



INTERNATIONAL IDEA

Supporting democracy worldwide

Financial Statements 2019



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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 2019.

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 technical assistance and 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



Offices

International IDEA has a Headquarters' Agreement with Sweden and Host-country Agreements with the Governments of Australia, Belgium, Bolivia, Chile, Costa Rica, Ethiopia, Haiti, Nepal, The Netherlands, South Africa, South Sudan and Tunisia. Negotiations for Host-country Agreements continue in Mexico, Mozambique 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, Bhutan, Bolivia, Chile, Ethiopia, Mexico, Mozambique, Myanmar, Nepal, The Netherlands, Paraguay, Peru and Tunisia and a UN liaison office in New York. During the year International IDEA opened no new offices and closed no offices.

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. 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

Dr Kevin Roberto Casas-Zamora (joined 1 August 2019)

Ms Fiona Rowley (Acting 1 June – 31 July 2019)

The Honourable Mr Yves Leterme (resigned 31 May 2019)

Directors

During 2019 there were six (2018: seven) Director-level positions. Incumbents during the year are detailed below:

Name and Position	Gender
Ms Fiona Rowley, Executive Director	F
Ms Keboitse Machangana, Director for Global Programmes	F
Professor Adebayo Olukoshi, Director for Africa and Western Asia	M
Ms Leena Rikkilä 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

Steering Committee

Member States held the following offices on the Council in 2019:

Spain	Co-Chair
Belgium	Co-Chair
Namibia	First Vice Chair
Vacant	Second 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 four, including one virtual meeting)
Mr Johannes Heller (Chair)	M	4
Mr Thomas Böni	M	4
Ms Ingrid Skjøtskift	F	3
Mr Leo van der Tang	M	3
Mr Jonas Floberg (joined 11/04/2019)	M	2

Board of Advisors

Name	Gender	Meetings attended (out of two)
Ms Emine Bozkurt (Chair)	F	2
Mr Sergio Bitar (Vice Chair)	M	2
Professor Christine Bell	F	1
Dr Cheik Modibo Diarra	M	1
Dr Nicole Goodman	F	1
Mr Nicholas Haysom	M	2
Ms Njeri Kabeberi	F	2
Professor Celso Lafer	M	1
Ms Maria Lohela	F	1
Ms Serena Sasingian	F	2
Dr Shahabuddin Yaqoob Quraishi	M	2

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 2020
Strömsborg
103 34 Stockholm Sweden

Statement of Responsibilities

The Secretary-General is required to prepare financial statements for each financial year which fairly present 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 with applicable accounting standards and then applying 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 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 7 to 39 were authorized by the Secretary-General on 20 March 2020 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

Opinion

We have audited the International Institute for Democracy and Electoral Assistance's (International IDEA) financial statements for the year ending 31 December 2019.

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 2019 and its financial performance and cash flow for the year then ended, in accordance with International Public Sector Accounting Standards (IPSAS).

Basis for Opinion

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 opinion. 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 20 March 2020

KPMG AB

Birgitta Johansson Vogensen

Authorized Public Accountant

Statement of Financial Performance

For the year ended 31 December

(Thousands of Euros)

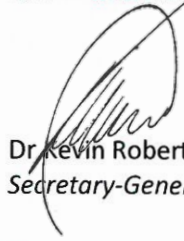
Income and Operating Costs	Note	2019	2018
Income			
Donor Contributions	9(a)	27,339	23,501
Other Income	9(b)	23	21
Total Income		27,362	23,522
Operating Costs			
Contractors		8,422	5,351
Operating Costs		5,037	4,430
Personnel costs	11&12	9,835	10,032
Travel		3,859	3,224
Total Operating Costs	10	27,153	23,037
Surplus for the year		209	485


Statement of Financial Position

As of 31 December

(Thousands of Euros)

	Note	2019	2018
Assets			
Current Assets			
Cash and cash equivalents	3	16,485	12,760
Receivable Contributions	4	1,915	2,275
Prepayments		1,501	2,226
Recoverable staff income tax and social security payments		740	981
Recoverable value-added tax		97	60
Other receivables		25	23
Total current assets		20,763	18,325
Non-current assets			
Fixed Assets	5	380	17
Total non-current assets		380	17
Total Assets		21,143	18,342
Liabilities and Reserves			
Current Liabilities			
Trade Payables and Accruals	6	2,364	1,524
Deferred Income	6	9,758	7,699
Personnel Accruals	7	1,177	1,484
Total current liabilities		13,299	10,707
Total Liabilities		13,299	10,707
Net Assets			
General Reserve		7,135	6,650
Currency Reserve	8	500	500
Transferred to Reserves		209	485
Surplus/(Deficit) or the period		209	485
Transferred to Currency Reserve		-	-
Net Assets		7,844	7,635
Total Liabilities and Reserves		21,143	18,342


