International IDEA's Programme and Budget 2024

International Institute for Democracy and Electoral Assistance

Contents

Foreword by the Secretary-General

Whether we look to the latest data in International IDEA's Global State of Democracy (GSoD) Report, or to the experiences of the Institute's teams working in some 60 countries worldwide, it is clearly a challenging time for democracy. Democratic governments face many pressures, from growing authoritarianism and disinformation to proving their continued relevance in an era of climate change and persistent inequality.

Yet it is equally clear that democracy is resilient. Around the world, people continue to organize and stand up for their political rights. They see democracy as a fundamental value, one worth fighting for.

With these heroic defenders of democracy in mind, I am very proud to present International IDEA's Programme and Budget for 2024. I am proud of the ambition reflected in these pages, which is entirely necessary at this critical time for democracy. And I am proud because this ambition, which is shared across our offices and operations globally, is firmly rooted in a track record of impact.

The objectives and commitments in this document support the four modalities of work identified in International IDEA's new Institutional Strategy: knowledge production, capacity development, convening of dialogues, and policy advocacy. I am pleased to share a few highlights here.

In 2024, our flagship GSoD initiative, recently integrated in a one-stop platform with more real-time data, will now also take into account public perceptions of democracy. This will complement a growing research portfolio on citizen engagement, through our new Climate Change and Democracy and Digitalization and Democracy workstreams as well as our enhanced work on Political Participation and Representation. Meanwhile, our program teams will continue to make very practical contributions to strengthen democracy on the ground – from developing Ukraine's election management capacity, to advising on constitutional reforms in Sri Lanka, to working at regional level to support inclusive constitutional transitions in West Africa.

In line with the Institute's new strategic emphasis on convening, our team in Latin America and the Caribbean will host seminars on electoral integrity and best practices in supporting parliaments, while a new series of exchanges for Member States will reinvigorate the Institute as a platform for intergovernmental dialogue. Meanwhile, International IDEA will continue to use its own voice to advance democratic agendas, including through its Permanent Observer status at the United Nations. At European level, International IDEA will push for democracy to have greater prominence on the EU's internal and foreign policy agendas. And in emerging areas like climate change and digitalization, the Institute will work with partners to promote and disseminate principles, regulations, and actions that affirm democracy.

These are but a few examples of the global, intersecting, innovative work being planned across International IDEA, but they reflect the breadth and depth of the Institute's contributions to stronger and more sustainable democracy. The challenges facing democracy today can only be overcome through

concerted global action and dialogue – a sharing of both knowledge and commitment across borders. International IDEA, through its diverse and growing membership, its combination of thinking and doing, and its intergovernmental status, offers a platform to do exactly that. I look forward to continuing this work in the year ahead.

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

Executive Summary

In the 2024 Programme and Budget International IDEA presents its plans for 2024 which consists of 39 programmatic projects funded with unrestricted funding by the Institute's Member States, and 32 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy these projects fall within six workstreams: constitution-building processes, electoral processes, political participation and representation, democracy assessment, climate change and democracy, and digitalization and democracy. The regional and global projects will be supported by institutional projects, which deliver organizational services including communications, ICT, human resources and organizational development, financial administration and oversight, and systems for learning-based management.

The estimated core expenditure budget for 2024 is EUR 13.9 million and the budget for the 32 projects funded by restricted grants is currently EUR 33.1 million for 2024. Current expectations are that the budget for restricted projects will continue to increase as new grants are signed.

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

The 2024 Programme and Budget is aligned with International IDEA's results framework, which defines 17 types of institutions and actors that the Institute supports, referred to as boundary partners in this document. For each boundary partner, a standardized outcome objective has been formulated, which describes how the behaviours, relationships and practices of a boundary partner will change if a project is successful. The standardized outcome objectives have been used for formulating objectives for all projects in the 2024 Programme and Budget. To achieve these objectives, International IDEA undertakes advocacy and delivers six types of outputs: events and dialogues, training, advisory services, communication products, publications, and interactive tools and databases.

1. Introduction and overview of the 2024 Programme and Budget

In the 2024 Programme and Budget International IDEA presents its plans for 2024 which consist of 39 projects funded with unrestricted core funding by the Institute's Member States, and 32 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy these projects fall within six workstreams, namely: constitution-building processes, electoral processes, political participation and representation, democracy assessment, climate change and democracy, and digitalization and democracy.

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

As seen in Table 1 the estimated core expenditure budget for 2024 is EUR 13.9 million, and the total expenditure budget for the 32 projects funded by restricted grants is EUR 33.1 million, making a total planned expenditure of EUR 47.0 million.

The expenditure per expense category is seen in Table 2, and Table 3 provides a detailed overview of the full budget.

Table 1. International IDEA overall budget consolidation, 2024

Programme	RES €	UNR €	TOTAL €
Global Programmes	5,416,141	4,685,935	10,102,076
Africa and West Asia	15,856,858	3,000,000	18,856,857
Asia and the Pacific	3,134,820	1,702,197	4,837,017
Regional Europe	1,168,299	1,672,984	2,841,283
Latin America and the Caribbean	6,330,210	900,000	7,230,209
North America	441,118	636,123	1,077,241
Subtotal, Programmatic	**32,347,444**	**12,597,239**	**44,944,683**
Subtotal, Institutional	**-**	**1,972,434**	**1,972,434**
Subtotal, Programme support	**703,601**	**-601,888**	**101,714**
Total expenditures	**33,051,045**	**13,967,786**	**47,018,831**
Expected income	**33,051,045**	**10,344,000**	**43,395,045**
Surplus/deficit	**-**	**-3,623,786**	**-3,623,786**

Table 2. Overall expenditure budget, 2024

Expenditure type	RES €	UNR €	TOTAL €
Activities	18,156,166	4,631,685	22,471,909
Office costs	2,173,186	938,518	3,111,704
Staff costs	10,770,051	12,884,484	23,481,218
Indirect costs	1,951,642	823,874	2,741,261
Net recoveries	-	-2,535,259	-2,535,259
IC recovery	-	-2,775,516	-2,775,516
Total expenditure	**33,051,045**	**13,967,786**	**47,018,831**

Table 3. Budget allocation per programme, 2024

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	**Global Programmes**	Activities	2,443,630	962,927	3,406,557
		Office	97,489	110,000	207,489
		Staff	2,532,003	3,306,696	5,838,698
		IC	343,019	306,312	649,331
		Total	**5,416,141**	**4,685,935**	**10,102,076**
	Africa and West Asia	Activities	8,945,891	587,125	9,533,016
		Office	929,693	205,000	1,134,693
		Staff	5,019,606	2,011,613	7,031,220
		IC	961,668	196,262	1,157,929
		Total	**15,856,858**	**3,000,000**	**18,856,857**
	Asia and the Pacific	Activities	1,700,359	370,000	2,070,360
		Office	186,239	248,189	434,427
		Staff	1,043,140	972,650	2,015,790
		IC	205,082	111,359	316,440
		Total	**3,134,820**	**1,702,197**	**4,837,017**
	Regional Europe	Activities	662,573	332,409	994,982
		Office	28,639	127,929	156,568
		Staff	428,418	1,103,198	1,531,616
		IC	48,669	109,448	158,117
		Total	**1,168,299**	**1,672,984**	**2,841,283**
	Latin America and the Caribbean	Activities	4,087,769	286,380	4,374,149
		Office	227,526	40,000	267,526
		Staff	1,650,574	514,741	2,165,315
		IC	364,340	58,878	423,218

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Total	**6,330,210**	**900,000**	**7,230,209**
	North America	Activities	315,943	79,454	395,397
		Office	-	58,000	58,000
		Staff	96,310	457,054	553,364
		IC	28,865	41,615	70,480
		Total	**441,118**	**636,123**	**1,077,241**
Subtotal, Programmatic			**32,347,444**	**12,597,239**	**44,944,683**
Institutional	**Secretary-General's Office**	Activities	-	98,500	98,500
		Office	-	9,000	9,000
		Staff	-	947,675	947,675
		Total	**-**	**1,055,175**	**1,055,175**
	Executive Director	Activities	-	16,500	16,500
		Staff	-	206,724	206,724
		Total	**-**	**223,224**	**223,224**
	Internal Audit	Activities	-	25,000	25,000
		Staff	-	120,243	120,243
		Total	**-**	**145,243**	**145,243**
	Communications	Activities	-	141,816	141,816
		Staff	-	406,976	406,976
		Total	**-**	**548,792**	**548,792**
Subtotal, Institutional			**-**	**1,972,434**	**1,972,434**
Programme support	**Board of Advisers**	Activities	-	30,000	30,000
		Staff	-	-	-
		Total	**-**	**30,000**	**30,000**
	Publications	Activities	-	55,000	55,000

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
		Staff	-	342,708	342,708
		Total	**-**	**397,708**	**397,708**
	Library	Activities	-	13,500	13,500
		Staff	-	-	-
		Total	**-**	**13,500**	**13,500**
	Accounting and Treasury	Activities	-	164,500	164,500
		Staff	-	480,738	480,738
		Total	**-**	**645,238**	**645,238**
	Budget and Programme Performance	Activities	-	47,000	47,000
		Staff	-	740,182	740,182
		Total	**-**	**787,182**	**787,182**
	Human Resources and Organizational Development	Activities	-	493,080	493,080
		Staff	-	642,721	642,721
		Benefits and Allowances	-	2,306,388	2,306,388
		Total	**-**	**3,442,189**	**3,442,189**
	IT	Activities	-	928,494	928,494
		Staff	-	201,956	201,956
		Total	**-**	**1,130,450**	**1,130,450**
	Facilities	Office	703,601	140,400	844,001
		Staff	-	128,608	128,608
		Total	**703,601**	**269,008**	**972,609**
	Impact of salary review (COLA)		**-**	**300,000**	**300,000**
	HR On-cost recovery		**-**	**-3,442,189**	**-3,442,189**
	IT recovery		**-**	**-1,130,450**	**-1,130,450**
	Facilities recovery		**-**	**-269,008**	**-269,008**

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
	Indirect cost recovery		-	-2,775,516	-2,775,516
Subtotal, Programme support			703,601	-601,888	101,714
Total Expenditure			33,051,045	13,967,786	47,018,831
Expected income			33,051,045	10,344,000	43,395,045
Surplus/(deficit)			-	-3,623,786	-3,623,786

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

As shown in Table 4 and Figure 1 the budget for projects with restricted funding had increased significantly since 2017, although the year-on-year numbers for 2023 reflect a decrease in this funding as several significant projects come to an end.

Among these, the Mozambique project in Africa and West Asia comes to an end in 2023, the next phase is currently under discussion and is thus not yet included in the budget for 2024. Projects in Iraq and the Article 49 proportionality project in Tunisia also end this year. The project on Sudan's Democratic Transition funded by the EU also ends in 2023, as does the EU funded project in Chad.

In the Asia and the Pacific Region, projects in the Philippines, Bhutan come to an end, and the Myanmar Programme will end in mid- 2024 if additional funding is not secured.

In Europe, the Albanian and eastern Europe projects end in 2023, however there is expectation that these will be renewed. The details are not however sufficiently concrete to enable their inclusion in this budget.

The Paraguay project in Latin America and the Caribbean will also end in 2023.

Part of the funding for the Global State of Democracy and Democracy Tracker projects will end in 2023, and negotiations with donors will intensify in the early part of 2024 to secure the next stage of funding.

Core funding has been on a downward trajectory since 2022 and a prudent estimate of income has been reflected for 2023.

Table 4. The figures for years 2017 - 2022 are actual incomes, whereas the figures for 2023 and 2024 reflect the budgeted income (all figures in 1000's of EUR).

Year	RES €	UNR €	TOTAL €
2017	9,870	14,245	24,115
2018	10,022	13,479	23,501
2019	15,484	11,855	27,339
2020	15,581	10,771	26,352
2021	17,125	11,189	28,314
2022	30,379	13,280	43,659
2023	39,733	11,700	51,433
2024	33,051	10,334	43,385

At the time of budgeting 24% of the budget for 2024 will be covered by core funds whereas 76% is covered by restricted grants. However, it should be noted that the planned restricted income is likely to increase as new grants are signed, noting that there are grants to the value of EUR 6.3 million in the pipeline at present, including the next phases of some that come to an end in 2023. Of this amount EUR 2.2 million is forecast for 2024. As a comparison the planned restricted income in the Programme and Budget for 2023 was EUR 12.9 million and the current expectation is that EUR 39.9 million will be delivered.

Figure 1. Core versus restricted funding

Figure 1. Core versus restricted funding
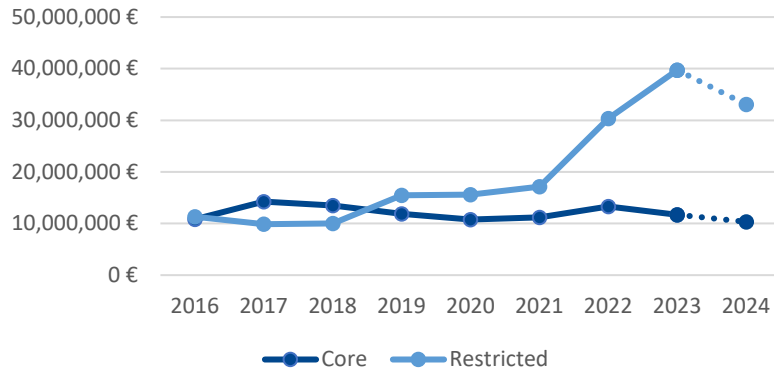
Core funding is an essential source of income for International

IDEA, as it enables the Institute to contribute to agenda setting, convene dialogues, and to develop digital tools and knowledge products. Moreover, core funded activities often inspire partners to engage in long-term democratic change projects, that subsequently have leveraged substantial amounts of restricted funding.

Table 5 shows actual and projected financial core contributions per Member State between 2012 and 2024.

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

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Budget	2024 Prognosis
1	Australia	1995	512	406	327	0	0	0	0	0	0	0	0	0	0
2	Barbados	1995	8	(3)	4	4	4	5	4	4	4	0	4	4	4
3	Benin	2016	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Belgium	1995	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Botswana	1997	15	16	(3)	(1)	35	19	17	18	18	16	17	17	17
6	Brazil	2016	0	0	0	0	70	70	65	20	49	57	70	70	70
7	Cabo Verde	2003	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Canada	1997	742	768	657	708	0	0	0	0	0	0	0	0	0
9	Chile	1995	133	137	129	156	161	166	70	77	78	-6	176	75	75
10	Costa Rica	1995	4	4	(1)	9	5	5	4	4	5	4	4	4	4
11	Dominican Republic	2011	0	0	20	0	0	0	0	0	0	0	0	0	0
12	Estonia	2021											70	70	70
13	Finland	1995	500	800	1,000	1,100	0	0	0	0	0	500	500	365	295
15	Germany	2002	400	400	400	400	400	400	400	400	400	400	400	400	400
16	Ghana	2008	0	0	0	0	0	0	0	0	0	0	0	0	0
17	India	1995	38	36	37	45	46	48	42	44	45	41	42	42	42
18	Indonesia	2013	0	0	0	0	0	0	0	0	0	0	0	0	0
19	Luxembourg	2018	0	0	0	0	0	0	0	0	0	0	0	0	10
20	Mauritius	1999	8	8	7	9	9	10	8	9	9	8	8	8	8
21	Mexico	2003	38	77	73	88	48	48	(3)	0	0	0	0	0	0

International **IDEA**

	Member State	Joining date	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023 Budget	2024 Prognosis
22	Mongolia	2011	5	3	4	5	5	4	5	4	4	4	5	5	5
23	Namibia	1997	2	0	1	0	0	2	2	2	2	1	2	2	2
24	The Netherlands*	1995	1,500	2,500	3,000	3,500	4,000	4,500	4,000	2,000	1,000	1,000	1,000	2,000	2,000
25	Norway*	1995	1,930	2,314	2,413	2,569	1,233	3,254	2,544	3,008	3,047	2,845	2,930	2,844	2,617
26	Panama	2018	0	0	0	0	0	0	26	0	4	0	0	0	0
27	Peru	2004	8	37	20	8	9	8	6	5	5	14	7	7	7
28	The Philippines	1995	0	0	0	0	0	0	0	0	0	0	0	0	0
29	Portugal	1995	0	0	0	0	0	0	0	0	0	0	0	0	0
30	South Africa	1995	23	21	17	19	0	18	17	15	16	14	14	14	14
31	Spain	1995	200	0	25	0	50	40	0	0	25	26	50	50	50
32	Sweden	1995	5,429	5,865	4,798	4,526	3,823	4,710	5,586	5,352	5,268	5,469	6,345	4,929	3,795
33	Switzerland*	2006	652	656	658	1,114	925	936	684	891	790	790	790	792	857
34	Tunisia	2019	0	0	0	0	0	0	0	0	0	0	0	0	0
35	Uruguay	2003	2	2	4	2	2	2	2	2	2	-2	2	2	2
	Denmark	1995-2014	404	402											
Total unrestricted income			**12,553**	**14,449**	**13,590**	**14,261**	**10,825**	**14,245**	**13,479**	**11,855**	**10,771**	**11,189**	**12,436**	**11,700**	**10,344**
Year-on-year movement				**1,896**	**(859)**	**671**	**(3,436)**	**3,420**	**(766)**	**(1,624)**	**(1,084)**	**418**	**1,247**	**(736)**	**(1,356)**

* multi-year funding agreements in place

International IDEA's output categories

In the 39 core funded programmatic projects all planned activities have been grouped in the typology of six output categories:

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

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

Figure 2 shows International IDEA's financial investments in core funded projects per output category in 2023. 80% of the activity budget will be invested in face-to-face activities such as trainings, events and advisory services. 20% of the activity budget will be invested in publications, communication products, databases and digital tools and platforms which we make available online on International IDEA's websites.

Figure 2. Budget per output category 2024 (core funding)
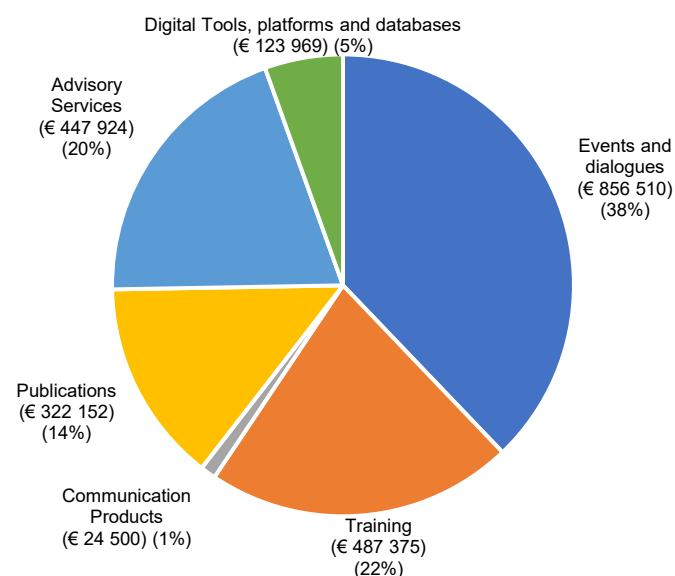
These figures can be compared with 2023, when 68% of the activity budget was planned to be invested in face-to-face activities and 32% in online activities. The most significant change between the budgets is a significant increase in investments in trainings and events and dialogues while investments in advisory services and publications decreases

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slightly. One reason for this is that the budget for the Democracy Assessment Team (DA), which among other things produces the Global State of Democracy indices and the Global State of Democracy report, will be partially funded as a restricted project in 2024, albeit with contributions from core funding.

From outputs to results

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

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

Figure 3 shows International IDEA's financial investments of the core budget distributed by output category and approach: 53% of the core budget will be invested in inspiring outputs and 47% in core funded supportive outputs. This can be compared with 2023, when 42% of the core funds were planned to be invested in inspiring outputs and 58% in supportive outputs.

Figure 3. Approaches to be implemented in 2024 (the size of each bubble in the figure corresponds to the core budget invested in the respective output categories).
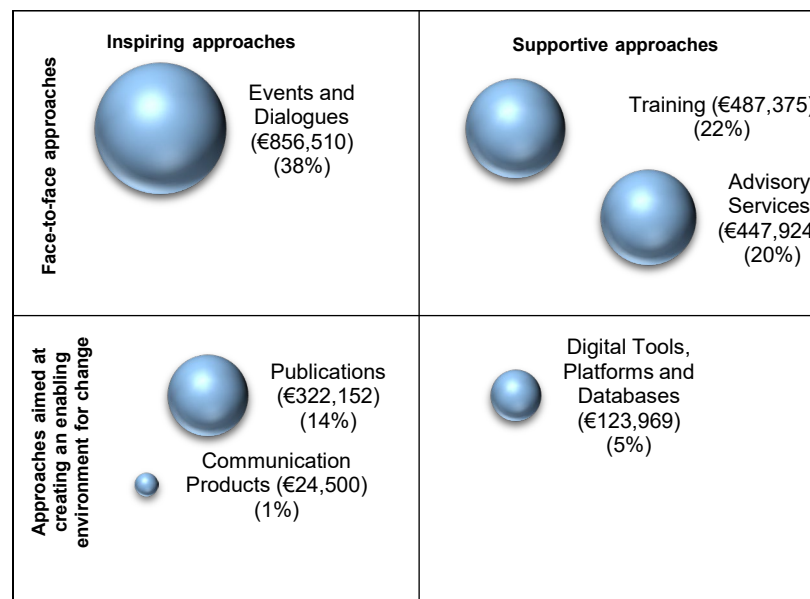
The map on the next page (Figure 4) shows the reach of the Institute's online presence, where inspiring and supportive activities, as well as capacity development initiatives are planned to take place in 2024.

Figure 4. Map of where our supportive and inspirational work will take place in 2024.

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- Capacity development
- Inspiring and supporting activities
- Reach
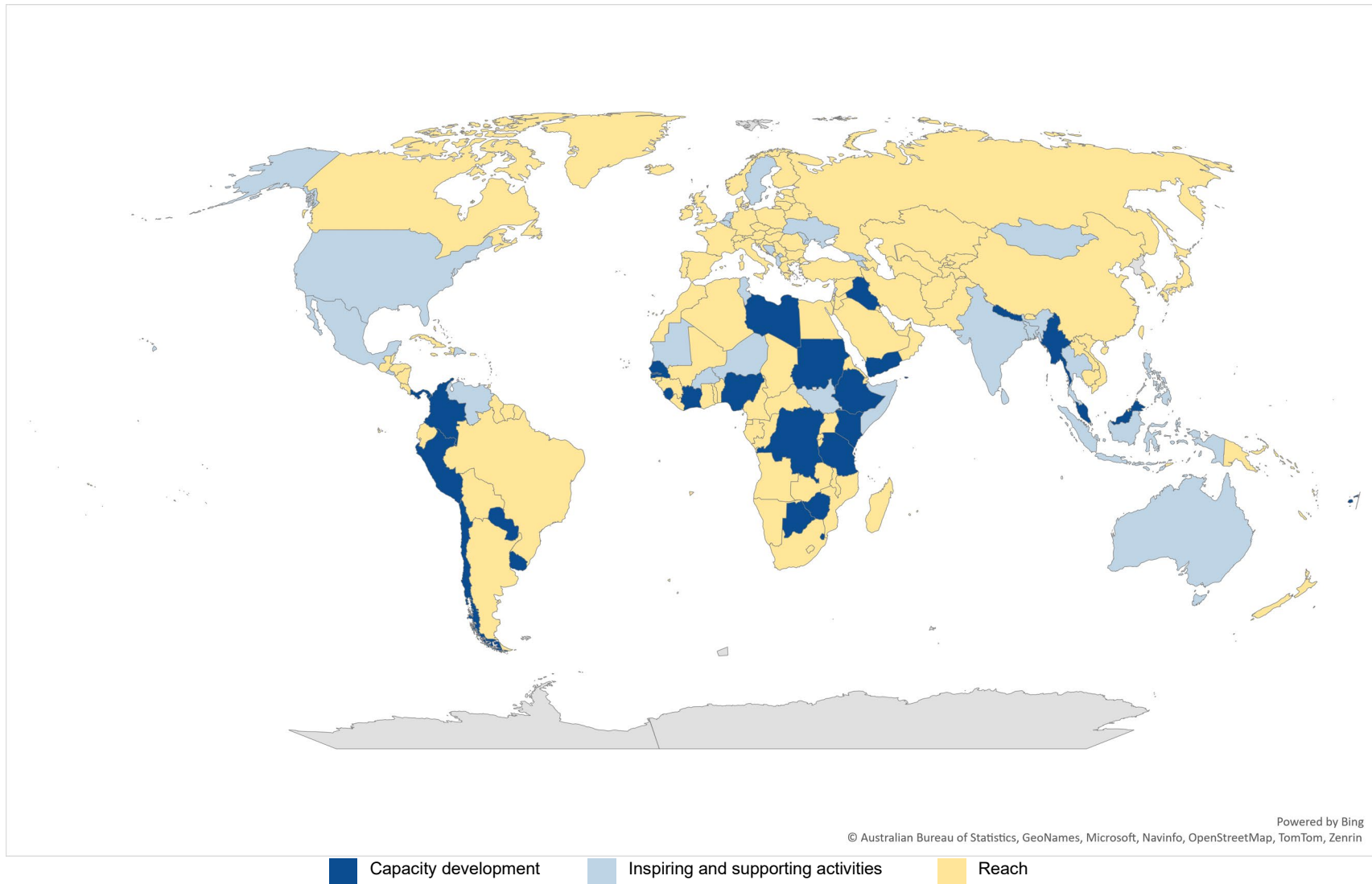
Investments in workstreams and boundary partners

In accordance with International IDEA's Strategy the Institute works in six workstreams: constitution-building processes (CBP), electoral processes (EP), political participation and representation (PPR), democracy assessment (DA), digitalization and democracy (DD), and climate change and democracy (CCD). Figure 5 shows the budgeted financial core and restricted investments in the established workstreams for 2024.

Figure 5. Budget per workstream (core and restricted)
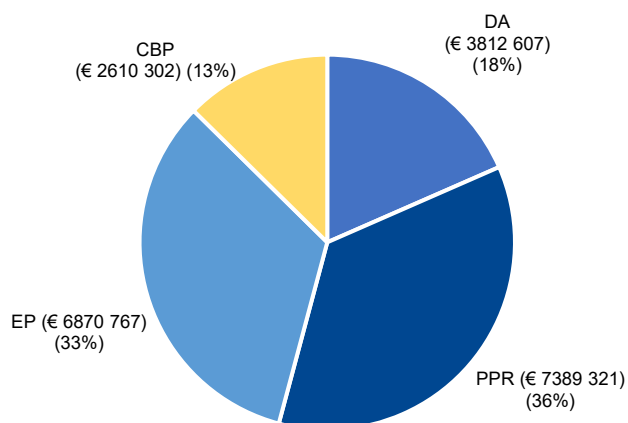
These figures can be compared with the budget for 2023 when 22% of the activity funds were planned to be invested in CBP, 17% in EP, 15% in DA and 46% in PPR.

In International IDEA's strategy for 2023 and beyond, two new workstreams were established: climate change and democracy and digitalization and democracy. As these workstreams are cross-cutting and intersect other workstreams, they are not included in Figure 5 but are instead shown in Figure 6, which outlines the investments in climate change and digitalization across the other workstreams.

