



Financial Statements 2021

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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 2021.

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.

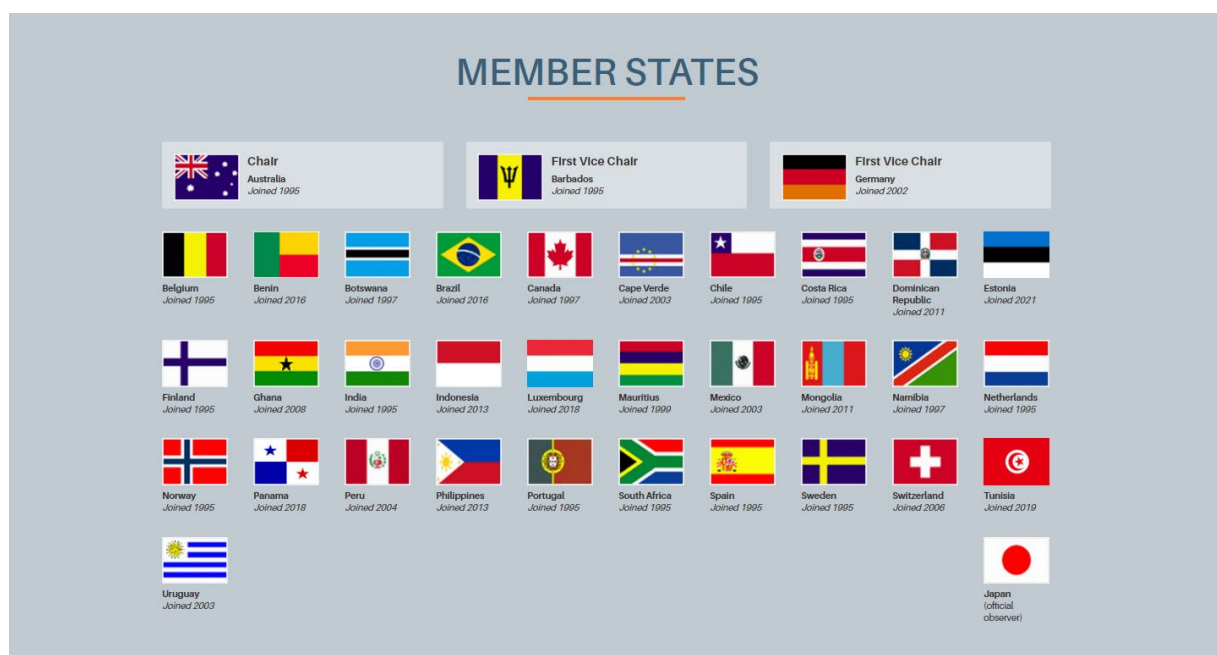
A full report on the Activities of International IDEA is published annually as a separate document incorporating schedules drawn from the annual financial statements.

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

Estonia became a new Member State 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, Chile, Costa Rica, Ethiopia, Haiti, Mozambique, Nepal, The Netherlands, Panama, 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 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 (closed in 2021), Chile, Ethiopia, Mexico (Closed in 2021), Mozambique, Myanmar (closed in 2021), Nepal, The Netherlands, Panama, Paraguay, Peru, Sudan and Tunisia, and a UN liaison office in New York.

Governance matters

Overall governance of International IDEA is provided by a Council of Member States. The Council meets at least twice a year and has delegated the management of the organization to the Secretary-General, who 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 Advisers, the members of which provide expert and technical advice on programmes.

Secretary-General

Dr Kevin Roberto Casas-Zamora

Directors

During 2021 there were five (2020: five) Director-level positions. Incumbents during the year are detailed below:

Name and Position	Gender
Ms Fiona Rowley, Executive Director	F
Ms Laura Lenore Thornton, Director for Global Programmes (left 30 June 2021)	F
Mr Massimo Tommasoli, Director for Global Programmes and Permanent Observer to the UN, (appointed as Director 1 July 2021)	M
Professor Adebayo Olukoshi, Director for Africa and Western Asia (left 30 June 2021)	M
Dr Roba Sharamo, Director for Africa and Western Asia (joined 1 October 2021)	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 2021:

Australia	Chair
Barbados	Vice-Chair
Germany	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 virtual meetings)
Mr Isaac Adjin Bonney (Chair)	M	4
Mr Thomas Böni (left 30 June 2021)	M	1
Ms Ingrid Skjøtskift (left 30 June 2021)	F	1
Ms Alya Baratli	F	-
Ms Heidi Malene Nipe (joined 1 July 2021)	F	3
Ms Leticia Andrés-Sánchez (joined 1 July 2021, resigned 26 September 2021)	F	-
Mr Alexander Lindqvist (joined 1 August 2021)	M	3

Board of Advisors

Name	Gender	Meetings attended (including virtual meetings)
Ms Njeri Kabeberi (Chair) (left 31 December 2021)	F	6
Mr Sergio Bitar (Vice Chair) (left 31 December 2021)	M	6
Ms Laura Chinchilla (Vice Chair) (joined 1 January 2021)	F	6
Professor Eva Maria Belser (joined 1 January 2021)	F	6
Dr Adam Bodnar (joined 1 January 2021)	M	5
Dr Nicole Goodman	F	6
Mr Samson Itodo (joined 1 January 2021)	M	4
Professor Celso Lafer	M	5
Mr Christian Leffler (joined 1 January 2021)	M	5
Dr Julia Leininger (joined 1 January 2021)	F	6
Ms Maria Lohela (left 31 December 2021)	F	2
Dr Shahabuddin Yaqoob Quraishi (left 31 December 2021)	M	5
Ms Serena Sasingian (left 31 December 2021)	F	3
Ms Mariska van Beijnum (joined 1 January 2021)	F	4

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

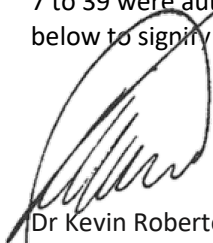
22 March 2022
Strömsborg
103 34 Stockholm Sweden

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 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 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 22 March 2022 for issue to the Council and are signed below to signify this.



Dr Kevin Roberto Casas-Zamora

Secretary-General

Page for KPMG report



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 2021.

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 2021 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 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 Finance and Audit Committee shall 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 29 March 2022

KPMG AB

Mikael Käll
Authorized Public Accountant

Auditor's report International Institute for Democracy and Electoral Assistance, corp. id 902000-0098, 2021

Statement of Financial Performance

For the year ended 31 December

(Thousands of Euros)

Income and Operating Costs	Note	2021	2020
Income			
Donor Contributions	9(a)	28,314	26,352
Other Income	9(b)	6	6
Total Income		28,320	26,358
Operating Costs			
Contractors		8,629	7,919
Operating Costs		4,671	4,639
Personnel costs	11&12	12,179	11,436
Travel		1,113	695
Total Operating Costs	10	26,592	24,689
Surplus for the year		1,728	1,669

Statement of Financial Position

As of 31 December

(Thousands of Euros)

	Note	2021	2020
Assets			
Current Assets			
Cash and cash equivalents	3	25,354	21,779
Receivable Contributions	4	3,054	5,861
Prepayments		2,002	1,725
Recoverable staff income tax and social security payments		972	802
Recoverable value-added tax		25	47
Other receivables		16	27
Total current assets		31,423	30,241
Non-current assets			
Fixed Assets	5	236	285
Total non-current assets		236	285
Total Assets		31,659	30,526

Liabilities and Reserves

Current Liabilities

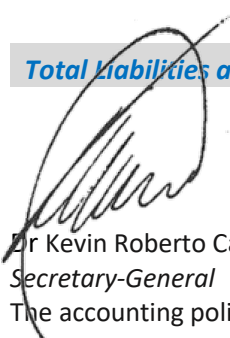
Trade Payables and Accruals	6	3,664	1,341
Deferred Income	6	15,333	17,934
Personnel Accruals	7	1,421	1,738
Total current liabilities		20,418	21,013
Total Liabilities		20,418	21,013

Net Assets

General Reserve		9,013	7,344
Currency Reserve	8	500	500
Transferred to Reserves		1,728	1,669
Surplus/(Deficit) or the period		1,728	1,669
Transferred to Currency Reserve		-	-
Net Assets		11,241	9,513

