



# International Institute for Democracy and Electoral Assistance (IDEA)

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# Welcome

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Supporting democracy worldwide is an ambitious agenda for a small Institute. For this reason International IDEA offers its expertise in a number of focused areas. Broadly speaking, these cover:

- Electoral processes: equipping a country with the ability to manage all aspects of an electoral system and not just what happens on polling day;
- The development of viable political parties, which IDEA sees as important for proper democratic functioning; and
- The relationship between conflict management, entrenching stability and democracy building.

IDEA does not claim to have the recipe for making democracy, but as an organization we provide much needed information and knowledge so that countries can select the right ingredients for themselves in order to deepen their own democratic processes, institutions and culture.

2005 saw, for example, the publication of an entirely revised and updated version of *Electoral Systems Design: The New International IDEA Handbook*. As one enthusiastic reviewer stated, it is 'simply the best single source of information and advice on electoral system design.'

IDEA contributed right from the beginning to the development of the *Global Declaration of Principles and Code of Conduct for International Electoral Observation*. These were adopted in October 2005 at the UN Headquarters in New York in a ceremony addressed by UN Secretary-General Kofi Annan, former US President Jimmy Carter and former US Secretary of State Madeleine Albright.

Our new Democracy, Conflict and Human Security project tackles key questions on the ability of democracy to deliver social and economic rights, inclusion and poverty reduction. The project is highly relevant to countries in post conflict transition or where the re-militarization of security is a concern.

IDEA is also keen to generate material on how to reform and strengthen political parties around the world. Our research on the functioning of parties – including their funding mechanisms and structures –

provides comparative information on no fewer than 60 countries.

In 2005 IDEA concluded the first phase of its project 'Democracy in the Arab World', laying the groundwork for further work in the region.

In Asia, the government of Mongolia announced its intention to conduct a nationwide survey of democracy using the 'State of Democracy' methodology developed by IDEA. Similar assessments were completed in South Asia during the year.

The global debate about the effectiveness of democracy assistance is an important development in which IDEA has a vested interest to participate. By the same token, the Board attaches great importance to the evaluations of IDEA's programmes and products if the Institute is to remain credible and effective.

2005 was also the 10<sup>th</sup> anniversary of IDEA. Although we have notched up many achievements in that time, the case for IDEA remains as compelling today as it did when the organization was first founded. In that time democracy assistance has evolved from supporting discreet projects to an approach that encompasses broader political and constitutional reform. Yet the demand for authoritative material to assist people to cement their own democracy around the world remains just as strong.

This was brought home to me when I spoke at the 3<sup>rd</sup> Ministerial Community of Democracies Meeting in Chile in April 2005, where IDEA's work was acknowledged in the final declaration. That meeting underscored one thing: far from being complete, IDEA's work has just begun.

With the appointment of Vidar Helgesen as Secretary-General in December 2005, we look forward to meeting the challenges ahead.

Lena Hjelm-Wallén  
IDEA Board Chairperson  
Former Deputy Prime Minister &  
Former Minister  
for Foreign Affairs of Sweden



PHOTO: LISAHAGMAN, IDEA



PHOTO: JULIE BAILLINGTON, IDEA

*Strömsborg, IDEA's headquarters in Stockholm, Sweden.*

## IDEA's objectives

IDEA is an intergovernmental organization focused on supporting democracy worldwide. Its main objectives are to improve the design and effectiveness of democratic institutions and to promote dialogue for strengthening democratic reforms and processes. IDEA:

- Assists countries in developing and improving democratic institutions;
- Connects politicians, researchers, policymakers, democracy analysts, citizens and all those who engage in political reform;
- Uses field experience to develop training materials for improving democratic processes;
- Promotes professionalism, transparency, accountability and efficiency in the management of elections.

IDEA's approach to leverage, analyse and disseminate knowledge for democracy building is based on three key assumptions:

- There are no blueprints for democracy. Every country's legal and political institutions are shaped by its history, political traditions, social, economic, ethnic, religious composition and culture. Individual freedom, good governance, the protection of human rights and the rule of law are all features of a democratic system. Ultimately, the quality of democracy is judged by how well a country's own political institutions and processes meet the needs of its citizens and allow them to acquire a political voice.

- There is no pre-determined recipe for successful democracy. IDEA makes available comparative knowledge and analysis from various countries on what political processes and institutions function in a particular context. The demand for such knowledge is worldwide and options based on IDEA's handbooks, databases and policy papers can be adjusted to any cultural or political situation.
- Democracy can not be taken for granted. IDEA works with new and long-established democracies alike, with those countries which are in post-conflict transition and those where citizens question the capability of democratic institutions to deliver on socioeconomic rights. Making democracy work is a task for each country via its citizens, institutions, civil associations, social and economic forces, professional associations, religious groups, and political parties.

IDEA distills international experience and information into the following areas:

- *Electoral processes:* Free and fair elections are key to democracy. IDEA promotes the professional management of elections by providing training materials and comparative guidance on how to design electoral systems, strengthen electoral institutions, and run sustainable electoral processes.
- *Political parties and participation:* Though public trust in political parties is very low, no representative democracy can operate without democratic, effective and accountable parties. IDEA places political party systems and women's political participation at the centre of its democracy-building work.
- *Democracy building and conflict management:* Effective democratic institutions and processes should be able to manage conflicting interests without resorting to violence. IDEA supports reconciliation processes as a means of advancing democratic development and constitution building in societies emerging from periods of violence.

IDEA's approach is rooted in its regional work: through its headquarters and seven offices around the world, IDEA collects information, analyses trends, feeds experience from the ground into its work, and makes its policy options and tools available to practitioners at the field level. In 2005, IDEA focused its work on Africa, Latin America, the Arab world, Asia and the South Caucasus.

"Electoral Assistance is part of the Institute's name. It is not so because we wanted an 'E' and an 'A' to finish 'IDEA'. We wanted to signal that this Institute was more than a think tank; it had a practical mission as well as an intellectual one. And that mission was to provide assistance...That assistance would be in the electoral area – the machinery of democracy."

*Sir Shridath Ramphal, former IDEA Board Chairman (1995-2001)  
and former Secretary-General of the Commonwealth*



PHOTO - CLUSTAL ENMOOTH FOR PHORINX IMAGES

*Balibo, East Timor. A woman registers to vote before a referendum.*



## IDEA in action 2005

### A. IDEA's Thematic Work

#### 1. Electoral Processes

Building trust as well as professionalism in the management of electoral processes remains a major challenge for electoral management bodies (EMBs) in different parts of the world. Despite considerable progress achieved in recent years, basic needs still exist in crucial areas such as the structure, financing and staffing of EMBs, the resolution of electoral disputes, the relationship between electoral administrators and the media, and the practice of remote voting.

