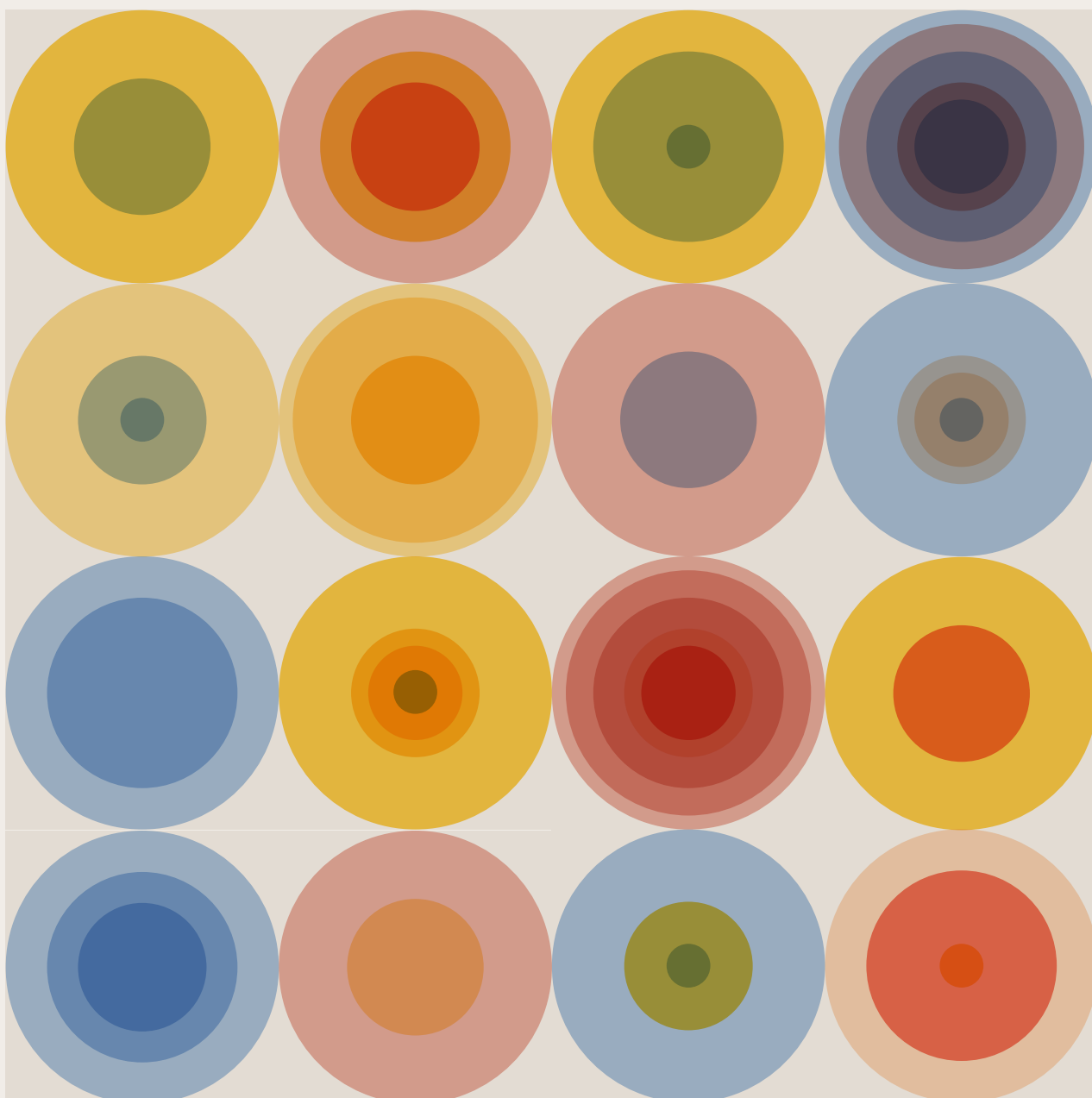




FINANCIAL STATEMENTS 2016



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Graphic design: kilometre design
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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 2016.

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 inter-governmental organization by fourteen founding Members at a conference held in Stockholm on the

27 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	 Chile, since 1995	 Mauritius, since 1999	 Portugal, since 1995
 Barbados, since 1995	 Costa Rica, since 1995	 Mexico, since 2003	 South Africa, since 1995
 Belgium, since 1995	 Dominican Republic, since 2011	 Mongolia, since 2011	 Spain, since 1995
 Benin, since December 2016	 Finland, since 1995	 Namibia, since 1997	 Sweden, since 1995
 Botswana, since 1997	 Germany, since 2002	 The Netherlands, since 1995	 Switzerland, since 2006
 Brazil, since April 2016	 Ghana, since 2008	 Norway, since 1995	 Uruguay, since 2003
 Canada, since 1997	 India, since 1995	 Peru, since 2004	Observer State
 Cape Verde, since 2003	 Indonesia, since 2013	 The Philippines, since 2013	
		 Japan	

During the year, the Council of Member States, welcomed the accession to membership of International IDEA of the Republic of Brazil (April 2016) and the Republic of Benin (December 2016).

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 were ratified by their respective Parliaments during the year. Negotiations for Host

Country agreements continue in Kenya 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, Chile (since September 2016), Ethiopia, Haiti, Kenya, Myanmar, Nepal, The Netherlands, Peru and Tunisia

and a UN liaison office in New York. During 2016 International IDEA closed its offices in Costa Rica (September 2016) and Egypt (December 2016).

Governance matters

Overall governance of International IDEA is provided by a Council of Member States. The Council meets at least 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 Advisors the members of which provide expert and technical advice on programmes.

