linkage between democracy and security and convening impartial evidence-based dialogues with policy stakeholders are developed.	Completed A report on the comparative dynamics in Latin America of illicit financing in political campaigns, politics and state institutions was developed together with The Dialogue. This report was the result of a series of workshops and exchanges.	18,000	4,158	13,842
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Advisory services	Country-level scoping missions are undertaken with the aim to further strengthen IDEA's presence in the region and to develop concept notes for potential projects.	Completed A breakfast meeting was held with Member States in Panama. Additionally, a scoping mission to Guyana was undertaken to meet with the EU, potential partners and other stakeholders to gather insights to design the electoral integrity project.	15,000	2,050	12,950
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Events and dialogues are conducted with Member States and strategic partners as well as with IDEA country offices.	Completed A regional meeting was held in Panama City to develop a collaboration strategy among teams in LAC and with GP. Additionally, key strategic missions were undertaken by the Regional Director to foster relationships within the region.	24,046	19,263	4,783
Office costs				77,232	62,939	14,293
Staff costs				552,082	581,053	-28,971
Indirect costs				60,357	53,411	6,946
Total				922,596	924,552	-1,956

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10541 - Asistencia Técnica para el fortalecimiento del TE Panama y la integridad de la elección general del 2024 (2023-2024)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	Completed	633,189	669,169	-35,980
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.					

PR10674 – Strengthen of the parliamentary democratic competences in Panama

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	Delayed The National Assembly, which is the main boundary partner of the project, was only installed in July leading to delays in activity implementation. In the meantime, work commenced to enhancing the capacity of women, indigenous people and youth.	189,798	90,981	98,817
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10688 – Improving the resilience of democracy in Central America

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity development	On track	171,792	49,797	121,995
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4.2. Chile

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	On track	349,327	393,089	-43,762

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4.3. Paraguay

Restricted projects

PR10396 – Consolidation of Paraguayan Democracy II

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	Completed	69,987	54,004	15,983
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.					
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.					
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4.4. Peru

Restricted projects

PR10583 - Consolidación de la Democracia Peruana

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	On track	682,505	772,956	-90,451
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.					

PR10600 - Promoting Democratic Values and Political Dialogue in Peru

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity development	On track	3,505,035	4,309,739	-804,704
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms					
Media outlets use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.					

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.4.4. Uruguay

Restricted projects

PR10572 - Cooperación de la UE con el Parlamento Uruguayo

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	Completed	135,018	135,035	-17

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

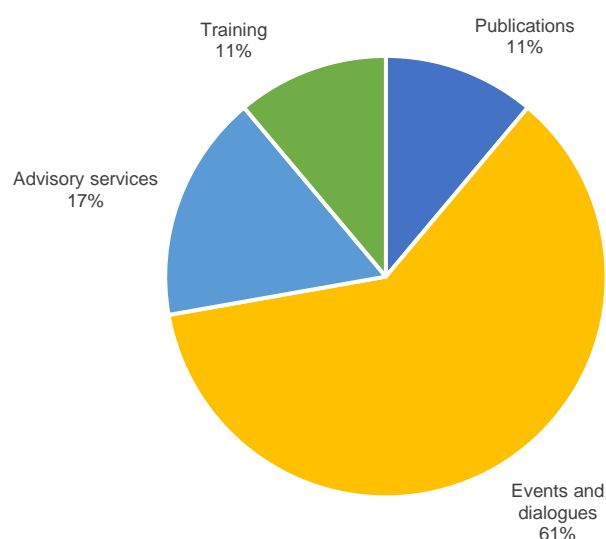
2.5. Regional Europe Programme

In 2024, International IDEA's Regional Europe Programme continued its efforts to consolidate and protect democracy in the region. In doing so, it focuses on the themes of electoral reform, political finance transparency and strengthening the role of ICT in democracy. This was pursued through assisting electoral management bodies, other state institutions and civil society with expertise on electoral and political finance regulatory frameworks, facilitating peer to peer knowledge exchanges and convening political dialogues with key actors.

The EU liaison function supported International IDEA's collaboration with EU in regions and countries across the globe, and advocates for democracy by influencing cutting edge EU-discussions on ICT and elections and other topics within International IDEA's priority areas.

REP's strategic priorities are explored through inspiring and supportive approaches as figure 18 shows.

Figure 18: REP's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



Among the boundary partners that REP inspired and supported during 2024 were:

- The parliament of Ukraine.
- EMBs of Albania, Ukraine, Romania, Moldova, Kosovo.
- CSOs in Albania.
- EU and non-EU policy makers.

REP's progress in implementing unrestricted and restricted outputs can be seen in figure 19.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

Figure 19: Implementation status of planned unrestricted outputs for REP in 2024.

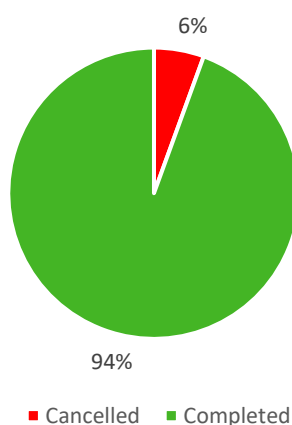
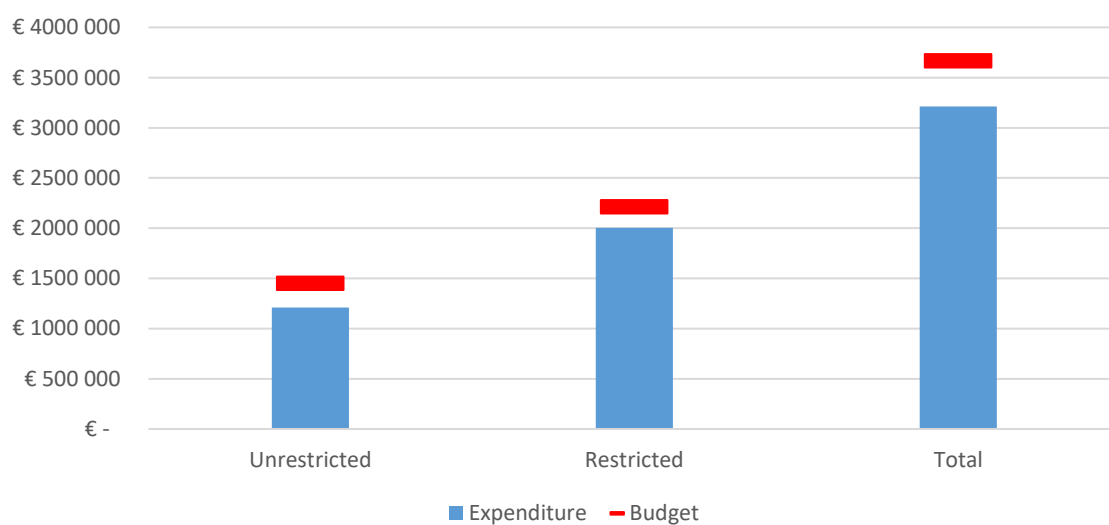


Figure 20 details REP's budget compared to the expenditure in 2024 in unrestricted and restricted projects and total.

Figure 20: Total expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview of the budgets and expenditures in REP's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
EU Liaison Project	-	293,474	293,474	-	296,317	296,317	-	-2,843	-2,843	-
Western Balkan Project	-	99,292	99,292	-	61,707	61,707	-	37,585	37,585	-
Eastern Europe Project	-	274,767	274,767	-	246,561	246,561	-	28,206	28,206	-
Cross-region Project	-	109,018	109,018	-	68,223	68,223	-	40,795	40,795	-
Ukraine - Support to Election Preparedness and Planning	-	281,571	281,571	-	274,810	274,810	-	6,761	6,761	-
Ukraine - Capacity and Expertise Provision for Parliamentary Strengthening and EU Accession	-	165,039	165,039	-	77,547	77,547	-	87,492	87,492	-
Office and Programme Management	-	229,605	229,605	-	184,105	184,105	-	45,500	45,500	-
Eastern Europe Democracy Support Phase II	482,339	-	482,339	426,126	-	426,126	56,213	-	56,213	-
Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies	-	-	-	10,393	-	10,393	-10,393	-	-10,393	-
Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies – Phase II	305,319	-	305,319	239,311	-	239,311	66,008	-	66,008	-

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Strengthening democracy evidence and communication around the Summit for Democracy	694,240	-	694,240	577,130	-	577,130	117,110	-	117,110	-
Building expertise and capacity of state agencies in Ukraine for electoral risk identification and management	100,003	-	100,003	101,752	-	101,752	-1,749	-	-1,749	-
RADA Next Generation (RANG) - Ukraine	172,660	-	172,660	145,136	-	145,136	27,524	-	27,524	-
Third Summit for Democracy March 2024	251,414	-	251,414	251,411	-	251,411	3	-	3	-
Belgian Presidency of the Council of the EU	29,991	-	29,991	29,992	-	29,992	-1	-	-1	-
Summit for Democracy Support Mechanism	-	-	-	49,053	-	49,053	-49,053	-	-49,053	This was a new project, for which the budget had not been loaded.
TOTAL, REP	2,214,648	1,452,766	3,667,414	2,002,620	1,209,270	3,211,890	212,028	243,496	455,524	

The following tables state the progress status for all planned outputs at REP in 2024.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Unrestricted projects

PR10449 – EU Liaison Project

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Events and dialogues	Advocacy at EU level is provided through: 1) the development of statements on emerging EU democracy policies, including on the democracy agenda for the next EC and the next Action Plan on Human Rights and Democracy; 2) a breakfast event on the implementation of the EU recommendation on electoral integrity / Defense of Democracy package; 3) recommendation papers for new EC with a democracy portfolio; 4) participation in EU consultations; 5) co-organisation of IDD conference with partners and EU institutions.	Completed Activities in the second half of 2024 included: <ul style="list-style-type: none"> The team held meetings with Commissioners Jutta Urpilainen and Vice-President Vera Jourová to strengthen advocacy efforts. Weekly advocacy coordination meetings were held with partners on advocacy for the next Commission. The team co-organized an International Democracy Day conference with key democratic partners in Brussels. An informal network of EU and IDEA contacts has been established to foster relations with the EU as a donor. A presentation on how to engage with the EU has been prepared and will be turned into a booklet in 2025. The team engaged with and submitted advocacy notes to five Commissioners-designate, three outgoing Commissioners, 15 Members of European Parliament and various key interlocutors at the European Commission. Contributed to consultations organized by EEAS and INTPA on the EU Action Plan on Human Rights and Democracy. Contributed to institutional learning on multilateral advocacy by presenting EU advocacy lessons within the Institute. 	3,500	5,160	-1,660

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Events and dialogues	EU fundraising for IDEA is fostered through: 1) a follow-up and support mechanism for institutional EU grants mobilization and implementation including an early warning mechanism, scoping and relation-building with EU-HQ and EUDs; 2) a leveraged partnership with DG NEAR and the organization of a public event on EU enlargement and rule of law; 3) bilateral partnership meetings and consultations; 4) Team Europe Democracy; 5) screening and intelligence gathering; 6) showcasing activities.	Completed A Member States event including a dinner discussion with the Ambassadors and Representatives to the EU of IDEA's Member States in Africa was organized, alongside the facilitation of meetings for the Director of Africa with DG INTPA, DG NEAR, FPI, the European Economic and Social Committee, ENABEL and the European Partnership for Democracy. The team also facilitated a visit to Brussels for the Secretary-General, including meetings with the Deputy Secretary-General at EEAS, the Vice-President of the European Commission and the EU Special Representative for Human Rights. Numerous colleagues across the Institute were also assisted to shape EU engagement and to identify EU funding opportunities.	10,000	955	9,045