Figure 6. Climate change and digitalization financial investment per workstream (core)
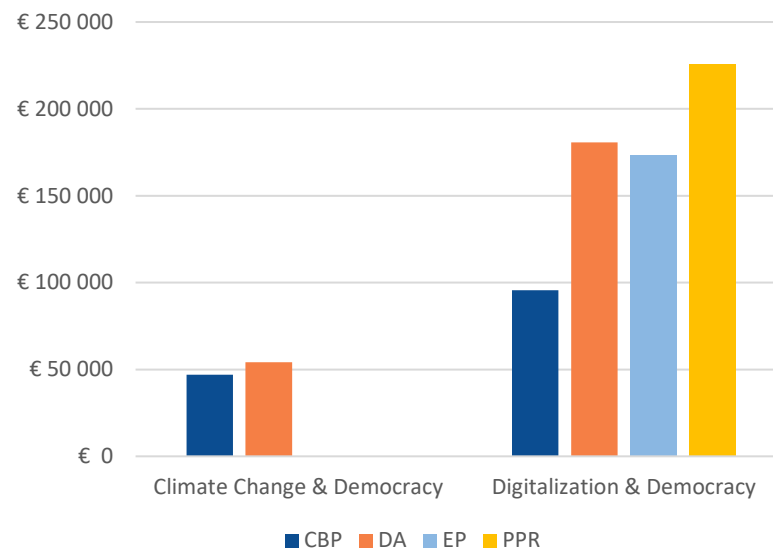
As seen in Table 6 International IDEA works with 17 types of boundary partners, in four of its workstreams. Work undertaken on digitalization and democracy, or climate change and democracy can target any of these 17 boundary partners.

Table 6. International IDEA's boundary partners

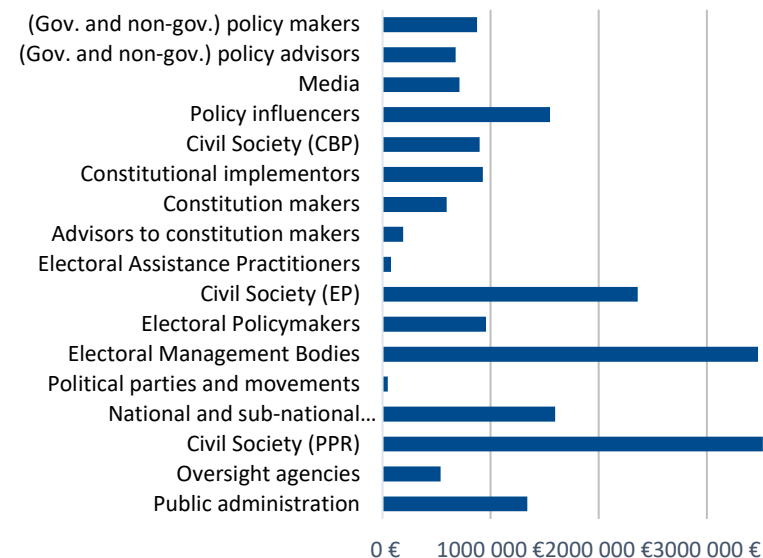|	Boundary partners
Constitution-building processes	Constitution makers Advisors to constitution makers Civil Society Constitution implementers
Electoral processes	Electoral Management Bodies Electoral assistance practitioners Electoral policymakers Civil Society
Political participation and representation	Public administration Oversight agencies Political parties and movements National and sub-national parliaments Civil Society
Democracy assessment	(Governmental and non-governmental) advisors to policy makers (Governmental and non-governmental) policy makers Policy influencers (including Civil Society) Media

For each boundary partner, a standardized outcome objective has been formulated.[1] The outcome objectives describe how the behaviours, relationships and practices of a boundary partner will change if a project is successful and achieves its full potential as a facilitator of change. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget. The total funds invested per boundary partner are summarized in Figure 7.

Figure 7. Planned financial investment per boundary partner in 2024 (core and restricted funding)

These figures can be compared with 2023, presented in figure 8.
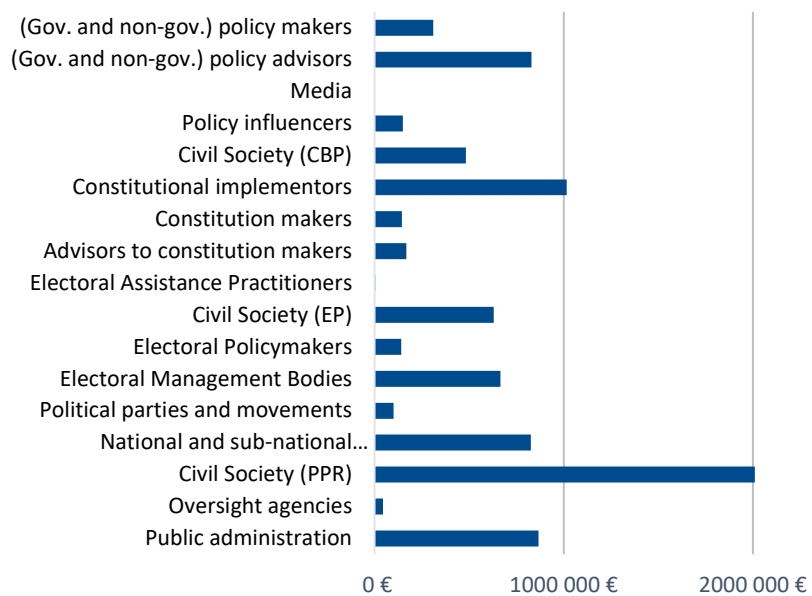
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[1] The full set of outcome objectives for our 17 boundary partners can be found in the Annex.

Figure 8. Planned financial investments per boundary partner in 2023 (core and restricted funding)

In the following sections of the 2024 Programme and Budget detailed plans for each programme and institutional projects are presented.

2. Global Programmes

The Global State of Democracy: Challenges and Opportunities

International IDEA's 2022 Global State of Democracy (GSoD) Report displayed trends revealing that more countries are moving towards authoritarianism than democracy. In parallel, people are de-prioritizing democracy. In 2017, 8.7 per cent of respondents to the World Values Survey said it was "very good" to have a strong leader who doesn't have to bother with parliament or elections. In 2020, that number was 21.0 per cent.

In the 2022 GSoD Report the Institute highlighted the need for new social contracts that better reflect contemporary contexts and more accurately integrate people's new needs and priorities. The 2023 GSoD Report deepens this analysis, by focusing on the role and importance of countervailing institutions responding to attacks on democratic institutions and processes.

Safeguarding the integrity of political processes has become crucial to ensure inclusive growth and restore public trust in democracy. At the same time, citizens question the ability of political parties and parliaments to handle challenges and crises, and increasingly seek alternative and innovative paths for political action. New parties and movements are emerging, some featuring authoritarian or populist leadership, and citizen activism is giving political expression to unaddressed social grievances. These transformations pose both opportunities and threats. On the one hand, they may trigger the reinvention of traditional representative institutions such as political parties and parliaments to accommodate these new ways of engagement and participation of citizens. On the other hand,

they can result in rhetoric and oppressive action that risks undermining democratic pluralism and constitutional checks on power holders.

As the global state of democracy is complex, fluid, and unequal, the world is facing multiple, interlinked and widespread societal polarization that undermines and exacerbates existing power imbalances, inequalities, marginalization, and gender disparities. According to the Inter-Parliamentary Union (IPU), the global average on youth participation and representation in national parliaments is only 2.84%. Furthermore, about 3.1 billion women and girls live in countries characterized by low or middle levels of women's empowerment and low or middle performance in achieving gender parity.

International IDEA is responding to these global challenges to democracy through six workstreams, which are prioritized in the Institute's Strategy and informed by its assessment of the quality of democracy:

1. **Electoral processes**, which is a priority as electoral institutions and regulatory frameworks are being transformed and scrutinised in established and fragile democracies. Moreover, rapidly evolving digital landscapes and political undermining of electoral credibility are global challenges that impact the credibility of elections.

2. **Constitution building processes**, which are at the centre of political transitions from conflict to peace and from authoritarianism to democracy as well as from democracy to authoritarianism.

3. **Political participation and representation**, which address the challenge of raising citizens' trust in democratic institutions at a time when the public responsiveness of party systems, governments, and parliaments are put into question.

4. **Democracy and inclusion**, which is grounded in the recognition that inclusive participation and representation are fundamental enabling elements and principles of democracy.

5. **Digitalization and democracy**, which has facilitated greater connectivity and citizen's participation in politics but also bolstered the repressive capabilities of authoritarian regimes.

6. **Climate change and democracy**, to help democracies become more responsive in the face of the climate crisis by formulating effective, citizen-owned climate policy agendas and leveraging the strengths of democratic decision-making.

Strategic priorities for Global Programmes in 2024

In 2024, International IDEA's Global Programmes (GP) will strengthen its existing programmes on democracy assessment, electoral processes, constitution building, and democracy and inclusion. GP will redefine its work on political participation and representation to cover three main areas: political finance; parliamentary strengthening; and citizens engagement. GP will also promote the two new dedicated workstreams on climate change and digitalization. The workstreams will be implemented through three complimentary and mutually reinforcing strategies:

- *Demand-driven knowledge resources and practical tools*, based on integrated global and regional analysis,

to inform International IDEA's capacity development and agenda setting work.

- *Advice to regional and country programmes*, to substantiate options for political and institutional reforms fit for local contexts.

- *Enhanced programme outcome orientation*, through co-design with regional programmes and effective monitoring and evaluation, to contribute to the establishment of International IDEA as a learning organization.

The **Democracy Assessment** (DA) Team will continue to develop and disseminate its work on the GSoD Indices and Report, as well as the Democracy Tracker, integrated in a one-stop platform for practitioners, media, policy influencers and policy makers. It will also focus on engaging with boundary partners who are interested in issues of social inequality through the pilot of the People's Perception Index.

The **Electoral Processes** (EP) Team will build on its convening power in the elections community to articulate and exemplify options and best practices for electoral reform, regulatory policy, and management processes. International IDEA election-focused comparative knowledge products, training resources, and assessment and analysis tools are standard resources in electoral administration, with usage tracked in more than a hundred countries. These products and tools are anchored in global comparative data, case studies and practitioner experience. Some of them have been reviewed over time, and new ones have been developed, to respond to the new suite of threats to electoral processes, to make them as effective as possible in the face of emerging challenges. The strategic framing of protection and institutional resilience will inform the continued development of International IDEA's

election-focused global knowledge products, advocacy, and services. In 2024 contemporary issues such as the independence and financing of electoral management bodies, the complex information environment around elections and the operational challenges of organising trusted electoral processes will be prioritized.

The **Constitution Building Processes** (CBP) Team will continue to develop comparative knowledge at the global level, which is based on regular consultations and discussions with practitioners and experts. At the same time, the CBP team will apply this knowledge directly through on-demand in-country assistance to constitution-building processes, in coordination with regional and country offices. CBP's programmatic model is broken down into four areas: *Online platforms and databases* including ConstitutionNet which is the 'go-to' source of information, analysis and knowledge resources for the global constitution-building community; *country assistance* covering on-demand mobilization of CBP resources to support constitution building in a variety of settings in coordination with regional offices; *knowledge production* which is interlinked with CBP's networks and country assistance; *networks and shared learning* including the Women Constitution Makers Dialogue Forum, the Edinburgh Post-Conflict Dialogues on Constitution Building and a series on Constitutional Innovations.

The **Political Participation and Representation** (PPR) Team will focus on money in politics, parliamentary strengthening, and citizens' engagement. On *money in politics* the Team will continue to work closely with the oversight bodies, political parties, parliaments, and civil society organizations to advance evidence-based reforms to increase transparency and accountability in the flow of money in politics. Within the area of *parliamentary strengthening* the PPR Team will work towards positioning International IDEA as a thought leader in parliamentary strengthening and a leading actor in the wider parliamentary development community. This work will be closely co-ordinated with Phase Two of International IDEA's EU-funded INTER PARES programme which supports parliamentary strengthening through peer-to-peer exchange and learning between parliaments of EU Member States and partner parliaments. Regarding *citizens' engagement* the PPR Team will explore the on-going trends towards wider civic momentum for more inclusive political participation and representation. This area of work will be advanced in close collaboration with the Climate Change and Digitalization workstreams.

The **Democracy and Inclusion** (DI) Team will tackle gender inequalities, marginalisation, and exclusion challenges, by focusing on the global EU-funded project on Women and Youth Democratic Empowerment (WYDE). DI will also: produce and disseminate global comparative knowledge resources/tools on tackling such challenges; provide substantive support to state and non-state partners at national, regional, and global levels to strengthen legal and normative frameworks; and convene global, regional, and national dialogues, platforms to inspire the global agenda on institutionalising gender equality and inclusion in democracy building.

The **Digitalization and Democracy** (DD) Team will adopt a two-pronged approach aimed at influencing global discussions on norms, principles, and regulations, while also supporting regional and national programs addressing aspects of digitalization. At the global level, the workstream will strive to shape discussions in key legislative global capitals and collaborate with international organizations such as the OECD, the UN, and the African Union. At the regional level, the Team will prioritize work in Europe due to its global significance in setting standards for digital regulation. Additionally, work in

Africa and West Asia will receive priority. In 2024, the DD team will design and start the implementation of a programme that will: implement and support activities that aim to safeguard countervailing and democratic institutions from digital threats; influence and advocate for principles and regulations that encourage democracy-affirming uses of emerging technology; support the digitalization of government and governance that promote and enhance democratic norms, values, and principles.

The **Climate Change and Democracy** (CCD) Team aims to inspire and support efforts to bridge the gaps between scientists, citizens, and policymakers. It will work with these actors to build knowledge and offer capacity development and policy advice to support strategies that minimize democracies' structural weaknesses (such as short-termism, cumbersome procedures, or the influence of vested interests), leverage the inherent assets of democracies (such as the free circulation of information, participation and accountability), and innovate democratic processes (e.g., through long-term framework legislation, deliberative mini-publics and citizen assemblies). In 2024 the CCD Team will prioritize cooperation with policymakers, advisers to policymakers, climate activists and other policy influencers, including civil society organisations, while also building and nurturing its relationships with donors and leading climate experts. The Team will emphasize bridge-building between selected IDEA's boundary partners and targeted relevant actors in the climate change community.

Table 7. Planned budgets per programme and project, 2024: Global Programmes

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platforms & Databases	-	107,826	107,826
Country-level assistance	-	399,351	399,351
Knowledge generation	-	152,641	152,641
CBP Networks and Shared Learning	-	238,341	238,341
CBP General Programme Management and Support	-	117,700	117,700
Provision of expertise for justice in conflict and transition – Phase II*	792,982	-	792,982
Peace and Conflict Resolution Evidence Platform (PCREP)*	16,293	-	16,293
TOTAL (CBP)	**809,275**	**1,015,859**	**1,825,134**
Democracy Assessment (DA)			
DA Basket Funds 2	330,706	1,290,068	1,620,774
Legitimate crisis management and multilevel governance (LEGITIMULT)*	120,865		120,865
TOTAL (DA)	**451,571**	**1,290,068**	**1,741,639**
Electoral Processes (EP)			
Emerging challenges in electoral management	-	160,166	160,166
Global knowledge resources on elections	-	150,959	150,959
Global Advisory services	-	194,780	194,780
Risk, resilience and crisis management and elections	-	170,720	170,720
PRO-DEM Fund Promoting and Protecting Democracy*	564,550	120,402	684,951
Protecting Electoral Processes in the Information Environment*	761,367	-	761,367
TOTAL (EP)	**1,325,917**	**797,027**	**2,122,944**

Programme/Project name	RES €	UNR €	Total €
Political Participation and Representation (PPR)			
Money in Politics	-	226,603	226,603
Citizen Engagement - Global	-	26,979	26,979
Parliamentary Strengthening	-	27,580	27,580
INTER PARES Parliaments in Partnership – Phase II*	1,607,333	-	1,607,333
TOTAL (PPR)	**1,607,333**	**281,161**	**1,888,495**
Climate Change and Democracy			
Climate Change and Democracy	-	322,766	322,766
Secondment Climate Change and Democracy	148,282	-	148,282
Study on Climate Assemblies and other forms of deliberative democracy*	47,642	14,502	62,143
TOTAL (CCD)	**195,924**	**347,268**	**543,192**
Digitalization and Democracy			
Digitalization and Democracy	-	270,210	270,210
Digitalization and Democracy*	94,786	-	94,786
TOTAL (DD)	**94,786**	**270,210**	**364,996**
Democracy and Inclusion (DI)			
Democracy and Inclusion	-	182,756	182,756
Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making*	931,335	-	931,335
TOTAL (DI)	**931,335**	**182,756**	**1,114,091**

Programme/Project name	RES €	UNR €	Total €
Director, Global Programmes Office (DGPO)			
Democracy in the Development Agenda	-	41,969	41,969
Global Programmes Management	-	459,617	459,617
TOTAL (DGPO)	**-**	**501,585**	**501,585**
TOTAL, GLOBAL PROGRAMMES	**5,416,141**	**4,685,935**	**10,102,076**

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

Figure 9. Financial investment per output category (core funding), Global Programmes

Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2024. 64% of the activity budget in the Global Programmes will be invested in face-to-face outputs: i.e. events and dialogues (network meetings, workshops and conferences which we convene), and trainings and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 36% of the activity budget will be invested in online outputs, i.e.: publications (handbooks, reports, translations, policy papers and training modules); digital tools, platforms, and databases; and communication products (news articles, opinion pieces and films) which we make available online on International IDEA's websites. In 2023 50% of GP's activity budgets was invested in face-to-face outputs and 50% in online outputs.

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

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
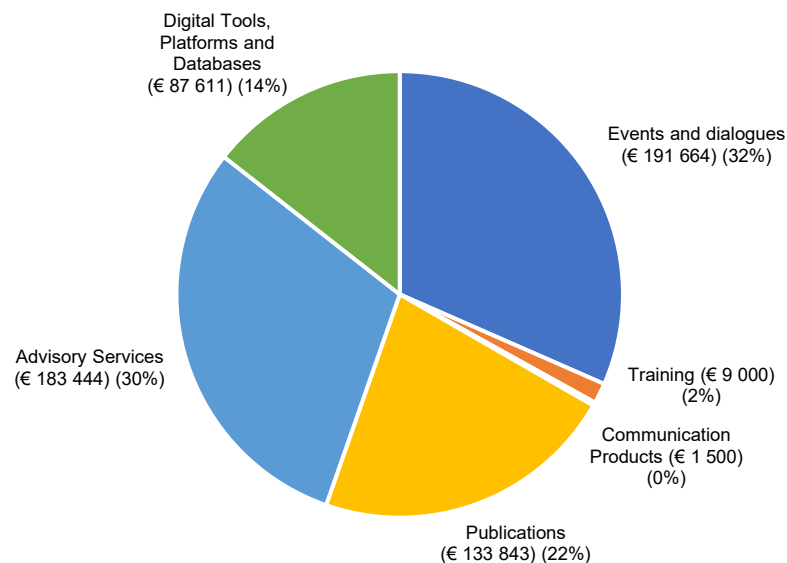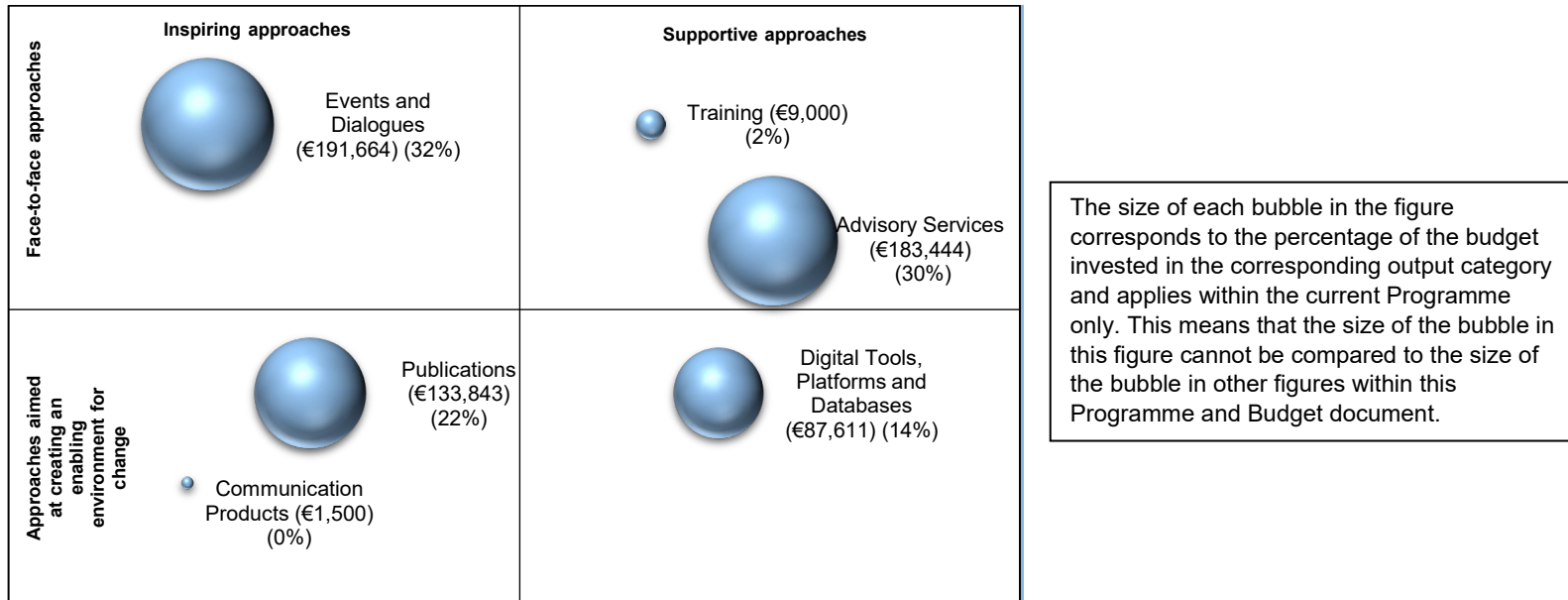
Figure 10 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2024 and illustrates how these outputs are intended to inspire and support change processes. 54% of the activity budget in the Global Programmes will be invested in events and dialogues, and online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 46% of the activity budget will be invested in face-to-face trainings, advisory services, and online digital tools, platforms, and databases aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2023 when 51% of the activity budget was planned to be invested in inspiring outputs and 49% in supportive outputs.

Figure 11. Strategy map illustrating the total financial size of each output category (core and restricted funding), Global Programmes

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.

Figure 11 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programmes 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 18% of the total activity budget for the programme. The remaining 82% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. It should be noted here that the projects under Democracy Assessment are a combination of both restricted and unrestricted funds. In this document, these projects fall under restricted funding. These figures can be compared with the plans for 2023 when unrestricted funds amounted to 24% of the total activity budget and 76% were restricted funds for capacity development projects.

Figure 12. Financial investment per boundary partner (core funding), Global Programmes

International IDEA's results framework lists the types of institutions and actors that we interact with in various inspiring and supportive efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 12 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Global Programmes 2024. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget.

