



FINANCIAL STATEMENTS 2015

International IDEA
Institute for Democracy
& Electoral Assistance



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Secretary-General's Report

Statement of Activities

The Secretary-General submits his report together with the audited financial statements for the year ended 31 December 2015. In a change to the practice for years until 31 December 2014, this year the financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) considered to be the most appropriate standards for international public sector organizations.

Principal Activity

Created in 1995, the International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization (IGO) with a mandate to: support sustainable democratic

change through providing comparative knowledge, and assisting in democratic reform, and influencing policies and politics.

International IDEA brings together those who analyse and monitor trends in democracy with those who engage directly in political reform or act in support of democracy. IDEA works with new and with long-established democracies, helping to develop and strengthen the institutions and culture of democracy. It operates at international, regional and national levels, working in partnership with a range of institutions.

A full report on the Activities of International IDEA is published annually as a separate document incorporating schedules drawn from the annual financial statements.

Legal status

The International Institute for Democracy and Electoral Assistance was established as an international Intergovernmental Organization by fourteen founding Members at a conference held in Stockholm on the

27th of February 1995. International IDEA was registered in accordance with Article 102 of the United Nations Charter and has observer status in the UN General Assembly since 2003.

Member States of International IDEA

 Australia – since 1995	 Dominican Republic – since 2011	 Mexico – since 2003	 Portugal – since 1995
 Barbados – since 1995	 Finland – since 1995	 Mongolia – since 2011	 South Africa – since 1995
 Belgium – since 1995	 Germany – since 2002	 Namibia – since 1997	 Spain – since 1995
 Botswana – since 1997	 Ghana – since 2008	 The Netherlands – since 1995	 Sweden – since 1995
 Canada – since 1997	 India – since 1995	 Norway – since 1995	 Switzerland – since 2006
 Cape Verde – since 2003	 Indonesia – since 2013	 Peru – since 2004	 Uruguay – since 2003
 Chile – since 1995	 Mauritius – since 1999	 The Philippines – since 2013	
 Costa Rica – since 1995			Observer State  Japan

During the year, the Council of Member States, welcomed the Government of Brazil's formal consideration of membership of International IDEA.

Offices

International IDEA has a Headquarters' Agreement with Sweden and Host Country Agreements with the Governments of Australia, Belgium, Bolivia, Costa Rica, Ethiopia, Haiti, Nepal, The Netherlands, South

Africa and South Sudan. Host Country Agreements with Chile and Tunisia await ratification by Parliament. Negotiations for Host Country Agreements continue in other countries including Egypt and Myanmar.

International IDEA also has permanent observer status at the United Nations in New York. At its Headquarters and in those states with which International IDEA has a Host Country Agreement, the organization has been granted privileges and immunities notably that of being exempt from most forms of taxation.

International IDEA is headquartered in Stockholm, Sweden and has offices in Australia, Belgium, Bolivia, Costa Rica, Egypt, Ethiopia, Haiti, Myanmar, Nepal, The Netherlands, Peru and Tunisia and a UN liaison office in New York.

Governance Matters

Overall governance of International IDEA is provided by a Council of Member States. The Council meets twice a year and has delegated the management of the organization to the Secretary-General. The Secretary-General is assisted by a Management Committee composed of Directors. The Council monitors the

operations and performance of the organization via a Steering Committee and a Finance and Audit Committee. International IDEA also has a Board of Advisers the members of which provide expert and technical advice on programmes.

Secretary-General

The Honourable Mr Yves Leterme

Directors

During 2015 there were nine (2014: nine) Director level positions. Incumbents during the year are detailed below:

Mr Ayman Ayoub, Director for West Asia North Africa Region
(resigned 16 February 2015)

Mr Adam Boys, Director of Corporate Services
(appointed 1 February 2015)

Mr Andrew Bradley, Director of the office of International IDEA to the European Union

Mr Andrew Ellis, Director for Asia and the Pacific
(temporary replacement for Leena Rikkila-Tamang between 20 April and 28 August 2015)

Ms Karin Gardes, Director for External Relations and Governance Support

Ms Shana Kaiser, Acting Director - Western Asia – North Africa
(between 16 February 2015 and 31 December 2015)

Ms Keboitse Machangana, Director for Global Programmes

Mr Jonas Frorup Mikkelsen, Acting Director of Corporate Services
(until 31 January 2015)

Professor Adebayo Olukoshi, Director - Africa
(appointed 23 March 2015)

Ms Leena Rikkila Tamang, Director for Asia and the Pacific
(on parental leave from 11 May to 18 August 2015)

Dr Massimo Tommasoli, Director - Permanent Observer to the United Nations

Dr Daniel Zovatto, Director for Latin America and the Caribbean

Steering Committee

Member States held the following offices on the Council in 2015:

Switzerland	Chair
Botswana	First Vice Chair
Mongolia	Second Vice Chair
Sweden	Host Country
Finland & Peru	Additional Members

Finance and Audit Committee (FAC)

Members of the FAC serve in their individual capacities.

Mr Alejandro Garofali

Mr Johannes Heller
(Appointed as Chair on 1 December 2015)

Mr Håkan Jarskog
(resigned by rotation on 1 December 2015)

Ms Helle Bank Jørgensen

Mr Jørgen Kosmo

Mr Anders Nyström
(from 1 December 2015)

Mr Leo van der Tang

Board of Advisers

H.E. Dr Surin Pitsuwan
(appointed as Chair 1 December 2014)

Dr Bassma Kodmani
(appointed as vice Chair 25 March 2015)

Professor Christine Bell
(appointed 1 December 2014)

Mr Sergio Bitar
(appointed 1 December 2015)

Mr Emine Bozkhurt
(appointed 1 December 2014)

Professor Jerzy Buzek
(resigned 31 December 2015)

Dr Cheick Modibo Diarra
(appointed 1 December 2014)

Professor Hoda Elsadda
(appointed 1 December 2014)

Ambassador Antonio Núñez García-Sauco

Mr Nicholas Haysom

Ms Njeri Kabeberi
(appointed 1 December 2015)

Daw Aung San Suu Kyi
(Honorary Board Member)

Professor Pippa Norris
(appointed 1 December 2014)

Mr Rafael Roncagliolo Orbegoso

Dr Shahabuddin Yaqoob Quraishi

Ms Burmaa Radnaa

Mr Pierre Schori
(appointed 1 December 2014)

Professor Soledad Loaeza Tovar
(resigned by rotation 31 December 2015)

Results

The results of International IDEA are set out in the statement of financial performance on page 6 of the financial statements.



Yves Leterme
Secretary-General

28 April 2016
Strömsborg 1
103 34 Stockholm
Sweden

Statement of Responsibilities

The Secretary-General is required to prepare financial statements for each financial year which give a true and fair view of the financial position of International IDEA and of the results of its operations and cash flows, in accordance with applicable accounting policies, and is responsible for maintaining proper accounting records to enable the preparation of such financial statements at any time. He/she has a general responsibility for taking such steps as are reasonably available to him/her to safeguard the assets of International IDEA and to prevent and detect fraud and other irregularities.