Secretary-General

The Honourable Mr Yves Leterme

Directors

During 2016 there were eight (2015: nine) Director level positions. Incumbents during the year are detailed below: *(At the end of 2015, the West Asia North Africa Region was merged into the Africa Programme to form a new Region now called "Africa and Western Asia")*

Name and Position	Gender
Mr Adam M B Boys, Director for Corporate Services	M
Mr Andrew Bradley, Director of the office of International IDEA to the European Union	M
Ms Karin Gardes, Director for External Relations and Governance Support	F
Ms Keboitse Machangana, Director for Global Programmes	F
Professor Adebayo Olukoshi, Director – Africa and Western Asia	M
Ms Leena Rikkila Tamang, Director for Asia and the Pacific	F
Dr Massimo Tommasoli, Director – Permanent Observer to the United Nations	M
Dr Daniel Zovatto, Director for Latin America and the Caribbean	M

There were no changes in director level positions during the year.

Steering Committee

Member States held the following offices on the Council in 2016:

- Mongolia Chair
- Switzerland First Vice Chair
- Peru Second Vice Chair
- Sweden Host Country
- Finland Additional Council members

Finance and Audit Committee (FAC)

Members of the FAC serve in their individual capacities.

Name	Gender	Meetings attended (out of three, including one virtual meeting)
Mr Johannes Heller (Chair)	M	3
Ms Helle Bank Jørgensen (until 2 December 2016)	F	3
Mr Alejandro Garofali	M	2
Mr Jørgen Kosmo (Left 6 December 2016)	M	nil
Mr Anders Nyström	M	3
Mr Leo van der Tang	M	3

During the year, Ms Helle Bank Jørgensen completed her term of appointment to the Finance and Audit Committee. With regret, Mr Jørgen Kosmo resigned from the Finance and Audit Committee for personal reasons.

Board of Advisors

Name	Gender	Meetings attended (out of two)
H.E. Dr Surin Pitsuwan (Chair)	M	2
Mr Rafael Roncagliolo Orbegoso (until 21 March 2016)	M	-
Ms Burmaa Radnaa (Vice Chair)	F	1
Dr Shahabuddin Yaqoob Quraishi	M	2
Ambassador Antonio Núñez García-Sauco	M	2
Dr Bassma Kodmani	F	1
Mr Nicholas Haysom	M	1
Professor Christine Bell	F	1
Ms Emine Bozkurt	F	2
Professor Hoda Elsadda	F	1
Dr Cheik Modibo Diarra	M	1
Professor Pippa Norris	F	1
Mr Pierre Schori	M	1
Ms Njeri Kabeberi	F	2
Mr Sergio Bitar	M	1
Daw Aung San Suu Kyi (<i>Honorary Board Member</i>)	F	nil - not required to attend

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

26 April 2017
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 6 to 25 were authorised by the Secretary-General on 26 April 2017 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

Opinions

We have audited the International Institute for Democracy and Electoral Assistance's (International IDEA) financial statements for the year ending 31 December 2016.

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 of 31 December 2016 and its financial performance and cash flow for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS).

Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of International IDEA in accordance with International Standards on Auditing (ISA) and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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

Responsibilities of the Secretary General and Management

The Secretary General and Management are responsible for the preparation of the financial statements and that they give a fair presentation in accordance with the International Public Sector Accounting Standards (IPSAS). The Secretary General and Management are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the Secretary General and Management are responsible for the assessment of the Institute's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting.

The Audit Committee shall, without prejudice to the Secretary General and the Management's responsibilities and tasks in general, among other things oversee International IDEA's financial reporting process.

Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the Institute's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary General and Management.
 - Conclude on the appropriateness of the Secretary General and Management's use of the going concern basis of accounting in preparing the financial statements. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion about the financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause International IDEA to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We must inform the Secretary General and Management of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

Stockholm 26 April 2017

KPMG AB

Birgitta Johansson Vognsen

Authorized Public Accountant

Statement of Financial Performance for the year ended

For the year ended 31 December 2016

(Thousands of Euros)

Income & Operating Costs	Note	2016	2015
Income			
Donor Contributions	9(a)	22,128	25,623
Other Income	9(b)	11	20
<i>Total Income</i>		<i>22,139</i>	<i>25,643</i>
Operating Costs			
Contractors	10	6,181	6,716
Operating Costs	10	4,226	4,968
Personnel costs	10&11&12	10,937	10,274
Travel	10	2,806	3,626
<i>Total Operating Costs</i>		<i>24,150</i>	<i>25,584</i>
(Deficit)/Surplus for the Year		(2,011)	59

Statement of Financial Position as at

As of 31 December, 2016 and 2015

(Thousands of Euros)

Assets	Note	2016	2015
Current Assets			
Cash and cash equivalents	3	11,871	14,041
Receivable Contributions	4(a)	482	421
Prepayments	4(b)	687	5
Recoverable staff income tax and social security payments		1,111	972
Recoverable value added tax		136	94
Other receivables		21	27
Total current assets		14,308	15,560
Non-current assets			
Fixed Assets	5	74	42
Total non-current assets		74	42
Total Assets		14,382	15,602
Liabilities			
Current Liabilities			
Trade Payables and Accruals	6	1,380	1,506
Deferred Income	6	3,406	2,526
Personnel Accruals	7	1,530	1,493
Total current liabilities		6,316	5,525
Total Liabilities		6,316	5,525
Net Assets			
General Reserve		9,077	9,018
Currency Reserve	8	1,000	1,000
(Deficit)/Surplus for the period		(2,011)	59
Net Assets		8,066	10,077
Total Liabilities & Reserves		14,382	15,602