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	2019	2018
Cash flow from operating activities			
Surplus/(Deficit) from ordinary activities		209	485
Depreciation	5	17	29
(Increase)/decrease in receivables and prepayments		1,287	(2,461)
Increase/(decrease) in payables		2,592	5,308
Net cash flow from operating activities		4,105	3,361
Cash flow from investing activities			
Capitalization of fixed assets	5	(380)	-
Purchase of fixed assets	5	-	-
Net cash flow from investing activities		(380)	-
Net increase/(decrease) in cash and cash equivalents		3,725	3,361
Cash and cash equivalents at beginning of period		12,760	9,399
Cash and cash equivalents at end of period		16,485	12,760

Statement of Changes in Net Assets

(Thousands of Euros)

	General Reserve	Currency Reserve	Total
Balance at 1 January 2018	6,650	500	7,150
Transfer (to)/from Currency Reserve	–	(320)	(320)
Transfer from Currency to Operating Reserve	-	320	320
<i>Net surplus for the year ended 31 December 2018</i>	<i>485</i>	<i>–</i>	<i>485</i>
Balance, 31 December 2018	7,135	500	7,635
Transfer (to)/from Currency Reserve	-	(427)	(427)
Transfer from Currency to Operating Reserve	-	427	427
<i>Net surplus for the year ended 31 December 2019</i>	<i>209</i>	<i>-</i>	<i>209</i>
Balance, 31 December 2019	7,344	500	7,844

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 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 after 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 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 organization.

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

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

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)

	2019	2018
Cash on hand	47	38
Cash at Bank	16,438	12,722
Total	16,485	12,760

International IDEA has the equivalent of 15,02 million Euros (2018:11,8 million Euros) deposited with well-established banks—Svenska Handelsbanken AB, in Sweden and Rabobank in The Netherlands. Deposits outside Sweden and The Netherlands are sufficient for one month's operational requirements for the country in question.

4. Receivable Contributions

31 December

(Thousands of Euros)

	2019	2018
Unrestricted contributions (Note 9(a)(i))	9	68
Restricted Projects (Note 9(a)(ii))	1,906	2,207
Total	1,915	2,275

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 2018	Additions	Disposals	Depreciation	31 December 2019
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Cost

Furniture, fixtures and equipment	388	-	-	-	388
IT equipment	55	-	-	-	55
Motor vehicles	38	-	-	-	38
Intangible Assets – IT Software	-	380	-	-	380
Total cost	481	380	-		861

Depreciation

Furniture, fixtures and equipment	(372)	-	-	(16)	(388)
IT equipment	(54)	-	-	(1)	(55)
Motor vehicles	(38)	-	-	-	(38)
Intangible Assets – IT Software	-	-	-	-	-
Total Depreciation	(464)	-	-	(17)	(481)

Net Book value

Furniture, fixtures and equipment	16	-	-	(16)	-
IT equipment	1	-	-	(1)	-
Motor vehicles	-	-	-	-	-
Intangible Assets – IT Software	-	380	-	-	380
Total net book value	17	380	-	(17)	380

Notes (forming part of the annual financial statements)

6. Liabilities and Deferred Income

31 December

(Thousands of Euros)

	2019	2018
Trade Payables and Accruals		
Accounts payable	2,137	1,300
Accruals	227	224
Total	2,364	1,524
Deferred Income		
Unrestricted contributions (Note 9(a)(i))	1,034	-
Restricted Projects (Note 9(a)(ii))	8,724	7,699
Total	9,758	7,699

7. Personnel Accruals

31 December

(Thousands of Euros)

	2019	2018
Annual Leave	166	182
Pension contributions	405	542
Separation Allowance	559	655
Withholding taxes	47	105
Total	1,177	1,484

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 utilized 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 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 the Council's prerogative at all times to determine the level of the General Reserve Fund, and 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 (which equals EUR 5,632,971 for 2020) for the following year.
- 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 EUR500,000 and EUR 1m. An adjustment to general reserve is done only when the reserve falls outside these limits.