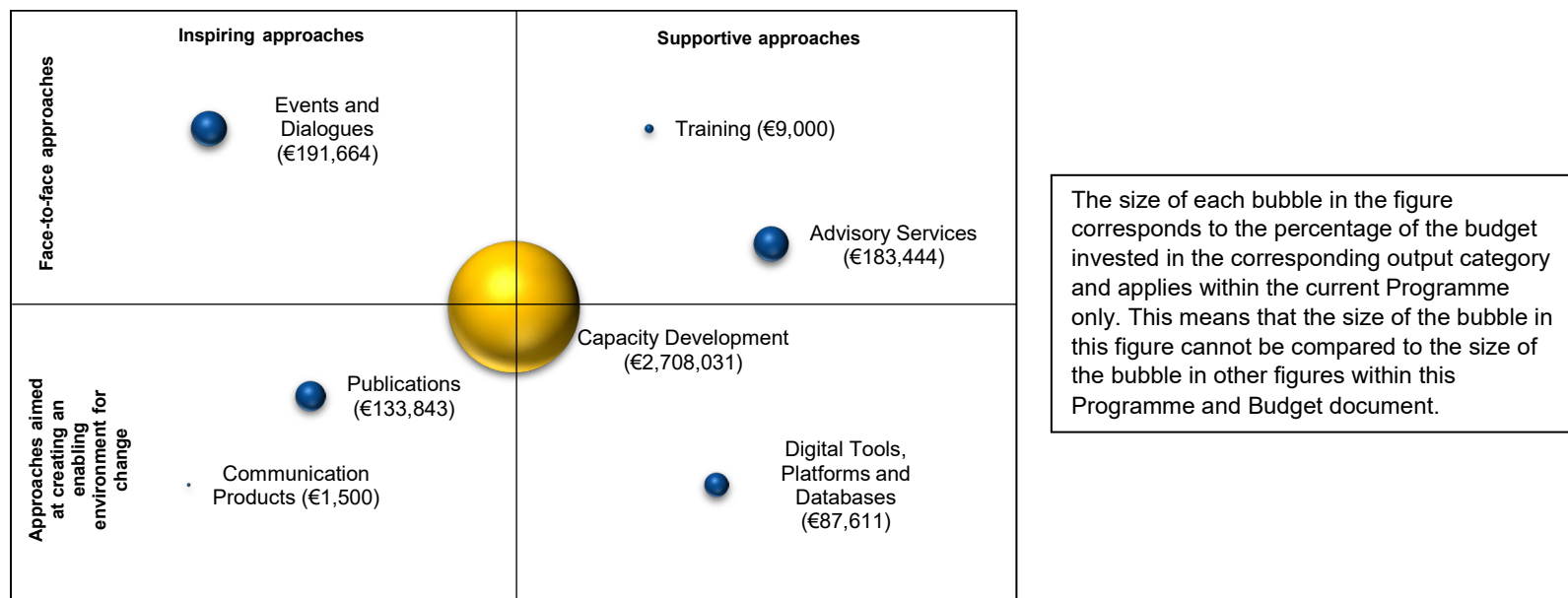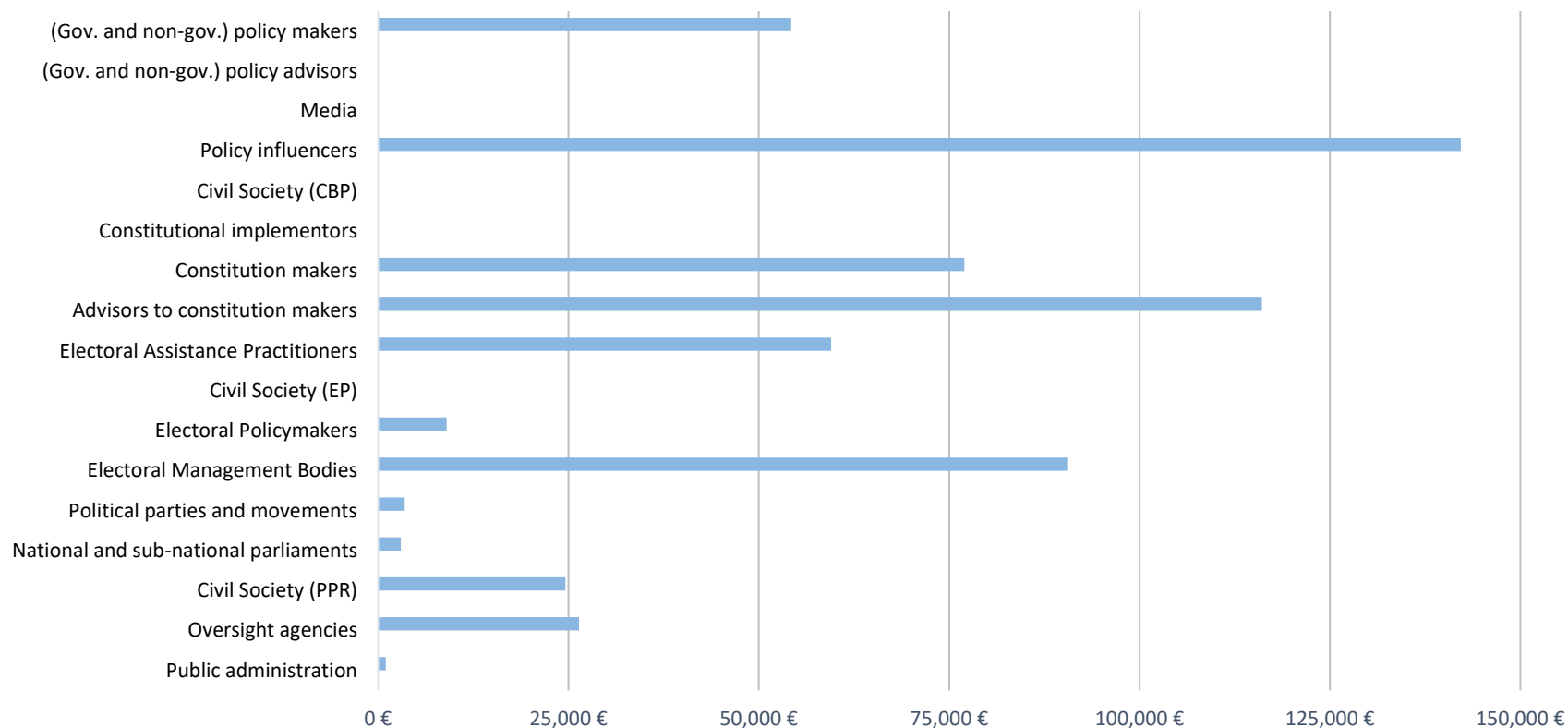## Figure 13. Total financial investment per boundary partner (core and restricted funding), Global Programmes
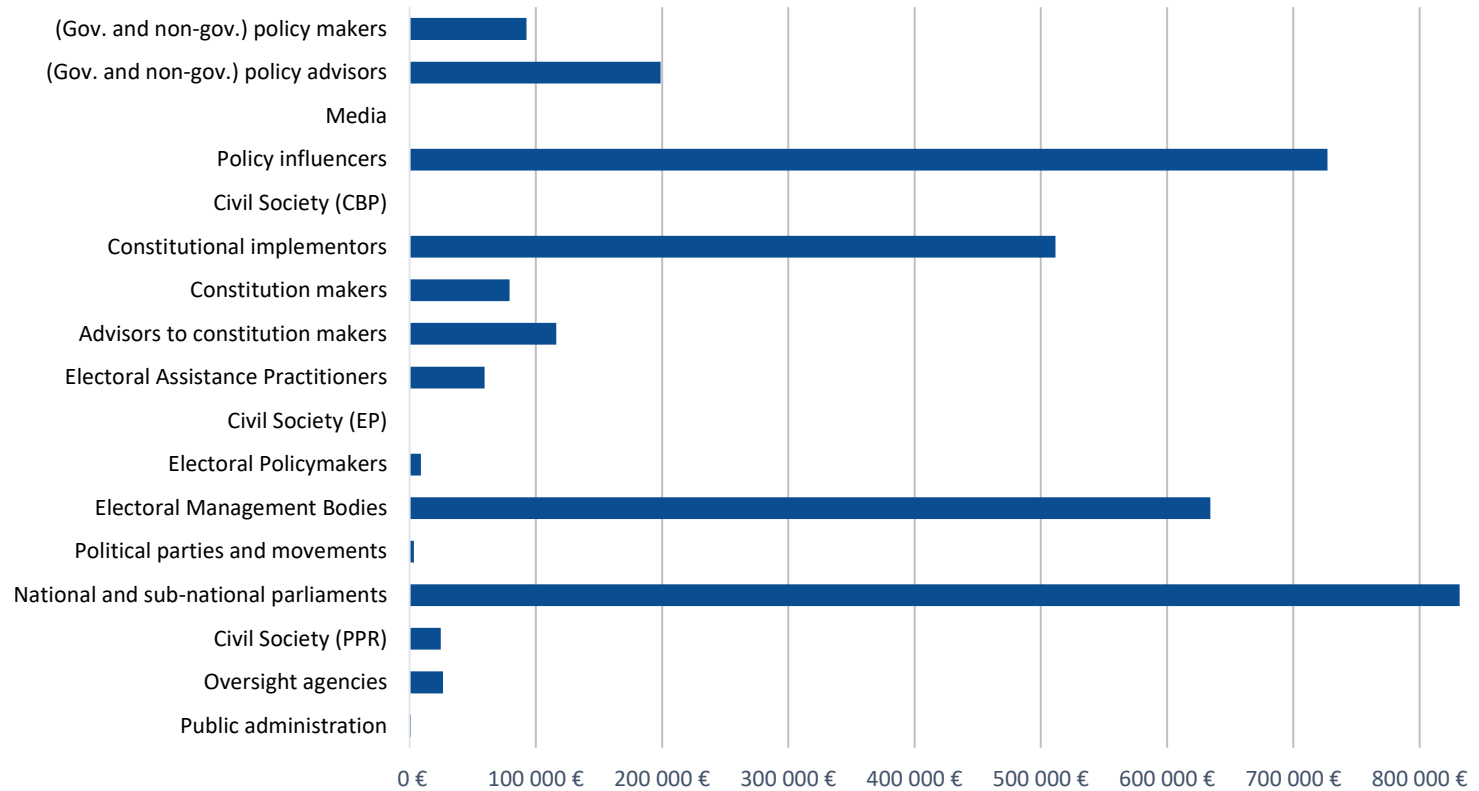
Figure 13 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programmes 2024.

Constitution-Building Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10257 – Online Platforms & Databases			
Advisors to constitution makers utilize International IDEA's knowledge and networks to give 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.	12,500
	Digital tools, platforms and databases	The Post-Conflict Constitution-Building Processes (PCCBP) database is publicly released and disseminated.	5,000
		Staff costs	83,272
		Indirect costs	7,054
		Total	**107,826**
PR10258 – Country-level assistance			
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.	70,000
		Staff costs	303,225
		Indirect costs	26,126
		Total	**399,351**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10259 – Knowledge generation			
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.	7,000
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice and advance inclusive practices in constitution-building processes.	Publications	The 2023 Annual Review of Constitution Building is developed and published.	3,000
		Staff costs	132,656
		Indirect costs	9,986
		Total	**152,641**
PR10260 – CBP Networks and Shared Learning			
Advisors to constitution makers utilize International IDEA's knowledge and networks to give 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.	95,547
		Staff costs	127,202
		Indirect costs	15,592
		Total	**238,341**

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

Restricted projects

PR10522 - Provision of expertise for justice in conflict and transition – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	511,570
	Office costs	9,480
	Staff costs	231,997
	Indirect costs	39,936
	Total	**792,982**

PR10562 – Peace and Conflict Resolution Evidence Platform (PCREP)

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	2,163
	Staff costs	13,064
	Indirect costs	1,066
	Total	**16,293**

Democracy Assessment
Restricted projects

PR10560 – DA Basket Funds 2

Boundary Partner and Outcome objective	Output Category	Budget, €
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	Capacity development	198,900
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		38,087
Policy influencers (including civil society) utilize IDEA's democracy analysis, recommendations and data to promote democracy and advocate for evidence-based democratic reforms.		65,500
	Staff costs	1,212,255
	Indirect costs	106,032
	Total	**1,620,774**

PR10531 – Legitimate crisis management and multilevel governance (LEGITIMULT)

Boundary Partner and Outcome objective	Output Category	Budget, €
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	300
	Staff costs	112,658
	Indirect costs	7,907
	Total	**120,865**

Electoral Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10309 – Emerging challenges in electoral management			
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.	40,000
	Digital tools, platforms and databases	Datasets are created on emerging challenges in electoral administration.	1,000
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Publications	On-demand and targeted mini publications and guidance on evolving trends in election administration are produced.	3,500
	Communication products	Infographics are created and social media engagement is generated on emerging challenges in election administration.	1,500
		Staff costs	104,188
		Indirect costs	10,478
		Total	**160,166**

International **IDEA**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10310 – Global knowledge resources on elections			
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Digital tools, platforms and databases	Electoral Process databases, online digital tools and platforms are maintained, continuously updated and further developed.	41,000
	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. Additionally, IDEA's catalogue of knowledge products on electoral processes is maintained, developed and promoted.	3,700
	Publications	On-demand small scale publications, case studies and audio-visual (multimedia) products on normative and technical aspects of electoral processes are produced.	3,400
	Publications	Research and evidence base for a potential Financing of Elections handbook is conducted.	-
		Staff costs	92,984
		Indirect costs	9,876
		Total	**150,959**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10483 – Global Advisory services			
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.	13,500
	Advisory services	Targeted and responsive advisory services on specialist electoral questions are provided to boundary partners.	5,000
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Training	Training packages on electoral processes are produced and provided for IDEA field offices and partners.	9,000
		Staff costs	154,537
		Indirect costs	12,743
		Total	**194,780**
PR10649 – Risk, resilience and crisis management and elections			
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.	12,000
	Advisory services	Advisory services are provided on risk resilience and crisis management to electoral stakeholders.	15,000
	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.	5,500
		Staff costs	127,052
		Indirect costs	11,169
		Total	**170,720**

Restricted projects

PR10570 – PRO-DEM Fund Promoting and Protecting Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	368,019
	Staff costs	271,862
	Indirect costs	45,070
	Total	**684,951**

PR10603 – Protecting Electoral Processes in the Information Environment

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	175,650
	Staff costs	525,834
	Indirect costs	59,883
	Total	**761,367**

Political Participation and Representation

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10647 – Money in Politics			
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics	Advisory services	On-demand advisory services are provided to oversight agencies and policymakers.	5,759
	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.	5,117
	Publications	One country assessment, and additional knowledge products on the impact of digitalization, inclusive political finance, and new forms of participation are developed.	15,500
Public administration exercise 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.	1,000
		Staff costs	184,402
		Indirect costs	14,824
		Total	**226,603**
PR10634 – Citizen Engagement - Global			
Political parties and movements exercise their functions so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services on trends and innovative forms of citizen engagement are provided	3,500
		Staff costs	21,714
		Indirect costs	1,765
		Total	**26,979**

International **IDEA**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10462 – Parliamentary Strengthening			
National and sub-national parliaments exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.	Publications	A scoping paper on lessons learnt from parliamentary strengthening work of INTER PARES is produced.	3,000
		Staff costs	22,776
		Indirect costs	1,804
		Total	**27,580**

Restricted projects

PR10571 – INTER PARES Parliaments in Partnership – Phase II

Boundary Partner and Outcome objective	Output Category	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	828,600
	Office costs	73,465
	Staff costs	600,116
	Indirect costs	105,153
	Total	**1,607,333**

Climate Change and Democracy
Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10526 – Climate Change and Democracy			
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	A publication on climate change and deliberative democracy is produced.	2,500
	Publications	A publication on climate litigation and democracy is produced.	24,243
	Publications	A comparative mapping of climate change and democracy priority areas (e.g. institutional design of climate policy) is produced.	2,000
	Events and dialogues	Participation in global events, such as the UN Climate Change Conference (UNFCCC COP 29) and other relevant policy fora.	8,000
	Advisory services	Advisory services are provided, and outreach is conducted to further develop the workstream and mobilize funds.	17,500
		Staff costs	256,998
		Indirect costs	21,525
		Total	**332,766**

Restricted projects

PR10587 – Secondment Climate Change and Democracy

Project output	Budget, €
Staff costs	148,282
Indirect costs	-
Total	**148,282**

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Policy influencers (including civil society) utilize IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Capacity development	34,640
	Staff costs	23,438
	Indirect costs	4,065
	Total	**62,143**

Digitalization and Democracy

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10635 – Digitalization and Democracy			
Policy influencers (including civil society) utilize 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.	18,000
	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.	46,500
	Events and dialogues	Events focused on global advocacy on digitalization and democracy are convened and participated in.	26,000
	Advisory services	Advisory services are provided, and outreach is conducted to further develop the workstream and mobilize funds.	41,685
		Staff costs	120,348
		Indirect costs	17,677
		Total	**270,210**

Restricted projects

PR10563 – Digitalization and Democracy

Project output	Budget, €
Staff costs	88,585
Indirect costs	6,201
Total	**94,786**

Democracy and Inclusion
Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10450 – Democracy and Inclusion			
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.	Digital tools, platforms and databases	The Gender Quotas Database is updated and maintained.	2,000
	Digital tools, platforms and databases	The Inclusion Portal (including women, youth, ethnicity and indigenous people, people with disabilities, and LGBTQIA+) is developed and maintained.	17,611
	Publications	Knowledge products are developed on women, youth, ethnicity and indigenous people, people with disabilities and LGBTQIA+.	5,000
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.	5,000
Political parties and movements exercise their functions so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services and advocacy are provided to political parties on inclusive and more equitable political processes and institutions.	-
		Staff costs	141,189
		Indirect costs	11,956
		Total	**182,756**

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Policy influencers (including civil society) utilize IDEA's democracy analysis, recommendations and data to promote democracy and advocate for evidence-based democratic reforms.	Capacity development	484,602
	Office costs	14,544
	Staff costs	371,260
	Indirect costs	60,928
	Total	**931,335**

Director, Global Programmes Office (DGPO)
Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10302 – Democracy in the Development Agenda			
Policy influencers (including civil society) utilize 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.	3,500
	Digital tools, platforms and databases	Contributions are made to the SDG16 data initiative partnership through partner meetings and website and database updates and maintenance.	2,000
	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.	2,500
	Advisory services	Institutional capacity is improved for demonstrating how IDEA's work contributes to the implementation of the SDGs-	2,000
		Staff costs	29,223
		Indirect costs	2,746
		Total	**41,969**

Objective	Outcome	Project outputs	Budget, €
PR10040 - Global Programmes Management			
To effectively lead and efficiently manage the Global Programmes team.	Effective and relevant partnerships built on and strengthened that contribute to the objectives of the Global Programme and the Institute.	Advocacy and representation of IDEA in events/meetings.	32,965
		Fundraising, resource mobilization and M&E are enhanced and sustained.	11,000
		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.	48,000
		Staff costs	337,583
		Indirect costs	30,068
		Total	**459,617**

3. Africa and West Asia Programme

In International IDEA's 2022 Global State of Democracy Report a majority of countries in the Africa and West Asia (AWA) region are categorized as authoritarian or partly authoritarian regimes. Some of the causes for democratic decline are structural challenges that have been exacerbated by recent shocks of political violence, economic stagnation, climate disasters and global pandemics. The question of whether democracy is delivering social, economic, and cultural development has also become increasingly important. Consequently, while popular support for democracy remains high across the AWA region, a recent spate of unconstitutional changes of government, which disavow constitutional rules for transition in public office and credible elections, have sometimes been publicly welcomed. Nonetheless, recent military coups and other forms of unconstitutional changes of governments risk undermining democratic gains and unravelling social contracts, especially in Central Africa, West Africa, the Horn of Africa as well as the Sahel and North Africa.

The resilience of democracy will continue to come under pressure as governments in the region adopt measures to deal with dynamic governance problems like climate disasters, extremism and political violence, and economic shocks. Careful attention will need to be paid to conflicts of national, regional, and geopolitical interests. In this milieu, elections have become highly charged contests for exclusive access to and control over state institutions. While technical know-how on conducting and managing elections has greatly improved, electoral pressures have spurred irregularities like voter suppression, disenfranchisement, sabotage, and deliberate misinformation, especially on virtual media. Considering the elections held recently in Sierra Leone, Egypt, Algeria, Zimbabwe, Nigeria, and Gabon, the issue of democracy beyond elections remains critical. Programmatic initiatives will have to place citizens at the center of problem-solving initiatives that respond to political instability, economic upheaval, electoral irregularities, corruption, restricted civic spaces, decline in independent media, unsustainable human migration, and demands for justice and security.

Where countries are making sustainable progress in democratic governance despite hurdles, as in Benin, Botswana, The Gambia, Cabo Verde, Ghana, Kenya, Mauritius, Namibia, South Africa, and Zambia, important lessons are emerging on how to strengthen democracy. Increasingly, ordinary citizens demand that technical discussions on how to address democracy challenges in the region are combined with a continuing conversation about problems of constitutional transitions, electoral processes, political participation and representation, and citizen empowerment, including a recognition that answers might differ for women and men, and within and between countries in the region.

In this context the focus of International IDEA's AWA programme in 2024 will be to sharpen the quality, adaptability, value added and timely implementation of strategic programmes. While aiming for marked improvement in the use of our capacity of 122 Staff Members to effectively utilize existing resources available to AWA, the impetus for resource mobilization will be maintained to ensure that adequate resources will be available to meet the following priorities:

1. **Principles and Processes**: Programming will be capacitated to implement strategic interventions that are informed by insightful contextual analysis and to utilize its programmes as regional learning platforms. In 2024, more use will be made of conflict-sensitivity analysis, political economy analysis, power analysis and gender learning framework analysis. The use of these analytical frameworks will be anchored in a strategic process that will be articulated in a new AWA Regional Strategy, which will be anchored by the annual planning and reflection sessions for 2024.

2. **Programmatic Strategic Priorities**: For the constitution building programme, the priority will be to calibrate sub-regional programmes that deal with unconstitutional changes of government and technical assistance provision for constitution building actors to reach sustainable social contracts and constitutional settlements. For instance, in West Africa, priority will be accorded to the operationalization and implementation, in partnership with ECOWAS, of the Regional Mechanism on Support to Inclusive Constitutional Transitions. Electoral support will prioritize targeted critical elections and new initiatives for electoral reform, for instance in Lebanon and Palestine. The Political Participation and Representation programme will prioritize political party financing and continue to strengthen the civic engagement of women, youth and marginalized people. Additionally, each thematic pillar will produce high quality research outputs, which will be included in feedback loops to new programmes.

3. **High-level Policy Dialogues: Convening and Advocacy**: AWA will prioritize existing strategic dialogue initiatives which are implemented with boundary partners like the African Union, the Regional Economic Communities (RECs), and regional and pan-African civil society actors. Prominence will be given to existing strategic policy dialogues, notably the democracy day roundtable, Member States briefings, the annual special envoys and high-level representatives retreat, and other strategic convening engagements that build on the Africa missions of the International IDEA's Secretary-General. Furthermore, an evidence-based approach will be infused into a series of thematic workshops on natural resource governance, money in politics, civic education in the MENA subregion, gendered governance and leadership, constitutional transitions, electoral cycles, and parliamentary effectiveness at continental and sub-regional levels.

4. **Institutional Infrastructure**: In 2024, the priority for resource mobilization will be to aggregate projects under regional programme platforms, guided by the formula of "bigger, better, fewer." Consequently, regional platforms will be initiated across the AWA regions - building on formal partnerships with the relevant RECs. AWA teams' engagement with International IDEA Member States and members of the Board of Advisers from the AWA region, will be enhanced. Similarly, the interface between AWA and other International IDEA regional offices will be enhanced. To improve operational efficiency, the relocation of the AWA regional office will be pursued, while maintaining a liaison office in Addis Ababa, Ethiopia.

International IDEA

Table 8. Planned budgets per project, 2024: Africa and West Asia Programme

Programme/Project name	RES €	UNR €	Total €
AWA Regional Office			
AWA RO – Political Participation and Representation	-	146,347	146,347
AWA RO – Constitution-building Processes	-	121,927	121,927
AWA RO – Electoral Processes	-	177,754	177,754
Towards Peacebuilding and Inclusive Governance: Responding to Constitutional transitions in Fragile and Conflict affected States (Phase III)	-	1,000,000	1,000,000
AWA RO – Pan Regional Initiatives AWA Wide	-	733,682	733,682
AWA RO – General Programme Management and Support	-	385,164	385,164
Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN) Programme Phase II*	192,834	-	192,834
Technical support to the consolidation of peaceful, participatory, inclusive and human rights-based transition to democratic dispensation in the Gambia*	399,728	-	399,728
Strengthening Pan-African Capacities for Electoral Observation and Assistance*	1,610,674	-	1,610,674
TOTAL (AWA RO)	**2,203,236**	**2,564,873**	**4,768,109**
Tunisia			
AWA TU – Support Political Participation and Representation	-	110,790	110,790
AWA TU – Support Constitution Building	-	100,086	100,086
AWA TU – Support Electoral Processes	-	72,597	72,597
AWA TU – General Programme Management and Support	-	124,903	124,903
Supporting Libya's House of Representatives*	983,196	-	983,196
Supporting Yemen's peace process – Integrating local dynamics into the national conversation*	621,137	-	621,137
TOTAL (TUN)	**1,604,333**	**408,377**	**2,012,710**

Programme/Project name	RES €	UNR €	Total €
Kenya			
Kenya General Programme Management and Support	-	26,750	26,750
Enhancing Women's Political Participation in Africa – Phase II*	1,325,913	-	1,325,913
TOTAL (KEN)	**1,325,913**	**26,750**	**1,352,664**
Nigeria			
RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria*	5,986,893	-	5,986,893
TOTAL (NGA)	**5,986,893**	**-**	**5,986,893**
Sierra Leone			
Sierra Leone Democracy Strengthening Programme*	1,407,853	-	1,407,853
TOTAL (SL)	**1,407,853**	**-**	**1,407,853**
Sudan			
Support to Sudan's Democratic Transitional Government*	2,037,554	-	2,037,554
Supporting Sudan's Democratic Transition – Sida*	1,291,075	-	1,291,075
TOTAL (SDN)	**3,328,628**	**-**	**3,328,628**
TOTAL, AFRICA AND WEST ASIA	**15,856,858**	**3,000,000**	**18,856,857**

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

Figure 14. Geographical coverage, Africa and West Asia
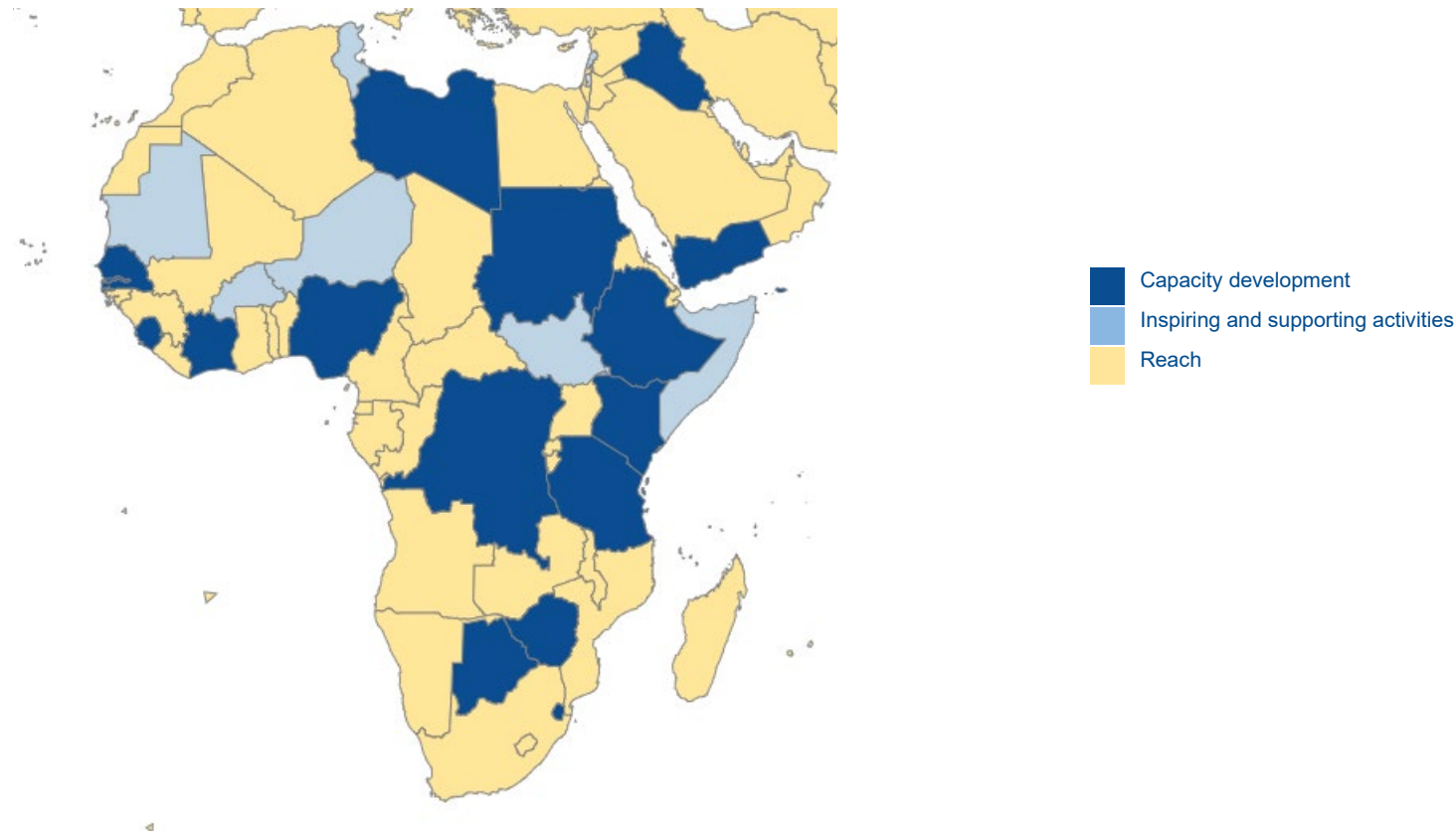
Figure 14 shows where in Africa and West Asia International IDEA plans to make financial investments 2024. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, databases and digital tools are downloaded or viewed. Long-term supportive capacity development programmes will take place in Nigeria, Sierra Leone, Zimbabwe, Kenya, Gambia, Yemen, Libya, Sudan and Ethiopia and increased inspiring and supportive activities are planned, among others, for Burkina Faso, Mali, Somalia, South Sudan, Lebanon, Mauritania, Tunisia, and Palestine.

Figure 15. Financial investment per output category (core funding), Africa and West Asia

Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2024. 93% of the activity budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 7% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites. This can be compared to the budget for 2023, when 74% of the activity budget was invested in face-to-face outputs and 26% in publications.

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

Inspiring approaches

Supportive approaches

Events and Dialogues (€101,000) (17%)

Training (€360,125) (61%)

Advisory Services (€87,600) (15%)

Publications (€38,400) (7%)

Face-to-face approaches

Approaches aimed at creating an enabling environment for change

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
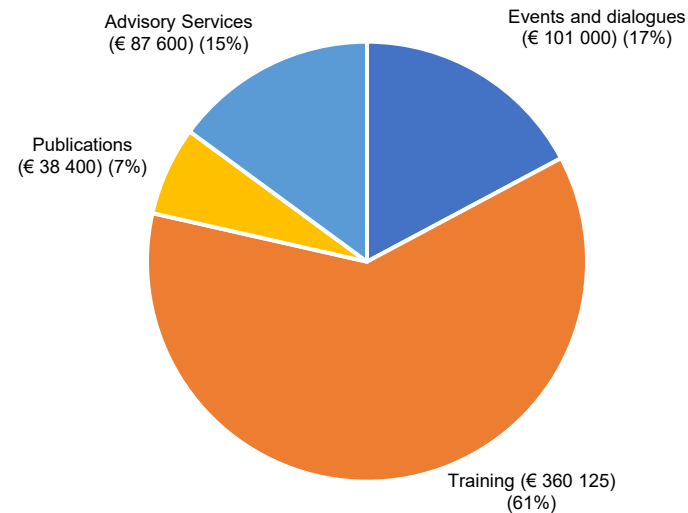
Figure 16 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2024 and illustrates how these outputs are intended to inspire and support change processes. 24% of the activity budget in the Africa and West Asia Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 76% of the activity budget will be invested in trainings and advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2023, when 34% of the activity budget was planned to be invested in inspiring outputs and 66% in supportive outputs.