Total Liabilities and Reserves

31,659 **30,526**


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	2021	2020
Cash flow from operating activities			
Surplus/(Deficit) from ordinary activities		1,728	1,669
Depreciation	5	90	69
(Increase)/decrease in receivables and prepayments		2,393	(4,184)
Increase/(decrease) in payables		(595)	7,714
Net cash flow from operating activities		3,616	5,268
Cash flow from investing activities			
Capitalization of fixed assets	5	(38)	-
Refund on Fixed assets	5	-	35
Currency revaluation of fixed assets		(3)	(9)
Net cash flow from investing activities		(41)	26
Net increase/(decrease) in cash and cash equivalents		3,575	5,294
Cash and cash equivalents at beginning of period		21,779	16,485
Cash and cash equivalents at end of period		25,354	21,779

Statement of Changes in Net Assets

(Thousands of Euros)

	General Reserve	Currency Reserve	Total
Balance at 1 January 2020	7,344	500	7,844
Transfer (to)/from Currency Reserve	-	(305)	(305)
Transfer from Currency to Operating Reserve	-	305	305
Net surplus for the year ended 31 December 2020	1,669	-	1,669
Balance, 31 December 2020	9,013	500	9,513
Transfer (to)/from Currency Reserve	-	(143)	(143)
Transfer from Currency to Operating Reserve	-	143	143
Net surplus for the year ended 31 December 2021	1,728	-	1,728
Balance, 31 December 2021	10,741	500	11,241

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)

	2021	2020
Cash on hand	98	126
Cash at Bank	25,256	21,653
Total	25,354	21,779

International IDEA has the equivalent of 23,8 million Euros (2020:19,9 million Euros) deposited with well-established banks—Svenska Handelsbanken AB in Sweden, and Citibank in London, United Kingdom. Deposits outside Sweden and the United Kingdom are sufficient for one month's operational requirements for the country in question.

4. Receivable Contributions

31 December

(Thousands of Euros)

	2021	2020
Unrestricted contributions (Note 9(a)(i))	34	45
Restricted Projects (Note 9(a)(ii))	3,020	5,816
Total	3,054	5,861

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 2020	Additions	Disposals/Adjustments	Depreciation	31 December 2021
Cost					
Furniture, fixtures and equipment	388	10	(14)	-	384
IT equipment	55	28	-	-	83
Motor vehicles	38	-	-	-	38
Intangible Assets – IT Software	354	-	-	-	354
Total cost	835	38	(14)		859
Depreciation					
Furniture, fixtures and equipment	(388)	(10)	15	-	(383)
IT equipment	(55)	(9)	-	-	(64)
Motor vehicles	(38)	-	-	-	(38)
Intangible Assets – IT Software	(69)	(71)	-	2	(138)
Total Depreciation	(550)	(90)	15	2	(623)
Net Book value					
Furniture, fixtures and equipment	-	-	1	-	1
IT equipment	-	19	-	-	19
Motor vehicles	-	-	-	-	-
Intangible Assets – IT Software	285	(71)	-	2	216
Total net book value	285	(52)	1	2	236

Notes (forming part of the annual financial statements)

6. Liabilities and Deferred Income

31 December

(Thousands of Euros)

	2021	2020
Trade Payables and Accruals		
Accounts payable	3,636	1,281
Accruals	28	60
Total	3,664	1,341
Deferred Income		
Unrestricted contributions (Note 9(a)(i))	1,469	1,420
Restricted Projects (Note 9(a)(ii))	13,864	16,514
Total	15,333	17,934

7. Personnel Accruals

31 December

(Thousands of Euros)

	2021	2020
Annual Leave	298	596
Pension contributions	435	430
Separation Allowance	473	527
Withholding taxes	215	185
Total	1,421	1,738

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. Previously up to 10 days may be carried forward if not utilized by 31 January of the following year. Given the covid-19 pandemic, that prevented movement of staff in 2020, an exception was granted for the year ended 31 December 2020 that 25 days may be carried forward if not utilized by 31 January 2021. In 2021 staff members were allowed to carry over 15 days if not utilized by 31 January 2022.