9. Revenues

9(a) Donor Contributions

31 December

(Thousands of Euros)

	2019	2018
Unrestricted Income	11,855	13,479
Restricted Income	15,484	10,022
Total	27,339	23,501

- a. **Contributions** – Funds received from donors are used to support International IDEA’s programmes that must fall within the mandate of International IDEA as approved in an annual Programme and Budget by the governing Council. Details of all contributions are set out in 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 and similar.
- b. **Contributions-in-kind** – From January 2018, the government of Chile provides rent free office space for the International IDEA Latin America and the Caribbean regional office in Santiago, the contribution for 2019 is valued at EUR 36,800. (2018: EUR 35,600)

Notes (forming part of the annual financial statements)

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

31 December

(Thousands of Euros)

31 December 2019							31 December 2018
Donors	Opening Balance	Cash Payments	Exchange rate loss / (gain) on Receivables	Accounts Receivable	Advance Payment of 2020 contributions received in 2019	Total Grants	Total Grants
Unrestricted Contributions	(68)	12,788	160	9	(1,034)	11,855	13,479
Barbados	-	4	-	-	-	4	4
Botswana	-	19	(1)	-	-	18	17
Brazil	(68)	88	-	-	-	20	65
Canada	-	-	-	-	-	-	-
Chile	-	81	(4)	-	-	77	70
Costa Rica	-	4	-	-	-	4	4
Finland	-	-	-	-	-	-	-
Germany	-	400	-	-	-	400	400
India	-	90	(1)	-	(45)	44	42
Mauritius	-	-	-	9	-	9	8
Mexico	-	-	-	-	-	-	(3)
Mongolia	-	4	-	-	-	4	5
Namibia	-	2	-	-	-	2	2
Netherlands	-	2,000	-	-	-	2,000	4,000
Norway	-	4,015	(18)	-	(989)	3,008	2,544
Panama	-	-	-	-	-	-	26
Peru	-	5	-	-	-	5	6
South Africa	-	15	-	-	-	15	17
Spain	-	-	-	-	-	-	-
Sweden	-	5,147	205	-	-	5,352	5,586
Switzerland	-	912	(21)	-	-	891	684
Uruguay	--	2	-	-	-	2	2

Notes (forming part of the annual financial statements)

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

31 December

(Thousands of Euros)

Donors	2019						2018
	Opening balance	Cash Payments	Exchange differences / Ineligible expenses	Receivable	Deferred Income	Total Grants	Total Grants
Restricted contribution	5,493	16,614	195	1,906	(8,724)	15,484	10,022
Belgium	35	48	-	31	-	114	73
Ministry of Foreign Affairs	35	48	-	31	-	114	73
Canada	-	-	-	-	-	-	32
Canadian International Development Agency	-	-	-	-	-	-	14
The International Development Research Centre	-	-	-	-	-	-	18
European Union	4,055	4,175	203	1,148	(2,698)	6,883	2,554
European Commission	4,055	4,175	203	1,148	(2,698)	6,883	2,554
European Union and United Kingdom	-	703	-	-	(609)	94	-
European Union and United Kingdom	-	703	-	-	(609)	94	-
Finland	-	350	-	-	(234)	116	-
Ministry of Foreign Affairs	-	350	-	-	(234)	116	-
Organisation internationale de la Francophonie (OIF)	-	-	-	-	-	-	30
OIF	-	-	-	-	-	-	30
Germany	99	1,861	-	-	(361)	1,599	888
Robert Bosch Stiftung GmbH	-	-	-	-	-	-	111
The German Foreign Ministry	94	1,730	-	-	(357)	1,467	729
Institute für Auslandsbeziehungen	5	131	-	-	(4)	132	48
Inter-American Development Bank	(1)	-	1	-	-	-	18

Notes (forming part of the annual financial statements)