Figure 17. Strategy map illustrating the total financial size of each output category (core and restricted funding), Africa and West Asia

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
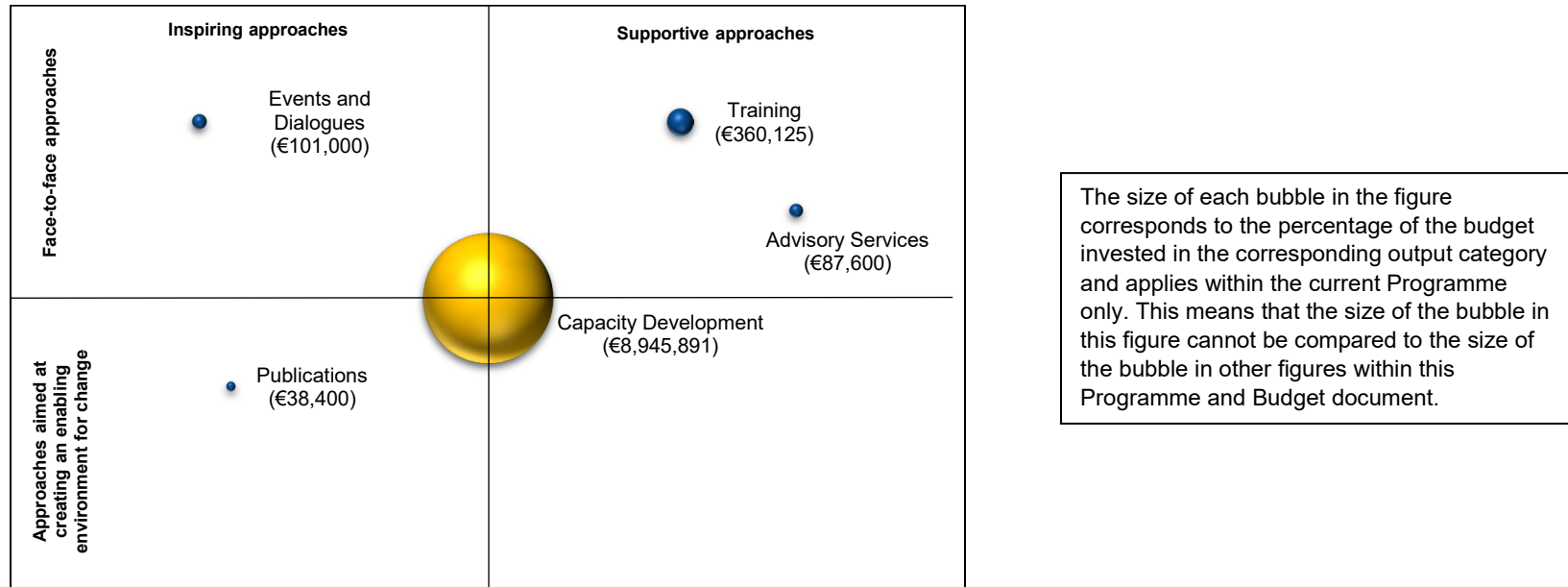
Figure 17 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 6% of the total budget for the region. The remaining 94% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms, and databases. This can be compared to the budget for 2023, when unrestricted funds amounted to 10% of the total budget for the region and the remaining 90% were restricted project grants.

Figure 18. Financial investment per boundary partner (core funding), Africa and West Asia
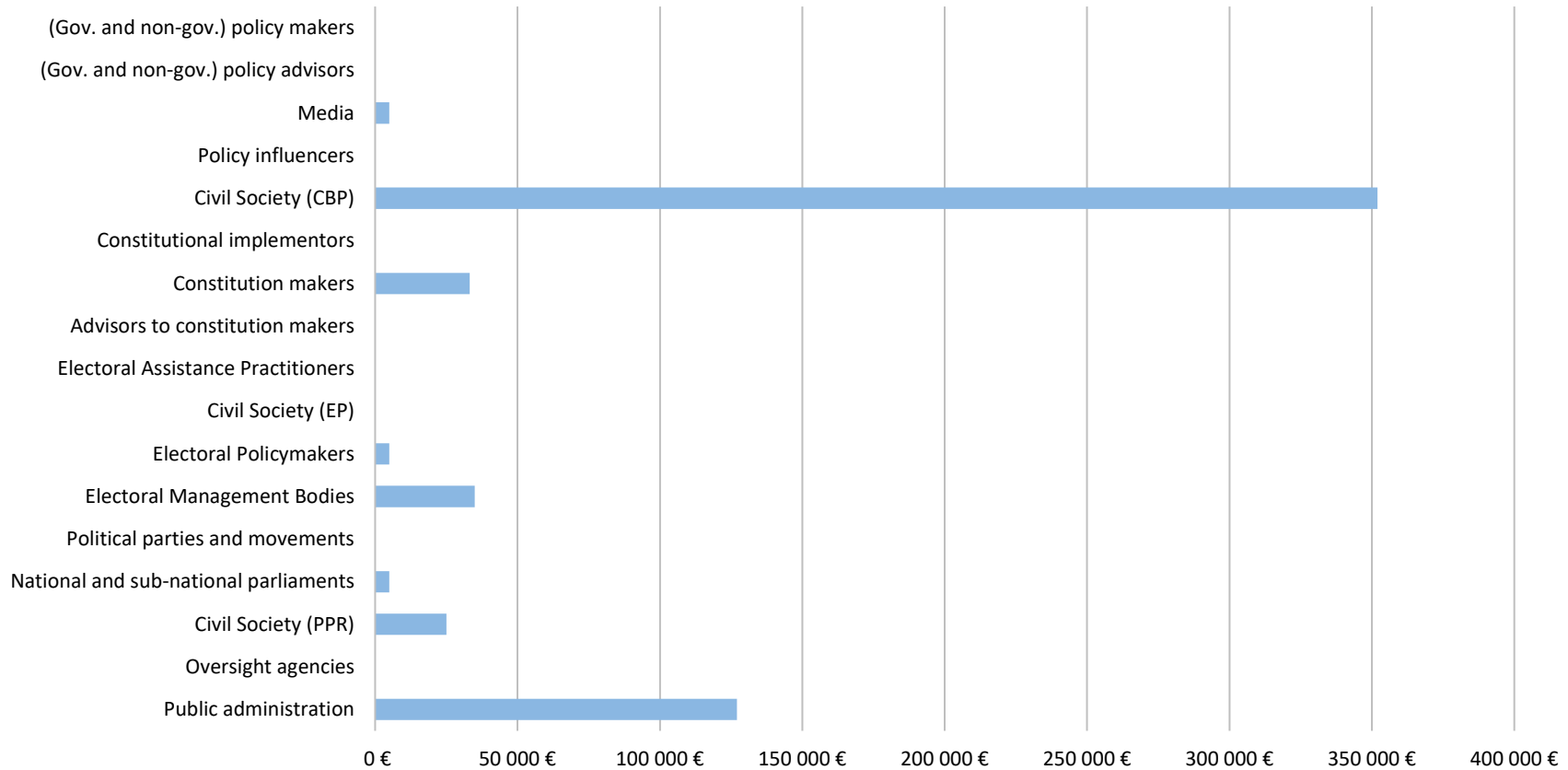
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 18 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Africa and West Asia Programme 2024. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget.

Figure 19. Total financial investment per boundary partner (core and restricted funding), Africa and West Asia

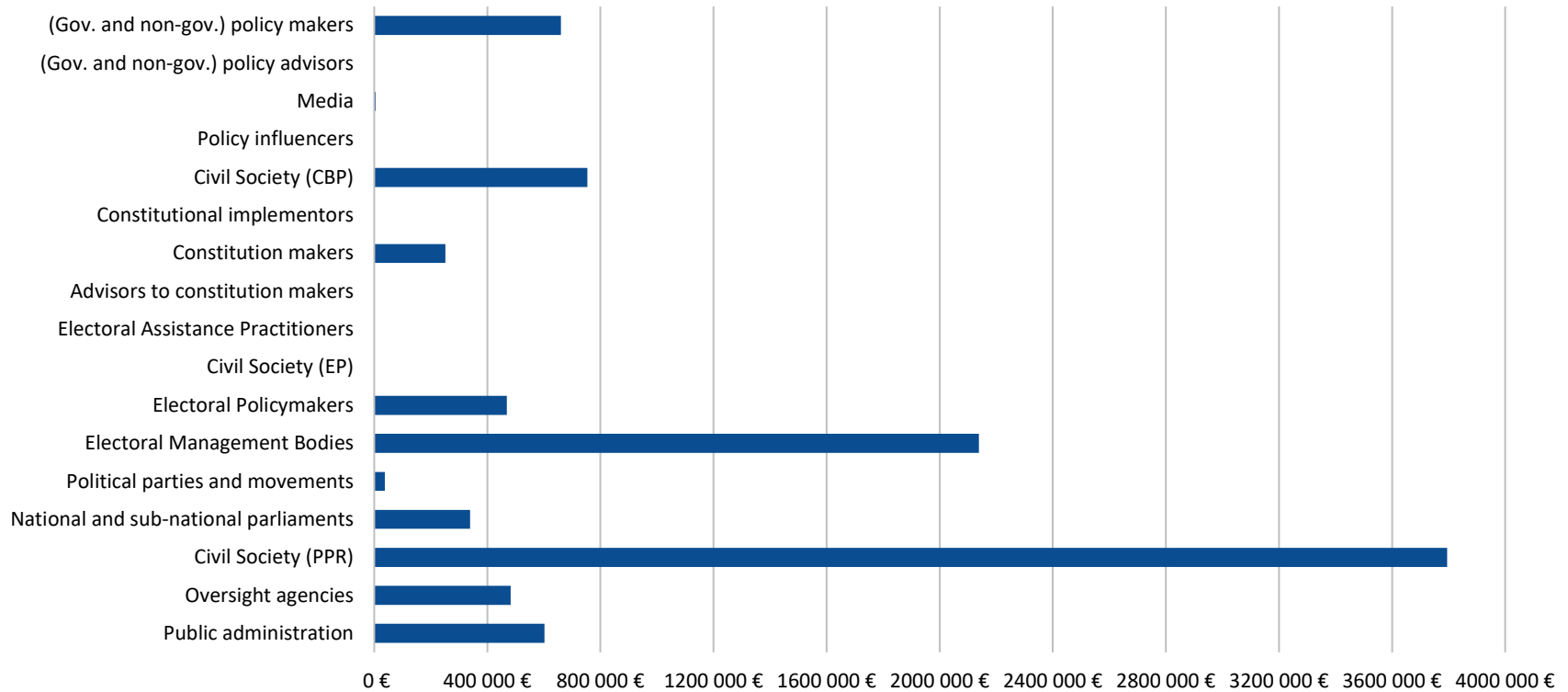Figure 19 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2024. Compared to the budget for 2023 the main difference is that investments in civil society in electoral processes have decreased while investments in CSOs in political participation, Electoral Management Bodies and oversight agencies have increased.

Africa and West Asia Regional Office
Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10630 – AWA RO – Political Participation and Representation			
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.	Events and dialogues	One regional policy event on youth political participation is convened.	10,000
	Publications	A knowledge product on youth political participation is developed and published.	10,000
		Staff costs	116,773
		Indirect costs	9,574
		Total	**146,347**
PR10631 – AWA RO – Constitution-building Processes			
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.	10,000
	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.	10,000
		Staff costs	93,950
		Indirect costs	7,977
		Total	**121,927**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10633 – AWA RO – Electoral Processes			
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Events and dialogues	Pre-election assessment scoping missions in the form of dialogues with EMBs are deployed.	5,000
	Advisory services	On-demand advisory services are implemented, including trainings, roundtable events, meetings and analytical memos as requested.	10,000
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Publications	The following knowledge products are produced: • Guide on Internal Risks on Elections in West Africa – cases from five countries • Guide on External Risk Factors to Elections in West Africa (2023-2024) – cases from five countries • Policy paper on EMB approaches to addressing electoral violence in West Africa • Policy brief on independence of EMBs in SADC region.	5,000
		Staff costs	146,125
		Indirect costs	11,629
		Total	**177,754**
PR10648 – Towards Peacebuilding and Inclusive Governance: Responding to Constitutional transitions in Fragile and Conflict affected States (Phase III)			
Civil society (CBP) hold constitution makers accountable and promote public participation in constitution-building processes.	Trainings	Trainings are provided to national actors to engage in inclusive constitutional transitions.	345,125
		Staff costs	589,455
		Indirect costs	65,421
		Total	**1,000,000**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10632 – AWA RO – Pan Regional Initiatives AWA Wide			
Public administration exercise 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.	61,000
	Training	One training is conducted on M&E practices and two monitoring missions are organized to support the documentation of project outcomes and lessons.	10,000
	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.	51,000
		Staff costs	563,684
		Indirect costs	47,998
		Total	**733,682**

Project output	Budget, €
PR10626 – AWA RO – General Programme Management and Support	
Office costs	130,000
Staff costs	229,966
Indirect costs	25,198
Total	**385,164**

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	180,219
	Staff costs	-
	Indirect costs	12,615
	Total	**192,834**

PR10599 – Technical support to the consolidation of peaceful, participatory, inclusive and human rights-based transition to democratic dispensation in the Gambia

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	218,892
	Office costs	35,930
	Staff costs	118,756
	Indirect costs	26,150
	Total	**399,728**

PR10658/PR10659 – Strengthening Pan-African Capacities for Electoral Observation and Assistance

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Capacity development	463,743
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.		742,342
	Office costs	47,149
	Staff costs	300,371
	Indirect costs	57,068
	Total	**1,610,674**

Tunisia
Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10544 – AWA TU – Support Political Participation and Representation			
National and sub-national parliaments exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services are provided to institutionalize the Arab Women Parliamentarians Network for Equality	5,000
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.	Training	Trainings are provided to Arab youth to help them participating better in public affairs.	5,000
Public administration exercise 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.	5,000
Media utilize 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.	5,000
		Staff costs	83,542
		Indirect costs	7,248
		Total	**110,790**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10545 – AWA TU – Support Constitution Building			
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.	6,600
	Advisory services	Constitutional and peace processes in the region are supported.	6,600
Civil society (CBP) hold constitution makers accountable and promote public participation in constitution-building processes.	Publications	Recommendations on peace in MENA regional conflicts are delivered to leading actors, including international organization that are leading peace efforts in the region.	6,800
		Staff costs	73,539
		Indirect costs	6,548
		Total	**100,086**
PR10629 – AWA TU – Support Electoral Processes			
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	15,000
	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 on media monitoring in the Arab region is also organized.	5,000
		Staff costs	47,848
		Indirect costs	4,749
		Total	**72,597**

Project output	Budget, €
PR10627 – AWA TU - General Programme Management and Support	
Office costs	50,000
Staff costs	66,732
Indirect costs	8,171
Total	**124,903**

International IDEA

Restricted projects

PR10527 – Supporting Libya's House of Representatives

Boundary Partner and Outcome objective	Output Category	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	333,888
	Office costs	235,425
	Staff costs	349,562
	Indirect costs	64,321
	Total	**983,196**

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

Boundary Partner and Outcome objective	Output Category	Budget, €
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	447,971
	Office costs	4,063
	Staff costs	123,094
	Indirect costs	46,010
	Total	**621,137**

Kenya
Unrestricted projects

Project output	Budget, €
PR10628 – Kenya General Programme Management and Support	
Office costs	25,000
Staff costs	-
Indirect costs	1,750
Total	**26,750**

Restricted projects

PR10573 – Enhancing Women's Political Participation in Africa – Phase II

Boundary Partner and Outcome objective	Output Category	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	778,490
	Office costs	20,292
	Staff costs	482,016
	Indirect costs	45,116
	Total	**689,627**

Nigeria
Restricted projects

PR10590 – RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria

Boundary Partner and Outcome objective	Output Category	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	1,540,947
Public administration exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		475,500
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics		482,073
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		211,875
	Office costs	349,919
	Staff costs	2,534,913
	Indirect costs	391,666
	Total	**5,986,893**

Sierra Leone
Restricted projects

PR10569 – Sierra Leone Democracy Strengthening Programme

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	644,601
	Office costs	99,720
	Staff costs	571,430
	Indirect costs	92,103
	Total	**1,407,853**

International **IDEA**

Sudan
Restricted projects

PR10412 – Support to Sudan's Democratic Transitional Government

Boundary Partner and Outcome objective	Output Category	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	1,450,122
	Office costs	128,189
	Staff costs	317,088
	Indirect costs	142,155
	Total	**2,037,554**

PR10423 – Supporting Sudan's Democratic Transition - Sida

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.		536,010
Civil society (CBP) hold constitution makers accountable and promote public participation in constitution-building processes.	Capacity development	402,018
Political parties and movements exercise their functions so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.		37,200
	Office costs	9,006
	Staff costs	222,378
	Indirect costs	84,463
	Total	**1,291,075**

4. Asia and the Pacific Programme

The broad democratic decline witnessed in the Asia and the Pacific region in recent years has mostly come to a halt, with the notable exceptions of Myanmar and Afghanistan. However, civil liberties, including freedom of association and assembly, have continued to decline. After peaking in 2012, as per International IDEA's GSoD indices, the Freedom of Press score has now declined to 2001 levels. 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, and parliaments.

Geostrategic competition among major powers is likely to intensify, albeit unevenly in various subregions. Over the last few years, Asia and the Pacific region saw a resurgence of multilateral dialogues, including the successful organization of ASEAN, APEC and G20 meetings; skilfully handling the delicate balance of geopolitical competition at the regional level. Furthermore, South Korea will be hosting the third Summit for Democracy, with potential to both galvanise Asian democracies and ease some of the tensions, and for civil society to engage more intensively with the process.

In 2024, International IDEA's Asia and Pacific programme (AP) envisages supporting the region's most promising democratic trends: electoral reforms advancing inclusion, constitutional provisions entrenching the rights of indigenous peoples, youth groups seeking political space, or adoption of safe and innovative use of technology while developing guardrails against its misuse. AP will work with Member States; co-organizing events with the Election Commissions of Australia, India, the Philippines, and Mongolia, engaging with the Bali

Democracy Forum of Indonesia, and seeking to engage with Japan's institutions engaged in democracy work. The Canberra Series on Election Integrity – sharing learnings among Electoral Management Bodies (EMBs) is being organised in collaboration with the Australian Election Commission.

AP continues to support the democratic institutions and civil society groups of Myanmar and put renewed emphasis on supporting political reforms in Thailand and Sri Lanka, and on democratic journeys in the Pacific. In its work on climate change and democracy, the AP program will continue to advocate for the recommendations in the recently published "Climate Change and Democracy: Insights from Asia and the Pacific" in regional and global forums. The programme will also continue to roll out the Youth Democracy Academy (YDA) training modules - gaining traction amongst the youth groups from Fiji to Myanmar.

In 2024, elections are taking place in India and Indonesia, respectively the worlds' largest and third largest democracies, amidst heightened tensions and political polarisation in both nations. The Institute is closely watching these elections in collaboration with national partners. Other major elections are taking place in Mongolia, Taiwan, South Korea and Sri Lanka, as well as in Bangladesh, with potential IDEA engagement in a post-electoral review in the latter. The Myanmar junta is likely to stage its bogus electoral process in 2025 and the Institute is advocating the international community not to engage or provide any legitimacy to this exercise.

The political inclusion and enfranchisement of absent voters, particularly migrant workers, remains a challenge in much of the

region. Building on the research produced in South-Asia, the Institute will undertake a study on experiences in the Pacific, and advocate for concrete steps at the country level moving towards the political inclusion and electoral enfranchisement of internal and out of country migrants. Use of Technology for Out of Country Voting (OCV) is to be discussed from a comparative perspective.

Unresolved constitutional issues include the role of the military in political processes, inclusion of women and Indigenous peoples and the LGBTQIA+ community, as well as challenges of constitutions delivering on their promises after democratic transitions. The emerging issues of digital rights and the role of constitutions in mitigating and adapting to the climate crisis are to be discussed in AP's regional forums such as the Melbourne Forum – a regional network and forum of constitution experts and policy makers. The Institute is positioning itself to advise on constitutional reforms in Sri Lanka and Thailand in particular, as well as in Mongolia and Fiji. AP continues supporting Nepal's journey of implementing inclusion and federalism; with a view of the ten-year anniversary of the Nepal Constitution in 2025.

Electoral campaigns have shifted into social media, most notably in the Philippines and Thailand. This presents new challenges, including tracking campaign finance and digital assets, countering information operations, and addressing undue surveillance. Legal restrictions on freedom of expression, often justified for tackling disinformation and foreign interference, also emerge. The growing use of Artificial Intelligence (AI) in elections requires ethical considerations. The AP program is actively researching the impact of digital campaigns on political finance and electoral outcomes and introducing the Electoral Redistricting Application (ERA) to combat malapportionment and gerrymandering while exploring AI's potential role in upcoming regional elections.

In 2024 capacity development projects are implemented in:

- Myanmar, through the project on Building Federal Democratic Myanmar in support of democracy movement, with Finland, Norway and Luxembourg funding.

- Nepal, where the Institute is advancing deliberative and inclusive decision-making by elected representatives at the local and provincial levels with funding from UK/FCDO and supporting electoral reforms with EU funding.

Country projects ending 2023:

- Bhutan, where International IDEA seeks to continue strengthening of parliamentary capacities and supports engagement with civil society and the public with EU funding.

- The Philippines, where International IDEA looks for funding to continue support of indigenous people's rights and Bangsamoro's transition and pathway to elections in 2025.

- Fiji, where International IDEA looks for restricted funding for support of local government elections.

Table 9. Planned budgets per office and project, 2024: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Electoral Institutions and Processes in Asia and the Pacific	-	171,546	171,546
Political Participation & Representation in Asia and the Pacific	-	94,920	94,920
Democratic Development in Melanesia	-	103,189	103,189
Democracy Assessment and Political Analysis in Asia and the Pacific	-	82,116	82,116
Inclusion in Democratic Processes	-	109,291	109,291
Constitution Building Processes in Asia and the Pacific	-	158,003	158,003
Migration & Elections	-	165,455	165,455
Climate Change and Democracy in Asia and the Pacific	-	94,467	94,467
General Programme Management and Office	-	639,224	639,224
TOTAL (AP RO)	**-**	**1,618,210**	**1,618,210**
Myanmar			
Building Federal Democracy: Roadmap and Capacity Development for a New Constitutional Framework in Myanmar*	870,887	-	870,887
TOTAL (Myanmar)	**870,887**	**-**	**870,887**
Nepal			
Nepal General Programme Management	-	51,547	51,547
Support to emerging democratic governance and PLGSP effectiveness*	1,492,646	-	1,492,646
Support to Nepal's Democracy and Inclusion Processes through Electoral Reform Initiative*	221,965	32,440	254,405
(Coherence PE-PCU) Provincial Engagement in Nepal*	549,321	-	549,321
TOTAL (Nepal)	**2,263,932**	**83,987**	**2,347,919**
TOTAL, ASIA AND THE PACIFIC	**3,134,820**	**1,702,197**	**4,837,017**

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

Figure 20. Geographical coverage, Asia and the Pacific

- Capacity development
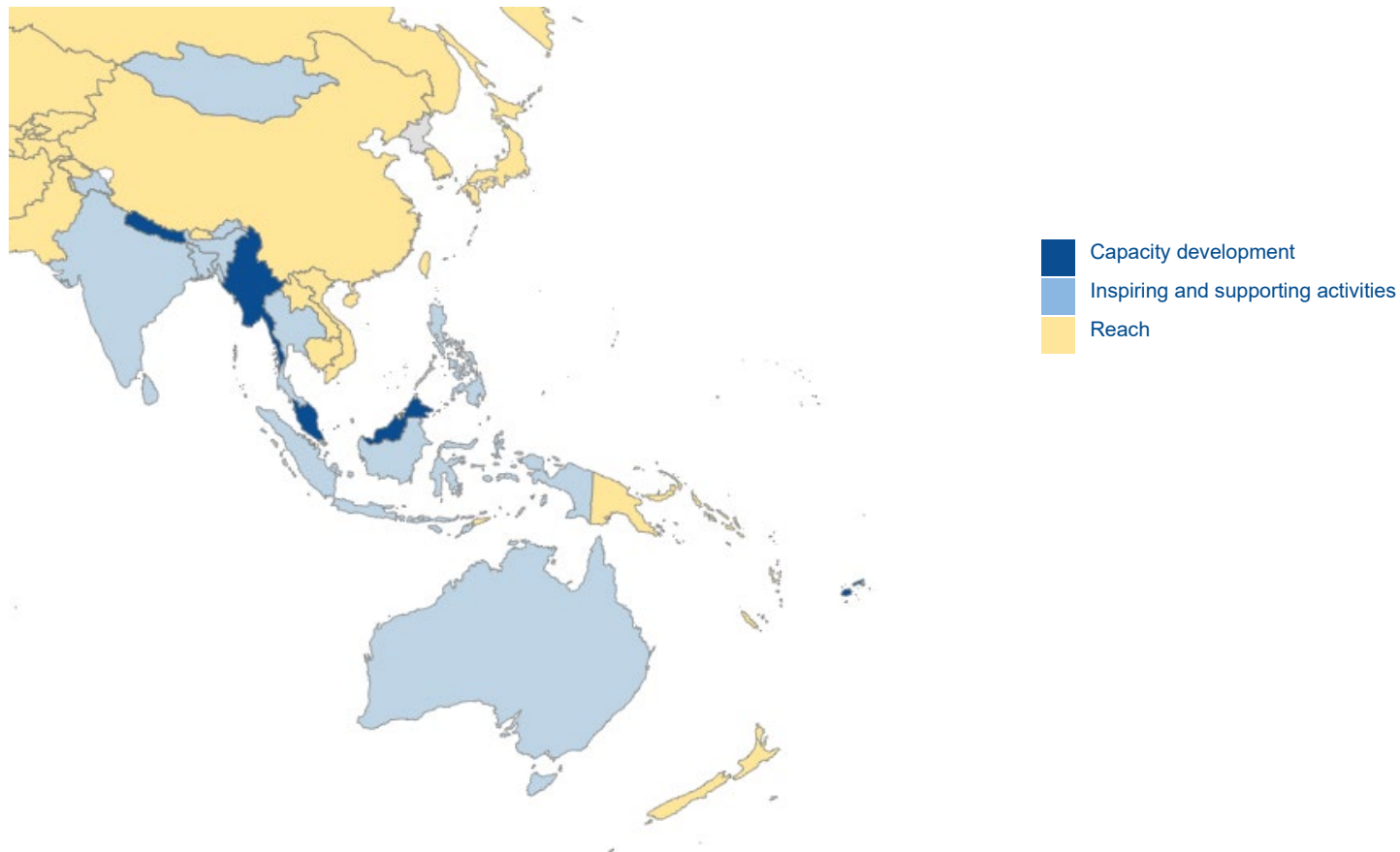- Inspiring and supporting activities
- Reach

Figure 20 shows where in Asia and the Pacific International IDEA plans to make financial investments 2024. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, platforms, and databases are downloaded or viewed. Long-term supportive capacity development programmes will take place in Nepal, Myanmar, Fiji and Malaysia and increased inspiring and supportive activities are planned, among others, for Sri Lanka, Philippines, Indonesia, India, Mongolia, Thailand and Bangladesh.