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €	
	Events and dialogues	Increased visibility and engagement with EU Member States through 1) delivering presentations to EU Council bodies and diplomatic missions, 2) collaboration with EU Member States on the joint organisation of an event to support EU or national policy or programme development; 3) collaboration with rotating Presidencies of the Council of the EU; and 4) submitting GSoD Rule of law national profiles to the EC for the annual rule of law report on EU member states.	Completed The team presented at the Vaclav Havel European Dialogues organized by the Czech Permanent Representation to the EU to speak on the democracy agenda of the new Commission. The team also presented at an internal workshop at the Open Government partnership on democracy advocacy for the next Commission's agenda. Several meetings were held with various EU Member States' Permanent Representations to the European Union and MFAs, including Sweden, Poland and Denmark.	3,500	972	2,528	
				Staff costs	257,274	270,989	-13,715
				Indirect costs	19,199	18,241	958
				Total	293,474	296,317	-2,843

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10497 – Western Balkan Project

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	A regional event on a topic of high relevance, such as emerging digital threats to elections (related to online campaigning and the role of AI in elections) is organized, with the aim of encouraging informed discussions and spurring stakeholder exchanges at regional level.	Completed The regional event on the impact of AI on Electoral Processes in the Western Balkans took place in Sarajevo. The cost of the event was later recovered through restricted funding by the Finnish Rule of Law Centre.	20,000	282	19,718
	Events and dialogues	Country-level scoping missions to the Western Balkans and International IDEA Member States are organized, including in-person and online events to present the GSoD report, discuss democracy trends and the delivery of concept notes for pipeline projects in the region.	Completed Scoping missions took place to Albania, Bosnia and Herzegovina and North Macedonia. Other missions with the aim for gauging partnerships and support were conducted to Poland and France. Additionally, regular presentations and small receptions were held for Western Balkan boundary partners in Brussels to explore potential partnerships.	10,000	1,769	8,231
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Publications	A policy paper on digital threats and the role of AI in elections in the Western Balkans is produced.	Completed Contributions were made to the Artificial Intelligence for Electoral Management report that was published by the Digitalization and Democracy team. Funds were also utilized to support the Albanian EMB's efforts to implement the first Out of Country Voting. Preparations for a visit of the EMB to Italy, where the majority of the Albanian community resides, were finalized in 2024 with the visit taking place in February 2025.	5,000	1,500	3,500
Staff costs				57,796	52,879	4,917
Indirect costs				6,496	5,277	1,219
Total				99,292	61,707	37,585

Note: 1.) Budget is the budget for the year ending 31.12.2024

2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10498 – Eastern Europe Project

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	The 2024 regional conference on integrity of electoral campaigning and elections is organized in either Chisinau or Tbilisi.	Completed A regional conference on Money in Politics in the Era of Globalization and Digitalization was held in Moldova in July with policy makers and practitioners from across Eastern Europe and beyond.	20,000	19,730	270
	Advisory services	Expertise is provided to EMBs to improve their national capacity for monitoring and oversight of online political and electoral campaigns.	Completed Expertise and technical assistance were provided to the development of social media monitoring of online electoral campaigning in Moldova. Monitoring was implemented for the CEC Moldova during the 2024 election and referendum process.	15,000	7,985	7,015
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	A network event/dialogue on the threats and strategies for promoting respect for democratic constitutionalism in the region is organized.	Cancelled The 2024 dialogue was initially planned to be held in May 2024 in Tbilisi but events in Georgia related to the adoption of the so-called 'foreign agents' legislation precluded the holding of the event. The event was subsequently cancelled.	17,972	8,500	9,472
Staff costs				203,820	193,816	10,004
Indirect costs				17,975	16,530	1,445
Total				274,767	246,561	28,206

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10500 – Cross-region Project

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Events and dialogues	A roundtable event is organized to discuss emerging support needs in the field of climate change and democracy between democracy partners in Brussels and relevant EU institutional actors to raise interest on the nexus between climate change and democracy as a new IDEA workstream at the EU level.	Completed REP co-organized a workshop with the Climate Change and Democracy team in Brussels. The former EU Climate Ambassador Mark van Heukelen participated in several sessions of the workshop to inform the set-up of programmes. Deliberation in the EU session were based on a REP mapping exercise on EU awareness regarding the nexus between climate change and democracy.	2,000	0	2,000
	Events and dialogues	Visibility of the Global State of Democracy 2023 Report, the related regional Europe chapter and the Democracy Tracker is enhanced through two launch events of the Report (one in Brussels and one in a central European capital).	Completed The Global State of Democracy 2024 report was launched during the International Democracy Day conference in Brussels in September.	4,500	0	4,500
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	A mapping document/policy brief on AI systems potentially harmful effect on democratic processes is produced to advance the development of policy frameworks on digitalization and democracy and related funding opportunities for IDEA at the EU and/or national levels.	Completed The team conducted an evaluation of the Code of Conduct for the 2024 European Parliament elections through a survey for signatories developed in collaboration with the Commission. The evaluation of the implementation was submitted to the Commission based on survey responses from nine European political parties.	2,909	973	1,936

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Events and dialogues	The development of policy frameworks for digital democracy and related resource mobilization with the EU and EU Member States is advanced through: 1) an event on the implementation and oversight of the EU Regulation on OPA in EU Member States; 2) a public event on codes of conduct and the European elections 2024; 3) a regional expert network for electoral resilience in the digital sphere and launch event; 4) promotion of the discussion paper on online political advertising “Winning elections the right way”.	Completed A public event on the European Democracy Shield was co-organized in partnership with the EESC, European Partnership for Democracy and Kofi Annan Foundation. Additionally, a presentation was made to the Danish Parliament on codes of conduct for political campaigning. The team also presented experiences and lessons learned in relation to codes of conduct at an expert meeting on codes of conduct and accountability systems for political parties organized by ODIHR in Warsaw.	2,500	2,145	355
			Staff costs	89,977	60,908	29,069
			Indirect costs	7,132	4,197	2,935
			Total	109,018	68,223	40,795

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10654 – Ukraine – Support to Election Preparedness and Planning

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Training	One to two trainings are delivered to the Central Election Commission of Ukraine and other agencies to develop their capacity in risk identification and management planning.	Completed A capacity development workshop for the CEC Ukraine on protecting elections took place in Q1. The team also facilitated a self-assessment by the CEC of electoral risk management practices. Additionally, five strategic planning sessions for ERMT customization and update were held.	68,000	123,357	-55,357
	Training	A training on communication strategy development is held for the Central Election Commission of Ukraine to develop their capacity for effective domestic and international communication and media outreach.	Completed The communication strategy has been developed and presented to the CEC Ukraine in Q4.	35,250	12,536	22,714
	Advisory services	On-demand advisory services are provided on issues related to holding out-of-country voting, such as voter registration and voter education and other related themes.	Completed The overview on out of country voting was presented to the CEC in June 2024. A discussion on the same topic was held in Q4.	25,500	16,469	9,031
	Events and dialogues	Country and thematic visits are conducted to secure host-country cooperation in the out-of-country voting planning.	Completed A consultative visit was conducted to Romania in Q1. A visit to Italy was conducted in Q3.	35,778	37,739	-1,961
Office costs				21,500	15,561	5,939
Staff costs				77,123	49,044	28,079
Indirect costs				18,421	20,104	-1,683
Total				281,571	274,810	6,761

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10655 – Ukraine – Capacity and Expertise Provision for Parliamentary Strengthening and EU Accession

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Advisory services	On-demand advisory services are provided to key parliamentary committees in Rada, including two workshops to facilitate European Parliament – Rada dialogues on thematic issues identified by Rada.	Completed A dialogue event to review the role of the parliament in Ukraine's EU integration process was held. Additional activities that were planned for the second half of 2024 were all moved to the restricted RANG project (PR10680).	51,000	12,320	38,680
			Office costs	21,500	18,581	2,919
			Staff costs	81,742	41,272	40,470
			Indirect costs	10,797	5,374	5,423
			Total	165,039	77,547	87,492

PR10372 – Office and Programme Management

	Budget, €	Actuals, €	Remaining budget, €
Brussels Office and Programme Management	70,292	60,696	9,596
Staff costs	144,292	110,060	34,232
Indirect costs	15,021	13,349	1,672
Total	229,605	184,105	45,500

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10656 – Eastern Europe Democracy Support – Phase II

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	On track	482,339	426,126	56,213

PR10521 – Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	Completed	0	10,393	-10,393

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	On track	305,319	239,311	66,008

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10513/10514/10515 - Strengthening democracy evidence and communication around the Summit for Democracy

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	On track	694,240	577,130	117,110

PR10677 – Building expertise and capacity of state agencies in Ukraine for electoral risk identification and management

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	Completed	100,003	101,752	-1,749

PR10680 – RADA Next Generation (RANG) - Ukraine

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	On track	172,660	145,136	27,524

PR10670 – Third Summit for Democracy March 2024

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	Completed	251,414	251,411	3

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PR10698 – Protecting the Integrity of Moldova's Electoral Processes

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Capacity development	Completed	178,682	172,316	6,366

PR10672 – Belgian Presidency of the Council of the EU

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Capacity development	Completed	29,991	29,992	-1

PR10736 – Summit for Democracy Support Mechanism

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reform	Capacity development	On track	0	49,053	-49,053

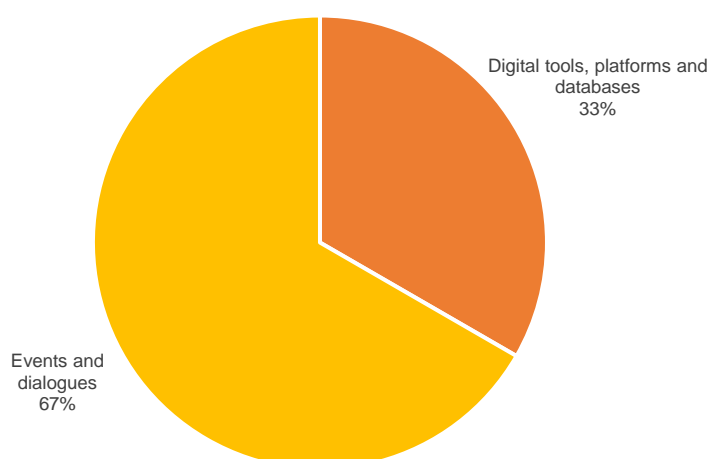
Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

2.6. North America

International IDEA's North American Outreach (NAO) consists of the Office of the Permanent Observer to the United Nations in New York and an outreach office in Washington D.C. It is the Institute's platform for analysis on the democracy dimensions of United Nations (UN) policies and strategic frameworks, such as the 2030 Agenda for Sustainable Development including the Sustainable Development Goals (SDGs). Moreover, since its establishment NAO has raised International IDEA's visibility in Washington D.C. and provided a platform for strategic outreach and policy advocacy across North America. The North America programme also coordinates the Global Democracy Coalition (GDC) together with partners. The GDC is a network of democracy organizations from around the world. It provides a multi-stakeholder platform for engagement on democracy.

NAO's strategic priorities are explored through inspiring and supportive approaches as illustrated by figure 21.

Figure 21: NAO's delivery of outputs per output category in 2024. The percentages indicate the proportion of the total outputs for each category in unrestricted projects.



NAO's progress in implementing unrestricted outputs can be seen in figure 22.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

Figure 22: Implementation status of planned unrestricted outputs for NAO in 2024.

