



Financial Statements 2022

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based on an original graphic design concept developed by kilometre design

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 2022.

Principal Activity

Created in 1995, the International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization with a mandate to support sustainable democratic change. International IDEA does this through analyses of global and regional democratic trends; production of comparative knowledge on good international democratic practices; offering capacity-building on democratic reform to actors engaged in democratic processes; and convening dialogues on issues relevant to the public debate on democracy and democracy building. International IDEA brings together those who analyze and monitor trends in democracy with those who engage directly in political reform or act in support of democracy. International 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

International IDEA was established as an international inter-governmental organization by 14 founding Member States at a conference held in Stockholm on 27 February 1995. International IDEA was registered in accordance with Article 102 of the United Nations Charter and has had observer status in the UN General Assembly since 2003

Member States of International IDEA

The United States of America became an Observer of International IDEA during the year.



Offices

International IDEA has a Headquarters' Agreement with Sweden and Host-country Agreements with the Governments of Australia, Belgium, Bolivia, Chad, Chile, Costa Rica, Ethiopia, Haiti, Mozambique, Nepal, The Netherlands, Panama, Paraguay, South Africa, South Sudan, Sudan, and Tunisia. 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 Institute 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 Albania, Australia, Belgium, Bhutan, Chad, Chile, Ethiopia, Libya, Mozambique, Nepal, The Netherlands, Panama, Paraguay, Peru, Sierra Leone, Sudan and Tunisia, and the United States of America, including the UN liaison office in New York.

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 Institute to the Secretary-General, who is assisted by a Management Committee. The Council monitors the operations and performance of the Institute via the Steering Committee and a Finance and Audit Committee. International IDEA also has a Board of Advisers, the members of which provide expert and technical advice on programmes.

Secretary-General

Dr Kevin Roberto Casas-Zamora

Directors

During 2022 there were five (2021: five) Director-level positions. Incumbents during the year are detailed below:

Name and Position	Gender
Ms Fiona Rowley, Executive Director	F
Mr Massimo Tommasoli, Director for Global Programmes and Permanent Observer to the UN	M
Dr Roba Sharamo, Director for Africa and Western Asia	M
Ms Leena Rikkilä Tamang, Director for Asia and the Pacific	F
Dr Daniel Zovatto, Director for Latin America and the Caribbean	M

Steering Committee

Member States held the following offices on the Council in 2022:

Canada	Chair
Cabo Verde	Vice-Chair
Finland	Vice-Chair
Sweden	Host Country

Finance and Audit Committee (FAC)

Members of the FAC serve in their individual capacities.

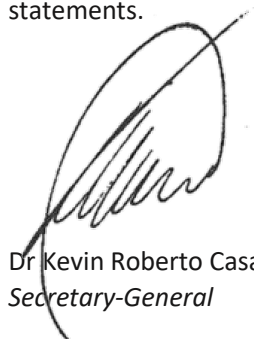
Name	Gender	Meetings attended (out of three, including virtual and hybrid meetings)
Mr Isaac Adjin Bonney (Chair)	M	3
Ms Alya Baratli (resigned 31 October 2022)	F	-
Ms Heidi Malene Nipe	F	3
Mr Alexander Lindqvist	M	3
Ms Beate Degen (joined 1 December 2021)	F	3

Board of Advisers

Name	Gender	Meetings attended (including virtual meetings)
Mr Hussein al-Tae (joined 1 January 2022)	M	4
Ms Isabel Aninat (joined 1 January 2022)	F	5
Mr Sunil Arora (joined 1 January 2022)	M	3
Professor Eva Maria Belser	F	4
Dr Adam Bodnar	M	4
Ms Laura Chinchilla (Vice Chair)	F	3
Mr Tsogtbaatar Damdin (joined 1 January 2022)	M	4
Dr Nicole Goodman	F	5
Mr Samson Itodo	M	4
Professor Celso Lafer	M	4
Mr Christian Leffler (Chair)	M	5
Dr Julia Leininger	F	4
Ms Lindlyn Moma (joined 1 January 2022)	F	6
Ms Mariska van Beijnum	F	5

Results

The results of International IDEA are set out in the statement of financial performance on page 7 of the financial statements.



Dr Kevin Roberto Casas-Zamora
Secretary-General

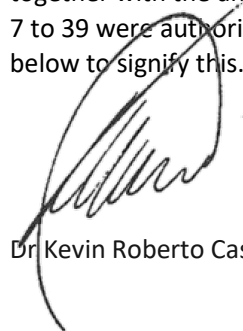
20 March 2023
Strömsborg
103 34 Stockholm Sweden

Statement of Responsibilities

The Secretary-General is required to prepare financial statements for each financial year which present fairly the financial position of International IDEA and 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. They have a general responsibility for taking such steps as are reasonably available to them 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 with applicable accounting standards and then to apply them consistently; making judgments and estimates that are reasonable and prudent; and preparing the financial statements on a going concern basis unless it is inappropriate to presume that International IDEA will continue in operation.

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 7 to 39 were authorized by the Secretary-General on 20 March 2023 for issue to the Council and are signed below to signify this.



Dr Kevin Roberto Casas-Zamora

Secretary-General



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 2022.

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 2022 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 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.