The Secretary-General is responsible for selecting suitable accounting policies to conform to applicable accounting standards and then apply them consistently; make judgments and estimates that are reasonable and prudent; and prepare the financial statements on a going concern basis unless it is inappropriate to presume that International IDEA will continue in operations.

The Secretary-General is responsible for the submission to the Council of an annual report on activities together with the annual financial statements for their adoption.

The financial statements set out on pages were authorised by the Secretary-General on 28 April 2016 for issue to the Council and are signed below to signify this.



Yves Leterme
Secretary-General

Audit Opinion



Auditor's report

To the Council of Member States of International Institute for Democracy and Electoral Assistance, corp. id 902000-0098

Report on the Financial Statements

We have audited the International Institute for Democracy and Electoral Assistance's (International IDEA) financial statements for the year ending 31 December 2015. These financial statements comprise the Statement of Financial Position, the Statement of Financial Performance, the Statement of Cash Flows and the Statement of Changes in Net Assets, as well as a summary of significant accounting policies and other explanatory notes.

Responsibilities of Management for the financial statements

The financial statements of the Institute are prepared in accordance with International Public Sector Accounting Standards (IPSAS). Management's responsibility includes designing, implementing and monitoring internal control relevant to the preparation and fair presentation of the financial statements with no material misstatement, whether due to fraud or errors, as well as establishing reasonable accounting estimates based on the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (International Standards on Auditing - ISA). These standards require that we comply with ethical rules and that we plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit involves performing procedures to obtain evidence in connection with the amounts and disclosures in the financial statements. The procedures selected depend on the judgment of the auditor, and the assessment of the risks that the financial statements contain material misstatements, whether due to fraud or error. While assessing these risks, the auditor considers the internal control in place in the entity in relation to the compilation and preparation of the financial statements in order to define audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide the basis for our audit opinion.

Opinion

In our opinion, the financial statements have been prepared in accordance with the International Public Sector Accounting Standards, and present fairly, in all material respects, the financial position of International IDEA as at 31 December 2015 and its financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards.

Other matters

The audit of the financial statements for year 2014 was performed by another auditor who submitted an auditor's report dated 22 April 2015, with unmodified opinions in the Report on the financial statements.

Stockholm 28 April 2016

KPMG AB


Birgitta Johansson Vognsen
Authorized Public Accountant

Statement of Financial Performance for the Year Ended

For the year ended December 31, 2015.

(Thousands of Euros)

Income & Operating Costs		2015	2014
	Note	Total	Total
Income			
Donor Contributions	9(a)	25,623	22,258
Other Income	9(b)	20	78
<i>Total Income</i>		25,643	22,336
Operating Costs			
Contractors	10	6,716	4,400
Operating Costs	10	4,968	4,844
Personnel Costs	10&11&12	10,274	10,403
Travel	10	3,626	2,421
<i>Total Operating Costs</i>		25,584	22,068
Total Surplus for the Year		59	268

Statement of Financial Position as at

As of 31 December, 2015 and 2014.

(Thousands of Euros)

Assets	Note	2015	2014
Current Assets			
Cash and cash equivalents	3	14,041	15,370
Accounts receivables	4	421	556
Prepayments		5	265
Recoverable staff income tax & social security payments		972	966
Recoverable value added tax		94	64
Other receivables		27	24
<i>Total Current Assets</i>		15,560	17,425
Non-current assets			
Fixed Assets	5	42	-
<i>Total non-current assets</i>		42	-
Total Assets		15,602	17,425
Liabilities			
Current Liabilities			
Trade Payables and Accruals	6	1,506	1,577
Deferred Income	6	2,526	4,352
Personnel Accruals	7	1,493	1,298
<i>Total current liabilities</i>		5,525	7,227
Total Liabilities		5,525	7,227
Net Assets			
General Reserve		9,018	8,750
Currency Reserve	8	1,000	1,000
Surplus for the period		59	268
<i>Net Assets</i>		10,077	10,018
Total Liabilities and Reserves		15,602	17,245



Yves Leterme
Secretary-General (from 1 June 2014)



Adam Boys, FCA
Director of Corporate Services (from 1 February 2015)

Statement of Cash flows for the year ended

As of 31 December, 2015 and 2014.

(Thousands of Euros)

	Note	2015	2014
Cashflow from operating activities			
Surplus from ordinary activities		59	268
Increase/(decrease) in receivables and prepayments		356	(242)
Increase/(decrease) in payables		(1,702)	(1,210)
<i>Net cashflow from operating activities</i>		(1,287)	(1,184)
Cashflow from investing activities			
Capitalization of fixed assets	5	(42)	-
<i>Net cashflow from investing activities</i>		(42)	-
Net (decrease)/increase in cash and cash equivalents			
		(1,329)	(1,184)
Cash and cash equivalents at beginning of period		15,370	16,554
<i>Cash and cash equivalents at end of period</i>	3	14,041	15,370

Statement of Changes in Net Assets

(Thousands of Euros)

	General Reserve	Currency Reserve	Total
Balance at January 1, 2014	8,750	1,000	9,750
Transfer (to)/from currency	-	(521)	-
Transfer from Currency to Operating Reserve	-	521	-
Transfer from Operating General Reserve	268	-	-
<i>Net surplus for the period</i>	-	-	268
Balance at December 31, 2014	9,018	1,000	10,018
Transfer (to)/from currency	-	(219)	-
Transfer from Currency to Operating Reserve	-	219	-
Transfer from Operating General Reserve	59	-	-
<i>Net surplus for the period</i>	-	-	59
Balance at December 31, 2015	9,077	1,000	10,077

Notes (forming part of the financial statements)

1. Reporting Entity

Created in 1995, the International Institute for Democracy and Electoral Assistance (International IDEA) is an Intergovernmental Organization.

International IDEA has a mandate to support sustainable democracy worldwide. IDEA brings together those who analyse and monitor trends in democracy with those who engage directly in political reform or act in support of democracy at home and abroad. IDEA works with new and long-established democracies, helping to develop and strengthen the institutions and culture of democracy. It operates at international, regional and national levels, working in partnership with a range of institutions.

International IDEA is funded through voluntary contributions within the framework of an Annual Programme and Budget. Approval of the Programme

and Budget by the Council of Member States accords the Secretary-General with the necessary commitment authorizations for the functioning of the organization and the carrying out of its activities. Income received subsequent to the approval of the Programme and Budget, by way of grants and donations (restricted income) made for purposes that accord with the organization's mandate are included within the Programme and Budget as they are received and such changes are subject to formal approval by the Council during the financial year.

The following accounting policies have been applied consistently in dealing with items, which are considered material in relation to the financial statements of the organization.