IDEA's Electoral Processes Programme underpins much of the organization's work. The programme:

- Supports the development of sound and credible electoral processes;
- Ensures the professional management of elections and the independence of EMBs in order to increase public confidence; and
- Increases voter turnout.

In June 2005 IDEA published a revised and updated version of its book *Electoral Systems Design: The New IDEA Handbook* (ESD). Choosing an electoral system is one of the most important institutional decisions for any democracy. Electoral systems define and structure the rules of the political game – they help determine who is elected, how a campaign is waged, the role of political parties, who governs and what policies are implemented.

Since the publication of the first edition 1997, the ESD handbook has become a standard international text on electoral systems design. Even developed democracies rely on the material in ESD when evaluating their own systems and seeking models to emulate for appropriate reform. A workshop of Caribbean democracies organised by the Commonwealth Secretariat and the Commonwealth Parliamentary Association in Trinidad and Tobago in July used the findings of the ESD as a starting point for discussion.



PHOTO: WANG HONGDA FOR PRESENS BUILD

*A voter shows his ballot at a polling station in Mutsumudu, Comoros.*

*"International IDEA's revised handbook comes at the most propitious time, and should be compulsory reading for all political actors and those involved in electoral issues."*

*Enrique Iglesias, former President, Inter-American Development Bank*

IDEA contributed to the *Global Declaration of Principles and Code of Conduct for International Electoral Observation*, which were adopted in October at the United Nations Headquarters in New York. These internationally endorsed statements are designed to prevent the manipulation of elections.

“Genuine democratic elections are an expression of sovereignty, which belongs to the people of a country, the free expression of whose will provide the basis for the authority and legitimacy of government. The rights of citizens to vote and to be elected at periodic, genuine democratic elections are internationally recognized human rights. Genuine democratic elections serve to resolve peacefully the competition for political power within a country and thus are central to the maintenance of peace and stability. Where governments are legitimized through genuine democratic elections, the scope for non-democratic challenges to power is reduced.

Genuine democratic elections are a requisite condition for democratic governance, because they are the vehicle through which the people of a country freely express their will, on a basis established by law, as to who shall have the legitimacy to govern in their name and in their interests. Achieving genuine democratic elections is a part of establishing broader processes and institutions of democratic governance. Therefore, while all election processes should reflect universal principles for genuine democratic elections, no election can be separated from the political, cultural and historical context in which it takes place.”

*Global Declaration of Principles for International Election Observation* (United Nations)

The BRIDGE Project (Building Resources in Democracy, Governance and Elections) is the most comprehensive professional development course in election administration, developed jointly by IDEA, the Australian Electoral Commission and the United Nations Election Assistance Division. Over the past seven years, 1,500 people in 14 countries have taken the course, which now exists in seven languages. In 2005, courses were attended by electoral commission staff from Africa, Latin America and the South Caucasus.

The ACE Project ([www.aceproject.org](http://www.aceproject.org)) provides online information about election administration. Developed by IDEA in partnership with IFES and the United Nations Department of Economic and Social Affairs, the ACE Web site receives nearly 1 million hits per month. Work is underway to expand the range of material, provide capacity building training and develop an online network of experts.

Information on a further 21 countries has been added to the *Electoral Processes Information Collection* (EPIC) Web site, a systematic collection of how countries manage their elections, developed by IDEA, IFES and the United Nations Development Programme (UNDP). EPIC now covers 121 countries. In addition, a test database of *Electoral Resources Online* has been developed, which hosts a collection of some 2,700 sample electoral materials from around the world.



## 2. Political Parties

A properly functioning democracy requires properly functioning political parties. Yet declining membership, internal weakness or a lack of general trust besets political parties. IDEA's priority is to improve the functioning of political parties in democracies. The Institute gathers and compares data from around the world on how political parties function. When completed, this action-oriented research will provide a basis for political party reform. Research and dialogue on political parties is underway in more than 60 countries in Central America, the Andean region, Africa, Central and Eastern Europe, and South Asia.

In 2005 more than 40 political parties attended workshops in Hungary, Sri Lanka and South Africa to discuss party reform. IDEA's South Caucasus Programme launched a research project on the external and internal regulations of six political parties in Armenia and Georgia. The study gave a complete picture of leadership structures, women's representation, candidate selection, funding, training and management practices.

### *Women in Politics*

Women's participation in politics is central to democratic governance. However, women hold less than 16 percent of parliamentary seats worldwide. For this reason IDEA is committed to providing information and practical assistance to ensure greater gender balance in the political process.

IDEA is involved in a global research project on the implementation and application of electoral quotas for women in cooperation with Stockholm University's Department of Political Science. IDEA also assisted a number of countries with strategies for increasing women's participation. For example, in October 2005 IDEA organized training in campaigning for 120 female potential candidates in the 2006 Peruvian congressional elections.

The Institute also hosted several events at the 49th Session of the UN Commission of the Status of Women in New York, including a meeting on women and political decision-making, in collaboration with three other organizations. In addition, IDEA co-hosted a forum with the European Women's Lobby for more than 100 parliamentarians from all over the world to debate the review of the implementation of the 1995 Beijing Declaration and the Platform for Action, which is an agenda for women's empowerment resulting from the UN 4<sup>th</sup> World Conference on women in 1995.



*Election meeting in Mansoa,  
Guinea Bissau.*



*Afghan presidential candidate  
Masooda Jalal with supporters.*

"Past attempts to build democracies without political parties have failed."

*Karl Heinz Nassmacher, Professor of Political Science, Oldenburg University, Oldenburg, Germany*



PHOTO: HILDUN NETOCNY FOR FINNOS PICTURES

A poster in Liberia calls for reconciliation.

### 3. Democracy Building and Conflict Management

Democracy is widely seen as the best means of achieving the peaceful management of social conflicts. Ironically, the transition towards democracy may itself generate violence, as shifts occur in the distribution of power and the relationship between citizens and the state. The Democracy Building and Conflict Management Programme:

- Strengthens confidence in democracy and the ability of institutions to manage conflicting social interests; and
- Promotes the use of dialogue and reconciliation processes to cement democratic reforms and stability.

IDEA supported constitutional dialogue projects in Georgia and Nepal and helped local organizations assess the constitutional culture in both Bolivia and Argentina. IDEA completed comparative case studies on constitution-building processes for 12 countries and published a policy paper in English and Arabic, *Key Options in Iraq's Democratization Process*, which was distributed within Iraq.