Donors	2019						2018
	Opening balance	Cash Payments	Exchange differences / Ineligible expenses	Receivable	Deferred Income	Total Grants	Total Grants
Inter-American Development Bank	(1)	-	1	-	-	-	18
Luxembourg	248	10	2	-	(138)	122	289
Ministère des Affaires étrangères et européennes	248	10	2	-	(138)	122	289
Mexico	273	324	-	-	(278)	319	417
Instituto Nacional Electoral	-	-	-	-	(1)	(1)	43
Tribunal Electoral del Poder Judicial de la Federación	273	324	-	-	(277)	320	374
Netherlands	-	752	-	-	(577)	175	15
Ministry for Foreign Affairs	-	752	-	-	(577)	175	15
Norway	395	1,167	(4)	382	(497)	1,443	1,164
Ministry of Foreign Affairs	395	1,167	(4)	382	(497)	1,443	1,164
Panama	74	720	-	-	(487)	307	13
The Electoral Tribunal	74	720	-	-	(487)	307	13
Spain	300	300	-	-	(300)	151	279
Spanish Agency for International Cooperation	300	300	-	-	(300)	151	279
Sweden	388	3,650	(1)	-	(2,400)	1,637	1,983
Ministry of Foreign Affairs	-	2,335	9	-	(1,612)	732	817
Swedish International Development Agency (Sida)	388	1,315	(10)	-	(788)	905	1,166
Switzerland	(63)	206	1	12	(130)	26	401
The Swiss Federal Department of Foreign Affairs	(63)	206	1	12	(130)	26	401
Taiwan	-	25	-	-	-	25	-
Taiwan	-	25	-	-	-	25	-
United Kingdom	124	1,993	-	109	(166)	2,060	1,291
Department for International Development (DFID)	124	1,993	-	109	(166)	2,060	1,291

Notes (forming part of the annual financial statements)

Donors	2019						2018
	Opening balance	Cash Payments	Exchange differences / Ineligible expenses	Receivable	Deferred Income	Total Grants	Total Grants
USA	(434)	630	(7)	224	-	413	575
US Agency for International Development (USAID)	(434)	630	(7)	224	-	413	529
Open Society Foundation	-	-	-	-	-	-	46

Notes (forming part of the annual financial statements)

9(a)(iii) Restricted Income for the year ended 31 December 2019

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
Belgium					73			114	187
Belgian Ministry of Foreign Affairs (BE MFA)					73			114	187
Decentralization of Electoral Risk Management in Nepal	2017-14	P0128-01	01/01/2018	31/08/2019	EUR 119,274	119	25	66	91
EU Office Grant - 2018-2019	2015-14	P0256-02	01/01/2015	31/12/2019	EUR 240,000	240	48	48	96

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
European Union					2,315			6,883	9,198
European Commission (EU EC)					2,315			2,554	9,198
Promoción de la Democracia a través del fortalecimiento de las capacidades de la administración electoral nacional	2016-10	P0304-01	30/07/2016	12/07/2019	EUR 1,000,000	1,000	645	354	999
Encouraging Conditions to Ensure Development of a Transparent and Democratic Political and Electoral Process	2018-02	P0317-01	25/02/2018	24/02/2020	EUR 800,000	800	265	297	562
IDEA - Upholding Citizens Constitutional Rights for Democratic Consolidation in Fiji	2017-13	P0327	01/02/2018	31/01/2020	EUR 600,000	600	120	222	342
STEPII - IDEA	2018-08	P0328	01/08/2018	31/07/2021	EUR 10,000,000	10,000	714	2,621	3,335
Level up - Political finance with integrity	2017-15	P0332	01/01/2018	31/12/2019	EUR 579,352	579	165	219	384
Mayor Registro y Participación de Jóvenes e Indígenas en Procesos Electorales	2018-09	P0336-01	01/09/2018	31/08/2019	EUR 240,000	240	185	43	228
EU Mozambique – Main. Support to Consolidation of Democracy in Mozambique	2018-13	P0341	01/04/2018	31/08/2024	EUR 6,256,000	6,256	221	1,660	1,881
Provision of expertise for justice in conflict and transition	2018-	P0344-01	15/01/2019	14/01/2022	EUR 1,989,000	1,989	-	410	410
EU Ethiopia – Main Support to Consolidation in Ethiopia	2019-03	P0345	01/02/2019	30/09/2020	EUR 1,000,000	1,000	-	331	331
Improved electoral process quality management system	2019-07	P0346-01	07/05/2019	30/09/2020	EUR 200,000	200	-	148	148
Inter Pares – Parliaments in Partnership	2018-18	P0350-01	01/01/2019	31/12/2021	EUR 5,000,000	5,000	-	558	558
Consolidation of Paraguayan democracy	2019-20	P0362-01	15/11/2019	14/11/2023	EUR 3,000,000	3,000	-	20	20
European Commission and United Kingdom					-			94	94