2A. Basis of preparation

A summary of the significant policies adopted in the preparation of the accompanying combined financial statements are as follows:

- a. Basis of accounting – With effect from 2015, the financial statements have been prepared in accordance International Public Sector Accounting Standards (IPSASs) issued by the International Public Sector Accounting Standards Board (IPSASB), based on International Accounting Standards (IASs) and International Financial Reporting (IFRSs) issued by the International Accounting Standards Board (IASB).
In the event that IPSASB does not prescribe any specific standard, IFRSs and IASs shall be applied. The accounting policies have been applied consistently throughout the period.
- b. Basis of measurement – The financial statements have been prepared in accordance with the historical cost convention.
- c. Use of estimates - The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

Although management believes the estimates and assumptions used in the preparation of these combined financial statements were appropriate in the circumstances, actual results could differ from those estimates and assumptions.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised if the revision affects only that period or in the period of revision and future periods if the revision affects both current and future periods.

- d. Accruals Accounting - The financial statements have been prepared using the accruals basis of accounting.
- e. Going concern – The financial statements have been prepared under the assumption that International IDEA will continue to operate as a going concern
- f. Revenue recognition – Restricted contributions are recognized as revenues when the grant conditions have been substantially met or the donor has explicitly waived such conditions. Core contributions are recognized as revenues in the calendar year in which the remittance is received unless the funds have been received in advance

for the following calendar year. Contributions in respect of the reporting period but received in the following calendar year are also recorded as revenues if received before the financial records for the year have been finalized.

- g. Contributions-in-kind – Should contributions-in-kind be received, they are described and reported within the notes to the financial statements but are not included as income within the financial accounting records. Such contributions-in-kind are primarily received in the form of office rental and staff members seconded by Member States and others.
- h. Contributions receivable - Contributions receivable represent amounts recoverable from donors for restricted grants promised or pledged for which the conditions have been met, and for core contributions received after the end of the calendar year but before the accounting records for that year have been closed. Where necessary, these amounts are reduced by appropriate amounts for estimated irrecoverable amounts based on a review at the reporting date.
- i. Cash and cash equivalents - Cash and cash equivalents comprise cash on hand, bank current accounts and interest bearing bank deposits.
- j. Fixed Assets – Tangible Assets purchased with unrestricted funds and with a cost exceeding 2,000 Euros are capitalised and depreciation is charged so as to write off the cost over their estimated useful lives, using the straight-line method on the following basis:

a. Furniture, Fixtures and equipment	4 years
b. IT Equipment	3 years
c. Motor vehicles	4 years

Occasionally, International IDEA purchases assets with a cost exceeding 2,000 Euros from restricted funds/grant funds which have been received for specific short term projects. In such cases - and consistent with the manner of reporting within the grant within which the assets have been purchased - the full cost of the assets is capitalized and this cost is then depreciated in full in the year of acquisition with the charge being recognized in the Statement of Financial Performance

The gain or loss on the disposal, or withdrawal from use, of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the Statement of Financial Performance.

The carrying value of fixed assets are reviewed for impairment if changes in circumstances indicate that they may not be recoverable. If such cases exist, the recoverable amount of the asset is estimated in order to determine the extent of the impairment. Any provision for impairment is charged against the Statement of Financial Performance in the year concerned.

- k. Finance leases – International IDEA does not have any obligations under finance leases and has no lease agreements of this nature.
- l. Operating leases – Operating lease rentals are recognised on a straight-line basis over the term of the relevant lease, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign and operating lease are similarly spread on a straight-line basis over the lease term.
- m. Income taxes - International IDEA is tax-exempt; accordingly, no provision for income taxes has been made in the accompanying combined financial statements.
- n. Accounts payable to donors - These represent funds received in advance from donors for either unrestricted and restricted purposes, for which the grant conditions have not yet been met. Also included are amounts payable to donors where donors require reimbursement of unexpended grant balances.
- o. Other accounts payable and accruals - These represent amounts to be paid in the future for good or services received, whether or not they have been billed by the supplier.
- p. Provisions - Provisions are recognized for current obligations that (i) result from past events, (ii) are expected to result in the use of economic resources, and (iii) can be reasonably estimated. Provisions are based on management's best estimate of the expenditure required to settle the obligation at the date of the Statement of Financial Position.
- q. Functional and presentation currency - The currency of the report is the Euro. Assets and Liabilities in other currencies are translated to Euro at rates of exchange ruling at the end of the financial year as published by the European Central Bank.

Transactions in other currencies are translated to Euro at the average rate of exchange as published by the European Central Bank for the month in which the transaction took place. Significant exchange gains and losses are transferred to or from the Currency Reserve.

- r. Foreign currencies – Contributions, donations and grant income are received in Euros and in other currencies. Assets and liabilities denominated in foreign currencies are translated into Euros at the exchange rates prevailing on the date of the

Statement of Financial Position.

Foreign currency transactions are recorded at the exchange rates prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities denominated in foreign currencies are retranslated at the rates prevailing on the reporting date. Both realised and unrealised gains and losses resulting from the settlement of such transactions, and from the retranslation at the reporting date of assets and liabilities denominated in foreign currencies, are recognized in the Statement of Financial Performance.

2B. Accounting judgements and estimates

In the application of the Organization's accounting policies, which are described in Note 2A, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Provisions

International IDEA enters into numerous agreements under which donors and other grant-making bodies provide funds for activities, institutional costs or programs. The requirements of such grants may include conditions for reporting and the submission of original documentation and evidence in order to support that work was undertaken in accordance with an agreed work plan. In the normal course of operations, grant making bodies may consider certain

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the estimate affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

Estimates include, but are not limited to: accounts receivables, accrued charges, contingent assets and liabilities, and the degree of impairment of fixed assets.

expenses to be ineligible on the grounds that they do not accord with the agreed work plan. IDEA does not believe that the results of any such ineligible expense claims will have a material effect on the statement of financial position or statement of financial performance.

3. Cash and cash equivalents

December 31

(Thousands of Euros)

	2015	2014
Cash on hand	24	34
Cash at bank	14,017	15,336
<i>Total</i>	14,041	15,370

International IDEA has 13,3 Million Euros deposited with a well-established bank - Svenska Handelsbanken AB - in Sweden while deposits outside Sweden are sufficient for one month's operational requirements for the country in question.

4. Receivables Contributions (Schedule 1, note 9(a))

December 31

(Thousands of Euros)

	2015	2014
Unrestricted contributions (schedule 1 (a))	5	-
Restricted Projects (schedule 1 (b))	416	556
<i>Total</i>	421	556

5. Fixed Assets

Changes in furniture, fixtures and equipment for the period.

(Thousands of Euros)

	31 December 2014	Acquisitions	Depreciation	31 December 2015
Cost				
Furniture, fixtures and equipment	248	45	-	293
IT Equipment	48	-	-	48
Motor Vehicles	57	-	-	57
<i>Total cost</i>	353	45		398
Depreciation				
Furniture, fixtures and equipment	189	-	68	257
IT Equipment	37	-	5	42
Motor Vehicles	57	-	-	57
<i>Total Depreciation</i>	283		73	356
Net Book value				
Furniture, fixtures and equipment	35	45	73	63
IT Equipment	48	-	-	48
Motor Vehicles	57	-	-	57
<i>Total net book value</i>	70	45	73	42

In accordance with the provisions of IPSAS standards on Fixed Assets, International IDEA has chosen not to restate comparative information for 2014 relating to Fixed Assets. Instead, the values for Cost and Accumulated Depreciation of Fixed Assets with a Net Book Value of 42 thousand Euros have been incorporated into the financial statements from 1 January 2015. The figures for 2014 indicated in the above table are provided for information only and are not recorded other than in this note.