Figure 21. Financial investment per output category (core funding), Asia and the Pacific
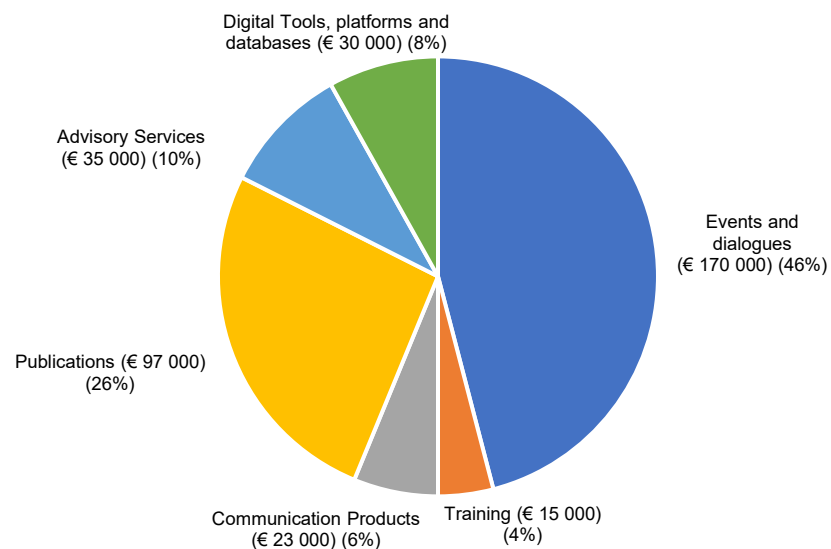

Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2024. 60% of the activity budget in the Asia and Pacific Programme will be invested in trainings, events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 40% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules), communication products, and digital tools, platforms and databases which we make available online on International IDEA's websites. This can be compared to the budget for 2023 where 76% of the activity budget was invested in face-to-face outputs and 24% in online outputs.

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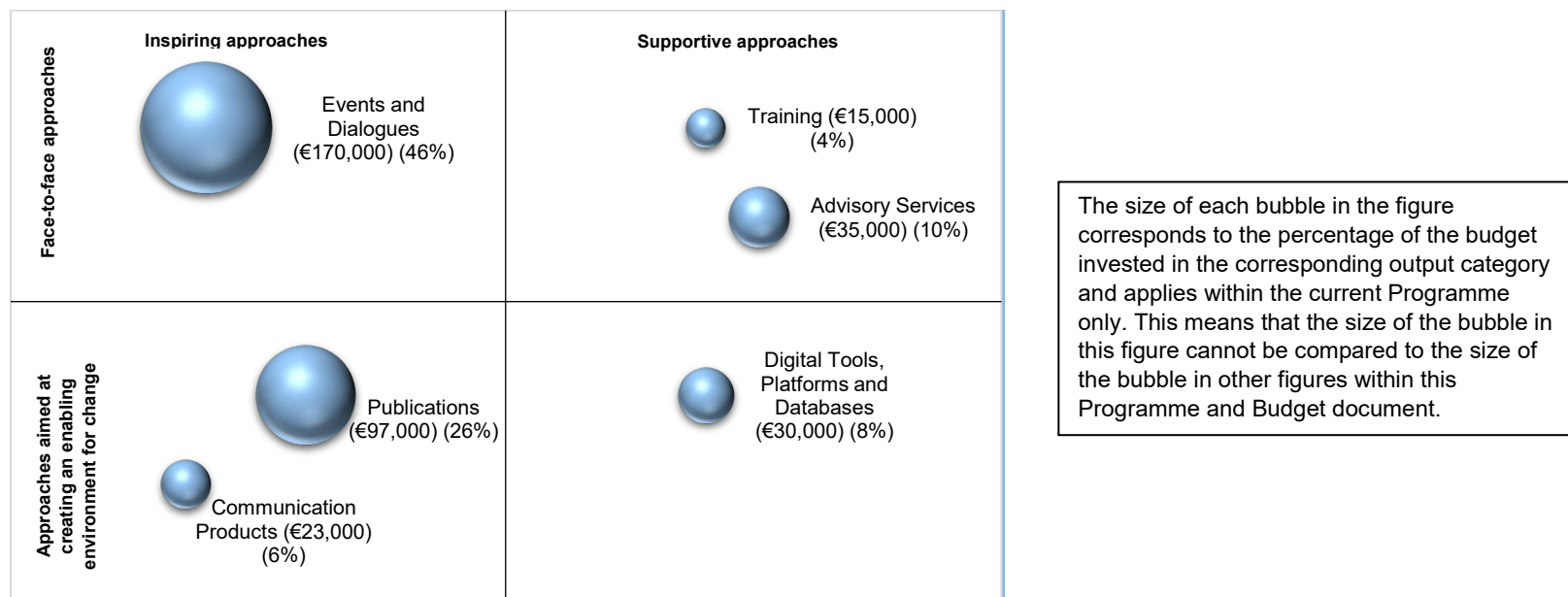

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.

Figure 22 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2024 and illustrates how these outputs are intended to inspire and support change processes. 78% of the activity budget in the Asia and Pacific Programme will be invested in events and dialogues, online publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 22% of the activity budget will be invested in trainings and advisory services as well as online digital tools, platforms and databases aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2023, when 53% of the activity budget was planned to be invested in inspiring outputs and 47% in supportive outputs.

Figure 23. Strategy map illustrating the total financial size of each output category (core and restricted funding), Asia and the Pacific
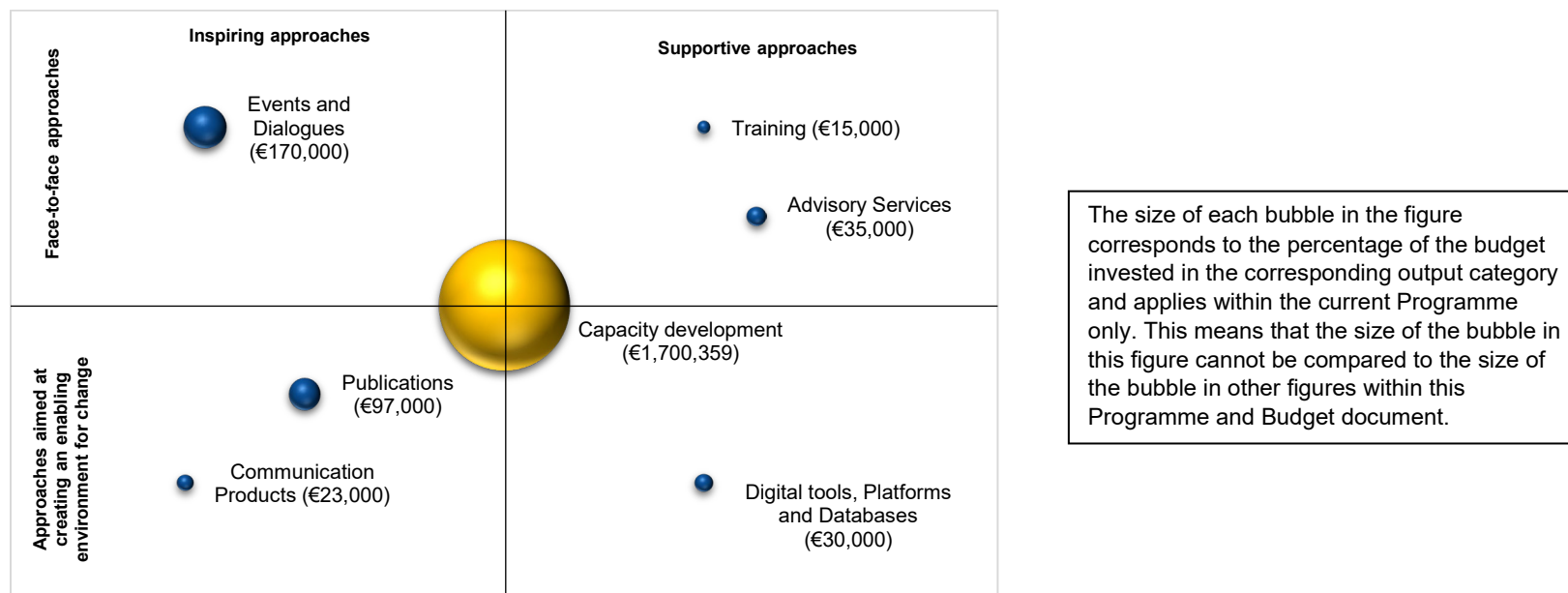

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.

Figure 23 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 18% of the total activity budget for the region. The remaining 82% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2023, when unrestricted funds amounted to 25% of the activity budget and the remaining 75% were restricted project grants.

Figure 24. Financial investment per boundary partner (core funding), Asia and the Pacific
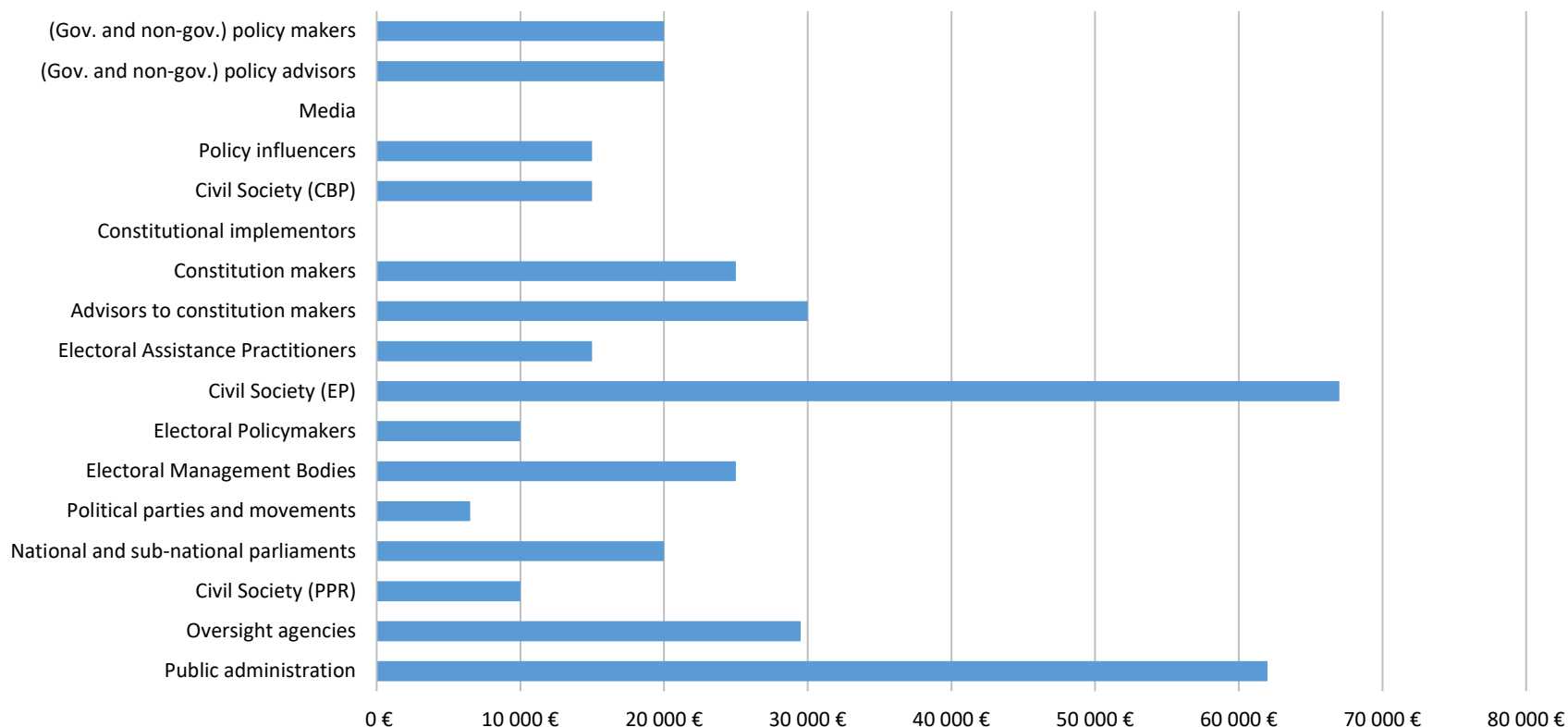
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 24 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Asia and Pacific Programme 2024. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget. The main difference compared to the budget for 2023 is that CSOs in EP and public administration bodies will receive a significantly higher proportion of the total activity budget while the budget for CSOs in PPR decreased.

Figure 25. Total financial investment per boundary partner (core and restricted funding), Asia and the Pacific
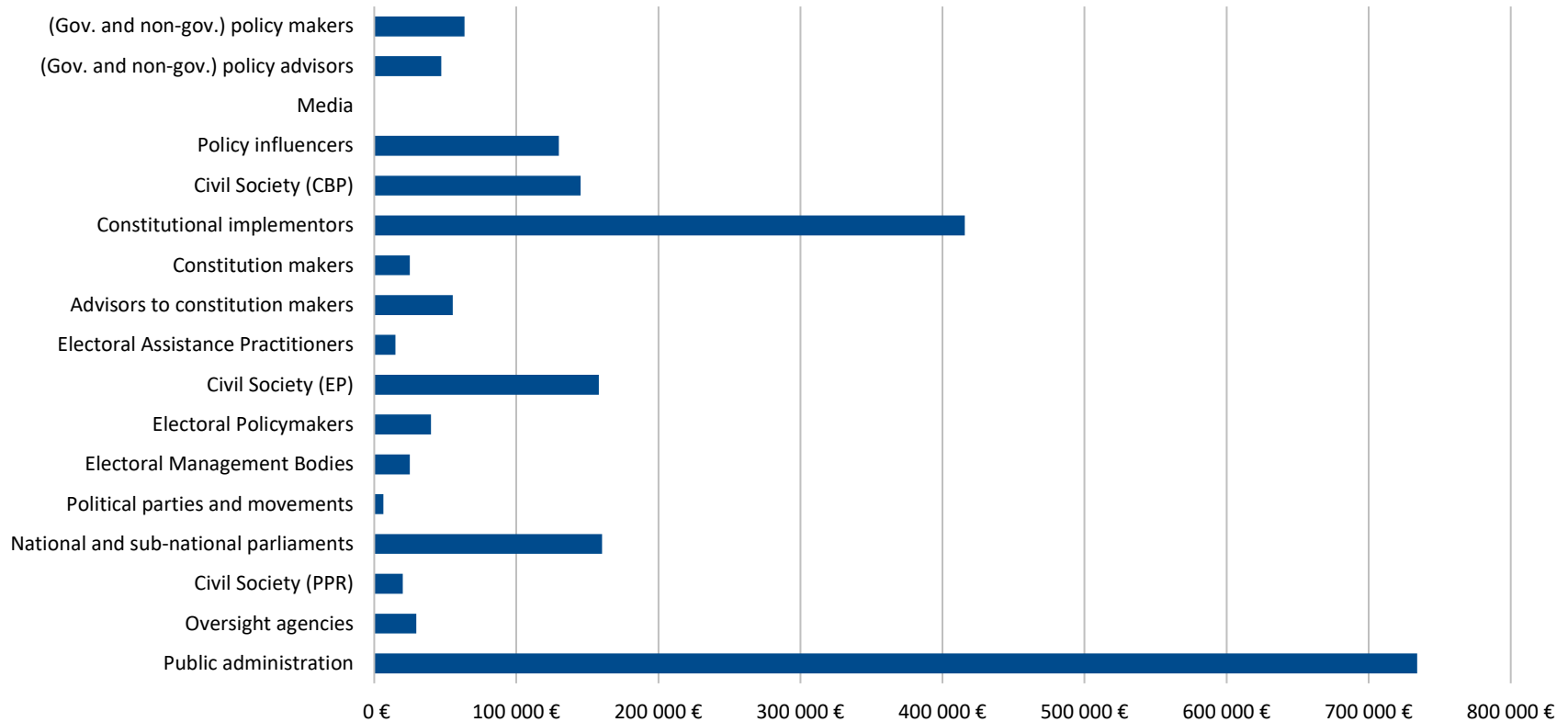

Figure 25 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2024. The main difference from the budget plans for 2023 is that the funding for public administration and constitutional implementers will increase significantly.

Asia and the Pacific Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10638 – Electoral Institutions and Processes in Asia and the Pacific			
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.	15,000
	Publications	A study for setting the extent to which artificial intelligence may be used in elections is produced.	10,000
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.	15,000
Electoral policymakers consider risks and support practices which 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	10,000
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.	25,000
		Staff costs	85,323
		Indirect costs	11,223
		Total	**171,546**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10639 – Political Participation & Representation in Asia and the Pacific			
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics	Publications	A publication on the nexus between political finance and digital campaigning in the Asia and the Pacific region in relation to accumulated digital electoral assets is produced.	10,000
	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.	10,000
Public administration exercise 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.	10,000
National and sub-national parliaments exercise their legislative, oversight and representation functions to become 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.	10,000
		Staff costs	48,710
		Indirect costs	6,210
		Total	**94,920**
PR10640 – Democratic Development in Melanesia			
Oversight agencies monitor, prevent and mitigate threats posed by both illegal and illicit money in politics	Events and dialogues	Discussions surrounding options for improving Fiji's political finance regulations are conducted.	6,500
	Events and dialogues	Six webinars on the regulation of digital election campaigning within the framework of a holistic integrity-enhanced political finance system are held with stakeholders from Thailand and Malaysia.	3,000
Political parties and movements exercise their functions so that they contribute 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.	6,500
		Office costs	20,752
		Staff costs	59,686
		Indirect costs	6,751
		Total	**103,189**

International **IDEA**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10641 – Democracy Assessment and Political Analysis in Asia and the Pacific			
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	Events and dialogues	A regional launch of the GSoD 2024 Report is organized and seminars and dialogues to present GSoD findings are co-convened.	20,000
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	Research papers and policy briefs on regions/sub-regions and thematic analysis based on GSoD findings are produced.	20,000
		Staff costs	36,744
		Indirect costs	5,372
		Total	**82,116**
PR10642 – Inclusion in Democratic Processes			
Public administration exercise 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.	17,000
	Trainings	Democracy trainings are conducted by implementing a blended YDA program and by contextualising the program to local contexts with a focus on Nepal, Philippines, and Melanesia.	15,000
National and sub-national parliaments exercise their legislative, oversight and representation functions to become 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.	10,000
		Staff costs	60,141
		Indirect costs	7,150
		Total	**109,291**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10643 – Constitution Building Processes in Asia and the Pacific			
Advisors to constitution makers utilize International IDEA's knowledge and networks to give 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 in Asia and the Pacific.	8,000
	Publications	Three Melbourne Forum Constitutional INSIGHTS briefs are added to the series and CBP primers are translated into Thai.	2,000
	Events and dialogues	Roundtables are organized on ongoing constitution building processes, prioritizing Sri Lanka and Thailand.	20,000
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.	25,000
Civil society (CBP) hold constitution makers accountable and promote 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.	15,000
		Staff costs	77,666
		Indirect costs	10,337
		Total	**158,003**
PR10644 – Migration & Elections			
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.	30,000
	Events and dialogues	Electoral reform dialogues on migration/absentee voting are conducted in Nepal and Sri Lanka.	12,000
		Staff costs	112,631
		Indirect costs	10,824
		Total	**165,455**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10646 – Climate Change and Democracy in Asia and the Pacific			
Public administration exercise 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.	12,000
	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).	8,000
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.	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).	10,000
		Staff costs	58,287
		Indirect costs	6,180
		Total	**94,467**
PR10637 – AP General Programme Management and Office			
Policy influencers (including civil society) utilize 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.	15,000
		Office costs	196,437
		Staff costs	385,969
		Indirect costs	41,818
		Total	**639,224**

Myanmar
Restricted projects

PR10582 – Building Federal Democracy: Roadmap and Capacity Development for a New Constitutional Framework in Myanmar

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	221,415
Civil society (CBP) hold constitution makers accountable and promote public participation in constitution-building processes.		60,330
Advisors to constitution makers utilize International IDEA's knowledge and networks to give high-quality advice and advance inclusive practices in constitution-building processes.		25,200
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.		30,000
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		43,504
	Staff costs	433,464
	Indirect costs	56,974
	Total	**870,887**

Nepal

Unrestricted projects

	Budget, €
PR10645 – Nepal General Programme Management	
Office costs	31,000
Staff costs	17,175
Indirect costs	3,372
Total	**51,547**

Restricted projects

PR10414 - Support to emerging democratic governance and PLGSP effectiveness

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	194,353
Civil society (CBP) hold constitution makers accountable and promote public participation in constitution-building processes.		70,000
Public administration exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.		672,103
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.		10,000
Policy influencers (including civil society) utilize IDEA's democracy analysis, recommendations and data to promote democracy and advocate for evidence-based democratic reforms.		114,882
	Office costs	43,638
	Staff costs	290,020
	Indirect costs	97,650
	Total	**1,492,646**

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil Society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity development	91,079
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.		27,102
	Office costs	35,353
	Staff costs	84,227
	Indirect costs	16,643
	Total	**254,405**

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

Boundary Partner and Outcome objective	Output Category	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	140,391
	Office costs	107,247
	Staff costs	265,746
	Indirect costs	35,937
	Total	**549,321**

5. Regional Europe Programme

The most prominent threat to democracy in Europe continues to be Russia's war of aggression against Ukraine. Despite the heavy toll from the war, Ukrainian democracy continues to function with resilience. The government and the parliament, with the involvement of civil society, continue to co-create and implement legislation and policy necessary for democratic governance under martial law, including reform of the judiciary and the fight against corruption. In mid-2023, the country earned a positive assessment by the European Commission (EC) for the implementation of the EC recommendations for making further progress towards EU membership. Recent opinion polls indicate a growing trust in the country's key governance institutions (KIIS 2023). Its EU-candidacy status has added resolve to introducing further democratic reforms. Yet, the challenges remain significant, also given that Ukraine faces the possibility of new elections once martial law is lifted, while millions of voters have fled the country.

In 2024, International IDEA will direct increased core resources towards assisting Ukraine's election preparations. REP will support electoral authorities and other state actors in taking stock of the voting needs of its refugee voters across the EU, charting scenarios for out-of-country voting and upgrading their electoral risk management skills. Assistance will also be provided to the Parliament of Ukraine in improving its procedures and practice in law-making and in upholding high standards of conduct by Members of Parliament.

Within Eastern Europe broadly, the war in Ukraine has similarly tested the resilience of democratic institutions. One common threat has been the combination of disinformation, illicit online funding, and a general lack of political advertising rules. In 2024, the Institute will therefore continue to work on the regulation of online campaigning, the use of artificial intelligence, and cyber-security in elections. It will facilitate dialogues with online platforms to increase the transparency of political advertisements. Particular focus will be on supporting electoral actors in Moldova, as well as Armenia. International IDEA's Regional Europe Programme (REP) will also continue to develop the *Regional Network for the Promotion of Constitutionalism in Eastern Europe*, which it helped establish in 2022. To defend against democratic backsliding, the Network will promote peer-to-peer exchange to uphold democratic constitutionalism.

Within the Western Balkans, the war in Ukraine has led to fears of democratic backsliding and foreign interference. This has compounded already weak democratic institutions, of which electoral integrity remains among the region's greatest shortcomings. Digital threats constitute a prominent new risk that few democratic institutions are able to deal with. At the same time, enhanced EU-integration discussions for the Western Balkans provides an opportunity for democratic reforms.

The Institute has a significant role to play in the region, particularly in providing expertise and convening of dialogues on emerging challenges, such as online campaign regulation and the role of artificial intelligence in electoral processes. It is also in a unique position to enable peer to peer exchanges of boundary partners from the Western Balkans with International IDEA Member States, some of which lead global discussions on these topics.

In the Western Balkans, REP will therefore continue to focus on three workstreams. It will scope for new partnerships across the region, with priority for Bosnia and Herzegovina and Kosovo. A new knowledge product on the role of artificial intelligence (AI)

in elections will explore how AI can both support and challenge electoral processes across the Western Balkans. A regional event for Electoral Management Bodies (EMBs) on online campaign regulation and/or the role of AI in elections will help EMBs understand digital challenges to elections and build greater capacity in this area. Lastly, International IDEA will benefit from its relations with the EU to support discussions on EU integration and democratic reforms in the Western Balkans.

Within the established democracies of West, Central and Southern Europe, important elections will take place in Austria, Belgium and for the European Parliament. These could reinforce the ascendance of populist parties, be subject to foreign interference and pose threats to the integrity of elections online. International IDEA will therefore continue to support the democratic oversight of digital tools in elections, including online campaigning, cybersecurity in elections and artificial intelligence in elections.

In a rapidly shifting geopolitical world, European countries will, moreover, need to enhance their engagement on democracy with like-minded global partners. International IDEA will therefore provide support to the Region's engagement in global forums on democracy. Through its Supporting Team Europe Democracy (STED) project, International IDEA will support the EU's Summit for Democracy priorities by bringing civil society voices from the Global South and youth to the process.

International IDEA will also support the engagement of Europe with its neighbourhood and the Global South, on setting democratic rules for digital and green transitions.

In its relationship with the EU, the European Parliament elections and the arrival of a new European Commission will provide an opportunity for democracy in two strategic areas: first, to place democracy higher up the EU's internal and foreign policy agendas. And second, to support democratic reforms as part of the EU-integration of Eastern Europe and Western Balkan countries. The Programme will therefore advocate for a robust EU-democracy agenda, by trying to shape the next Commission's priorities as one of the world's important democracy actors. Building on its support to the Swedish Presidency of the Council on democracy in 2023, International IDEA aims at supporting the Belgian Presidency's priorities on safeguarding the rule of law and democracy in the context of EU enlargement.

Lastly, International IDEA's established relationship with the EU provides it with opportunities for ongoing EU-funding to democracy assistance programmes globally. In an environment of increased democratic backsliding and fewer resources, the Programme will increase its capacity for both EU-fundraising and support to the implementation of EU-funded projects.

Table 10. Planned budgets per project, 2024: Regional Europe Programme

Project name	RES €	UNR €	Total €
EU Liaison Project	-	319,428	319,428
Western Balkan Project	-	140,333	140,333
Eastern Europe Project	-	318,574	318,574
Cross-Region Project	-	122,096	122,096
Ukraine – Support to Election Preparedness and Planning	-	321,000	321,000
Ukraine – Capacity and Expertise Provision for Parliamentary Strengthening and EU Accession	-	171,003	171,003
REP General Programme Management and Support	-	280,550	280,550
Strengthening democracy evidence and communication around the Summit for Democracy*	626,663	-	626,663
European Eastern Democracy Support (EEDS) – Phase 2*	541,636	-	541,636
TOTAL, REGIONAL EUROPE	**1,168,299**	**1,672,984**	**2,841,283**

Notes: RES = restricted funding; UNR = unrestricted funding.