Yves Leterme
Secretary-General



Adam M B Boys, FCA
Director of Corporate Services

The accounting policies and other notes form an integral part of these financial statements

Statement of Cash flows for the year ended

As of 31 December, 2016 and 2015

(Thousands of Euros)

	Note	2016	2015
Cashflow from operating activities			
(Deficit)/Surplus from ordinary activities		(2,011)	59
Depreciation	5	70	-
(Increase)/decrease in receivables and prepayments		(918)	356
Increase/(decrease) in payables		791	(1,702)
<i>Net cashflow from operating activities</i>		<i>(2,068)</i>	<i>(1,287)</i>
Cashflow from investing activities			
Capitalization of fixed assets	5	-	(42)
Purchase of fixed Assets	5	(102)	-
Net cashflow from investing activities		(102)	(42)
Net (decrease) increase in cash and cash equivalents		(2,170)	(1,329)
Cash and cash equivalents at beginning of period		14,041	15,370
<i>Cash and cash equivalents at end of period</i>	3	<i>11,871</i>	<i>14,041</i>

Statement of Changes in Net Assets

(Thousands of Euros)

	General Reserve	Currency Reserve	Total
Balance at 1 January 2015	9,018	1,000	10,018
Transfer (to)/from Currency	-	(219)	(219)
Transfer from Currency to Operating Reserve	-	219	219
<i>Net surplus for the period</i>	<i>59</i>	<i>-</i>	<i>59</i>
Balance, 31 December 2015	9,077	1,000	10,077
Transfer (to)/from Currency	-	(217)	(217)
Transfer from Currency to Operating Reserve	-	217	217
<i>Net deficit for the period</i>	<i>(2,011)</i>	<i>-</i>	<i>(2,011)</i>
Balance, 31 December 2016	7,066	1,000	8,066

The accounting policies and other notes form an integral part of these financial statements

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 – 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. Unrestricted contributions for the year are recognized following formal approval of the Programme and Budget for the year by the Council of Member State Representatives. The rate of exchange used for the conversion of foreign currency commitments or pledges is the average rate of exchange for the month in which the Programme and Budget is approved (December of the prior year).

For individual Member State contributions of Unrestricted Income: In the event that the exchange rate prevailing on the date of the receipt of funds varies substantially from the rate of the initial recording of the income, then an adjustment to Unrestricted Income will be made. For such an adjustment to be made, the cumulative adjustments for an individual donor must exceed 100,000 Euros. In all other cases, such differences will be recorded within Exchange Rate gains and losses.

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:

- | | |
|--------------------------------------|---------|
| i. Furniture, Fixtures and equipment | 4 years |
| ii. IT Equipment | 3 years |
| iii. 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 goods 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 a past event, (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 Organisation'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.

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.

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

plan. In the normal course of operational, grant-making bodies may consider certain expenses to be eligible or not to be eligible 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 performance or statement of financial position.

3. Cash and cash equivalents

31 December	(Thousands of Euros)	
	2016	2015
Cash on hand	24	24
Cash at Bank	11,847	14,017
Total	11,871	14,041

International IDEA has the equivalent of 11,1 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(a). Receivable Contributions (Schedule 1, note 9(a))

31 December	(Thousands of Euros)	
	2016	2015
Unrestricted contributions (schedule 1 (a))	2	5
Restricted Projects (schedule 1 (b))	480	416
Total	482	421

4(b). Prepayments

In Myanmar, International IDEA works with partners in the implementation of the EU STEP democracy project. International IDEA advances funds to these partners who then use the funds for activities.

On 31 December 2016, the value of such unspent advances was €420,000 (2015: €551,000). In 2016, this amount was reflected in Prepayments while in 2015 this was netted off against Trade Payables and Accruals.

5. Fixed Assets

Changes in furniture, fixtures and equipment for the period

(Thousands of Euros)

	31 December 2015	Acquisitions	Depreciation	31 December 2016
Cost				
Furniture, fixtures and equipment	293	95		388
IT Equipment	48	7		55
Motor Vehicles	57	-		57
Total cost	398	102		500
Depreciation				
Furniture, fixtures and equipment	(257)		(62)	(319)
IT Equipment	(42)		(8)	(50)
Motor Vehicles	(57)			(57)
Total Depreciation	(356)		(70)	(426)
Net Book value				
Furniture, fixtures and equipment	36	95	62	69
IT Equipment	6	7	8	5
Motor Vehicles	-	-	-	-
Total net book value	42	102	70	74

6. Liabilities and Deferred Income

31 December

(Thousands of Euros)

	2016	2015
Trade payables and Accruals		
Accounts payable	837	956
Accruals	543	550
Total	1,380	1,506
Deferred Income (Schedule 1) (Note 9(a))		
Unrestricted contributions (Schedule 1(a))	-	-
Restricted Projects (Schedule 1 (b))	3,406	2,526
Total	3,406	2,526

7. Personnel Accruals

31 December

(Thousands of Euros)

	2016	2015
Annual Leave	184	195
Pension contributions	505	559
Separation Allowance	686	621
Withholding taxes	155	118
Total	1,530	1,493

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 31 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. In 2016, the Council approved the use of

€2.7m of reserves to fund an unexpected drop in income in 2016. Of this figure, €2.0m were actually drawn from reserves.

b. Currency Reserve – This reserve provides a facility to overcome distortions in International IDEA's operational expenditures caused by fluctuations in the exchange rate between the Euro and other currencies. In line with the reserve policy, the currency reserve is maintained at €1.

