

International IDEA's Programme and Budget 2026

International Institute for Democracy and Electoral Assistance



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Foreword by the Secretary-General

In several respects, 2025 was an inflection point for International IDEA. It was a year of institutional maturation: we celebrated three decades working with our Member States, funders, partners, and staff to support democracy globally. It was a year of consolidated democratic decline: country-level performance, as measured by our Global State of Democracy Indices, fell for the ninth straight year; threats to democracy are by now a well-worn story. And it was a year of mounting challenges for democracy assistance: the dismantling of USAID, broader declines in official development assistance, and the ongoing shift from core institutional support to restricted project funding have all forced reflection and restructuring, at International IDEA as elsewhere.

Inflection points are moments of choice. The choice to dwell on our achievements—or to look boldly at how to meet the democratic needs of today and tomorrow. The choice to seek merely to slow democratic erosion—or to supplement that essential work with creative convenings and campaigns that support democracy's revitalization and expansion. The choice to simply survive by resisting the pressure of a changing ecosystem—or to strive to thrive by adapting and transforming to a new environment. Our Institute's view is that this is a time when analysis and resolve are not enough; a time when ambition and innovation are also necessary.

International IDEA's 2026 Programme & Budget reflects this moment and these choices. I want to thank all our donors for their generous support in making this agenda possible and for

their partnership in our crucial work to defend and advance democracy globally. I will emphasize the special value of flexible core contributions: while these represent a smaller proportion of the Institute's budget compared with several years ago, they continue to enable a disproportionate amount of our policy-relevant research, which is the foundation for our credibility.

In the coming year, International IDEA will uphold its foundational commitment to the basics of democracy, like elections and equal participation, while exploring new frontiers of democracy and connecting diverse areas of work. In Africa, for example, we will capitalize on our deep knowledge of both electoral processes and political participation to support citizen-led national election observation; in Asia and the Pacific, we will help electoral management bodies implement absentee voting in ways that support effective representation and include migrant citizens. Our teams in Europe and Latin America will draw on their expertise in elections and digitalization to produce world-leading research, programming and dialogues on online campaigning, digital political finance, and the impact of artificial intelligence. And the Institute's fast-growing work at the nexus of democracy and security—including with respect to disinformation and foreign interference, electoral cybersecurity, and climate change-related governance effects—will offer opportunities to expand our programming and reinforce the long-term value of democracy support.

In addition to enhancing connections between thematic areas, International IDEA's programme of work in 2026 will leverage

our broad partner network to amplify our reach and impact. A prime example is our coordination of the Global Democracy Coalition, where we will continue to facilitate exchanges among civil society, academia, and international organizations on themes of democratic resilience and renewal. Sustained and strengthened partnerships with multilateral and regional entities such as UNDP, UN Women, and the African Union will increase our access and influence, enabling greater progress in critical areas like preventing gender-based political violence, supporting constitutional transitions and strengthening parliamentary effectiveness. We will also keep growing our robust and multifaceted partnership with the European Union, positioning the Institute as both an asset and advocate for Europe's championing of democracy.

International IDEA's programme for 2026 reflects our commitment to uphold the fundamentals of democracy while also pushing the boundaries of what democracy can deliver: because this time when democracy is under such pressure is precisely when more and better democracy is needed. If ever there were a moment for an organization like International IDEA, this is it—and as this document shows, we are ready.

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

Executive Summary

In the 2026 Programme and Budget International IDEA presents its plans for 2026 which consists of 29 programmatic projects funded with unrestricted funding by the Institute's Member States, and 43 projects funded by external donors with restricted project grants.

In accordance with International IDEA's Strategy these projects fall within our thematic priorities, including 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 and programme support projects, which deliver Institutional services including communications, ICT, human resources and organizational development, accounting and treasury, and systems for learning-based management.

The estimated core expenditure budget for 2026 is EUR 9.7 million and the budget for the 43 projects funded by restricted grants is currently EUR 22.5 million for 2026. 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 restricted 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 2026 Programme and Budget is aligned with International IDEA's results framework, which defines 16 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 2026 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 2026 Programme and Budget

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In accordance with International IDEA's Strategy these projects fall within our defined thematic priorities and are classified into 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 and programme support projects, which deliver Institutional services including ICT, human resources and organizational development, accounting and treasury, and systems for learning-based management.

As seen in Table 1, the estimated core expenditure budget for 2026 is EUR 9.7 million, and the total expenditure budget for the 43 projects funded by restricted grants is EUR 22.5 million, making a total planned expenditure of EUR 32.2 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, 2026

Programme	RES €	UNR €	TOTAL €
Global Programmes	2,950,813	3,700,000	6,650,814
Africa and West Asia	12,894,897	1,500,000	14,394,897
Asia and the Pacific	634,623	1,052,387	1,687,010
Regional Europe	2,366,535	570,292	2,936,827
Latin America and the Caribbean	2,388,208	950,000	3,338,208
North America	319,618	350,000	669,618
SGO Programmatic	91,505	-	91,505
Subtotal, Programmatic	21,646,200	8,122,679	29,768,879
Subtotal, Institutional	-	1,878,172	1,878,172
Subtotal, Programme support	814,020	-316,709	497,311
Total expenditures	22,460,220	9,684,142	32,144,361
Expected income	22,460,220	7,567,933	30,028,153
Surplus/deficit	-	-2,116,209	-2,116,209

Table 2. Overall expenditure budget, 2026

Expenditure type	RES €	UNR €	TOTAL €
Activities	9,562,558	3,030,576	12,593,134
Office costs	1,942,032	739,803	2,681,835
Staff costs	9,592,134	10,327,166	19,919,300
Indirect costs	1,363,496	531,390	1,894,887
Net recoveries	-	-3,049,906	
IC recovery	-	-1,894,887	-1,894,887
Total expenditure	22,460,220	9,684,142	32,144,361

Table 3. Budget allocation per programme, 2026

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Programmatic	Global Programmes	Activities	1,382,394	356,750	1,739,143
		Office	52,193	125,000	177,193
		Staff	1,328,688	2,976,195	4,304,882
		IC	187,539	242,056	429,595
		Total	2,950,813	3,700,000	6,650,814
	Africa and West Asia	Activities	6,109,127	309,649	6,418,776
		Office	794,850	122,100	916,950
		Staff	5,208,340	970,120	6,178,460
		IC	782,579	98,131	880,710
		Total	12,894,897	1,500,000	14,394,897
	Asia and the Pacific	Activities	231,394	161,818	393,211
		Office	60,336	125,791	186,127
		Staff	307,012	695,930	1,002,943
		IC	35,882	68,848	104,729
		Total	634,623	1,052,387	1,687,010
	Regional Europe	Activities	706,801	20,000	726,801
		Office	97,849	80,000	177,849
		Staff	1,401,979	432,983	1,834,962
		IC	159,906	37,309	197,215
		Total	2,366,535	570,292	2,936,827
	Latin America and the Caribbean	Activities	1,100,866	148,146	1,249,012
		Office	122,783	82,937	205,720
		Staff	987,878	656,768	1,644,645
		IC	176,681	62,150	238,831

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €	
		Total	2,388,208	950,000	3,338,208	
	North America	Activities	31,976	37,191	69,167	
		Office	-	31,776	31,776	
		Staff	266,733	258,137	524,869	
		IC	20,910	22,897	43,807	
		Total	319,618	350,000	669,618	
		SGO Programmatic	Activities	-	-	-
	Office		-	-	-	
	Staff		91,505	-	91,505	
	IC		-	-	-	
	Total		91,505	-	91,505	
	Subtotal, Programmatic			21,646,200	8,122,679	29,768,879
	Institutional	Secretary-General's Office	Activities	-	60,307	60,307
			Office	-	7,500	7,500
			Staff	-	940,193	940,193
Total			-	1,008,000	1,008,000	
Executive Director		Activities	-	13,000	13,000	
		Staff	-	207,979	207,979	
		Total	-	220,979	220,979	
Internal Audit		Activities	-	12,500	12,500	
		Staff	-	138,562	138,562	
		Total	-	151,062	151,062	
Communications		Activities	-	63,457	63,457	
		Staff	-	434,674	434,674	
		Total	-	498,131	498,131	

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
Subtotal, Institutional			-	1,878,172	1,878,172
Programme support	Board of Advisers	Activities	-	2,000	2,000
		Staff	-	-	-
		Total	-	2,000	2,000
	Publications	Activities	-	17,320	17,320
		Staff	-	353,256	353,256
		Total	-	370,576	370,576
	Accounting and Treasury	Activities	-	128,500	128,500
		Staff	-	502,525	502,525
		Total	-	631,025	631,025
	Budget and Programme Performance	Activities	-	10,000	10,000
		Staff	-	564,577	564,577
		Total	-	574,577	574,577
	Human Resources and Organizational Development	Activities	-	355,500	355,500
		Staff	-	876,402	876,402
		Benefits and Allowances	-	6,985,319	6,985,319
		Total	-	8,217,221	8,217,221
	IT	Activities	-	1,334,439	1,334,439
		Staff	-	210,614	210,614
		Total	-	1,545,053	1,545,053
	Facilities	Office	814,020	164,700	978,720
		Staff	-	108,252	108,252
		Total	814,020	272,952	1,086,972
	HR On-cost recovery			-8,217,221	-8,217,221
	IT recovery			-1,545,053	-1,545,053

Expenditure type	Programme	Category	RES €	UNR €	TOTAL €
	Facilities recovery			-272,952	-272,952
	Indirect cost recovery			-1,894,887	-1,894,887
Subtotal, Programme support			814,020	-316,709	497,311
Total Expenditure			22,460,220	9,684,142	32,144,361
Expected income			22,460,220	7,567,933	30,028,153
Surplus/(deficit)			-	-2,116,209	-2,116,209

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 2026 reflect a decrease in this funding as several significant projects come to an end.

Among these, the projects in Libya and Sudan in Africa and West Asia come to an end in 2025. In the Asia and the Pacific Region, a project in Nepal come to an end in 2025 and our activities in that country are lower than previous years due primarily to the change in our donor's priorities. Activities in Myanmar will also end in 2025. In Global Programmes projects to support gender equality mainstreaming and women's empowerment, Inter Pares, and projects in electoral processes ended in 2025.

In the Latin America and Caribbean Region, a project to promote democratic values in Peru ended after the shutdown of USAID earlier this year. A project to strengthen the Parliament of Panama will also end in 2025.

Core funding has been on a downward trajectory since 2022, and a prudent estimate of income has been reflected for 2025. To enable more effective management, and to increase transparency we are changing the manner in which we account for earmarked core contributions. For the purposes of accounting in terms of the International Public Sector Accounting Standards (IPSAS) there are only two ways in which contributions may be reflected in the financial statements – namely core or restricted.

Earmarked core contributions, which we had previously recorded as core contributions, and which were previously relatively minor, have been growing over the past few years, both in absolute terms and as a percentage of core, from EUR 1 million in 2023 to EUR 3.4 million in 2025 (and to date EUR 1.9 million is projected for 2026.) In addition, although

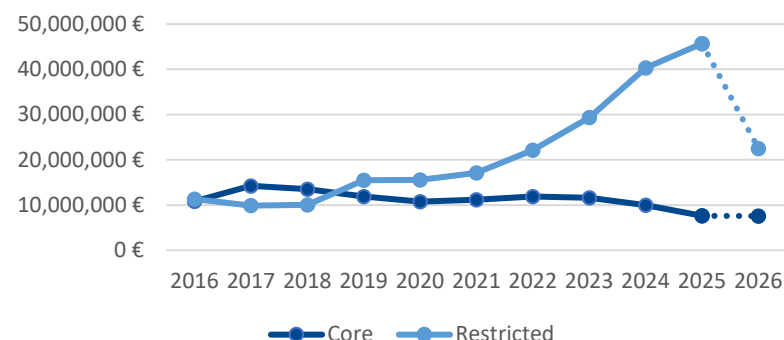
previously the contributions could be estimated in the Programme and Budget, and were for the financial year under consideration, increasingly they span more than one financial year. It is primarily this latter fact that caused the change in accounting treatment as - if the contributions are treated as core and remain unspent at year end – they flow to reserves appearing to create a surplus. In the following year when spent, they appear to create a deficit. To eliminate this potentially misleading impact, earmarked core is now classified as restricted in the programme and budget and are restated in the table below.

Table 4. The figures for years 2017 - 2024 are actual incomes, whereas the figures for 2025 and 2026 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	22,172	11,908	43,287
2023	28,362 (earmarked) 1,000	11,616	40,978
2024	38,209 (earmarked) 2,111	9,999	50,319
2025	42,265 (earmarked) 3,441	7,615	53,321
2026	20,572 (earmarked) 1,888	7,568	30,028

At the time of budgeting 30% of the budget for 2024 will be covered by core funds whereas 70% 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 18.3 million in the pipeline at present (which are likely but not yet fully secured), including the next phases of some that come to an end in 2025. Of this amount EUR 8.1 million is forecast for 2026. As a comparison the planned restricted income in the Programme and Budget for 2025 was EUR 27.1 million and the current expectation is that EUR 44.1 million will be delivered.

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 2016 and 2026.

Table 5. Core funding from International IDEA Member States, 2016 to present

All figures in 1000s of EUR

	Member State	Joining date	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 Budget	2026 Projection
1	Australia	1995	0	0	0	0	0	0	0	0	0	0	0
2	Barbados	1995	4	5	4	4	4	0	4	(5)	0	0	0
3	Benin	2016	0	0	0	0	0	0	0	0	0	0	0
4	Belgium	1995	0	0	0	0	0	0	0	0	0	0	0
5	Botswana	1997	35	19	17	18	18	16	18	19	18	17	17
6	Brazil	2016	70	70	65	20	49	57	71	70	61	70	70
7	Cabo Verde	2003	0	0	0	0	0	0	0	0	0	0	0
8	Canada	1997	0	0	0	0	0	0	0	0	0	0	0
9	Chile	1995	161	166	70	77	78	(6)	161	83	82	75	75
10	Costa Rica	1995	5	5	4	4	5	4	4	5	4	4	4
11	Dominican Republic	2011	0	0	0	0	0	0	0	0	0	0	0
12	Estonia	2021							70	70	70	70	70
13	Finland	1995	0	0	0	0	0	500	500	365	295	536	165
14	France	2023								50	500	745	165
15	Germany	2002	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
17	India	1995	46	48	42	44	45	41	44	47	45	42	42
18	Indonesia	2013	0	0	0	0	0	0	0	0	4	0	0
19	Luxembourg	2018	0	0	0	0	0	0	0	10	32	0	0
20	Mauritius	1999	9	10	8	9	9	8	9	9	9	8	8
21	Mexico	2003	48	48	(3)	0	0	0	0	0	0	0	0
22	Mongolia	2011	5	4	5	4	4	4	4	4	4	5	5
23	Namibia	1997	0	2	2	2	2	1	2	2	7	2	2

	Member State	Joining date	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025 Budget	2026 Projection
24	The Netherlands*	1995	4,000	4,500	4,000	2,000	1,000	1,000	1,500	2,000	2,000	2,000	2,000
25	Norway*	1995	1,233	3,254	2,544	3,008	3,047	2,845	3,009	2,844	2,664	2,607	2,567
26	Panama	2018	0	0	26	0	4	8	5	5	4	0	0
27	Peru	2004	9	8	6	5	5	14	5	5	9	7	7
28	The Philippines	1995	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
30	South Africa	1995	0	18	17	15	16	14	14	14	12	14	14
31	Spain	1995	50	40	0	0	25	26	0	63	50	50	50
32	Sweden	1995	3,823	4,710	5,586	5,352	5,268	5,469	6,346	4,927	4,078	3,231	2,938
33	Switzerland	2006	925	936	684	891	790	790	740	822	857	857	857
34	Tunisia	2019	0	0	0	0	0	0	0	0	0	0	0
35	Uruguay	2003	2	2	2	2	2	2	2	0	0	0	0
Total unrestricted income			10,825	14,245	13,479	11,855	10,771	11,189	12,908	11,809	11,210	10,740	9,456
Earmarked	The Netherlands*									(1,000)	(1,000)	(1,000)	(1,000)
	Sweden										(816)	(844)	(558)
	Finland										(295)	(536)	(165)
	France											(745)	(165)
Total unrestricted income (net of earmarked core)			10,825	14,245	13,479	11,855	10,771	11,189	12,980	10,809	9,099	7,615	7,568

* multi-year funding agreements in place

International IDEA's output categories

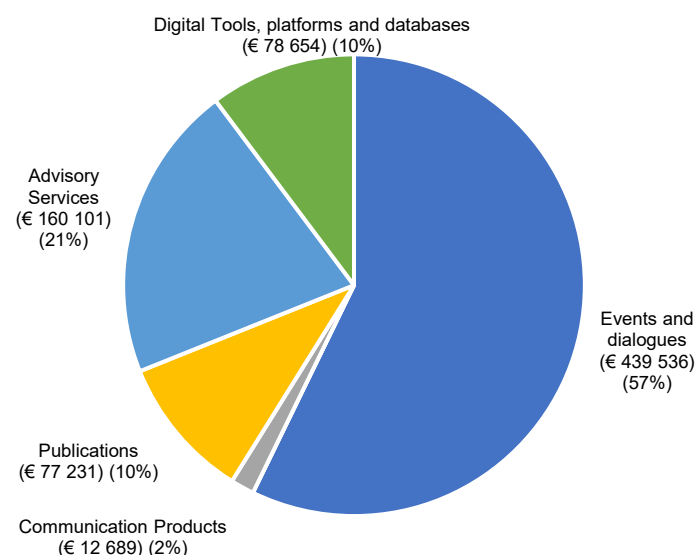
In the 29 core funded programmatic projects all planned activities have been grouped in the typology of six output categories:

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 2026. 78% of the activity budget will be invested in face-to-face activities such as events and dialogues and advisory services. 22% of the activity budget will be invested in publications, communication products, databases and digital tools and platforms which are made available online on International IDEA's websites.

Figure 2. Budget per output category 2026 (core funding)



These figures can be compared with 2025, when 79% of the activity budget was planned to be invested in face-to-face activities and 21% in online activities. The most significant change between the budgets is an increase in investments in events and dialogues while there are no investments in trainings in 2026.

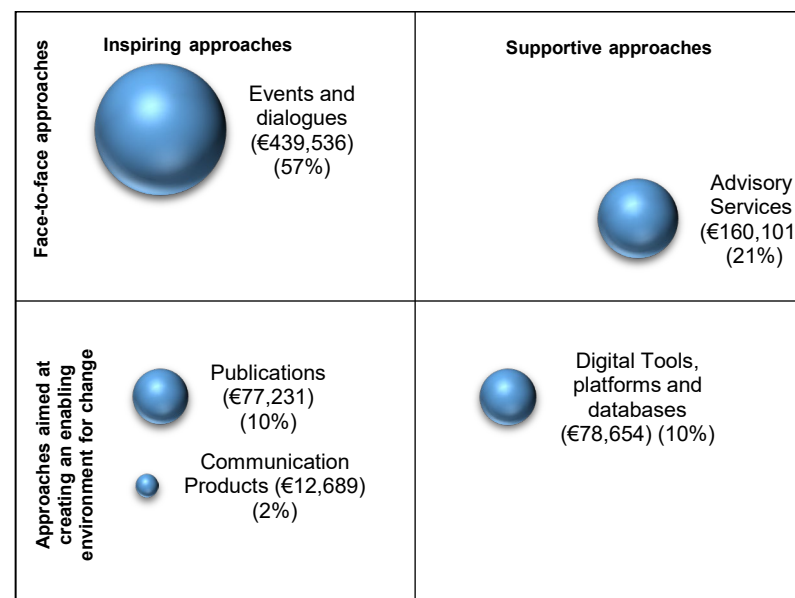
From outputs to results

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 training and advisory services, and online interactive tools and databases.

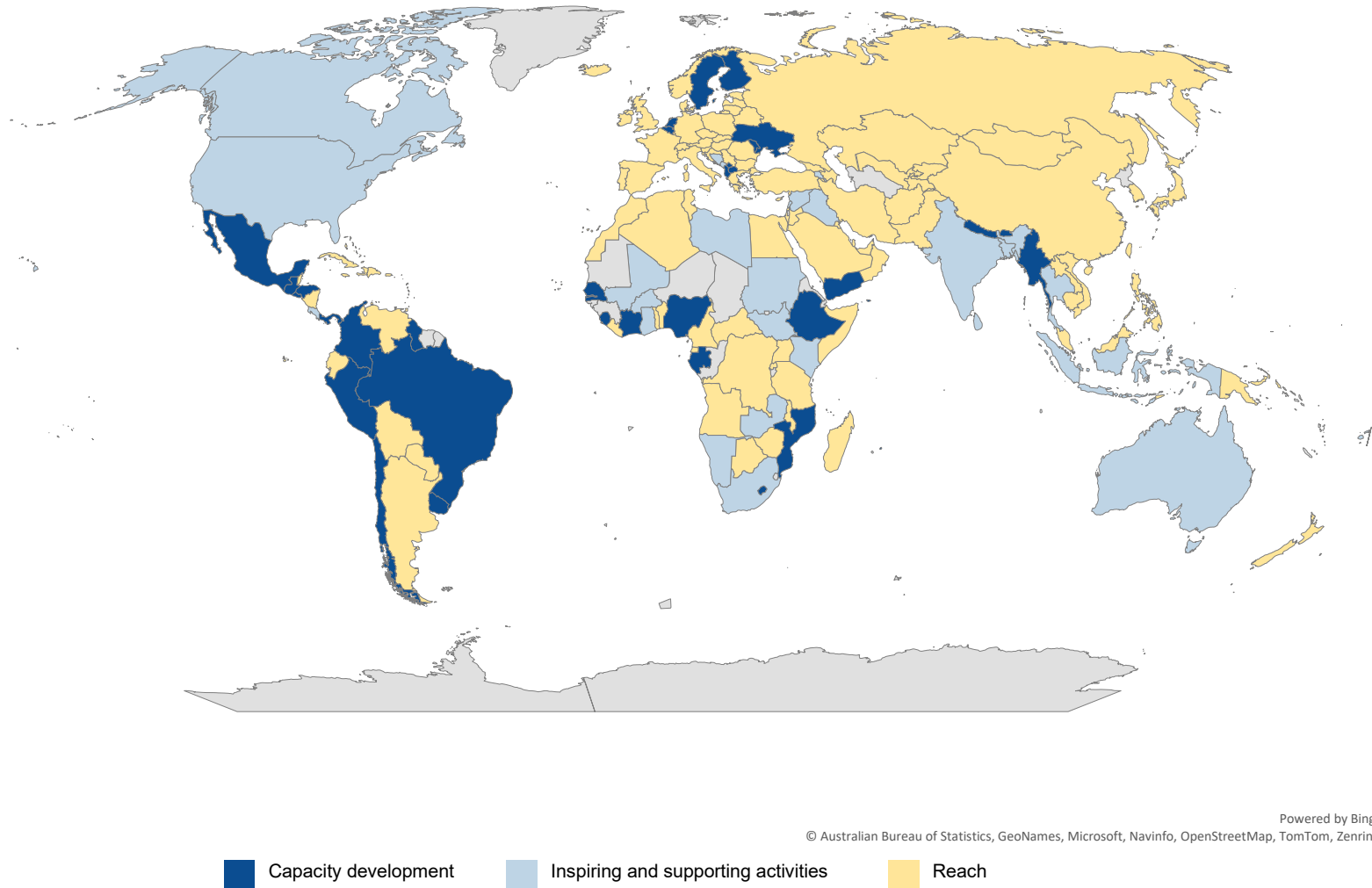
Figure 3 shows International IDEA's financial investments of the core budget distributed by output category and approach: 69% of the core budget will be invested in inspiring outputs and 31% in core funded supportive outputs. This can be compared with 2025, when 58% of the core funds were planned to be invested in inspiring outputs and 42% in supportive outputs.

Figure 3. Approaches to be implemented in 2026 (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 2026.

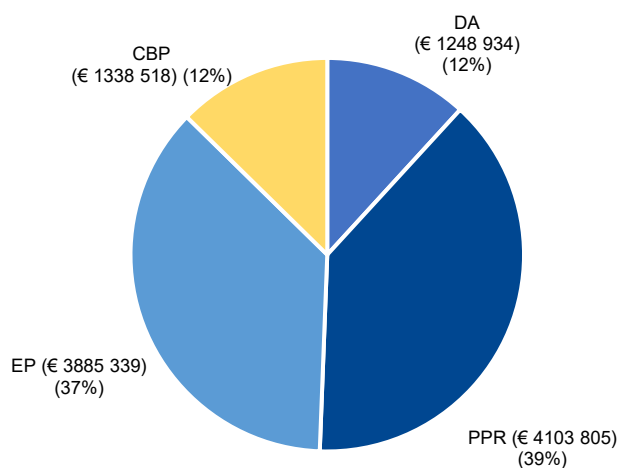
Figure 4. Map of where our supportive and inspirational work will take place in 2026.



Investments in thematic priorities and boundary partners

In accordance with International IDEA's Strategy the Institute works in thematic priorities 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 priority areas for 2026.

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

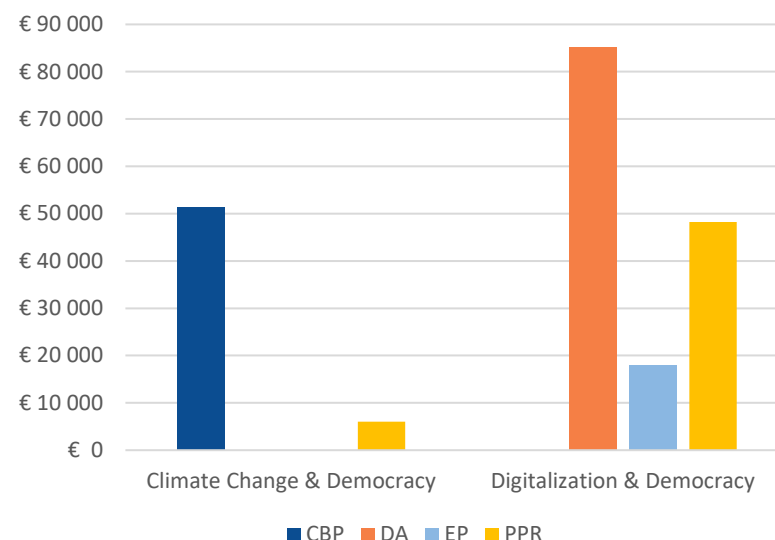


These figures can be compared with the budget for 2025 when 11% of the activity funds were planned to be invested in CBP, 32% in EP, 20% in DA and 37% in PPR.