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 the Institute 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 21 March 2023

KPMG AB

Mikael Käll
Authorized Public Accountant

Statement of Financial Performance

For the year ended 31 December

(Thousands of Euros)

Income and Operating Costs	Note	2022	2021
Income			
Donor contributions	9(a)	35,080	28,314
Other revenue and gains	9(b)	82	6
Total Income		35,162	28,320
Operating Costs			
Contractors		9,111	8,629
Operating costs		7,076	4,671
Personnel costs	11&12	14,710	12,179
Travel		4,195	1,113
Total Operating Costs	10	35,092	26,592
Surplus for the year		70	1,728

Statement of Financial Position

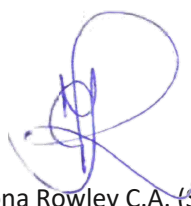
As of 31 December

(Thousands of Euros)

	Note	2022	2021
Assets			
Current Assets			
Cash and cash equivalents	3	26,317	25,354
Receivable Contributions	4	3,360	3,054
Prepayments		1,249	2,002
Recoverable staff income tax and social security payments		1,239	972
Recoverable value-added tax		78	25
Other receivables		16	16
Total current assets		32,259	31,423
Non-current assets			
Fixed Assets	5	356	236
Total non-current assets		356	236
Total Assets		32,615	31,659
Liabilities and Reserves			
Current Liabilities			
Trade Payables and Accruals	6	3,249	3,664
Deferred Income	6	16,168	15,333
Personnel Accruals	7	1,887	1,421
Total current liabilities		21,304	20,418
Total Liabilities		21,304	20,418
Net Assets			
General Reserve		10,741	9,013
Currency Reserve	8	500	500
Transferred to Reserves		70	1,728
Surplus/(Deficit) for the period		70	1,728
Net Assets		11,311	11,241
Total Liabilities and Reserves		32,615	31,659



Dr Kevin Roberto Casas-Zamora
Secretary-General



Fiona Rowley C.A. (S.A.)
Executive Director

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

Statement of Cash flows

As of 31 December

(Thousands of Euros)

	Note	2022	2021
Cash flow from operating activities			
Surplus/(Deficit) from ordinary activities		70	1,728
Depreciation	5	201	90
(Increase)/decrease in receivables and prepayments		141	2,393
Increase/(decrease) in payables		872	(595)
Net cash flow from operating activities		1,284	3,616
Cash flow from investing activities			
Capitalization of fixed assets	5	(321)	(41)
Net cash flow from investing activities		(321)	(41)
Net increase/(decrease) in cash and cash equivalents		963	3,575
Cash and cash equivalents at beginning of period		25,354	21,779
Cash and cash equivalents at end of period		26,317	25,354

Statement of Changes in Net Assets

(Thousands of Euros)

	General Reserve	Currency Reserve	Total
<i>Balance, 1 January 2021</i>	<i>9,013</i>	<i>500</i>	<i>9,513</i>
Transfer from Currency Reserve to General Reserve	143	(143)	-
Transfer from General Reserve to Currency Reserve	(143)	143	-
<i>Net surplus for the year ended 31 December 2021</i>	<i>1,728</i>	<i>-</i>	<i>1,728</i>
<i>Balance, 31 December 2021</i>	<i>10,741</i>	<i>500</i>	<i>11,241</i>
Transfer from Currency Reserve to General Reserve	951	(951)	-
Transfer from General Reserve to Currency Reserve	(951)	951	-
<i>Net surplus for the year ended 31 December 2022</i>	<i>70</i>	<i>-</i>	<i>70</i>
<i>Balance, 31 December 2022</i>	<i>10,811</i>	<i>500</i>	<i>11,311</i>

Notes (forming part of the annual financial statements)

1. Reporting Entity

Created in 1995, the International Institute for Democracy and Electoral Assistance (International IDEA) is an Intergovernmental Organization that has a mandate to support sustainable democracy worldwide.

International IDEA brings together those who analyze and monitor trends in democracy with those who engage directly in political reform or act in support of democracy at home and abroad. International IDEA works with new and long-established democracies, helping to develop and strengthen the institutions and the 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 Institute and the carrying out of its activities. Income received after the approval of the Programme and Budget, by way of grants and donations made for purposes that accord with the Institute's mandate are included within the Programme and Budget as they are received, and such changes are subject to approval by the Secretary-General 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 Institute.

2A. Accounting policies

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 with 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 Standards (IFRSs) issued by the International Accounting Standards Board (IASB).

If IPSASB does not prescribe any specific standard, IFRSs and IASs are applied.

Except as otherwise disclosed 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, the 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

Notes (forming part of the annual financial statements)

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: If the exchange rate prevailing on the date of the receipt of funds varies from the rate of the initial recording of the income 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 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 capitalized. Depreciation is charged to write off the cost over their estimated useful lives, using the straight-line method on the following bases:
 - i. Furniture, fixtures, and equipment - 4 years
 - ii. IT Equipment - 3 years
 - iii. Motor vehicles - 4 years
 - iv. Intangible Assets - IT Software – 5 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 recognized in the Statement of Financial Performance.

The carrying values 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 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 recognized 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 an 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 or 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.

Notes (forming part of the annual financial statements)

- 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 realized and unrealized 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 Institute'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 recognized 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 programmes. The requirements of such grants may include conditions for reporting and the submission of original documentation and evidence to support that work was undertaken in accordance with an agreed plan. In the normal course of operations, 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. International IDEA is of the view that the results of any such ineligible expense claims will not have a material effect on the statement of financial performance or statement of financial position.

Notes (forming part of the annual financial statements)

3. Cash and cash equivalents

31 December

(Thousands of Euros)

	2022	2021
Cash on hand	91	98
Cash at Bank	26,226	25,256
Total	26,317	25,354

International IDEA has the equivalent of 25,3 million Euros (2021: 23.8 million Euros) deposited with well-established banks in Europe—Svenska Handelsbanken AB in Sweden, Citibank in London, United Kingdom, KBC in Belgium and Rabobank in The Netherlands. Of the 25,3 million Euros in bank accounts in Europe, 24 million Euros (2021: 21,8 million Euros) is held in bank accounts at Handelsbanken in Sweden and 13,5 million Euros (2021: 14 million Euros) of the funds in Sweden is in Swedish Kronor.