“Tackling inequality has become perhaps the most pressing task for democracy. Political institutions and processes need to ensure the political mandate and popular control but they also need to ensure the political mandate and capacity to govern and deliver policies which serve to improve the lives of citizens. Without both political and economic justice, democracy cannot thrive.”

*Karen Fogg, Secretary-General of IDEA 2002-2005*

IDEA released a regionalized Latin American version in Spanish of its *Reconciliation Handbook* followed by seminars in six countries on the continent. A French translation was also published. *Making Reconciliation Work – the Role of Parliamentarians*, published jointly with the Inter-Parliamentary Union in English, French, Arabic and Spanish, was launched at a workshop in Burundi, attended by parliamentarians from 15 countries.

Experience shows that the rebuilding of national institutions is insufficient to sustain peace if parallel efforts are not developed to strengthen local governance. To this end, IDEA commenced a project to support local democracy in Haiti. A new IDEA policy paper, *Democracy and the United Nation – Peace Building at the Local Level: Lessons Learned*, outlines the experiences of UN peacekeeping missions in Kosovo, Timor Leste, Sierra Leone and Liberia.



PHOTO: ULLAMONTAN

*Karen Fogg*

#### 4. Democracy Assessments

In parallel to its work on these four main topics, IDEA has also developed a methodology for assessing the state of democracy in any given country.

As efforts to support democracy and democratization increase, the development of a means of monitoring progress becomes more important. IDEA developed the methodology in its *State of Democracy Handbook* published in 2002, based on work done by professors David Beetham and Stuart Weir from Essex University, to equip the citizens of any country in the world with the ability to assess the functioning of their own democracy and determine what improvements need to be implemented. In 2005 the government of Mongolia issued *Draft National Plan of Action to Consolidate Democracy in Mongolia*, which was crafted by government, private sector and civil society representatives. IDEA's *State of Democracy* methodology is being used to conduct the nationwide research for the Plan.

##### *External Events*

IDEA also takes an active part in events organized by its partners and other networks. Highlights include:

- IDEA was afforded a prominent place at the Community of Democracies Ministerial meeting in Chile in April 2005 and asked to deliver a paper on *Ideas for Democracy* and chair a roundtable discussion. IDEA Board Chairperson Lena Hjelm-Wallén spoke at the closing session.
- IDEA organized a workshop on Representative Democracy, Participatory Methods, and Capacity Development for Responsible Politics at the 6th Global Forum on Reinventing Government in Korea in May.

“We offered something that incorporated experiences from different continents, not only from Europe or North America. The idea was quite obvious – I was surprised that no one else was doing it. ...people were focusing on elections and electoral observation expecting that democracy would come more or less automatically. But I knew that electoral observation doesn't create democracy. You have to combine the two basic principles of preparing handbooks on good practices with a process that is focused on institutions.”

*Bengt Säve-Söderbergh,  
former Secretary-General of IDEA (1995-2002)*



PHOTO: ULIA MONTAN

*Bengt Säve-Söderbergh*



PHOTO: JEROEN OERLEMANS FOR BANGS PICTURES

*A voter in the first-ever Afghani presidential election, October 2004.*



## B. IDEA's Regional Work

### 1. Africa

Africa still faces formidable challenges of poverty, HIV/AIDS, human rights violations, corruption, conflict and ongoing political problems. Many countries lack capacity in electoral administration and their political parties need to be strengthened. Others must cope with the legacy of previous conflicts.

Africa's regional organizations are pushing democratization and good governance as a prerequisite for development, with the New Partnership for Africa's Development being the most articulate expression of this process. The Economic Community of West African States has developed its focus beyond peacekeeping and economic integration to other areas such as improving electoral processes. The African Union has recently formed an Elections Unit; while in Southern Africa, the Southern Africa Development Community (SADC) Parliamentary Forum has released its own Elections Guidelines.

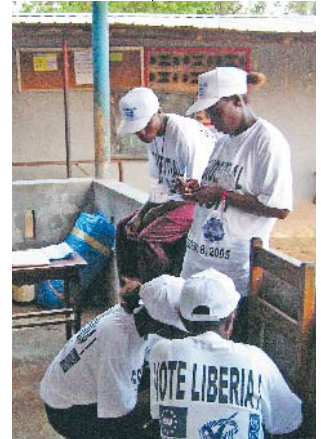
Many African states are showing an interest in developing more transparent electoral processes and inclusive political systems. Civil society organizations are becoming more active and the level of political participation – as judged by voter turnout – is high, even where the credibility and transparency of the electoral process may be questioned.

To achieve the greatest impact, IDEA mainly works with regional organizations in Africa. The Institute:

- Improves the professionalism and competency of election administrators by providing relevant technical material for skills development;
- Builds credible, functioning political parties;
- Increases women's political representation;
- Assists conflict-management processes and ensures that African experience is shared in areas such as constitution building, reconciliation, traditional justice mechanisms and dialogue processes; and
- Evaluates the performance of democracy at the local level.

IDEA contributed to the professional development of electoral administrators through targeted training: BRIDGE – Building Resources in Democracy, Governance and Elections. In 2005, courses were attended by electoral commission staff from Ghana, Nigeria, Liberia, Gambia, Sierra Leone and Mozambique.

Twenty-two participants from West Africa attended a 10-day BRIDGE *Train the Facilitators* course. In Mozambique a BRIDGE training course for 20 national and provincial staff of the Technical Secretariat for Election Administration (STAE) completed a four-year project to build expertise.



*Election officials in Liberia's 2005 presidential elections.*

PHOTO: MARCOT COULDA, IDEA

"It is manifestly clear that the process of democratization on the African continent is irreversible. Indeed, there is evidence to suggest that our leaders and our peoples are determined to give democracy and good governance a chance to take root on the continent."

*Bience Gawanas, African Union Commissioner for Social Affairs, at IDEA's 10<sup>th</sup> anniversary conference, June 2005*

"I strongly recommend BRIDGE to other election administration bodies...The dynamic adult-education teaching style used in BRIDGE was very well-received by our trainees and we saw that it greatly improved the level of their knowledge of electoral administration and management....The BRIDGE training curriculum also provided us with the ability to develop our own operational training courses according to the reality of our own country."

*Felisberto Naife, Director of Training and Civic Education, STAE, Maputo*

BRIDGE training in Mozambique aimed to improve general capacity of the staff and to develop the training department.

IDEA advanced its comparative research on the functioning of political parties: material was collected in Burkina Faso, Ghana, Mali, Nigeria, Senegal, Lesotho, Malawi, Mauritius, Swaziland, Zimbabwe, Angola, Botswana, the Democratic Republic of Congo, Mozambique, Namibia, South Africa and Zambia.