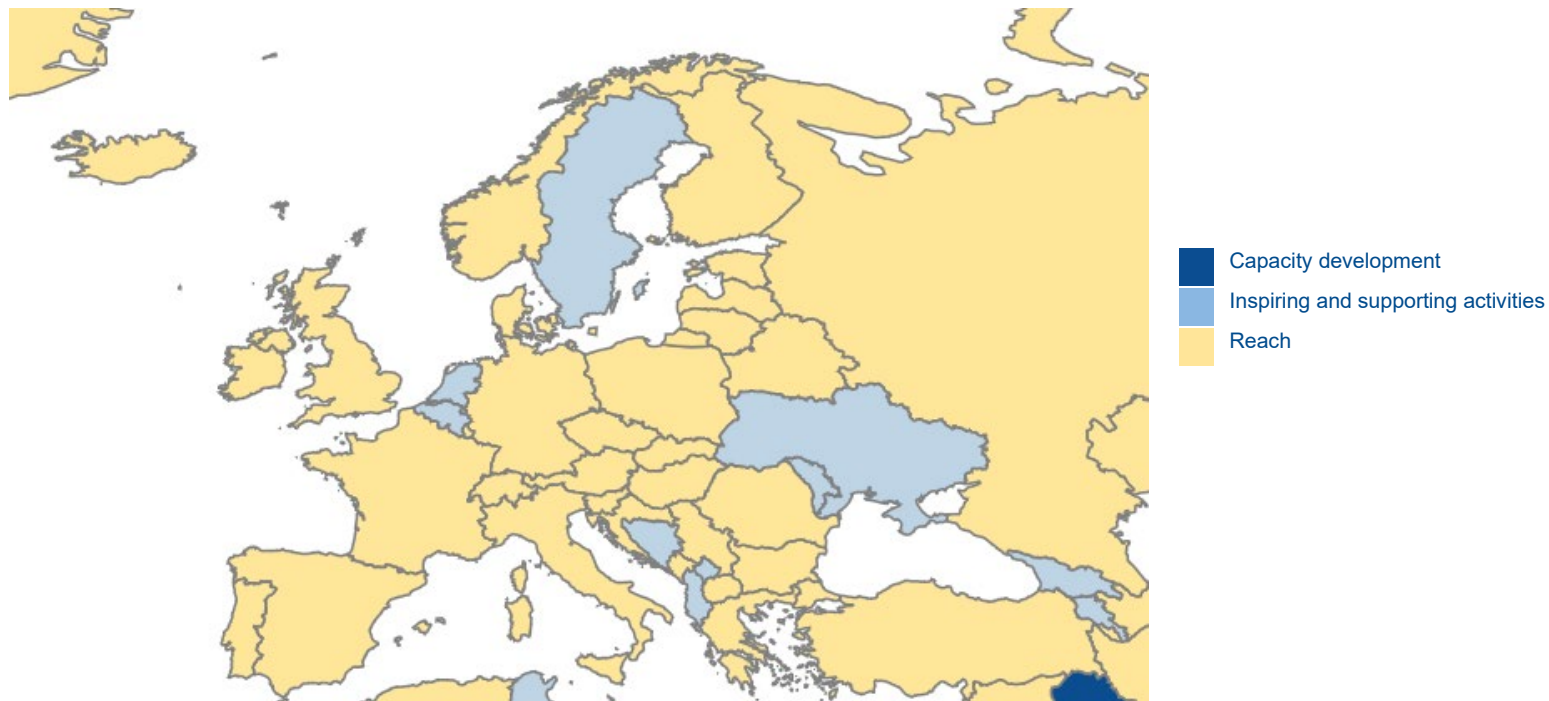Figure 26. Geographical coverage, Regional Europe

Figure 26 shows where in Europe International IDEA plans to make financial investments 2024. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, platforms, and databases are downloaded or viewed. Inspiring and supportive activities are planned for Armenia, Georgia, Moldova, Bosnia and Herzegovina and Ukraine. Additionally, through a long-term capacity development project International IDEA will support the EU's Summit for Democracy priorities by bringing civil society voices from the Global South and youth to the process.

Advisory Services
(€ 91 500) (28%)

Events and dialogues
(€ 129 750) (39%)

Publications
(€ 7 909) (2%)

Training (€ 103 250)
(31%)

Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2024. 98% of the activity budget in the Regional Europe Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene), trainings and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 2% of the activity budget will be invested in publications which we make available online on International IDEA's websites or externally. This can be compared to the budget for 2023, when 73% of the activity budget was planned to be invested in face-to-face outputs and 27% in online outputs.

Figure 28. Strategy map illustrating the financial size of each output category (core funding), Regional Europe

Inspiring approaches

Supportive approaches

Face-to-face approaches

Events and Dialogues (€129,750) (39%)

Training (€103,250) (31%)

Advisory Services (€91,500) (28%)

Approaches aimed at creating an enabling environment for change

Publications (€7,909) (2%)

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
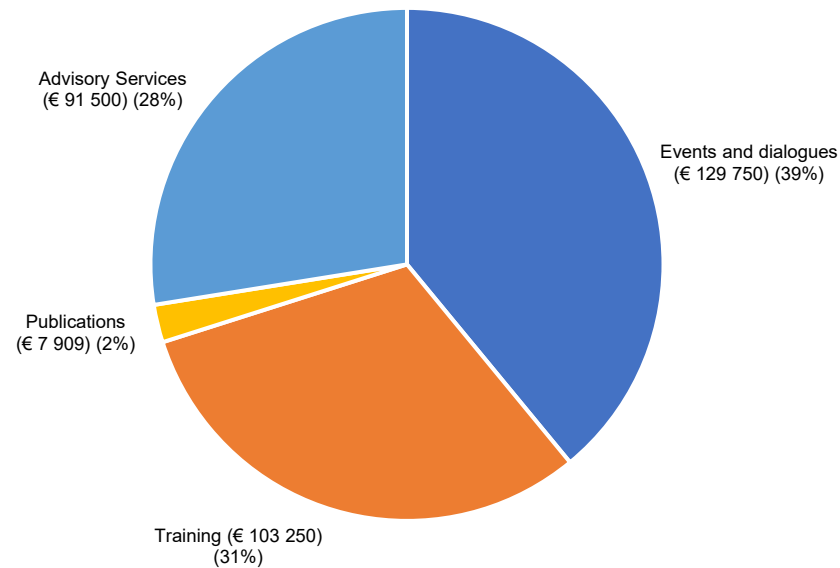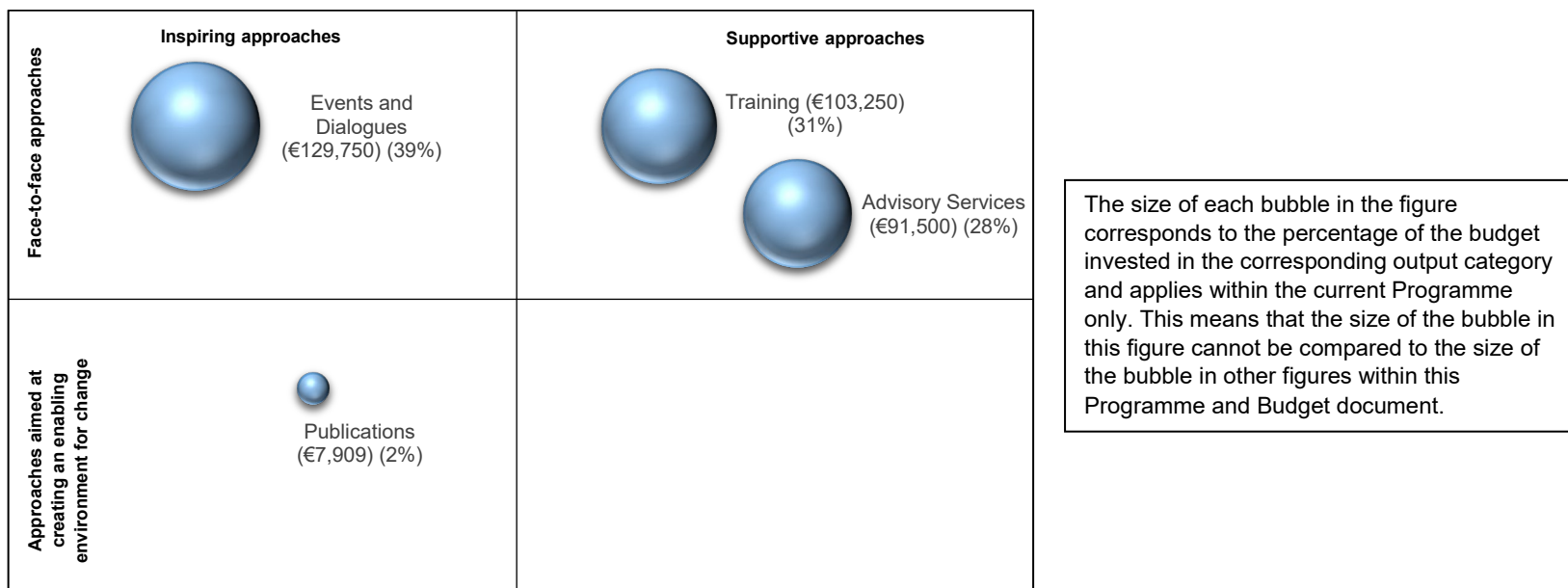
Figure 28 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2024 and illustrates how these outputs are intended to inspire and support change processes. 41% of the activity budget in the Regional Europe Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 59% of the activity budget will be invested in trainings and advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2023, when 93% of the activity budget was planned to be invested in inspiring outputs and 7% in supportive outputs.

Figure 29. Strategy map illustrating the total financial size of each output category (core and restricted funding), Regional Europe
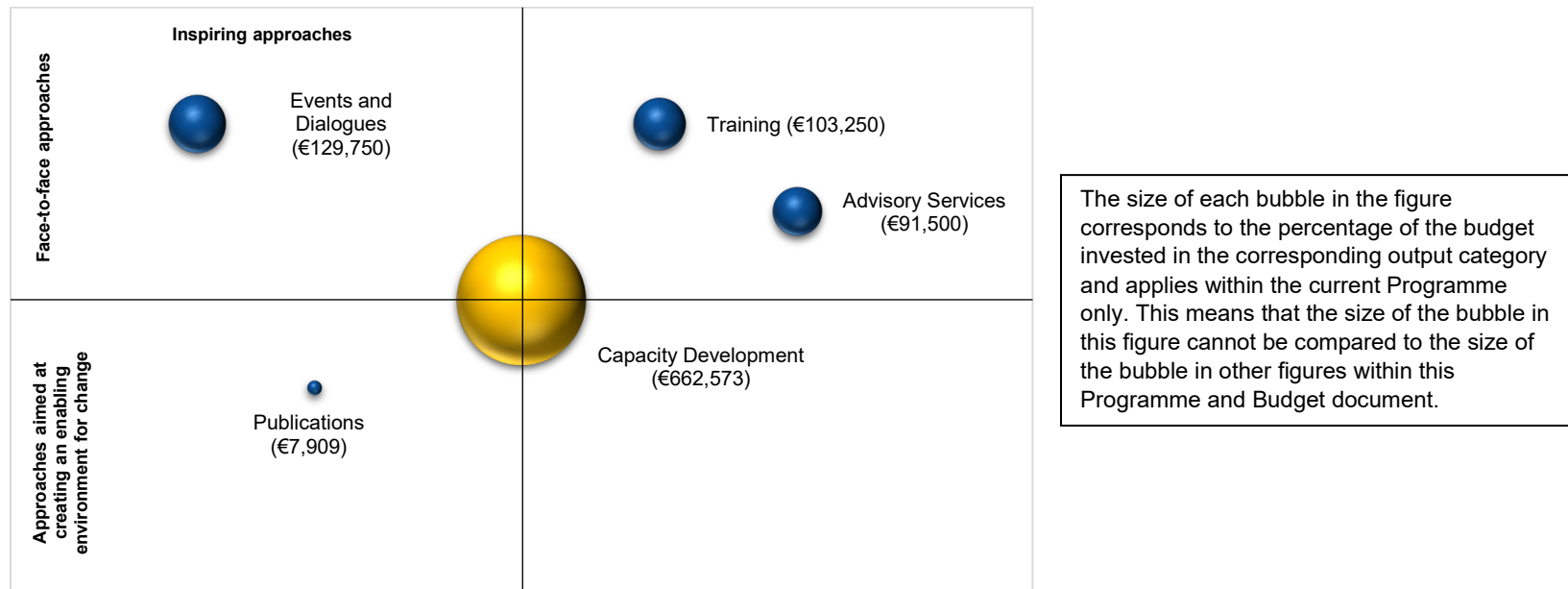

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.

Figure 29 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Europe 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 33% of the total budget for the region. The remaining 67% of the budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. In the Programme & Budget for 2023 there were no externally funded restricted projects.

Figure 30. Financial investment per boundary partner (core funding), Regional Europe
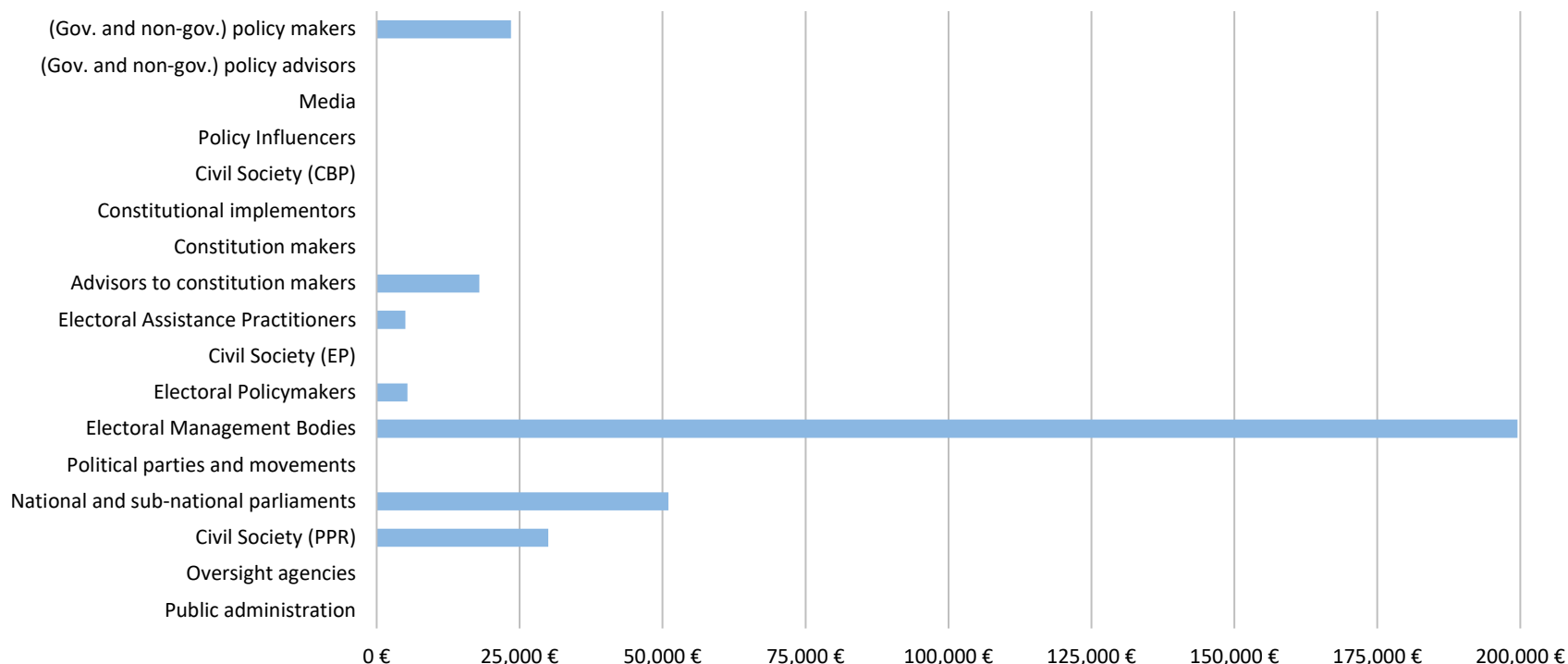
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 30 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Regional Europe Programme 2024. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget. These priorities are different from 2023 when REP invested most of its resources in (gov. and non-gov.) policy makers and civil society organisations in constitution-building processes, whereas in 2024 more investments are made in electoral management bodies and national and sub-national parliaments, due to the shift in focus towards supporting the CEC and parliament in Ukraine.

International IDEA

Figure 31. Total financial investment per boundary partner (core and restricted funding), Regional Europe
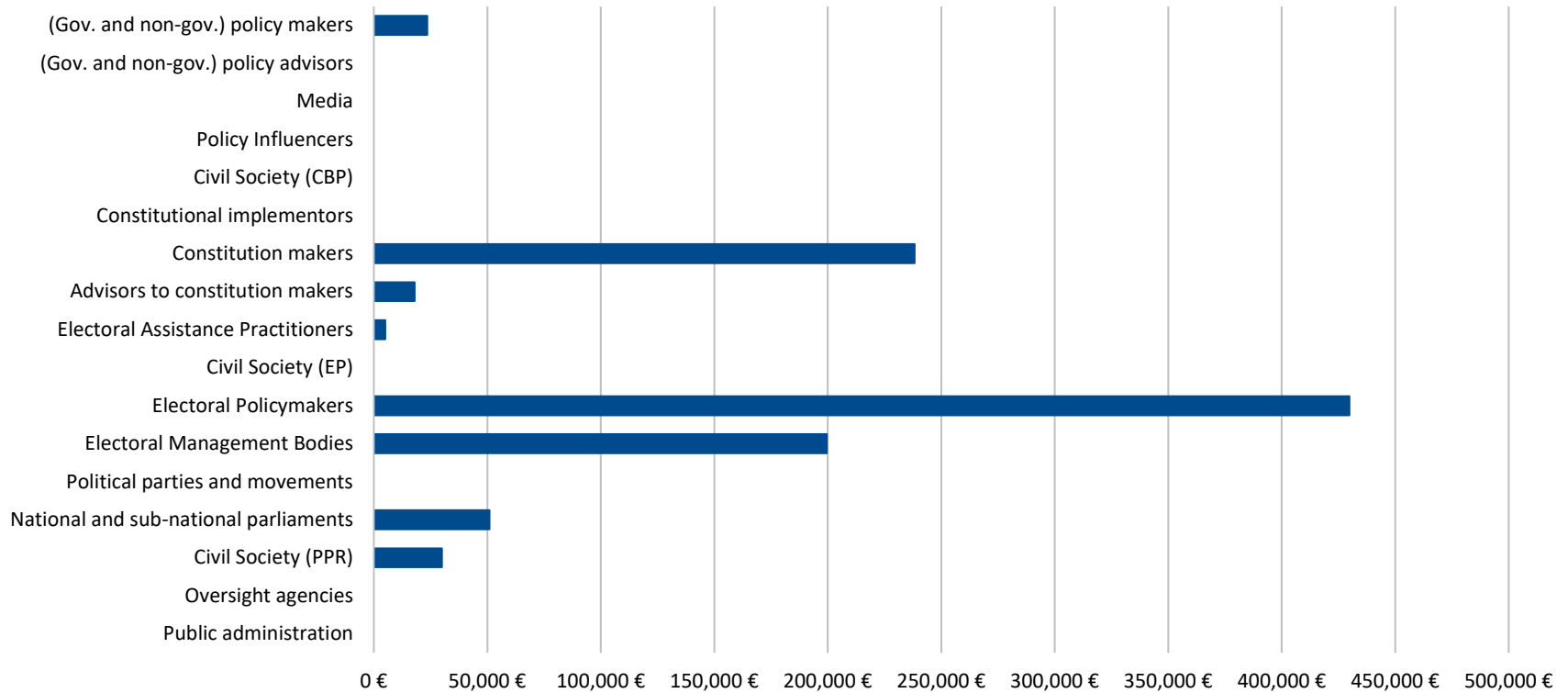

Figure 31 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Regional Europe Programme 2024. In the Programme & Budget for 2023 there were no externally funded restricted projects.

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10449 – EU Liaison Project			
Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	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.	3,500
	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.	10,000
	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.	3,500
		Staff costs	281,531
		Indirect costs	20,897
		Total	**319,428**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10497 – Western Balkan Project			
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.	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.	20,000
	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.	10,000
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.	5,000
		Staff costs	96,152
		Indirect costs	9,181
		Total	**140,333**
PR10498 – Eastern Europe Project			
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.	20,000
	Advisory services	Expertise is provided to EMBs to improve their national capacity for monitoring and oversight of online political and electoral campaigns.	15,000
Advisors to constitution makers utilize International IDEA's knowledge and networks to give 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.	17,972
		Staff costs	244,761
		Indirect costs	20,841
		Total	**318,574**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10500 – Cross-Region Project			
Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	A roundtable event is organised 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.	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).	4,500
Electoral policymakers consider risks and support practices which 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.	2,909
	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".	2,500
		Staff costs	102,199
		Indirect costs	7,988
		Total	**122,096**

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10654 – Ukraine – Support to Election Preparedness and Planning			
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.	68,000
	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.	35,250
	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.	25,500
	Events and dialogues	Country and thematic visits are conducted to secure host-country cooperation in the out-of-country voting planning.	35,778
		Office costs	21,500
		Staff costs	113,972
		Indirect costs	21,000
		Total	**321,000**
PR10655 – Ukraine – Capacity and Expertise Provision for Parliamentary Strengthening and EU Accession			
National and sub-national parliaments exercise their legislative, oversight and representation functions to become 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.	51,000
		Office costs	21,500
		Staff costs	87,316
		Indirect costs	11,187
		Total	**171,003**

Project output	Budget, €
PR10372 – REP General Programme Management and Support	
Office costs	84,929
Staff costs	177,267
Indirect costs	18,354
Total	**280,550**

Restricted projects

PR10513/514/515 – Strengthening democracy evidence and communication around the Summit for Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Capacity development	424,356
	Office costs	4,999
	Staff costs	184,073
	Indirect costs	13,235
	Total	**626,663**

PR10656 – European Eastern Democracy Support (EEDS) – Phase 2

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Capacity development	238,217
	Office costs	23,640
	Staff costs	244,344
	Indirect costs	35,434
	Total	**541,636**

6. Latin America and the Caribbean Programme

The *Latinobarómetro* annual report for 2023 warns that Latin America faces a democratic recession due to deteriorating public support for democracy, poor governance, and weaknesses among political elites across the region. The report shows that only 48% of Latin Americans support democracy, which marks a decrease of 15 percentage points from 2010. Support for authoritarianism is also rising, in 2023 17% of Latin Americans support the statement "an authoritarian government may be preferable", compared to 15% who did so in 2010.

Along with increased poverty due to the pandemic and subsequent economic recession, insecurity and violence have contributed to the deterioration of trust in democracy. Increased organized crime has aggravated this in recent years. In Ecuador, for example, criminal gangs have infiltrated politics up to the point of the assassination of presidential candidate Villavicencio, and in Chile, increased insecurity has influenced the constitutional process. The response of President Nayib Bukele in El Salvador, who has declared a state of emergency and undertaken mass arrests, appears to many Latin Americans as a solution to their problems. Likewise, the current challenges have created conditions for the extreme right to pursue a populist agenda in countries like Argentina and Chile. These demands to be tough on crime sometimes are colliding with claims for social equality.

In this context, political polarization is increasing in the region, and digital technologies and social media are used to exacerbate political confrontation through disinformation and the proliferation of fake news.

The impact on democracy in general and elections, more specifically, is significant. Until recently, the credibility of electoral management bodies was taken for granted in most countries in the region. Currently, however, public institutions, including electoral management bodies, are constantly challenged on social media, which allows unsubstantiated questions to become "social truths". Political and public institutions must adapt to these conditions and take advantage of social media to bring new generations closer to politics.

In response to these regional challenges, International IDEA will be working on four strategic priorities during 2023:

I.   Assessing Democracy

International IDEA's regional team in LAC will continue to monitor and analyze the performance of democracies in Latin American and Caribbean. Special emphasis will be placed on monitoring the deterioration of democratic systems in subregions such as Central America or the Andean Region; potential democratic opportunities such as in Colombia or Guyana; elections and performance of electoral bodies, particularly in the face of challenges of digitization and polarization; and reform processes such as in Chile.

Regional analyses will contribute to International IDEA's Global State of Democracy analyses and report. In addition, intelligence reports will be developed, as well as the Café Latam Newsletter and webinars.

II. Ensuring Elections with Integrity

International IDEA's LAC programme will continue to support electoral bodies. The context continues to be challenging given the attacks on these organizations, as well as the political polarization and disinformation in the region. A specific activity will be an international seminar on electoral integrity and the role of artificial intelligence in the digital age. Moreover, the programme will contribute to the strengthening of electoral monitoring capacities in countries of the Northern Triangle. The programme will also monitor elections in El Salvador, Mexico, Panama, the Dominican Republic, Uruguay, and Venezuela.

III. Inclusive Political Participation and Representation

Regarding political participation, International IDEA's LAC programme will continue to work in partnership with UNDP and UN Women, to generate evidence and disseminate lessons on gender equality in politics. Likewise, in synergy with the global programme on climate change, a document will be developed on the region's contributions to participatory mechanisms to protect the environment. In relation to political representation, the programme will organize a seminar on the experiences of supporting parliaments in Chile, Uruguay, and Panama, to process good practices and lessons learned.

IV. Digitalization, Disinformation and Democracy

Given the growing political challenges of the digital age, and its impact on political polarization and growing authoritarian tendencies, International IDEA's LAC programme will promote the exchange of knowledge, not only within but between different regions. The programme plans to organize a seminar on disinformation, social media and the press.

International IDEA

Table 11. Planned budgets per programme and project, 2024: Latin America and the Caribbean Programme

Programme/Project name	RES €	UNR €	Total €
Latin America and the Caribbean Office (LAC RO)			
RLAC Regional Office base in Panama	-	891,655	891,655
Asistencia Técnica para el fortalecimiento del TE Panama y la integridad de la elección general del 2024 (2023-2024)*	521,168	-	521,168
TOTAL (LAC RO)	**521,168**	**891,655**	**1,412,823**
Chile			
Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable*	352,483	-	352,483
TOTAL (Chile)	**352,483**	**-**	**352,483**
Peru			
Consolidación de la Democracia Peruana*	805,771	-	805,771
Promoting Democratic Values and Political Dialogue in Peru*	4,608,719	-	4,608,719
TOTAL (Peru)	**5,414,490**	**-**	**5,414,490**
Uruguay			
Cooperación de la UE con el Parlamento Uruguayo*	42,068	8,345	50,413
TOTAL (Uruguay)	**42,068**	**8,345**	**50,413**
TOTAL, LATIN AMERICA AND THE CARIBBEAN	**6,330,210**	**900,000**	**7,230,209**

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

Figure 32. Geographical coverage, Latin America and the Caribbean

Legend:
- Capacity development
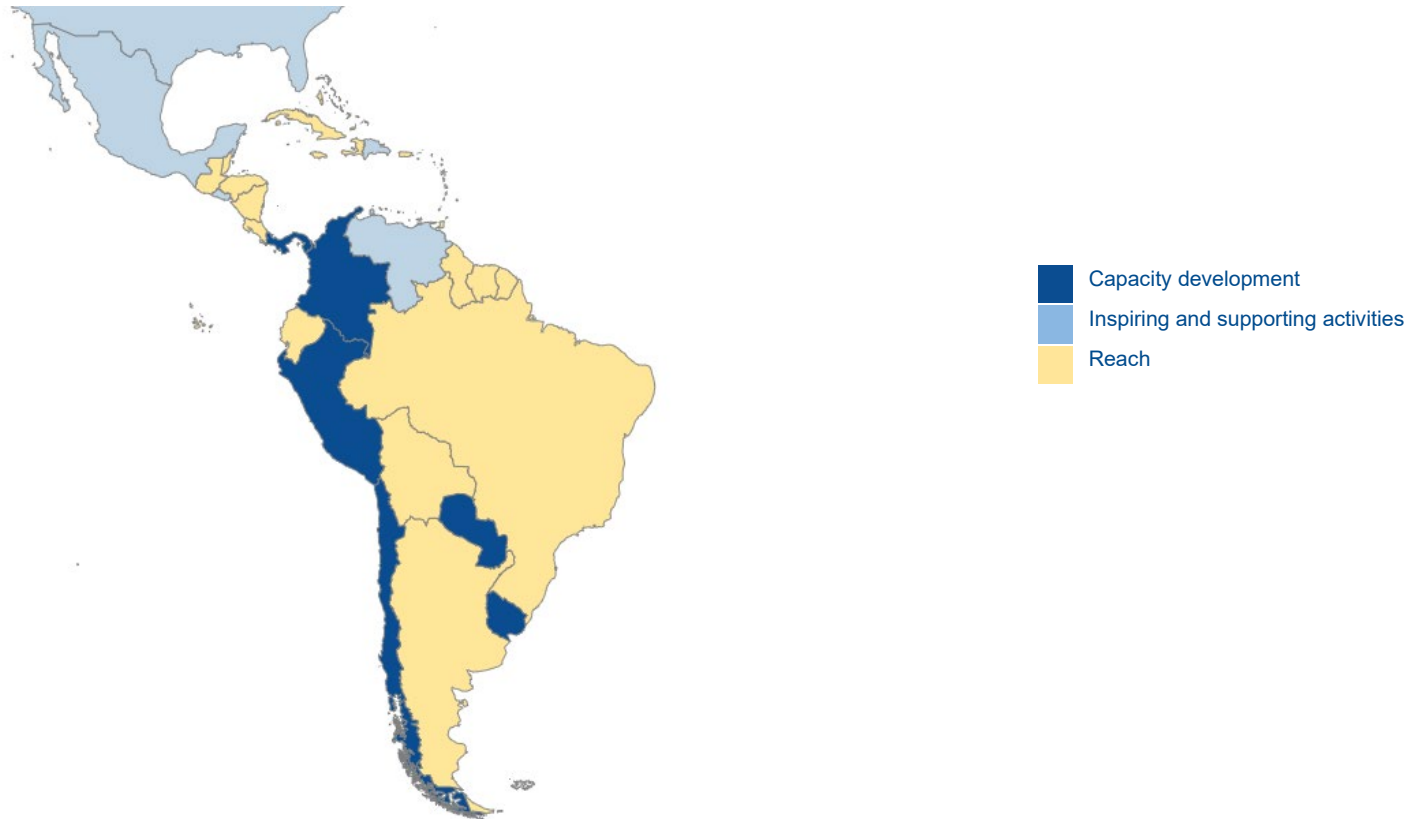- Inspiring and supporting activities
- Reach

Figure 32 shows where in Latin America and the Caribbean International IDEA plans to make financial investments 2024. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development projects and where our online communications products, publications, digital tools, and databases are downloaded or viewed. Long-term supportive capacity development programmes will take place in Panama, Peru, Chile, Colombia, Paraguay and Uruguay and increased inspiring and supportive activities are planned, among others, in Chile, Colombia, Venezuela, Mexico, Dominican Republic and El Salvador.