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 Budgets 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 31 December 2016

(Thousands of Euros)

31 December 2016							31 December 2015
Donors	Opening Balance	Cash Payments	Exchange rate gain/(loss) on Receivables	Accounts Receivable	Advance Payment	Total Grants	Total Grants
Unrestricted Contributions	(5)	10,765	63	2	0	10,825	14,261
Barbados		4				4	4
Botswana		35				35	(1)
Brazil		70				70	-
Canada		-				-	708
Chile		161				161	156
Costa Rica		5				5	9
Finland		-				-	1,100
Germany		400				400	400
India		46				46	45
Mauritius		9				9	9
Mexico		48				48	88
Mongolia	(5)	10				5	5
Netherlands		4,000				4,000	3,500
Norway		1,233				1,233	2,569
Peru		9				9	8
South Africa		-				-	19
Spain		50				50	-
Sweden		3,774	49			3,823	4,526
Switzerland		911	13			925	1,114
Uruguay		-		2		2	2

9(a)(ii) Restricted Income for the year ended (schedule 1b)

For the year ended 31 December 2016

(Thousands of Euros)

Donors	2016					2015
	Opening balance	Cash Payments	Receivable	Advance payment	Total Grants	Total Grants
Restricted contribution	2,110	12,121	479	(3,406)	11,304	11,361
Belgium	-	48	-	-	48	48
Belgian Ministry of Foreign Affairs	-	48	-	-	48	48
Canada	(9)	244	-	(199)	36	91
Department of Foreign Affairs, Trade and Development	(9)	45	-	-	36	91
The International Development Research Centre	-	199	-	(199)	-	-
European Union	938	3,365	82	(1,510)	2,875	3,196
European Commission	938	3,365	82	(1,510)	2,875	3,196
Organisation internationale de la Francophonie (OIF)	-	88	-	-	88	-
OIF	-	88	-	-	88	-
Germany	117	147	15	(75)	204	205
Robert Bosch Stiftung GmbH	-	35	-	(35)	-	-
The Institute für Auslandsbez	-	112	-	(40)	72	-
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	117	-	15	-	132	205
Inter American Development Bank	-	-	-	-	-	17
Inter-American Development Bank	-	-	-	-	-	17
Development Bank	-	-	-	-	-	-
Korea, Republic of	68	(68)	-	-	-	118
Ministry of Foreign Affairs	68	(68)	-	-	-	118
Netherlands	19	192	25	-	236	341
Ministry of Foreign Affairs	-	-	-	-	-	225
The Netherlands Institute for Multi-Party Democracy	19	192	25	-	236	116
Nepal	5	252	26	-	283	27
Government facility	5	243	24	-	272	27
SAARC Business Association of Home Based Workers	-	9	2	-	11	-

2016						2015
Donors	Opening balance	Cash Payments	Receivable	Advance payment	Total Grants	Total Grants
Norway	856	2,550		(316)	3,090	5,298
Norwegian Ministry of Foreign Affairs	856	2,550		(316)	3,090	5,298
Spain	32	120	-	(85)	67	147
Spanish Agency for International Cooperation	32	120	-	(85)	67	147
Sweden	317	2,603	2	(968)	1,954	1,308
Swedish Ministry of Foreign Affairs	317	1,462	2	(321)	1,460	897
Swedish International Development Agency (Sida)	-	1,141	-	(647)	494	411
Switzerland	-	553	13	(92)	474	15
The Swiss Agency for Development and Co-operation (SDC)	-	37	1	-	38	-
The Swiss Federal Department of Foreign Affairs	-	516	12	(92)	436	15
United Kingdom	(64)	566	197	(38)	661	65
Department for International Development (DFID)	(64)	566	197	(38)	661	65
United Nations	4	21	-	-	25	14
United Nations Development Program	4	5	-	-	9	14
United Nations Entity for Gender Equality and the Empowerment of Women	-	16	-	-	16	-
USA	(173)	1,440	119	(123)	1,263	461
US Agency for International Development (USAID)	(189)	1,014	119	-	944	380
US Department of State	-	-	-	-	-	21
The Ford Foundation	16	115	-	(15)	116	28
Open Society Foundation	-	311	-	(108)	203	-
US Pact	-	-	-	-	-	32
Other	-	-	-	-	-	10
Other	-	-	-	-	-	10

9(a)(iii) Restricted Income for the year ended (schedule 2)

Donor and Programme/Project	Grant Agreement No.	Main Project No.
Belgium		
<i>Belgian Ministry of Foreign Affairs (BE MFA)</i>		
EU Office Grant	2015-14	P0256-01
Canada		
Department of Foreign Affairs, Trade and Development (CA-DFATD)		
Support for Strengthening the Capacity of Burmese Parliamentarians	2015-01	P0244-03
European Union		
<i>European Commission (EU EC)</i>		
Contribuer au renforcement des Assemblées législatives et à la consolidation du dialogue entre les partis politiques et leurs membres élus-es 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
Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional	2016-10	P0304-01
Germany		
<i>The Institut für Auslandsbeziehungen (DE IFA)</i>		
WANA – Regional	2016-06	P0205-10
<i>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GE GIZ)</i>		
BRIDGE Capacity Building Training for National Electoral Management Bodies in Africa 2015–2016	2015-03	P0151-06
Netherlands		
<i>The Netherlands Institute for Multiparty Democracy (NL NIMD)</i>		
Respect for Women's Political Rights	2013-20	P0245
Norway		
<i>Norwegian Ministry of Foreign Affairs (NO MFA)</i>		
Six Months Support to Nepal's Constitution Building process	2015-08	P0127-09
Election Training and Resource Centre Bhutan	2014-07 / 2015-09	P0155
Supporting democratic transition and consolidation in Haiti	2014-04	P0164-04
Supporting democratic transition and consolidation in Haiti	2015-06	P0164-05
CBP Phase III	2012-04	P0231
JAP Norway	2014-10	P0234-01
Norwegian Budget for the IDEA AUC JAP II 2016 to 2020	2016-08	P0234-02
WANA – Norway Basket Funding	2013-07	P0238
Myanmar Constitution Centre My Constitution	2015-20	P0273-01
Spain		
<i>Spanish Agency for International Cooperation (ES AECI)</i>		
Fortalecimiento de la Gestión Política y Legislativa de la Asamblea Plurinacional	2015-12	P0258-01
Strengthening of plurinational electoral body in order to further enhance Bolivian democracy	2016-14	P0282-01