IDEA and its partners lobbied southern African heads of state to elevate the *SADC Declaration on Gender and Development* to protocol status and to raise the target of 30 percent women in decision-making to 50 percent. IDEA joined with other development partners, including the African Development Bank, to examine the role of parliaments in poverty alleviation.

Two obstacles to women's participation in politics in West Africa were described at an event in Ghana, co-organized by IDEA, Abantu for Democracy (Ghana) and the Center for Governance and Democracy (Burkina Faso):

- Cultural obstacles: resistance from husbands, families and society at large are the largest hindrances both for women attempting to enter politics and for those already elected; and
- Political obstacles: political party leaders are reluctant to consider women as candidates in most of the countries and they refuse to nominate women for leadership positions.

## 2. Latin America

Latin American countries share a number of common problems: weak democratic institutions, dissatisfaction with political parties, widespread poverty, inequality, exclusion and corruption. Political and economic reforms have failed to deliver improvements in the everyday lives of many people. The increased frustration with the democratic process has often given rise to mass protest movements demanding political reform or leadership change outside the regular electoral framework. The challenge is to break the cycle so that popular discontent does not undermine democracy.

IDEA sees the need to reform electoral laws, processes and institutions in order to develop more inclusive political and participatory systems, and to make democratic institutions work.

IDEA's work in Latin America bridges the gap between popular support for democracy as a system and widespread dissatisfaction with politicians and political processes in practice.

The Institute:

- Strengthens political institutions – with work on political parties receiving a high priority;
- Strengthens constitution-building and reform processes to ensure the development of sound democratic infrastructure;



- Ensures that electoral reform produces more inclusive and better electoral systems; and
- Generates a better understanding of the relationship between political and economic development.

In 2005, IDEA held several events to strengthen electoral institutions and political parties in Latin America, including:

- A seminar on electoral information management in Colombia attended by electoral management officials.
- A symposium for election administrators in Bolivia on the BRIDGE project.
- A seminar in Guatemala for political parties and election management bodies dealing with internal democracy in political parties, political party funding and media access.
- Training in financial management, reporting and accountability for nine Peruvian parties and regional exchange on party finance reform in Peru.
- Meetings in Honduras and Nicaragua for 35 high-ranking party officials from Central America to launch the next phase of IDEA's work with political parties.



PHOTO: HONORICO RUENDIA FOR PRESENS BILD

*A polling official in Bolivia during the 2005 general elections.*

During the year IDEA opened an office in Mexico City, with responsibility for Mexico, Central America and the Caribbean. IDEA also arranged a series of meetings on democracy and governance targeting some 500 Mexican legislators, party officials, electoral officers and others. In October, 300 delegates from throughout the world attended a seminar in Mexico City on *Democracy, Elections and the Media*.

In Bolivia, IDEA's Agora Democrática programme and the UNDP teamed up to encourage political reform and strengthen the country's party system. The project is designed to encourage political parties and other groups to address the issues underlying the recent conflicts in the country. These include ethnic relations, regional self-determination, the government's role in developing hydrocarbons and other natural resources, the economic model, and the political system and rules for political competition.

Created in 2004 jointly with Peru's Asociación Civil Transparencia, Agora seeks to strengthen political party systems in the five Andean nations through developing political reform proposals, providing opportunities for consensus building, and offering technical cooperation and training.

In Peru, IDEA and the Organization of American States released a study, *From Norms to Good Practices: The Challenge of Political Financing in Latin America*, in an attempt to increase financial transparency. In Madrid, IDEA and the Spanish government addressed the theme *International Cooperation and Political Parties in Latin America* at a workshop to lay the groundwork for improved coordination between donors and others in the field.

"Democracy building is still a challenge and it constitutes a responsible commitment in the creation of a more humane world."

*Lourdes Flores Nano, IDEA Board member, President of the Alianza Electoral Unidad Nacional and candidate in the 2001 and 2006 Peruvian presidential elections*

IDEA assisted Peruvian political parties in developing a gender policy. In July, 21 parties in Peru signed an agreement to promote women's participation and gender equality in politics, to include a gender perspective in party platforms for the 2006 elections, and to work for electoral reform and a gender law in the next Congress. The process was organized by IDEA and three Peruvian partner organizations.



### 3. Arab World

There is no discernible regional movement toward democratization and political openness in the Arab world. Major challenges for democracy in the region remain to improve human rights, establish transparent and credible electoral systems, increase women's participation, develop political parties, and reform existing constitutional and political institutions that hinder democratization.

IDEA's priorities are to:

- Build national and regional capability in the area of elections by devising relevant material and training resources;
- Add to the debate on women's political participation and the role of political parties; and
- Reform political institutions and help constitutional development.

2005 saw the completion and publication of three reports as part of the project *Democracy in the Arab World: Egypt, Jordan and Yemen*. The reports contain recommendations for democratic reform in each country, which are also valid for the democratic transition in other Arab countries. Available in Arabic and English, they provide a guide for the international community on how to support the reform process in the region.

IDEA's participation in the *International Colloquium on Political Pluralism and Electoral Processes* held in Rabat, Morocco in October 2005 generated considerable interest in the Institute's work among the 400 participants representing governments, parliaments, political parties, non-governmental organizations, media and academics from the Middle East, North Africa, and G8 countries (Canada, France, Germany, Italy, Japan, the Russian Federation, the United Kingdom, and the United States of America).

"[IDEA believes] that there are distinct opportunities for democratization in the region, but recognizes that each country needs sufficient space and time to develop its own reform agenda and democratization strategy and to craft its own democratic institutions according to its particular cultural, political and historical circumstances."

From the Preface to:

*Building Democracy in Yemen: Women's Political Participation, Political Party Life and Democratic Elections*

#### 4. Asia

2005 proved to be a difficult year for Southeast and South Asia, starting with the overwhelming humanitarian crisis caused by the tsunami that hit the region in December 2004. The disaster opened up the possibility for an improved relationship between people in Aceh Province and the Indonesian central government. Unfortunately, in Sri Lanka, conflict on the island resumed only too quickly.

Apart from India, the world's largest democracy, democracy in South Asia is either in retreat or under pressure from the rise of fundamentalism, communal politics, religious and social conflicts, armed struggle, poverty and exclusion.

Sri Lanka has not yet developed the political or institutional framework to deal with its multi-ethnic social structure. Political activity was banned in Nepal after King Gyanendra's imposed direct palace rule in January, and the Maoist insurgency continued. Pakistan faced excessive military intervention in politics and growing religious fundamentalism. Bangladesh tried to overcome its partisan political culture that was obstructing longer term political reform. Afghanistan held successful parliamentary and local elections (the first in 30 years) and was the recipient of a major international effort to help it to stabilize and rebuild its society.