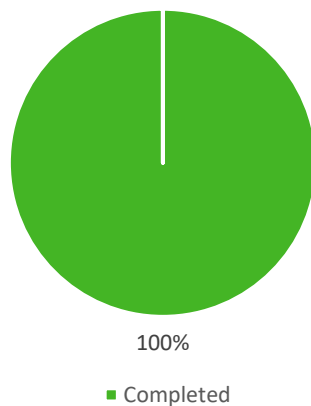
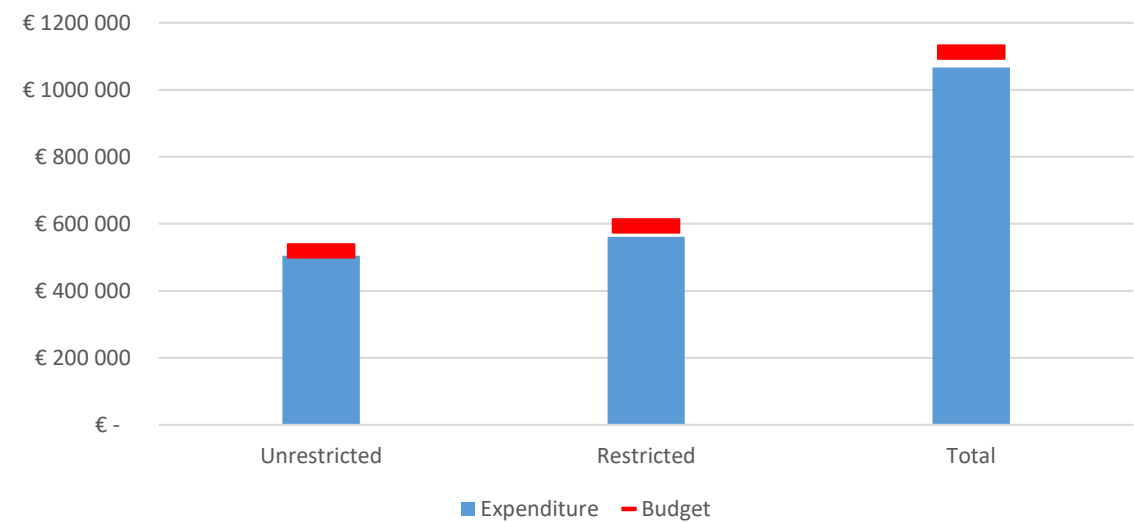


Figure 23 details NAO’s budget compared to the expenditure in 2024 in unrestricted and restricted projects and total.

Figure 23: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview of the budgets and expenditures in NAO’s projects.

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Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comments
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
North American Outreach	-	519,537	519,537	-	505,106	505,106	-	14,431	14,431	-
Developing & Mobilizing Platforms for Democracy	180,841	-	180,841	179,957	-	179,957	884	-	884	-
Global Democracy Coalition – Ford Foundation	353,032	-	353,032	339,071	150	339,221	13,961	-150	13,811	-
Democracy Tracker – Global Democracy Coalition (Bosch)	59,590	-	59,590	42,346	1	42,347	17,244	-1	17,243	-
TOTAL, NAO	593,463	519,537	1,113,000	561,374	505,257	1,066,631	32,089	14,280	46,369	

The following tables state the progress status for all planned outputs at NAO in 2024.

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Unrestricted projects

PR10509 – North American Outreach

Project Outcome	Output Category	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Events and dialogues	At least seven events on, e.g. gender equality and women's political participation during the United Nations Commission on the Status of Women sessions; SDG16 during the High-level Political Forum on Sustainable Development; regional and country briefings; as well as the Global State of Democracy.	Completed IDEA in New York delivered statements at the UN General Assembly and provided written input to UN resolutions of the Third Committee; co-hosted and organized events and participated/sponsored events; produced news articles and one policy paper. Additionally, meetings with Member States, UN Agencies, and other stakeholders were held.	43,552	33,469	10,083
	Events and dialogues	At least four outreach events by the Washington D.C. office, to disseminate new IDEA knowledge products.	Completed The Washington D.C. office organized/supported events and participated in events. 43 meetings with members of the US Department of State, USAID, IDEA Member States etc. were organized. The team also supported IDEA on four USAID tenders and produced five knowledge products together with GP.	29,462	37,673	-8,211
	Digital tools, platforms and databases	UN and Democracy Hub maintenance and newsletter creation.	Completed The UN and Democracy Hub was launched in June 2024 and updated in the last quarter of the year with new information and an upgraded structure. The Hub provides a unique platform on democracy resources related to the work of the UN. International IDEA has also produced a Newsletter for IDEA staff and Member States.	6,440	4,285	2,155
Office costs				58,000	59,731	-1,731
Staff costs				348,094	383,454	-35,360
Indirect costs				33,988	31,494	2,494
Total				519,537	505,106	14,431

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10528 – Developing & Mobilizing Platforms for Democracy

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	Completed	180,841	179,957	884

PR10585 – Global Democracy Coalition – Ford Foundation

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	353,032	339,221	13,811

PR10689 – Democracy Tracker – Global Democracy Coalition (Bosch)

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	59,590	42,347	17,243

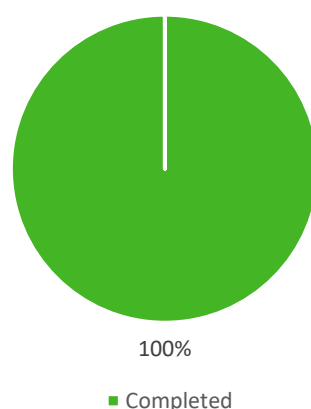
Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Part III. Institutional Management and Programme Support progress

3.1. Secretary-General's Office

The Secretary-General's Office (SGO) provides strategic direction and organizational leadership across the Institute, including by leading the Management Committee. SGO is responsible for the governance of the Institute and supports the Council of Member States (including the Chair and Vice-Chairs), the Steering Committee and the Board of Advisers. SGO engages with Member States, other governments, and partner organisations to strengthen the relevance and visibility of International IDEA and to ensure the financial sustainability of the Institute. SGO is responsible for developing and maintaining strategic partnerships with national, regional, and international partners to maximize International IDEA's impact and visibility. SGO also provides internal audit, as well as communication, publication, and library services. It enables the exchange of policy and technical expertise among key global and regional organizations on sustainable democracy. Figure 24 details SGO's implementation status for planned outputs in 2024.

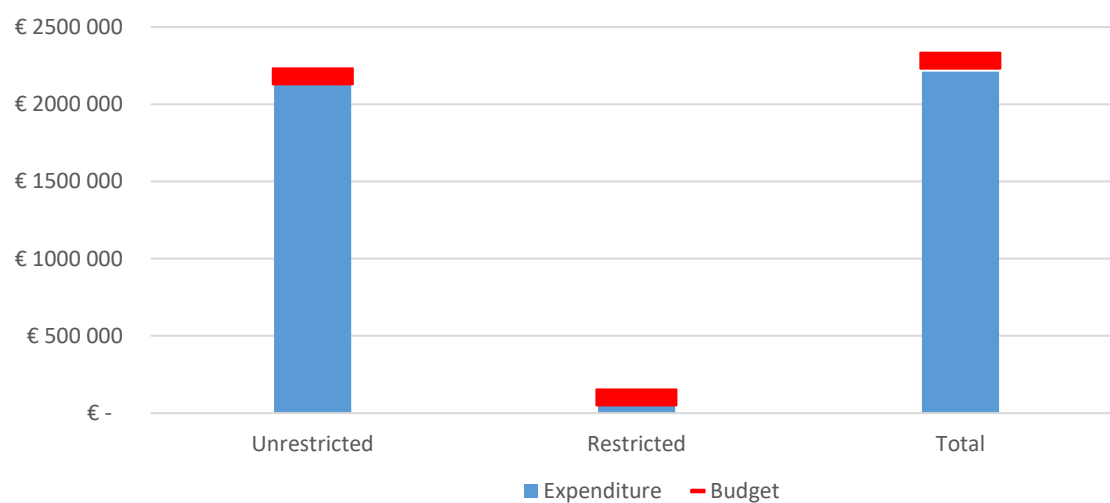
Figure 24: Implementation status of planned outputs for SGO in 2024



SGO's budget compared to the expenses accrued in 2024 is shown in figure 25.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

Figure 25: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview of the budgets and expenditures in SGO's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Office of the Secretary-General	-	1,059,782	1,059,782	-	1,029,559	1,029,559	-	30,223	30,223	-
Board of Advisers	-	30,000	30,000	-	13,313	13,313	-	16,687	16,687	-
Communications	-	533,257	533,257	-	553,499	553,499	-	-20,242	-20,242	-
Publications	-	397,348	397,348	-	362,336	362,336	-	35,012	35,012	-
Library	-	13,500	13,500	-	8,732	8,732	-	4,768	4,768	-
Internal Audit	-	146,415	146,415	-	169,061	169,061	-	-22,646	-22,646	Additional staff time was utilized that will be offset by recoveries.
Secondment to International IDEA's office in Stockholm - The Netherlands MFA	65,312	-	65,312	55,024	-	55,024	10,288	-	10,288	-
Electoral Member State Exchange	35,176	-	35,176	19,701	-	19,701	15,475	-	15,475	-
TOTAL, SGO	100,488	2,180,302	2,280,790	74,725	2,136,500	2,211,225	25,763	43,802	69,565	

The following tables state the progress status for all planned outputs at SGO in 2024.

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Unrestricted projects

IS10000 – Office of the Secretary-General

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Effective strategic direction provided across the institution.	Delivery of institutional outputs, on time and on budget and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget and facilitation of governance structures.	Completed	100,700	109,719	-9,019
	International IDEA is strategically led including through the Management Committee, regular interactions with the Regional Offices, thematic units, and all staff. Internal communication is ensured, both with regard to frequency as well as information regarding decisions and matters of institutional importance.	Effective organizational management and strategic direction is provided across the Institute. Adequate and timely communications within the Institute is ensured.	Completed The Management Committee Meeting was held in-person in December in Stockholm and 14 additional virtual MCMs were held in 2024. Regular team meetings with the SG were conducted as well as a second staff meeting in December. Bilateral lunches between the SG and Stockholm-based programme leads were continued and bilateral calls between the SG and Directors started with plans to expand in 2025.	-	-	--
	Existing and potential Member States find value in the Institute's programmes and enhance their engagement and contribution to the Institute. International IDEA's membership base is strategically grown to support its funding base, relevance and future sustainability.	Member State engagement is enhanced and Membership discussions are advanced with targeted SG travel to key current and prospective Member States.	Completed Check-in meetings were held with Member States and embassies to cultivate relationships, provide updates and exchange information on collaboration and funding opportunities. Meetings were also held with potential new Member States. SG made official visits to three Member States (Indonesia, Belgium, Germany) and one Observer State (USA), as well as a mission to Ukraine that advanced a key democracy priority for many Member States, and to an OECD event in Italy. Additionally, the Sweden-led Member State Exchange on Elections series was launched with continued collaboration from Australia.	-	-	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Member States and donors maintain and increase institutional core contributions, restricted funding, and in-kind contributions to the Institute, in line with the Resource Mobilization policy.	Financial contributions from Member States are actively managed, with an emphasis of enhancing and diversifying core contributions from existing and incoming Member States. Restricted funding opportunities are supported, and in-kind contributions are encouraged.	Completed Engagement with Member States on the review of current levels of core contributions continued. Country, regional and GP teams were supported with reviewing concept notes, proposals, annual funding plans as well as preparing and implementing engagements with donors/embassies/Member States. The Resource Mobilization Guidebook was finalized and distributed among teams and the External Relations Team delivered training to the AP, LAC and Europe teams.	-	-	-
	Partnerships with key entities in areas related to International IDEA's work are cultivated and established to increase the impact and visibility of the Institute in delivering on the Strategy at the national, regional, and global events.	Partnerships with key entities in areas related to International IDEA's work are cultivated and established to increase the impact and visibility of the Institute.	Completed The 2nd UNDP/IDEA Annual Meeting was held, where the institutional leads provided presentation on joint activities implemented during 2023-2024, and a new workplan was launched, for implementation in 2024-2025. Additionally, 10 draft MoUs with key partners were reviewed and conversations were held with partners to explore avenues of collaboration.	-	-	-
	Relevant external stakeholders at the global and regional levels, including the wider public, are aware of International IDEA's work.	Support the implementation of the advocacy strategy into an annual advocacy plan, including at least one global institutional campaign in line with the Institute's designated advocacy priorities.	Completed The #ProtectElections campaign landing page drew nearly 30,000 visitors over the year and the SG highlighted electoral themes at major international conferences. The Advocacy Policy and Procedure were presented to all staff at a Brown Bag Lunch, alongside case studies and discussions of multilateral advocacy in several regions. Planning for the 2025 advocacy campaign on democracy and inclusion was initiated.	-	-	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Member States provide effective governance and strategic leadership of International IDEA.	Support is provided to governing bodies and Member States chairing the Institute in 2024. The work of the governance bodies runs in line with the requirements and Statutes and Rules of Procedure and effectively implements the Institutional Strategy.	Completed Support was provided to the Chair with governance leadership and the facilitation of 20+ Chairship events globally. A total of seven governance meetings were held in hybrid format by the end of 2024 and 32 Member States and two Observers attended the December Council meeting. Six side events were held, including two public events, a dialogue with a Nobel Laureate and three thematic briefings. Support was also provided to the Council and the Board with the processes that led to the approval of improved governance processes and documents.	-	-	-
	The Board of Advisers are providing expert advice to the Secretariat and the Council of Member States, including on matters of strategic and institutional importance.	Support the Board of Advisers, including with the selection, election and induction of new Board Members, coordination and documentation ahead of Board meetings, and facilitation and integration of their input into institutional processes and programmes.	Completed Support was provided to the Chair and Vice Chair of the Board in their leadership roles and with the implementation of the Board's agenda for 2024. A total of six virtual board meetings were held by the end of the year. Improved processes for nominations and renewals of Board Members were established and five new Board Members were inducted.	-	-	-