6. Deferred income and Liabilities

December 31

(Thousands of Euros)

	2015	2014
Prepaid Contributions ((Schedule 1) (Note 9(a))		
Unrestricted contributions (Schedule 1(a))	-	712
Restricted Projects (Schedule 1 (b))	2,526	3,639
<i>Total</i>	2,526	4,351
Accounts payable and Accruals		
Accounts payable	956	1,079
Accruals	550	498
<i>Total</i>	1,506	1,577

7. Personnel Accruals

December 31

(Thousands of Euros)

	2015	2014
Annual Leave	195	138
Pension contributions	559	469
Separation allowance	621	578
Withholding taxes	118	104
<i>Total</i>	1,493	1,289

Annual leave

International IDEA staff members have an annual leave entitlement of 30 working days per calendar year. Up to 10 days may be carried forward if not utilised by 31st January of the following year. This provision reflects the untaken leave at the year end.

Pension contributions

Contribution in lieu of pension

Staff members receive an annual payment in lieu of a pension contribution. For international staff positions the pension is payable at the end of each twelve months of service. At the end of the reporting period the contribution in lieu of pension which has been earned but not yet paid is accrued.

Pension contributions

Contributions for those staff members who, according to the Headquarters agreement with the Government of Sweden, are subject to tax in Sweden are paid monthly into a defined contribution pension scheme.

Separation Allowance

Staff members who have relocated from their home country to take up employment in any country where International IDEA has an office are, on the conclusion of their contracts, entitled to a separation allowance on relocation back to their home country. This provision reflects allowances with respect to currently employed staff members in this category.

8. Net Assets

Movements in reserves are detailed in the Statement of Changes in Reserves and are classified as follows:

- a. General Reserve - This is International IDEA's central reserve account that provides liquidity to meet unplanned short and medium term volatility in income and expenditure. The level of this reserve may not fall to below the level of 50% of unrestricted Member State income for the previous year.
- b. Currency Reserve – This reserve provides a facility to overcome distortions in its operational expenditures caused by fluctuations in the exchange rate between the Euro and other currencies. In line with reserve policy, the currency reserve is maintained at one million Euros.

9. Revenues

- a. Contributions - Funds received from donors are used to support International IDEA's programmes that must fall within the mandate of International IDEA as approved in an annual Programme and Budget by the governing Council. Details of all contributions are set out in Schedule 1 and are classified as Unrestricted or Core contributions (schedule 1(a) and restricted contributions (schedule 1(b)). Core contributions are used to support International IDEA's activities. Restricted contributions support activities that are mutually agreed upon between International IDEA and the individual donor via grant agreements and similar.

9(a)(i). Analysis of Income – Unrestricted (schedule 1a)

For the year ended December 31, 2015.
(Thousands of Euros)

	31 Dec 2015						31 Dec 2014
Donors	Opening Balance	Cash Payments	Exchange rate (loss)/gain on Receivables	Accounts Receivable	Advance Payment	Total Grants	Total Grants
Unrestricted Contributions	712	13,460	84	5	0	14,261	13,592
Australia	-	-	-	-	-	-	327
Barbados	-	4	-	-	-	4	4
Botswana	-	-	(1)	-	-	(1)	(3)
Canada	712	-	(4)	-	-	708	658
Chile	-	156	-	-	-	156	129
Costa Rica	-	9	-	-	-	9	(1)
Dominican Republic	-	-	-	-	-	-	20
Finland	-	1,100	-	-	-	1,100	1,000
Germany	-	400	-	-	-	400	400
India	-	45	-	-	-	45	37
Mauritius	-	9	-	-	-	9	7
Mexico	-	91	(3)	-	-	88	73
Mongolia	-	-	-	5	-	5	4
Namibia	-	-	-	-	-	-	1
Netherlands	-	3,500	-	-	-	3,500	3,000
Norway	-	2,499	70	-	-	2,569	2,414
Peru	-	8	-	-	-	8	20
South Africa	-	19	-	-	-	19	17
Spain	-	-	-	-	-	-	25
Sweden	-	4,510	16	-	-	4,526	4,798
Switzerland	-	1,108	6	-	-	1,114	658
Uruguay	-	2	-	-	-	2	4

9(a)(ii). Restricted Contributions for the year ended

For the year ended December 31, 2015.

(Thousands of Euros)

Donors	2015					2014
	Opening Balance	Cash Payments	Receivable	Advance Payment	Total Grants	Total Grants
Restricted Contributions	3,083	10,387	416	2,526	11,361	8,667
Australia	-	-	-	-	-	27
Australian Agency for International Development	-	-	-	-	-	27
Belgium	-	48	-	-	48	-
Belgian Ministry of Foreign Affairs	-	48	-	-	48	-
Canada	9	73	10	1	91	80
Department of Foreign Affairs, Trade and Development	19	63	10	1	91	37
The International Development Research Centre	10	10	-	0	-	43
European Union	84	4,218	133	1,071	3,196	779
European Commission	84	4,218	133	1,071	3,196	779
Finland	-	-	-	-	-	38
Ministry for Foreign Affairs of Finland	-	-	-	-	-	38
Germany	-	322	-	117	205	-
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	-	322	-	117	205	-
Inter American Development Bank	1	18	-	-	17	-
Inter-American Development Bank	1	18	-	-	17	-
Korea, Republic of	5	191	-	68	118	85
Ministry of Foreign Affairs	5	191	-	68	118	85
Netherlands	7	353	-	19	341	265
Ministry of Foreign Affairs	25	200	-	-	225	175
The Netherlands Institute for Multi-Party Democracy	18	153	-	19	116	90
Norway	2,762	3,391	19	874	5,298	5,230
Norwegian Ministry of Foreign Affairs	2,762	3,391	19	874	5,298	5,230
Organisation of American States - General Secretariat	1	-	1	-	-	-
Organization of American States	1	-	1	-	-	-
Spain	117	62	-	32	147	55
Spanish Agency for International Cooperation	117	62	-	32	147	55
Sweden	387	1,238	-	317	1,308	1,745
Swedish Ministry of Foreign Affairs	9	1,205	-	317	897	992
Swedish International Development Agency	378	33	-	-	411	753

Donors	Opening Balance	Cash Payments	2015			2014
			Receivable	Advance Payment	Total Grants	Total Grants
Switzerland	6	21	0	-	15	107
The Swiss Federal Department of Foreign Affairs	6	21	0	-	15	107
United Kingdom	-	2	66	3	65	-
Department for International Development	-	2	66	3	65	-
United Nations	0	17	-	3	14	96
United Nations	0	17	-	3	14	96
USA	104	371	189	16	440	135
US Agency for International Development	54	245	189	-	380	54
The Ford Foundation	50	94	-	16	28	82
US Pact	-	32	-	-	32	-
United States	-	21	-	-	21	-
US Department of States	-	21	-	-	21	-
Nepal	-	32	-	5	27	-
Governance Facility	-	32	-	5	27	-
Other	-	10	-	-	10	25
Other	-	10	-	-	10	25