IDEA's work in South Asia focuses on:

- Reconciliation as a means of strengthening peace and consolidating democracy;
- Improving the credibility and efficiency of political parties;
- Advancing knowledge of electoral system design; and
- Supporting the notion that stability and democracy will benefit from constitutional processes that reformulate the distribution of power.

IDEA held a symposium, *Reconciliation in South Asia: Exploring the Terrain*, which generated interest in the formation of a regional network of reconciliation experts. In Sri Lanka in April, IDEA, together with the Sri Lankan Inter-Religious Peace Foundation held an inter-faith symposium titled *Help or Hindrance? The Role of Religions in the Sri Lankan Conflict*. Representatives of the four major national religions – Hinduism, Buddhism, Islamic and Christianity – identified possible faith-based approaches that could be mobilized to engender healing and improve community relations.

In Nepal, IDEA supported an initiative between parties and civil society organizations to discuss strategies for restoring democracy. Networks have also been created to support constitutional development as a way to address the current conflict. Meetings were held in Sri Lanka, Nepal and India to discuss how to reform political parties. A group of political figures and activists invited IDEA to Pakistan to make a presentation on *International Standards for Free and Fair Elections*.



PHOTO: LENA RIKKILA, IDEA

*A Nepalese security officer oversees a political rally in Kathmandu.*

How to improve human rights and promote political reform and reconciliation in Myanmar remains a vexed question for the international community. Aung San Suu Kyi – an honorary IDEA Board member – is still under house arrest, and military rule shows no signs of giving way to democratic processes. IDEA supports civil society in Myanmar through assistance to the Burma Fund. Civil society organizations and leaders from the Burmese democracy movement attended a workshop in Thailand on *Challenges to Reconciliation – Building Human Relationships and Community Processes*, following the launch of the Burmese translation of the summary of IDEA's *Reconciliation Handbook*.

In Indonesia, balancing the interests of national unity with those of the regions is a sensitive political issue. Any instability or moves toward separatism result in the government's use of military force. The need to counter for the regions in the political system was one of the reasons why a parliamentary Regional Representative Council (DPD) was established. IDEA supports the DPD – and targets its women members – to help strengthen democracy. Two study visits were organized for DPD members: to South Africa, to experience the work of the National Council of Provinces (an analogous legislative body); and to Australia, where participants examined the Senate.

### 5. South Caucasus

In 2005, IDEA handed over its Georgia programme – focused on democracy assessment and capacity building on electoral administration – to local partners in the country. Recommendations emerging from the Georgia public dialogues held in 2005 were conveyed to both the government and the international donor community. A BRIDGE programme to create a pool of qualified trainers on electoral administration was held for the Central Electoral Commission (CEC) of Georgia. The CEC now has 28 fully accredited BRIDGE professionals. IDEA also arranged for research on the internal and external challenges for political parties in Armenia and in Georgia.

PHOTO: GEORGE GEORGIOU FOR PANOS PICTURES



*On her way to a polling station in Tbilisi, a Georgian passes by a list of voters.*



PHOTO: ANDREAS GUNNARZ

*IDEA June 2005 conference speakers, from left: Allan Wagner (Secretary-General, Andean Community of Nations), Margot Wallström (Vice President, European Commission), moderator David Steel (former Presiding Officer, Scottish Parliament), Bience Gawanas (Commissioner, African Union), Deepa Gopalan Wadhwa (Indian Ambassador to Sweden and Latvia).*

### C. IDEA Celebrates 10 Years of Democracy Assistance

The end of the Cold War in the late 1980s saw many countries establish or re-establish themselves as functioning democracies. Many had undergone periods of internal conflict, repression and human rights violations. They were emerging without a tradition of open political involvement and their fragile structures provided little certainty of sustaining and nurturing the democratic processes to which their people aspired. Free elections were being organized for the first time.

Against this background a coalition of 14 democracies founded IDEA in 1995.

IDEA's 10<sup>th</sup> anniversary in 2005 provided the opportunity to stand back and reflect on what the organization had achieved.

*"International IDEA broke new ground. First of all, it was global in its reach and it was not just about elections and developing countries. It was about the fundamentals of democracy worldwide. We were as concerned about the funding of political parties in established democracies as about the interface between democracy and under-development. Our mission remains as valid now as when we began."*

*Sir Shridath Ramphal, former IDEA Board Chairman (1995-2001) and former Secretary-General of the Commonwealth*



"Gorbachev – Glasnost and Perestroika – presented us with the stellar moment when everything seemed possible. The Cold War was over. The Wall was torn down and democratization took off. The need for help and advice became obvious and with that the creation of ground rules for democracy."

*Thorvald Stoltenberg, former IDEA Board Chairman (2001-2003), former Foreign Minister of Norway and UN Special Representative in the Former Yugoslavia*

In February IDEA convened a seminar for some 60 government representatives in Stockholm with the title *Democracy Building: Past Lessons and Future Trends*. In June IDEA hosted a conference with the theme *Building Democracy Across Borders* featuring keynote speakers Margot Wallström, European Commission Vice President; Bience Gawanas, African Union Commissioner; Deepa Gopalan Wadhwa, Indian Ambassador to Sweden and Latvia; and Allan Wagner, Secretary General of the Andean Community of Nations.

The Stockholm events also discussed the links between democracy and development, and how democracy could be used to manage conflict despite the violence that often occurs in the process. Anniversary events were also for IDEA's friends and partners held in Indonesia, Ghana, South Africa, Botswana and Peru. IDEA also compiled the collective knowledge on democracy assistance of the Institute, experts and practitioners from around the world in its anniversary publication, *Ten Years of Supporting Democracy Worldwide*.

#### *IDEA's achievements*

In its first decade IDEA:

- Facilitated in-depth democracy assessment, dialogue and capacity-building programmes in Nepal, Romania, Bosnia, Burkina Faso, Guatemala, Slovakia, Nigeria, Indonesia, Peru and Georgia, as well as regionally in the Arab world and in southeastern Europe.
- Developed a methodology so that local citizens can assess how well democracy functions in their own country, identify shortcomings and areas for reform.
- Conducted professional training courses throughout the world for election administrators and officials from developing democracies.
- Produced over 100 publications in 10 languages for democracy practitioners. These include the publication of a number of handbooks, which have become standard texts on their subject areas for use as practical tools and guidelines on electoral systems, conflict management, quotas, and other issues related to democracy.
- Published more than 100 case studies from Asia, Latin America, Africa, Europe, and the Arab world on the use of quotas to increase the representation and participation of women in politics.
- Developed extensive databases on voter turnout, elections administration and costs, and political parties.
- Sponsored activities in more than 28 countries for local, national, and regional audiences interested in democracy and electoral issues.
- Provided technical assistance to individual countries and legislatures.
- Fostered professional networks across the globe in the fields of electoral management and democracy assistance.