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.

Notes (forming part of the annual financial statements)

Pension contributions

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

Separation allowance

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

8. Net Assets

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

- a. **General Reserve** – This is International IDEA's central reserve account that provides liquidity to meet unplanned short- and medium-term volatility in income and expenditure. 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 for the following year. As at 31 December 2021 the balance on the General Reserve must be at least EUR 5,887,481.
- 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 1m. An adjustment to general reserve is done when the reserve falls outside these limits.

9. Revenues

9(a) Donor Contributions

31 December

(Thousands of Euros)

	2021	2020
Unrestricted Income	11,189	10,771
Restricted Income	17,125	15,581
Total	28,314	26,352

- 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 or similar.

Notes (forming part of the annual financial statements)

- 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 2021 is valued at EUR 8,492. (2020: EUR 33,9700). 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	2021						2020
	Opening Balance	Cash Receipts	Exchange rate loss / (gain) on Receivables	Accounts Receivable	Advance Payment of 2022 contributions received in 2021	Total Grants	Total Grants
Unrestricted Contributions	1 375	11 261	(11)	35	(1 471)	11 189	10,771
Barbados	-	-	-	-	-	-	4
Botswana	(18)	35	(1)	-	-	16	18
Brazil	-	62	(5)	-	-	57	49
Canada	-	-	-	-	-	-	-
Chile	-	-	(6)	-	-	(6)	78
Costa Rica	-	4	-	-	-	4	5
Finland	-	500	-	-	-	500	-
Germany	-	400	-	-	-	400	400
India	-	41	-	-	-	41	45
Mauritius	-	8	-	-	-	8	9
Mexico	-	-	-	-	-	-	-
Mongolia	-	4	-	-	-	4	4
Namibia	-	3	-	-	(2)	1	2
Netherlands	-	1 000	-	-	-	1 000	1,000
Norway	1 420	2 894	-	-	(1 469)	2 845	3,047
Panama	-	8	-	-	-	8	4
Peru	-	4	1	9	-	14	5
South Africa	-	14	-	-	-	14	16
Spain	(25)	25	-	26	-	26	25
Sweden	-	5 469	-	-	-	5 469	5,268
Switzerland	-	790	-	-	-	790	790
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)

	2021					2020
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
Restricted Contributions	10,699	17,598	(330)	(10,842)	17,125	15,581
Australia	-	-	-	7	7	-
Australian Government	-	-	-	7	7	-
Belgium	(31)	-	31	-	-	-
Belgian Ministry of Foreign Affairs	(31)	-	31	-	-	-
Canada	-	9	(2)	-	7	
Canadian Ministry of Foreign Affairs	-	9	(2)	-	7	
DA Basket Funds	-	-	-	6	6	
DA Basket Funds	-	-	-	6	6	
European Commission	1,736	7,935	11	(3,170)	6,512	7,035
European Commission	1,736	7,935	11	(3,170)	6,512	7,035
European Commission and The United Kingdom	232	661	-	(389)	504	798
EU&DFID	232	661	-	(389)	504	798
Fiji	-	-	-	6	6	
Dialogue Fiji (DF)	-	-	-	6	6	
Germany	62	493	-	(59)	496	1,122
The German Foreign Ministry "Auswärtiges Amt"	62	493	-	(59)	496	1,122
iKnow Politics Basket Fund	-	147	-	(40)	107	-
iKnow Politics - Basket fund	-	147	-	(40)	107	-
Mexico	128	-	12	(22)	118	149
Tribunal Electoral del Poder Judicial de la Federacion de Mexico	128	-	12	(22)	118	149
MyCon	1,194	493	-	(1,149)	538	684
MyCon	1,194	493	-	(1,149)	538	684

Notes (forming part of the annual financial statements)