In International IDEA's strategy for 2023 and beyond, two priorities were established, namely: climate change and democracy and digitalization and democracy. As this work is

cross-cutting and intersects other priorities, 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 areas.

Figure 6. Climate change and digitalization financial investment per priority area (core)



As seen in Table 6 International IDEA works with 16 types of boundary partners. Work undertaken on digitalization and democracy, democracy and inclusion, or climate change and democracy can target any of these 16 boundary partners.

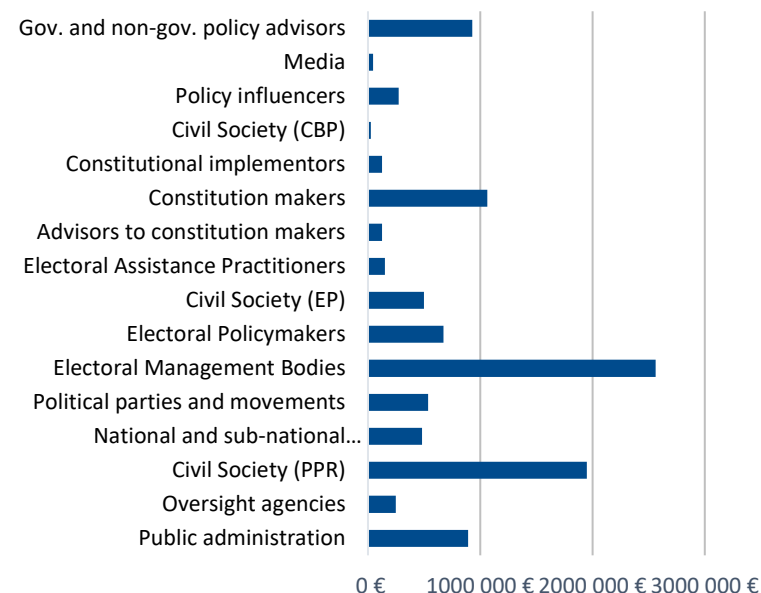
Table 6. International IDEA's boundary partners

	Boundary partners
Constitution-building processes	Constitution makers Advisors to constitution makers Civil Society Constitutional 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 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 2026 Programme and Budget. The total funds invested per boundary partner are summarized in Figure 7.

¹ The full set of outcome objectives for our 16 boundary partners can be found in the Annex.

Figure 7. Planned financial investment per boundary partner in 2026 (core and restricted funding)



These figures can be compared with 2025, presented in figure 8.

Figure 8. Planned financial investments per boundary partner in 2025 (core and restricted funding)



In the following sections of the 2026 Programme and Budget detailed plans for each programme and institutional projects are presented.

2. Global Programmes

Context and Current Situation

The global context for democracy assistance is increasingly fragile. Democratic institutions face mounting pressure from disinformation, authoritarian pushback, shrinking civic space, and constitutional contestation. Elections are disrupted by digital manipulation, cyberattacks, and political and gender-based violence, while citizens demand more inclusive and accountable governance that many institutions lack the capacity or legitimacy to deliver. Women, youth, and marginalized groups face particular barriers to political participation, underscoring the urgency of inclusive approaches to democratic renewal. Climate change, migration, and conflict compound these risks, straining governance systems and eroding public trust.

These severe challenges to democracy have been rapidly increasing, and as demand for democratic expertise to address the situation grows, funding shrinks. Donors are cutting or redirecting resources, creating a double squeeze: democracy is under pressure worldwide while the financial space to respond is narrowing.

For International IDEA's Global Programmes (GP), this squeeze is acute. Once balanced between core and restricted project funding, GP now depends on restricted resources for about 70 percent of its budget, locking the portfolio into short-term cycles and vulnerability to project expirations. Without action, GP may be reduced to only four active projects by mid-2026. Delivery continues, but workloads fluctuate, and reliance

on no-cost extensions of ongoing projects is routine. GP appears resilient but operates with little margin for error.

Yet GP's strategic role is more important than ever. To stay relevant, it must reposition itself as International IDEA's hub of programmatic coherence, comparative knowledge, and foresight — where initiatives connect, donors see added value, and risks are anticipated before they escalate. This requires sharper priorities, stronger regional collaboration, more disciplined project management, and a shift from reactive to proactive resource mobilization.

GP has begun a phased transformation, with 2026 as a year of stabilization: safeguarding core capacity, delivering effectively on commitments, and clarifying its unique value. To manage a complex, donor-driven portfolio, GP will strengthen project management through a dedicated coordination team to ensure coherent design, disciplined monitoring, and reliable reporting.

Strategic Priorities

In 2026, GP will focus on a coherent set of global priorities and a smaller cluster of cross-regional themes that both reflect International IDEA's comparative advantages and resonate with donor demand. By embedding gender equality and inclusion as cross-cutting principles, all priorities will address the differentiated impacts of democratic challenges on women, men, and marginalized groups, ensuring that responses are not only effective but also inclusive and equitable.

A. Core Global Priorities and Pipeline Projects

1. Electoral Integrity: Elections remain the cornerstone of democracy but are increasingly threatened by disinformation,

cyberattacks, democratic backsliding, and natural hazards. Women and marginalized groups are often disproportionately affected, whether through targeted disinformation, exclusionary practices, or gender-based electoral violence. Building on its comparative knowledge and track record, GP is uniquely placed to help partners strengthen electoral resilience in a way that is both effective and inclusive.

In 2026, GP will continue to safeguard elections against twenty-first century disruptions — from digital manipulation and disinformation to climate shocks and political or gender-based violence. The Protecting Elections framework will anchor this work, providing comparative tools, support to Electoral Management Bodies (EMBs), and global advocacy. Complementary projects will focus on elections as critical national infrastructure and on the specific risks posed by natural hazards and gender-based discrimination. Through this framework and regional entry points, International IDEA will deliver updated knowledge, practical tools, and advocacy to bolster EMBs, enhance resilience, promote gender equality, and strengthen public trust in elections.

2. Digital Democracy and Artificial Intelligence: Technology is transforming democracy faster than regulation can keep up. GP's role is to protect democracy from authoritarian technology, disinformation, and AI misuse, while advancing inclusive digital governance solutions that address the differentiated impacts on women, youth, and marginalized groups.

In 2026, International IDEA will consolidate its role as a leading actor on AI and elections, while safeguarding against foreign information manipulation and interference, including gendered disinformation and online harassment targeting women in politics. Under a Democracy in the Digital Age umbrella, GP will anchor global knowledge, comparative tools, and policy

engagement, positioning International IDEA at the nexus of democracy, technology, and security. The Institute will also explore innovation niches — such as AI in judicial systems, digital sovereignty, and cryptocurrencies in politics — ensuring that gender equality and inclusive participation remain cross-cutting priorities in the governance of emerging technologies.

3. Democratic Resilience: Across the world, institutions face democratic backsliding, civic space restrictions, and executive overreach — challenges that often have disproportionate impacts on women, youth, and marginalized groups. Building on International IDEA's expertise in constitutional design and comparative data, GP helps embed resilience in democratic systems that are inclusive and representative.

In 2026, the Institute will expand its work to strengthen institutions against democratic backsliding, providing forward-looking tools such as resilience and early warning toolkits, national State of Democracy reports, and thematic work on climate constitutionalism. Each of these tools will integrate gender perspectives — for example, by assessing how restrictions on civic space affect women's movements, or how institutional resilience can protect against gender-based political violence. This approach will help partners anticipate risks and design institutions that not only withstand and recover from democratic stress but also advance gender equality and inclusive participation.

B. Cross-Regional Priorities

4. Climate Change and Democracy: Climate change is not only an environmental crisis but also a democratic stress test, demanding inclusive, participatory, and accountable governance. Women, youth, Indigenous peoples, and marginalized communities are often the most affected by climate impacts, yet their voices remain underrepresented in

decision-making. International IDEA can help shape democratic responses to climate disruption that are both effective and equitable.

In 2026, GP will position International IDEA as a global hub on the climate–democracy nexus, linking citizens, parliaments, scientists, and policymakers, with a deliberate focus on ensuring women’s leadership and inclusive participation. Priorities include foresight in parliaments, mechanisms for future generations, inclusive resource governance, and South–South learning across Africa, Asia-Pacific, and Latin America. Gender equality will be mainstreamed across these areas — for example, by supporting women parliamentarians in climate foresight initiatives and ensuring resource governance frameworks protect women’s rights and livelihoods. The theme also addresses climate-related migration, security, and democratic resilience, and explores links between climate governance and constitutional design through a gender lens.

5. Constitutional Reform and Rule of Law: Periods of transition and conflict are moments of both fragility and opportunity for democracy. Women, youth, and marginalized groups are often excluded from constitutional processes, despite being disproportionately affected by instability. Ensuring their participation is critical for sustainable peace and legitimacy. GP can leverage International IDEA’s comparative constitutional expertise to support inclusive frameworks that safeguard the rule of law and embed equality.

In 2026, GP will continue to provide comparative knowledge and advisory support in fragile and post-conflict contexts, with a focus on gender balance and inclusive participation. This includes work in Bangladesh, Ghana, and Senegal, as well as innovations in climate constitutionalism and civic education, where the Institute will ensure that women’s voices and

perspectives are systematically integrated. GP will also explore and expand its focus on the rule of law areas where it can add the greatest comparative value.

6. Money in Politics, Oversight and Political Integrity: Illicit money and weak oversight undermine democratic legitimacy across regions, often reinforcing gender inequalities by making it harder for women and marginalized groups to compete on an equal footing. GP’s ability to connect work on parliaments, digitalization, and political finance makes it well-placed to spearhead systemic integrity reforms that also promote gender equality in political participation.

In 2026, GP will advance reforms in political finance transparency, parliamentary oversight, and accountability through an integrated political integrity initiative, ensuring that these processes are designed to reduce gendered barriers to political entry and participation. This initiative brings together expertise from across multiple GP thematic areas and responds to growing demand for systemic, inclusive and equitable approaches to corruption and integrity.

7. Parliamentary Strengthening: Parliaments remain central to inclusive and accountable democracy but often lack the capacity to effectively perform their mandated functions, particularly in ensuring gender-responsive lawmaking and oversight. GP’s peer-to-peer approach has proven impact and positions International IDEA to deliver global leadership in this space.

Building on the Inter Pares project and related initiatives, GP will strengthen parliaments as inclusive, effective, and resilient institutions. In 2026, priorities include peer-to-peer learning, civil society engagement, and embedding parliaments more deeply in democratic renewal efforts. All activities will integrate gender perspectives, ensuring that parliaments are equipped to

advance women's political leadership, promote gender-sensitive legislation, and create spaces for marginalized voices in democratic decision-making.

8. Migration and Out-of-Country Voting: With human mobility reshaping societies, millions of citizens risk exclusion from democratic participation, with migrant women and marginalized groups facing compounded barriers. GP can help countries design inclusive electoral frameworks that integrate migrants and diasporas into democratic processes in a gender-responsive way.

In 2026, GP will respond to regional demand and frame inclusive electoral participation in an age of mobility as a core component of electoral integrity. Work will build on International IDEA's leadership in comparative policy design and expand in Asia-Pacific, Latin America, and Europe, with Ukraine as an anchor case. Gender analysis will be embedded in all stages, ensuring that both women and men in diaspora communities are equally able to exercise their political rights and influence decision-making.

9. Youth Participation and Civic Engagement: Young people face growing disillusionment with politics but also bring new energy for democratic renewal. GP can strengthen inclusive pathways for youth leadership and civic education, ensuring that democracy resonates with future generations. In 2026, these themes will be pursued as cross-cutting enablers of democratic resilience, linked to climate action, parliaments, and political integrity. These efforts will include building gender-sensitive leadership pipelines, promoting equal participation in civic spaces, and ensuring that democratic renewal efforts reflect the diverse perspectives of youth.

As part of this agenda and building on the EU-funded Women and Youth in Democracy (WYDE) initiative, GP will continue its

work on transforming discriminatory social norms, strengthening young women's political skills, and engaging allies to advance gender equality in decision-making. It will provide a critical framework for International IDEA's efforts to ensure that diverse women - including those most often left behind - can play a meaningful and lasting role in public life and democratic renewal.

Table 7. Planned budgets per programme and project, 2026: Global Programmes

Programme/Project name	RES €	UNR €	Total €
Constitution-Building Processes (CBP)			
Online Platforms & Databases	-	102,703	102,703
Country-level assistance	-	226,393	226,393
Knowledge generation	-	77,831	77,831
CBP Networks and Shared Learning	-	196,239	196,239
CBP General Programme Management and Support	-	117,700	117,700
Peace and Conflict Resolution Evidence Platform (PCREP)*	86,453	-	86,453
TOTAL (CBP)	86,453	720,866	807,319
Democracy Assessment (DA)			
The GSoD Initiative	-	1,027,350	1,027,350
TOTAL (DA)	-	1,027,350	1,027,350
Electoral Processes (EP)			
Emerging challenges in electoral processes		163,020	163,020
Global resources on elections		201,171	201,171
Global advisory services and capacity development		231,704	231,704
Risk, resilience and crisis management and elections		158,924	158,924
PRO-DEM Fund Promoting and Protecting Democracy*	53,004	7,292	60,296
TOTAL (EP)	53,004	762,111	815,115

Programme/Project name	RES €	UNR €	Total €
Political Participation and Representation (PPR)			
Money in Politics	-	258,740	258,740
Parliamentary Strengthening – Global	-	107,103	107,103
Secondment to International IDEA's office in Stockholm – Expertise France*	92,375	-	92,375
INTER PARES Parliaments in Partnership – Phase II*	609,917	-	609,917
Democratic participation for more effective climate action*	287,841	-	287,841
ROAD to COP30: Amazonian Climate Deliberation*	15,556	-	15,556
TOTAL (PPR)	1,005,689	365,844	1,371,533
Digitalization and Democracy			
Digitalization and Democracy	-	206,429	206,429
Combatting Electoral Foreign Information, Manipulation and Interference (FIMI)*	660,691	-	660,691
TOTAL (DD)	660,691	206,429	867,120
Democracy and Inclusion (DI)			
Democracy and Inclusion	-	125,920	125,920
Women and Youth Democratic Empowerment: Advancing Women's Political Participation and Decision-Making*	1,144,977	-	1,144,977
TOTAL (DI)	1,144,977	125,920	1,270,897
Director, Global Programmes Office (DGPO)			
Global Programme Management	-	491,481	491,481
TOTAL (DGPO)	-	491,481	491,481
TOTAL, GLOBAL PROGRAMMES	2,950,813	3,700,000	6,650,814

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

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

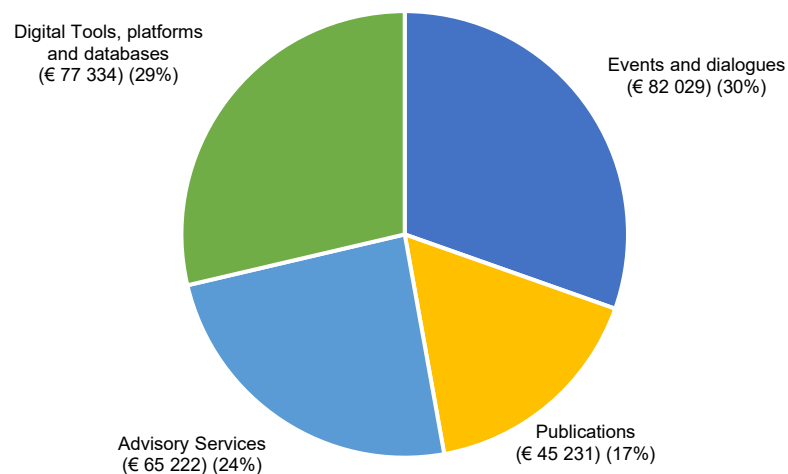


Figure 9 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2026. 54% of the activity budget in the Global Programmes will be invested in face-to-face outputs: i.e. events and dialogues (network meetings, workshops and conferences which we convene), and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. 46% of the activity budget will be invested in online outputs, i.e.: publications (handbooks, reports, translations, policy papers and training modules); and digital tools, platforms, and databases which we make available online on International IDEA's websites. In 2025 63% of GP's activity budgets was invested in face-to-face outputs and 37% in online outputs.

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

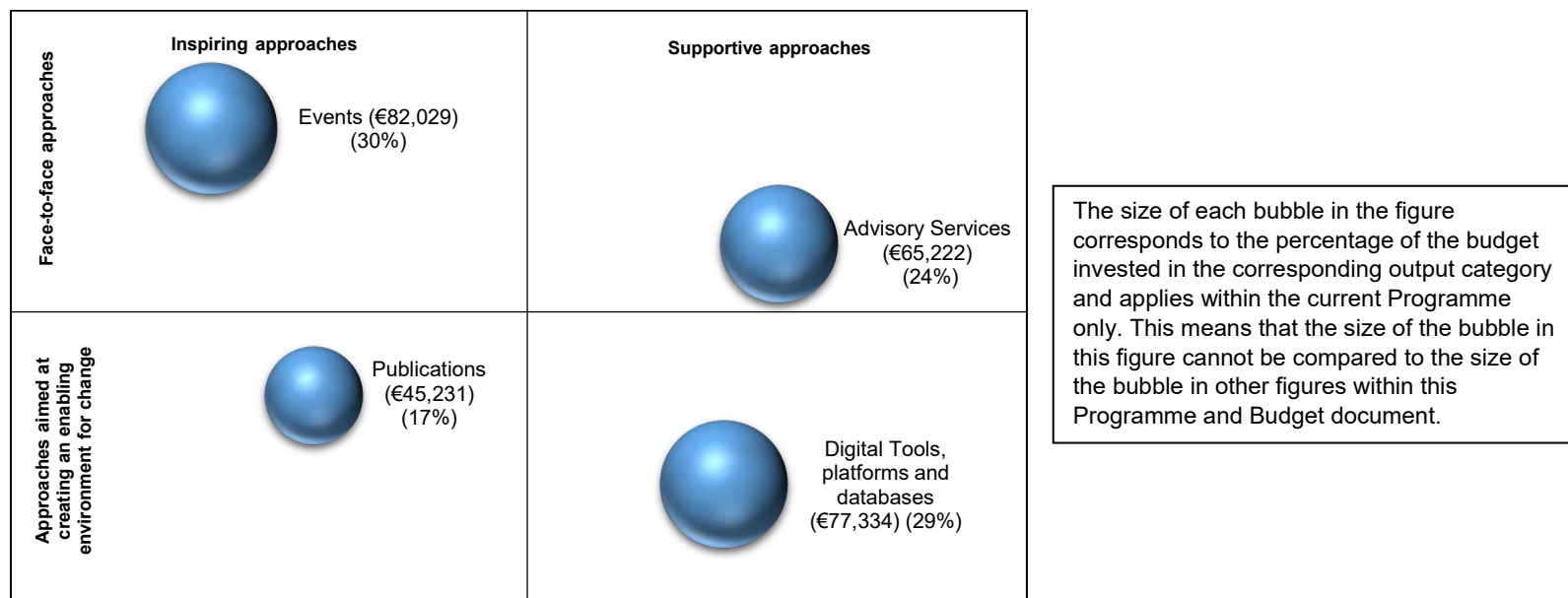


Figure 10 shows International IDEA's financial investments in core funded unrestricted projects per output category in Global Programmes 2026 and illustrates how these outputs are intended to inspire and support change processes. 47% of the activity budget in the Global Programmes will be invested in events and dialogues, and online publications aimed at *inspiring* boundary partners to engage in change processes. 53% of the activity budget will be invested in 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 2025 when 61% of the activity budget was planned to be invested in inspiring outputs and 39% in supportive outputs.

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

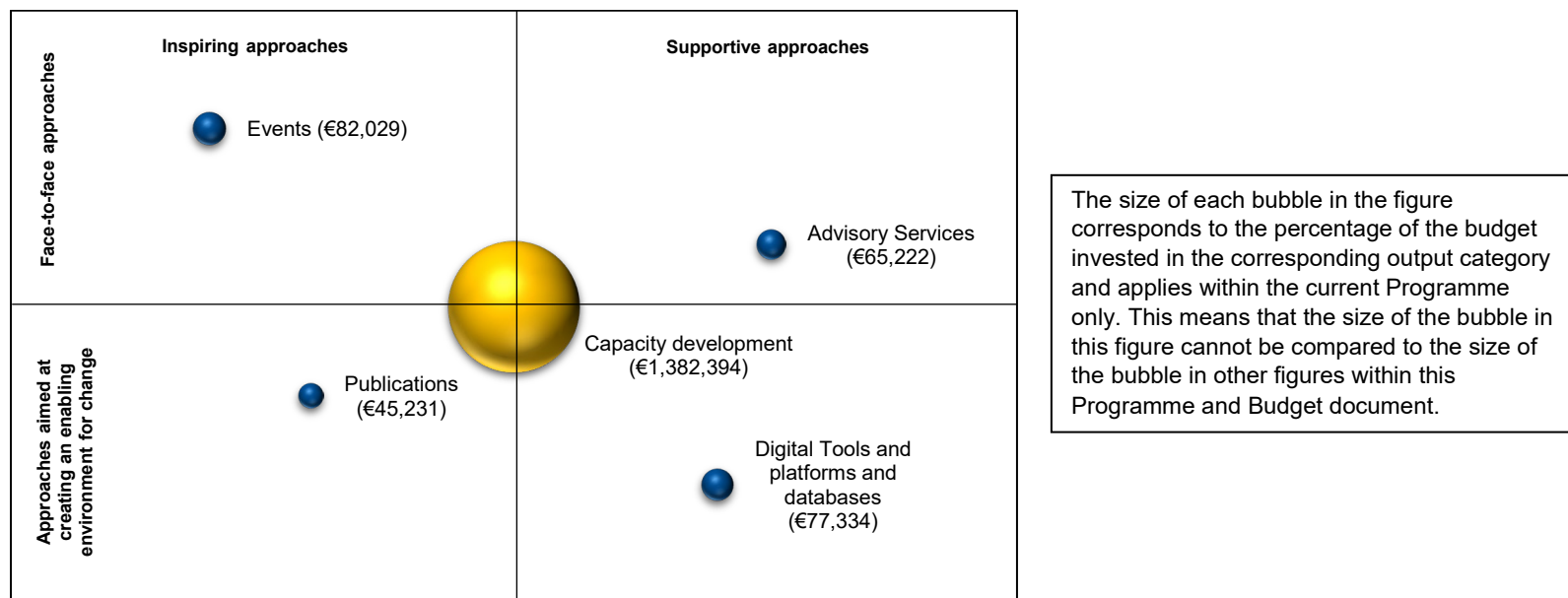
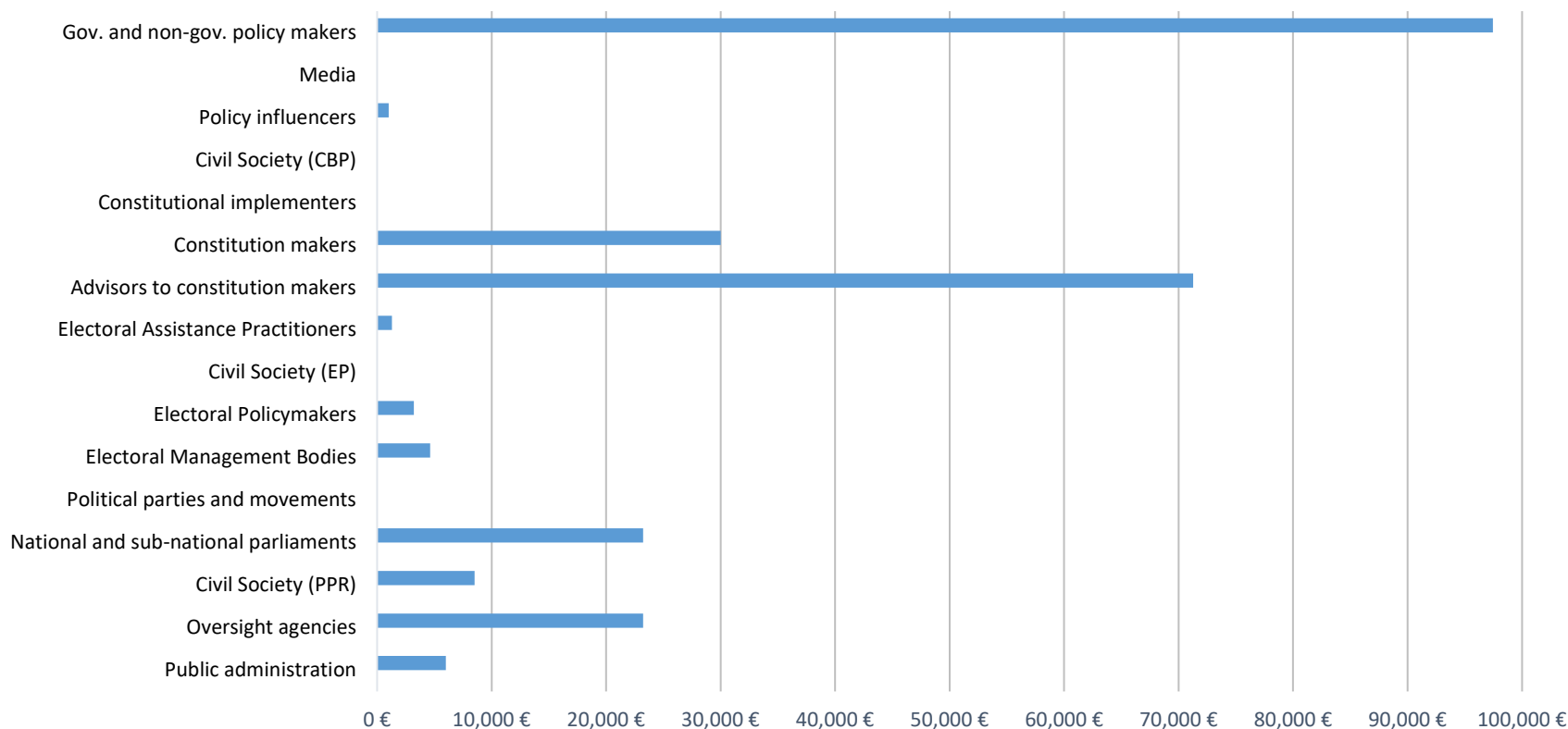


Figure 11 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in the Global Programmes 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 16% of the total activity budget for the programme. The remaining 84% 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. These figures can be compared with the plans for 2025 when unrestricted funds amounted to 16% of the total activity budget and 84% 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 2026. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 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 2026 Programme and Budget.