"Democratization is a long-term process, and it must be built from within societies. It can neither be imported nor exported, but it surely can be supported."

*Andrés Rozental, IDEA Board Vice Chairperson*



## D. Publications Released in 2005

### Electoral Processes

#### *Electoral System Design: The New International IDEA Handbook*

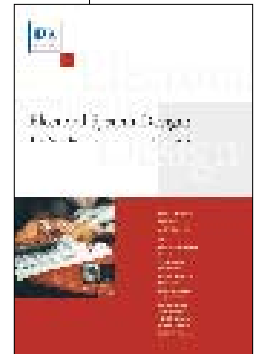
In 1997, IDEA published its first *Handbook on Electoral System Design*. The Handbook proved to be one of IDEA's most used tools. In 2005, a new Handbook covered the process of electoral system change and the political and institutional context in which electoral systems work. This easy-to-use guide includes new case studies that describe factors to consider when modifying or designing an electoral system.

Available in English ([www.idea.int/publications/eds/index.cfm](http://www.idea.int/publications/eds/index.cfm)).

An overview of the Handbook is also available in English and Portuguese.

A Spanish translation of the Handbook will be published by IDEA and the Instituto Federal Electoral of Mexico in September 2006.

The Enabling State Programme, Nepal, produced an unofficial translation of the Handbook into Nepali ([www.idea.int/publications/esd/np.cfm#toc](http://www.idea.int/publications/esd/np.cfm#toc)).



### Democracy Building and Conflict Management

#### *Verdad, justicia y reparacion – Desafios para la democracia y la convivencia social* (*Truth, justice and reparations – Challenges for democracy and social coexistence*)

With five case studies (Argentina, Chile, El Salvador, Guatemala and Peru) as a starting point, this publication relaunches the debate on reconciliation and democratization in the Latin American region. The focus of the analysis is the relationship between reconciliation processes and democratization agendas in Latin America.

Available in Spanish ([www.idea.int/publications/vjr/index.cfm](http://www.idea.int/publications/vjr/index.cfm)).

In this production, IDEA, in cooperation with the Inter-American Institute of Human Rights, is taking forward the analysis contained in the *Reconciliation After Violent Conflict Handbook* published in 2003 ([www.idea.int/publications/reconciliation/index.cfm](http://www.idea.int/publications/reconciliation/index.cfm)).





*Democracy and UN Peace-Building at the Local Level: Lessons Learned*

This policy paper summarizes the findings of a three-year project carried out by IDEA that has focused on the United Nations' role in the democratization of Kosovo, Liberia, Sierra Leone and Timor Leste – each of which has been under UN transitional administration following armed conflict. The project concentrated on:

- The United Nations Mission in Kosovo and the Organization for Security and Co-operation in Europe municipal administration in the disputed territory;
- Options for new local democracy structures and decentralization in Timor Leste following independence in May 2002; and
- Opportunities for local governance in post-war Sierra Leone, which in 2004 held elections for newly created local-level democratic institutions.

Available in English ([www.idea.int/publications/democracy\\_un/index.cfm](http://www.idea.int/publications/democracy_un/index.cfm)).



*Making reconciliation work: the role of parliaments*

An effective parliament is vital to the success of any transition from conflict to peace. Yet in many post-conflict situations, parliament no longer exists or has only recently been restored. In the latter case, its capacity to respond to the daunting challenges of reconciliation is often limited.

Published by IDEA in partnership with the Inter-Parliamentary Union, this concise guide provides insights into the role played by parliaments in countries which have experienced or are going through transition from conflict, and highlights the pitfalls to be avoided on the road to reconciliation.

Available in English, Arabic, French and Spanish ([www.idea.int/publications/mrw/index.cfm](http://www.idea.int/publications/mrw/index.cfm)).

**Also published by IDEA on democracy building and conflict management:**

- *Reconciliation After Violent Conflict: Policy Summary* (Burmese) ([www.idea.int/publications/reconciliation/index.cfm](http://www.idea.int/publications/reconciliation/index.cfm))
- *Developing Local Democracy in Kosovo*  
Published by IDEA in cooperation with the Advocacy Training and Resource Center (ATRC), Kosovo. Available in English, Albanian and Serbian ([www.idea.int/publications/dem\\_kosovo/index.cfm](http://www.idea.int/publications/dem_kosovo/index.cfm))

### Political Parties

#### *Political Parties' Finance – CD-ROM*

This CD-ROM contains all IDEA publications on political party finance to date, including the full text of four books:

- *Handbook on Funding of Political Parties and Election Campaigns* (global study)
- *From Norms to Best Practices* (Latin America)
- *The Delicate Balance between Political Equity and Freedom of Expression* (Canada and the US)
- *From the Grassroots to the Airwaves* (Caribbean)

Many countries have decided to introduce a system of regulation of political party funding. This CD-ROM contains an extensive matrix on political finance laws and regulations in 111 countries.



### Gender and Political Participation

#### *Women in Parliament Handbook: Beyond Numbers*

##### *A Revised Edition*

This new and updated edition of *Women in Parliament: Beyond Numbers Handbook* examines three key stages involved in women accessing legislatures. It looks at the obstacles women confront when entering parliament – be they institutional, political, socioeconomic or ideological. It presents options for overcoming these obstacles, such as reforming electoral systems and introducing measures like quotas. It also details strategies for women to influence politics once they are elected to parliament.

The Handbook includes case studies from Argentina, Burkina Faso, Ecuador, France, Indonesia, Rwanda, South Africa and Sweden, as well as regional overviews from the Arab world, Latin America, South Asia and a case study on the Inter-Parliamentary Union.

Available in English ([www.idea.int/publications/wip2/index.cfm](http://www.idea.int/publications/wip2/index.cfm)).

The first *Women in Parliament: Beyond Numbers Handbook* was produced in 1998. IDEA has produced Spanish, French and Indonesian language versions and a Russian overview of the Handbook during 2002-2003.



#### *The Implementation of Quotas: European Experiences*

This report, the fourth of a series of global reports on the use of gender quotas, examines women's political representation in Europe. Although the overall representation of women in European parliaments (including the Commonwealth of Independent States' nations) stands at approximately 18 percent, the differences among the many countries are staggering: from a low of 3 percent in Kyrgyzstan to a high of 45 percent in Sweden. Gender quotas are increasingly viewed as an important policy measure for boosting women's access to decision-making bodies throughout the world.