	2021					2020
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
Netherlands	842	943	-	(1,091)	694	
The Minister for Foreign Trade and Development	598	543	-	(752)	389	-
Cooperation of the Netherlands						
The Netherlands Ministry for Development Cooperation	-	400	-	(299)	101	-
The Netherlands Ministry of Foreign Affairs	244	-	-	(40)	204	335
Norway	218	294	-	(35)	477	277
Norwegian Ministry of Foreign Affairs	218	294	-	(35)	477	277
Panama	815	-	(234)	(300)	281	234
The Electoral Tribunal	815	-	(234)	(300)	281	234
Spain	122	-	149	(9)	262	177
Spanish Agency for International Cooperation	122	-	149	(9)	262	177
Sweden	2,569	2,762	610	(2,625)	3,316	2,593
Expertgruppen för biståndsanalys	5	22	-	35	62	22
Swedish International Development Agency	185	1,185	610	(1,231)	749	1,763
Swedish Ministry of Foreign Affairs	2,379	1,555	-	(1,429)	2,505	808
Switzerland	1,502	813	4	(1,346)	973	376
Swiss Federal Department of Foreign Affairs	1,423	813	-	(1,311)	925	376
The Swiss Agency for Development and Cooperation	32	-	4	(2)	34	-
The Swiss Federal Department of Foreign Affairs	47	-	-	(33)	14	-
United Kingdom	313	1,583	(592)	483	1,787	1,059
Department for International Development	353	1,145	(592)	199	1,105	1,009

Notes (forming part of the annual financial statements)

	2021					2020
Donor	Opening Balance	Cash Receipts	Exchange difference, Bad Debts and Adjustments	Receivables / Deferred Income	Restricted Income	Restricted Income
Economic & Social Research Council	-	32	-	5	37	-
Foreign and Commonwealth & Development Office	-	205	-	284	489	-
Tetra Tech International Development Limited	-	138	-	7	145	-
University Court of the University of Edinburgh	(40)	63	-	(12)	11	39
Westminster Foundation for Development	-	-	-	-	-	11
United Nations	-	-	-	139	139	-
United Nations Development Programme	-	-	-	139	139	-
USA	997	1,465	(22)	(1,545)	895	742
New York University	-	6	-	-	6	-
Private Foundation	903	1,237	-	(1,594)	546	362
US Agency for International Development	94	222	(22)	49	343	380
Exchange differences	-	-	(297)	297	-	-
Exchange differences	-	-	(297)	297	-	-

Notes (forming part of the annual financial statements)

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

31 December 2021

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				-	7	7
Australian Government				-	7	7
Secondment to the Australian Electoral Commission for 12 months	3100114	2021-12-01	2022-11-30	-	7	7
Basket Funds				-	107	107
IKNOW politics - Basket fund				-	107	107
IKNOW Politics	3100068	2021-01-01	2022-12-31	-	107	107
Canada				-	7	7
Canadian Ministry of Foreign Affairs				-	7	7
Engaging youth voters in 2021	3100069	2021-02-16	2021-03-15	-	7	7
Europe				684	538	1 222
MyCon				684	538	1 222
MyConstitution - Phase II	3100038	2018-09-01	2022-12-31	684	538	1 222
European Commission and United Kingdom				892	503	1 395
European union and UKFCDO				892	503	1 395
SHWEBO	3100046	2019-11-01	2023-09-30	892	378	1 270
UKFCDO contribution for 2021 - SHWEBO	3100046	2021-01-01	2021-03-31	-	125	125
European Union				13 266	7 444	20 710
DA Basket Funds				-	6	6
GSoD & Democracy Coalition - Basket funds	3100111	2021-12-01	2023-01-31	-	6	6
European Commission				13 266	7 438	20 704
Supporting the Democratic Transition in Chad	3100102	2021-12-05	2023-06-04	-	15	15
Supporting Team Europe Democracy	3100079	2021-10-15	2022-12-31	-	38	38
Eastern Europe Democracy Support	3100078	2021-06-01	2022-11-30	-	127	127