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
	Enhanced visibility of the Institute and its work for the general public. Enabled learning and experience sharing among IDEA staff. Active engagement of Member States with IDEA on various democracy-related themes, and support to Member States in launching their events.	Lead and support the organization of outreach and visibility efforts, including internal and external events of institutional importance with Member States, staff members, external partners, and the general public.	Completed Planned, coordinated, and executed a total of eight public events aimed at an external audience to increase the visibility of International IDEA and our work, and a total of 12 internal events aimed at exchanging knowledge and best practices among different teams in the Institute. An additional five Member State Exchanges and 15 Member State Briefings were also held. The team led the overall events coordination processes and procedures at the Institute and supported other HQ teams in launching events.	-	-	-
	The Institute's ability to expand and develop new partnerships, working modalities and workstreams is enhanced.	In line with the Strategy, special projects of institutional importance are identified and implemented to enhance the relevance and added value of the Institute for Member States, donors and partners.	Completed A Member State exchange on gender with Luxembourg was launched with three meetings held in 2024. Secured funding on bridge period for Support Mechanism for future of the Summit for Democracy from US and Republic of Korea, and in-kind funds from UK. Additionally, a task force was started on IDEA's 30 th anniversary in 2025 to gather information on all anniversary events. A plan was developed for the anniversary week in Stockholm and the Swedish Riksdag and MFA were approached for support.	-	-	-
Office costs				9,500	5,940	3,560
Staff costs				949,582	913,900	35,682
Total				1,059,782	1,029,559	30,223

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

IS10019 – Board of Advisers (BoA)

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organized, substantive and highly interactive BoA meetings.	Board meetings held successfully including production of minutes and reports to the Council	Completed Six virtual Board meetings were held in 2024. Additionally, five new Board Members were appointed at the Council meeting in April. They were provided with induction materials as well as a dedicated induction meeting in June.	15,000	8,663	6,337
	The BoA engages and contributes to partnership building, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events and provides feedback on the Institute's internal and external initiatives.	Completed The Chair of the Board attended the April and December governance meetings in person in Stockholm. Meetings were organized with Board Members and staff working on their areas of interest.	15,000	4,650	10,350
Staff costs				-		
Total				30,000	13,313	16,687

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

IS10008 - Communications

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform, and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value-for-partnership narrative is promoted via the International IDEA website, social media, the newsletter and annual outcome report. Annual review to be published.	Completed The 2023 Annual Review was completed by early April, in both print and digital version. The printed report has been distributed among Member States and the Board of Advisers as well as the SGO, and regional directors. The initial planning of the 2024 Annual Review was carried out, including coordination with Regional Directors and SGO over structure and content.	3,000	2,828	172
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	A newsletter is produced and disseminated every other month to highlight current events and themes in democracy. A 'new releases' newsletter guides subscribers to discover new and upcoming knowledge products. A weekly Spanish-language newsletter focuses on news in the Latin America and the Caribbean.	Completed In 2024, a total of 99 email campaigns, six institutional newsletters and six new release campaigns were sent. Additionally, a total of 73 email announcements and reminders for events were disseminated. A total of 1,670 additional subscribers were added to the main audience list. In the second half of 2024, the new LinkedIn newsletter was launched and got 11K subscribers in two months.	3,000	6,443	-3,443
		Participation in meetings outside of HQ; communications network meetings and internal planning and communication training workshops.	Completed The Head of Communications traveled to Sierra Leone and Nigeria for training and improving internal communications. Meetings with key stakeholders were organized and a media and visual guide course for staff in both countries was carried out.	18,829	23,729	-4,900

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
		Regular production and promotion of IDEA podcasts.	Completed During 2024, 15 podcast episodes were recorded, edited, published and publicized on various topics. Topics in the second half of 2024 included, among others, climate change and democracy, money in politics, natural hazards and elections.	180	135	45
		Tools for maintaining communications project management, product development and implementation are produced and maintained.	Completed The number of users and usage of Canva, LastPass and MailChimp have grown in support of secure access of collaborative communications platforms and lists. New templates have been created for consistency of image sizing on the website.	4,656	1,125	3,531
		Hosted server service that allows for space and access of International IDEA website(s) on the web, storage and backing up of files, and continuous monitoring of its condition.	Completed Review of content is completed to enable movement to a new hosting environment. Functions have been transferred to the IT team.	12,000	10,333	1,667
		Updates of websites depending on regional and team requests as well as IDEA initiatives.	Completed In addition to the updates to the Annual Review page and maps, options to further improve the website's search functionality and accessibility were reviewed. The 2024 Global Election Super-Cycle page was completed with an end-of-year report. Two new election themed databases/tools were added. In preparation for the 30th anniversary, an anniversary-themed page, a 'Democracy for All' Advocacy campaign page and Absent Voters of South Asia were designed.	5,000	5,829	-829
		A fully functional and regularly updated website is moderated and maintained.	Completed The website was regularly updated, moderated and maintained. It had a total 1,569,461 visitors in 2024.	36,300	48,400	-12,100

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding)	International IDEA's brand is applied and recognized	Maintaining properly branded communications material and memorabilia.	Completed The logo for IDEA's 30 th anniversary was ordered. Rollups and pins with the anniversary logo were ordered and delivered. Other promotional material was distributed on a needs basis.	9,000	8,816	184
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	Implementation of the new social media strategy that involves promotion of our new products and is more inclusive of staff. Development and publication of social media guidelines for staff members.	Completed International IDEA's social media audience continued to grow through daily posts, event promotion and broadcasting and digital campaigns. On X (formerly known as Twitter), IDEA gained 253 new followers in Q3/Q4, reaching a total of 41,833. On Facebook, IDEA gained 741 new followers in Q3/Q4, reaching a total of 70,683. On LinkedIn, IDEA gained 2,324 new followers in Q3/Q4, reaching a total of 39,891. IDEA began to use Bluesky in early December 2024.	1,500	172	1,328
		International IDEA's reputation in the media is monitored on a daily basis. Regular meetings of the editorial board to discuss media opportunities. Pitch media placement, articles and Op-Eds and dissemination of press releases on an ongoing basis. Organization of online events to engage boundary partners and networks.	Completed International IDEA's reputation in the media is monitored on an ongoing basis. In 2024, there were 5,957 online mass media and other platforms mentions of International IDEA.	47,000	45,510	1,490
				Staff costs	392,792	400,179
			Total	533,257	553,499	-20,242

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PS10003 – Publications

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Produce, disseminate, and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published.	Legal advice on copyright given.	Completed The review of release forms for both Comms and Pubs was completed and legal assistance for copyright infringement related to photos was sought.	3,000	7,184	-4,184
		Participation in network meetings, international book fairs and internal planning and communication training workshops. Booktables at international events where International IDEA is present.	Completed Staff participated in the Global Media Forum in Bonn in June.	12,000	2,023	9,977
		Publishing software is continued to be developed and maintained and institutional formats are supported. Innovative, digital tools are explored and used.	Completed Typefi continued to be used for most of IDEA's publications and templates were updated. HTML workflow in Typefi was completed for report size template. AI was further explored and used.	30,000	36,267	-6,267
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	The Editorial Standards and Publications Toolkit are applied for all publications. Tools for maintaining publications production (analytics, design, photos, generative AI) are produced and maintained.	Completed Work on updating the Editorial Standards in Spanish and French was finalized in Q4. Updating the Editorial Standards in Arabic is still pending. Design templates were updated and the inhouse development of graphs and charts continued.	8,834	1,087	7,747
Staff costs				343,514	315,775	27,739
Total				397,348	362,336	35,012

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PS10004 – Library

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	Developing a strategy towards the future of the library, whether terminating its services or moving virtually.	Development of new strategy regarding library resources	Completed JSTOR collection was renewed for 2025. DDA is to be cancelled and transferred to EBSCO.	7,500	4,473	3,027
		Development of streamlined subscriptions for Staff Members.	Completed Subscriptions were renewed for 2025.	6,000	4,259	1,741
			Staff costs	-		
			Total	13,500	8,732	4,768

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

IS10007 – Internal Audit

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Provide assurance that International IDEA's resources are managed within a sound governance, risk management and a control framework, with efficiency and effectiveness, and are producing planned results – and lessons learned aimed.	International IDEA is managed with appropriate governance, risk management and internal control and with the effective and efficient implementation of approved activities.	Internal audit and advisory reports with recommendations to strengthen governance, risk management and control and to improve efficiency, effectiveness, and value for money, delivered on a timely basis in line with approved internal audit plan.	Completed The following audits were carried out in 2024: <ul style="list-style-type: none"> • IA Certificate of the Proof of Employment of Funds (donor financial report) - Protecting Electoral Process in the information environment, • Internal Audit of IDEA's office in Bhutan, • IA Certificate of the Proof of Employment of Funds (donor financial report) - Yemen project, • Internal Audit of IDEA's office in Peru. • Internal Audit of IDEA's office in Nigeria. • Internal Audit of IDEA's Regional Office for Asia and Pacific. 	25,000	23,468	1,532
Staff costs				121,415	145,593	-24,178
Total				146,415	169,061	-22,646

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

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

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Policy influencers (including civil society) use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	65,312	55,024	10,288

PR10727 – Electoral Member State Exchange

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	On track	35,176	19,701	15,475

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

3.2. Executive Division

As the Institute continues to increase its focus on the impacts of technology in respect of its workstreams, the focus for programme support functions in 2024 continued to consider both the enabling possibilities provided by new technologies and the risks that arise from the increasing move to digital platforms. The IT Strategy is now approved, and work was completed on projects in respect of appropriate platforms (hardware and software) to deliver programmatic and programme support priorities, as well as to harden our systems, enhancing our controls and improving our response times in relation to cyber-attacks. Communication and training for Staff Members about the risks of attacks and mitigating measures also continues.

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

The work to maintain the work environment, including issues of reporting lines and job classification. Competency based assessments and career pathing will remain a key focus for the next few years. A Staff survey was completed, with the results presented to Steering Committee in November 2024, and this shows a high level of staff engagement and satisfaction.

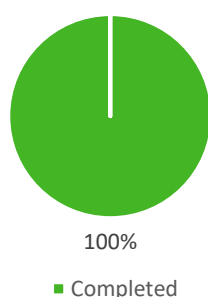
Following the delivery of the well-received Finance for Non-Financial Managers training in 2023, in 2024 additional bespoke were developed on resource mobilization..

Continued development of the suite of tailored, needs driven, management reports to support decision making and provide enhanced and proactive mechanisms for early problem identification and resolution will remain a key activity of the Division.