The proponents of quotas in many European countries face an unusual dilemma compared to other regions – rejection and scepticism based on previous experience with quotas. In many communist states of the 20th century, quotas were employed as a way of paying lip service to equality declarations made by state-sponsored socialism. Thus, in several European democracies of the 21st century, quotas are not regarded as positive measures but rather negative reminders of non-democratic practices.

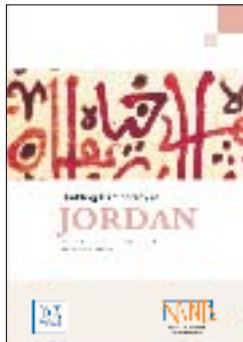
The report examines this particular impediment and compares strategies and ways of overcoming the stereotypes. There are 11 country case studies included in the report: Belgium, Bosnia and Herzegovina, Croatia, Estonia, Hungary, Lithuania, Macedonia, Norway, Poland, Serbia and Montenegro, and Slovenia.

Available in English ([www.idea.int/publications/quotas\\_europe/index.cfm](http://www.idea.int/publications/quotas_europe/index.cfm)).

### Arab World

#### *Country Reports on Democracy Building in Egypt, Jordan and Yemen*

The critical challenges facing democratization in the Arab world reflect themes that are central to IDEA's work in general: the conduct of free and fair elections, the political inclusion of women, and the functioning of political parties.



These three country reports are the most important outcomes of a project carried out by IDEA in 2003-2004, in cooperation with the Arab NGO Network for Development, aimed at discussing democratic reforms in Egypt, Jordan and Yemen.

The challenges, opportunities and recommendations identified in the reports are results of the work of in-country research teams together with the contributions made during the regional meetings organized by the project.

Available in English and Arabic ([www.idea.int/publications/browse/arab\\_world.cfm](http://www.idea.int/publications/browse/arab_world.cfm)).

**Also published by IDEA on the Arab world:**

- *Democracy in the Making: Key Options in Iraq's Democratization Process*  
A policy paper
- *Democracy and Poverty: the Case of the Arab World*  
A policy paper
- *Islamists and Elections in the Arab World*  
A policy paper
- *Post-War Lebanon: The Lost Opportunities*  
A policy paper

(All of the above policy papers are in Arabic and English and are available at [www.idea.int/arab\\_world/publications.cfm](http://www.idea.int/arab_world/publications.cfm))

**Latin America**

*La concepción del poder desde las mujeres*  
(*The concept of power: women's perspectives*)

Co-published by IDEA and the Hannah Arendt Institute, this book draws on the November 2004 Forum of Latin American Women Political Leaders. It covers the concept of power, political party financing and the media's role and impact on politics.

Available in Spanish ([www.idea.int/publications/concept\\_of\\_power/index.cfm](http://www.idea.int/publications/concept_of_power/index.cfm)).

*A Challenge to Democracy: Political Parties in Central America, Panama and Dominican Republic*

This publication assesses the current state of and prospects for political parties in Central America and the Dominican Republic. The report was published jointly by IDEA, the Inter-American Development Bank, the General Secretariat of the Organization of American States (OAS), and the United Nations Development Programme.

Available in English and Spanish ([www.idea.int/publications/pp\\_americas/index.cfm](http://www.idea.int/publications/pp_americas/index.cfm))

*From Grassroots to the Airwaves – Paying for Political Parties and Campaigns in the Caribbean*

This study provides comparative analysis of the 34 member states of the OAS, assessing not only the normative framework of political party and campaign financing, but also how legislation is actually put into practice. The specific themes addressed included disclosure, enforcement, public and private financing, access to the media and gender.



This publication is the result of a joint effort by the Office for the Promotion of Democracy of the OAS and by IDEA, under the framework of the Inter-American Forum on Political Parties.

The study was released with a CD-ROM, which includes national case studies, comparative tables, legislation and other documents.

Available in English ([www.idea.int/publications/pp\\_caribbean/index.cfm](http://www.idea.int/publications/pp_caribbean/index.cfm)).



*National Visions Matter: Lessons of Success*

This report results from a 2004 meeting between IDEA, the World Bank and the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC) where senior public sector officials and private sector representatives from 14 countries gathered to analyse each country's development experience.

*National Visions Matter* encapsulates a set of central elements common to successful development experiences. Successful countries have invested in developing long-term visions, and have created the institutions to translate long-term visions into reality.

Published with the World Bank and the UN ECLAC.

Available in English and Spanish ([www.idea.int/publications/nvm/index.cfm](http://www.idea.int/publications/nvm/index.cfm)).

**Also published by IDEA on Latin America:**

*Published in Spanish only:*

- *Argentina: una sociedad anomica*  
(Argentina: a society without norms)  
Published with Universidad Nacional Autonoma de Mexico y Asociacion Argentina de Derecho Constitucional  
[www.idea.int/publications/ausa/index.cfm](http://www.idea.int/publications/ausa/index.cfm)
- *Nuevas Reglas para Elegir Mejor, Seminario sobre la reforma electoral*  
(New Rules for Choosing Better: A Seminar on Electoral Reform)  
Published with Asociación Civil Transparencia  
[www.idea.int/publications/new\\_rules/index.cfm](http://www.idea.int/publications/new_rules/index.cfm)
- *Democracia en la Región Andina, los telones de fondo*  
(Democracy in the Andean Region)  
Published with Asociación Civil Transparencia  
[www.idea.int/publications/democracy\\_andina/democracy\\_andina.cfm](http://www.idea.int/publications/democracy_andina/democracy_andina.cfm)



### South Caucasus

*Constitutional/Political Reform Process in Georgia, Armenia and Azerbaijan: Political Elite and Voices of the People*

Published with the Caucasus Institute for Peace, Democracy and Development

Available in English, Georgian and Russian  
([www.idea.int/publications/cprp\\_georgia/en.cfm](http://www.idea.int/publications/cprp_georgia/en.cfm)).

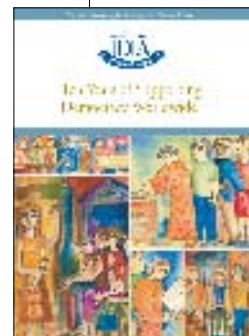


### Special publication

*The International Institute for Democracy and Electoral Assistance: Ten Years of Supporting Democracy Worldwide*

This anniversary book illustrates how IDEA contributes to democracy building in the practical and theoretical sense, and its experience of how to make a difference in the field of democracy building. The book is divided into two parts, the first looking at the external world around IDEA from 1995 to 2005. The second part of the book describes some of IDEA's activities in democracy building. It highlights the Institute's work in a sample country (Peru) to show the interplay between broad institutional planning and regional activity.

Available in English ([www.idea.int/publications/anniversary/index.cfm](http://www.idea.int/publications/anniversary/index.cfm)).