Figure 13. Total financial investment per boundary partner (core and restricted funding), Global Programmes

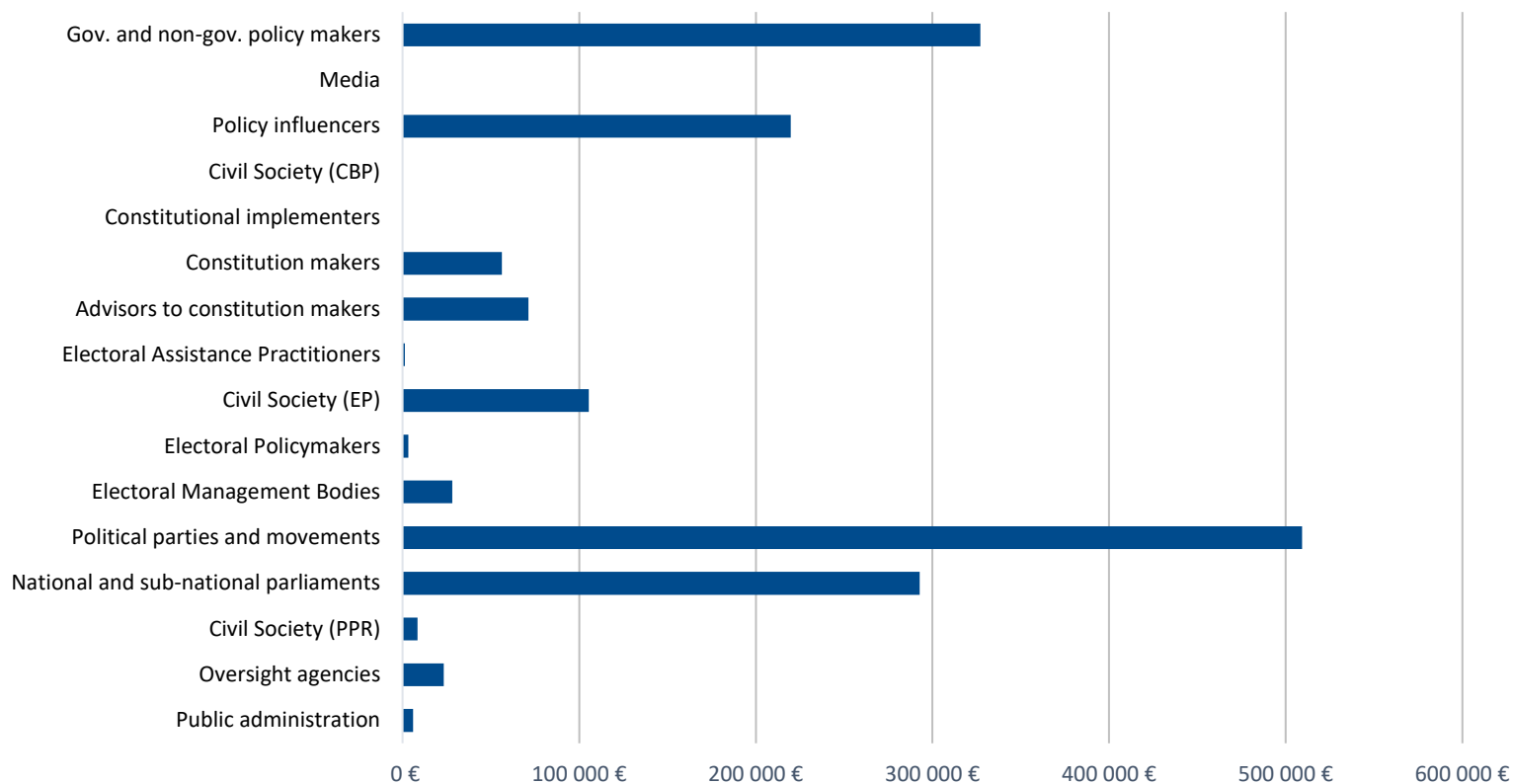


Figure 13 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Global Programmes 2026.

Constitution-Building Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10257 – Online Platforms & Databases			
<i>Advisors to constitution makers</i> make use of International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Digital tools, platforms and databases	ConstitutionNet is updated, maintained and marketed. Approximately 24 'Voices from the Field' analyses are published.	20,000
		Staff costs	75,985
		Indirect costs	6,719
		Total	102,703
PR10258 – Country-level assistance			
<i>Constitution makers</i> apply increased knowledge and skills to make more 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, trainings as requested and in collaboration with IDEA country and regional offices and external partners.	30,000
		Staff costs	181,582
		Indirect costs	14,811
		Total	226,393
PR10259 – Knowledge generation			
<i>Advisors to constitution makers</i> make use of International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Publications	Up to three knowledge products are developed, e.g. 2025 Annual Review of Constitution Building, primers, policy papers and/or constitutional briefs.	5,000
		Staff costs	67,739
		Indirect costs	5,092
		Total	77,831

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10260 – CBP Networks and Shared Learning			
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Events and dialogues	Event participation and outreach are undertaken to further develop the programme and mobilize funds.	46,268
		Staff costs	137,134
		Indirect costs	12,838
		Total	196,239

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

Restricted projects

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 more informed choices regarding constitutional design and process.	Capacity development	26,172
	Staff costs	54,625
	Indirect costs	5,656
	Total	86,453

Democracy Assessment

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10794 – The GSoD Initiative			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Publications	The Global State of Democracy Report 2026 is developed and published.	14,000
	Digital tools, platforms and databases	The Democracy Tracker is updated and maintained.	27,000
	Digital tools, platforms and databases	The Global State of Democracy Indices dataset is updated and maintained.	22,195
Staff costs			896,945
Indirect costs			67,210
Total			1,027,350

Electoral Processes

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10309 – Emerging challenges in electoral processes			
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Publications	Guidance documents, such as case studies, legal reviews, reports, discussion papers and guidelines, on emerging challenges and key developments in electoral processes in 2026 are developed.	1,300
	Events and dialogues	Emerging challenges in electoral processes are identified and analyzed through global comparative research and active engagement with practitioners via meetings and webinars.	-
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Events and dialogues	Global norms on emerging challenges in electoral management are promoted through side events at high-level forums and webinars with boundary partners.	-
		Staff costs	151,055
		Indirect costs	10,665
		Total	163,020
PR10310 – Global resources on elections			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Digital tools and platforms	Digital resources on electoral processes are updated, maintained and refined to accommodate emerging challenges and expanded user base.	1,139
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Advisory services	Advisory services are provided to key boundary partners to advocate key messages on electoral processes, cross-promote knowledge resources and further develop product portfolio.	1,500
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Publications	Knowledge resources (publications, multi-media pages, guides etc.) on electoral processes are produced and disseminated.	-
		Staff costs	185,372
		Indirect costs	13,161
		Total	201,171

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10483 – Global advisory services and capacity development			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Targeted and responsive advice on electoral matters is provided to EMBs, including IDEA Member States' EMBs, electoral policymakers and IDEA offices.	2,500
	Events and dialogues	Dialogues are facilitated and participated in to build consensus among like-minded organizations to influence policy on electoral processes through BRIDGE and ACE.	-
	Trainings	Trainings on electoral managements is supported and delivered on request from IDEA offices and partners.	-
		Staff costs	214,046
		Indirect costs	15,158
		Total	231,704
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.	Digital tools, platforms and databases	Online tools for practitioners on risk and crisis management in elections are maintained and further developed, including new and updated multimedia reports, datasets and dashboards.	1,000
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Publications	Knowledge on electoral risk, resilience and crisis management in elections is developed and shared with boundary partners, in the form of guidance notes, articles and analyses.	1,700
	Training	Trainings on electoral risk management tools are provided to electoral stakeholders.	-
		Staff costs	145,827
		Indirect costs	10,397
		Total	158,924

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	23,574
	Staff costs	32,778
	Indirect costs	3,945
	Total	60,296

Political Participation and Representation

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10647 – Money in Politics			
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.	Advisory services	Advisory services are provided to political finance oversight agencies and other stakeholders on strengthening the design and implementation of political finance regulatory systems.	10,000
	Events and dialogues	Events (either in-person or online) with a focus on global policy influence and agenda setting on political finance and anti-corruption are convened and participated in.	8,000
	Publications	One knowledge product on emerging issues, e.g. monitoring digital campaign finance is developed and published.	5,231
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	The Political Finance database is updated and maintained.	500
		Staff costs	218,082
		Indirect costs	16,927
		Total	258,740
PR10725 – Parliamentary Strengthening – Global			
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Advisory services	Advisory services and technical assistance is provided to parliaments.	8,222
	Events and dialogues	Events and dialogues on parliamentary strengthening are convened and participated in.	8,000
	Publications	One or two knowledge products on parliamentary strengthening are developed.	7,000
		Staff costs	76,874
		Indirect costs	7,007
		Total	107,103

Restricted projects

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

Project output	Budget, €
Staff costs	92,375
Indirect costs	-
Total	92,375

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 representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	269,568
	Office costs	38,205
	Staff costs	262,242
	Indirect costs	39,901
	Total	609,917

PR10724 – Democratic participation for more effective climate action

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	45,783
	Staff costs	223,227
	Indirect costs	18,831
	Total	287,841

PR10781 – ROAD to COP30: Amazonian Climate Deliberation

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	11,100
	Staff costs	2,900
	Indirect costs	1,556
	Total	15,556

Digitalization and Democracy

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10635 – Digitalization and Democracy			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Advisory services	Targeted advisory services are provided to develop and strengthen partnership relationships and outreach on digitalization and democracy.	12,000
	Events and dialogues	Influence and guidance on policy processes related to foreign interference, AI and other digital threats are delivered through a series of targeted workshops and events.	11,261
	Publications	At least two knowledge products on laws, regulations and public policy to protect democracy from digital threats are produced for policymakers.	11,000
		Office costs	15,000
		Staff costs	143,663
		Indirect costs	13,505
		Total	206,429

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	172,707
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		105,415
	Staff costs	339,347
	Indirect costs	43,223
	Total	660,691

Democracy and Inclusion

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10450 – Democracy and Inclusion			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Global advocacy, engagement, partnerships/networks (UN CSW, High Level Political Forum on SDG 5) are convened to influence and inspire the global agenda on institutionalizing gender equality, women's empowerment and inclusion in democracy building.	8,500
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Advisory services	Advisory services on gender equality and inclusion in democracy are provided to boundary partners, regional and global programmes.	1,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Digital tools, platforms and databases	Online comparative knowledge resources/tools such as the Inclusion Portal and Gender Quotas Database are updated and maintained.	5,500
Staff costs			102,682
Indirect costs			8,238
Total			125,920

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.	Capacity development	509,330
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.		218,745
	Office costs	13,988
	Staff costs	328,009
	Indirect costs	74,905
	Total	1,144,977

Director, Global Programmes Office (DGPO)

Unrestricted projects

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.	GP's leadership and strategic decision-making skills are strengthened to better navigate complex donor and project environments.	52,033
		Outreach and missions are conducted to strengthen regional linkages, donor engagement and project delivery.	21,900
		Participation in donor, partner and policy forums to position GP as a credible global actor, build and expand the donor pipeline.	13,000
		Staff costs	372,395
		Indirect costs	32,153
		Total	491,481

3. Africa and West Asia Programme

The 2025 International IDEA Global State of Democracy Report highlights a mixed and regionally differentiated trajectory for democracy in Africa and West Asia: across the continent, 35% of countries registered net declines in democratic performance between 2019 and 2024, a deterioration that is concentrated in West Africa and in states affected by armed conflict, coups d'état and broader political instability. These declines reflect not only setbacks in electoral integrity but also weakening checks and balances, constrained civic space, youth-led protests and governance breakdowns that compound the impacts of insecurity and political stability. The trend is not universal: Botswana, Ghana, Mauritius, Namibia and South Africa exemplify resilient democratic performance and in West Asia, Jordan's 2024 legislative elections represent a notable shift toward more effective parliamentary politics.

Rising unemployment, widening socio-economic inequalities and climate-exacerbated resource stress have intensified local grievances and eroded social cohesion across most countries in Africa and West Asia. At the same time, continued great-power competition has fragmented diplomatic space, accelerated arms flows, and incentivised proxy alignments—complicating impartial conflict management in ongoing wars such as Sudan and Gaza.

In response to these regional trends, in 2026 International IDEA's Africa and West Asia Programme (AWA) will consolidate its portfolio around International IDEA's priority areas of work. Overall, continental bodies such as the African Union (AU) and Regional Economic Communities (RECs) and other regional institutions will remain AWA's entry points. Specifically, AWA

will continue to work on capacity strengthening of key electoral actors and institutions in electoral risk management, electoral operations and administration, citizen observation, civic engagement and support for electoral reform processes. Attention will be given to responding to identified needs of regional and sub-regional organisations and networks, where AWA will focus on an electoral cycle-based approach that goes beyond election observation and fosters improved complementarity and coordination between countries. The programme will also seek to strengthen institutional support for citizen-led national election observation to assess and document electoral processes and advocate for reforms. Priority countries in 2026 will include Mozambique, Ethiopia, Kenya, The Gambia, Nigeria, and Sierra Leone.

In its work on constitution-building processes AWA will focus on regional and partnership diversification to rationalise the current focus on countries in the Sahel and Horn of Africa, to acknowledge that constitutional transitions after military coups and armed intra-state conflicts have largely stalled. Nevertheless, the current focus on support for mediation, inclusive dialogues and reconciliation in Burkina Faso, Mali, Sudan, Somalia, South Sudan and Ethiopia will be retained to de-escalate tensions and political violence. In this regard, partnerships with the AU and RECs will continue to be vital. In Sub-Saharan Africa, capacity development efforts will be scaled up to target the roles of regional organisations, governments and civil society in strengthening democracy resilience in East Africa, the Great Lakes region and coastal and Island states. In North Africa and West Asia, AWA will seek to focus on regional and country specific projects aimed at enhancing civic

education and strengthening of women and youth networks. Where feasible, it will also encourage inclusion of democratic elections in peacebuilding negotiations, including supporting states to establish constitutional frameworks for elections and analysing sequencing between constitutional reforms and elections. Furthermore, AWA will aim to consolidate support for Yemen's ongoing mediated political transition, while exploring opportunities to assist in other countries, such as Iraq and Syria. Support for Libya's delayed constitutional transition and capacity building for governance institutions will be retained. In this region, priority countries in 2025-2026 will be Yemen, Palestine, Sudan, Libya, Nigeria and Ethiopia.

Work on political participation and representation will centre on accelerating meaningful youth and women's political inclusion, while deepening efforts to strengthen parliamentary effectiveness across the region. AWA will leverage and expand existing partnerships with regional parliamentary bodies (including the Pan-African Parliament), parliamentary strengthening institutes, and civil society to deliver a blended package of interventions. To scale the successes of the first phase of the Women Political Participation Programme, AWA will introduce a multi-pronged consolidation and scaling strategy: cohort-based leadership academies; mentorship, media and communications bootcamps to counter gendered narratives; and performance-linked small grants to women's networks for local organising. For youth, AWA will seek to pilot creative, youth-led political participation approaches, including digital civic engagement platforms and civic-tech hackathons that produce tools for voter mobilisation and accountability. Implementation will be demand-driven and evidence-based: country-level diagnostics and youth/women sentiment

barometers will inform tailored interventions, while regional peer-learning forums will facilitate rapid adaptation. Priority countries for 2026 include South Africa, Kenya, Namibia, Lesotho, The Gambia, Gabon, Zambia, Lebanon, Mozambique, Sierra Leone and Senegal, where AWA will pursue a mix of pilots and scalable interventions.

Finally, AWA will continue a phased roll-out of two new priorities—Digitalisation and Climate Change—expanding both standalone and integrated initiatives in 2026. Digitalisation programming will scale opportunities for e-participation, secure electoral technologies, digital literacy, counter-mis/disinformation, cybersecurity measures, and development of guidelines, leveraging strategic partnerships with Electoral Management Bodies (EMBs), civil society, parliaments, and regional organisations. Climate Change work will build on AWA's prior work on critical minerals, focusing on consolidating initiatives on essential minerals and renewable energy, building the capacity of African climate negotiators, and climate change-related conflict prevention. For both, priority activities will include knowledge production and evidence synthesis, followed by regional and country-level convenings to translate findings into scalable programming.

Table 8. Planned budgets per project, 2026: Africa and West Asia Programme

Programme/Project name	RES €	UNR €	Total €
AWA Regional Office			
AWA RO – Political Participation and Representation	-	173,921	173,921
AWA RO – Constitution-building Processes	-	60,347	60,347
AWA RO – Electoral Processes	-	125,969	125,969
AWA RO – Pan Regional Initiatives	-	457,691	457,691
AWA RO – General Programme Management and Support South Africa	-	279,024	279,024
AWA RO – Ethiopia Office	-	116,581	116,581
Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN) Programme Phase II*	290,570	-	290,570
Strengthening Pan-African Capacities for Electoral Observation and Assistance*	1,934,189	103,922	2,038,111
Towards Peacebuilding and Inclusive Governance*	1,000,000	-	1,000,000
Strengthening African Union and Regional Economic Communities conflict resolution interventions in the Horn of Africa*	348,484	-	348,484
TOTAL (AWA RO)	3,573,242	1,317,456	4,890,698
Gabon			
Support to participatory, inclusive and human rights-based constitutional and institutional reforms to contribute to rapid return to a sustainable constitutional order and prevent electoral violence in Gabon (DEMGAB)*	298,512	-	298,512
TOTAL (Gabon)	298,512	-	298,512
The Gambia			
Technical support to the Consolidation of peaceful, participatory, inclusive and Human rights-based transition to democratic dispensation in the Gambia*	116,997	-	116,997
TOTAL (Gambia)	116,997	-	116,997
Kenya			
AWA RO – Kenya Office	-	95,568	95,568

Programme/Project name	RES €	UNR €	Total €
Yemen's peace process: Technical support and political dialogue*	976,616	-	976,616
TOTAL (Kenya)	976,616	95,568	1,072,185
Lesotho			
Support to inclusive political participation and representation in Lesotho*	542,497	-	542,497
TOTAL (Lesotho)	542,497	-	542,497
Mozambique			
Support to Democratic Governance in Mozambique*	665,652	86,976	752,628
TOTAL (Mozambique)	665,652	86,976	752,628
Nigeria			
RoLAC II – Support to Rule of Law and Anti-Corruption in Nigeria*	4,872,282	-	4,872,282
CSO Strengthening Bridge Project (CSO Bridge)*	1,307,129	-	1,307,129
TOTAL (Nigeria)	6,179,411	-	6,179,411
Sierra Leone			
Sierra Leone Democracy Strengthening Programme*	541,970	-	541,970
TOTAL (Sierra Leone)	541,970	-	541,970
TOTAL, AFRICA AND WEST ASIA	12,894,897	1,500,000	14,394,897

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

Figure 14. Geographical coverage, Africa and West Asia

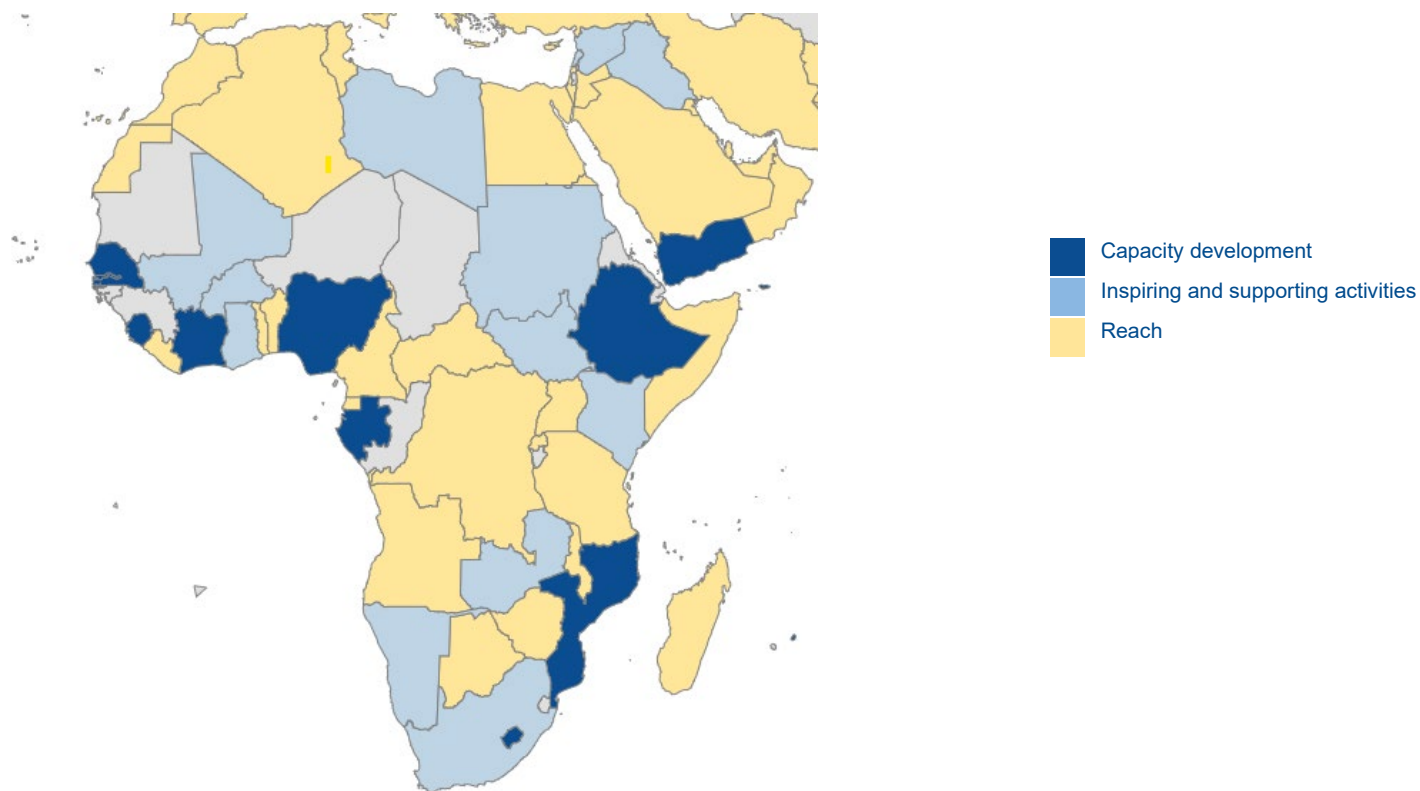


Figure 14 shows where in Africa and West Asia International IDEA plans to make financial investments in 2026. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term 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, Gambia, Gabon, Lesotho, Ethiopia, Mozambique, Sierra Leone and Yemen and increased inspiring and supportive activities are planned, among others, for Burkina Faso, Mali, Namibia, South Africa, Zambia, Kenya, Sudan and Libya.

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

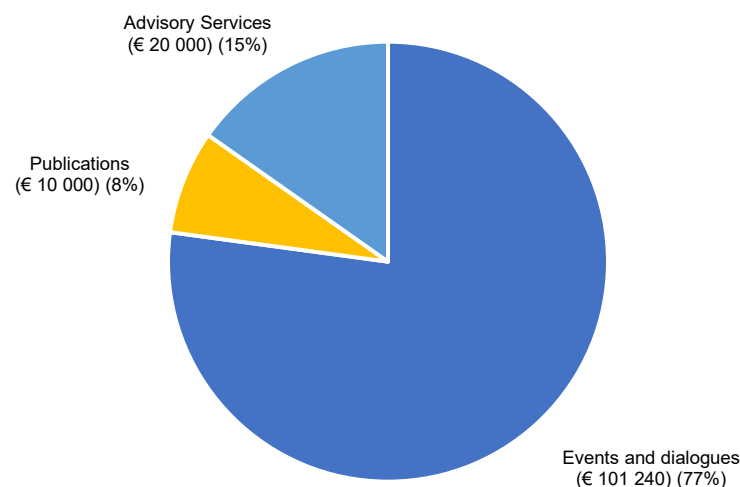


Figure 15 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2026. 92% of the activity budget in the Africa and West Asia Programme will be invested in trainings, events (dialogues, network meetings, workshops and conferences 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. 8% 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 2025, when 92% of the activity budget was invested in face-to-face outputs and 8% in publications.

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

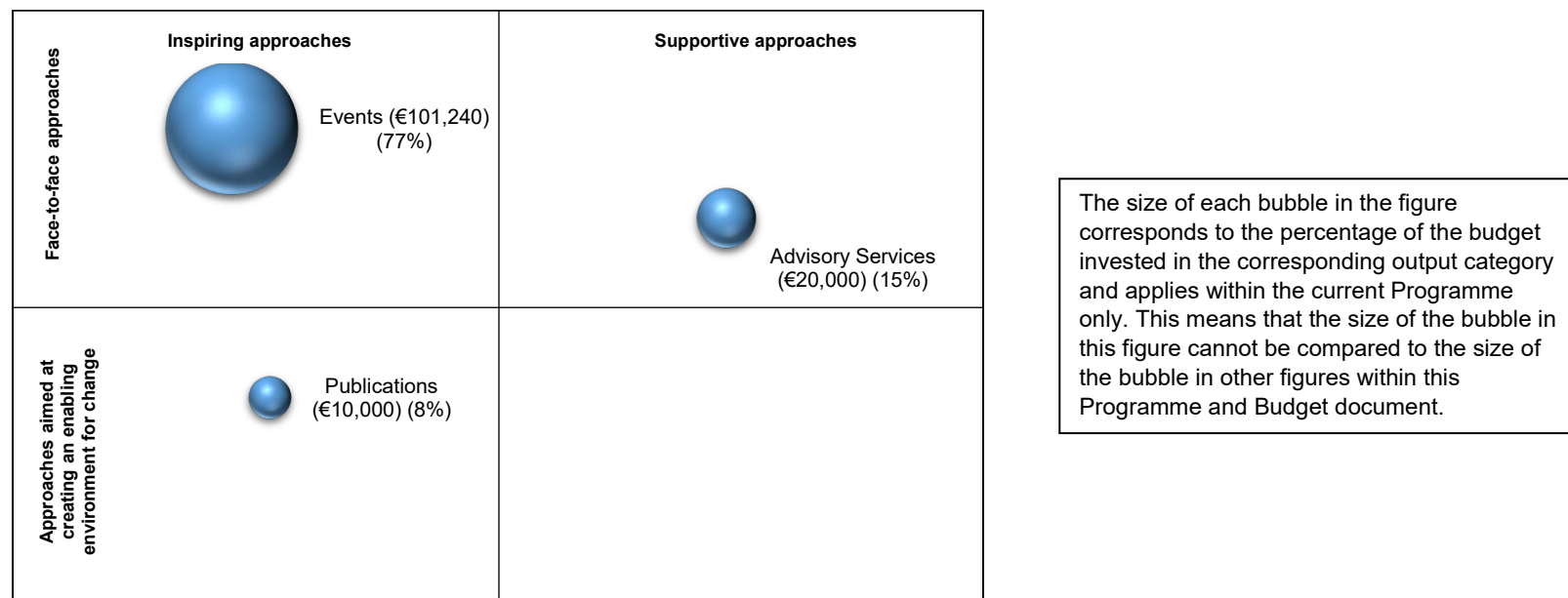


Figure 16 shows International IDEA's financial investments in core funded unrestricted projects per output category in Africa and West Asia 2026 and illustrates how these outputs are intended to inspire and support change processes. 85% of the activity budget in the Africa and West Asia Programme will be invested in events and publications aimed at *inspiring* boundary partners to engage in change processes. 15% 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 2025, when 44% of the activity budget was planned to be invested in inspiring outputs and 56% in supportive outputs.