9(a)(iii). Restricted Contributions (Schedule 2)

(Thousands of Euros)

Donor & Programme/Project	Grant Agreement No.	Main Project No.
Belgium		
Belgian Ministry of Foreign Affairs		
IDEA Office Grant (in Brussels)	2015-14	P0256-01
Canada		
Department of Foreign Affairs, Trade and Development		
Support Strengthening the Capacity of Burmese Parliamentarians	2015-01	P0244-03
Mujeres Bolivianas democratizando la participación política y la representación en las elecciones subnacionales/departamentales	2014-08	P0253-01
European Union		
European Commission		
EC Egypt - Policy Advice for Democratic Transition	2013-19	P0208-01
Fortalecimiento de las capacidades del Estado y de la Sociedad Civil	2012-09	P0223-01
Contribuer au renforcement des Assemblées législatives et à la consolidation du dialogue entre les partis politiques et leurs membres élus au Parlement Haïtien.	2013-13	P0242-01
STEP Democracy Support To Electoral Processes and Democracy In Myanmar	2014-05	P0254
Estrategia ciudadana para mejorar la calidad de la política	2015-05	P0255
Germany		
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH		
BRIDGE Capacity Building Training for National Electoral Management Bodies in Africa 2015-2016	2015-03	P0151-06
Inter-American Development Bank		
Update GEPPAL database	2015-16	P0261-01
Korea, Republic of		
Ministry of Foreign Affairs of the Republic of Korea		
Practical Approaches to improving Electoral Processes	2013-15	P0145-01
Election Training and Resource Centre Bhutan	2015-07	P0154-02
Netherlands		
The Netherlands Ministry of Foreign Affairs		
Implementation of the Electoral Risk Management Tool in Nigeria	2014-02	P0247-01
The Netherlands Institute for Multiparty Democracy		
Respect for Women's Political Rights	2013-20	P0245
Norway		
Norwegian Ministry of Foreign Affairs		
Nepal: Supporting Nepal's Constitution Building process	2013-11	P0127-08
Support to Nepal's Constitution Building process	2015-08	P0127-09
Support to Andean Region	2010-02	P0136
Election Training and Resource Centre Bhutan	2010-12	P0155
Supporting democratic transition and consolidation in Haiti	2014-04	P0164-04
Supporting democratic transition and consolidation in Haiti	2015-06	P0164-05
Democracy Data and Analysis	2014-12	P0191-05

table continues on opposite page

Grant Period		Grant Pledged			Expenditure	
Start Date	End Date	In Grant Currency	Grant Value	Prior Years	31 Dec 2015	31 Dec 2015
		-	48	48	-	-
		-	48	48	-	-
01/01/2015	31/12/2019	EUR 240,000	240	-	48	48
		-	91	91	-	-
		-	91	91	-	-
01/01/2015	15/03/2016	CAD 172,686	122	-	66	66
20/11/2014	15/03/2015	CAD 30,646	25	-	25	25
		870	3,196	4,066	-	-
		870	3,196	4,066	-	-
15/01/2014	14/01/2015	EUR 500,000	500	391	3	394
20/11/2012	20/07/2014	EUR 200,000	200	200	(25)	175
01/01/2015	31/12/2015	EUR 700,000	700	279	408	687
22/12/2014	21/12/2017	EUR 8,000,000	8,000	-	2,559	2,559
01/07/2015	31/12/2016	EUR 850,000	850	-	251	251
		-	205	205	-	-
		-	205	205	-	-
01/03/2015	30/06/2016	EUR 358,008	358	-	205	205
		-	17	17		
07/08/2015	31/10/2015	USD 19,620	18	-	17	17
		85	118	203	-	-
		85	118	203	-	-
27/11/2013	31/03/2015	USD 135,000	102	85	9	94
01/05/2015	31/12/2015	USD 197,103	179	-	109	109
		265	341	606	-	-
		175	225	400	-	-
01/04/2014	31/05/2015	EUR 399,974	400	175	225	400
		90	116	206		
01/01/2014	31/12/2017	EUR 693,255	693	90	116	206
		8,456	5,298	13,754	-	-
		8,456	5,298	13,754	-	-
01/07/2013	30/09/2015	NOK12,000,000	1,452	922	530	1,452
01/10/2015	31/03/2016	NOK1,600,000	191	-	76	76
01/01/2010	30/06/2015	NOK32,000,000	4,063	3,881	182	4,063
01/12/2012	30/06/2016	NOK2,300,000	459	109	216	325
20/08/2014	28/02/2016	NOK5,150,000	619	21	580	601
01/01/2015	30/06/2015	NOK1,500,000	179	-	63	63
01/11/2014	31/12/2015	NOK2,461,830	291	48	243	291

Donor & Programme/Project	Grant Agreement No.	Main Project No.
Constitutional Building Processes - Phase III	2012-04	P0231
Joint Action Plan Norway	2014-10	P0234-01
Western Asia North Africa - Norway Basket Funding - including Yemen Constitution	2013-07	P0238
Support for a peaceful, Democratic, inclusive and prosperous Myanmar	2013-12	P0244-01
Myanmar Constitution Centre My Constitution	2015-20	P0273-01
Spain		
Spanish Agency for International Cooperation		
Apoyo al Centro de Estudios sobre la promoción de la democracia y transparencia electoral de UNASUR	2012-02	P0222-01
Fortalecimiento de la Gestión Política y Legislativa de la Asamblea Plurinacional, y las Asambleas Departamentales	2014-09	P0252-01
Fortalecimiento de la Gestión Política y Legislativa de la Asamblea Plurinacional	2015-12	P0258-01
Sweden		
Swedish Ministry of Foreign Affairs		
States of Democracy around the world: Data, Analysis, and Dialogue	2015-18	P0270-01
Strömsborg rent subsidy	2014-11	R0017-01
Swedish International Development Agency		
Democratic Strengthening Bolivia	2013-06	P0240
Switzerland		
The Swiss Federal Department of Foreign Affairs		
Development of Electoral Commission of Thailand Capacity for Implementing of Electoral Risk Management Tool	2015-04	P0226-04
United Kingdom		
Department for International Development		
Elections - Africa	2015-13	P0152-05
United Nations		
United Nations Development Program		
Gender Equality and Empowerment of Women	2015-02	P0173-03
USA		
US Agency for International Development		
Fighting the Influence of Illicit Interests in Peru's Political Processes	2014-01	P0248-01
The Ford Foundation		
Western Asia - North Africa Regional	2012-11 & 2013-02	P0205-03 P0205-04
US PACT		
Constitutional Building Processes - Capacity Building in the Ukraine	2015-15	P0257-01
US Department of States		
Leader Capacity Building - Peru	2015-17	P0271-01
Nepal		
Governance Facility (NP GF)		
Civic Participation in Peace Building and Democratic Development (CIVIP)	2015-19	P0272-01
Other		
Other	2013-04	P0239-01
TOTAL		