(Thousands of Euros)

Grant Period (DD/MM/YY)		Grant Pledged		Expenditure		
Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total
				48	48	96
				48	48	96
01/01/2015	31/12/2019	EUR 240,000	240	48	48	96
				67	36	103
				67	36	103
01/01/2015	15/03/2016	CAD 172,686	122	67	36	103
				3,497	2,875	6,372
				3,497	2,875	6,372
01/01/2015	31/12/2015	EUR 700,000	700	686	10	696
22/12/2014	21/12/2017	EUR 8,000,000	8000	2,559	2,270	4,829
01/07/2015	31/12/2016	EUR 850,000	850	251	575	825
13/07/2016	12/07/2018	EUR 1000,000	1000	0	21	21
				206	204	409
				0	72	72
01/04/2016	31/12/2016	EUR115,149.60	115	0	72	72
				206	131	337
01/03/2015	30/06/2016	EUR 358,008	358	206	131	337
				206	236	442
				206	236	442
01/01/2014	31/12/2017	EUR 693,255	693	206	236	442
				7,338	3,089	10,427
				7,338	3,089	10,427
01/10/2015	31/03/2016	NOK 1,600,000	190	76	114	190
01/12/2012	30/06/2016	NOK 4,424,204	535	325	210	535
20/08/2014	28/02/2016	NOK 5,150,000	619	601	18	619
01/01/2015	30/06/2016	NOK 2,772,154	316	63	253	316
01/09/2012	31/12/2016	NOK 45,967,252	5529	4,109	1,419	5,529
01/10/2015	31/12/2015	NOK 6,000,000	702	516	188	704
01/05/2016	01/12/2020	NOK 15,000,000	1659	0	203	203
01/01/2013	31/12/2016	NOK 17,470,450	2176	1,623	553	2,176
01/12/2015	31/12/2017	NOK 4,000,000	435	25	130	155
				30	67	98
				30	67	98
01/07/2015	30/06/2016	EUR 62,000	62	30	32	62
08/08/2016	07/08/2017	EUR 120,000	120	0	36	36

Donor and Programme/Project	Grant Agreement No.	Main Project No.
Sweden		
<i>Swedish Ministry of Foreign Affairs (SE MFA)</i>		
Supporting Electoral and Political Processes in Kenya	2015-11	P0235-04
Global State of Democracy Signature publication	2016-06	P0281-01
Strömsborg rental subsidy	2012-20	R0017-01
<i>Swedish International Development Agency (SE SIDA)</i>		
Apoyo a la gobernabilidad democrática en Bolivia	2016-05	P0275-01
Mejora de la institucionalidad de la democracia intercultural y paritaria y del ejercicio de los derechos ciudadanos	2016-24	P0303-01
Switzerland		
<i>The Swiss Agency for Development and Cooperation (CH ADC)</i>		
International IDEA support to the State Election Commission (SEC): Implementing the Electoral Risk Management tool in Macedonia/FYROM	2016-02	P0274-01
<i>The Swiss Federal Department of Foreign Affairs (CH FDFA)</i>		
Support for democratic consolidation in Haiti	2016-13	P0283-01
Political Parties and EMBs dialogue for peaceful electoral processes	2016-16	P0301-01
United Kingdom		
<i>Department for International Development (UK DFID)</i>		
Support for the Africa Union Pre-Election Assessment Unit (DFID)	2015-13	P0152-05
Support for the Africa Union Pre-Election Assessment Unit (DFID) 2016/17	2016-11	P0152-06
Supporting a Cohesive Response to Local Governance Development in Nepal	2016-20	P0305-01
United Nations		
<i>United Nations Development Program (UN UNDP)</i>		
Gender Equality and Empowerment of Women	2015-02	P0173-03
<i>United Nations Entity for Gender Equality and the Empowerment of Women (UN UNWOMEN)</i>		
Gender and Constitutional Jurisprudence Project	2015-15	P0280-01
USA		
<i>US Agency for International Development (US AID)</i>		
Fighting the Influence of Illicit Interests in Peru's Political Processes	2014-01	P0248-01
<i>The Ford Foundation (US FORD)</i>		
WANA - Regional	2016-01	P0205-08
<i>Open Society Foundations (US OSF)</i>		
WANA - Regional	2016-04	P0205-09
OSF-Capacity Building for Civil Society Actors in Afghanistan	2016-03	P0257-02
Nepal		
<i>Governance Facility (NP GF)</i>		
Civic Participation in Peace Building and Democratic Development (CIVIP)	2015-19	P0272-01
<i>SAARC Business Association of Home Based Workers Nepal (NP SABAH)</i>		
Training of Leaders (TOL) on Gender and Electoral Laws	2016-15	P0291-01
France		
<i>Organisation internationale de la Francophonie (FR OILF)</i>		
Support to Dialogues Praia and Addis Workshops	2016-17	P0235-05
TOTAL		

(Thousands of Euros)