Deposits outside Sweden and the United Kingdom are sufficient for one month's operational requirements for the country in question except where it is deemed exceptional to have more than one month's requirements.

4. Receivable Contributions

31 December

(Thousands of Euros)

	2022	2021
Unrestricted contributions (Note 9(a)(i))	13	34
Restricted Projects (Note 9(a)(ii))	3,347	3,020
Total	3,360	3,054

Notes (forming part of the annual financial statements)

5. Fixed Assets

Changes in furniture, fixtures, and equipment for the period

(Thousands of Euros)

	31 December 2021	Additions	Disposals / Adjustments	Depreciation	31 December 2022
Cost					
Furniture, fixtures, and equipment	384	225	-	-	609
IT equipment	83	-	-	-	83
Motor vehicles	38	-	-	-	38
Intangible Assets – IT Software	354	96	-	-	450
Total cost	859	321	-		1,180
Depreciation					
Furniture, fixtures, and equipment	(383)	-	-	(101)	(484)
IT equipment	(64)	-	-	(10)	(74)
Motor vehicles	(38)	-	-	-	(38)
Intangible Assets – IT Software	(138)	-	-	(90)	(228)
Total Depreciation	(623)	-	-	(201)	(824)
Net Book value					
Furniture, fixtures, and equipment	1	225	-	(101)	125
IT equipment	19	-	-	(10)	9
Motor vehicles	-	-	-	-	-
Intangible Assets – IT Software	216	96	-	(90)	222
Total net book value	236	321	-	(201)	356

Notes (forming part of the annual financial statements)

6. Liabilities and Deferred Income

31 December

(Thousands of Euros)

	2022	2021
Trade Payables and Accruals		
Accounts payable	3,031	3,636
Accruals	218	28
Total	3,249	3,664
Deferred Income		
Unrestricted contributions (Note 9(a)(i))	1,482	1,469
Restricted Projects (Note 9(a)(ii))	14,686	13,864
Total	16,168	15,333

7. Personnel Accruals

31 December

(Thousands of Euros)

	2022	2021
Annual Leave	507	298
Pension contributions	539	435
Separation Allowance	631	473
Withholding taxes	210	215
Total	1,887	1,421

Annual leave

This provision reflects the untaken leave at the year end. 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 utilized by 31 January of the following year.

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 pensions 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.

Notes (forming part of the annual financial statements)

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. It is always the Council’s prerogative to determine the level of the General Reserve Fund. Unless otherwise explicitly decided by the Council the Institute shall at the end of each financial year have a balance on the General Reserve Fund equal to at least 50% of the approved budgeted unrestricted expenditure for the following year. As at 31 December 2022 the balance on the General Reserve must be at least EUR 7,756,632.
- 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 between EUR 500,000 and EUR 1 million. An adjustment to general reserve is made when the reserve falls outside these limits.

9. Revenues

9(a) Donor contributions

31 December

(Thousands of Euros)

	2022	2021
Unrestricted Income	12,908	11,189
Restricted Income	22,172	17,125
Total	35,080	28,314

- a. **Contributions** – Funds received from donors are used to support International IDEA’s programmes that fall within the mandate of International IDEA as approved in an annual Programme and Budget by the governing Council. Details of all contributions are set out in Note 9 and are classified as Unrestricted (or Core) contributions (9(a)(i)) and Restricted Contributions (9(a)(ii))

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 or similar.
- b. **Contributions-in-kind** – From January 2018, the government of Chile provided rent free office space for the International IDEA Latin America and the Caribbean regional office in Santiago, the contribution for 2022 is valued at EUR 8,492. (2021: EUR 8,492). The Latin America and the Caribbean regional office was relocated from Chile to Panama on 3 March 2021, but a presence in Chile remains.

Notes (forming part of the annual financial statements)

9(a)(i) Unrestricted (Core) Income for the year ended

31 December

(Thousands of Euros)

Donor	2022						2021
	Opening Balance	Cash Receipts	Exchange rate loss / (gain) on Receivables	Accounts Receivable	Advance Payment of 2023 contributions received in 2022	Total Grants	Total Grants
Unrestricted Contributions	1,437	12,894	47	13	(1,482)	12,908	11,189
Barbados	-	-	-	4	-	4	-
Botswana	-	18	-	-	-	18	16
Brazil	-	71	-	-	-	71	57
Chile	-	173	(12)	-	-	161	(6)
Costa Rica	-	-	-	4	-	4	4
Estonia	-	70	-	-	-	70	-
Finland	-	500	-	-	-	500	500
Germany	-	400	-	-	-	400	400
India	-	45	-	-	-	44	41
Mauritius	-	9	-	-	-	9	8
Mongolia	-	4	-	-	-	4	4
Namibia	2	-	-	-	-	2	1
Netherlands	-	1,500	-	-	-	1,500	1000
Norway	1,469	2,933	59	-	(1,452)	3,009	2845
Panama	-	5	-	-	-	5	8
Peru	(9)	9	-	5	-	5	14
South Africa	-	14	-	-	-	14	14
Spain	(25)	50	-	-	(25)	-	26
Sweden	-	6,346	-	-	-	6,346	5,469
Switzerland	-	740	-	-	-	740	790
Uruguay	-	2	-	-	-	2	(2)
Other	-	5	-	-	(5)	-	-

Notes (forming part of the annual financial statements)

9(a)(ii) Restricted Income for the year ended

31 December

(Thousands of Euros)