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

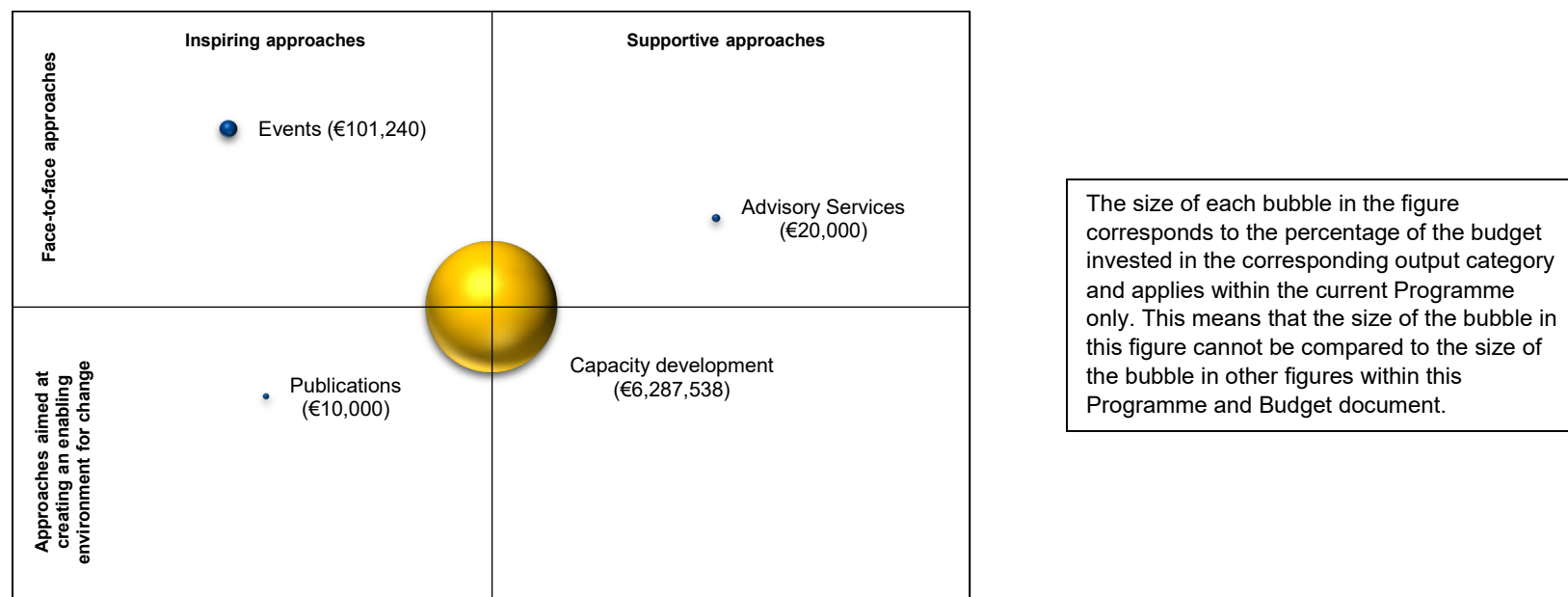
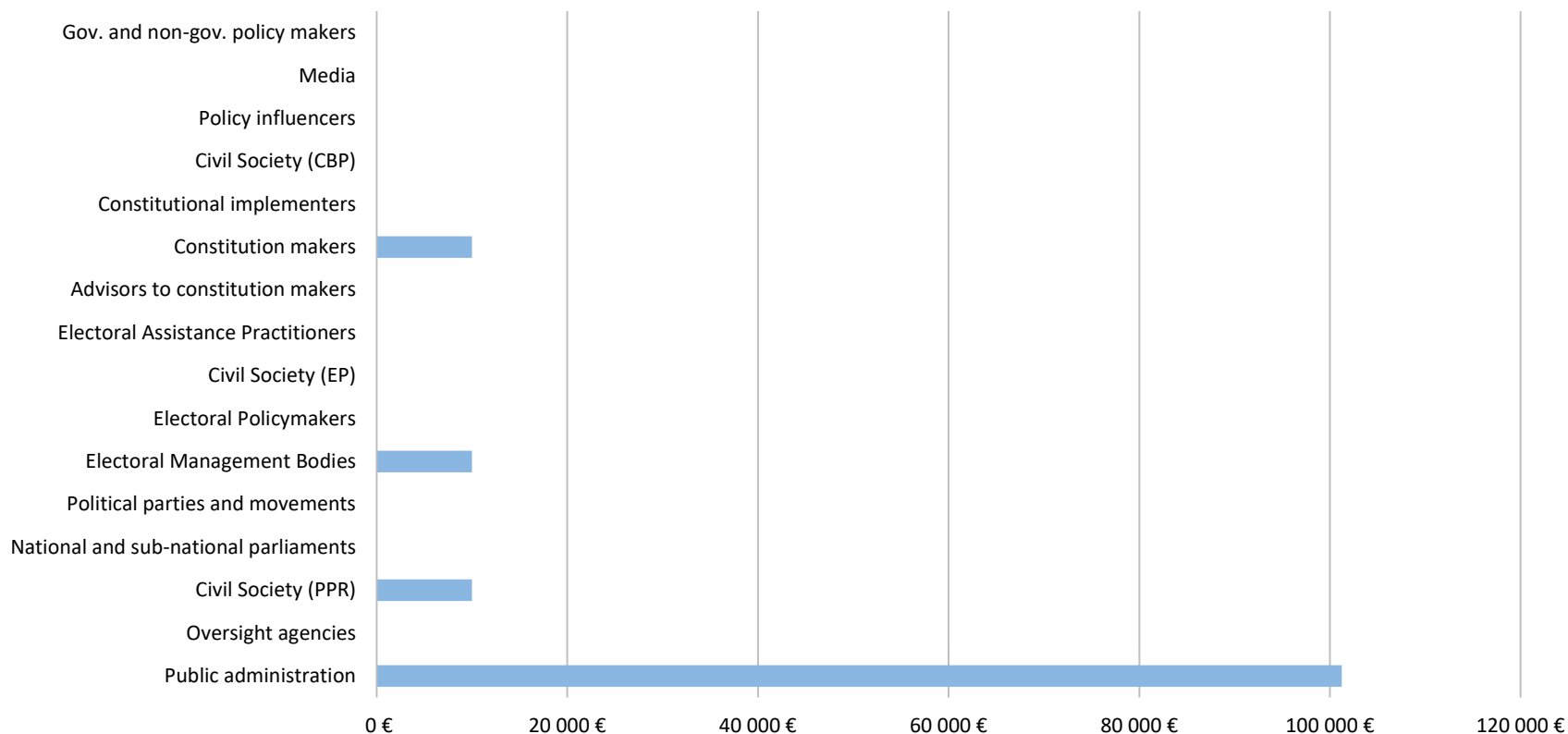


Figure 17 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Africa and West Asia 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 2% of the total budget for the region. The remaining 98% 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 2025, when unrestricted funds amounted to 9% of the total budget for the region and the remaining 91% 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 2026. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 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 2026 Programme and Budget.

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

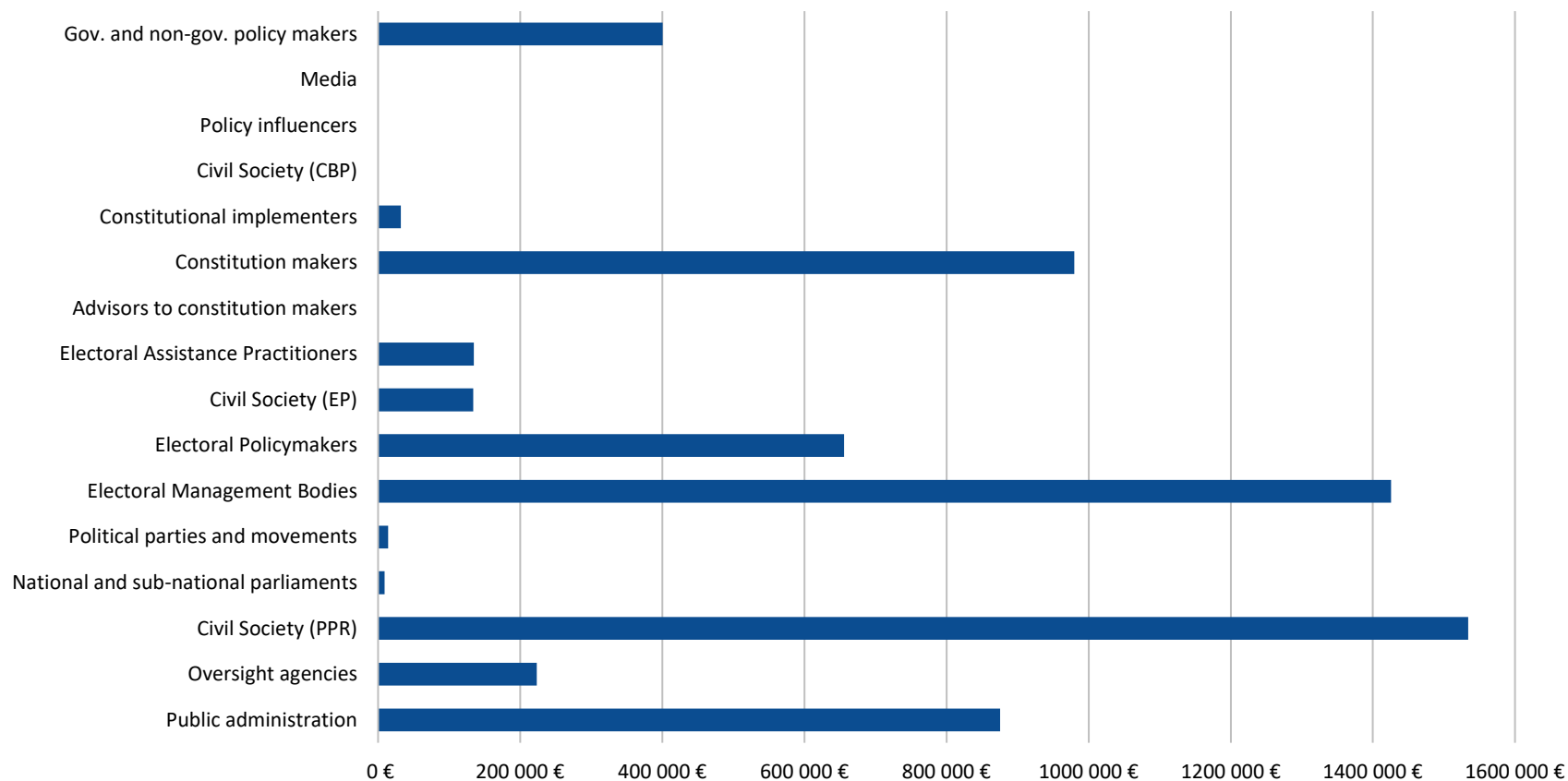


Figure 19 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Africa and West Asia Programme 2026. Compared to the budget for 2025 the main difference is that investments in civil society in political participation and representation as well as in Electoral Management Bodies have increased while investments in national and sub-national parliaments have decreased.

Africa and West Asia Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10789 – AWA RO – Political Participation and Representation			
<i>Civil society (PPR)</i> engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	The Africa Youth Participation and Representation Barometer is developed.	10,000
		Staff costs	152,543
		Indirect costs	11,378
		Total	173,921
PR10787 – AWA RO – Constitution-building Processes			
<i>Constitution makers</i> apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Advisory services	Advisory services, including scoping missions, are provided to countries undergoing constitutional transition.	10,000
		Staff costs	46,399
		Indirect costs	3,948
		Total	60,347

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10788 – AWA RO – Electoral Processes			
<i>Electoral management bodies</i> recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Advisory services	Advisory services are provided to EMBs and EMB networks.	10,000
		Staff costs	107,728
		Indirect costs	8,241
		Total	125,969
PR10785 – AWA RO – Pan Regional Initiatives			
<i>Public administration</i> exercises practices and decision-making processes to become more transparent, inclusive, responsive	Events and dialogues	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.	55,000
	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.	46,240
		Staff costs	326,509
		Indirect costs	29,942
		Total	457,691

Project output	Budget, €
PR10786 – AWA RO – General Programme Management and Support South Africa	
Office costs	70,000
Staff costs	190,770
Indirect costs	18,254
Total	279,024

Project output	Budget, €
PR10793 – AWA RO – Ethiopia Office	
Office costs	12,500
Staff costs	96,454
Indirect costs	7,627
Total	116,581

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	271,561
	Staff costs	-
	Indirect costs	19,009
	Total	290,570

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

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	958,298
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		522,847
	Office costs	50,934
	Staff costs	433,709
	Indirect costs	72,322
	Total	2,038,111

PR10790 – Towards Peacebuilding and Inclusive Governance

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Capacity development	431,150
	Office costs	5,000
	Staff costs	498,430
	Indirect costs	65,421
	Total	1,000,000

PR10784 – Strengthening African Union and Regional Economic Communities conflict resolution interventions in the Horn of Africa

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	188,167
	Office costs	1,175
	Staff costs	136,344
	Indirect costs	22,798
	Total	348,484

Gabon

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	51,271
	Office costs	69,531
	Staff costs	158,182
	Indirect costs	19,529
	Total	298,512

The Gambia

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitutional implementers promote respect for the rule of law and constitutionalism under agreed constitutional frameworks.	Capacity development	32,078
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.		17,850
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.		9,093
	Office costs	8,382
	Staff costs	41,941
	Indirect costs	7,654
	Total	116,997

Kenya

Unrestricted projects

Project output	Budget, €
PR10792 – AWA RO – Kenya Office	
Office costs	39,600
Staff costs	49,716
Indirect costs	6,252
Total	95,568

Restricted projects

PR10764 - Yemen's peace process: Technical support and political dialogue

Boundary Partner and Outcome objective	Output Category	Budget, €
Constitution makers apply increased knowledge and skills to make more informed choices regarding constitutional design and process.	Capacity development	520,887
	Office costs	30,269
	Staff costs	361,568
	Indirect costs	63,891
	Total	976,616

Lesotho

Restricted projects

PR10815 – Inclusive Lesotho – Participation Component

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.	Capacity development	134,642
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.		42,500
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		84,402
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.		13,973
	Office costs	55,447
	Staff costs	176,043
	Indirect costs	35,490
	Total	542,497

Mozambique

Restricted projects

PR10686 – Support to Democratic Governance in Mozambique

Boundary Partner and Outcome objective	Output Category	Budget, €
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Capacity development	133,180
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		49,636
	Office costs	82,468
	Staff costs	438,107
	Indirect costs	49,237
	Total	752,628

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) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	569,210
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive		774,277
Oversight agencies review independently and autonomously that the state's executive functions are carried out in accordance with the law.		223,444
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		212,444
	Office costs	379,864
	Staff costs	2,394,296
	Indirect costs	318,747
	Total	4,872,282

PR10756 - CSO Strengthening Bridge Project (CSO Bridge)

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	903,463
	Office costs	48,076
	Staff costs	270,076
	Indirect costs	85,513
	Total	1,307,129

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	143,165
	Office costs	63,706
	Staff costs	299,643
	Indirect costs	35,456
	Total	541,970

4. Asia and the Pacific Programme

According to International IDEA's 2025 Global State of Democracy (GSoD) Indices, democratic declines in Asia and the Pacific over the past five years have clearly outnumbered advances; particularly on Credible Elections, Access to Justice and Effective Parliament. Most of these changes are concentrated in South Asia and Southeast Asia—subregions that are likely to remain the epicenters of democratic change.

Despite this prevailing trend of decline, the overall quality of democracy in the region remains moderate to high; with outliers such as Afghanistan and Myanmar and the closed autocracies. As in previous years, citizen participation—and electoral participation in particular—continues to score at relatively high levels, though these figures are partly distorted by inflated participation rates in one-party dominant systems.

As detailed in International IDEA's report *Assessing the State of Democracy in the Pacific*, there is clear support for democracy in the Pacific Islands region, but concerns remain about its contemporary practice. At the same time, the region is acutely vulnerable to the impacts of climate change, with significant implications for its political systems.

Other megatrends shaping politics in Asia and the Pacific include inter- and intra-regional migration, the legacy and influence of security forces in politics, and the intensifying impact of digitalization on elections, civic space and media. The interplay of political ideologies and religion is also likely to become more felt. Several Asian countries are suffering from economic decline or stagnation, after several decades of growth, causing frustration amongst citizens, particularly the youth.

At the same time, the region continues to demonstrate democratic resilience, such as Bhutan's recent parliamentary initiatives, or landmark climate litigation cases. The regions' integrity institutions, including judiciary, election and anti-corruption commissions, as well as human rights commissions, are potential actors in safeguarding democratic values, although their efficacy depends on their independence from political influence.

In 2026, International IDEA's Asia and Pacific Programme (AP) seeks to ensure continuation of its ongoing country programs in Nepal, and Bhutan, and expanding to at least two new countries; with focus on Bangladesh, Sri Lanka and the Pacific subregion.

In the Electoral Processes priority area, AP will focus on 1) electoral integrity and election reforms through building on the AP developed knowledge products - such as a study of the Philippines Online voting for Migrants - advancing solutions to absentee voting and voter participation with policy makers and election management bodies in target countries, and 2) introducing effective, safe and efficient use of advanced technology in elections to the Election Management Bodies and civil society.

The Indian chairship of the Institute in 2026 provides an opportunity to intensify partnership with the Election Commission of India (ECI) and the India International Institute for Democracy and Electoral Management (IIIDEM) through joint research, convening of events and staff exchanges.

Digitalization and democracy efforts will prioritize briefings and recommendations on rights in the digital era, targeting

lawmakers and oversight agencies—particularly human rights bodies—as well as on the effects of Artificial Intelligence (AI) on democracy and anti-corruption, engaging both governmental and non-governmental policy advisors.

On Inclusion and Participation, AP will convene stakeholder dialogues, drawing on International IDEA's knowledge resources and tools, with a particular focus on the rights of indigenous peoples—especially youth and women, and historically marginalized groups. These dialogues will engage youth groups and educational institutions, using the Youth Democracy Academy (YDA) and other IDEA tools, to improve public policy and practice and to hold political decision-makers accountable.

AP will also bring together relevant stakeholders to share the findings of the Institute's climate litigation in Asia and the Pacific, in support of CSOs and youth led climate action.

AP is investing in discussions aimed at identifying and advocating for concrete measures to address democratic backsliding, utilizing International IDEA's knowledge products, including Designing Resilient Institutions and Countering Democratic Backsliding in Asia.

On women's political representation, the region is starkly divided — ranging from countries making substantial advances, such as Australia, to those facing severe backlash, including gender apartheid in Afghanistan. In 2026, the AP will build on the WYDE (Women and Youth in Democratic Empowerment) South Asia dialogues initiated in 2025, focusing on the transformation of social norms that affect women's political participation.

AP is investing in establishing a track record and supporting emerging democratic reforms, the most promising—albeit not without challenges — are presently unfolding in Bangladesh and Sri Lanka, as well as in Fiji, and in Thailand.

Bangladesh is expected to hold national elections in February 2026, replacing the Interim Government that has been in power since the student-led protest movement forced the resignation of the former Prime Minister. A new parliament will be formed with the mandate to amend the constitution in line with the consensus set out in the anticipated July Charter. International IDEA has prepared to support the constitutional and electoral reform process through advisory services to constitution makers, as well as dialogues with civil society and the broader public.

In Sri Lanka, the anticipated constitutional reform process is yet to begin. The new government, which gained a two-thirds majority in the September 2024 elections following the Aragalaya movement that ousted President Rajapaksa, has so far prioritized economic recovery and anti-corruption. International IDEA is engaging with Parliament, through the INTER PARES programme, as well as civil society, and stands ready to support electoral and constitutional reforms and women's political participation.

Thailand is expected to hold early elections in March 2026, while Fiji is anticipated to embark on a constitutional reform process. Unlike in previous years, AP will not have resources to produce new knowledge products, except for in-house articles and those developed under restricted project portfolios.

Table 9. Planned budgets per office and project, 2026: Asia and the Pacific Programme

Programme/Project name	RES €	UNR €	Total €
Asia and the Pacific Regional Office (AP RO)			
Electoral Reforms and Integrity in Asia and the Pacific	-	93,458	93,458
Digitalisation, AI and democracy in Asia and the Pacific	-	93,458	93,458
Democratic Development in the Pacific	-	86,294	86,294
Inclusion and Representation in Asia and the Pacific	-	109,748	109,748
Constitutional and political reforms in Asia and the Pacific	-	110,605	110,605
Climate Change and Inclusion in Asia and the Pacific	-	44,984	44,984
Countering democratic backsliding in Asia and the Pacific	-	30,504	30,504
AP General Programme Management	-	479,775	479,775
TOTAL (AP RO)	-	1,048,825	1,048,825
Bhutan			
Nyamdrel II: Support to CSOs and Parliament of Bhutan*	267,956	-	267,956
TOTAL (Bhutan)	267,956	-	267,956
Fiji			
Initiative on Empowerment of Civil Society in Democratic Samoa (IOE Samoa)*	108,608	3,561	112,169
TOTAL (Fiji)	108,608	3,561	112,169
Myanmar			
Building Federal Democracy: Roadmap and Capacity Development for a New Constitutional Framework in Myanmar*	75,629	-	75,629
TOTAL (Myanmar)	75,629	-	75,629
Nepal			
Provincial Engagement Facility (PEF) – Phase II*	182,431	-	182,431

Programme/Project name	RES €	UNR €	Total €
TOTAL (Nepal)	182,431	-	182,431
TOTAL, ASIA AND THE PACIFIC	634,623	1,052,387	1,687,010

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

Figure 20. Geographical coverage, Asia and the Pacific

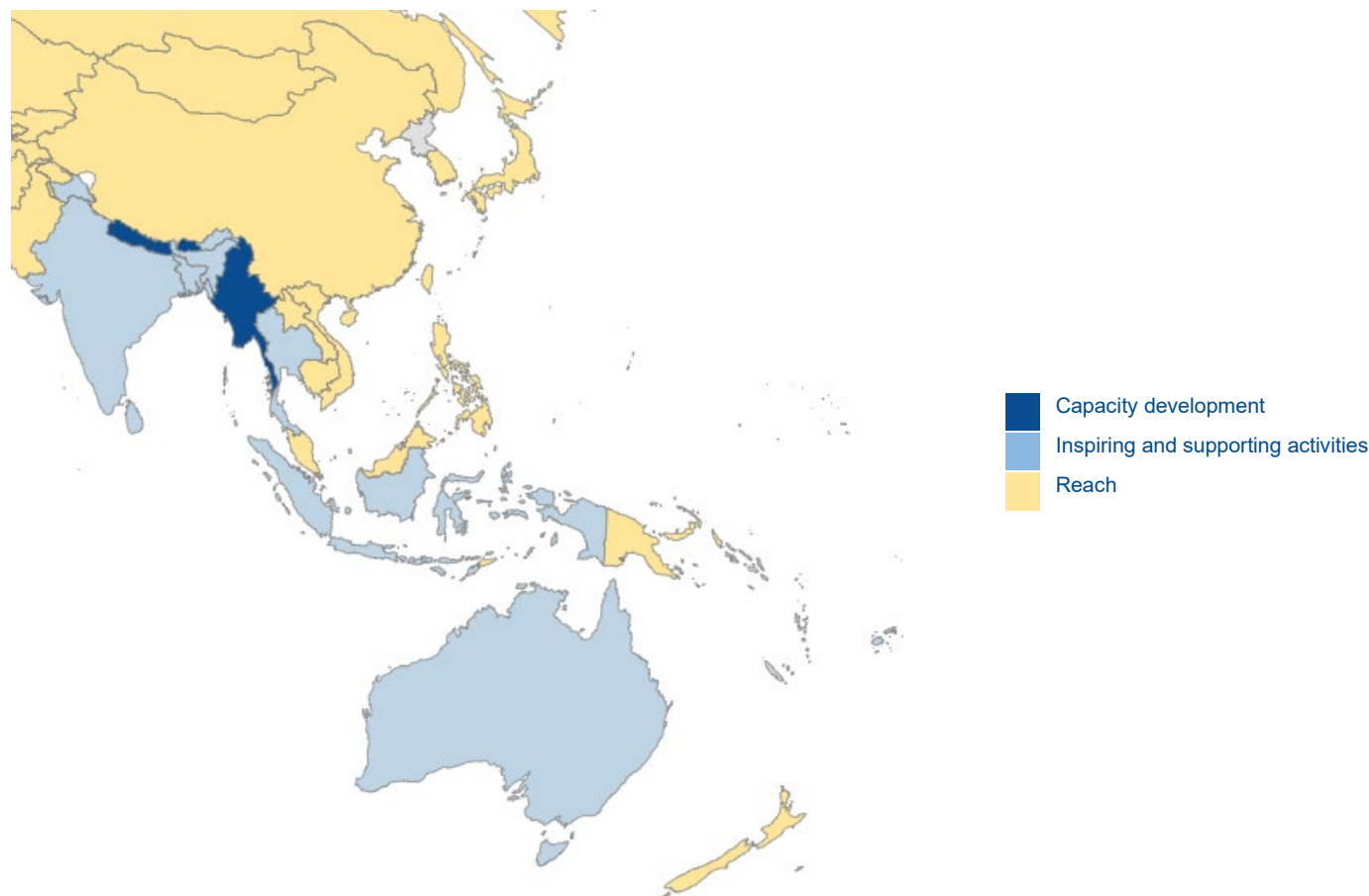


Figure 20 shows where in Asia and the Pacific International IDEA plans to make financial investments in 2026. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term 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, Samoa and Bhutan and increased inspiring and supportive activities are planned, among others, for Sri Lanka, Indonesia, India, Thailand and Bangladesh.