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

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

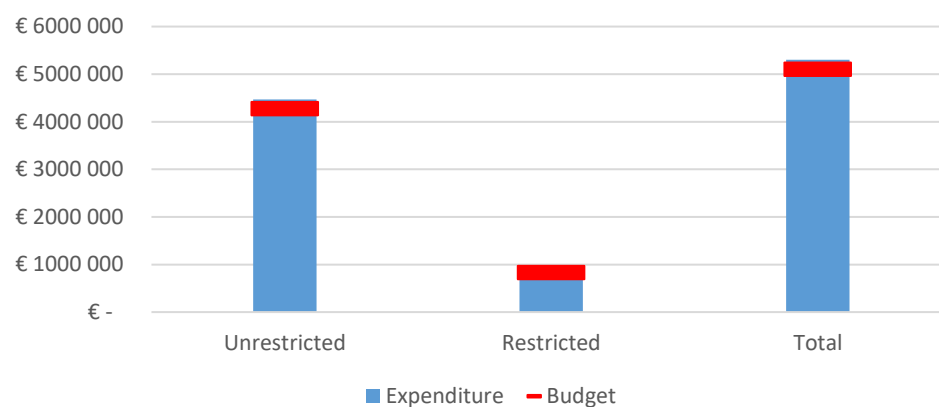
Figure 26: Implementation status of planned outputs for ED in 2024



ED's budget compared to the expenses accrued in the first half of 2024 is shown in figure 27 for unrestricted projects, restricted projects and total.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

Figure 27: Expenditure vs. budget in 2024 in unrestricted and restricted projects and total



The following table provides an overview of the budgets and expenditures in ED's projects.

Programme/Project name	2024 Revised Budget			Expenditure until 31.12.2024			Remaining Budget			Comment
	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	RES €	UNR €	TOTAL €	
Finance and Procurement	-	643,851	643,851	-	601,516	601,516	-	42,335	42,335	-
Budget and Programme Performance	-	657,978	657,978	-	700,424	700,424	-	-42,446	-42,446	Additional staff time was charged, that will be offset by recoveries
Human Resources and Organisational Development	-	1,159,143	1,159,143	-	1,269,841	1,269,841	-	-110,698	-110,698	Costs for Staff wellness, professional development and security were higher than expected.
IT	-	1,283,975	1,283,975	-	1,226,921	1,226,921	-	57,054	57,054	-
Facilities	798,443	286,082	1,084,525	787,699	251,074	1,038,773	10,744	35,008	45,752	-
Director of Executive Division	-	240,481	240,481	-	256,158	256,158	-	-15,677	-15,677	Depreciation, a non-cash item that is not budgeted, is included here.
FCG Consortium Contract - Sida Framework Agreement for Democracy and Human Rights	33,008	-	33,008	45,034	-	45,034	-12,026	-	-12,026	This is a call off project, and thus expenditure varies.
TOTAL, ED	831,451	4,271,510	5,102,961	832,733	4,305,934	5,138,667	-1,282	-34,424	-35,706	

The following tables state the progress status for all planned outputs at ED in 2024.

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

Unrestricted projects

PS10007 – Finance and Procurement

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2023.	Completed The unqualified audited Financial Statements were signed on 20 March 2024.	107,000	71,765	35,235
		Treasury management implemented and maintained.	Completed Treasury management was implemented and maintained on an ongoing basis. Movement of SEK against EUR was monitored regularly.	57,500	54,576	2,924
			Staff costs	479,351	475,175	4,176
			Total	643,851	601,516	42,335

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PS10011 – Budget and Programme Performance

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Exercise efficient oversight (budgeting, monitoring, evaluation, and support) by the provisioning of assurance and risk management services.	Operationalization of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection, and revision to foster learning from both success and failure.	Advice provided on the implementation of IDEA's learning-based management system and budgeting through regular contact with staff in field offices and HQ.	Completed Advice is provided on a continuous basis to projects in all regions where IDEA works. Evaluations and lessons learned exercises were conducted in Albania, Gambia, Myanmar, Nepal, Peru and Nigeria. Additionally, the team has conducted several outcome harvesting sessions with colleagues from GP and with the MEL working group to develop stories for the Annual Outcome Report.	47,004	40,020	6,984
	Increased internal capacity to mobilize resources in line with the approved policies and procedures and IDEA's results framework among programme staff and increased grant funding secured.	Advice on resource mobilization provided to field offices and HQ, including quality assurance of concept notes and project proposals as well as ensuring compliance with IDEA's resource mobilization policy and procedure.	Completed Regular advice is provided to resource mobilization efforts. Proposals, concept notes and budgets are reviewed and developed together with teams to ensure compliance with IDEA's policies and procedures. Additionally, resource mobilization training was given to HQ and regions together with SGO.	-	-	-
-			Staff costs	610,974	660,404	-49,430
			Total	657,978	700,424	-42,446

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

PS10008 – Human Resources and Organisational Development

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	Completed Quarterly management information was provided.	159,000	201,618	-42,618
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures	Completed Consideration is being given to training needs. HEAT training and first aid training was provided. The e-learning platform was upgraded to LinkedIn Learning.	71,500	128,939	-57,439
		Up-to-date security services and information provided.	Completed Up-to-date security services and information were provided on an ongoing basis.	55,000	73,436	-18,436
Staff costs				873,643	865,848	7,795
Total				1,159,143	1,269,841	-110,698

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

IS10014 – IT

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Provide and maintain a stable, secure, and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems.	Completed Network and application uptime was achieved for year to date.	1,090,019	1,049,752	40,267
			Staff costs	193,956	177,169	16,787
			Total	1,283,975	1,226,921	57,054

IS10011 – Facilities

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Provide and maintain adequate office infrastructure to enable a safe, secure, and functional working environment.	An adequate office infrastructure to enable a safe, secure, and functional working environment.	Review and implementation of the facilities management plans and contracts.	Completed Plans and contracts were reviewed on an ongoing basis.	149,912	111,443	38,469
			Office costs (restricted)	798,443	787,699	10,744
			Staff costs	136,170	139,631	-3,461
			Total	1,084,525	1,038,773	45,752

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

IS10010 – Director of Executive Division

Objective	Outcome	Planned Project Output	Progress	Budget, €	Actuals, €	Remaining budget, €
Effective management of Executive Division.	Delivery of Executive Division outputs, on time and on budget.	Executive Division outputs delivered on time and on budget, including support to the Finance and Audit Committee.	Completed	23,500	189,743	-166,243
			Staff costs	216,981	228,613	-11,632
			Total	240,481	418,356	-177,875

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Restricted projects

PR10598 – FCG Consortium Contract - Sida Framework Agreement for Democracy and Human Rights

Project Outcome	Output Category	Progress	Budget, €	Actuals, €	Remaining budget, €
<i>Policy influencers (including civil society)</i> use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms	Capacity development	On track	33,008	45,034	-12,026

Note: 1.) Budget is the budget for the year ending 31.12.2024
 2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Part IV. Governance

4.1. Introduction

Corporate governance embodies processes and systems by which institutions are directed, controlled, and held to account. Overall governance of International IDEA is provided by a Council of Member States in terms of approved statutes and rules of procedure.

The Council meets at least once a year and has delegated the management of the Institute to the Secretary-General, who is assisted by a Management Committee. The Council monitors the operations and performance of the organization via a Steering Committee and a Finance and Audit Committee which operates in terms of an approved Charter.

International IDEA also has a Board of Advisers, the members of which provide expert and technical advice on programmes.

Detailed information on the membership of the various governance structures is contained in the Secretary-General's Report in the annual financial statements for the year ended 31 December 2024.

4.2. Risk Management

Risk management at International IDEA is effected in terms of an approved Risk Management Policy.

Programme and project risks for core-funded projects are analysed and rated by Directorates (with support from the Executive Division) during the annual planning and reporting cycles. An Institutional Risk Register is prepared for the Institute as an output from this exercise.

Risks related to restricted projects are analysed and rated during project planning, at the project start and follow-up and are reviewed periodically (through the processes for learning-based management) by project managers, with support from the Executive Division.

This work is coordinated and carried out by the Head of Budget and Programme Performance and is reviewed annually by the Executive Director, the Secretary-General and the Finance and Audit Committee who report, as needed, to Council.

In terms of the Finance and Audit Committee Charter, to obtain reasonable assurance with respect to the Institute's risk management practices, the Finance and Audit Committee obtains from the Head of Internal Audit an annual report on the Institute's implementation and maintenance of an appropriate enterprise-wide risk management process. In this regard the Head of Internal Audit has certified to the Committee that International IDEA implements and maintains appropriate enterprise-wide risk management process.

The top 5 risks identified in the reporting phase for this report are as follows:

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

#	RISK DESCRIPTION	CAUSES OF RISK	CONSEQUENCES	EXISTING CONTROL MEASURES	RESIDUAL RISK RATING (After control measures are put in place)			RISK TREATMENT	RISK OWNER
					LIKELIHOOD	CONSEQUENCE	RATING	Agreed action (additional controls / measures)	
1	Over reliance on a single Member State or small group of Member States for core funding	Limited contributions from some Member States	Changes in policy of large donors may require curtailment of operations	High level of engagement with Member States	4	5	20	TREAT Recent events have meant that the funding headwinds may be stronger in the short to medium term and models to address possible funding shortfalls will need to be developed to avoid shocks.	Secretary-General
2	An unfavorable environment for democratic processes undermines the possibilities of implementing activities or delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	4	4	16	This risk is managed at a project level	Relevant Project and Programme Managers
3	Over reliance on a single donor or small group of donors for project funding	Availability of project funding from donors	a) single point of reliance and thus a failure to deliver may result in significant curtailment of operations b) may be seen as an implementing agency of the donor(s)	a) EU Pillar assessments secured b) Strong relationships fostered with FFO, UKFCDO, Sida and others	4	4	16	TREAT Recent events have meant that the funding headwinds may be stronger in the short to medium term and models to address possible funding shortfalls will need to be developed to avoid shocks.	Secretary-General

Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.

#	RISK DESCRIPTION	CAUSES OF RISK	CONSEQUENCES	EXISTING CONTROL MEASURES	RESIDUAL RISK RATING (After control measures are put in place)			RISK TREATMENT	RISK OWNER
					LIKELIHOOD	CONSEQUENCE	RATING	Agreed action (additional controls / measures)	
4	Political and/or economic instability in a context where International IDEA works undermines the possibilities of delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	3	4	12	This risk is managed at project level	Relevant Project and Programme Managers
5	Security Risks (Health and Safety)	a) Challenging and risky environments where we have projects b) Travel to risky environments c) Higher level of risk globally as security is more challenged than previously	a) Severe injury or death of Staff Member, consultant, contractor or other stakeholder b) Risk of kidnapping, or other crime	a) Crisis Management Policy, procedures and templates b) HEAT training c) Dedicated Security Officer d) Insurance, including high risk insurance e) Travel Risk Management Procedures and training	2	5	10	TOLERATE No additional actions anticipated in the short to medium term	Relevant Directors

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

It is noted that the risks have moved from those reported at the planning phase as follows:

Risk Description		Rating as at 27 February 2025	Risk Ranking as at 27 February 2025	Rating as at 30 September 2024	Risk Ranking as at 30 September 2024
Over reliance on a single Member State or small group of Member States for core funding	↑	20	1	12	3
An unfavourable environment for democratic processes undermines the possibilities of implementing activities or delivering project outcomes.	↑	16	2	12	2
Over reliance on a single donor or small group of donors for project funding	↑	16	3	12	4
Political and/or economic instability in a context where International IDEA works undermines the possibilities of delivering project outcomes.	↓	12	4	16	1
Security Risks (Health and Safety)	↓	10	5	12	5

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Country specific risk ratings