	2022					2021
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
Restricted Contributions	10,842	22,864	197	(11,337)	22,172	17,125
Australia	(7)	102	-	11	106	7
Australian Government	(7)	102	-	11	106	7
Belgium	-	99	(32)	22	89	-
Belgian Ministry of Foreign Affairs	-	32	(32)	-	-	-
DAI Global Belgium SRL	-	67	-	22	89	-
Canada	-	15	-	(3)	12	7
Canadian Ministry of Foreign Affairs	-	15	-	(3)	12	7
DA Basket Funds	(6)	500	-	310	804	6
DA Basket Funds	(6)	500	-	310	804	6
European Commission	4,481	13,902	-	(9,774)	8,609	6,512
European Commission	4,481	13,902	-	(9,774)	8,609	6,512
European Commission & Foreign and Commonwealth Development Office	389	-	-	(102)	287	504
European Commission & Foreign and Commonwealth Development Office	389	-	-	(102)	287	504
Fiji	(6)	6	-	53	53	6
Dialogue Fiji (DF)	(6)	6	-	53	53	6
Finland	-	179	-	(4)	175	-
Demo Finland	-	19	-	-	19	-
The Rule of Law Centre at the University of Helsinki	-	160	-	(4)	156	-
Germany	59	1,534	-	(346)	1,247	496
The German Foreign Ministry "Auswärtiges Amt"	59	1,322	-	(266)	1,115	496
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	-	12	-	55	67	-
Robert Bosch Stiftung GmbH	-	200	-	(135)	65	-

Notes (forming part of the annual financial statements)

	2022					2021
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
i-Know Politics Basket Fund	40	95	-	26	161	107
i-Know Politics Basket Fund	40	95	-	26	161	107
Mexico	22	(22)	-	-	-	118
Tribunal Electoral del Poder Judicial de la Federacion de México	22	(22)	-		-	118
MyCon	767	660	-	360	1,787	538
MyCon	767	660	-	360	1,787	538
Netherlands	1,091	-	-	(360)	731	694
The Minister for Foreign Trade and Development Cooperation of the Netherlands	752	-	-	(45)	707	389
The Netherlands Ministry of Development Cooperation	299		-	(299)	-	101
The Netherlands Ministry of Foreign Affairs	40	-	-	(16)	24	204
Norway	417	205	-	(161)	461	477
Norwegian Ministry of Foreign Affairs	417	205	-	(161)	461	477
Panama	300	361	-	(111)	550	281
The Electoral Tribunal	300	361	-	(111)	550	281
Spain	9	220	-	(225)	4	262
Spanish Agency for International Cooperation	9	220	-	(225)	4	262
Sweden	2,625	1,374	-	(867)	3,132	3,316
Swedish International Development Agency	1 231	608	-	546	2 385	749
Expertgruppen för biståndsanalys	(35)	10	-	25	-	62
Swedish Ministry of Foreign Affairs	1,429	756	-	(1,438)	747	2,505
Switzerland	35	(24)	-	-	11	973
The Swiss Federal Department of Foreign Affairs	33	(33)	-	-	-	939

Notes (forming part of the annual financial statements)

	2022					2021
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
The Swiss Agency for Development and Cooperation	2	9	-	-	11	34
United Kingdom	(483)	1,851	-	902	2,270	1,787
Economic & Social Research Council	(5)	4	-	1	-	37
Department for International Development	(199)	777	-	614	1,192	1,105
Foreign and Commonwealth & Development Office	(284)	1,075	-	133	924	489
Tetra Tech International Development Limited	(7)	7	-	-	-	145
University Court of the University of Edinburgh	12	(12)	-	154	154	11
United Nations	(139)	741	-	(71)	531	139
United Nations Development Programme	(139)	741	-	(71)	531	139
United States of America	1,545	1,066	-	(1,459)	1,152	895
Private Foundation	1,594	-	-	(1,231)	363	546
New York University	-	-	-	-	-	6
The World Bank Group	-	23	-	(7)	16	-
US Agency for International Development	(49)	1 043	-	(221)	773	343
Exchange differences	(297)	-	(165)	462	-	-

Notes (forming part of the annual financial statements)

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

31 December 2022

Donor and Programme/Project	Grant Agreement No	Grant Period (DD/MM/YY)		Part of grant Pledge realized as income		
		Start Date	End Date	Prior Years	Current Year	Total to date
Australia				113	106	219
Australian Government				113	106	219
Secondment, Antonio Spinelli, Senior Advisor, to the Australian Electoral Commission (AEC) for 12 months	3100114	12/01/21	11/30/22	113	106	219
Belgium				89	89	178
DAI Global Belgium SRL				89	89	178
Technical Assistance for the Implementation of the EU Support to Democratic Governance in Nigeria (EU-SDGN) Programme Phase II	3100125	05/01/22	04/30/27	89	89	178
Canada				12	12	24
Canadian Ministry of Foreign Affairs				12	12	24
Indigenous People and the Constitution Initiative	3100118	01/10/22	08/15/22	8	8	16
Supporting Indigenous electoral training 2022	3100132	08/08/22	08/22/22	4	4	8
European Commission				22,232	9,413	31,645
European Commission				22,232	9,413	31,645
Supporting Sudan's Democratic Transition-EU	3100002	01/01/20	09/30/23	2,768	1,627	4,395
Consolidation of Paraguayan Democracy II	3100005	11/15/19	11/15/23	1,663	735	2,398
INTER PARES -Parliaments in Partnership - EU Global Project to Strengthen the Capacity of Parliaments	3100011	01/01/19	12/31/22	4,050	2,143	6,193
Support to consolidation of democracy in Mozambique-EDF/2018/040-700	3100019	04/01/18	08/31/23	2,177	496	2,673
Upholding Citizens' Constitutional Rights for Democratic Consolidation in Fiji	3100027	02/01/18	07/31/21	225	(7)	218
STEP 2 Democracy - Support to Electoral Processes and Democracy in Myanmar II	3100028	08/01/18	01/31/22	4,535	(30)	4,505
Provision of Expertise for justice in conflict in transition	3100030	01/15/19	01/14/22	1,359	71	1,430