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Grant Period		Grant Pledged			Expenditure	
Start Date	End Date	In Grant Currency	Grant Value	Prior Years	31 Dec 2015	31 Dec 2015
01/09/2012	31/12/2015	NOK31,788,000	4307	2,259	1,853	4,112
01/10/2015	31/12/2015	NOK6,000,000	702	56	460	516
01/01/2013	31/12/2017	NOK25,160,750	3,195	782	978	1,760
01/07/2013	31/03/2015	NOK4,000,000	469	378	92	470
01/12/2015	31/12/2017	NOK4,000,000	435	-	25	25
		71	1487	219	-	-
		71	147	219	-	-
19/09/2012	18/09/2015	EUR 128,700	129	29	100	129
26/11/2014	26/05/2016	EUR 60,000	60	43	17	60
01/07/2015	30/06/2016	EUR 62,000	62	-	30	30
		2,309	1,307	3,616	-	-
		1,551	897	2,448	-	-
01/10/2015	31/12/2015	EUR 163,285	163	-	163	163
01/01/2013	31/12/2015	SEK20,474,100	2270	1,551	734	2,285
		758	411	1,169		
01/10/2013	30/06/2015	SEK10,000,000	1,107	758	411	1,169
		-	15	15	-	-
		-	15	15	-	-
01/04/2015	31/10/2015	USD 24,000	22	-	15	15
		249	65	314	-	-
		249	65	314	-	-
01/07/2015	31/03/2016	GBP 400,000	565	249	65	314
		-	14	14	-	-
		-	14	14	-	-
05/03/2015	29/04/2016	USD 25,000	22	-	14	14
		247	460	708	-	-
		54	380	434	-	-
22/09/2014	20/04/2017	USD 1,930,000	1,700	54	380	434
		193	28	221	-	-
01/08/2012	31/01/2016	USD 300,000	231	193	28	221
		-	32	32	-	-
27/07/2015	31/10/2015	EUR 32,400	32	-	32	32
		-	21	21	-	-
28/09/2015	30/06/2016	USD 22,500	21	-	21	21
		-	27	27	-	-
		-	27	27	-	-
01/11/2015	31/10/2017	USD 750,000	686	-	27	27
		65	10	75	-	-
01/01/2013	31/12/2015	EUR 75,000	75	65	10	75
				12,614	11,361	23,975

table continues on opposite page

b. Other Revenue and Gains

Other revenue and gains comprised:

For the year ended December 31, 2015.

(Thousands of Euros)

	2015	2014
Interest Income	18	77
Book Sales	2	1
<i>Total</i>	20	78

10. Operating Costs

Details of expenditures are segregated and presented in the manner they were budgeted and approved by the Council: Programme Costs, Programme Support Costs, Institutional Costs and Indirect and Human Resources (HR) cost recoveries.

Programme Costs – These are direct costs to programme activities and are shown net of Indirect Costs and HR recoveries

Programme Support Costs - These are indirect costs International IDEA incurs to support project execution. These include Finance, the Board of Advisors, Publications and Communications.

Institutional Costs – These are costs that International IDEA incurs regardless of the level of project activities e.g. The Secretary General's Office and External Relations.

For the year ended December 31, 2015.

(Thousands of Euros)

	31 Dec 2015				31 Dec 2014
	Institutional	Programmatic	Programme Support	Total	Total
Contractors	337	6,176	203	6,716	4,400
Operating Costs	973	3,223	772	4,968	4,844
Personnel costs	1,694	3,489	5,091	10,274	10,403
Travel	233	3,107	286	3,626	2,421
Total	3,236	15,994	6,354	25,584	22,068

These costs are further reclassified by programme in Schedule 3.

Schedule 3: Analysis of Expenditure for the year ended

(Thousands of Euros)	31 Dec 2015			31 Dec 2014
	Restricted Funds	Unrestricted Funds	Total	Total
Programmatic	9,773	6,220	15,995	12,581
Africa	730	1,864	2,594	2,039
Addis Ababa (Regional Office)	730	1,864	2,594	769
South Africa	-	-	-	1,270
Asia & the Pacific	3,716	1,441	5,157	2,381
Canberra (Regional Office)	341	1,170	1,511	1,115
Myanmar	2,742	269	3,011	371
Nepal	633	2	635	895
Corporate Services	0	34	34	-
Finance	-	34	34	-
External Relations & Governance Support	57	1,364	1,421	1,560
Inter-Regional Dialogue	-	193	193	265
Practical Approaches to improving Electoral Processes	9	-	9	86
Preparations for establishing EIP	-	-	0	126
Grant for EU Office	48	-	48	-
EU Office	-	429	429	418
UN Permanent Observer	-	742	742	665
Global Programmes	2,583	4,985	7,568	6,757
Constitution Building Processes	1,895	1	1896	1,503
Democracy, Conflict & Security	-	302	302	388
Democracy & Development	-	590	590	597
Democracy & Diversity	-	520	520	406
Democracy & Gender	57	443	500	464
Electoral Processes	225	1,494	1719	1,592
Europe	-	144	144	-
Global Programmes	-	383	383	701
Political Parties	-	750	750	673
State of Democracy	406	358	764	433
Latin America & the Caribbean	2,459	1,825	4,284	4,008
Andean Region	1,378	416	1794	1,927
Bolivia	30	257	287	-
Haiti	1,051	222	1273	1,176
Costa Rica (Regional Office)	-	930	930	905
Secretary-General's Office	0	421	421	129
Gender Mainstreaming and IKNOW Politics	-	78	78	72
Programme Evaluation	-	-	0	41
Programmatic Compact	-	-	0	16
Secretary-General's office - Emerging Initiatives	-	26	26	-
Publications	-	317	317	-
Western Asia - North Africa (WANA)	1,082	474	1,556	1,937
WANA	1,082	474	1556	1,937

(Thousands of Euros)

31 Dec 2015

31 Dec 2014

	Restricted Funds	Unrestricted Funds	Total	Total
Institutional	733	2,503	3,237	2,621
Corporate Services	733	744	1,477	928
Strategic Planning	-	130	130	-
Office of the Director of Corporate Services	-	354	354	160
Strömsborg rent subsidy	733	0	733	741
HQ Facilities	-	37	37	(33)
Information and Communications Technology	-	223	223	60
External Relations & Governance Support	0	432	432	544
External Relations	-	175	175	234
Governance Support	-	257	257	311
Global Programmes	0	36	36	28
Programme Development Committee	-	36	36	28
Secretary General's Office	0	1,291	1,291	1,121
Office of the Secretary-General	-	620	620	517
RBM & Strategic Planning	-	-	0	150
Management Committee Meetings	-	5	5	5
Internal Audit	-	142	142	115
Communications	-	524	524	334
Programme Support	855	5,500	6,353	6,866
Programme Support	24	153	177	521
Exchange gain/(loss)	24	195	219	521
Fixed Assets Adjustment	0	(42)	(42)	-
Corporate Services	686	4416	5102	5270
Organisational Monitoring and Evaluation	37	238	275	-
Finance	111	716	827	850
Human Resources (HR)	93	597	690	828
HR All staff Benefits and Leave allowances	445	2,865	3310	3,592
External Relations & Governance Support	38	246	284	91
Partnerships and Programme Funding Support	38	246	284	91
Global Programmes	29	184	213	185
Board of Advisers	29	184	213	185
Secretary-General's Office	78	501	579	799
Global Work plan Monitoring	-	-	0	232
Publications	59	379	438	418
Library	19	122	141	150
Human Resources recovery	0	(4,301)	(4,301)	(4,008)
Human Resources recovery	-	(4,301)	(4,301)	(4,008)
Indirect Cost Recovery	(854)	(1,887)	(2,741)	(2,222)
Indirect Cost Recovery	(854)	(1,887)	(2,741)	(2,222)
Total	11,361	14,223	25,584	22,068