Figure 28: IDEA Country Office risk rating

SEERIST

International IDEA Country Office Risk Rating Report

12/10/2024

Country Ratings

COUNTRY	LEVEL	POLITICAL	POLITICAL STABILITY	CONTRACT	SOVEREIGN	REGULATORY	INTEGRITY	OPERATIONAL	INSTITUTIONAL	INFRASTRUCTURE	LABOUR	SECURITY	WAR	TERRORISM	KIDNAP	CIVIL UNREST	CRIME	ACTIVISM	THEFT/ ROBBERY	HUACK
Albania	Preparation	Medium	Low	Medium	Medium	Low	High	Medium	Medium	Medium	Medium	Low	Very Low	Very Low	Low	Medium	Medium	Very Low	Very Low	Very Low
Australia	No plan required	Low	Low	Low	Very Low	Low	Very Low	Low	Low	Very Low	Low	Low	Very Low	Low	Low	Low	Low	Very Low	Very Low	Very Low
Belgium	No plan required	Low	Low	Low	Low	Low	Low	Low	Low	Very Low	Low	Low	Very Low	Medium	Very Low	Low	Low	Very Low	Very Low	Very Low
Bhutan	No plan required	Low	Low	Low	Low	Low	Low	Medium	Medium	Medium	Low	Low	Low	Low	Low	Low	Low	No Rating	No Rating	No Rating
Chile	Preparation	Medium	Medium	Low	Low	Medium	Low	Low	Low	Low	Low	Medium*	Very Low	Low	Low	Medium	Low	Very Low	Very Low	Very Low
Ethiopia	Standby	Medium	High	Medium	Extreme	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	Medium	No Rating	No Rating	No Rating
Fiji	Preparation	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	Medium	Low	Low	Very Low	Very Low	Low	Low	Very Low	Very Low	Very Low
Gabon	Caution	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	High	Low	Low	Very Low	Low	Low	Low	Very Low	Medium	Low
Gambia	Preparation	Medium	High	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Low	Very Low	Very Low	Low	Medium	Medium	Very Low	Very Low	Very Low
Kenya	Caution	Medium	Medium	Low	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	Low	Medium	Medium	Medium	High	Low	Medium	Low
Lesotho	Caution	Medium	High	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low	Very Low	Low	Medium	Medium	No Rating	No Rating	No Rating
Libya	Non-essential evacuation	Extreme	Extreme	Extreme	High	High	Extreme	High	Extreme	High	High	High	High	Medium	High	Medium	High	Very Low	Medium	Very Low
Mozambique	Caution	Medium	Medium	Medium	Extreme	Low	Medium	Medium	Medium	High	Medium	Medium	Medium	Low	Medium	High	Medium	Medium	Medium	Very Low
Nepal	Preparation	Medium	Medium	High	Medium	High	High	High	High	Medium	High	Medium	Low	Low	Low	Medium	Low	No Rating	No Rating	No Rating
Netherlands	No plan required	Low	Low	Low	Low	Low	Low	Low	Low	Very Low	Low	Low	Very Low	Low	Very Low	Low	Low	Medium	Very Low	Very Low
Nigeria	Caution	Medium	Medium	Medium	Medium	Medium	High	High	High	High	Medium	Medium **	Medium	Medium	High	High	High	Low	High	Medium
Panama	Preparation	Low	Low	Low	Low	Low	Medium	Medium	Medium	Low	Medium	Low	Low	Low	Low	Low	Low	Very Low	Medium	Very Low
Peru	Preparation	Medium	Medium	Medium	Low	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Low	Low	Medium	High	Medium	Very Low	Medium	Very Low
Sierra Leone	Caution	Medium	Medium	Medium	Medium	Medium	Medium	High	High	High	Medium	Medium	Low	Low	Low	Medium	Medium	Very Low	Low	Very Low
South Africa	Preparation	Medium	Low	Low	Medium	Medium	Medium	High	Medium	High	High	Medium	Low	Low	Medium	Medium	High	Low	Low	Very Low
Sweden	No plan required	Low	Low	Very Low	Very Low	Very Low	Very Low	Low	Very Low	Very Low	Low	Low	Low	Low	Very Low	Low	Low	Very Low	Very Low	Very Low
Tunisia	Preparation	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	High	Low ***	Very Low	Medium	Low	Medium	Medium	Very Low	Very Low	Very Low
Ukraine	Emergency evacuation	High	Medium	Medium	High	High	High	High	Medium	High	High	High ****	Extreme	Low	Low	Medium	Medium	Very Low	Very Low	Very Low
United States	No plan required	Low	Low	Very Low	Low	Medium	Low	Low	Low	Low	Low	Low	Very Low	Low	Low	Medium	Low	Low	Very Low	Very Low
Uruguay	No plan required	Low	Low	Low	Low	Low	Low	Low	Low	Low	Medium	Low	Very Low	Low	Low	Low	Low	Very Low	Very Low	Very Low

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

Risks are generally perceived as being higher than those reported effective September 2024.

Risks related funding sources - the reliance on a small number of Member States, and of donors - have increased following recent events and the withdrawal of USAID as a potential funding source. The Institute had invested significant time and resources in developing relationships with USAID as a possible avenue to broaden our donor base, and diversify funding sources. This is no longer a productive use of resources, and a recalibration of our efforts is required.

The possibility of core contributions is receiving active attention from the Secretary-General who is actively engaging existing and possible new Member States. Financial sustainability is now a standing item on Council and Steering Committee agendas.

Unsurprisingly as the Institute increasingly engages in countries that are prone to political or economic instability, these risks remain high. These risks first came to prominence following the coup in Myanmar in the early part of 2021 and then the coup in Sudan and the security situation in Ethiopia later in 2021. The HROD team focused on the specific risks related to crisis situations and developed policies and procedures to address these. Specifically, attention has been given to the drafting and subsequent approval of a Crisis Management Policy and risk management guidelines, and the creation of templates for a duty station Crisis Management Plan and Emergency Evacuation Plan. A process for reviewing country specific risks at least quarterly has been introduced as is set out in the table above. International SOS awareness sessions have been held and Hostile Environment Awareness Training (HEAT) sessions have been delivered as needed.

4.3. Internal Control

The system of internal control at International IDEA is well established, EU pillar assessed, and operates effectively. A process of continuous review and improvement is in place and standard operating procedures have been drafted and are updated as necessary.

In 2024, 28 audits or evaluations were completed and recommendations were included in the Audit Recommendations Control Sheet (ARCS).

As of 27 February 2025, the ARCS contained in total 812 recommendations, being completed, under implementation and new, yet to be completed recommendations. The tables below set out a summary of the status of these recommendations, and the ageing of recommendations that remain to be actioned.

*Note: 1.) Budget is the Budget for the year ending 31.12.2024
2.) Actuals is the Expenditure from 01.01.2024 to 31.12.2024.*

Table 4: Overview of all audit recommendations from all oversight providers

Completed/Pending	# of RECs	Risk Ranking	# of RECs
COMPLETED	735	HIGH	246
		MEDIUM	292
		LOW	194
		NOT RANKED	3
IN PROGRESS	77	HIGH	10
		MEDIUM	43
		LOW	24
TOTAL:	812		812

Table 5: Aging of audit recommendations from all oversight providers

Ranking:	# of RECs:	YEAR Recommendation issued:							
		2018	2019	2020	2021	2022	2023	2024	2025
HIGH	10	0	0	0	0	5	0	5	0
MEDIUM	43	0	0	0	2	2	3	24	12
LOW	24	1	0	0	1	2	3	7	10
TOTAL:	77	1	0	0	3	9	6	36	22

The following significant strategies, policies, procedures, user guides and templates were reviewed in 2024.

- Growth Strategy – this was approved in July 2024.
- Staff Rules and Regulations – a second draft review was completed.
- The Cost Recovery policy was reviewed and the revision approved.
- The Standard Operating Procedure governing our online presence (websites) was institutionalized and all websites are now housed on a secure server with clear backup and recovery procedures in place, with a defined service level agreement for restore in case of a cyber-attack. Penetration testing for new websites is now mandatory.
- Cyber security was enhanced with the implementation of patch management, secure software edge and a security operations centre.
- User guides - to support checking for sanction, learning based management, setting up substitutes in UBW; were prepared.

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

- X21 – an online portal for operational partners to input transactions and the related documentation was developed and piloted with 10 partners
- A standard operating procedure for honoraria was approved.

4.4. Internal Audit

Internal Audit is performed at International IDEA by a designated Staff Member that reports to the Secretary-General and the Finance and Audit Committee.

Internal audit carried-out its activities according to its plan and reported on them in its “Internal Audit 2024 Annual Report”, where internal audit also confirmed its independent status, in line with requirements by the relevant professional standards.

The Internal Audit function performed its activities based on its audit plan (Internal Audit function Risk-Based Plan for 2024 - 2026) and in its respective adjustments, as approved by the Finance and Audit Committee and the Secretary-General. The table below sets out the audits completed in 2024.

Table 6: Status of 2024 Internal Audit assignments

	AUDIT ASSIGNMENT:	Audit Number:	Status:
1.	Internal Audit – Audit on IDEA’s Regional Office for Africa and West Asia in Addis Ababa (Selected Areas)	IA202306	Final Report issued in 2024, fieldwork in 2023
2.	Internal Audit – Audit on IDEA’s Office in Bhutan	IA202402	Final Report Issued
3.	Internal Audit – Audit on IDEA’s Office in Peru	IA202404	Final Report Issued
4.	Internal Audit – Audit on IDEA’s Office in Nigeria (Selected Areas)	IA202406	Final Report Issued
5.	Internal Audit - Audit on IDEA’s Regional Office for Asia and Pacific and IDEA’s Office in Fiji	IA202407	Fieldwork completed in 2024, Audit report pending completion
6.	Donor report review - FFO project: Protecting Electoral Process in Information Environment (Global Programme) – for the year 2023	IA202401	Final Report Issued
7.	Donor report review - TUNISIA FFO Yemen project (IDEA Tunisia office) – for the year 2023	IA202402	Final Report Issued
8.	Internal Audit Certificate– JAP RAWA 2023 (certificate of the project financial status)	IA202405	Final Report Issued

In addition to the internal audits carried out by International IDEA’s internal audit function, International IDEA is subject to other audit reviews, mainly donor project audits and donor internal control and process adequacy reviews, which collectively increase the overall

oversight coverage of International IDEA. A comprehensive list of those audits and reviews is also included in the Internal Audit 2024 Annual Report.

4.5. Management Committee

The charter for the Management Committee was reviewed in 2019 and approved. The key functions of the Management Committee are to:

- a) provide strategic guidance to the Secretary-General in the running of the organisation
- b) make decisions, within the delegated authority of the Committee in the Institute's best interest.
- c) share information, and
- d) consult.

4.7. Fraud and Corruption

The Prevention of Fraud and Corruption Policy was reviewed by the Finance and Audit Committee and was approved in 2021. The Policy has been reviewed, and will be considered by the Finance and Audit Committee in 2025.

An online Whistleblowing hotline has been implemented, and issues raised on that hotline are reviewed by the Executive Director in consultation with Internal Audit. In 2024 eight cases were raised (one of which was a duplicate.) Of the seven separate cases, five were out of scope and two were investigated with actions being taken as appropriate by management.

4.8. Minimising Conflict of Interest

The Conflict of Interest Policy was reviewed and approved in 2021. In 2024 the routine annual declaration was completed by all Staff Members.

4.9. Code of Conduct

International IDEA has a code of conduct, which is contained in its Staff Rules. This has been reviewed as part of a holistic review of the rules during 2023 and 2024, and the revised draft will be submitted for approval in 2025.