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

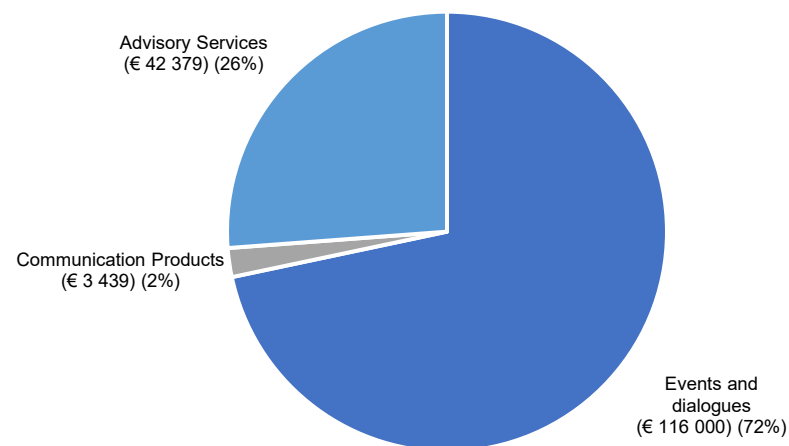


Figure 21 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2026. 98% of the activity budget in the Asia and Pacific Programme will be invested in events and dialogues (network meetings, workshops and conferences which we 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. 2% of the activity budget will be invested in communication products which we make available online on International IDEA's websites. This can be compared to the budget for 2025 where 72% of the activity budget was invested in face-to-face outputs and 28% in online outputs.

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

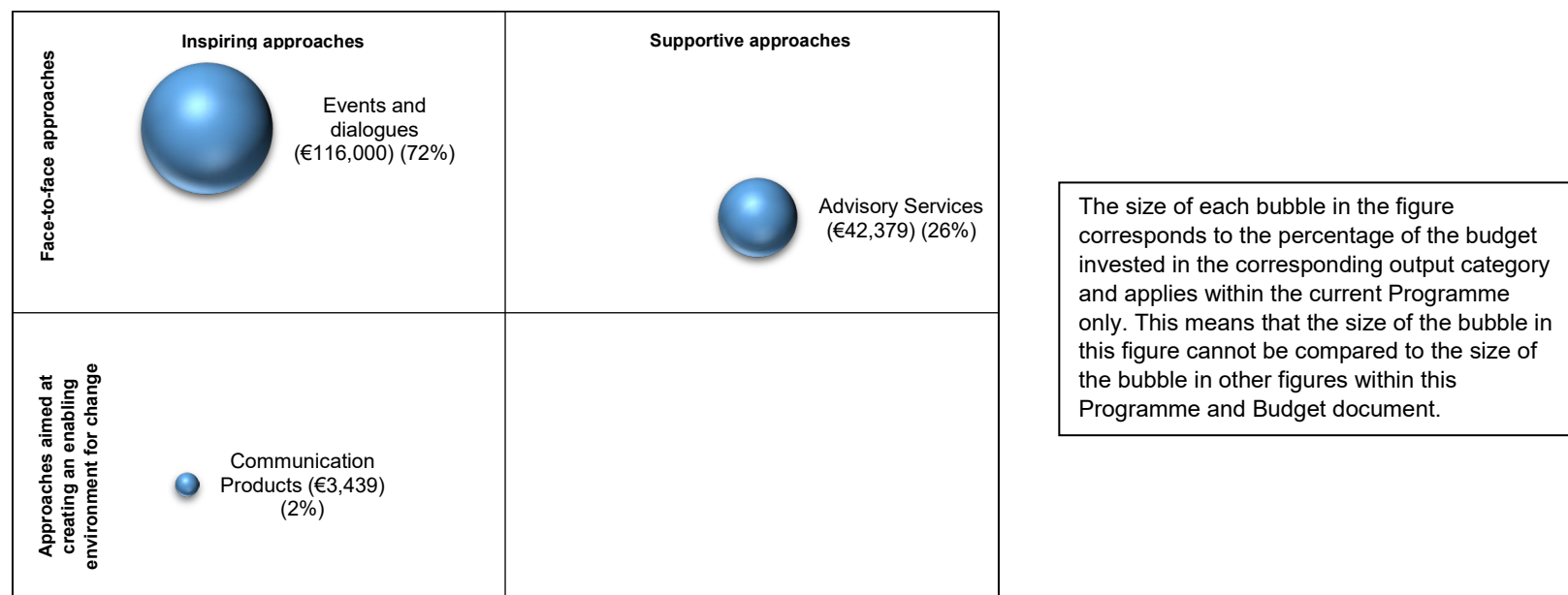


Figure 22 shows International IDEA's financial investments in core funded unrestricted projects per output category in Asia and the Pacific 2026 and illustrates how these outputs are intended to inspire and support change processes. 74% of the activity budget in the Asia and Pacific Programme will be invested in events and dialogues and communication products aimed at *inspiring* boundary partners to engage in change processes. 26% of the activity budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2025, when 81% of the activity budget was planned to be invested in inspiring outputs and 19% in supportive outputs.

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

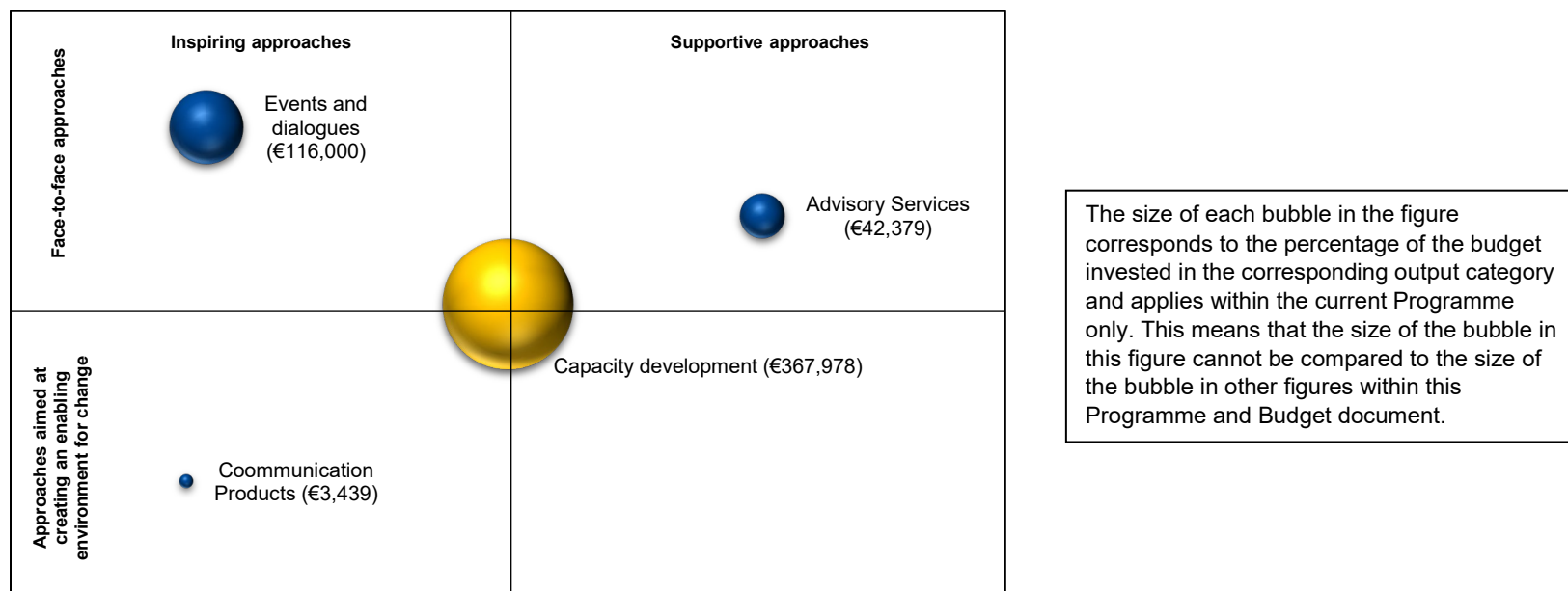
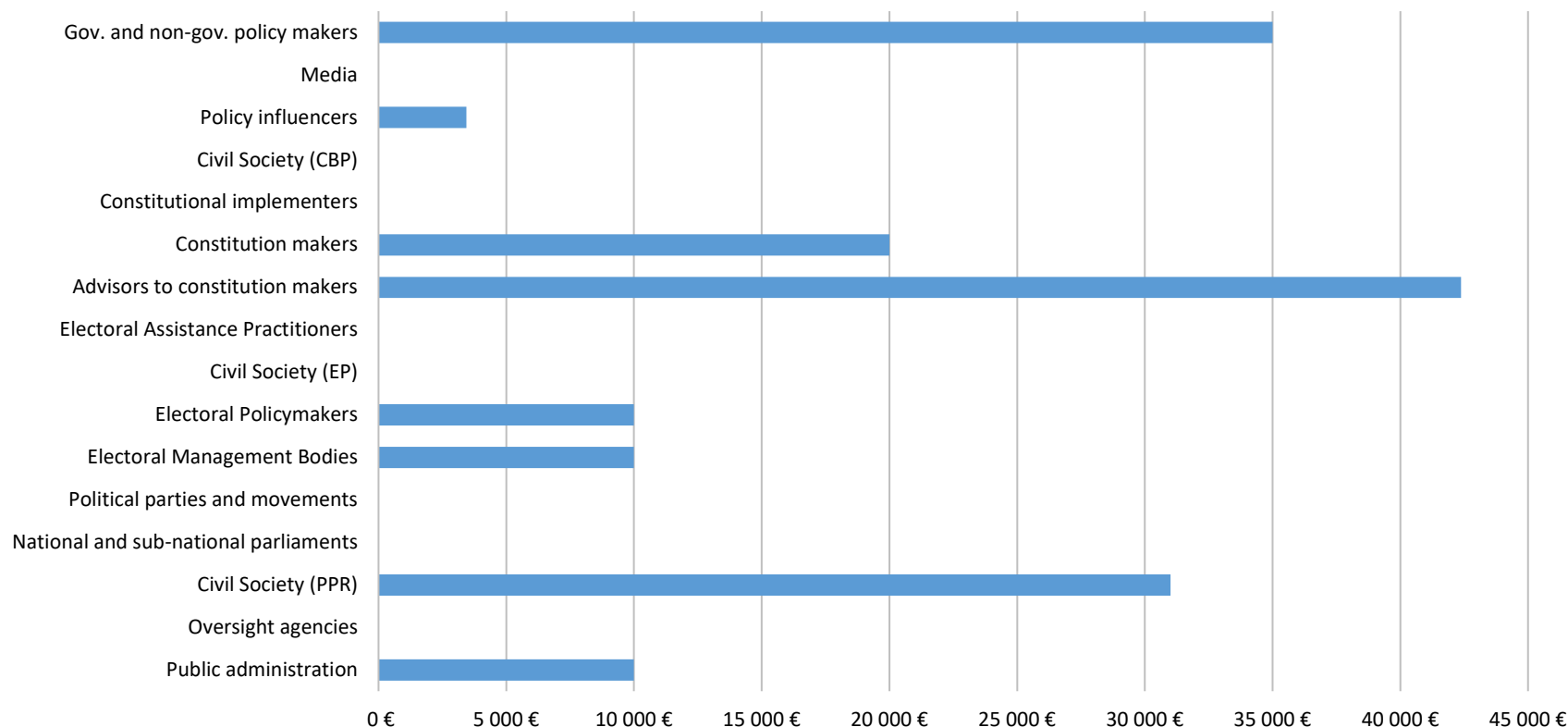


Figure 23 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Asia and the Pacific 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 31% of the total activity budget for the region. The remaining 69% 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 2025, when unrestricted funds amounted to 16% of the activity budget and the remaining 84% 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 2026. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 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 2026 Programme and Budget. The main difference compared to the budget for 2025 is that advisors to constitution makers and governmental and non-governmental policymakers will receive a higher proportion of the total activity budget while the budget for Electoral Management Bodies decreased.

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

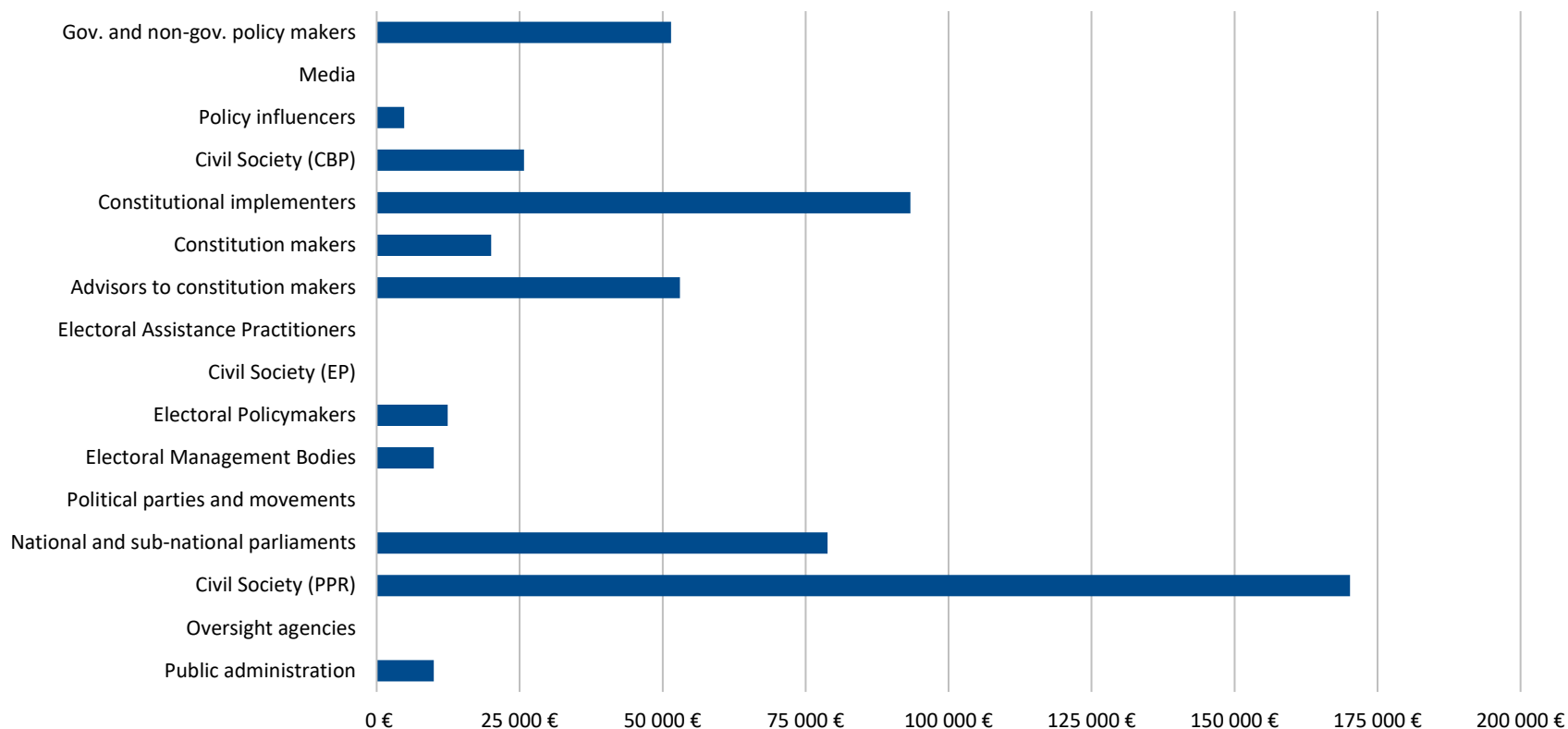


Figure 25 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Asia and Pacific Programme 2026. The main difference from the budget plans for 2025 is that the funding for public administration will decrease.

Asia and the Pacific Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10804 – Electoral Reforms and Integrity in Asia and the Pacific			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	Briefings on how to effectively and efficiently adopt technology in elections are delivered to at least two EMBs that are considering the adoption of advanced technology.	10,000
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.	Events and dialogues	Briefings on research findings and recommendations on solutions surrounding absentee voting to enhance voter participation and turnout are delivered to electoral policymakers and EMBs in at least two countries.	10,000
		Staff costs	67,344
		Indirect costs	6,114
		Total	93,458

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10805 – Digitalisation, AI and democracy in Asia and the Pacific			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	Briefings on research findings and recommendations on the effect of AI on democracy and how to regulate AI are delivered together with specialised think tanks to policymakers and advisors in ASEAN and the Pacific Islands Forum	10,000
Public administration exercises practices and decision-making processes to become more transparent, inclusive, responsive and accountable to all citizens.	Events and dialogues	Briefings on research findings and recommendations on fundamental rights in the digital era are delivered to lawmakers and oversight agencies in at least two countries.	10,000
		Staff costs	67,344
		Indirect costs	6,114
		Total	93,458
PR10806 – Democratic Development in the Pacific			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	Briefings on recommended democracy resilience programmes are delivered to policymakers using GSOD data and other IDEA knowledge resources.	25,000
		Staff costs	55,649
		Indirect costs	5,645
		Total	86,294

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10808 – Inclusion and Representation in Asia and the Pacific			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Dialogues are held in at least two countries with CSOs and other stakeholders to utilize the Youth Democracy Academy in civic/democracy education programmes.	25,000
		Staff costs	77,568
		Indirect costs	7,180
		Total	109,748
PR10809 – Constitutional and political reforms in Asia and the Pacific			
Constitution makers apply increased knowledge and skills to make informed choices regarding constitutional design and process.	Events and dialogues	Briefings and comparative experiences are provided to constitution makers and CSOs, with a particular focus on ongoing reform processes in Bangladesh and potentially Sri Lanka.	20,000
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Advisory services	Tailored advisory services are provided to create a track record for IDEA in target countries undergoing constitutional and political reform, with a special focus on Bangladesh.	30,000
		Staff costs	53,369
		Indirect costs	7,236
		Total	110,605

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10810 – Climate Change and Inclusion in Asia and the Pacific			
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Events and dialogues	Briefings on research findings are delivered to national and local CSO partners on the potential of climate litigation in Asia and the Pacific in support of youth-led climate action.	6,000
		Staff costs	36,041
		Indirect costs	2,943
		Total	44,984
PR10811 – Countering democratic backsliding in Asia and the Pacific			
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.	Advisory services	Targeted advisory services are provided to constitutional advisors and civil society on ways to respond to democratic backsliding on the basis of relevant IDEA knowledge products.	12,379
		Staff costs	16,129
		Indirect costs	1,996
		Total	30,504
PR10803 – AP General Programme Management			
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Communication products	Communication products are developed to promote IDEA's work in the region.	3,439
		Office costs	125,791
		Staff costs	319,158
		Indirect costs	31,387
		Total	479,775

Bhutan

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	78,844
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		39,946
	Office costs	5,847
	Staff costs	125,790
	Indirect costs	17,530
	Total	267,956

Fiji

Restricted projects

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

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Capacity development	99,246
	Office costs	439
	Staff costs	10,781
	Indirect costs	1,702
	Total	112,169

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 the rule of law and constitutionalism under agreed constitutional frameworks	Capacity development	2,400
Civil society (CBP) holds constitution makers accountable and promotes inclusive public participation in constitution-building processes.		2,400
Advisors to constitution makers use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.		2,400
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		2,400
Electoral policymakers consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.		2,400
	Office costs	1,800
	Staff costs	56,881
	Indirect costs	4,948
	Total	75,629

Nepal

Restricted projects

PR10780 – Provincial Engagement Facility (PEF) – Phase II

Boundary Partner and Outcome objective	Output Category	Budget, €
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Capacity development	1,358
	Office costs	52,250
	Staff costs	116,888
	Indirect costs	11,935
	Total	182,431

5. Regional Europe Programme

According to International IDEA's GSoD Indices, Europe remains the strongest-performing global region on democratic principles. Its sub-regions share important commonalities and interdependencies. This is not only because of a similar historic development of many democracies, but increasingly due to the growing impact of EU-enlargement on democratic reforms throughout the continent. Moreover, the threat stemming from Russia's military aggression pushes European democracies to collaborate more closely on countering foreign threats.

Yet the region also shows significantly different levels of democracy between Eastern Europe, the Western Balkans and the long-standing democracies of Western and Central Europe. Challenges in the region include disinformation, foreign interference, electoral integrity concerns and challenges to the rule of law, alongside emerging issues like the impact of digitalization and the nexus between security and democracy.

In 2026, International IDEA's Regional Europe Programme (REP) will focus on digitalization and electoral processes, by emphasizing innovations in digital campaigns, electoral integrity and the impact of digital threats on elections.

In Eastern Europe, the strategic focus for 2026 centers on safeguarding democratic integrity and facilitating increased reform-making towards EU accession. Key priorities include ensuring electoral integrity, strengthening parliamentary and judicial checks, and engaging citizens in defending democracy. In 2026 the Institute will therefore emphasize electoral processes, digitalization, political participation, and citizen engagement in democratic processes. The focus aligns with

Member State and EU priorities, with a particular emphasis on Ukraine, Moldova and Armenia.

In Ukraine, REP's core efforts will focus on supporting preparations for post-war elections, strengthening risk management, enhancing crisis preparedness, and advancing out-of-country voting. This support will be broadened to reinforce the communication, training, voter education, ICT, and cybersecurity capacities of key democratic institutions, particularly the Central Election Commission and Parliament. The Institute will also continue to assist Parliament in strengthening its oversight role and in preparing for the country's eventual exit from martial law. In parallel, tailored support will be provided to political parties to improve their preparedness for post-war elections and to strengthen political finance oversight mechanisms.

Moldova and Armenia face threats from Russian interference, necessitating support in building national capacities for protecting electoral processes from domestic and foreign undemocratic actors. REP will continue its support to the electoral authorities in oversight of the integrity of political campaigns. The Institute will aim to continue its advocacy for better regulation and oversight of the integrity of money in politics and in digital campaigns across the Eastern Europe region. Tailored support will be provided, where possible, to local actors engaged in protecting constitutionalism across the region.

In the Western Balkans, the programme aims to leverage the renewed EU accession process to advance democratic consolidation, particularly with an aim to align the region to the

EU digital acquis. International IDEA will prioritize electoral processes and digitalization as well as parliamentary support. In addition, democracy assessments, through tailored methodologies that measure key parameters of the EU accession process, represent a possible niche for International IDEA.

REP's focus on the intersection of elections and digitalization provides an opportunity to carve out a space for the Institute. It will continue to work on issues such as online campaigning, digitalization of political finance oversight, and the impact of artificial intelligence on elections. International IDEA will work closely with other local and regional actors, such as OSCE-ODIHR and the Council of Europe. Country priorities include consolidating the elections portfolio in Albania and Kosovo, as well as planned engagements in Artificial Intelligence, elections, and countering foreign interference in Bosnia and Herzegovina and North Macedonia. Support to parliaments in Albania and region-wide are also a new priority for 2026.

Within the established democracies of Western, Central and Southern Europe, REP will provide limited but strategic support to established democracies in Western and Central Europe, especially when requested by its Member States. The ongoing democratic backsliding in established democracies, which the GSoD has highlighted for a number of years, warrants that these countries are included in the Institute's work on

democratic trust through a regional approach. Both young and established democracies in Europe are addressing issues related to foreign influence and rapid digitalization. Involving EMBs from both established and younger democracies in the Institute's regional work on these topics therefore stands to benefit both sides. Doing so together with the EU's European Cooperation Network on Elections will be a priority.

It is crucial for International IDEA that the EU remains steadfast in advancing democracy both globally and within its borders, in 2026 and beyond. Together with the Secretary General's Office (SGO), REP will engage its Member States as well as other countries in a series of dialogues aiming to strengthen international cooperation. REP will champion robust EU democracy agendas, with a focus on resilience in digital democracy, electoral resilience, and security and democracy. REP's EU Liaison work will concentrate on securing EU funding opportunities for the Institute, collaborating with other teams to leverage expertise in digitalization, democracy assessment, electoral processes, women's political participation, and the intersection of democracy and security. It will also address the 2028-2034 EU budget (MFF) to secure long-term funding for democracy assistance.