## E. IDEA's Databases

### *ACE (Administration and Cost of Elections)*



[www.aceproject.org](http://www.aceproject.org)

The electronic version of ACE is the first-ever attempt to provide a globally accessible information resource on election administration. It provides user-friendly, operationally oriented information on options, detailed procedures, alternative solutions and the administrative and cost implications associated with organizing elections. Building on the success of ACE, a new product *ACE Electoral Knowledge Network* will be launched in 2006. It is a collaboration between IDEA, EISA, Elections Canada, the Federal Electoral Institute of Mexico, IFES, UNDESA and UNDP.



### *Political Finance Laws and Regulations*

[www.idea.int/matrix](http://www.idea.int/matrix)

IDEA's database on political finance laws and regulations contains information from more than 100 countries. It is the largest collection of such information available in the world.



### *Quotas for Women*

[www.quotaproject.org](http://www.quotaproject.org)

IDEA and Stockholm University have compiled comparative information on the use and impact of quotas for women in politics, including the different quota systems in existence today, the percentage of women represented and representation targets in countries where these exist.



### *Voter Turnout*

[www.idea.int/vt](http://www.idea.int/vt)

IDEA's voter turnout database is the most comprehensive global collection of political participation statistics available and contains voter turnout figures on a country basis for national presidential and parliamentary elections since 1945. The information includes both the number of registered voters and voting age population as indicators. Where available, the spoiled ballot rate for each election is stated. Included also are the most recent indicators of literacy and human development, along with the type of electoral system currently used and whether voting is compulsory.



### *Electoral Processes Information Collection (EPIC) Project*

[www.epicproject.org](http://www.epicproject.org)

The EPIC project is a systematic collection of how countries actually manage their elections. By presenting information about electoral systems, electoral management, legislative framework, voter registration, voter education and other related topics in a wide range of countries, users are able to compare and identify common practice within electoral administration. EPIC partners include UNDP, IFES and many regional bodies.



### *Electoral System Design*

[www.idea.int/esd](http://www.idea.int/esd)

This material is a compilation of IDEA's knowledge on electoral system design. The choice of electoral system is one of the most important institutional decisions for any democracy: electoral systems define and structure the rules of the political game; they help determine who is elected, how a campaign is waged, the role of political parties, and most important, who governs.

## About IDEA

IDEA brings together those who analyse and monitor trends in democracy and those who participate in political reform. IDEA strengthens the institutions and culture of democracy in both new and long-established democratic states.

As an intergovernmental organization, IDEA's member states are both its owners and key partners. The Institute also works with organizations at the national and international level, including:

- Intergovernmental organizations, such as the African Union, the Organization of American States, the Organization for Security and Co-operation in Europe, the European Union and the United Nations. IDEA holds Observer Status at the UN, which gives it access to policy discussions on democracy-related issues.
- Development agencies and organizations such as the United Nations Development Programme, the World Bank and the Inter-American Development Bank, as well as bilateral development agencies.
- Democracy practitioners and institutions, such as political parties, parliaments and election management commissions.
- Non-governmental organizations, trade unions, religious bodies, universities, think tanks and academic networks.

Headquartered in Stockholm, Sweden, IDEA in 2005 had regional offices in Costa Rica and South Africa and programme offices in Peru, Mexico, Ghana, Indonesia and Armenia. Its 50 employees represented 26 different nationalities.

### *Member States 2005*

Australia, Barbados, Belgium, Botswana, Canada, Cape Verde, Chile, Costa Rica, Denmark, Finland, Germany, India, Mauritius, Mexico, Namibia, The Netherlands, Norway, Peru, Portugal, South Africa, Spain, Sweden, and Uruguay

Japan (Observer)

Switzerland (joined January 2006)

### *Associate Members as of 2005*

International Press Institute  
Parliamentarians for Global Action  
Transparency International  
Inter-American Institute for Human Rights

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## 2005 Board of Directors

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- **Ms Lourdes Flores Nano** (Peru), President of the Alianza Unidad Nacional, former congresswoman and presidential candidate
- **Dr Henning Scherf** (Germany), former President of the Senate and Mayor of the Free Hanseatic City of Bremen (resigned December 2005)
- **Mr Cassam Uteem** (Mauritius), former President of the Republic of Mauritius

## Honorary Board Member:

**Aung San Suu Kyi** (Burma), General Secretary of the National League for Democracy in Burma and Nobel Peace Prize Laureate

## Secretary-General:

**Karen Fogg**, United Kingdom (2002 – 2005)  
**Vidar Helgesen**, Norway (as of January 2006)

## Statement of Revenue and Expenditure

Euro	Budget		
	2005	2005	2004
<b>REVENUE</b>			
Core Contributions (Members)	8 405 714	8 009 851	7 952 900
Project Contributions	1 500 000	1 414 371	776 682
Other income	406 103	536 051	376 136
Interest Income	40 000	100 096	36 207
<b>Total Revenue</b>	<b>10 351 817</b>	<b>10 060 369</b>	<b>9 141 925</b>
<b>EXPENDITURE</b>			
<b>Operating Expenditure</b>			
<i>Core Programme</i>			
Democracy and Conflict Management	1 060 765	984 184	996 040
Election Processes	1 131 399	1 236 426	1 150 299
Political Parties	927 805	776 216	790 658
Cross-Thematic	1 273 372	1 160 743	777 208
Regional Programmes	1 926 228	1 868 207	1 969 219
Programme Development and Follow-Up	250 000	164 154	109 078
<i>Total Core Programme</i>	<i>6 569 569</i>	<i>6 189 930</i>	<i>5 792 502</i>
Additional Project Expenditure	1 500 000	1 414 371	776 682
<b>Total Operations</b>	<b>8 069 569</b>	<b>7 604 301</b>	<b>6 569 184</b>
<b>Administration Expenditure</b>			
Governing Bodies	183 000	272 246	189 809
Personnel Costs	1 201 321	1 149 194	1 292 456
Management	236 000	142 901	114 359
Human Resources	314 000	294 122	336 434
Audit and Accounting	144 000	139 020	142 790
Office Expenditures	967 032	847 985	892 098
<b>Total Administration</b>	<b>3 045 353</b>	<b>2 845 468</b>	<b>2 967 946</b>
<b>Financing costs</b>			
Exchange (gains) and losses	(155 277)	(300 758)	212 259
Overhead Recovered		(69 113)	(32 579)
<b>Total Financing</b>	<b>(155 277)</b>	<b>(369 871)</b>	<b>179 680</b>
<b>Total Expenditure</b>	<b>10 959 645</b>	<b>10 079 898</b>	<b>9 716 810</b>