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
European Commission and United Kingdom					-			94	94
Parliamentary Oversight for Better Service Delivery (EU contribution)	2019-10	P0353-01	01/09/2019	30/09/2022	EUR 3,000,000	3,000	-	94	94
Parliamentary Oversight for Better Service Delivery (DFID contribution)	2019-15	P0353-01	01/09/2019	31/12/2020	GBP 511,012	558	-		
Finland					-			116	116
Ministry of Foreign Affairs					-			116	116
MyCon Phase II	2019-06	P0338	01/01/2019	31/12/2021	EUR 1,200,000	1,200	-	116	116
Germany					1,577			1,599	3,176
The German Foreign Ministry "Auswärtiges Amt" (DE-FFO)					1,577			1,467	3,044
Support to the Yemeni Peace Process - Constitutional Dialogues	2017-05	P0309-01	01/04/2017	31/12/2020	EUR 4,577,988	1,386	1,577	1,038	2,615
A49 – Working Towards a new Era in the Protection of Fundamental Rights in Tunisia	2019-02	P0309-05	01/03/2019	28/02/2021	EUR 928,325	928	-	248	248
CANDI@tos Promotion of informed Vote	2019-11	P0352-01	27/06/2019	27/12/2019	EUR 240,440	240	-	181	181
The Institut fur Auslandsbeziehungen (ifa) e. V. (DE IFA)					-			132	132
Phase 2 - Youth Dialogues on Constitutional Reform in Lebanon	2019-01	P0309-04	01/04/2019	31/12/2019	EUR 152,047	152	-	132	132
Luxembourg					-			122	122
Ministère des Affaires étrangères et européennes (LU MFA)					-			122	122
MyCon Phase II	2018-12	P0338-02	01/07/2018	30/06/2021	EUR 800,000	800	-	122	122
Mexico					289			319	608

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
Tribunal Electoral del Poder Judicial de la Federacion de Mexico (MX TRIBELEC)					289			319	608
Support to IDEA in Mexico	2018-01	P0308-02	09/03/2018	31/12/2019	MXN 13,200,000	573	289	319	608
Netherlands					-			175	175
Knowledge Platform, Security and Rule of Law (NL KPSRL)					-			175	175
Support to the Federalization Process in South Sudan	2019-12	P0235-08	09/09/2019	08/09/2020	EUR 791,331	791	-	175	175
Norway					1,278			1,443	2,721
Norwegian Ministry of Foreign Affairs (NO MFA)					1,278			1,443	2,721
Norwegian. Budget for the IDEA AUC JAP II 2016 to 2020	2016-08	P0234-02	01/05/2016	01/12/2020	NOK 15,000,000	1,659	884	354	1,238
Political Parties Symposium Session - Ethiopia	2016-08	P0234-04	01/01/2018	31/12/2019	NOK 4,850,000	536	200	109	309
Second Phase _Ethiopia Nation Building Symposium	2016-08	P0234-05	01/09/2018	31/12/2019	NOK 5,000,000	553	98	233	331
Myanmar Constitution Centre My Constitution 2	2018-11	P0338-01	01/09/2018	31/08/2021	NOK 8,500,000	890	96	747	843
Panama					13			307	320
The Electoral tribunal					13			307	320
Contribution to Public debate on democracy	2018-15	P0342-01	23/11/2018	31/07/2019	USD 228,028	200	13	191	204
Regional Excellence Centre : Permanent Collaboration with TE Panama	2018-15	P0342-02	01/08/2019	31/03/2020	USD 672,785	592	-	116	116
Spain					-			151	151
Spanish Agency for International Cooperation (ES AECI)					-			151	151
Fortalecimiento del Órgano Electoral Plurinacional para un mayor impulso a la Democracia Boliviana	2018-14	P0337-01	01/09/2018	28/02/2020	EUR 300,000	300	-	151	151
Sweden					4,420			1,637	6,057

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
Swedish Ministry of Foreign Affairs (SE MFA)					4,420			679	5,099
Strömsborg rent subsidy	2014-11	R0017-01	01/01/2013	31/12/2019	SEK 48,123,500	5,112	4,420	679	5,099
Swedish International Development Agency (SE SIDA)					-			958	958
Enhancing Women’s Political Participation in Africa	2019-14	P0360-01	01/07/2019	30/08/2021	SEK 45,000,000	4,166	-	52	52
MyCon Phase II	2019-05	P0338-03	01/01/2019	31/12/2021	SEK 15,000,000	1,404	-	146	146
Democracy Gender and Youth	2018-16	P0343-02	11/12/2018	31/10/2020	SEK 20,000,000	1,939	-	760	760
Switzerland					-			26	26
The Swiss Federal Department of Foreign Affairs (CH FDFA)					-			14	14
Support for Federalization Process in South Sudan	2019-16	P0235-09	01/09/2019	30/04/2020	EUR 180,000	180	-	14	14
The Swiss Agency for Development and Co-operation					-			12	12
Comparative Review of electoral progress in the federal context	2019-17	P0356-01	15/06/2019	30/08/2019	CHF 20,244	18	-	12	12
Taiwan					-			25	25
Taiwan					-			25	25
Political Training Academy for Women Leaders of the Senate	2019-09	P0354-01	26/07/2019	31/12/2019	USD 28,635	26	-	25	25