11. Personnel Costs

The payroll cost for all IDEA staff were as follows:

For the Year Ended December 31
(Thousands of Euros)

	2015	2014
Payroll costs	6,874	6,756
Annual, Parental and Sick Leave	1,025	1,061
<i>Subtotal</i>	7,899	7,817
Contributions in lieu of pensions	1,265	1,294
Insurance	346	390
Other Benefits	764	902
<i>Total</i>	10,274	10,403

Since 2012, International IDEA has engaged an independent Human Resources firm to provide comparative salary information upon which the organization bases its salary scales. Each year the firm undertakes a review of salary information for comparable organizations in the locations in which IDEA has offices. Adjustments to the base salary scales are then decided by the Secretary-General and presented to the Council for review.

As an International Organization, International IDEA's relationship with the Ministry of Foreign Affairs of the Kingdom of Sweden is regulated via a Headquarters Agreement. By agreement with the Ministry of Foreign Affairs, the payroll taxes are calculated on the salaries of staff members recruited in Sweden and are remitted to the relevant taxation authorities. The costs of these payments are refunded to International IDEA by the Swedish Government.

Employee benefits – In addition to salaries and allowances, International IDEA accounts for the following primary obligations:

1. Contribution in lieu of pension - Internationally recruited staff are paid the equivalent of two months' base salary in lieu of pension contributions.
2. Contribution to defined benefit scheme – Nationally recruited staff members in Sweden do not accrue benefits within Swedish state pension provisions in accordance with International IDEA's Headquarters' Agreement. Instead,

a contribution is paid, on the employees' behalf into the "Länsförsäkringar Pension Plan" which provides similar pension entitlements to the state administered scheme.

3. Other locally recruited employees in countries with which international IDEA has a Host Country Agreement have been formally registered within the social security systems of those countries and social security contributions are paid on their behalf by International IDEA.
4. International staff members are entitled to children's schooling allowances. These allowances are based on those provided to staff within the United Nations system.
5. Housing allowance subsidies are available to expatriate international staff members in the event that the rental costs of appropriate available housing exceeds 20% of salary. The subsidy is provided at 80% of the difference between the rental cost and 20% of salary and is capped at 40% of the rental cost. The subsidy is available only towards the cost of properties leased from unrelated third parties.
6. Payroll taxes and social contributions – Income tax and social charges are paid in respect of nationally recruited staff in the countries in which International IDEA has a HQ Agreement or a Host Country Agreement. International staff and other contractors for whom International IDEA does not make taxation and social contribution payments, are obliged by contract to properly comply with the requirements of their own taxation authorities.
7. Contribution-in-kind – The salary costs of a full time staff member in Africa have been generously provided by NORDEM, the Norwegian Centre for Human Rights.

12. Secretary-General and Directors' Remuneration

The total disbursements paid to or in respect of directors in 2015 (full time equivalents: 9,08) in the form of salaries and allowances amounted to 1,744,298

Euros (2014: 1,881,689, full time equivalents: 9,75) of which 124,676 Euros (2014: 125,017 Euros) was refunded by the Government of Sweden.

In addition to base salaries, Directors are entitled to other benefits available to internationally recruited staff members including a contribution in lieu of pension and education allowances for children. All director remuneration costs are included in note 11 above. The

base monthly salaries of the Secretary-General and Directors serving as at 31 December and the dates of their first appointments to executive positions.

The salary of the Secretary-General is set by the Council.

	Monthly Base Salary (Euros)	Date of Appointment
Mr Yves Leterme, Secretary-General	€14,362	1/6/2014
Mr Adam Boys, Director of Corporate Services	€11,134	1/2/2015
Mr Andrew Bradley, Director of the office of International IDEA to the European Union	€13,376	1/5/2010
Ms Karin Gardes, Director for External Relations and Governance Support	€10,662	25/5/2009
Ms Keboitse Machangana, Director for Global Programmes	€11,699	1/2/2015
Professor Adebayo Olukoshi, Director – Africa	€12,800	16/2/2015
Ms Leena Rikkila Tamang, Director for Asia and the Pacific	€9,529	1/2/2014
Dr Massimo Tommasoli, Director - Permanent Observer to the United Nations	€12,507	7/1/2003
Dr Daniel Zovatto, Director for Latin America and the Caribbean	€13,666	10/5/1997

13. Human Resources

As at 31st December 2015, IDEA employed 174 Staff Members (2014: 144).

Distribution of staff members by gender

	31 December 2015		31 December 2014	
	M	F	M	F
Senior Management (level 1-3)	75%	25%	64%	36%
Mid-Management (level 4-5)	49%	51%	51%	49%
Other (level 6-9)	43%	57%	41%	59%
<i>Overall</i>	47%	53%	45%	55%

Gender disaggregated base salary data (euros)

Level	Salary Average	Total Population	Male Salary Average	Male	Female Salary Average	Female
2	11,915	8	12,697	5	10,612	3
3	9,465	3	9,465	3	-	0
4	7,765	15	7,668	8	7,876	7
5	5,654	24	5,953	11	5,355	13
6	4,381	38	4,305	20	4,458	18
7	2,681	39	2,799	15	2,477	24
8	2,024	17	1,504	4	2,185	13
9	1,107	6	1,457	1	931	5
10	504	11	545	9	381	2
Temp	2,785	12	2,707	4	2,811	8
All Levels	4,233	173	4,967	80	3,838	93

The above table is intended to enable monitoring of gender pay disparity within the organisation at all grades and in all locations. The Secretary-General is appointed by the Council and is therefore not included within this table. However, the salary details of the Secretary-General are disclosed in the previous note. The table above includes salary information without reference to years of service to International IDEA or years of professional experience.

Gender policy – International IDEA has a comprehensive Gender Policy and a Gender Committee of staff members which promotes the policy and monitors adherence to it. The goal of the Gender Policy is to promote gender equality and ensure that International IDEA's internal management systems and practices and work on supporting sustainable democracy through the provision of comparative knowledge, assistance in reform and influencing policies and politics help to overcome inequalities between men and women.