Grant Period (DD/MM/YY)		Grant Pledged		Expenditure		
Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total
				2,285	1,954	4,238
				<i>2,285</i>	<i>1,460</i>	<i>3,745</i>
01/07/2015	31/12/2017	SEK 9,000,000	972	0	303	303
01/06/2016	01/12/2017	SEK 8,000,000	844	0	425	425
01/01/2013	31/12/2015	SEK 20,474,100	2270	2,285	733	3,017
				<i>0</i>	<i>494</i>	<i>494</i>
01/02/2016	31/07/2016	SEK 4,000,000	426	0	426	426
01/10/2016	31/12/2018	SEK 19,000,000	1989	0	68	68
				0	474	474
				<i>0</i>	<i>38</i>	<i>38</i>
01/02/2016	30/06/2016	CHF 50,000	46	0	38	38
				<i>0</i>	<i>436</i>	<i>436</i>
01/08/2016	31/12/2018	USD 1,533,600	1438	0	397	397
01/09/2016	01/04/2017	EUR 55,094	55	0	39	39
				65	661	726
				<i>65</i>	<i>661</i>	<i>726</i>
01/07/2015	31/03/2016	GBP 400,000	520	65	455	520
01/06/2016	31/3/2017	GBP 408,000	530	0	199	199
21/11/2016	30/11/2019	GBP 1,750,000	2275	0	8	8
				14	25	39
				<i>14</i>	<i>9</i>	<i>23</i>
05/03/2015	29/04/2016	USD 25,000	23	14	9	23
				<i>0</i>	<i>16</i>	<i>16</i>
01/06/2016	31/04/2017	USD 19,838	19	0	16	16
				654	1,264	1,917
				<i>433</i>	<i>944</i>	<i>1,377</i>
22/09/2014	20/04/2017	USD 1,930,000	1700	433	944	1,377
				<i>221</i>	<i>116</i>	<i>337</i>
01/01/2016	31/12/2017	USD 250,000		221	116	337
				<i>0</i>	<i>203</i>	<i>203</i>
01/01/2016	31/12/2017	USD 320,000	302	0	81	81
01/01/2016	31/08/2016	USD 190,807.28	180	0	122	122
				27	284	311
				<i>27</i>	<i>273</i>	<i>300</i>
01/11/2015	31/10/2017	USD 750,000	686	27	273	300
				<i>0</i>	<i>11</i>	<i>11</i>
25/08/2016	31/10/2016	NPR 1,332,761	11	0	11	11
				0	88	88
				<i>0</i>	<i>88</i>	<i>88</i>
12/09/2016	30/10/2016	EUR 88,000	88	0	88	88
				14,435	11,304	25,739

table continues on opposite page

9(b) Other revenue and gains

For the year ended 31 December 2016

(Thousands of Euros)

Other revenues and gains comprised:

	2016	2015
Interest Income	8	18
Book sales	3	2
Total	11	20

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 31 December 2016

(Thousands of Euros)

	2016				2015
	Institutional	Programmatic	Programme support	Total	Total
Contractors	350	5,699	132	6,181	6,716
Operating Costs	693	2,695	839	4,227	4,968
Personnel costs	1,760	7,967	1,210	10,937	10,274
Travel	136	2,523	146	2,805	3,626
Total	2,939	18,884	2,327	24,150	25,584

These costs are further reclassified by programme in Schedule 3.

Schedule 3: Analysis of Expenditure for the year ended

(Thousands of Euros)

EXPENDITURE	2016			2015
	Restricted Funds	Unrestricted Funds	Total	Total
PROGRAMMATIC	9,769	4,856	14,625	15,993
Africa & West Asia	2,561	2,690	5,251	4,150
Addis Ababa (Regional Office)	1,264	2,117	3,381	2,594
Egypt	102	119	221	156
Kenya	303	5	308	-
Tunisia	892	449	1,341	1,400
Asia & the Pacific	3,051	1,501	4,552	5,157
Canberra (Regional Office)	210	1,045	1,255	1,511
Myanmar	2,436	240	2,676	3,011
Nepal	405	216	621	635
Corporate Services	-	36	36	34
Finance	-	36	36	34
Ext. Relations & Gov. Support	48	1,112	1,160	1,421
Inter-Regional Dialogue	-	90	90	193
Practical Approaches to improving Electoral Processes	-	-	-	9
Office Grant	48	-	48	48
EU Office (Brussels)	-	441	441	429
UN Permanent Observer (New York)	-	581	581	742
Global Programmes	2,095	3,733	5,828	7,424
Constitution Building Processes	1,558	2	1,560	1,896
Democracy, Assessment, Analysis and Advisory	498	1,268	1,766	2,086
Democracy & Development	-	542	542	590
Electoral Processes	-	1,114	1,114	1,719
Global Programmes	-	263	263	383
Political Parties	39	544	583	750
Latin America & the Caribbean	2,777	1,377	4,154	4,284
Andean Region	1,518	299	1,817	1,794
Bolivia	561	91	652	287
Haiti	677	193	870	1,273
Paraguay	21	1	22	-
Costa Rica/Chile Regional Office	-	793	793	930
Secretary-General's Office	-	125	125	421
Gender Mainstreaming and IKNOW Politics	-	71	71	78
Secretary-General's office - Emerging Initiatives	-	-	-	26
Publications	-	54	54	317
Wider Europe	38	275	313	144
Europe	38	275	313	144