Table 10. Planned budgets per project, 2026: Regional Europe Programme

Programme/Project name	RES €	UNR €	Total €
Regional Europe			
EU Liaison Project	-	332,717	332,717
Western Balkan Project	-	108,817	108,817
REP General Programme Management and Support	-	128,757	128,757
Strengthening democracy evidence and communication around the Summit for Democracy*	70,058	-	70,058
European Eastern Democracy Support (EEDS) – Phase 2*	36,690	-	36,690
Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies – Phase II*	45,331	-	45,331
Summit for Democracy Support Mechanism*	199,549	-	199,549
TOTAL (Regional Europe)	351,628	570,292	921,920
Moldova			
Shielding Moldova's Democracy and Electoral Integrity*	856,007	-	856,007
Sweden 2026 earmarked core contribution to work in Moldova*	302,634	-	302,634
TOTAL (Moldova)	1,158,641	-	1,158,641
Ukraine			
INSPIRE UA – Inclusive Support for Participation, Involvement, Representation, and Engagement of Ukrainians Abroad*	271,740	-	271,740
France 2025 earmarked core contribution to work in Ukraine*	164,561	-	164,561
Finland 2025-2026 earmarked core contribution to work in Ukraine*	164,531	-	164,531
Sweden 2026 earmarked core contribution to work in Ukraine*	255,434	-	255,434
TOTAL (Ukraine)	856,266	-	856,266
TOTAL, REGIONAL EUROPE PROGRAMME	2,366,535	570,292	2,936,827

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

Figure 26. Geographical coverage, Regional Europe

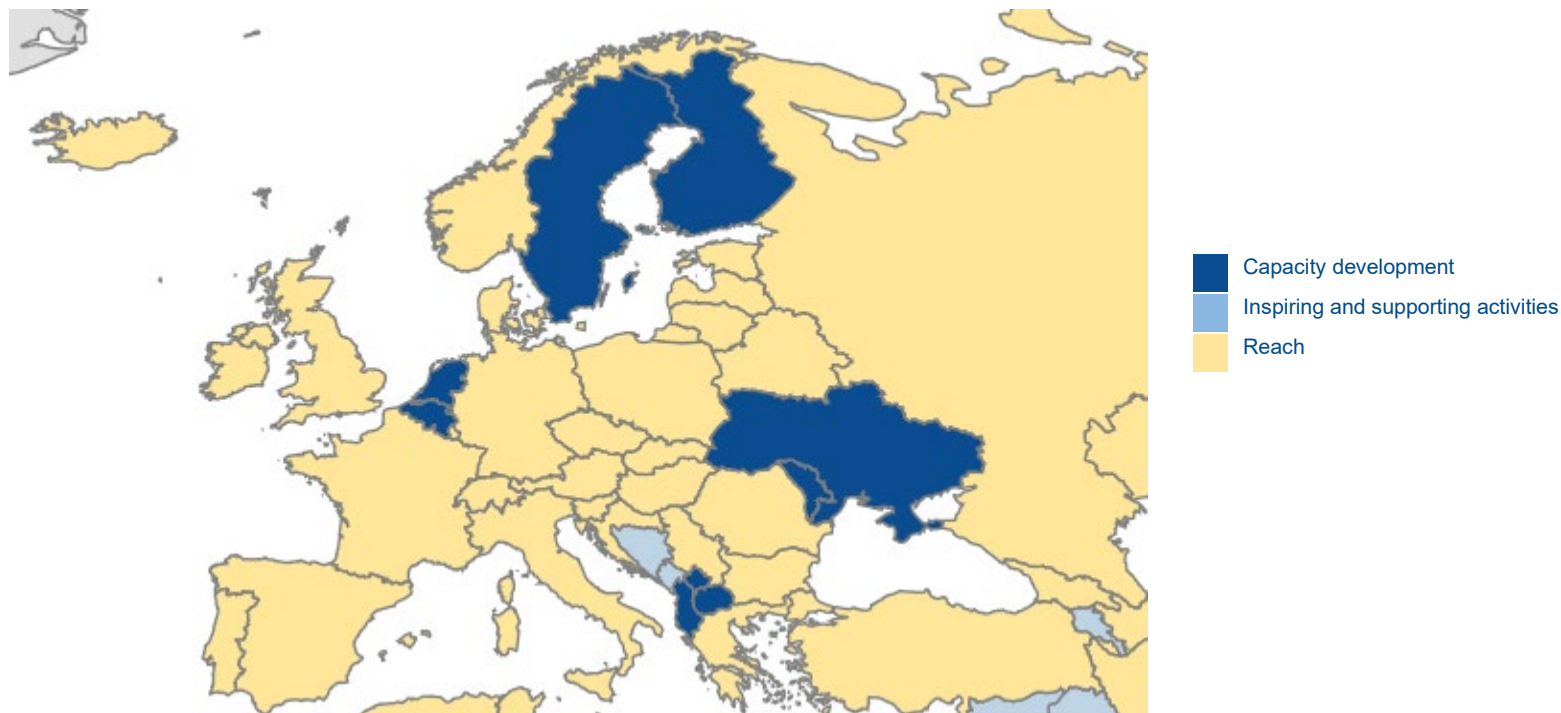


Figure 26 shows where in Europe International IDEA plans to make financial investments in 2026. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have long-term capacity development 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 and Western Balkan countries. Long-term supportive capacity development programmes will take place in Ukraine, Moldova, Albania and Kosovo.

Figure 27. Financial investment per output category (core funding), Regional Europe

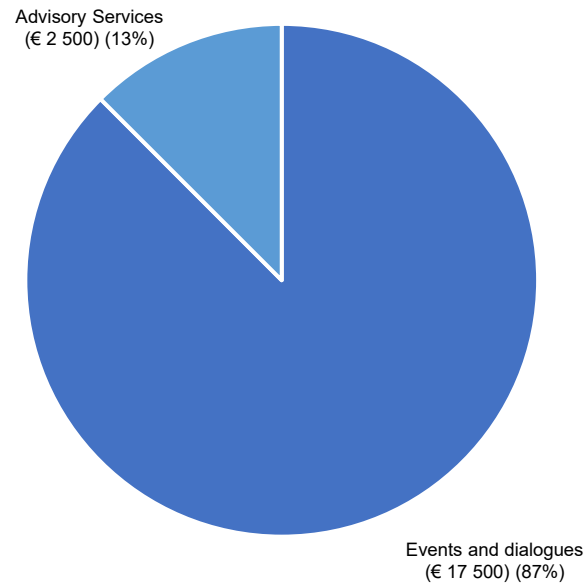


Figure 27 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2026. 100% of the activity budget in the Regional Europe Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) and advisory services (on-demand, short-term consultations and presentations) where we inspire and support our various boundary partners to engage in change processes. This can be compared to the budget for 2025, when 100% of the activity budget was planned to be invested in face-to-face outputs.

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

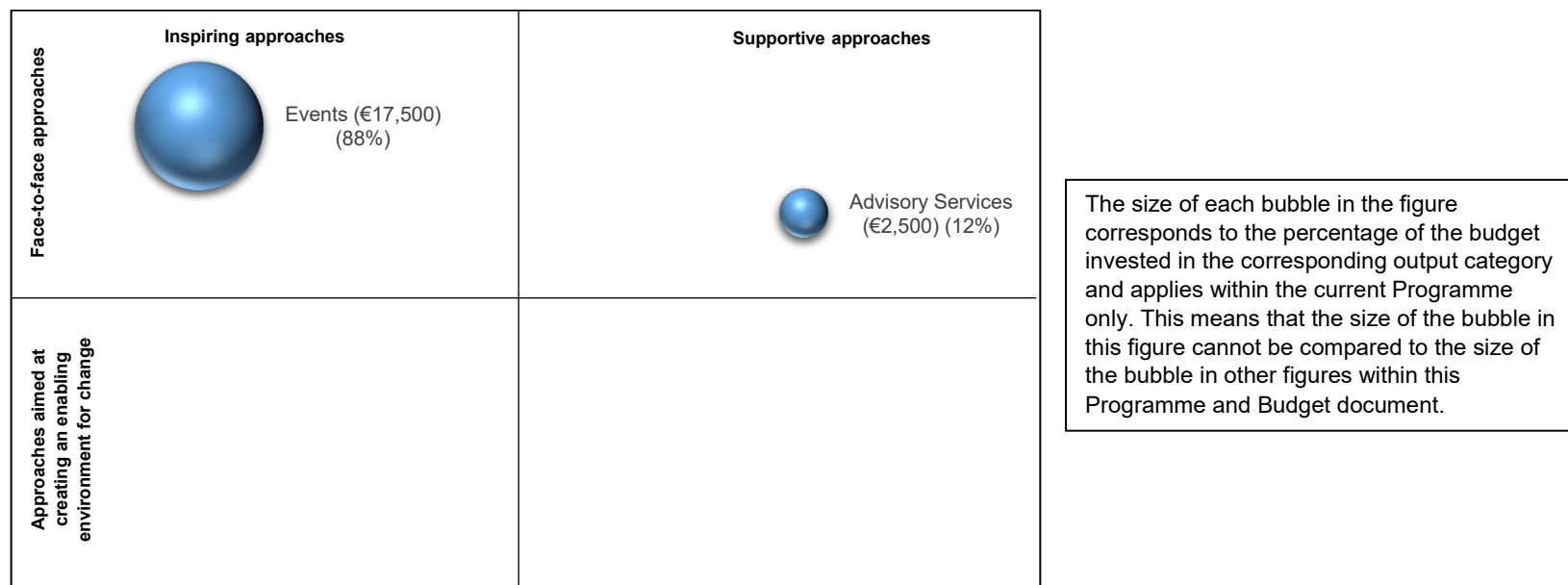


Figure 28 shows International IDEA's financial investments in core funded unrestricted projects per output category in Europe 2026 and illustrates how these outputs are intended to inspire and support change processes. 88% of the activity budget in the Regional Europe Programme will be invested in events and dialogues aimed at *inspiring* boundary partners to engage in change processes. 12% of the activity budget will be invested in advisory services aimed at *supporting* our boundary partners in their change processes. This can be compared to the budget for 2025, when 34% of the activity budget was planned to be invested in inspiring outputs and 66% in supportive outputs.

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

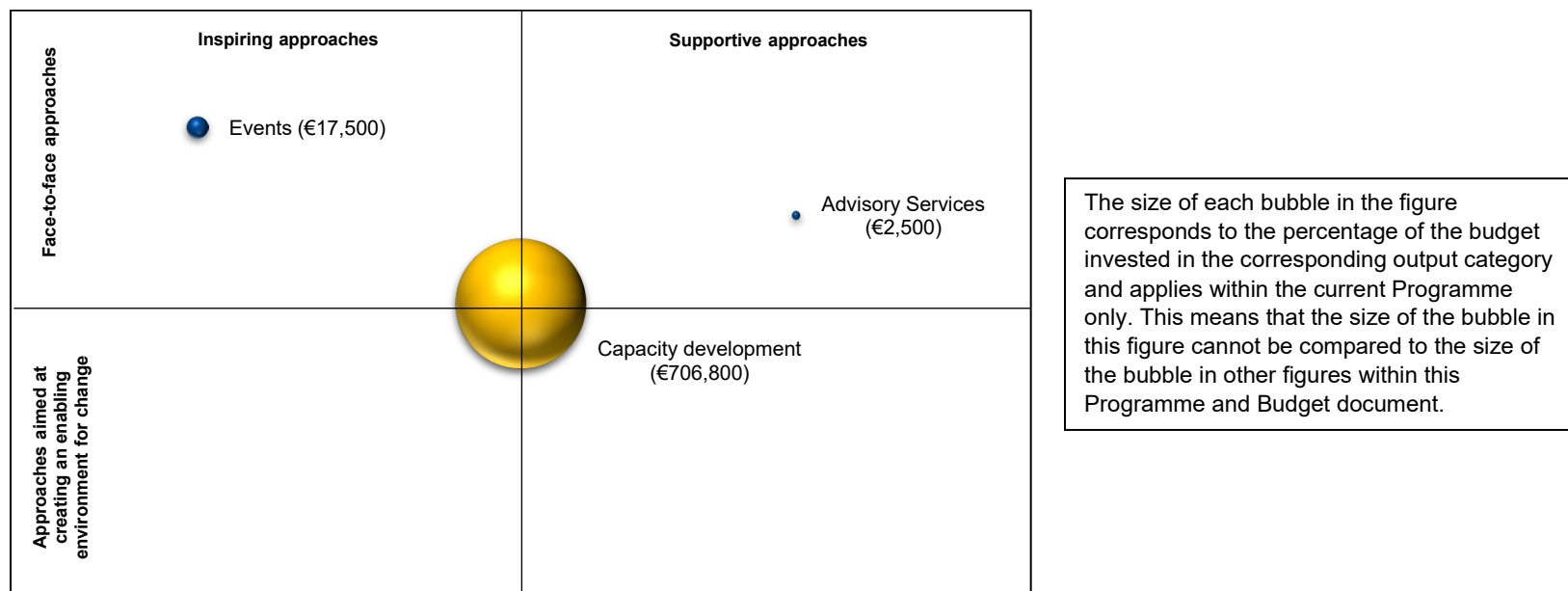
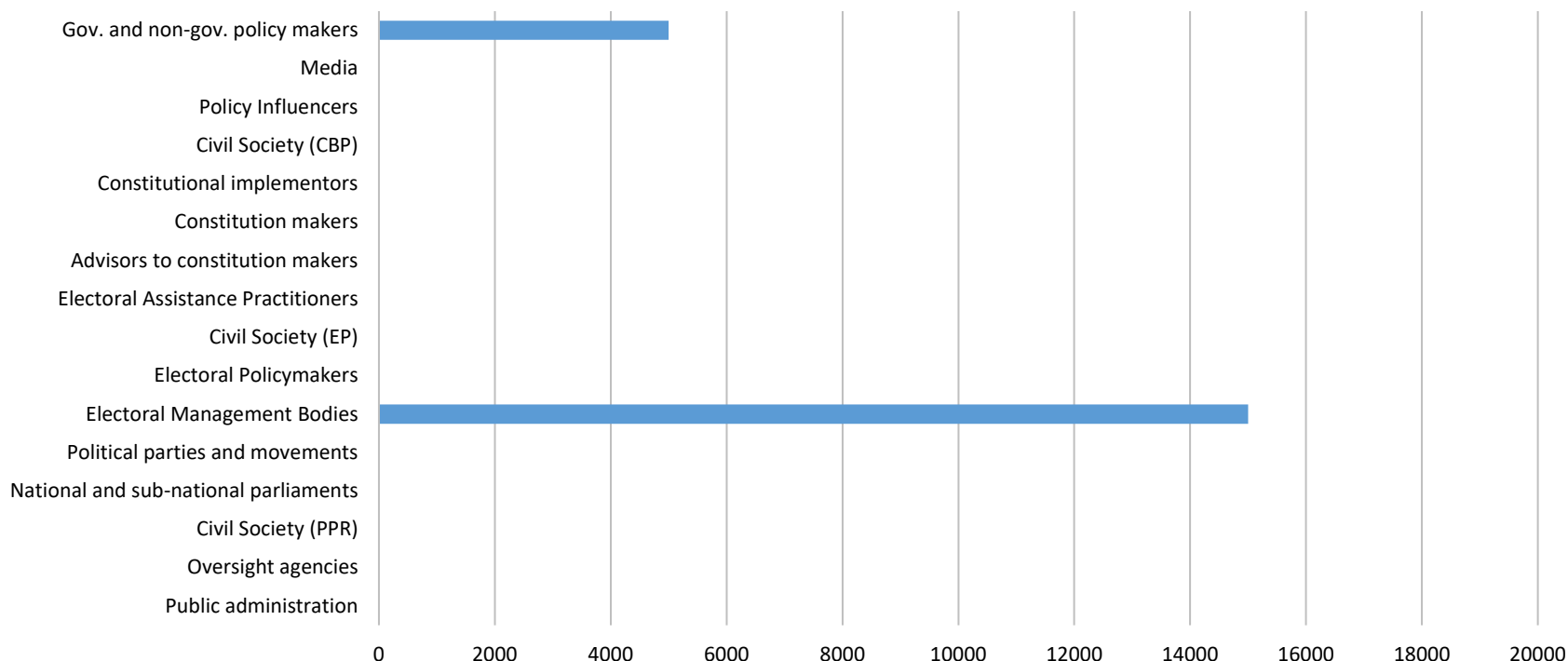


Figure 29 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Europe 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 3% of the total budget for the region. The remaining 97% 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 2025, when unrestricted funds amounted to 10% of the activity budget and the remaining 90% were restricted project grants.

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 2026. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 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 2026 Programme and Budget. These priorities are similar to 2025 when REP also invested most of its resources in in electoral management bodies, yet 2026 sees a reduction of core resources towards Civil Society.

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

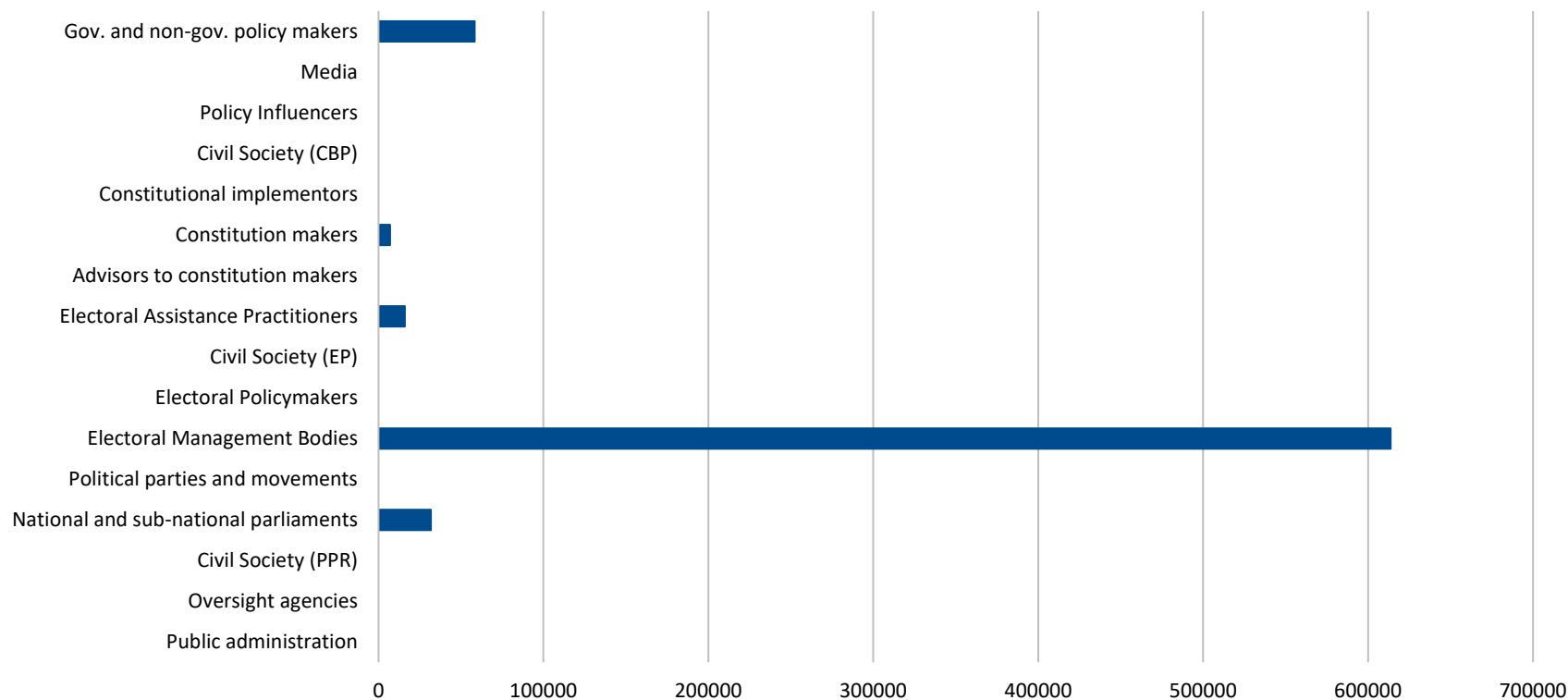


Figure 31 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Regional Europe Programme 2026. The main difference from the budget plans for 2025 is that the funding for electoral management bodies will increase significantly while investments in constitution makers will decrease.

Regional Europe

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10798 – EU Liaison Project			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	Advocacy for EU democracy is supported through: 1) policy shaping, advisory work, communication, partnerships and participation in EU public consultations, including for the next EU multiyear budget and the next EU Action Plan on Human Rights and Democracy; 2) contributing to the Institute's global advocacy efforts and campaigns; and 3) the organization of strategic events.	2,500
	Advisory services	EU fundraising is advanced through: 1) developing and supporting fundraising initiatives with the EU, including intelligence gathering and the facilitation of fundraising meetings for MCM members; 2) pursuing global project opportunities and ensuring participation in the announced FFPA cooperation modality with DG INTPA; and 3) supporting regional and country initiatives with DG ENEST and DG MENA and developing networks at the newly established DG MENA.	1,000
	Advisory services	EU-funded project implementation is supported through: 1) assistance with EU grants (such as early warning, back-stopping and project definition); 2) training on engaging with the EU and EU fundraising; 3) deepening coordination with democracy services at DG INTPA; and 4) ongoing support to IDEA staff through strategic visits and meetings.	1,500
Staff costs			305,950
Indirect costs			21,767
Total			332,717

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10797 – Western Balkans Project			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	Country-level scoping missions, participation to events and outreach are conducted to Western Balkan countries, and EU Member States, with the aim to further strengthen IDEA's presence in the enlargement region	15,000
		Staff costs	86,699
		Indirect costs	7,119
		Total	108,817

Project output	Budget, €
PR10372 – REP General Programme Management and Support	
Office costs	80,000
Staff costs	40,334
Indirect costs	8,423
Total	128,757

Restricted projects

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

Project output	Budget, €
Staff costs	65,475
Indirect costs	4,583
Total	70,058

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	7,000
	Staff costs	27,920
	Indirect costs	2,400
	Total	36,690

PR10684 – Integrity and Trust in Albanian Elections: Fostering Political Finance Transparency and the Safe Use of Information and Communication Technologies – 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	15,000
	Office costs	1,083
	Staff costs	26,283
	Indirect costs	2,966
	Total	45,331

PR10736 – Summit for Democracy Support Mechanism

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	53,275
	Office costs	5,000
	Staff costs	123,132
	Indirect costs	18,141
	Total	199,549

Moldova

Restricted projects

PR10770 – Shielding Moldova’s Democracy and Electoral Integrity

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	371,007
Electoral assistance practitioners provide contextualized support informed by norms, good practices and research.		15,990
	Office costs	51,778
	Staff costs	361,231
	Indirect costs	56,000
	Total	856,007

PR10800 – Sweden 2026 earmarked core contribution to work in Moldova

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	15,000
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.		15,000
	Staff costs	252,835
	Indirect costs	19,798
	Total	302,634

Ukraine

Restricted projects

PR10768 – INSPIRE UA – Inclusive Support for Participation, Involvement, Representation, and Engagement of Ukrainians Abroad

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	137,728
	Office costs	15,988
	Staff costs	100,247
	Indirect costs	17,777
	Total	271,740

PR10796 – France 2025 earmarked core contribution to work in Ukraine

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	10,000
	Office costs	12,000
	Staff costs	131,795
	Indirect costs	10,766
	Total	164,561

PR10799 – Finland 2025-2026 earmarked core contribution to work in Ukraine

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	10,000
	Office costs	12,000
	Staff costs	131,767
	Indirect costs	10,764
	Total	164,531

PR10801 – Sweden 2026 earmarked core contribution to work in Ukraine

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	40,000
National and sub-national parliaments exercise their legislative, oversight and representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.		16,800
	Staff costs	181,923
	Indirect costs	16,711
	Total	255,434

6. Latin America and the Caribbean Programme

Latin American and Caribbean democracies face increasingly complex challenges to maintain stability and democratic performance. Voter turnout has declined globally and regionally, reflecting a disconnect between citizens and institutions. Support for democracy dropped from 63% in 2010 to 52% in 2024, with only 33% satisfied with its outcomes. Political parties are the worst evaluated democratic institution, with only 17% of citizens trusting them in LAC. As a result of the decline of traditional parties, outsiders are bursting onto the political scene promoting anti-establishment, anti-state and rights agendas, based on illiberal discourses detrimental to democracy.

Insecurity and violence are top concerns, driven by post-pandemic poverty and expanding organized crime. Illicit markets exploit informal economies and weak state capacity. Violence is rising in previously peaceful countries like Costa Rica, Ecuador, Uruguay, and Chile. In Ecuador, political violence reached extreme levels, including the assassination of a presidential candidate. In Chile, insecurity dominates public debate and electoral campaigns. In El Salvador, President Bukele's model of mass arrests and emergency powers has become a regional reference, fueling support for extreme right movements. This context has played a role in supporting extreme right candidates and movements throughout the region, including Argentina and Chile. However, this demand usually collides with that of demands for social equality. In this context, polarization has increased.

Gender equality is under threat. Women's representation in lower chambers fell from 35% (2024) to 31.6% (2025). Ministries for Equality were dismantled in Ecuador, Panamá,

and Argentina. Feminist activism faces backlash, and legal authoritarianism undermines progress. This regression is compounded by a global climate of democratic backsliding, where legal authoritarianism weakens institutions and stigmatizes women's advocacy. Defending past gains and accelerating reforms is essential. According to the Atenea Conference (UNDP, UN Women), political financing for women is key. IDEA must continue its advocacy for comprehensive normative reforms that facilitate parity and enhance women's participation and access to power.

The new technologies and digital channels constitute a context that allows the exacerbation of political confrontation, through disinformation and the proliferation of fake news. The impact on elections is significant. Until recently, in most countries in the region, the credibility of electoral management bodies was taken for granted. Currently, the echo of social networks allows unsubstantiated questions to become "social truths". This constitutes a new challenge for democracies. Systematic, premature, and unfounded allegations of electoral fraud undermine trust in elections. Examples of candidates using these narratives of anticipated and unfounded fraud occurred in recent campaigns in Brazil and Guatemala.

Finally, electoral integrity must be inclusive. In Latin America, millions of people with disabilities continue to face systemic barriers to full electoral participation—from inaccessible voting infrastructure to limited representation in political processes.

According to the regional challenges, International IDEA will be working on four strategic priorities during 2026:

Preventing Democratic Backsliding: (i) Monitoring of civic space and democratic performance, especially in Central America and the Andean region; (ii) highlighting opportunities in Guatemala and Guyana; Undertaking institutional reform analysis, and the paradox of countervailing institutions (Chile, Peru). Recent data from the 2025 GSoD Indices reaffirms the urgency of protection against attacks on media and civil society. Thus, International IDEA's Latin America and the Caribbean Programme (LAC) will produce a policy paper on civic space and organize a seminar to strengthen networks on this topic.

Ensuring Elections with Integrity: LAC will focus on AI and electoral management, technical assistance, and inclusion of people with disabilities. The Programme aims to mobilize resources for the organization of a second edition of the international seminar on electoral integrity in the digital age and AI, that had a first round in Panama this year. Moreover, LAC will support electoral processes in Costa Rica, Peru, Colombia, and Brazil. By prioritizing inclusive electoral reforms, the Institute can help ensuring that all citizens—regardless of ability—can exercise their political rights freely and equally. LAC will draft a concept note that promotes the adoption of international standards, fosters innovation in accessible voting technologies, and elevates the voices of people with disabilities in political discourse.

Gender & Inclusion: international IDEA will continue partnerships with UNDP and UN Women in Latin America and the Caribbean. The context in the region requires multi-stakeholder articulation and deepening of the understanding of equality accelerators. To this end the LAC office will produce a new publication on political finance with a gender perspective and design projects for parity in the Southern Cone (Uruguay, Chile and Brazil) and women's leadership in Paraguay. There is also a growing need to work on the political engagement of young people, who will become most of the electorate in the coming years. Hence LAC will launch a publication on youth and democracy to understand participation trends and mobilize resources on this topic.