Figure 33. Financial investment per output category (core), Latin America and the Caribbean

Figure 33 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2024. 84% of the activity budget in the Latin America and the Caribbean Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 16% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2023, when 83% of the activity budget was planned to be invested in face-to-face outputs and 17% in online outputs.

Figure 34. Strategy map illustrating the financial size of each output category (core), Latin America and the Caribbean

Inspiring approaches

Supportive approaches

Face-to-face approaches

Events and Dialogues (€191,000) (67%)

Advisory Services (€50,380) (17%)

Approaches aimed at creating an enabling environment for change

Publications (€45,000) (16%)

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
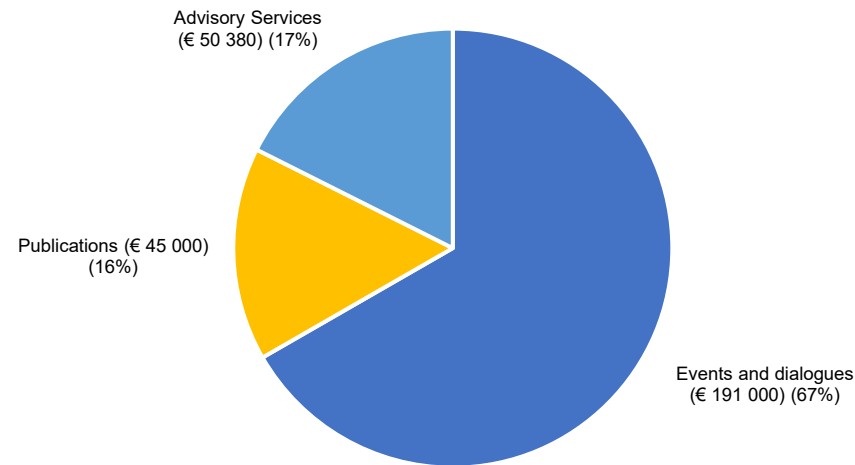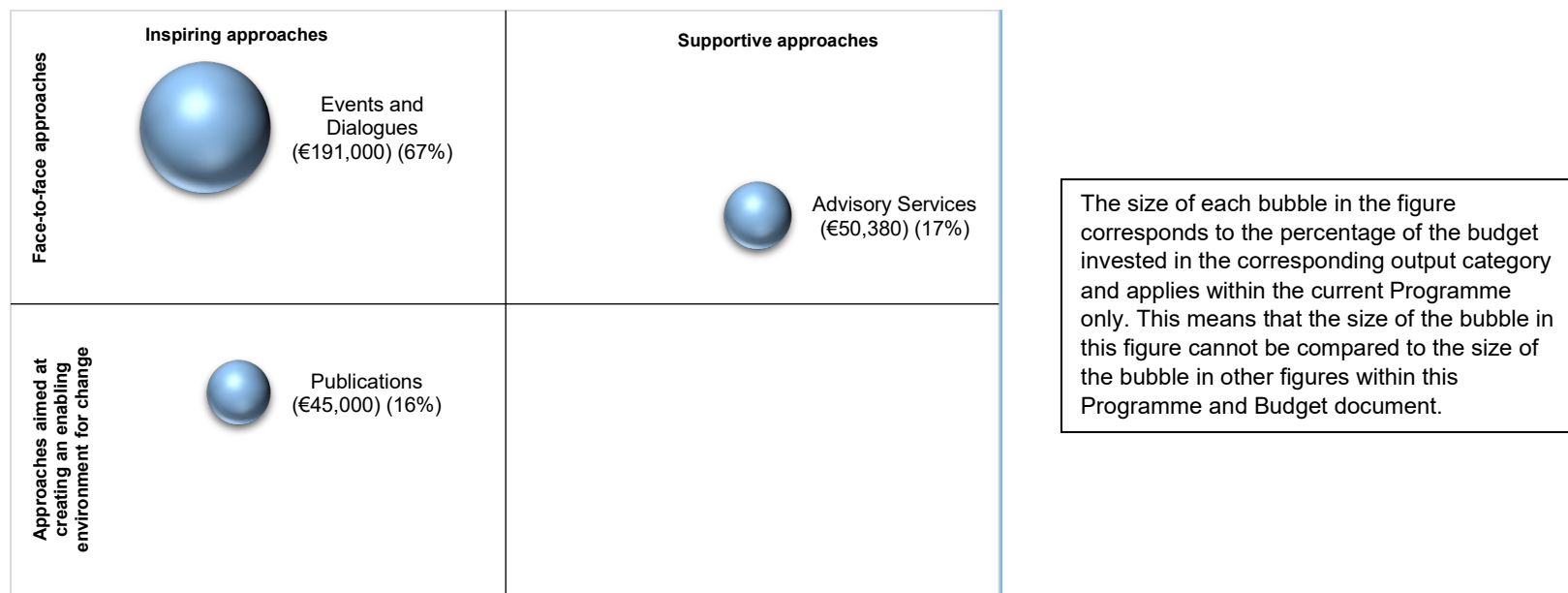
Figure 34 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2024 and illustrates how these outputs are intended to inspire and support change processes. 83% of the budget in the Latin American and the Caribbean Programme will be invested in events and dialogues, and online knowledge publications aimed at *inspiring* boundary partners to engage in change processes. 17% of the activity budget will be invested in face-to-face advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2023, where 40% of the activity budget was planned to be invested in inspiring outputs and 60% in supportive outputs.

Figure 35. Strategy map illustrating the total financial size of each output category (core and restricted), Latin America and the Caribbean
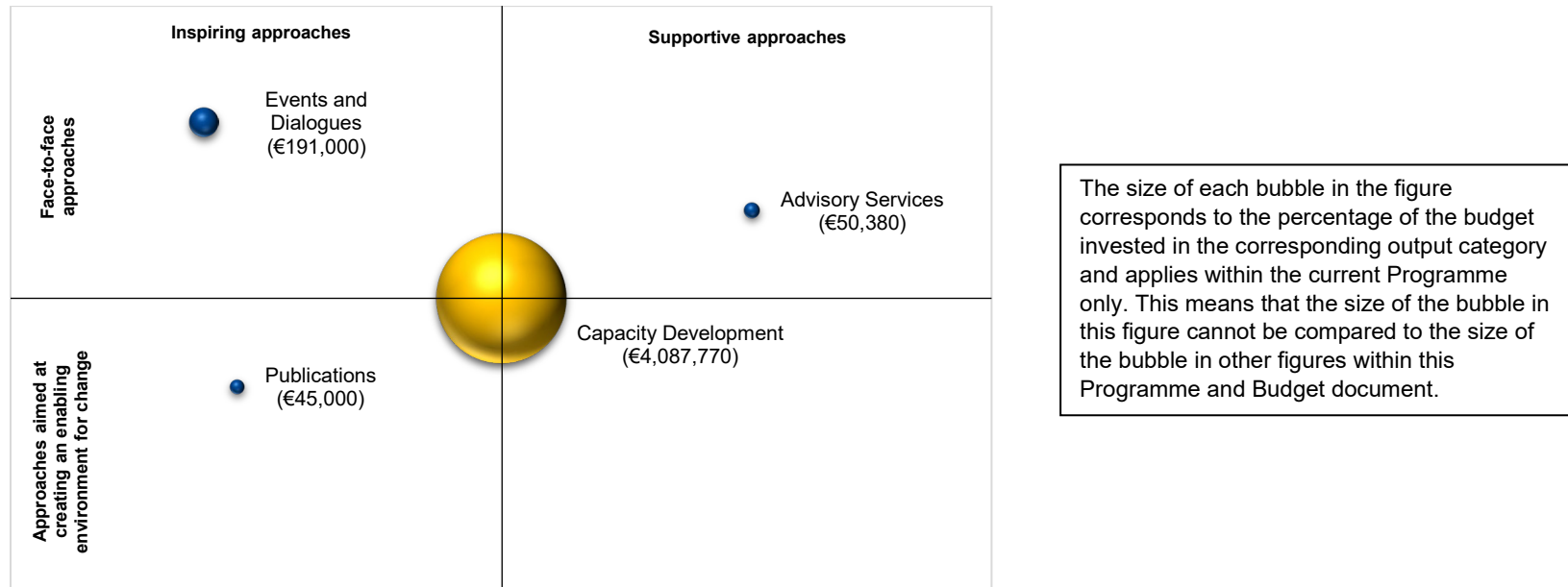

Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 7% of the total activity budget for the region. The remaining 93% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2023, when unrestricted funds amounted to 35% of the activity budget and the remaining 65% were restricted project grants.

Figure 36. Financial investment per boundary partner (core), Latin America and the Caribbean
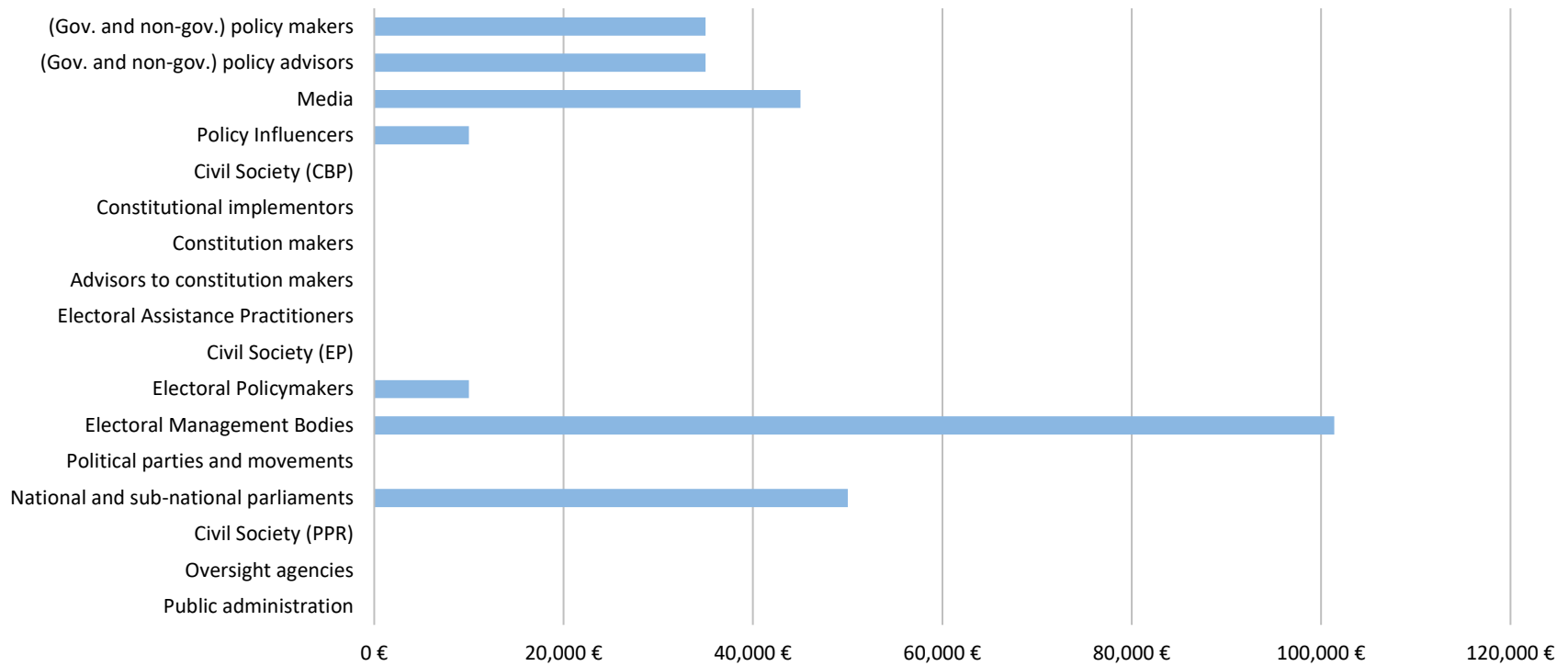
International IDEA's results framework lists the types of institutions and actors that we interact with in various capacity development efforts. These partners are referred to as boundary partners in the results framework, as well as in this document. Figure 36 shows the planned financial investment in core funded unrestricted projects per boundary partner in the Latin America and the Caribbean Programme 2024. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 17 boundary partners can be found in the Annex. The standardized outcome objectives have been used for linking outputs to outcomes for all projects in the 2024 Programme and Budget. The main difference to the LAC plans for 2023 is that in 2024 more investments are foreseen for national and sub-national parliaments.

Figure 37. Total financial investment per boundary partner (core and restricted), Latin America and the Caribbean
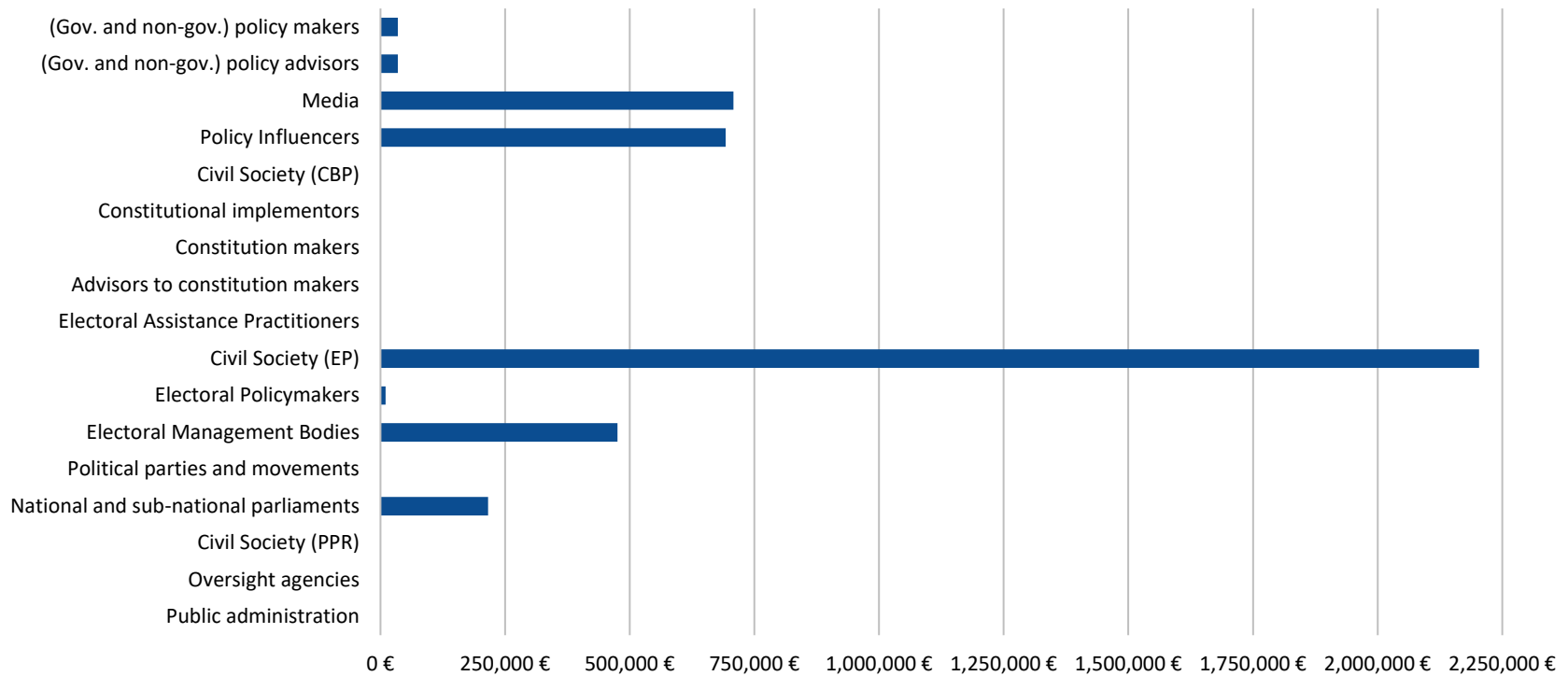

Figure 37 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme. The main difference from the budget plans for 2023 is that investments in civil society organisations in electoral processes have significantly increased.

International IDEA

Latin America and the Caribbean Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10542 – RLAC Regional Office base in Panama			
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.	40,380
	Events and dialogues	Ongoing support is provided to EMBs, including an international seminar on electoral integrity in the digital age and AI.	61,000
Electoral policymakers consider risks and support practices which foster inclusivity and accountability in electoral processes.	Publications	Periodical publication of Cafe Latam, which includes a summary of news on democracy, governance and elections in Latin America and the Caribbean.	10,000
National and sub-national parliaments exercise their legislative, oversight and representation functions to become 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.	50,000
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	Publications	Knowledge products (including inputs for the GSoD) are developed that aim to monitor and analyse the performance of democracies in LAC.	35,000
Policy influencers (including civil society) utilize 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.	10,000
Media utilize IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.	Events and dialogues	A seminar on disinformation, networks and press is organized and the findings of the seminar on disinformation, fake news and elections from 2023 are published.	45,000
(Governmental and non-governmental) policy makers utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	Dialogues, including regional meetings, are held on key issues with the aim of supporting democratic processes in the region and at country level.	35,000
		Office costs	40,000
		Staff costs	506,942
		Indirect costs	58,333
		Total	**891,655**

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	230,812
Civil Society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.		50,892
	Office costs	7,110
	Staff costs	198,259
	Indirect costs	34,095
	Total	**521,168**

Chile
Restricted projects

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

Boundary Partner and Outcome objective	Output Category	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	160,204
	Office costs	22,681
	Staff costs	146,538
	Indirect costs	23,060
	Total	**352,483**

Peru
Restricted projects

PR10583 - Consolidación de la Democracia Peruana

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral management bodies recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.	Capacity development	143,037
Civil Society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.		248,355
	Office costs	50,442
	Staff costs	311,223
	Indirect costs	52,714
	Total	**805,771**

PR10600 – Promoting Democratic Values and Political Dialogue in Peru

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil Society (EP) promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.	Capacity development	1,904,235
Policy influencers (including civil society) utilize IDEA's democracy analysis, recommendations and data to promote democracy and advocate for evidence-based democratic reforms.		682,297
Media utilize IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.		662,622
	Office costs	146,071
	Staff costs	961,775
	Indirect costs	251,719
	Total	**4,608,719**

Uruguay

Restricted projects

PR10572 - Cooperación de la UE con el Parlamento Uruguayo

Boundary Partner and Outcome objective	Output Category	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	5,316
	Office costs	1,222
	Staff costs	40,577
	Indirect costs	3,298
	Total	**50,413**

7. North America Programme

The North America programme is the newest of International IDEA's regional programmes and has expanded out of International IDEA's representative office to the United Nations (UN) in New York. The Washington D.C. Office was created to strengthen International IDEA's outreach and collaboration with US-based partners with the aim of expanding the global reach of the Institute. The announcement of two Summits for Democracy in 2021 and 2023 - hosted by the United States - provided a window of opportunity for International IDEA to strategically support the process with its global knowledge and strategic partnerships.

The D.C. office shifted focus after the second Summit for Democracy was held in March 2023, with increased attention on outreach towards D.C. based multilateral institutions such as the World Bank (to be expanded to regional organizations such as the Inter-American Development Bank and the Organization of American States in 2024). Increased emphasis has also been placed on supporting resource mobilization from US donors. In June 2023, the Head of the North America Programme became the Permanent Observer for International IDEA to the United Nations, which will help ensure a more focused UN programme.

In 2024, the D.C. Office will continue its strategic outreach to make International IDEA's work known to D.C.-based audiences such as international and when relevant local democracy organizations, think tanks, academic institutions, government institutions, Member States' embassies and D.C.-based multilateral organizations). The office will strengthen partnerships with them on issues of common interest (for example electoral integrity and the global democracy agenda) and contribute to global democracy discussions in D.C.

Briefings on IDEA's work will be conducted and events will be organized to launch strategic knowledge products produced by International IDEA. These will include both IDEA-organized events, in partnership with D.C.-based partners, as well as participation in D.C.-based fora and global conferences to contribute to discussions on democracy. Support will also be provided to help resource mobilization efforts from US governmental and non-governmental donors. The D.C. Office will also continue to support the Summit for Democracy through analysis, advocacy and support to civil society engagement through the Global Democracy Coalition (GDC). Two grants have been raised from the Bosch Foundation and the Ford Foundation to support the GDC.d

In 2024, the New York Office to the United Nations will continue to act as a visible, impartial, and evidence-based voice on democracy in the UN fora and in particular at the UN General Assembly and the Economic and Social Council. Strategic side events showcasing International IDEA's work will be held during high-level UN meetings, and Chatham House briefings will be available to Member States on specific topics pertaining to the work of the UN and to the interest of the membership. Statements on democracy and its principles, based on International IDEA's knowledge and data, will be provided to influence UN debates and key UN processes that are relevant to IDEA's work. The UN and Democracy Knowledge Hub which will be launched in 2024 will be continuously updated with relevant knowledge resources on UN and democracy produced by partner organizations and UN agencies to facilitate access to a unique and consolidated knowledge base on the role of the United Nations in the global democracy agenda. A regular newsletter on UN and democracy resources will also be issued to facilitate access to information on UN debates relevant to

International IDEA's Staff Members and the work of IDEA's regional teams and programmes. The New York office will also provide an important additional platform for engagement with International IDEA Member States, with which regular communication will be held and events will be co-organized.

Fundraising efforts for the North America programme in 2024 will focus on two main projects: attempting to obtain grant funding for 1) a US democracy in a global comparative perspective knowledge production programme; and 2) an expanded programme on multilateralism and democracy, with a focus on the UN.

Table 12. Planned budgets per project, 2024: North American Programme

Project name	RES €	UNR €	Total €
North America	-	553,727	553,727
Global Democracy Coalition	154,469		154,469
Global Democracy Coalition – Ford Foundation	286,648	82,397	369,045
TOTAL, NORTH AMERICA	**441,117**	**636,124**	**1,077,241**

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

Figure 38. Financial investment per output category (core funding), North America

Figure 38 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2024. 92% of the activity budget in the North American Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) where we inspire and support our various boundary partners to engage in change processes. 8% of the activity budget will be invested in digital tools, platforms and databases which we make available online on International IDEA's websites and distribute locally. This can be compared to the budget for 2023, when 36% of the activity budget was planned to be invested in face-to-face outputs and 64% in online outputs.

Figure 39. Strategy map illustrating the financial size of each output category (core funding), North America

The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.
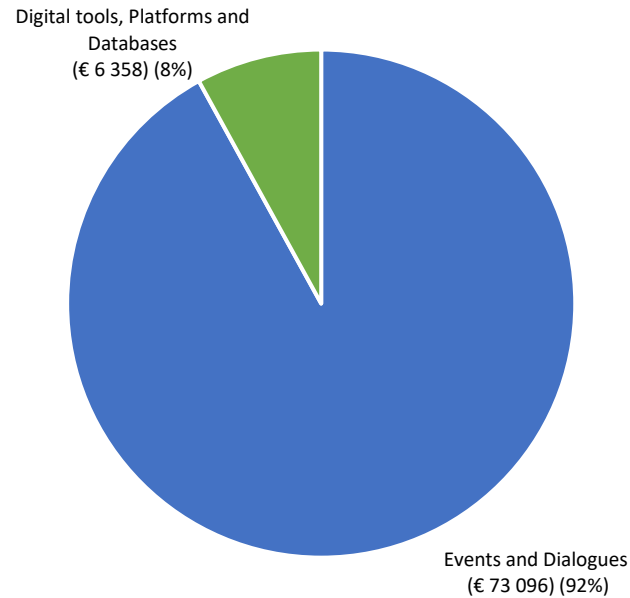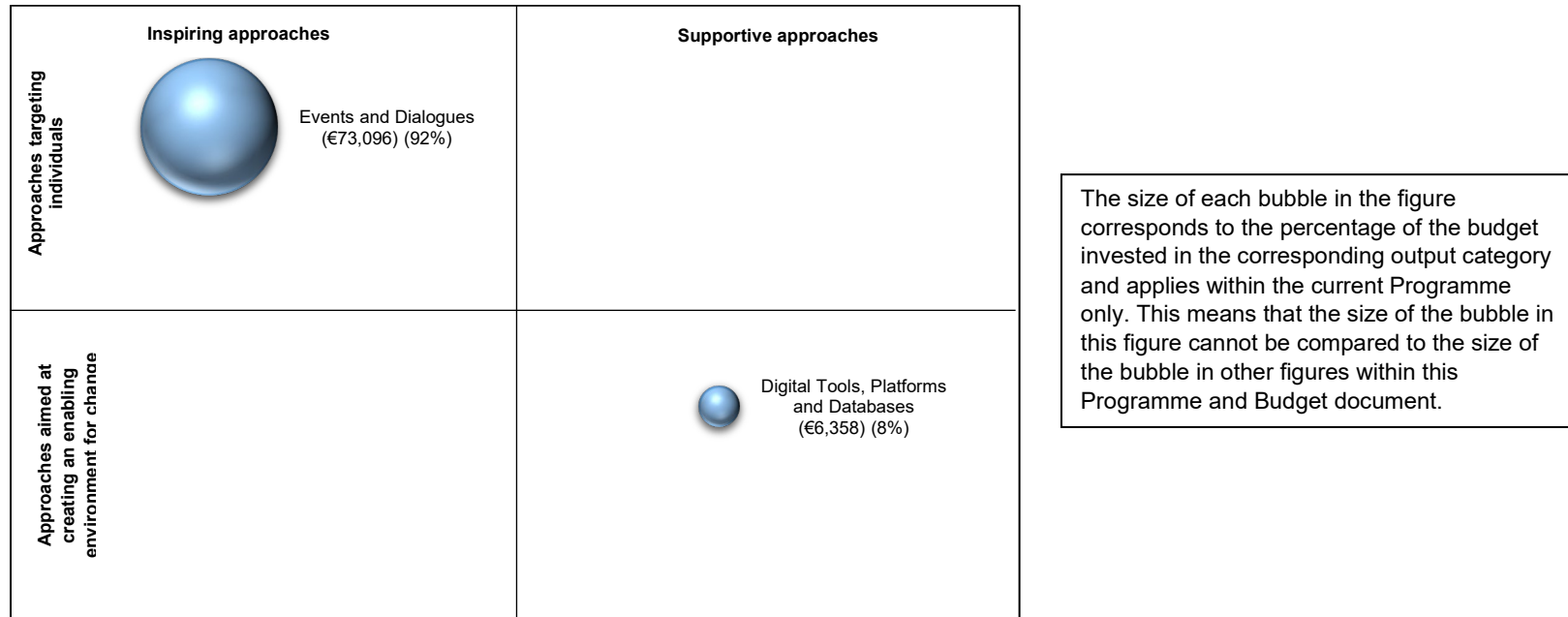
Figure 39 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2024 and illustrates how these outputs are intended to inspire and support change processes. 92% of the budget in the North American Programme will be invested in events and aimed at *inspiring* boundary partners to engage in change processes, while 8% of the budget will be invested in digital tools, platforms and databases aimed at *supporting* boundary partners in their change processes. This can be compared to the budget for 2023, where 100% of the activity budget was planned to be invested in inspiring outputs.