EXPENDITURE	2016			2015
	Restricted Funds	Unrestricted Funds	Total	Total
INSTITUTIONAL	733	2,208	2,941	3,237
Corporate Services	733	497	1,230	1,477
Strategic Planning		135	135	130
Director of Corporate Services		247	247	338
Security and Risk Management		120	120	16
Strömsborg rental subsidy	733	(7)	726	733
HQ Facilities		(16)	(16)	37
Information Technology		18	18	223
Ext. Relations & Gov. Support	-	394	394	432
External Relations		162	162	175
Governance Support		232	232	257
Global Programmes	-	-	-	36
Programme Development Committee	-	-	-	36
Secretary-General's Office	-	1,317	1,317	1,291
Office of the Secretary-General		553	553	620
Management Committee Meetings		3	3	5
Internal Audit		119	119	142
Communications		642	642	524
PROGRAMME SUPPORT	802	5,769	6,571	6,313
Exchange (gain)/loss	41	183	224	135
Exchange gain(loss)	41	183	224	177
Fixed Assets first time adjustment on capitalization	-	-	-	(42)
Corporate Services	632	4,639	5,271	5,102
Organizational Monitoring and Evaluation	17	121	138	275
Finance	90	664	754	827
Human Resources (HR)	87	633	720	690
HR All staff Benefits & Leaves	438	3,221	3,659	3,310
Ext. Relations & Gov. Support	35	256	291	284
Partnerships and Programme Funding Support	35	256	291	284
Global Programmes	27	201	228	213
Board of Advisers	27	201	228	213
Secretary-General's Office	67	490	557	579
Publications	51	372	423	438
Library	16	118	134	141
Human Resources recovery	-	(4,243)	(4,243)	(4,301)
Human Resources recovery		(4,243)	(4,243)	(4,301)
Indirect Cost Recovery	(801)	(1,750)	(2,551)	(2,741)
Indirect Cost Recovery	(801)	(1,750)	(2,551)	(2,741)
TOTAL EXPENDITURE	11,304	12,846	24,150	25,584

11. Personnel costs

For the year ended 31 December

(Thousands of Euros)

The payroll cost for all IDEA staff were as follows:

	2016	2015
Payroll costs	7,176	6,874
Annual, Parental and Sick Leave	1,174	1,025
	8,350	7,899
Contributions in lieu of pensions	1,321	1,265
Insurance	429	346
Other Benefits	837	764
Total	10,937	10,274

Between 2012 and 2015, International IDEA engaged an independent Human Resources firm to provide comparative salary information upon which the organization bases its salary scales. In each year the firm undertook a review of salary information for comparable organizations in the locations in which IDEA has offices. Adjustments to the salary scales were then decided by the Secretary-General and presented to Council for review. In 2016, no such survey was undertaken as a cost saving measure and salary scales were frozen for the year.

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 – Staff members receive an annual payment in lieu of a pension contribution. International recruited staff are paid the equivalent of two months' base salary in lieu of pension contributions.
2. Contribution to a defined benefit scheme – Nationally recruited staff members in Sweden do not accrue benefits within the Swedish state pension provisions in accordance with International IDEA's Headquarters agreement. Instead, a contribution is paid, on the employees' behalf into "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 IDEA 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 capped 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 countries in which International IDEA has an HQ or 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 taxation authorities.

7. Contributions-in-kind – The salary costs of one full time staff member in Africa and three full time staff members in Nepal have been generously provided

by NORDEM, the Norwegian Centre for Human Rights and the Canadian government respectively.

12. Secretary-General and Directors' Remuneration

The total disbursements paid to or in respect of directors in 2016 (full time equivalents: 9,00) in the form of salaries and allowances amounted to 1,723,610

Euros (2015: 1,744,298, full time equivalents: 9,08) of which 132,648 Euros (2015: 125,676 Euros) was refunded by the Government of Sweden.

The base monthly salaries of the Secretary-General and Directors serving as at 31 December 2016 are as follows:

	Monthly salary (In Euros)		Appointment date
	2016	2015	
Mr Yves Leterme, <i>Secretary-General</i>	€14,362	€14,362	01/06/2014
Mr Adam Boys, <i>Director for Corporate Services</i>	€11,134	€11,134	01/02/2015
Mr Andrew Bradley, <i>Director of the office of International IDEA to the European Union</i>	€11,876	€13,376	01/05/2010
Ms Karin Gardes, <i>Director for External Relations and Governance Support</i>	€10,089*	€10,662	25/05/2009
Ms Keboitse Machangana, <i>Director for Global Programmes</i>	€11,699	€11,699	01/02/2015
Ms Leena Rikkila Tamang, <i>Director for Asia and the Pacific</i>	€9,529	€9,529	01/02/2014
Professor Adebayo Olukoshi, <i>Director – Africa</i>	€12,800	€12,800	16/02/2015
Dr Massimo Tommasoli, <i>Director – Permanent Observer to the United Nations</i>	€12,507	€12,507	07/01/2003
Dr Daniel Zovatto, <i>Director for Latin America and the Caribbean</i>	€13,666	€13,666	10/05/1997

*Salary is paid in Swedish Kronos – The change is due to exchange rate changes

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.

13. Human Resources

As at 31 December 2016, IDEA employed 173 Staff Members (2015: 173).

Distribution of staff members by gender

Levels	31 December 2016		31 December 2015	
	M	F	M	F
Senior Management (level 1-3)	67%	33%	75%	25%
Mid-Management (level 4-5)	55%	45%	49%	51%
Other (level 6-10)	42%	58%	43%	57%
Overall	47%	53%	47%	53%

Gender disaggregated base salary data (euros)

Level	Average Salary	Total Population	Male Salary average	Male	Female Salary Average	Female
2	11,727	8	12,397	5	10,612	3
3	9,062	4	9,465	3	7,855	1
4	7,675	15	7,551	9	7,862	6
5	5,824	25	6,278	13	5,332	12
6	4,643	34	4,524	19	4,794	15
7	2,714	44	2,801	15	2,759	29
8	1,826	19	3,391	1	1,833	18
9	1,033	5	558	1	1,152	4
10	676	11	703	9	553	2
Temp	2,477	8	2,586	6	2,207	2
All levels	4,260	173	4,889	81	3,760	92

The above table is intended to enable monitoring of gender pay parity within the organization at all grades 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 note 11 and 12.