Notes (forming part of the annual financial statements)

Donor and Programme/Project	Grant Agreement No.	Main Project No.	Grant Period (DD/MM/YY)		Grant Pledged			Part of grant Pledge realized as income	
			Start Date	End Date	in Grant Currency	EUR Value	Prior Years	Current Year	Total to date
United Kingdom					1,311			2,060	3,373
Department for International Development (UK DFID)					1,311			2,007	3,318
Expanding the Support to Structural Preventive Diplomacy and Political Analysis in the Area of Elections in Africa	2018-06	P0152-08	27/07/2018	31/03/2021	GBP 1,903,570	2,137	610	962	1,572
Policy Capacity on Federalism and Local Governance Coherence Nepal - Implementation Phase	2016-20	P0305-02	01/08/2017	20/11/2019	GBP 1,547,726	2,012	701	1,045	1,746
University of Edinburgh					-			53	53
Innovation on Inclusion in Peace processes	2019-08	P0355-01	30/03/2019	29/03/2021	GBP 100,000	113	-	53	53
USA					697			413	1,110
US Agency for International Development (US AID)					697			413	1,110
Citizen Engagement in Clean Elections	2018-04	P0316-01	20/03/2018	19/09/2019	USD 1,000,000	813	530	341	870
Advanced Peruvian Congressional Snap Elections in January 2020	2019-19	P0361-01	15/11/2019	31/07/2020	USD 550,000	495	167	72	239
TOTAL					11,973			15,484	27,457

Notes (forming part of the annual financial statements)

9(b) Other revenue and gains

31 December

(Thousands of Euros)

Other revenues and gains comprised:	2019	2018
Interest Income	23	21
Total	23	21

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 e.g. The Secretary-General's Office and Member States Relations.
- Programmatic Costs** –are direct costs to programme activities and are shown net of Indirect Costs and HR recoveries.
- Programme Support Costs** –are indirect costs International IDEA incurs to support project execution. These include Finance, the Board of Advisors, Publications and Communications.

31 December

(Thousands of Euros)

	2019				2018
	Institutional Costs	Programmatic Costs	Programme support Costs	Total	Total
Contractors	115	8,189	118	8,422	5,351
Operating Costs	685	3,353	999	5,037	4,430
Personnel costs	1,281	4,314	4,240	9,835	10,032
Travel	92	3,515	252	3,859	3,224
Total	2,173	19,371	5,609	27,153	23,037

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	2019			2018
	Restricted Funds	Unrestricted Funds	Total	Total
PROGRAMMATIC	13,965	5,406	19,371	15,308
Africa and West Asia	5,310	2,070	7,380	5,130
Addis Ababa (Regional Office)	2,230	1,536	3,766	3,330
Kenya	-	-	-	122
Mozambique	1,661	74	1,735	227
Tunisia	1,419	460	1,879	1,451
Asia and the Pacific	5,263	1,703	6,966	4,440
Canberra (Regional Office)	74	1,260	1,334	1,259
Bhutan	-	114	114	238
Fiji	222	31	253	160
Myanmar	3,845	(4)	3,841	1,932
Nepal	1,122	302	1,424	851
External Relations and Governance Support	-	553	553	1,034
EU Office (Brussels)	-	-	-	529
UN Permanent Observer (New York)	-	553	553	505
Global Programme	1,027	3,447	4,474	4,671
Constitution-Building Processes	464	806	1,270	1,319
Democracy, Assessment, Analysis and Advisory	-	751	751	952
Electoral Processes	-	846	846	921
Global Programmes	-	311	311	343
Political Parties	5	733	738	1,136
Inter Pares	558	-	558	-
Latin America and the Caribbean	3,142	906	4,048	4,994
Andean Region	709	171	880	983
Bolivia	1,283	(6)	1,277	1,630

Notes (forming part of the annual financial statements)