4.10. Social Responsibility

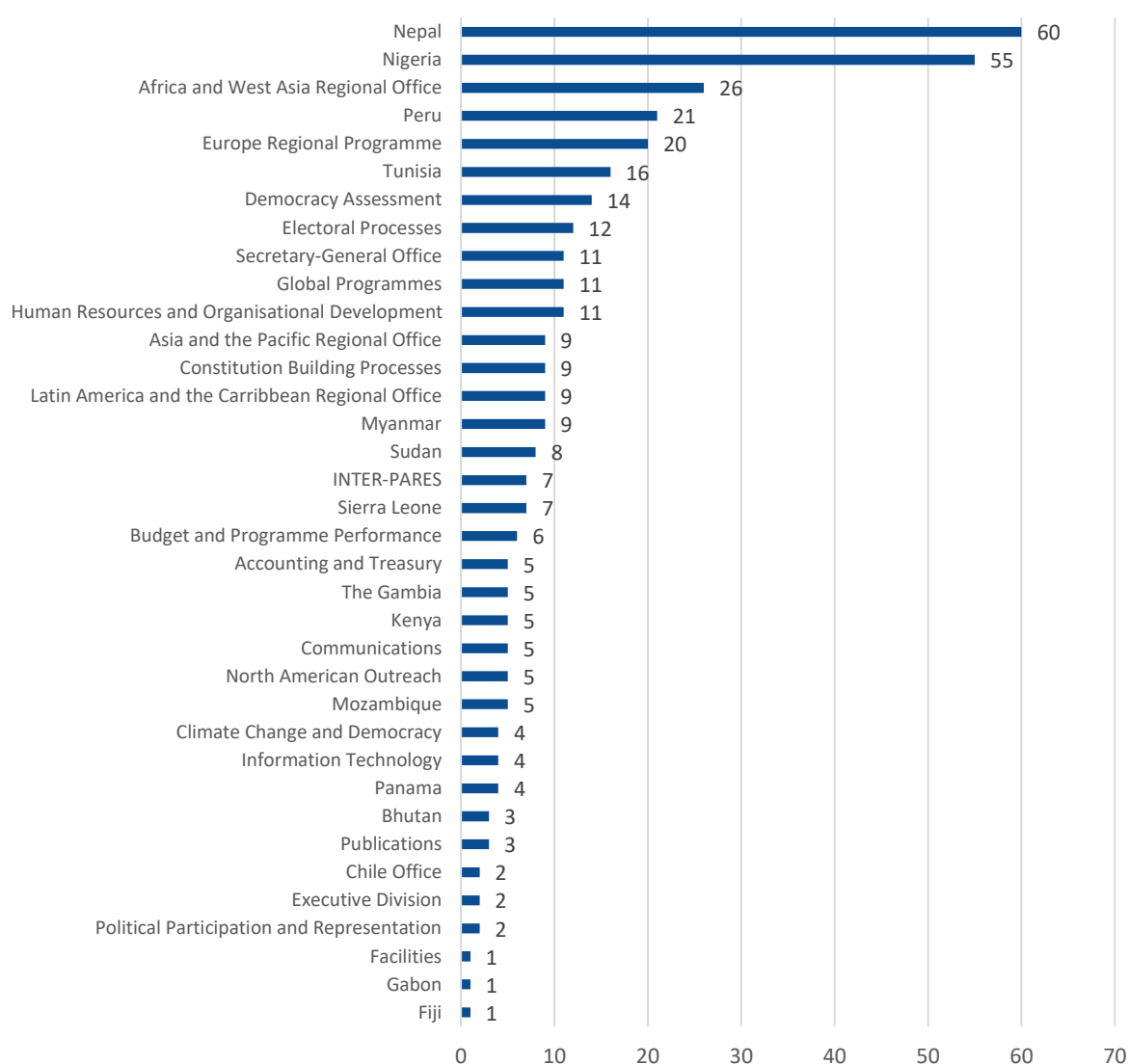
A Green Task Force has been constituted to consider the institutional process of strengthening low carbon project implementation. The task force developed and secured approval for a Green Policy and guidelines for green offices, events, travel, and procurement.

Part V. Human Resources and Organizational Development

5.1 Our Staff Members

As of 31 December 2024, International IDEA has 382 Staff Members (+61: 2023)

Figure 29: Staff members by location



New Duty Stations in 2024)

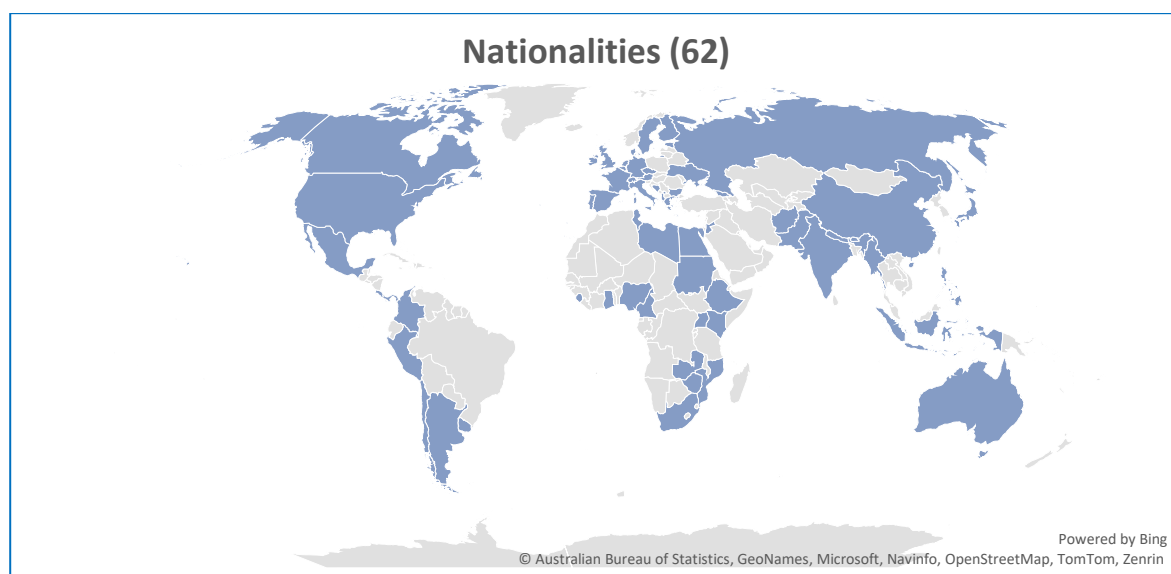
Lumbini, Nepal
Hupsekot, Nepal

Plateau, Nigeria
Abia, Nigeria

Libreville, Gabon

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

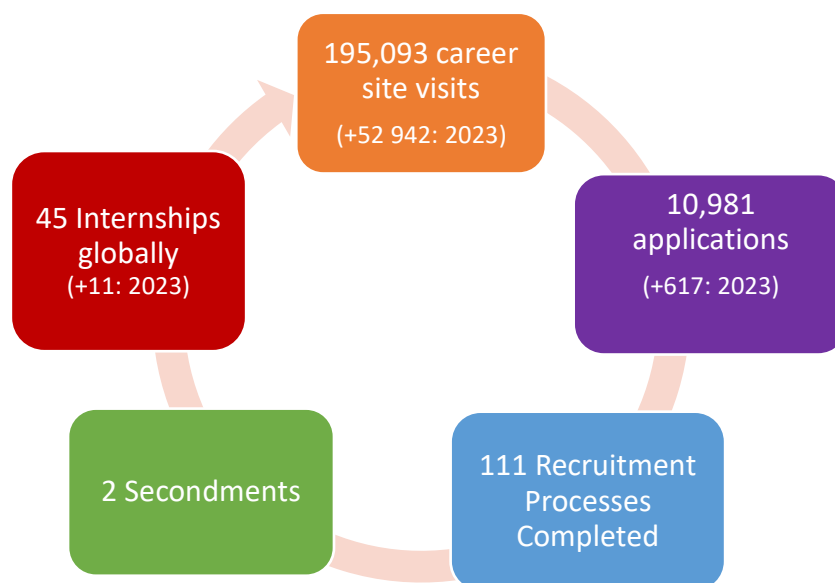
Figure 30: Nationality of staff members



Afghanistan	France	Panama
Albania	Gambia	Peru
Argentina	Georgia	Philippines
Australia	Germany	Portugal
Austria	Ghana	Russia
Belgium	Greece	Sierra Leone
Bhutan	India	South Africa
Bosnia and Herzegovina	Indonesia	Spain
Bulgaria	Ireland	Sudan
Cameroon	Italy	Sweden
Canada	Japan	Switzerland
Chile	Jordan	The Netherlands
China	Kenya	Tunisia
Colombia	Kosovo	Uganda
Costa Rica	Libyan Arab Jamahiriya	Ukraine
Czech Republic	Mexico	United Kingdom
Denmark	Mozambique	United States
Egypt	Myanmar	Uruguay
Estonia	Nepal	Zambia
Ethiopia	Nigeria	Zimbabwe
Finland	Pakistan	

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

5.2 Recruitment



Recruitment Highlights

- Appointment of the Director, Global Programmes.
- Appointment of an HROD Officer, located in Kathmandu, Nepal.
- Reorganization of the Nepal Programme, including a reformation of employment contracts.
- Job Classification Framework finalized.
- The Recruitment Workflow, clarifying responsibilities has been published.
- Finance colleagues appointed to the RLAC region.
- Two (2) secondments from Members States, France - Political Participation and Representation, Global Programmes and The Netherlands - Secretary-General's Office
- Continuing support and guidance to hiring managers, interview panels and Regional Finance and Operation focal points.

Figure 31: Gender of newcomers

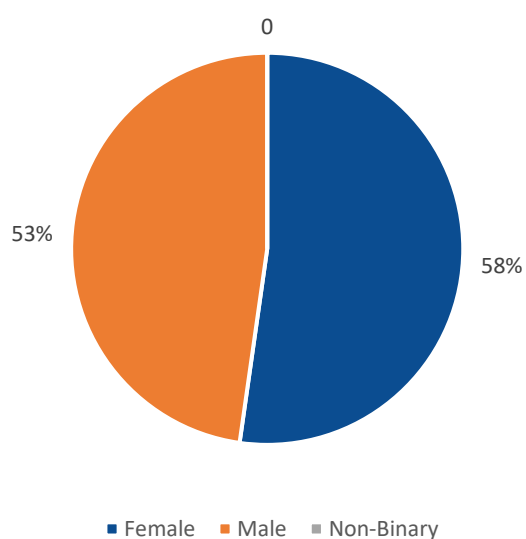
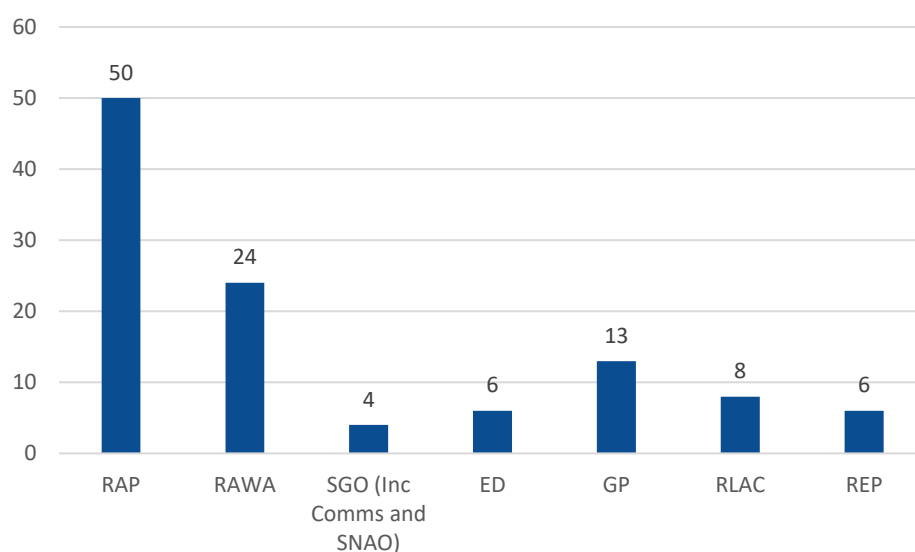