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	2016	2015	Change +/(-)
Nordic Countries	28	30	(2)
Other European	42	43	(1)
North America	13	13	-
Central & South America	31	29	+2
North Africa & Middle East	8	9	(1)
Central & Southern Africa	22	20	+2
Asia	24	23	+1
Oceania/Pacific	5	6	(1)
Total	173	173	-

Location of Staff

Office/ Region	31 December 2016	31 December 2015	Change +/(-)
Stockholm HQ	77	82	(5)
Brussels Office	3	3	-
The Hague Office	7	7	-
New York Office	3	3	-
Latin America and Caribbean	28	25	+3
Africa and Western Asia	26	25	+1
Asia & Pacific	29	28	+1
Total	173	173	-

14. Financial risk management

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

- Credit risk
- Liquidity risk
- Market risk

(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.

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

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:

31 December

(Thousands of Euros)

	Note	2016	2015
Receivable Contributions	4	482	421
Cash and cash equivalents	3	11,871	14,041
Other Receivables		1,955	1,098
		14,308	15,560

Exposure to credit risk through deposits at banks is decreased as International IDEA has the equivalent of 11,1 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.

Financial risk management

Impairment losses

The ageing of donations receivable at the reporting date was:

31 December	(Thousands of Euros)	
	2016	2015
Foreign holdings	482	421
Past due 0 to 90 days	482	421
Past due 90 to 181 days	-	-
Total	482	421

(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, the organization 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. In 2016, the Council approved the

use of €2.7m of reserves to fund an unexpected drop in income in 2016. Of this figure, €2.0m were actually drawn from reserves.

Liquidity risk

The following are the contractual maturities of financial liabilities:

31 December 2016	(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	(6,316)	(6,316)	(6,316)		-	-
Accounts payables						
31 December 2015	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(4,032)	(4,032)	(2,031)	(2,031)	-	-
Accounts payables						

(iii) Currency risk

Currency risk is the risk that changes in foreign exchange rates will affect the value of International IDEA's financial instruments. Where possible, International IDEA matches the currency of the payment with the currency received from donors. As

at 31 December 2016, if the Euro had strengthened/weakened by 1% against the major operating currencies with all other variables being held constant, there would have been a decrease/increase in the deficit for the year of Euro 104,320.

15. Budget statement for the year ended

31 December 2016

(Thousands of Euros)

	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	23,752	22,140	93%	22,638	23,752	1,114
Member states contribution	11,545	10,825	94%	14,143	11,545	(2,598)
Restricted Income	12,207	11,304	93%	8,495	12,207	3,712
Other income	-	11		-	-	
Expenditure	25,778	24,151	94%	23,888	25,778	1,889
Operational Costs	23,566	21,435	91%	21,620	23,566	1,946
Non-staff Cost	11,944	10,917	91%	9,835	11,944	2,109
Staff Cost	8,818	7,967	90%	9,211	8,818	(393)
Indirect Cost	2,804	2,551	91%	2,574	2,804	230
Institutional Costs	2,938	2,938	100%	2,627	2,938	311
Non-staff Cost	1,292	1,178	91%	1,144	1,292	148
Staff Cost	1,646	1,760	107%	1,483	1,646	163
Net Programme Support Costs	(726)	(222)	31%	(358)	(726)	(368)
Non-staff Cost	453	1,120	247%	534	453	(80)
Staff Cost	1,625	1,209	74%	1,682	1,625	(57)
Indirect Cost recovery	(2,804)	(2,551)	91%	(2,574)	(2,804)	(230)
Deficit	(2,026)	(2,011)	99%	(1,250)	(2,026)	(775)

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 Extraordinary 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.

Restricted Funding Budgets – Initial Budget versus Final Budget

Thousands of Euros

Donor	Project Geographical area	Initial Budget	Revised Budget	Variation
European Union (EU)	Myanmar / Peru / Bolivia	3,215	3,640	425
Ford Foundation	WANA	15	383	368
The Netherlands Institute for Multiparty Democracy (NIMD)	Tunisia	238	267	29
Norway	Africa / Myanmar / Haiti / WANA / Bhutan / Nepal / Haiti	2,585	3,353	768
Sweden	Kenya / Bolivia	1,145	1,941	796
US Agency for International Development (USAID)	Peru	1,121	1,052	(69)
Canada	Myanmar	30	30	-
Belgium	Brussels	48	48	-
Switzerland	Macedonia / Haiti / Political Parties	-	521	521
Open Society Foundations (OSF)	Afghanistan	-	175	175
Governance Facility	Nepal	-	349	349
UNWOMEN	Global	-	28	28
Department for International Development (DFID)	Africa	275	808	533
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	Africa	73	152	79
Spanish Agency for International Development (AECID)	Bolivia	-	105	105
La Francophonie (OIF)	Africa	-	88	88
SABAH	Nepal	-	11	11
Total		8,745	12,951	4,206

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 Swedish, Netherlands 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 recorded in Payables in the amount of €408,407. To reduce financing costs this guarantee was cancelled after the year end and deposit SEK3,412,350 (€408,407) paid directly to the landlord (Stockholm City Council).

Future minimum lease payments for the periods are as follows:

31 December

(Thousands of Euros)

	2016
Within one year	1,093
In the second to five years inclusive	1,258
After five years	107
Total	2,458



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