EXPENDITURE	2019			2018
	Restricted Funds	Unrestricted Funds	Total	Total
Haiti	-	(2)	(2)	849
Paraguay	524	-	524	368
Mexico	626	(9)	617	424
Chile Regional Office	-	752	752	740
Wider Europe	64	655	719	537
Europe	64	655	719	537
Recoveries from Programmatic projects included in programme expenditure above	(841)	(3,928)	(4,769)	(5,498)
Human Resources Recovery	-	(3,407)	(3,407)	(3,348)
Indirect Costs Recovery	(841)	(521)	(1,362)	(2,150)
INSTITUTIONAL	679	1,494	2,173	2,321
Corporate Services	679	340	1,019	1,075
Director of Corporate Services	-	225	225	227
Security and Risk Management	-	-	-	141
Strömsborg rental subsidy	679	8	687	709
HQ Facilities	-	11	11	(4)
Information Technology	-	96	96	2
Secretary-General's Office	-	1,154	1,154	1,246
Office of the Secretary-General	-	656	656	684
Internal Audit	-	133	133	136
Communications	-	365	365	426
TOTAL PROGRAMME SUPPORT	840	4,769	5,609	5,408
Programme Support Costs supported by Indirect Costs	225	1,275	1,500	1,740
Finance and Procurement	69	391	460	516
Board of Advisers	28	160	188	173
Partnerships and Programme Funding Support	17	95	112	109

Notes (forming part of the annual financial statements)

EXPENDITURE	2019			2018
	Restricted Funds	Unrestricted Funds	Total	Total
Budget and Programme Performance	50	285	335	407
Publications	52	291	343	412
Library	9	53	62	123
Other Programme Support Costs	553	3,129	3,682	3,348
Human Resources (HR)	129	728	857	473
HR All staff Benefits and Leaves	424	2,401	2,825	2,875
Exchange loss	62	365	427	320
TOTAL EXPENDITURE	15,484	11,669	27,153	23,037

Notes (forming part of the annual financial statements)

11. Personnel costs

31 December

(Thousands of Euros)

The payroll cost for all International IDEA staff were as follows:	2019	2018
Payroll costs	6,921	6,966
Annual, Parental and Sick Leave	1,011	1,112
	7,932	8,078
Contributions in lieu of pensions	856	1,136
Insurance	376	103
Other Benefits	671	715
Total	9,835	10,032

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:

- Contribution in lieu of pension – International 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.
- 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.
- 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.
- International staff members are entitled to children's schooling allowances. These allowances are based on those provided to staff within the United Nations system.
- Housing allowance subsidies are available to expatriate international staff members if the rental costs of appropriate available housing exceed 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.
- 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 2019 in the form of salaries and allowances amounted to 1,030,103 Euros for 6 FTE's (2018:1,338,614 for 7 FTE's)

The base monthly salaries of the Secretary-General and Directors serving as at 31 December 2019 are as follows:

31 December	(Euros)		
Monthly salary	2019	2018	Appointment date
Dr Kevin Roberto Casas-Zamora Secretary-General (joined 1 August 2019)	€13,175	-	01/08/2019
Mr Yves Leterme Secretary-General (left 31 May 2019)	€14,577	€14,577	01/06/2014
Ms Fiona Rowley <i>Executive Director (Acting Secretary-General 1 June to 31 July 2019 at salary of €10,600)</i>	€10,000	€10,000	01/06/2018
Ms Keboitse Machangana <i>Director for Global Programmes</i>	€11,874	€11,874	01/02/2015
Ms Leena Rikkilä Tamang <i>Director for Asia and the Pacific</i>	€10,006	€10,006	19/08/2002
Professor Adebayo Olukoshi, <i>Director for Africa and West Asia</i>	€12,992	€12,992	16/02/2015
Dr Daniel Zovatto, <i>Director for Latin America and the Caribbean</i>	€11,000	€13,871	10/05/1997

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.

Notes (forming part of the annual financial statements)

13. Human Resources

As at 31 December 2019, International IDEA employed 162 Staff Members (2018: 159).