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No	Grant Period (DD/MM/YY)		Part of grant Pledge realized as income		
		Start Date	End Date	Prior Years	Current Year	Total to date
Global Monitor of Covid-19's Impact on Democracy and Human Rights	3100041	06/01/20	06/30/22	679	44	723
Indigenous Peoples Champions for the Philippines	3100050	01/01/21	12/31/23	113	53	166
Promoting Good Governance in Bhutan	3100051	01/01/21	12/31/23	640	442	1,082
Eastern Europe Democracy Support	3100078	06/01/21	11/30/22	404	278	682
Supporting Team Europe Democracy	3100079	10/15/21	12/31/22	734	1,046	1,780
Supporting Democratic Elections and Political Processes in Sierra Leone	3100092	11/14/22	11/13/24	19	18	37
Supporting the Democratic Transition in Chad	3100102	12/05/21	06/04/23	1,365	1,350	2,715
LEGITIMULT	3100105	10/01/22	09/30/25	15	15	30
Support to the implementation of the programme Consolidation of Democracy in Mozambique 2	3100106	10/01/21	08/31/23	106	106	212
GSoD & Democracy Coalition - Basket funds	3100111	12/01/21	12/31/23	809	454	1,263
Developing the capacity of the Libyan House of Representatives	3100116	06/01/22	05/31/25	215	214	429
Provision of expertise for justice in conflict and transition Phase II	3100124	04/01/22	03/31/25	356	356	712
Myanmar				1,588	287	1,875
European Commission & Foreign and Commonwealth Development Office				1,588	287	1,875
SHWEBO	3100046	11/01/19	09/30/23	1,588	287	1,875
Fiji				58	53	111
Dialogue Fiji (DF)				58	53	111
Building Public Confidence in Elections in Fiji through Civil Society Action	3100071	10/01/21	06/30/22	58	53	111
Finland				175	175	350
Demo Finland				18	19	37
Study on Political Context Analysis in Ethiopia	3100104	02/11/22	08/31/22	18	19	37

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No	Grant Period (DD/MM/YY)		Part of grant Pledge realized as income		
		Start Date	End Date	Prior Years	Current Year	Total to date
The Rule of Law Centre at the University of Helsinki				157	156	313
Integrity of Elections in Albania	3100117	01/01/22	12/31/23	157	156	313
Germany				1,547	1,247	2,794
The German Foreign Ministry "Auswärtiges Amt"				1,416	1,115	2,531
Supporting the application of Article 49 and proportionality in Tunisia	3100080	06/01/21	05/31/23	841	562	1,403
Supporting Yemen's peace process – Integrating local dynamics into the national conversation	3100081	08/07/22	07/07/24	186	186	372
Supporting a reconsideration of Iraq's constitutional framework	3100086	12/01/21	12/31/22	389	367	756
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH				67	67	134
Supporting Electoral Risks Management and Electoral Reforms in West Africa	3100091	04/01/22	01/31/23	67	67	134
Robert Bosch Stiftung GmbH				64	65	129
Global Democracy Coalition Phase 2 (2022 and 2023)	3100130	12/01/21	06/01/23	64	65	129
SHWEBO	3100046	11/01/19	09/30/23	1,588	287	1,875
Netherlands				516	731	1,247
The Minister for Foreign Trade and Development Cooperation of the Netherlands				391	707	1,098
Supporting accountable democratic governance and active citizenry in Kenya	3100048	10/01/20	12/31/22	391	707	1,098
The Netherlands Ministry of Foreign Affairs				125	24	149
Supporting Transition to Peace and Democracy in Mali	3100087	09/19/21	12/31/22	125	24	149
Norway				460	461	921
Norwegian Ministry of Foreign Affairs				460	461	921
Strengthening early response and conflict prevention and conflict management capacities of the African Union Commission (AUC)	3100115	12/01/21	11/30/22	460	461	921

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No	Grant Period (DD/MM/YY)		Part of grant Pledge realized as income		
		Start Date	End Date	Prior Years	Current Year	Total to date
Panama				832	550	1,382
The Electoral Tribunal				832	550	1,382
Asistencia Técnica para el fortalecimiento del TE Panamá 2021-2022	3100057	11/11/20	05/10/23	832	550	1,382
Spain				5	4	9
Spanish Agency for International Cooperation				5	4	9
Fortalecimiento de la transparencia y la confianza pública en el proceso electoral paraguayo 2022 – 2023	3100129	11/15/22	11/15/23	5	4	9
Sweden				10,172	4,919	15,091
Swedish International Development Agency				5,706	2,385	8,091
Enhancing Women's Political Participation in Africa	3100003	07/01/19	12/31/24	3,733	1,193	4,926
Supporting Sudan's Democratic Transition-Sida	3100039	07/01/20	06/30/23	1,973	1,192	3,165
International IDEA				3,009	1,787	4,796
MyConstitution - Phase II	3100038	09/01/18	12/31/22	3,009	1,787	4,796
Swedish Ministry of Foreign Affairs				1,457	747	2,204
Strömsborg rent subsidy	3100083	01/01/95	12/31/30	1,426	716	2,142
Gender Cohort on Gender Equality as a Prerequisite for Democracy	3100138	11/14/22	04/30/23	31	31	62
Switzerland				46	11	57
The Swiss Agency for Development and Cooperation				46	11	57
Contextualizing the Common Framework for Gender Equality and Social Inclusion in Federalism. Funding for Phase 1 & Phase 2 of the 3-phase project	3100067	12/15/20	05/31/22	46	11	57
United Kingdom				4,062	2,270	6,332
Foreign and Commonwealth & Development Office				3,908	2,116	6,024
Support to emerging democratic governance and PLGSP effectiveness	3100025	03/17/20	06/30/23	2,495	1,192	3,687
African Union Support Programme	3100074	07/20/21	09/30/22	930	604	1,534