Employees' nationality by region

Region	31 Dec 2015	31 Dec 2014	Change (+/-)
Nordic Countries	30	24	6
Other European	43	36	7
North America	13	12	1
Central & South America	29	30	(1)
North Africa & Middle East	9	8	1
Central & Southern Africa	20	13	7
Asia	23	18	5
Oceania/Pacific	6	3	3
All Levels	173	144	29

Location of Staff

Region	31 Dec 2015	31 Dec 2014	Change (+/-)
Stockholm HQ	82	71	11 ¹
Brussels Office	3	1	2
The Hague Office	7	6	1
New York Office	3	3	0
Latin America and Caribbean	25	27	(2)
Africa	13	5	8 ²
Asia & Pacific	28	20	8 ³
West Asia North Africa	12	11	1
All Levels	173	144	29

- 1 At 31 December 2014 there were three vacant positions that were filled in early 2015. There were two new positions opened in 2015 and filled during the year and there were six short term programme staff positions filled at the end of 2015.
- 2 Having relocated the Regional Office from Pretoria to Addis Ababa at the end of 2014 and under a new Director for the Africa Programme, there were a number of recruitments for programme and support staff positions.
- 3 The Myanmar office was scaled up in early 2015 as a result of a significant grant for programme activities provided by the European Union.

14. Financial risk management

International IDEA has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

This note presents information about International IDEA's exposures to each of the above risk, International IDEA's objectives, policies and processes for measuring and managing risk, and International IDEA's management of capital. Further quantitative disclosures are included through these financial statements.

i. Credit risk

Credit risk is the risk of financial loss to International IDEA if a donor fails to meet its contractual obligations, and arises principally from International IDEA's receivables from donors. International IDEA has no significant exposure to credit risk.

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

December 31
(Thousands of Euros)

	Note	2015	2014
Contributions receivables	4	421	556
Cash and cash equivalents	3	14,041	15,370
Other Receivables		1,098	1,319
<i>Total</i>		15,560	17,245

Exposure to credit risk through deposits at banks is decreased as International IDEA has 13,3 Million Euros deposited with a well-established bank - Svenska Handelsbanken AB - in Sweden while deposits outside Sweden are sufficient for one month's operational requirements for the country in question.

Impairment losses

The ageing of donations receivable at the reporting date was:

December 31
(Thousands of Euros)

	2015	2014
Foreign holdings	421	556
Past due 0 to 90 days	421	556
Past due 90 to 181 days	-	-
<i>Total</i>	421	556

ii. Liquidity risk

Liquidity risk is the risk that International IDEA will not be able to meet its financial obligations as they fall due. International IDEA is exposed to liquidity risk in that the receipt of donor funds does not match expenditure. Historically, International IDEA has managed the effects of this risk effectively. In particular, the Council has approved an Operating Reserve based on annual contributions and represented by cash balances at bank.

The following are the contractual maturities of financial liabilities:

December 31 2015 (Thousands of Euros)	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years
Non-derivative financial liabilities						
Accounts payables	(4,032)	(4,032)	(2,031)	(2,031)	-	-
December 31 2014 (Thousands of Euros)	Carrying Amount	Contractual Cash Flows	6 Months or Less	6-12 Months	1-2 Years	2-5 Years
Non-derivative financial liabilities						
Accounts payables	(5,929)	(5,929)	(5,217)	-	-	(712)

15. Budget statement for the year ended

31 December 2015 (Thousands of Euros)	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	26,666	25,643	96%	24,554	26,666	2,112
Member states contribution	15,076	14,995	99%	14,865	15,076	211
Restricted Income	11,570	10,628	92%	9,669	11,570	1,901
Other income	20	20	99%	20	20	-
Expenditures	26,496	25,626	97%	24,557	26,496	1,939
Operational Costs	24,030	23,043	96%	21,588	24,030	2,442
Non-staff Cost	13,150	12,505	95%	11,533	13,150	1,617
Staff Cost	8,019	7,791	97%	7,487	8,019	532
Indirect Cost	2,861	2,747	96%	2,568	2,861	293
Institutional Cost	3,033	3,236	107%	3,159	3,033	(126)
Non-staff Cost	1,439	1,542	107%	1,544	1,439	(105)
Staff Cost	1,594	1,694	106%	1,615	1,594	(21)
Net Programme Support Cost	(567)	(653)	115%	(190)	(567)	(377)
Non-staff Cost	632	1,305	206%	669	632	(36)
Staff Cost	1,662	789	47%	1,709	1,662	(48)
Indirect Cost recovery	(2,861)	(2,747)	96%	(2,568)	(2,861)	(293)
Surplus/(Deficit)	170	17	10%	(3)	170	173
Reconciliation to Statement of Financial Performance						
Fixed asset capitalization		42				
Total Surplus for the Year		59				

International IDEA seeks annual approval for a Programme and Budget based upon a prudent estimate of Core or Unrestricted income plus any contracted restricted income by way of grants for particular activities. A Programme and Budget is developed within an approved six year Strategy and presented to the Finance and Audit Committee for review. The Programme and Budget for the year, with the recommendations of the Finance and Audit Committee, is then presented to the Council for their review and approval at an Annual Meeting in the last quarter of the preceding year.

Performance against the Programme and Budget is reported to the Council and subsidiary bodies during the year and modifications are subject to Council approval.

In the main, modifications relate to the Programme and Budget through the year relate to new activities and specifically the inclusion of new programmes resulting from grants received. Expenditure under restricted income grants is reflective of income with unspent funds being carried as deferred income.

(Thousands of Euros)

Donor	Project Geographical Area	Initial Budget	Revised Budget	Variation
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Africa	177	285	107
Sweden	Kenya / Bolivia / Sweden (Office rental) / State of Democracy around the World	1,090	1,512	422
Department for International Development (DFID)	African Union	0	271	271
European Union (EU)	Myanmar / Egypt / Haiti / Peru	2,639	3,280	641
Ford Foundation	Egypt	50	59	9
The Netherlands Institute for Multiparty Democracy (NIMD)	WANA	221	216	(5)
Norway	Africa Region / Bhutan / Nepal / Worldwide / Andean Region / Haiti / WANA	5,347	5,596	249
Spanish Agency for International Cooperation (AECID)	Bolivia	120	182	62
US Agency for International Development (USAID)	Peru	409	432	23
South-Korea	Asia / Electoral Process	17	214	197
Canada	Myanmar / Bolivia	122	103	(19)
Other	Worldwide	36	142	106
Total		10,228	12,292	2,063

16. Operating Lease Commitments

Operating lease commitments represent rental payments for properties that International IDEA leases for office use in the countries that it operates. The rent payable under these leases is subject to renegotiation at various intervals. For the Sweden and Belgium leases, the rentals are supported by bank guarantee through Svenska-Handelsbanken.

The guarantee for the Sweden lease represents 6 months rental. The Swedish government has also provided funding for this guarantee and the value of this funding is in payables to the amount of €408,407.

Future minimum lease payments for the periods are as follows:

December 31 (Thousands of Euros)	2015
Within one year	1,178
In the second to five years inclusive	2,267
After five years	142
<i>Total</i>	3,587