13.1 Distribution of staff members by gender

Levels	31 December 2019		31 December 2018	
	M	F	M	F
Senior Management (level 1-3)	63%	37%	63%	37%
Mid-Management (level 4-5)	58%	42%	53%	47%
Other (level 6-10)	39%	61%	39%	61%
Overall	46%	54%	45%	55%

13.2 Gender disaggregated base salary data (Euros)

Level	Average Salary	Total number of staff	Male Salary average	Male	Female Salary Average	Female
2	11,174	5	11,996	2	10,627	3
3	8,617	3	8,617	3	-	-
4	7,734	19	7,836	11	7,594	8
5	5,532	27	5,826	16	5,105	11
6	3,548	38	3,474	17	3,609	21
7	2,557	34	2,205	11	2,725	23
8	1,774	22	1,993	5	1,709	17
9	860	3	586	1	997	2
10	425	10	446	8	338	2
Temp	1,820	1	-	-	1,820	1
All levels	4,404	162	4,527	74	3,655	88

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.

Notes (forming part of the annual financial statements)

13.3 Employees' nationality by region

Region	31 December 2019	31 December 2018	Change +/- (-)
Nordic Countries	21	19	+2
Other European	39	40	(1)
North America	5	7	(2)
Central and South America	24	29	(5)
North Africa and Middle East	9	7	+2
Central and Southern Africa	30	23	+7
Asia	32	33	(1)
Oceania/Pacific	2	1	+1
Total	162	159	+3

13.4 Location of Staff

Office/ Region	31 December 2019	31 December 2018	Change +/- (-)
Stockholm HQ	49	57	(8)
Brussels Office	11	4	+7
The Hague Office	7	8	(1)
New York Office	1	1	-
Latin America and Caribbean	24	28	(4)
Africa and Western Asia	32	23	+9
Asia and the Pacific	38	38	-
Total	162	159	+3

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.

(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.

Notes (forming part of the annual 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	2019	2018
Receivable Contributions	4	1,915	2,275
Cash and cash equivalents	3	16,485	12,760
Other Receivables		2,363	3,290
Total		20,763	18,325

Exposure to credit risk through deposits at banks is decreased as International IDEA has the equivalent of 15,02 million Euros (2018: 11.8 million Euros) deposited with well-established banks, Svenska Handelsbanken AB in Sweden and Citibank in the United Kingdom 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)	
		2019	2018
Foreign holdings		1,915	2,275
Past due 0 to 90 days		1,800	1,320
Past due 90 to 181 days		-	-
Past due over 181 days		115	955
Total		1,915	2,275

(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 organization has managed the effects of this risk effectively.

International IDEA's reserve policy as follows:

- A general reserve that equals 50% of the following year's budgeted unrestricted expenditure
- A currency reserve that is between €500k and €1million 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 2019	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(13,299)	(13,299)	(13,299)		-	-
Accounts payables						
31 December 2018	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(10,707)	(10,707)	(9,928)	-	(779)	-
Accounts payables						

(c) Currency risk

Currency risk is the risk that changes in foreign currencies with all other variables being held constant, 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 2019, if the Euro had strengthened/ weakened by 1per cent against the major operating currencies there would have been a decrease/increase in the deficit for the year of EUR 14,527 (2018 EUR 104,063).

Notes (forming part of the annual financial statements)

15. Budget statement for the year ended 31 December 2019

31 December

(Thousands of Euros)

	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	34,356	27,362	80%	30,447	34,356	3,909
Member states contribution	11,957	11,855	99%	11,957	11,957	-
Restricted Income	22,399	15,484	69%	18,490	22,399	3,909
Other income	-	23	-	-	-	-
Expenditure	34,621	27,153	78%	31,216	34,621	3,405
Operational Costs	31,999	24,142	75%	28,152	31,999	3,847
Non-staff Cost	21,793	15,048	69%	16,963	21,793	4,830
Staff Cost	8,182	7,723	94%	9,463	8,182	(1,281)
Indirect Cost	2,024	1,371	68%	1,726	2,024	298
Institutional Costs	2,395	2,169	91%	2,402	2,395	(7)
Non-staff Cost	1,114	888	80%	1,078	1,114	36
Staff Cost	1,281	1,281	100%	1,324	1,281	(43)
Net Programme Support Costs	227	842	371%	662	227	(435)
Non-staff Cost	728	1,384	190%	406	728	322
Staff Cost	1,353	833	62%	1,717	1,353	(364)
Indirect Cost recovery	(1,854)	(1,375)	74%	(1,461)	(1,854)	(393)
(Deficit)/Surplus	(265)	209	(79%)	(769)	(265)	504

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. The Programme and Budget is developed within an approved five-year Strategy (2018-2022) 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 2019 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 2 December 2019.

In the main, modifications 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.

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)	
	2019	2018
Within one year	1,202	915
In the second to five years inclusive	679	82
After five years	-	-
Total	1,891	997