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No	Grant Period (DD/MM/YY)		Part of grant Pledge realized as income		
		Start Date	End Date	Prior Years	Current Year	Total to date
Support to Peaceful presidential election in the Gambia/UKFCDO	3100089	07/09/21	03/31/22	356	193	549
African Union Conflict and Governance Programme	3100145	10/01/22	03/31/23	127	127	254
University Court of the University of Edinburgh				154	154	308
Peace and Conflict Resolution Evidence Platform (PCREP)	3100055	04/01/22	09/30/27	154	154	308
United States of America				3,340	1,844	5,184
Private Foundation				1,270	363	1,633
Support to Sudan's Democratic Transitional Government – Private Foundation	3100013	10/01/19	09/30/25	1,270	363	1,633
The World Bank Group				16	16	32
World Bank - Nepal, Analysis of the Functioning of the Nepali IGC Mechanism	3100127	05/10/22	03/31/23	16	16	32
United Nations Development Fund for Women				269	161	430
iKNOW Politics	3100068	01/01/21	12/31/23	269	161	430
United Nations Development Programme				670	531	1,201
COVID-Resilient Elections in Timor-Leste (00134455)	3100070	06/01/21	04/30/22	296	157	453
Supporting Mali's Transition to Peace and Democracy - Sida/UNDP	3100073	07/01/22	12/31/22	374	374	748
US Agency for International Development				1,115	773	1,888
Citizen Voices and Engagement Activity	3100053	06/07/21	12/22/23	1,115	773	1,888
				45,247	22,172	67,419

Notes (forming part of the annual financial statements)

9(b) Other revenue and gains

31 December

(Thousands of Euros)

Other revenues and gains comprised:	2022	2021
Other Income	82	6
Total	82	6

10. Operating costs

Details of expenditures are segregated and presented in the manner they were budgeted and approved by the Council, being Institutional Costs, Programmatic Costs and Programme Support Costs.

- Institutional Costs** – are costs that International IDEA incurs regardless of the level of project activities including the Secretary-General's Office and internal audit.
- Programmatic Costs** – are direct costs to programme activities.
- Programme Support Costs** – are indirect costs International IDEA incurs to support project execution, net of recoveries. These include accounting and treasury, the Board of Advisors, publications, and communications.

31 December

(Thousands of Euros)

	2022				2021
	Institutional Costs	Programmatic Costs	Programme support Costs	Total	Total
Contractors	97	8,939	75	9,111	8,629
Operating Costs	250	6,074	751	7,075	4,671
Personnel costs	1,696	12,740	275	14,711	12,179
Travel	147	3,997	51	4,195	1,113
Total	2,190	31,750	1,152	35,092	26,592

These costs are further reclassified by programme in Note 10(a) below.

Notes (forming part of the annual financial statements)

10 (a) Analysis of Expenditure for the year ended 31 December

31 December

(Thousands of Euros)

EXPENDITURE	2022	2021		
	Unrestricted Funds	Restricted Funds	Total	Total
A. Programmatic	10,293	21,457	31,750	24,314
Global Programmes	3,530	3,785	7,315	5,827
Global Programmes	673	193	865	669
Climatic Change and Development	39	-	39	-
Constitution Building Processes	935	581	1,516	1,525
Democratic Assessment	648	869	1,517	1,404
Electoral Processes	1,235	-	1,235	1,209
Inter Pares	-	2,143	2,143	1,020
Africa and West Asia	2,801	10,343	13,144	9,229
Africa and Western Asia Regional Office	1,969	1,976	3,945	2,950
Chad	-	1,350	1,350	-
Kenya	3	1,300	1,302	402
Mozambique	305	1,204	1,509	2,789
Sudan	9	3,182	3,191	2,137
Tunisia	515	1,332	1,846	951
Asia and the Pacific	1,590	4,065	5,655	5,117
Asia Pacific Regional Office	1,333	316	1,649	1,139
Bhutan	-	442	442	204
Fiji	35	46	80	49
Myanmar	119	2,044	2,163	2,756
Nepal	103	1,218	1,320	969
Europe	1,009	1,130	2,140	783
Europe Regional Office	1,009	1,130	2,140	783
Latin America and the Caribbean	866	2,074	2,940	2,876
Bolivia	-	-	-	590
Chile	-	8	8	-
Mexico	-	-	-	134
Panama	-	550	550	256
Paraguay	4	739	743	887
Peru	-	777	777	502
Latin America and the Caribbean Regional Office	862	-	862	507
North America	498	58	556	482
North American Outreach	498	58	556	482
B. Institutional	2,190	-	2,190	1,697
Secretary-General’s Office	2,190	-	2,190	1,697
Secretary-General	1,058	-	1,058	747
Executive Director	379	-	379	313
Communications	583	-	583	525
Internal Audit	170	-	170	112

Notes (forming part of the annual financial statements)