Figure 40. Strategy map illustrating the total financial size of each output category (core and restricted), North America
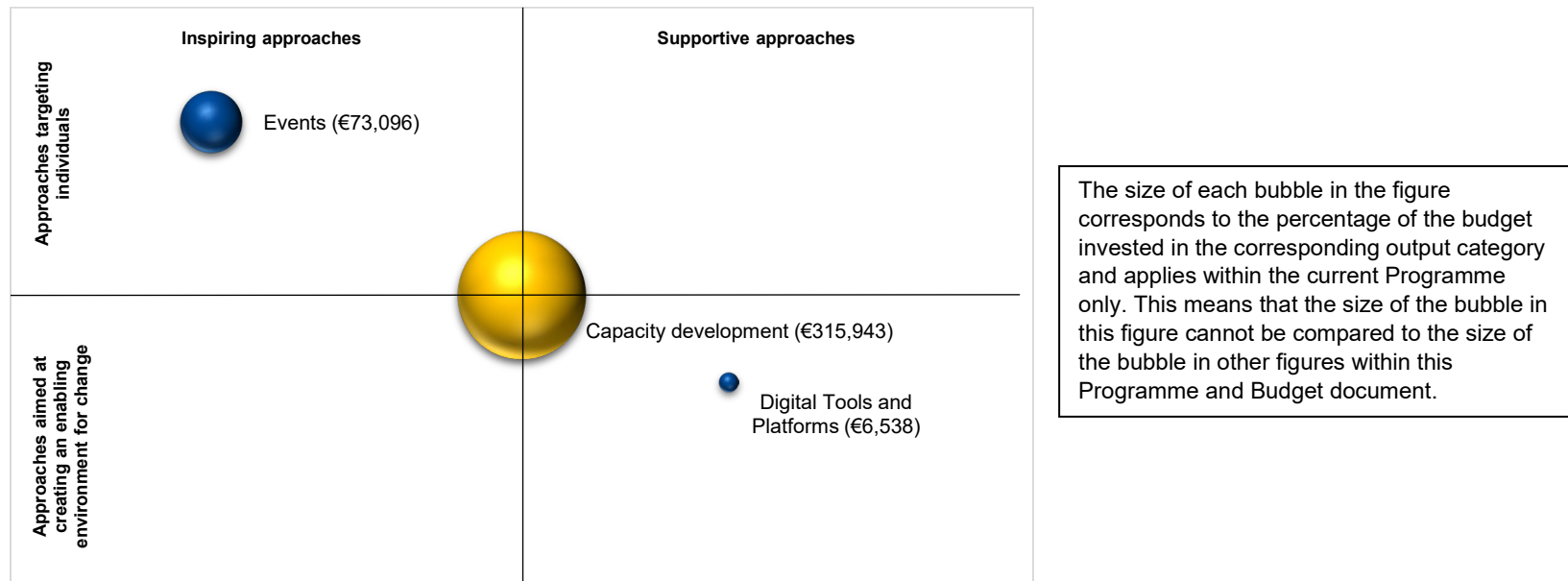
The size of each bubble in the figure corresponds to the percentage of the budget invested in the corresponding output category and applies within the current Programme only. This means that the size of the bubble in this figure cannot be compared to the size of the bubble in other figures within this Programme and Budget document.

Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in North America 2024 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 20% of the total activity budget for the region. The remaining 80% of the activity budget is invested in projects with restricted funding aimed at developing the capacity of various boundary partners. Capacity development is a process that takes place over a longer period with the purpose of assisting individuals and organizations to obtain, improve and retain the skills, knowledge and tools needed to do their jobs to a greater capacity. It is a process that may include all types of outputs, i.e.: events; trainings; advisory services; communication products; publications; and digital tools, platforms and databases. This can be compared to the budget for 2023, when unrestricted funds amounted to 51% of the activity budget and the remaining 49% were restricted project grants.

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10509 – North America			
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	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.	48,870
	Events and dialogues	At least four outreach events by the Washington D.C. office, to disseminate new IDEA knowledge products.	24,226
	Digital tools, platforms and databases	UN Democracy Hub maintenance and newsletter creation.	6,358
		Office costs	58,000
		Staff costs	380,048
		Indirect costs	36,225
		Total	**553,727**

Restricted projects

PR10528 – Global Democracy Coalition

Boundary Partner and Outcome objective	Output Category	Budget, €
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	Capacity development	110,066
	Staff costs	34,298
	Indirect costs	10,105
	Total	**154,469**

PR10585 – Global Democracy Coalition – Ford Foundation

Boundary Partner and Outcome objective	Output Category	Budget, €
(Governmental and non-governmental) policy advisors utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.	Capacity development	205,877
	Staff costs	139,018
	Indirect costs	24,149
	Total	**369,045**

8. Institutional Management and Programme Support

Priorities for the Secretary-General's Office in 2024

In 2024, the Secretary-General's Office (SGO) will focus on five principal areas of effort.

1.   Member State Engagement

Engaging with Member States and prospective Member States remains a top priority for the SGO in 2024. These efforts aim to bring Member States closer to the Institute through engagement and collaboration. The SGO will work closely with the Chair and Vice-Chairs of the Council of Member States to ensure successful governance of the Institute and to identify and implement thematic priorities and activities during their tenure. In addition, the SGO will actively engage in outreach to current and prospective Member States to showcase the value of membership, including by piloting a series of Member State exchanges on thematic issues. The SGO will also support the Board of Advisers to carry out their important advisory role in the Institute, including with the selection, election, and induction of new Board Members.

2.   Institutional Leadership

The SGO will play an important role supporting the Secretary-General and senior management in their leadership roles, including through Management Committee Meetings, the Secretary-General's international travel, and in-person gatherings. The SGO will also serve as a coordination hub for Teams within the Institute, supporting and connecting various initiatives inside and outside the organization. In addition, the SGO will take the lead on selected institutional projects, such

as the implementation of the Institute's learning agenda and the Member State Exchange initiative.

3.   Advocacy

In line with the Institute's new Strategy, the SGO will guide the roll-out and implementation of advocacy guidelines, with an appropriate balance between proactive and reactive advocacy initiatives. At institutional level, the SGO will support the development of an annual advocacy strategy, in collaboration with the Communication Team and International IDEA Teams. The SGO will also assist with the execution of global institutional campaigns, where warranted, and guide International IDEA's Teams and offices on institutional advocacy efforts.

4.   Resource Mobilization & Partnerships

The SGO will continue to actively engage with Member States and donors to maintain and increase institutional core contributions, restricted funding, and in-kind contributions to the Institute. This will include reflection on the Institute's role and value-added in the broader democracy assistance environment.

5.   Outreach & Visibility

As part of its objective to raise the visibility of International IDEA's work and expertise, the SGO will continue to lead external, internal, and Member State-exclusive events on issues of institutional importance. These events will also support International IDEA's learning agenda by enabling knowledge and experience sharing, both internally and towards Member States and partners.

Priorities for Communications in 2024

The Communications Team (COMMS) has the following priorities in 2024:

- *Production process*: The continued development of the automated single-source publishing platform Typefi will be a priority. Templates and functionality will continue to be developed to cover most of International IDEA's publication formats.

- *Digital developments*: With a new website that allows online reading (HTML and not downloading of PDF-files) COMMS aims at further develop the accessibility and reach of International IDEA's publications. International IDEA's publications will continue to be published on Google Books and possibly other platforms to further increase the reach.

- *Analytics*: COMMS will continue to focus on and further develop analytics for publications, social media, and websites, including comparing downloads to online reading (HTML).

- *Website*: With the redesign of the website finished, 2024 will be about populating the website with stories and reports with high visual and graphics content, to ensure the content attracts more readers.

- *Annual Review*: 2024 will be the second year of the publication of an Annual Review, which will showcase International IDEA's work for the likes of partners and funders. There will be a print version.

- *Graphics and video*: Continued development of graphics and video content in all publications and platforms. Formation of a wider list of providers to ensure

International IDEA has the best value designers globally. AI will be used in new graphic designs, but closely monitored.

- *New products*: Short two-minute videos from Staff Members to highlight International IDEA's regional expertise around the world.

- *Media outreach*: Continued media outreach, focusing on regions and Staff Members as well as the Secretary-General. Focus also on Swedish media and personal contacts post pandemic.

- *Social media*: Continued expansion of International IDEA's audience across platforms and research into new platforms, especially in regions.

- *Internal communication*: Refinement of communications with regions, especially AWA, to ensure a coordinated and global communications outreach. COMMS will produce a "Comms Strategy and Guide" that will be used to develop a one-day workshop in regions to enhance skills related to photography, graphics, publications processes, media training and basic communication workflows.

- *Podcasts*: Increase in audience as well as regularity of podcasts. Increased use of podcast and video studios for HQ staffers.

- *Branding*: With a new logo, branded materials and communication material templates will be updated for more consistency in the look and feel of International IDEA's content across platforms. Key messages will stem from the Institute's strategy and vision.

Priorities for the Executive Division in 2024

As the Institute continues to move to increase its focus on the impacts of technology in respect of its key impact areas, the focus for programme support functions in 2024 will continue on considering both the enabling possibilities provided by new technologies and the risks that arise from the increasing move to digital platforms. We will continue the work of the IT Steering Committee, finalize the draft IT Strategy, and implement projects in respect of appropriate platforms (hardware and software) to deliver programmatic and programme support priorities.

We will also continue the work on hardening 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 will also continue.

Work will continue in developing monitoring, evaluation and learning capabilities and sharing these via the Communities of Practice. Support will be provided to the delivery of the Institutional learning agenda.

Work has progressed significantly, and will continue, on work environment issues, including issues of reporting lines and job classification. Competency based assessments and career pathing will be a key focus for the next few years.

Following the delivery of the well-received Finance for Non-Financial Managers training in 2023, in 2024 additional bespoke trainings will be developed on resource mobilization and other key policies and procedures. These will be via workbooks prepared for in person trainings as well as online utilizing the recently procured eLearning platform.

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.

Table 14. Planned budgets per office and project, 2024: Institutional management and Programme support

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Secretary-General's Office	Secretary-General's Office	-	1,055,175	1,055,175
	Internal Audit	-	145,243	145,243
	Communications	-	548,792	548,792
	Total, Secretary-General's Office	**-**	**1,749,210**	**1,749,210**
Executive Director	Executive Director	-	223,224	223,224
	Total, Executive Director	**-**	**223,224**	**223,224**
Total, Institutional management		**-**	**1,972,434**	**1,972,434**
Programme support				
Secretary-General's Office	Board of Advisers	-	30,000	30,000
	Publications	-	397,708	397,708
	Library	-	13,500	13,500
	Total, Secretary-General's Office	**-**	**441,208**	**441,208**
Executive Division	Accounting and Treasury	-	645,238	645,238
	Budget and Programme Performance	-	787,182	787,182
	Human Resources and Organizational Development	-	3,442, 189	3,442, 189
	IT	-	1,130,450	1,130,450
	Facilities	703,601	269,008	972,609
	Total, Executive Division	**703,601**	**6,274,068**	**6,977,669**
Recoveries	HR On-cost recovery	-	-3,442,189	-3,442,189
	IT recovery	-	-1,130,450	-1,130,450

Programme/Unit	Project	RES €	UNR €	TOTAL €
	Facilities recovery	-	-269,008	-269,008
	Total, recoveries	-	**-4,841,647**	**-4,841,647**
Indirect cost recovery			**-2,775,516**	**-2,775,516**
Total, Programme support		**703,601**	**-901,888**	**-198,286**
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		**703,601**	**1,070,546**	**1,774,147**

Institutional Management

Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
IS10000 - Office of the Secretary-General			
Effective strategic direction provided across the institution	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	Delivery of institutional outputs, on time and on budget, and facilitation of governance structures.	98,500
	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	-
	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.	-
	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.	-
	Partnership with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute in delivering on the Strategy at the national, regional, and global levels.	Partnerships with key entities in areas related to International IDEAs work are cultivated and established to increase the impact and visibility of the Institute.	-
	Relevant external stakeholders at the global and regional levels, including the wider public, are aware of International IDEAs 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.	-
	Member States provide effective governance and strategic leadership of International IDEA's.	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.	-

Objective	Outcome	Project outputs	Budget, €
	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.	-
	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.	-
	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.	-
		Office costs	9,000
		Staff costs	947,675
		Total	**1,055,175**
IS10007 - Internal audit			
Provide assurance that International IDEA's resources are managed within a sound governance, risk management and a control framework, with efficiency and effectiveness, and are producing planned results – and lessons learned.	International IDEA is managed with appropriate governance, risk management and internal control and with effective and efficient implementation of approved activities.	Internal audit and advisory reports with recommendations to strengthen governance, risk management and control and to improve efficiency, effectiveness, and value for money, delivered on a timely basis in line with approved internal audit plan.	25,000
		Staff costs	120,243
		Total	**145,243**

Objective	Outcome	Project outputs	Budget, €
IS10008 - Communications			
Effectively communicate with Member States and donors the impact and outcomes of International IDEA's work on the state of democracy, democratic reform and democracy building, highlighting its relevance as an intergovernmental organization and credible partner for sustainable democracy (Ownership).	Impact and outcomes of International IDEA's work are communicated to Member States and donors.	The value-for-partnership narrative is promoted via the International IDEA website, social media, the newsletter and annual outcome report. Annual review to be published.	10,000
Effectively communicate to current and potential partners, which include international organizations, governments, civil society, academia and think tanks, informing them of International IDEA's initiatives and opportunities for collaboration and securing their interest and when relevant, their potential funding (Outreach).	Current and potential partners are informed of International IDEA's initiatives and opportunities for collaboration and funding.	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.	3,000
		Participation in meetings outside of HQ; communications network meetings and internal planning and communication training workshops.	13,836
		Regular production and promotion of International IDEA podcasts.	180
		Tools for maintaining communications project management, product development and implementation are produced and maintained.	6,000
		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.	12,000
		Updates of websites depending on regional and team requests as well as IDEA initiatives.	5,000
		A fully functional and regularly updated website is moderated and maintained.	36,300
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.	7,000

Objective	Outcome	Project outputs	Budget, €
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	Implementation of the new social media strategy.	1,500
		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. 27,000 X (previously Twitter) followers and 70,000 Facebook Fans that are actively engaged. Organization of online events to engage boundary partners and networks.	47,000
		Staff costs	406,976
		Total	**548,792**

Executive Director

Objective	Outcome	Project outputs	Budget, €
IS10010 - Executive Director			
Delivery of Executive Division outputs, on time and on budget.	Delivery of Executive Division outputs, on time and on budget.	Executive Division outputs delivered on time and on budget, including support to the Finance and Audit Committee.	16,500
		Staff costs	206,724
		Total	**223,224**

Programme Support
Secretary-General's Office

Objective	Outcome	Project outputs	Budget, €
IS10019 - Board of Advisers (BoA)			
To ensure relevance and improved quality of International IDEA's programmatic work and visibility through networking and partnership building globally.	Timely, well organized, substantive and highly interactive BoA meetings.	Board meetings held successfully including production of minutes and reports to the Council.	15,000
	The BoA engages and contributes to partnership building, resource mobilization, positioning International IDEA properly among peer institutions and contributes to stronger linkages between the global and regional programmes.	BoA represents/engages in IDEA's related activities and events and provides feedback on the Institute's internal and/or external initiatives.	15,000
		Staff costs	-
		Total	**30,000**

Objective	Outcome	Project outputs	Budget, €
PS10003 - Publications			
Produce, disseminate and evaluate all International IDEA publications, in accordance with annual work plans, clearly defined workflows and standards of quality control, to ensure that they meet the needs of target audiences and inform and contribute to democratic reform processes at all levels (Publications).	International IDEA publications are evaluated in terms of quality and the needs of target audiences and published.	Legal advice on copyright given.	3,000
		Participation in conferences, international book fairs and internal planning and communication training workshops. Booktables at events where International IDEA is present are organized.	12,000
		Publishing software is continued to be developed and maintained and institutional formats are supported. Innovative, digital tools are explored and used.	30,000
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	Tools for maintaining publications project management, product development and implementation are produced and maintained. The Editorial Guidelines and Publications Toolkit are applied for all publications.	10,000
		Staff costs	342,708
		Total	**397,708**
PS10004 - Library			
To promote internal communications, facilitating knowledge management and inculcating a communications-oriented culture within International IDEA (Internal Communications)	Developing a strategy towards the future of the library, whether terminating its services or moving virtually.	Development of new strategy regarding library resources.	7,500
		Development of streamlined subscriptions for Staff Members.	6,000
		Staff costs	-
		Total	**13,500**

Executive Division

Objective	Outcome	Project outputs	Budget, €
PS10007 – Finance and Procurement			
Effective Finance and Procurement services provided.	Financial and other resources efficiently managed to protect the public image of International IDEA as an accountable institution.	Unqualified audit report for the year ended 31 December 2023.	107,000
		Treasury management implemented and maintained.	57,500
		Staff costs	480,738
		Total	**645,238**
PS10011 - Budget and Programme Performance			
Exercise efficient oversight (budgeting, monitoring, evaluation and support) by the provisioning of assurance, risk management and resource mobilization services.	Operationalization of the learning-based management system for results assessment and management thus facilitating International IDEA's focus on solving problems that are defined and refined in an ongoing process via cycles of planning, action, reflection and revision to foster learning from both success and failure.	Advice provided on the implementation of IDEA's learning-based management system and budgeting through regular contact with Staff Members in field offices and HQ.	47,000
	Increased internal capacity to mobilize resources in line with the approved policies and procedures and IDEA's results framework among programme staff and increased grant funding secured.	Advice on resource mobilization provided to field offices and HQ, including quality assurance of concept notes and project proposals as well as ensuring compliance with IDEA's results mobilization policy and procedure.	-
		Staff costs	740,182
		Total	**787,182**

Objective	Outcome	Project outputs	Budget, €
PS10008 - Human Resources and Organisational Development			
Build institutional capacity to enable International IDEA to deliver its strategic and operational plans.	A cohesive HR team capable of supporting the organization strategically through the entire Employee Life Cycle.	Quarterly management information provided.	366,580
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Begin the development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures.	71,500
		Up-to-date security services and information provided.	55,000
	Benefits & Allowances	Benefits & Allowances	2,306,388
	HR cost recovery	HR cost recovery	-3,442,189
		Staff costs	642,721
		Total	**0**
IS10014 - Information technology (IT)			
Provide and maintain a stable, secure and scalable ICT environment that meets the functional needs of International IDEA.	Efficient and effective cloud-based infrastructure services and an effective collaborative platform to facilitate efficient working and business needs.	Achieve an average of 97% up time on network and application systems.	928,494
	ICT recovery	ICT recovery	-1,130,450
		Staff costs	201,956
		Total	**0**

Objective	Outcome	Project outputs	Budget, €
IS1011 - Facilities			
Provide and maintain adequate office infrastructure to enable a safe, secure and functional working environment.	An adequate office infrastructure to enable a safe, secure and functional working environment.	Review and implementation of the facilities management plans and contracts.	140,400
	Facilities recovery	Facilities recovery	-269,008
		Office costs (restricted)	703,601
		Staff costs	128,608
		Total	**703,601**

9. Risk Management

All projects inherently contain risks. However, with proper identification and management, risks can be minimized or mitigated. During the process of developing the plans for 2024 a risk analysis has been complemented with risk analyses for all projects in the Programme and Budget 2024. Institutional risks were rated at a regional and directorate level. These risk assessments were collated and considered by the senior management team to develop the institutional risk register.

Four key risks have been rated for all projects:

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

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

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

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

To identify the risks associated with a project, both the likelihood of the risks occurring and the consequences for the project if they occur have been rated. The likelihood that a risk will occur has been rated on a five-graded scale: 1) 0-20 % likelihood that the risk will occur (= very unlikely); 20-40% likelihood that the risk will occur (= unlikely); 40-60% likelihood that the risk will

occur (= possible); 60-80 % likelihood that that the risk will occur (= likely); 80-99% likelihood that the risk will occur (= very likely).

Consequences have also rated on a five-graded scale: 1) Insignificant consequences (= insignificant effects on results); 2) Minor consequences (= minor effects on results); 3) Moderate consequences (= moderate effects on results); 4) Major consequences (= major effects on results);5) Severe consequences (= severe effects on results)

To calculate the risk rating the likelihood value has been multiplied by the consequence value.

Figure 41. International IDEA's risk rating matrix *(red =high risk; yellow and orange = medium risk; green = low risk)*

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

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

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Institutional risk register

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
1	Political and/or economic instability in a context where International IDEA works undermines the possibilities of delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage	Context level assessment	3	4	12	This risk is managed at project level.	Relevant Project and Programme Managers
2	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	3	4	12	Treat. Member State engagement continues, including prospecting for new Member States	Secretary-General
3	An unfavourable environment for democratic processes undermines the possibilities of implementing activities or delivering project outcomes.	Context level assessment	a) Failure to meet performance targets, thus breaching commitments made to member states, donors and boundary partners. b) Projects might not deliver intended results. c) Donors might cancel projects due to poor performance. d) Reputational damage"	Context level assessment	3	4	12	This risk is managed at project level.	Relevant Project and Programme Managers
4	Over reliance on a single 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	3	4	12	Tolerate. There is little additional action that can be taken to address this risk.	Secretary-General

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
5	Cyber security	a) High level interest in breaching our systems b) Cyber security threats are more sophisticated c) High level of reliance of ICT "	Business continuity impact	a) ICT and Cyber security Policy b) SIEM procedure c) 2FA implemented d) SSO in place e) Cyber security audits and pen tests completed	3	3	9	Treat. Cyber security audit findings to be addressed	Executive Director

Glossary of terms

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

List of Acronyms

AI	Artificial Intelligence
AP	Asia and the Pacific
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
AWA	Africa and West Asia
BoA	Board of Advisers
CBP	Constitution-building Processes
CCD	Climate Change and Democracy
CSO	Civil Society Organization
DA	Democracy Assessment
DD	Digitalization and Democracy
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DGPO	Director, Global Programmes Office
DI	Democracy and Inclusion
EC	European Commission
ECOWAS	Economic Community of West African States
EMB	Electoral Management Body
EP	Electoral Processes
ERA	Electoral Redistricting App

ERP	Enterprise Resource Planning
EUD	European Union Delegation
FFO	German Federal Foreign Office
GP	Global Programmes
GSoD	Global State of Democracy
HR	Human Resources
IC	Indirect costs
ICR	Indirect cost recovery
ICT	Information and Communication Technology
IDD	International Democracy Day
IP	Indigenous People
IPCAT	Indigenous Peoples' Constitutional Assessment Tool
IPU	Inter-Parliamentary Union
GDC	Global Democracy Coalition
LAC	Latin America and the Caribbean
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
OCV	Out-of-country voting
PCCBP	Post-conflict Constitution-building Processes
PCREP	Peace and Conflict Resolution Evidence Platform
PLGSP	Provincial and Local Government Support Program

PPR	Political Participation and Representation
REC	Regional Economic Communities
REP	Regional Europe Programme
RES	Restricted
RO	Regional Office
RoLAC	Rule of Law and Anti-Corruption
SADC	South African Development Community
SDG	Sustainable Development Goal
SGO	Secretary General's Office
Sida	Swedish International Development Cooperation Agency
SIEM	Security Information and Event Management
SSO	Single Sign-on
STED	Supporting Team Europe Democracy
TE	Electoral Tribunal of Panama
TU	Tunisia
UNFCC	United Nations Framework Convention on Climate Change
COP	Conference of the Parties
UKFCDO	United Kingdom Foreign, Commonwealth and Development Office
UNR	Unrestricted
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
YDA	Youth Democracy Academy

Annex. Outcome objectives for International IDEA's boundary partners

Constitution-Building Processes

Boundary partner	Outcome objective(s)
Constitution makers	Apply increased knowledge and skills to make informed choices regarding constitutional design and process.
Advisors to constitution makers	Utilize International IDEA's knowledge and networks to give high-quality advice and advance inclusive practices in constitution-building processes.
Civil society	Hold constitution makers accountable and promote public participation in constitution-building processes.
Constitutional implementers	Promote respect for rule of law and constitutionalism under agreed constitutional frameworks.

Electoral Processes

Boundary partner	Outcome objective(s)
Electoral Management Bodies	Recognize and respond to complexities and risks and effectively implement the Electoral Cycle Approach.
Electoral assistance practitioners	Provide contextualized support informed by norms, good practices and research in electoral processes.
Electoral policymakers	Consider risks and support practices which foster inclusivity and accountability in electoral processes.
Civil society	Promote public participation in electoral processes and demand accountability from policymakers and electoral management bodies.

Political Participation and Representation

Boundary partner	Outcome objective(s)
National and sub-national parliaments	Exercise their legislative, oversight and representation functions to become transparent, inclusive, responsive and accountable to all citizens.
Political parties and movements	Exercise their functions so that they contribute to a party system that is inclusive, responsive and accountable to all citizens.
Civil society	Engage with representative institutions in an inclusive and effective way to improve public policy and practice and to hold political decision makers to account.
Oversight agencies	Monitor, prevent and mitigate threats posed by both illegal and illicit money in politics.
Public administration	Exercise practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.

Democracy Assessment

Boundary partner	Outcome objective(s)
(Governmental and non-governmental) policy advisors	Utilize IDEA's democracy analysis, recommendations and data to influence democracy and to develop policies, strategies and programmes.
(Governmental and non-governmental) policy makers	Utilize IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.
Policy influencers (including civil society)	Utilize IDEA's democracy analysis, recommendations and data to promote democracy and advocate for evidence-based democratic reforms.
Media	Utilize IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.