Security and Democracy: LAC will continue working with different partners to strengthen the links and highlight the relevance of the connection between security and democracy. The Programme will publish a baseline paper on crime and democracy and organize an event to disseminate this paper and continue searching for partners and alliances to construct positive narratives on how democratic values, human rights and reinforce security.

Table 11. Planned budgets per programme and project, 2026: 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	-	950,000	950,000
Improving the resilience of democracy in Central America*	489,300	-	489,300
Asistencia Técnica para el Fortalecimiento del TE Panamá 2025-2027*	308,434	-	308,434
Strengthening Electoral Integrity Ecosystems to Protect Democracies in Latin America*	479,201	-	479,201
Supporting civic capacities and engagement for strengthening electoral integrity and democracy in Guyana*	57,334	-	57,334
TOTAL (LAC RO)	1,334,268	950,000	2,284,268
Chile			
Apoyo al Congreso Chileno para un ejercicio legislativo más transparente, inclusivo, accesible y responsable*	131,792	-	131,792
TOTAL (Chile)	131,792	-	131,792
Peru			
Consolidación de la Democracia Peruana*	907,733	-	907,733
Promoting Democratic Values and Political Dialogue in Peru*	14,414	-	14,414
TOTAL (Peru)	922,147	-	922,147
TOTAL, LATIN AMERICA AND THE CARIBBEAN	2,388,208	950,000	3,338,208

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

Figure 32. Geographical coverage, Latin America and the Caribbean

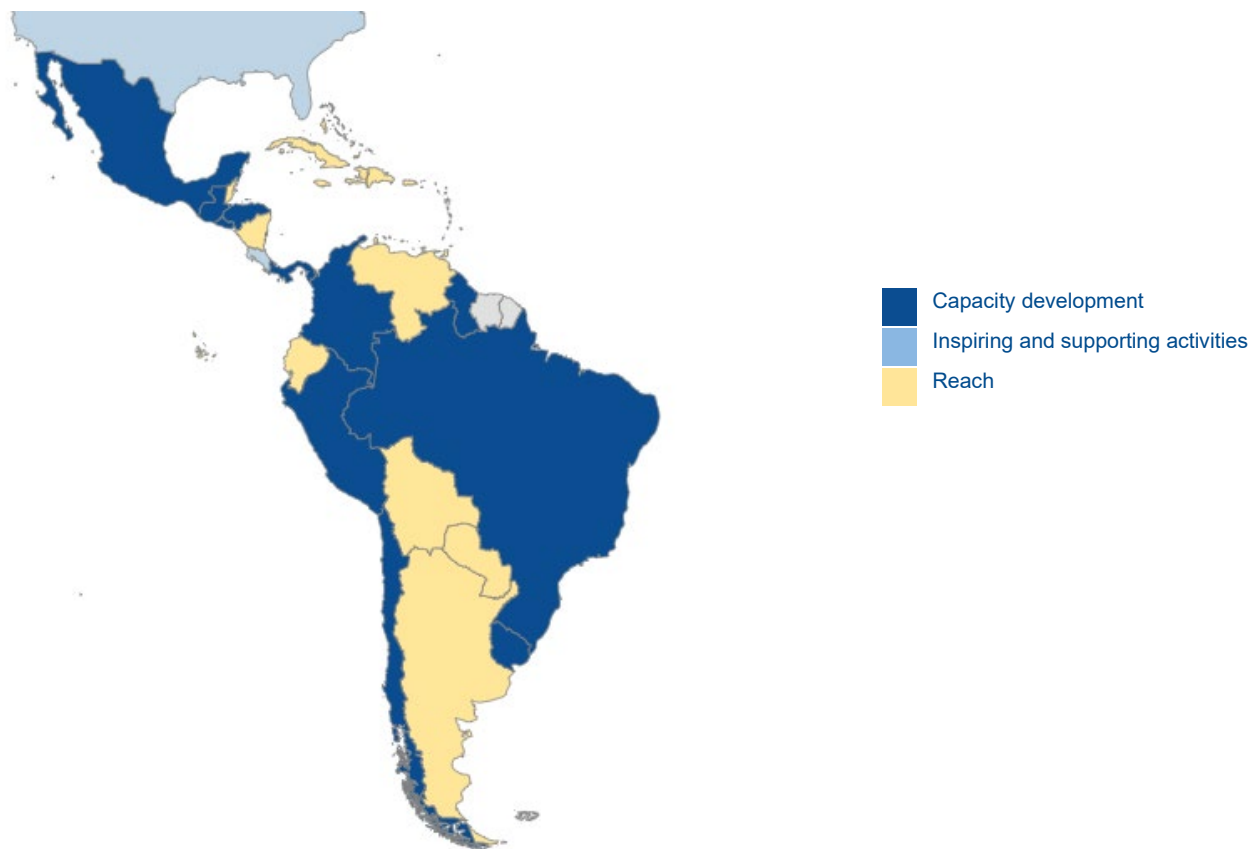


Figure 32 shows where in Latin America and the Caribbean International IDEA plans to make financial investments in 2026. The map shows where we organize events and trainings and offer advisory services aimed at inspiring and supporting institutions and actors to engage in change processes, where we have 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, Uruguay, Guyana, Mexico, El Salvador, Honduras and Guatemala and increased inspiring and supportive activities are planned, among others, in Colombia, Costa Rica, Brazil, and Peru.

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

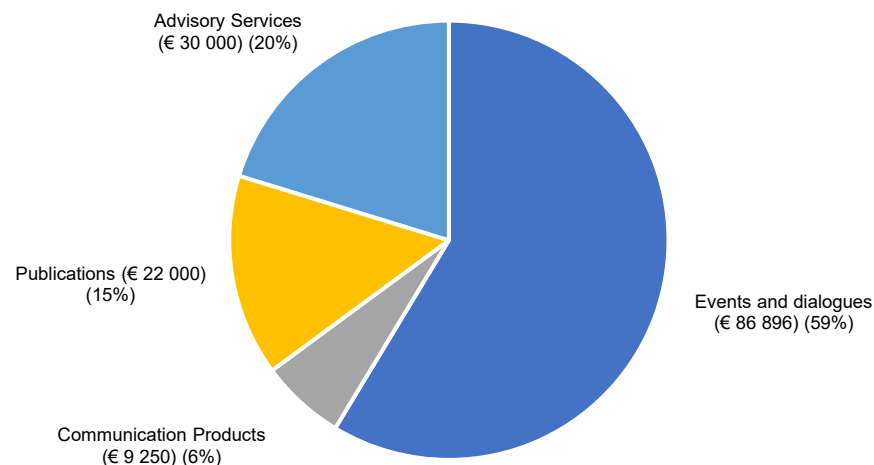


Figure 33 shows International IDEA’s financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2026. 79% of the activity budget in the Latin America and the Caribbean Programme will be invested in events and dialogues (network meetings, workshops 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. 21% of the activity budget will be invested in publications (handbooks, reports, translations, policy papers and training modules) and communication products which we make available online on International IDEA’s websites and distribute locally. This can be compared to the budget for 2025, when 80% of the activity budget was planned to be invested in face-to-face outputs and 20% in online outputs.

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

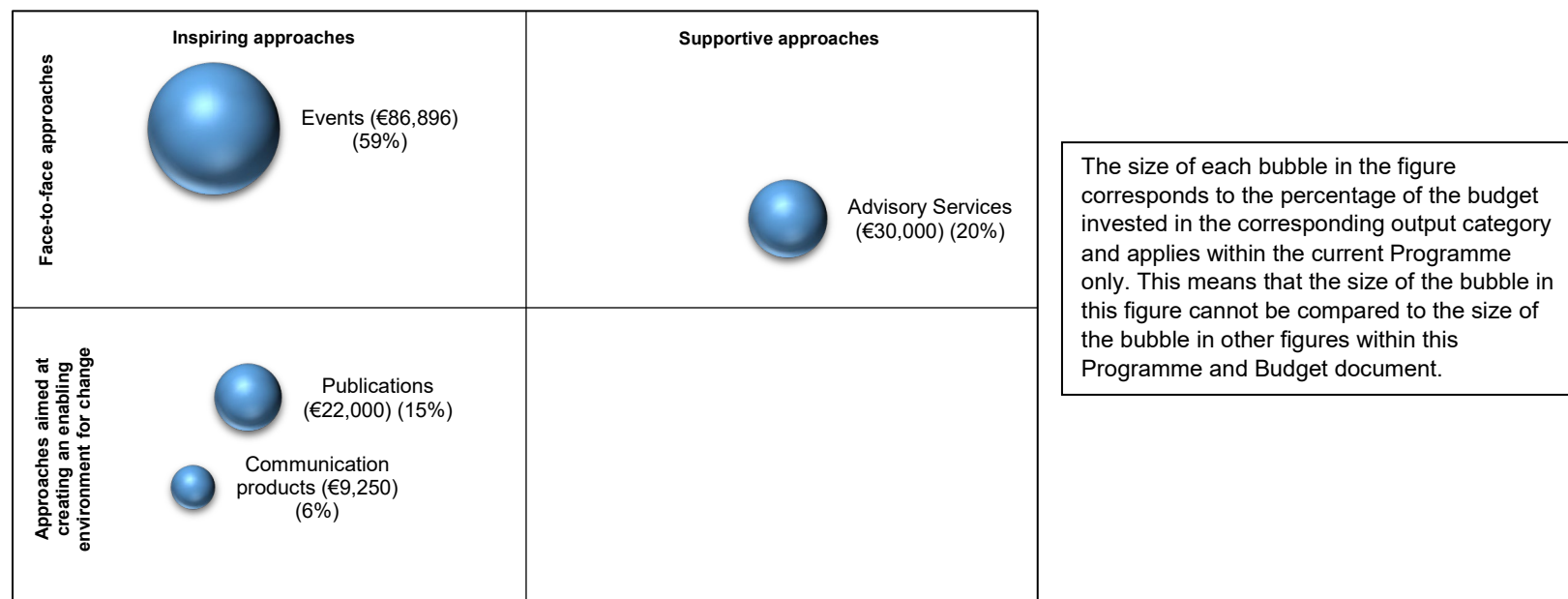


Figure 34 shows International IDEA's financial investments in core funded unrestricted projects per output category in Latin America and the Caribbean 2026 and illustrates how these outputs are intended to inspire and support change processes. 80% of the budget in the Latin American and the Caribbean Programme will be invested in events and dialogues, online knowledge publications and communication products aimed at *inspiring* boundary partners to engage in change processes. 20% 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 2025, where 60% of the activity budget was planned to be invested in inspiring outputs and 40% in supportive outputs.

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

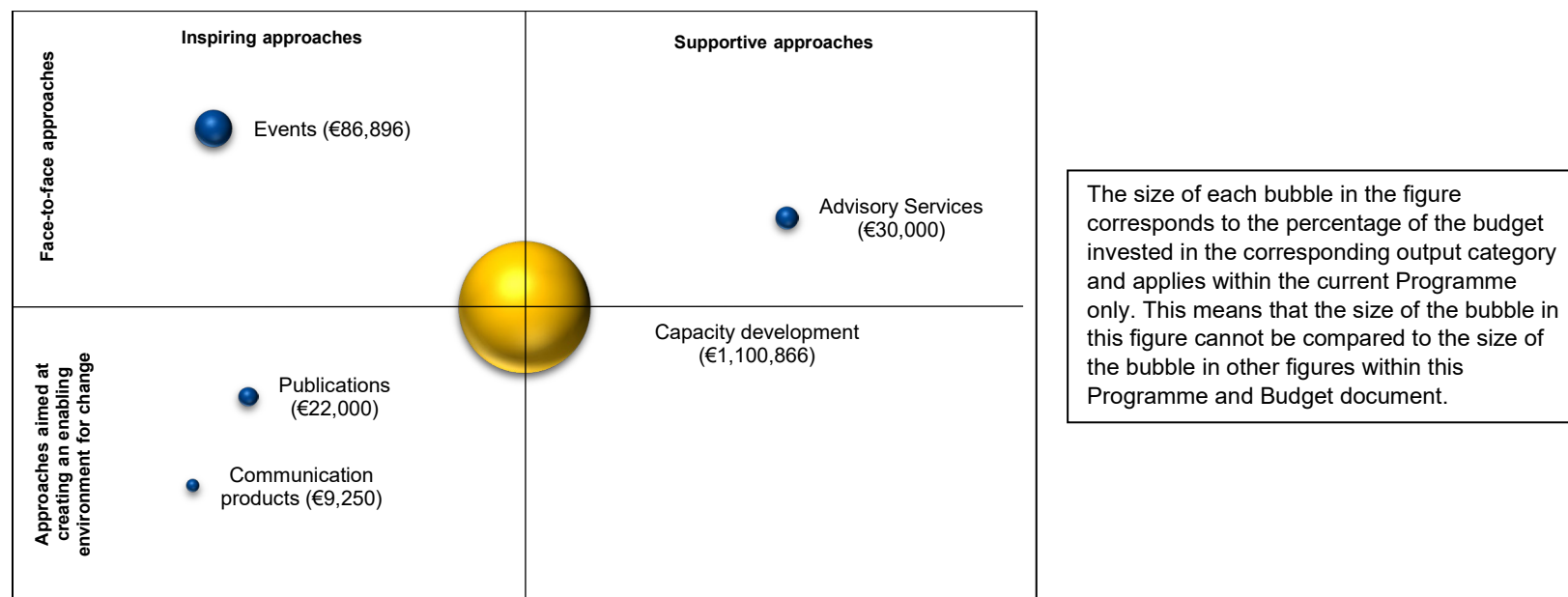
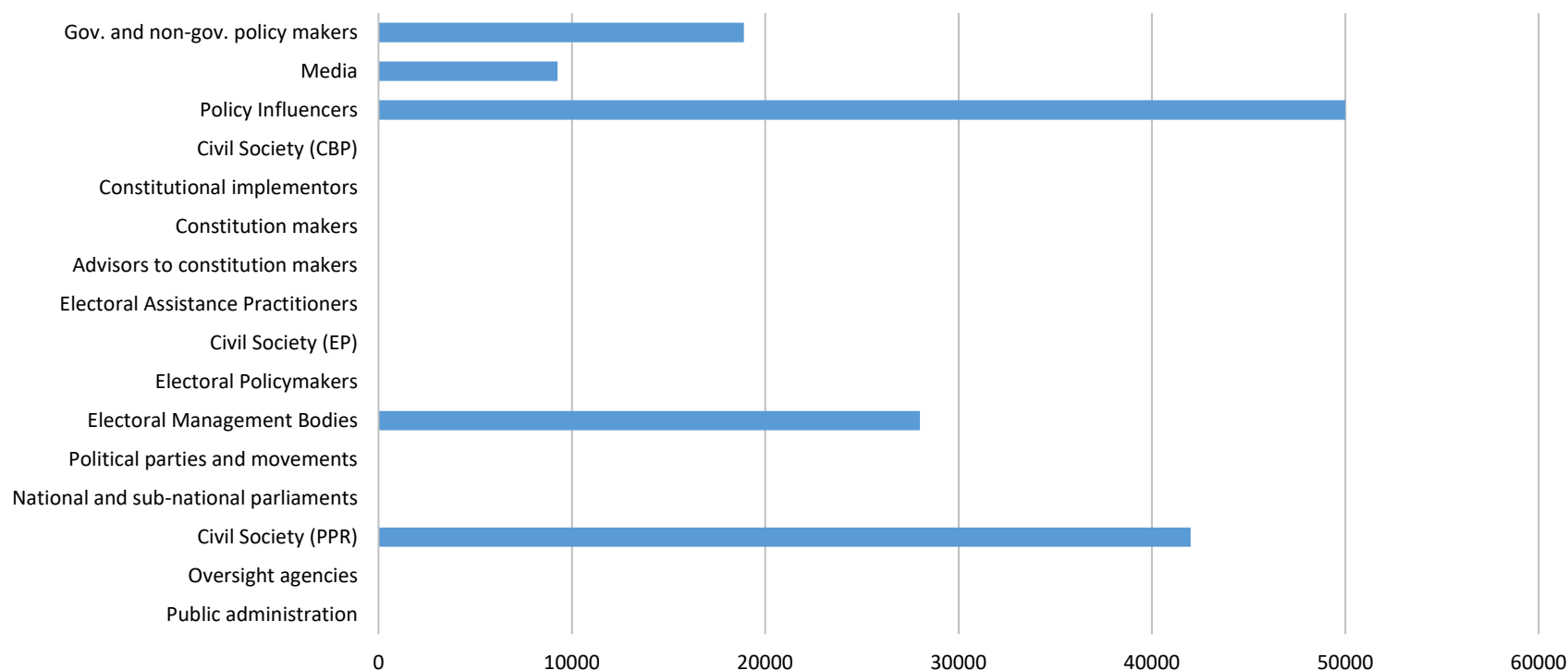


Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in Latin America and the Caribbean 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 12% of the total activity budget for the region. The remaining 88% 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 2025, when unrestricted funds amounted to 8% of the activity budget and the remaining 92% 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 2026. For each boundary partner, a standardized outcome objective has been formulated. The full set of outcome objectives for our 16 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 2026 Programme and Budget. The main difference to the LAC plans for 2025 is that in 2026 more investments are foreseen for policy influencers and less investments for electoral policymakers.

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

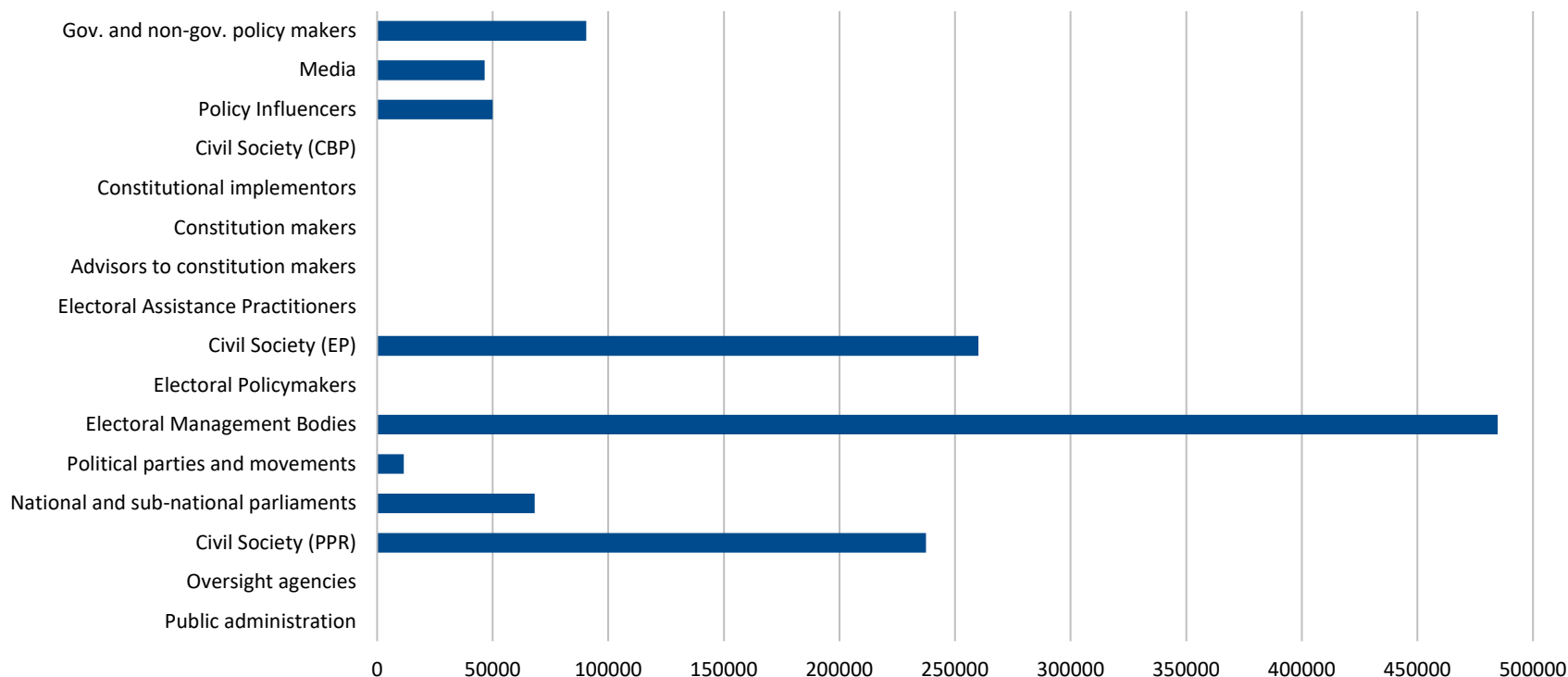


Figure 37 shows the planned financial investment in core funded unrestricted and externally funded restricted projects per boundary partner in the Latin America and the Caribbean Programme. The main difference from the budget plans for 2025 is that investments in civil society organisations in electoral processes have decreased.

Latin America and the Caribbean Regional Office

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10791 – RLAC Regional Office base in Panama			
Electoral management bodies recognize and respond to complexities and risks, and effectively implement the Electoral Cycle Approach.	Events and dialogues	One event on AI and electoral integrity is held with EMBs from the LAC region.	8,000
	Advisory services	Advisory services are provided to EMBs in Brazil, Colombia, Costa Rica and Peru as part of their 2026 presidential elections.	20,000
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.	Publications	Two policy papers on inclusive participation and representation are developed: one on political finance for women and the other on youth and democracy.	14,000
	Publications	One policy paper on the state of civic space in LAC is developed.	8,000
	Events and dialogues	One seminar on democratic backsliding in Latin America and the Caribbean is facilitated.	20,000
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	One seminar is organized on violence and security in LAC where a paper on crime and democracy is presented.	18,896
Media use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.	Communication products	Communication and media materials of programmatic content are produced and disseminated.	9,250
Policy influencers use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.	Advisory services	Country-level scoping missions are undertaken to further strengthen IDEA's presence in the region.	10,000
	Events and dialogues	Events and dialogues are conducted with Member States, strategic partners and IDEA country offices to further strengthen IDEA's profile in the region.	40,000
Office costs			82,937
Staff costs			656,768
Indirect costs			62,150
Total			950,000

Restricted projects

PR10688 – Improving the resilience of democracy in Central America

Boundary Partner and Outcome objective	Output Category	Budget, €
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.	Capacity development	79,509
Civil society (PPR) engages with representative institutions in an inclusive and effective way to improve public policy and practice, and to hold political decision makers to account.		195,363
	Office costs	5,760
	Staff costs	176,657
	Indirect costs	32,010
	Total	489,300

PR10743 – Asistencia Técnica para el Fortalecimiento del TE Panamá 2025-2027

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	63,309
	Office costs	18,111
	Staff costs	198,973
	Indirect costs	28,039
	Total	308,434

PR10748 – Strengthening Electoral Integrity Ecosystems to Protect Democracies in Latin America

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	141,377
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		44,064
Political parties and movements carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.		11,563
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.		71,603
Media use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.		35,674
	Office costs	18,048
	Staff costs	113,308
	Indirect costs	43,564
	Total	479,201

PR10749 – Supporting civic capacities and engagement for strengthening electoral integrity and democracy in Guyana

Project output	Budget, €
Office costs	3,095
Staff costs	50,489
Indirect costs	3,751
Total	57,334

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 representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.	Capacity development	68,221
	Office costs	3,249
	Staff costs	51,700
	Indirect costs	8,622
	Total	131,792

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	241,914
Civil society (EP) promotes public participation in electoral processes and demands accountability from policymakers and electoral management bodies.		136,586
	Office costs	74,519
	Staff costs	395,329
	Indirect costs	59,384
	Total	907,733

PR10813 - Contribute to training for actors who may participate in the 2026 electoral process

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	10,096
Media use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.		1,587
	Staff costs	1,421
	Indirect costs	1,310
	Total	14,414

7. North America Programme

International IDEA's North America Programme was established in 2022 to bridge global, regional, and multilateral democracy efforts. It combines a small liaison presence in New York and Washington, D.C., with the Global Democracy Coalition Secretariat that facilitates multistakeholder partnerships in support of democracy. In 2026, the programme will continue to focus on three main areas: democracy advocacy at the United Nations, outreach in the United States and Canada, and support to multistakeholder networks for democracy through the Global Democracy Coalition (GDC).

UN Advocacy

The New York office leads International IDEA's engagement with the United Nations General Assembly. Its strategic objectives are threefold. First, it works to raise awareness of democracy and advocate for democratic values within UN fora. Second, it advocates for Sustainable Development Goal 16 (peace, justice, and strong institutions) – which represent key democratic principles - and Sustainable Development Goal 5 (gender equality) as essential enablers of sustainable development. Third, it seeks to influence UN policy debates and reinforce international norms in support of democracy through evidence-based contributions.

To achieve these goals, the office – through its Permanent Observer status at the UN General Assembly - engages in direct outreach and advocacy with UN stakeholders, produces targeted knowledge and data analysis to inform key processes, and organizes strategic events at the UN. It partners with Member States, UN entities, and civil society actors to build alliances to amplify calls in support of democracy. The office

also coordinates initiatives such as the SDG 16 Data Initiative, which generates non-official data to complement official statistics to track progress on SDG 16. Through high-visibility statements, coalition-building, and thought leadership, International IDEA strengthens the UN's capacity to recognize democracy as both a value in itself and a development enabler. Priority UN processes and fora include the Commission on the Status of Women, the High-Level Political Forum on the SDGs, the UN General Assembly, and the Third Committee on Human Rights.

Global Democracy Coalition

International IDEA convenes the Global Democracy Coalition, a network of more than 162 organizations worldwide. The Coalition's purpose is to broaden global democracy conversations by including diverse voices, particularly from the Global South. Its strategic objectives are to convene and connect a diverse membership in support of democracy, to shape and advance debates on democratic renewal, and to inspire public support for democracy through compelling democracy narratives.

The Coalition pursues these objectives through an annual cycle of regional and global democracy forums, targeted advocacy, and collaborative communication campaigns. Knowledge production and joint initiatives are central to its work, ensuring that discussions are evidence-based and co-owned. Core initiatives include the Regional and Global Democracy Forums, the Democracy Narratives Campaign, and the "Thank You, Democracy" podcast. In addition, the Coalition leverages op-eds, videos, and social media campaigns to reach wider audiences. Surveys and analytical reports complement

advocacy efforts, amplifying the voices of GDC partners and grounding democracy debates in data and lived experiences. By linking civil society, academia, and multilateral institutions, the GDC elevates democratic renewal at the forefront of global democracy debates.