EXPENDITURE	2022	2021		
	Unrestricted Funds	Restricted Funds	Total	Total
C. Programme Support	(515)	716	201	438
Secretary-General’s Office	405	-	405	384
Publications	369	-	369	368
Board of Advisors	27	-	27	16
Library	9	-	9	-
Executive Division	8,719	716	9,435	8,202
Accounting and Treasury	652	-	652	613
Budget Performance and Programmes	620	-	620	508
Facilities	258	716	974	971
Human Resources and Organisational Development	6,539	-	6,539	5,339
Information Technology	650	-	650	771
Total Recoveries	(9,640)	-	(9,640)	(8,148)
Human Resources and Organisational Development Recoveries	(6,459)	-	(6,459)	(5,545)
Indirect Cost Recovery	(1,906)	-	(1,906)	(1,313)
Facilities Recovery	(338)	-	(338)	(383)
IT Recovery	(937)	-	(937)	(907)
D. Exchange (Gain)/Loss	951	-	951	143
Exchange (Gain)/Loss	951	-	951	143
Grand Total	12,919	22,173	35,092	26,592

Notes (forming part of the annual financial statements)

11. Personnel costs

31 December

(Thousands of Euros)

The payroll costs for all IDEA staff were as follows:	2022	2021
Payroll Costs	11,304	9,439
Insurance	757	692
Pension	1,296	1,135
Other benefits	1,353	912
Total	14,710	12,178

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:

- a. Contribution in lieu of pension – International staff members receive an annual payment (equivalent to two months' base salary) in lieu of a pension contribution.
- b. 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.
- c. 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, where relevant, are paid on their behalf by International IDEA.
- d. International staff members are entitled to children's schooling allowances. These allowances are based on those provided to staff within the United Nations system.
- e. Housing allowance subsidies are available to expatriate international staff members if the rental costs of appropriate available housing exceeds 20% of salary. The subsidy is provided at 80% of the difference between the rental cost and 20% of salary and is capped at 40% of the rental cost. The subsidy is available only towards the cost of properties leased from unrelated third parties. Separate provisions apply to staff members serving in duty stations that are designated by the Institute as "non-family."
- f. 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.

Notes (forming part of the annual financial statements)

12. Secretary-General and Directors' Remuneration

The total disbursements paid to, or in respect of, Directors in 2022 in the form of salaries and allowances amounted to 1,033,346 Euros for 6 FTE's (2021: 1,011,217 for 6 FTE's)

The base monthly salaries of the Secretary-General and Directors serving as at 31 December 2022 are as follows:

Monthly salary	31 December 2022 (Euro)	31 December 2021 (Euro)	Appointment date
Dr Kevin Roberto Casas-Zamora <i>Secretary-General</i>	€13,639	€13,307	01/08/2019
Ms Fiona Rowley <i>Executive Director</i>	€10,763	€10,500	01/06/2018
Dr Daniel Zovatto, <i>Director for Latin America and the Caribbean</i>	€11,388	€11,110	10/05/1997
Mr Massimo Tommasoli <i>Director for Global Programmes</i>	€10,250	€10,000	07/01/2003
Ms Leena Rikkilä Tamang <i>Director for Asia and the Pacific</i>	€10,763	€10,500	19/08/2002
Dr Roba Sharamo <i>Director for Africa and West Asia</i>	€11,388	€11,110	16/02/2015

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 2022, International IDEA employed 238 Staff Members (2021: 187).

13 (a) Distribution of staff members by gender

Levels	31 December 2022		31 December 2021	
	M	F	M	F
Senior Management (level 1-3)	78%	22%	80%	20%
Mid-Management (level 4-5)	58%	42%	61%	39%
Other (level 6-10)	44%	56%	41%	59%
Overall	49%	51%	49%	51%

Notes (forming part of the annual financial statements)

13 (b) Gender disaggregated base salary data (Euros)

Level	Average Salary	Total number of staff	Male Salary average	Male	Female Salary Average	Female
2	10,910	5	11,009	3	10,763	2
3	8,722	4	8,722	4	-	-
4	7,898	25	7,835	17	8,033	8
5	5,961	38	6,232	19	5,691	19
6	4,622	61	4,464	29	4,765	32
A	3,583	26	3,522	7	3,605	19
B	2,634	24	2,578	15	2,729	9
C	1,967	12	1,297	3	2,190	9
D	2,121	24	1,774	9	2,329	15
E	1,713	6	749	1	1,906	5
F	1,220	6	1,220	6	-	-
G	491	3	539	1	468	2
Temp	2,379	3	1,759	1	2,689	2
All levels	3,986	237	4,409	115	3,824	122

The above table is intended to enable monitoring of gender-pay parity within the Institute at all grades, in all locations. The Secretary-General is appointed by the Council and is therefore not included within this table. The salary details of the Secretary-General are however disclosed in notes 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.

Notes (forming part of the annual financial statements)

13 (c) Employees' nationality by region

Region	31 December 2022	31 December 2021	Change +/- (-)
Nordic Countries	25	21	+4
Other European	55	44	+11
North America	7	6	+1
Central and South America	29	26	+3
North Africa and Middle East	24	16	+8
Central and Southern Africa	67	48	+9
Asia	28	24	+4
Oceania/Pacific	3	2	+1
Total	238	187	+51

13 (d) Location of Staff

Office/ Region	31 December 2022	31 December 2021	Change +/- (-)
Stockholm HQ	80	65	+15
Brussels Office	18	9	+9
The Hague Office	8	10	(2)
New York and Washington Office	2	1	+1
Latin America and Caribbean	25	21	+4
Africa and Western Asia	85	58	+27
Asia and the Pacific	20	23	(3)
Total	238	187	+51