Figure 32: Number of recruitment processes per Division



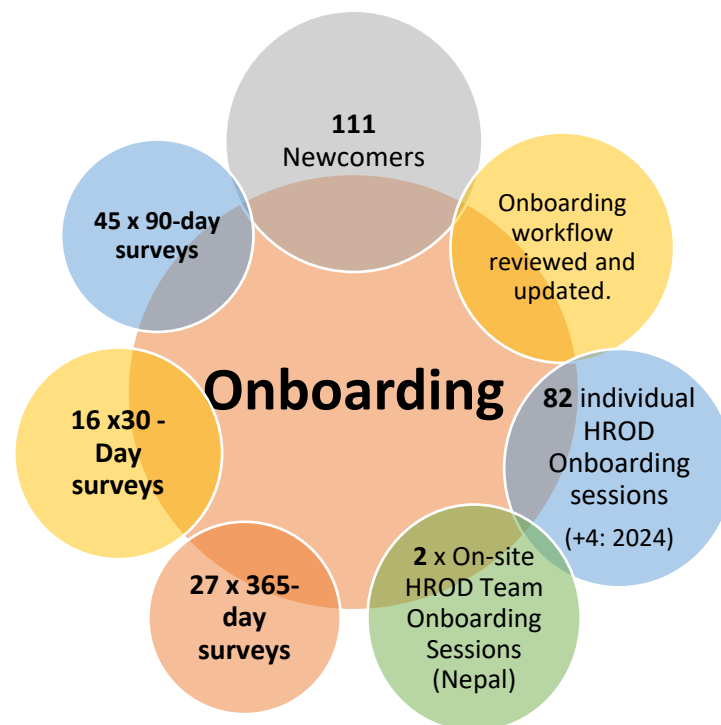
Employee Experience

Highlights

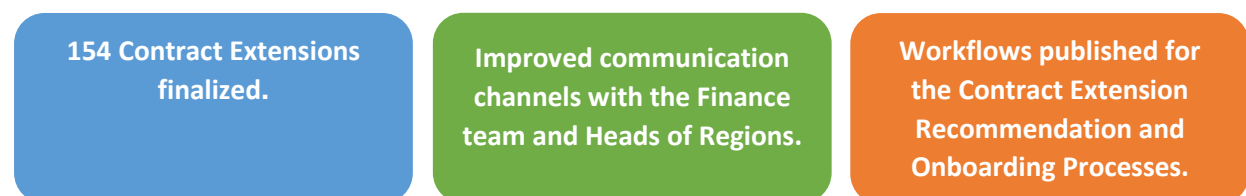
- 2024 Work Environment and Engagement Survey launched (79% global participation) and Outcome Report shared with Staff Members and Council.
- New E-learning provider (LinkedIn Learning) identified following a tender process.
- Employee Assistance Page on the Intranet developed further. Includes a quarterly update on HROD activities and information on HROD work hubs ad specializations.

- On-site onboarding Sessions in Kathmandu for the Nepal programme (60 Staff), with tailored sensitization sessions including Core Values, UBW, E-learning.
- Performance Management, Recruitment and Core Values Sessions held Nigeria.
- A significant increase in the number of participants for Global Wellness Sessions presented by Arianna Rondos.
- The 2024 Conflict of Interest Declaration campaign was completed in full.
- Contract Extension Recommendation and Onboarding Workflows, clarifying responsibilities have been published.
- Implementation of an Exit Survey software to streamline the process and to uncover insights with an aim to enhance Staff Member satisfaction and retention strategies.
- Continuous support and guidance to Newcomers, People Managers, and Staff Members.

5.3 Onboarding and Probation Processes

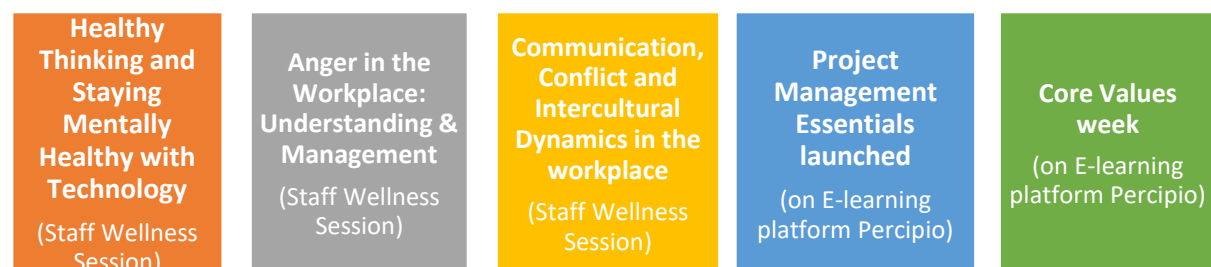


5.4 Contract management

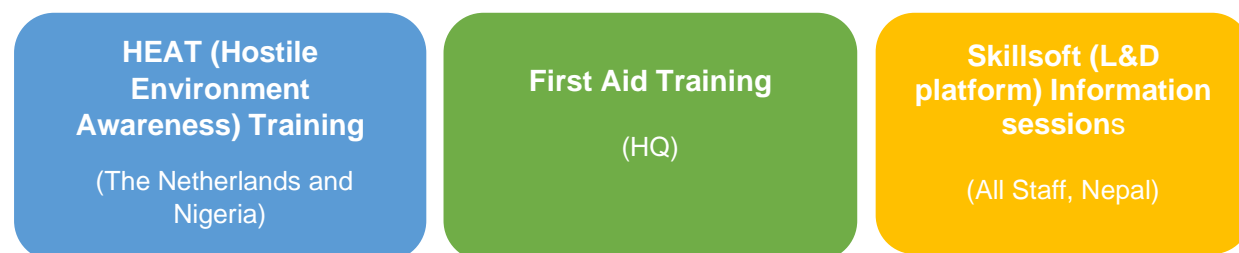


5.5 Learning and Development

Global Learning and Development Sessions



Team Tailored Learning



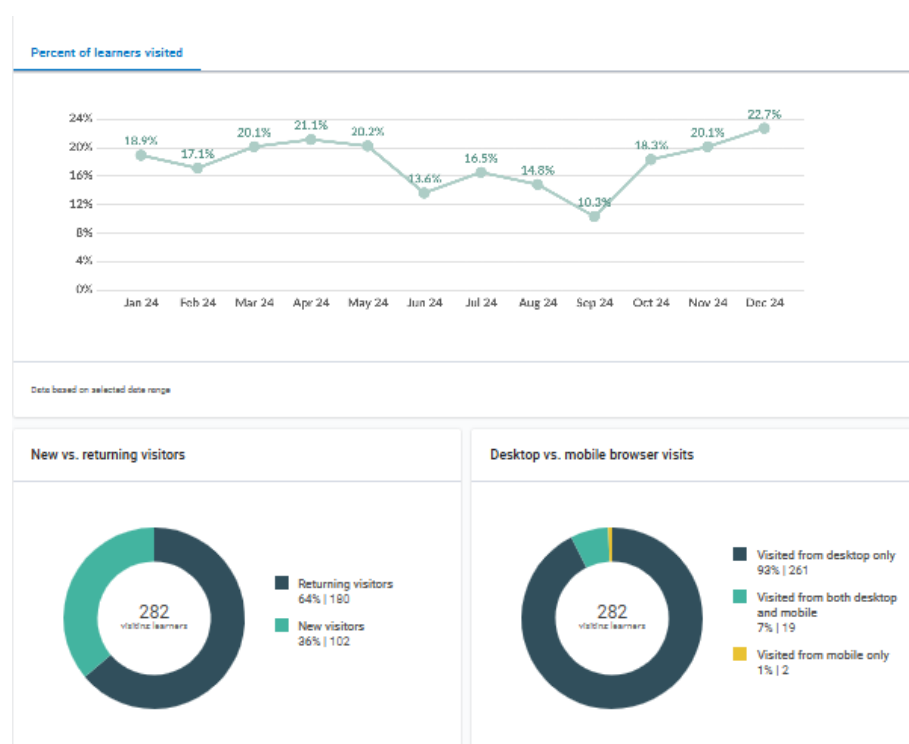
Compliance Learning (89% Completion Rate)

Compliance Impact: Conflict of Interest - Just Helping a Friend
Global Fraud
Global Workplace Harassment Prevention for Employees (or Managers)
Integrity in the Workplace
Workplace Diversity, Equity, and Inclusion in Action
International SOS - Travel Risk and Security
MCO - Conflict of Interest COI Disclosure

Cyber Security Compliance Learning

COMPLIANCE: Cybersecurity
Cybersecurity: Avoiding Phishing Attacks
Cybersecurity: Proper Password Management
Cybersecurity: Proper Use of E-mail
Cybersecurity: Proper Use of the Internet at Work
Cybersecurity Short: Using IM and Text Messaging
Data Protection: Public and Home Wi-Fi Security

E-Learning (Skillsoft)



Most Popular E-learning Topics

- Using Performance Appraisals to Advance Your Career
- Yoga for Office Workers with Adriene
- Bridging Differences in Cross-cultural Communication
- Ethics and Project Management
- Optimizing Your Workplace Well-being
- New Project Manager Essentials
- Generative AI and Its Impact to Everyday Business
- Workplace Diversity, Equity, and Inclusion in Action
- Working Well with Others
- Sharpening Your Focus to Stay on Track

Policies and Procedures Revised

Nepal Local contract

Exercise and Wellness Procedure

Direct Appointment and Promotion Procedures

Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.

List of Acronyms

AECID	Spanish Agency for International Cooperation
AI	Artificial Intelligence
ANCL	African Network of Constitutional Lawyers
AP	Asia and the Pacific
APRM	African Peer Review Mechanism
AU	African Union
AWA	Asia and West Africa
BoA	Board of Advisers
BPP	Budget and Programme Performance
BRIDGE	Building Resource in Democracy, Governance and Elections
CBP	Constitution-building Processes
CCD	Climate Change and Democracy
CEC	Central Election Commission
CoP	Community of Practice
CSO	Civil Society Organisation
DA	Democracy Assessment
DD	Digitalization and Democracy
DG INTPA	Directorate-General for International Partnerships
DG NEAR	Directorate-General for Neighborhood and Enlargement Negotiations
DGP	Director, Global Programmes
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ED	Executive Division
EEAS	European External Action Service
EMB	Electoral Management Bodies
EP	Electoral Processes
ERM	Electoral Risk Management
GP	Global Programmes
GSoD	The Global State of Democracy

*Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.*

IA	Internal Audit
IGAD	Intergovernmental Authority on Development
IPCAT	Indigenous Peoples' Constitutional Assessment Tool
LAC	Latin America and the Caribbean
MEL	Monitoring, Evaluation & Learning
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
MoU	Memorandum of Understanding
NAO	North American Office
OCV	Out of country voting
OECD	Organisation for Economic Cooperation and Development
OECD DAC	OECD Development Assistance Committee
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OSCE	Organization for Security and Co-operation in Europe
PLGSP	Provincial and Local Governance Support Program
PPR	Political Participation and Representation
REC	Regional Economic Community
REP	Regional Europe Programme
RES	Restricted
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SG	Secretary General
SGO	Secretary General's Office
SVA	Special Voting Arrangement
SWEA	Swedish Women's Educational Association
TE	The Electoral Tribunal of Panama
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
UNR	Unrestricted
USAID	United States Agency for International Development
WYDE	Women and Youth in Democracy
YDA	Youth Democracy Academy

*Note: 1.) Budget is the budget for the year ending 31.12.2024
2.) Actuals is the expenditure from 01.01.2024 to 31.12.2024.*

Annex 1: List of output categories

1. *Publications*. Handbooks, thematic reports, translations, policy papers and training modules published by International IDEA or jointly with partners.
2. *Communication products*. News articles, opinion pieces, press releases, films, social media posts and brochures produced by our staff and published either on one of International IDEA's websites or externally.
3. *Digital tools, platforms and databases*. Data or interactive software made available on one of International IDEA's websites.
4. *Events and dialogues*. Dialogues, network meetings, workshops, seminars, roundtables or conferences convened by International IDEA.
5. *Advisory services*. On-demand consultations provided by International IDEA.
6. *Training*. Teaching on skills, knowledge, and tools.
7. *Capacity development*. A process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include e.g., on-the-job training, advisory services, coaching, events, and training. As capacity development is a long and comprehensive process it is usually financed by projects with restricted funding.