U.S. and Canada Outreach

The Washington, D.C. office leads International IDEA's outreach across the United States and Canada, ensuring International IDEA's comparative expertise informs North American debates on global democracy. The office builds partnerships with government institutions, democracy organizations, universities, philanthropies, and multilateral institutions based in North America. Through these relationships, it disseminates International IDEA's knowledge

products, data, and analysis to policymakers, practitioners, and thought leaders.

This outreach supports collaborative initiatives that advance shared democratic goals. The office actively participates in U.S. and Canadian debates on democracy and connects these discussions with international perspectives. By linking domestic and global agendas, the office reinforces the value of international collaboration for safeguarding democratic institutions and practices.

Together, these efforts reinforce International IDEA's mission to promote, advance, and defend democracy worldwide.

Table 12. Planned budgets per project, 2026: North American Programme

Project name	RES €	UNR €	Total €
North America		350,000	350,000
Global Democracy Coalition – Ford Foundation*	216,883		
Advancing Platforms to Support Democracy*	43,272		
Global Democracy Coalition (UN Component) – Ford Foundation*	59,464		
TOTAL, NORTH AMERICA	319,618	350,000	669,618

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

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

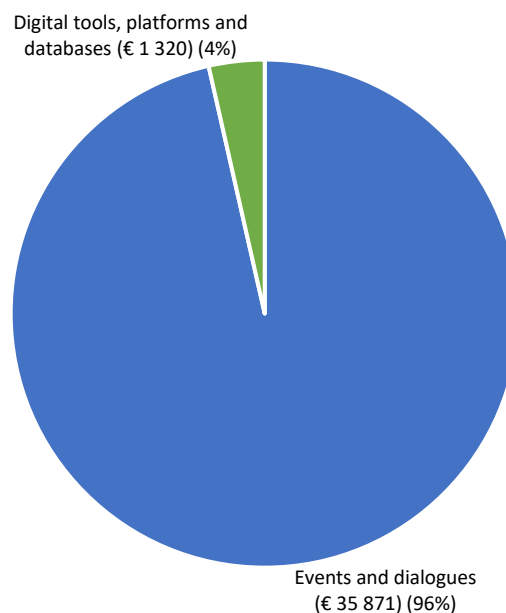


Figure 38 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2026. 96% of the activity budget in the North American Programme will be invested in events and dialogues (network meetings, workshops and conferences which we convene) where we inspire and support our various boundary partners to engage in change processes. 4% 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 2025, when 96% of the activity budget was planned to be invested in face-to-face outputs and 4% in online outputs.

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

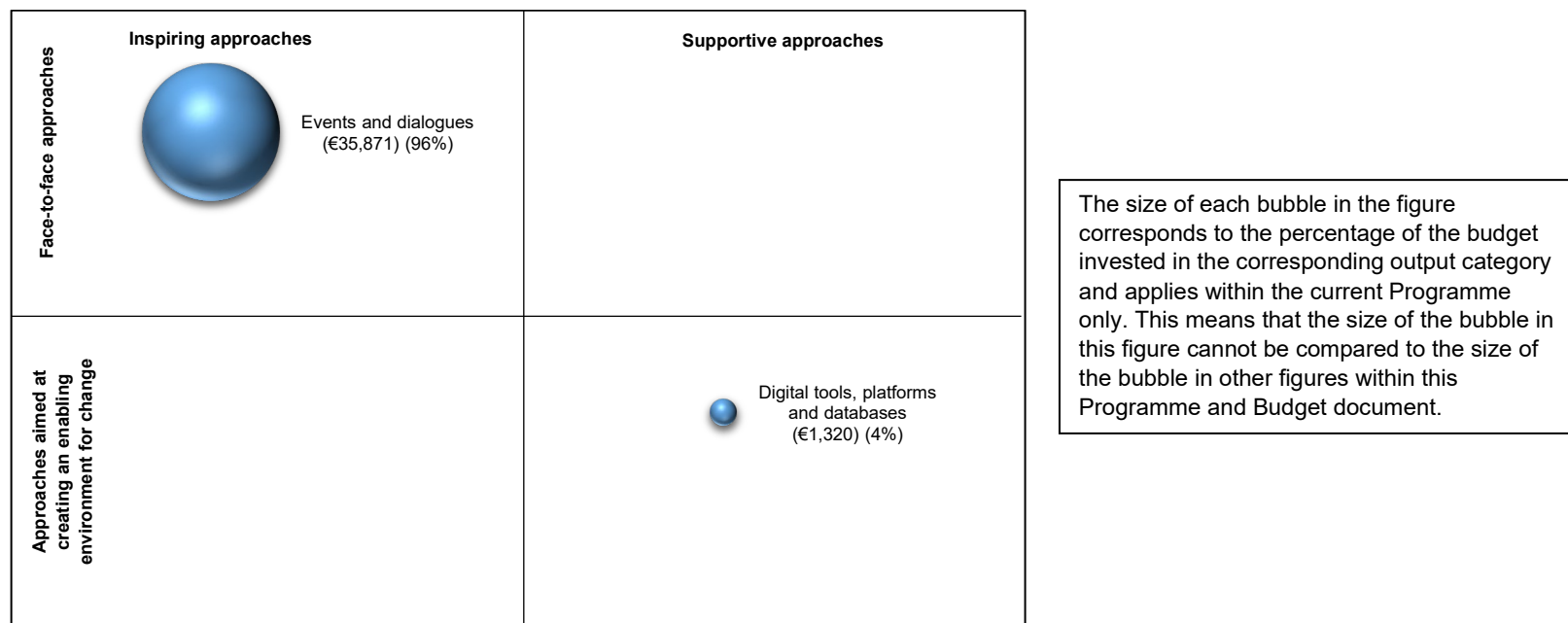


Figure 39 shows International IDEA's financial investments in core funded unrestricted projects per output category in North America 2026 and illustrates how these outputs are intended to inspire and support change processes. 96% of the budget in the North American Programme will be invested in events and dialogues aimed at *inspiring* boundary partners to engage in change processes, while 4% 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 2025, where 96% of the activity budget was planned to be invested in inspiring outputs and 4% in supportive outputs.

Figure 40. Strategy map illustrating the total financial size of each output category (core and restricted), North America

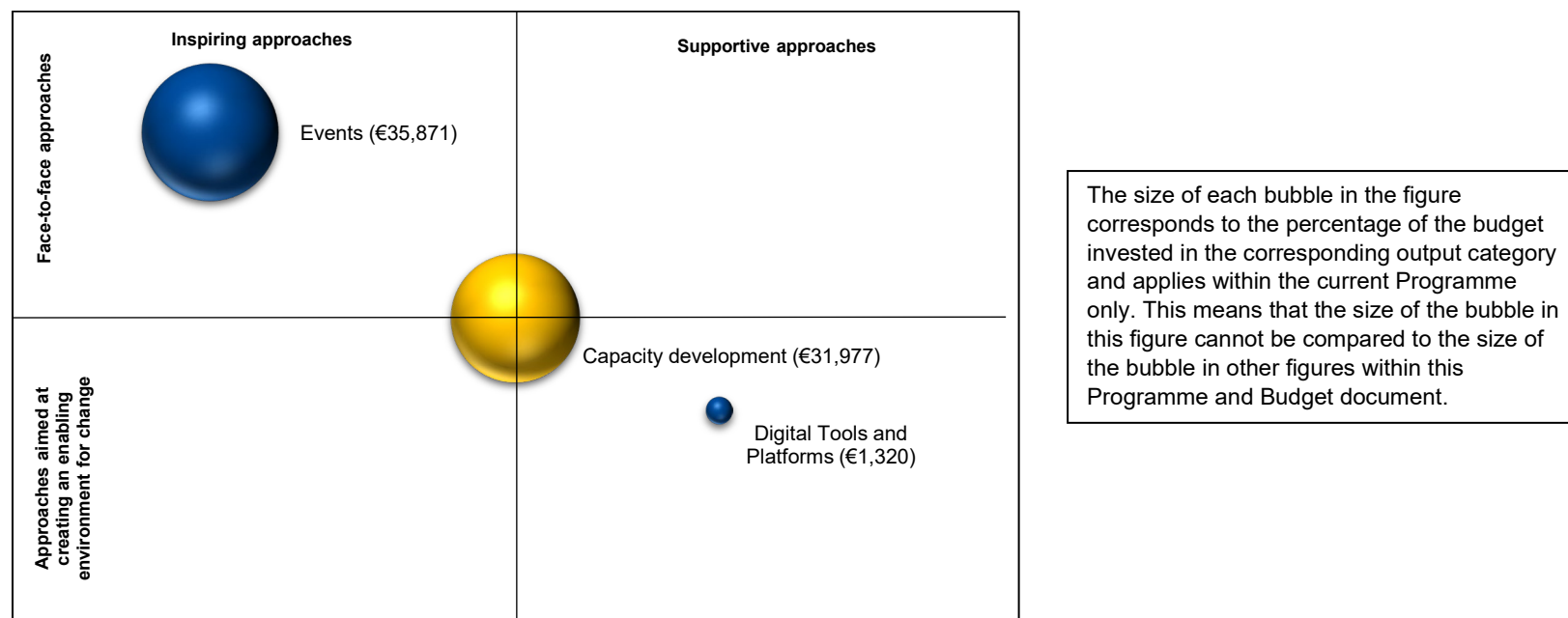


Figure 35 shows International IDEA's financial investments in core funded unrestricted and externally funded restricted projects per output category in North America 2026 and illustrates how these outputs are intended to inspire and support change processes. The unrestricted funds amount to 54% of the total activity budget for the region. The remaining 46% 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 2025, when unrestricted funds amounted to 10% of the activity budget and the remaining 90% were restricted project grants.

Unrestricted projects

Boundary Partner and Outcome objective	Output Category	Project output	Budget, €
PR10509 – North America			
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Events and dialogues	UN outreach is conducted through at least one outreach event, UN advocacy, statements at the UN General Assembly and Member State outreach.	35,871
	Digital tools, platforms and databases	The UN & Democracy Hub is regularly updated and periodic newsletters, knowledge products, including the IDEA-coordinated annual SDG16 Data initiative report and recommendation report on UN & Democracy are produced.	1,320
Office costs			31,776
Staff costs			258,137
Indirect costs			22,897
Total			350,000

Restricted projects

PR10585 – Global Democracy Coalition – Ford Foundation

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	25,894
	Staff costs	176,800
	Indirect costs	14,189
	Total	216,883

PR10689 – Advancing Platforms to Support Democracy

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	3,800
	Staff costs	36,641
	Indirect costs	2,831
	Total	43,272

PR10802 – Global Democracy Coalition (UN Component) – Ford Foundation

Boundary Partner and Outcome objective	Output Category	Budget, €
Governmental and non-governmental policymakers use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.	Capacity development	2,283
	Staff costs	53,291
	Indirect costs	3,890
	Total	59,464

8. Institutional Management and Programme Support

Priorities for the Secretary-General's Office in 2026

In 2026, the Secretary-General's Office (SGO) will focus on positioning the Institute for sustainability, working with our Member States and partners to safeguard the field of democracy assistance, and ensuring that the Institute continues to promote and defend the fundamentals of democracy. SGO will do this via 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 2026, both bilaterally and through the Institute's convening power globally. These efforts aim to bring Member States closer to the Institute, to increase the value of membership for all Member States, and to strengthen the Institute's financial and political support. Focus will be placed on developing International IDEA as a platform for learning between Member States and strengthening opportunities for diverse Member State leadership in this platform. 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 will support the Board of Advisers in carrying out its advisory role.

2. Institutional Leadership

The SGO will support the Secretary-General and senior management in their leadership roles, including through Management Committee Meetings, facilitating strategic international travel, and incubating initiatives of institutional importance. In 2026, SGO will focus this support on resource

mobilization and sustainability, as well as implementation of the Institutional Strategy. The SGO will also continue to lead on strategic partnerships for impact and growth, positioning the Institute as a partner of choice for our Member States and collaborators. In addition, the SGO will lead on selected institutional projects, supporting the implementation of Democracy Exchanges for Member States and the development of initiatives on democratic resilience.

3. Advocacy and Strategic Engagement

At institutional level, the SGO will support the execution of the annual advocacy strategy and the implementation of the advocacy policy and procedure across the Institute, in collaboration with the Communication Team. The SGO will also work closely with regional teams and partners on strategic advocacy in multilateral fora that align with the Institute's efforts to safeguard democracy assistance and promote and defend democratic fundamentals.

4. Resource Mobilization

The current moment calls for an intense focus on resource mobilization to ensure the Institute's financial sustainability in a time of limited resources. SGO will re-double engagement with Member States and donors to ensure core contributions, restricted funding, and in-kind contributions. Furthermore, SGO will lead a renewed Institute-wide Resource Mobilization plan to enhance collaboration, ownership and capacity across teams; enhance strategic partnerships for joint fundraising; and explore new avenues of revenue generation including service delivery.

5. Events & Outreach

To raise the visibility of International IDEA, the SGO will continue to lead external, internal, and Member State-exclusive events on issues of institutional importance. A priority effort in 2026 will be to identify key external engagement opportunities with audiences beyond traditional stakeholders, to raise the Institute's profile and increase the potential for resource mobilization.

Priorities for Communications in 2026

Given the increasing importance of AWA's projects and funding, the Communications Team will be directing resources to training and internal communications initiatives in the region. This includes a new training communications module in areas such as media relations and photography.

The institute needs to keep ahead of AI trends and will work with the IT Team to ensure Staff Members know about and adhere to AI guidelines, while also vetting AI tools for use by Staff Members.

The Communications Team will explore partnerships with media foundations (such as Reuters and Bloomberg) to help both secure new funding and expand the reach of the Institute's knowledge products.

The Communications Team will look at expanding media outreach through coordination with regions, and new outlets such as podcasts.

Support the GSoD and the Democracy Tracker dissemination on a regular basis to make it a go-to source of information for policymakers, researchers and journalists and support the development of new ways of structuring the report for different audiences.

With budgetary pressures on publications, knowing where to prioritize resources is increasingly important. The Publications Team will be working on better analytics of our publications, helped by the rollout of HTLM publications in 2025.

The Publications Team will look at plagiarism tools to help reduce reputational risks attached to knowledge products at the Institute. The Team will also use artistically interesting images as well as AI tools and photo platforms for cover images.

The communications team will develop design and reader friendly templates that teams can use to make both publications and fundraising documents more enticing for the reader.

The Publications Team will add Alt text for all visual content in publications, adapt Typefi templates and support Programme teams to develop Easy-Read versions of selected publications..

Priorities for the Executive Division in 2026

The foremost priority remains the financial sustainability of the Institute in times of increasing needs, and reducing funding. Balancing these competing demands is challenging, and in an uncertainty requires careful modulation of spending against a more prudent income expectation. Considerations on alternate income models, which began in 2025 will continue.

Following the delivery of the well-received Finance for Non-Financial Managers training, and bespoke training on Resource Mobilization more work is planned on other key policies and procedures, including on operational partnerships. These will be via workbooks prepared for in person training as well as online utilizing the procured eLearning platform and will include the development, packaging and enhancement of our existing toolkit for operational partner management with both an internal and external focus.

As the Institute continues to move to increase its focus on the impacts of technology in respect of its key impact areas, we will continue to focus on both the enabling possibilities provided by new technologies and the risks that arise from the increasing move to digital platforms, including communication and training for Staff Members about the risks of attacks and mitigating measures.

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

The work to maintain the work environment, including issues of reporting lines and job classification. Competency based assessments and career pathing will remain a key focus for the

next few years, as will addressing the issues arising in times of limited resources.

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.

Work to enhance the user friendliness of the intranet and the facilitation of Communities of Practice to enhance internal communications will continue.

Table 14. Planned budgets per office and project, 2026: Institutional management and Programme support

Programme/Unit	Project	RES €	UNR €	TOTAL €
Institutional management				
Secretary-General's Office	Secretary-General's Office	-	1,008,000	1,008,000
	Internal Audit	-	151,062	151,062
	Communications	-	498,131	498,131
	Secondment to International IDEA's office in Stockholm – The Netherlands MFA*	91,505	-	91,505
	Total, Secretary-General's Office	91,505	1,657,193	1,748,698
Executive Director	Executive Director	-	220,979	220,979
	Total, Executive Director	-	220,979	220,979
Total, Institutional management		91,505	1,878,172	1,969,677
Programme support				
Secretary-General's Office	Board of Advisers	-	2,000	2,000
	Publications	-	370,576	370,576
	Total, Secretary-General's Office	-	372,576	372,576
Executive Division	Accounting and Treasury	-	631,025	631,025
	Budget and Programme Performance	-	574,577	574,577
	Human Resources and Organizational Development	-	8,217,221	8,217,221
	IT	-	1,545,053	1,545,053
	Facilities	814,020	272,952	1,086,972
	Total, Executive Division	814,020	11,240,828	12,054,848
Recoveries	HR On-cost recovery	-	-8,217,221	-8,217,221

Programme/Unit	Project	RES €	UNR €	TOTAL €
	IT recovery	-	-1,545,053	-1,545,053
	Facilities recovery	-	-272,952	-272,952
	Total, recoveries	-	-10,035,226	-10,035,226
Indirect cost recovery			-1,894,887	1,894,887
Total, Programme support		814,020	-316,709	497,311
TOTAL, PROGRAMME SUPPORT AND INSTITUTIONAL MANAGEMENT		905,525	1,561,463	2,466,988

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

Institutional Management

Secretary-General's Office

Unrestricted projects

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.	60,307
	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.	-

Objective	Outcome	Project outputs	Budget, €
	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 2026. The work of the governance bodies runs in line with the requirements and Statutes and Rules of Procedure and effectively implements the Institutional Strategy.	-
	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, and external partners.	-
	The Institute's ability to expand and develop new partnerships, working modalities and thematic priorities 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	7,500
		Staff costs	940,193
		Total	1,008,000
IS10007 - Internal audit			
Provide assurance that International IDEA's resources are managed within a sound governance, risk management and a control framework, with efficiency and effectiveness, and are producing planned results – and lessons learned.	International IDEA is managed with appropriate governance, risk management and internal control and with effective and efficient implementation of approved activities.	Internal audit and advisory reports with recommendations to strengthen governance, risk management and control and to improve efficiency, effectiveness, and value for money, delivered on a timely basis in line with approved internal audit plan.	12,500
		Staff costs	138,562
		Total	151,062

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 is promoted via International IDEA's website with specific pages and articles on donor and partners, the Annual Review website and printed publication, one-pagers, the newsletter and social media posts. One article per quarter on Member State engagement is published.	3,457
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.	Participation in meetings outside of HQ, communications network meetings and internal planning and communication training workshops at HQ and in the regions.	5,000
		Updates of websites depending on regional and team requests as well as IDEA initiatives.	2,000
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.	2,000
Enhance International IDEA's relations with the media – traditional and social – worldwide, to better inform the public about International IDEA's work and contribute to public debate and opinion building on democracy (Media).	Enhanced relations with traditional and social media to better inform the public of International IDEA's work and contribute to public debate and opinion on democracy.	International IDEA's reputation in the media is monitored daily. Regular meetings as part of the promotion planning and other events involve pitching media placement, articles and Op-eds and dissemination of press releases on an ongoing basis. Organization of online events to engage boundary partners and networks.	45,000
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 streamlined subscriptions for Staff Members.	6,000
Staff costs			434,674
Total			498,131

Restricted projects

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

Project output	Budget, €
Staff costs	91,505
Indirect costs	-
Total	91,505

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.	13,000
		Staff costs	207,979
		Total	220,979

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.	1,000
	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.	1,000
		Staff costs	-
		Total	2,000

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.	6,000
		Publishing software is continued to be developed and maintained and institutional formats are supported. Innovative, digital tools are explored and used.	5,000
Advance the International IDEA brand, sustaining and disseminating International IDEA's corporate identity to all audiences (Branding).	International IDEA brand is applied and recognized.	The Editorial Standards and Publications Toolkit are applied for all publications. Tools for maintaining publications production (analytics, design, photos, generative AI) are explored and used.	6,320
		Staff costs	353,256
		Total	370,576

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 2025.	25,000
		Treasury management implemented and maintained.	103,500
		Staff costs	502,525
		Total	671,025
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.	10,000
	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	564,577
		Total	574,577

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.	195,000
	Practical tools and learning available to enable Line Managers to lead their teams and plan their work.	Continue the development of a strategic proactive training strategy and plan for review by the Executive Director, for onwards submission to relevant governance structures.	95,000
		Up-to-date security services and information provided.	65,500
	Benefits & Allowances	Benefits & Allowances	6,985,319
	HR cost recovery	HR cost recovery	-8,217,221
		Staff costs	876,402
		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.	1,334,439
	ICT recovery	IT recovery	-1,545,053
		Staff costs	210,614
		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.	164,700
	Facilities recovery	Facilities recovery	-272,952
		Office costs (restricted)	814,020
		Staff costs	108,252
		Total	814,020

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 2026 a risk analysis has been complemented with risk analyses for all projects in the Programme and Budget 2026. 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 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.

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	Insufficient funds to deliver on strategy - global geopolitical conditions or a major world event creates an unstable environment for International IDEA, democracy promotion and/or democracy aid	Severe democratic backsliding or breakdown that influences Member State behavior globally	a) A reduction in financial and political support for democracy and IDEA, resulting in a failure to mobilize funding b) Member States priorities not in line with IDEA strategy c) Inability to deliver outputs, outcomes and impacts to the satisfaction of Member States c) Impact on work environment as staff are pressured to deliver more for less, impacting on work life balance and concerns about the financial sustainability of IDEA	a) High Member State engagement b) High engagement with major donors outside Member States (e.g. EU) c) Increased capacity on Member State and donor engagement d) Diversification of funders e) Continued high levels of convening and advocacy f) Budget modifications g) Scenario planning	3	5	15	TREAT Recent events have meant that the funding headwinds may be stronger in the short to medium term and models to address possible funding shortfalls are being developed to avoid shocks.	Secretary-General

	Risk Description	Causes of Risk	Consequences	Existing Control Measures	Consolidated Residual Risk Rating (after control measures are put in place)			Risk Treatment	
					Likelihood	Consequence	Rating	Agreed action (additional controls/measures)	Risk owner
2	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	a) High level of engagement with Member States b) Financial sustainability a standing agenda item at all governance meetings c) Alternative forms of core giving supported (e.g. secondments)	3	4	12	TREAT Recent events have meant that the funding headwinds may be stronger in the short to medium term and models to address possible funding shortfalls are being developed to avoid shocks.	Secretary-General
3	Over reliance on a single donor or small group of donors for project funding	Availability of project funding from donors	Single point of reliance and thus a failure to deliver may result in significant curtailment of operations	a) EU Pillar assessments secured b) Strong relationships fostered with FFO, UKFCDO, Sida and others c) Engagement with US private donors through DC office	3	4	12	TREAT Recent events have meant that the funding headwinds may be stronger in the short to medium term and models to address possible funding shortfalls are being developed to avoid shocks.	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
4	Security Risks (Health and Safety)	a) Challenging and risky environments b) Travel to risky environments c) Higher level of risk globally as security is more challenged than previously	a) Severe injury or death of Staff Member, consultant, contractor or other stakeholder b) Risk of kidnapping, or other crime	a) Crisis Management Policy, procedures and templates b) HEAT training c) Dedicated Security Officer d) Insurance, including high risk insurance e) Travel Risk Management Procedures and training	3	4	12	TOLERATE No additional actions anticipated in the short to medium term	Relevant Directors
5	Capacity and support for fundraising	As IDEA moves towards a model that is increasingly supported by restricted funding the requirements for fundraising is increasing	Failure to grow project base may have adverse consequences for the financial sustainability of the Institute	a) Resource Mobilization Policy and Procedures b) Enhanced capacity has been secured c) More selective approach via pre assessment process to ensure opportunities are prioritized d) Resource Mobilization training developed and delivered e) EU engagement guide developed.	3	3	9	TOLERATE Enhanced capacity is showing positive results	All

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
ASEAN	Association of Southeast Asian Nations
AU	African Union
AWA	Africa and West Asia
BRIDGE	Building Resources in Democracy Governance and Elections
CBP	Constitution-building Processes
CCD	Climate Change and Democracy
COP	Community of Practice
CSO	Civil Society Organization
DA	Democracy Assessment
DD	Digitalization and Democracy
DG ENEST	Directorate-General for Enlargement and Eastern Neighbourhood
DG INTPA	Directorate-General for International Partnerships
DG MENA	Directorate-General for Middle East, North Africa and the Gulf
DGPO	Director, Global Programmes Office
DI	Democracy and Inclusion
EMB	Electoral Management Body
EP	Electoral Processes

FFPA	Financial Framework Partnership Agreement
FIMI	Foreign Information, Manipulation and interference
GDC	Global Democracy Coalition
GP	Global Programmes
GSoD	Global State of Democracy
HR	Human Resources
IC	Indirect costs
ICR	Indirect cost recovery
ICT	Information and Communication Technology
LAC	Latin America and the Caribbean
MFF	Multiannual Financial Framework
OSCE	Organization for Security and Co-operation in Europe
ODIHR	OSCE Office for Democratic Institutions and Human Rights
PCREP	Peace and Conflict Resolution Evidence Platform
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
SDG	Sustainable Development Goal
SGO	Secretary General's Office

UNDP	United Nations Development Programme
UN CSW	UN Commission on the Status of Women
UNR	Unrestricted
WYDE	Women and Youth Democratic Empowerment

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	Use International IDEA's knowledge and networks to provide high-quality advice and advance inclusive practices in constitution-building processes.
Civil society	Hold constitution makers accountable and promote inclusive public participation in constitution-building processes.
Constitutional implementers	Promote respect for the 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.
Electoral policymakers	Consider complexities and risks and support practices that foster inclusivity and accountability in electoral processes.
Civil society	Promote public participation in electoral processes and demands 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 representative functions in a way that aims to be transparent, inclusive, responsive and accountable to all citizens.
Political parties and movements	Carry out their functions in a way that contributes to a party system that is inclusive, responsive and accountable to all citizens.
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	Review independently and autonomously that the state's executive functions are carried out in accordance with the law.
Public administration	Exercises 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 policymakers	Use International IDEA's democracy analysis, recommendations and data to develop evidence-based democratic policies and reforms.
Policy influencers (including civil society)	Use International IDEA's democracy analysis, recommendations, and data to promote democracy and advocate for evidence-based democratic reforms.
Media	Use International IDEA's democracy analysis, recommendations and data to inform the public about the state of democracy and hold decision makers to account.