14. Financial risk management

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

- Credit risk
- Liquidity risk
- Market risk

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

Notes (forming part of the annual financial statements)

14 (a) Credit risk

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

Exposure to credit risk

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

31 December		(Thousands of Euros)	
	Note	2022	2021
Receivable Contributions	4	3,360	3,054
Cash and cash equivalents	3	26,317	25,354
Other Receivables		2,582	3,015
Total		32,259	31,423

Exposure to credit risk through deposits at banks is similar to that in 2021 as International IDEA has the equivalent of 25,3 million Euros (2021: 23.8 million Euros) deposited with well-established banks in Europe—Svenska Handelsbanken AB in Sweden, Citibank in London, United Kingdom, KBC in Belgium and Rabobank in The Netherlands. Of the 25,3 million Euros in bank accounts in Europe, 24 million Euros (2021: 21,8 million Euros) is held in bank accounts at Handelsbanken in Sweden and 13,5 million Euros (2021: 14 million Euros) of the funds in Sweden is in Swedish Kronor.

Financial risk management Impairment losses

The ageing of donations receivable at the reporting date was:

31 December		(Thousands of Euros)	
		2022	2021
Foreign holdings		3,360	3,054
Past due 0 to 90 days		1,855	1,748
Past due 90 to 181 days		1,461	1,067
Past due over 181 days		44	239
Total		3,360	3,054

14 (b) 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 when the receipt of donor funds does not match expenditure. Historically, the Institute has managed the effects of this risk effectively.

International IDEA's reserve policy is as follows:

- A general reserve that equals 50% of the following year's budgeted unrestricted expenditure
- A currency reserve that is between €500 000 and €1 million which is adjusted against general reserves only if goes outside these limits.

Notes (forming part of the annual financial statements)

Liquidity risk

The following are the contractual maturities of financial liabilities:

31 December

(Thousands of Euros)

31 December 2022	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(21,304)	(16,168)	(11,197)	(10,107)	-	-
Accounts payables						
31 December 2021	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(20,418)	(15,333)	(17,476)	(2,942)	-	-
Accounts payables						

14 (c) Currency risk

Currency risk is the risk that changes in foreign currencies exchange rates with all other variables being held constant, 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. However, International IDEA holds 13,5 million Euros (2021: 14 million Euros) in Swedish Kronor. The risk exists that movements between the Euro and the SEK will have a significant impact to the extent that these are realized if there is a requirement to liquidate SEK to other currencies to meet expenses denominated in those currencies. As at 31 December 2022, if the Euro had strengthened/ weakened by 1 per cent against the SEK (which is not considered to be a major currency) there would be a decrease/increase in the surplus for the year of EUR 135,000 (2021 EUR 13,812).

Notes (forming part of the annual financial statements)

15. Budget statement for the year ended 31 December 2022

31 December

(Thousands of Euros)

	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	43,315	35,162	81%	34,753	43,315	8,562
Member States Contributions	12,936	12,908	100%	12,952	12,936	(16)
Restricted Income	30,379	22,172	73%	21,801	30,379	8,578
Other Income	-	82	-	-	-	-
Expenditure	43,660	35,092	80%	34,753	43,660	8,907
Programmatic	40,916	31,229	76%	31,884	40,916	9,032
Non-staff Cost	24,251	16,907	70%	16,086	24,251	8,165
Staff Cost	14,106	12,416	88%	13,815	14,106	291
Indirect Costs	2,559	1,906	74%	1,983	2,559	576
Institutional	2,093	3,116	149%	2,008	2,093	85
Non-staff Cost	451	785	174%	321	451	130
Staff Cost	1,642	2,331	142%	1,687	1,642	(45)
Programme Support	651	747	115%	861	651	(210)
Non-staff Cost	2,427	2,691	111%	2,412	2,427	15
Staff Cost	294	(38)	(13%)	709	294	(415)
Indirect Costs	(2,070)	(1,906)	92%	(2,260)	(2,070)	190
(Deficit)/Surplus	(345)	70	(20%)	-	(345)	(345)

International IDEA seeks annual approval for a Programme and Budget based upon an estimate of core or unrestricted income plus any contracted restricted income by way of grants for planned activities. The Programme and Budget is developed within an approved 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 the Annual Meeting in the last quarter of the preceding year. A detailed explanation of the differences between the budgeted and actual expenditures is contained in the 2022 Activity Report.

Performance against the Programme and Budget is reported to the Council and subsidiary bodies during the year and modifications are subject to Council approval, or to the Secretary General as delegated in the Financial Regulations approved by Council on 1 December 2022.

In the main, modifications to the Programme and Budget in 2022 year related to new activities and specifically the inclusion of new programmes resulting from grants received as well as modifications to existing plans necessitated by the move to digital platforms, and any cancellation or delays in activities arising as a result of events within the countries where International IDEA operates. Expenditure under restricted income grants is reflective of income with unspent funds being carried as deferred income.

Notes (forming part of the annual financial statements)

16. Operating Lease Commitments

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

Future minimum lease payments for the periods are as follows:

31 December

(Thousands of Euros)

	2022	2021
Within one year	1,195	1,308
In the second to five years inclusive	468	790
After five years	-	-
Total	1,663	2,098

17. Post Balance Sheet Event

2021

On 24 February 2022, Russia began a military invasion of Ukraine. The impact of the war on International IDEA's work and operations cannot yet be determined.

2022

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The International Institute for Democracy and Electoral Assistance (International IDEA) is an intergovernmental organization with the mandate to promote and advance democracy worldwide.

This document is the report of the Secretary-General on the financial position of International IDEA and of the results of its operations and cash flows for the year ended 31 December 2021



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