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
Informed Peruvian civil society contributes to the implementation of the recommendations of the EOM of the EU 2020	3100066	2020-11-23	2021-04-22	-	19	19
Promoting Good Governance in Bhutan	3100051	2021-01-01	2023-12-31	-	198	198
Indigenous Peoples Champions for the Philippines	3100050	2021-01-01	2023-12-31	-	60	60
Global Monitor of Covid-19's Impact on Democracy and Human Rights	3100041	2020-06-01	2022-06-30	195	441	636
Provision of Expertise for justice in conflict in transition	3100030	2019-01-15	2022-01-14	839	858	1 697
STEP 2 Democracy - Support to Electoral Processes and Democracy in Myanmar II	3100028	2018-08-01	2022-01-31	6 309	1 588	7 897
Upholding Citizens' Constitutional Rights for Democratic Consolidation in Fiji	3100027	2018-02-01	2021-07-31	201	27	228
Support to consolidation of democracy in Mozambique-EDF/2018/040-700	3100019	2018-04-01	2023-08-31	2 543	1 018	3 561
Establishing an environment for Inclusive, Knowledge-based dialogue on the Political Process in Ethiopia	3100018	2019-02-01	2021-08-31	474	191	665
INTER PARES -Parliaments in Partnership - EU Global Project to Strengthen the Capacity of Parliaments	3100011	2019-01-01	2022-12-31	1 484	980	2 464
Incremento de la transparencia y la confianza pública sobre la gestión de las elecciones generales del 2020	3100009	2020-01-01	2021-03-05	524	30	554
Consolidation of Paraguayan Democracy II	3100005	2019-11-15	2023-11-15	481	923	1 404
Supporting Sudan's Democratic Transition	3100002	2020-01-01	2022-01-31	216	925	1 141
Germany				554	496	1 050
The German Foreign Ministry "Auswärtiges Amt"				554	496	1 050
Working Towards a New Era in the Protection of Fundamental Rights in Tunisia	3100016	2019-03-01	2021-05-31	554	195	749
Supporting a reconsideration of Iraq's constitutional framework	3100086	2021-12-01	2022-12-31	-	22	22
Supporting the application of Article 49 and proportionality in Tunisia	3100080	2021-06-01	2023-05-31	-	279	279

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
Mexico				137	118	255
Tribunal Electoral del Poder Judicial de la Federación de México				137	118	255
Develop a Technical Accompaniment to the Mexican EP	3100045	2019-11-21	2021-12-31	137	118	255
Netherlands				510	694	1 204
The Minister for Foreign Trade and Development Cooperation of the Netherlands				2	389	391
Supporting accountable democratic governance and active citizenry in Kenya	3100048	2020-10-01	2022-12-31	2	389	391
The Netherlands Ministry for Development Cooperation / Ministry of Foreign Affairs				-	101	101
Supporting Transition to Peace and Democracy in Mali	3100087	2021-09-19	2022-12-31	-	101	101
The Netherlands Ministry of Foreign Affairs				508	204	712
IDEA Country Programmes 2019 - 2022	3100040	2019-01-01	2021-07-31	508	204	712
Norway				1 846	477	2 323
Norwegian Ministry of Foreign Affairs				1 846	477	2 323
International IDEA-AU Joint Activity Plan 2016 - 2020	3100022	2016-05-01	2021-06-30	1 846	477	2 323
Panama				234	281	515
The Electoral Tribunal				234	281	515
Asistencia Técnica para el fortalecimiento del TE Panamá 2021-2022	3100057	2020-11-11	2023-05-10	-	281	281
Regional Excellence Centre: Permanent collaboration with TE Panamá	3100044	2019-08-01	2021-05-31	234	-	234
Spain				28	262	290
Spanish Agency for International Cooperation				28	262	290
Increased transparency and public confidence regarding the management of the electoral cycle corresponding to the 2020 general and sub-national elections of 2021	3100054	2020-09-11	2021-09-10	28	262	290

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
Sweden				1 068	3 316	4 384
Expertgruppen för biståndsanalys				22	61	83
EBA Swedish Agency Grant for Electoral Assistance Research	3100033	2020-07-01	2021-09-30	22	61	83
Swedish International Development Agency				1 046	2 545	3 591
Supporting Sudan's Democratic Transition	3100039	2020-07-01	2023-06-30	86	695	781
Leadership Programme, Peace, Reconciliation and Conflict Resolution in Ethiopia 2019 - 2020	3100020	2020-09-01	2021-08-31	38	12	50
Democracy: Gender and Youth	3100007	2018-11-12	2021-02-28	164	55	219
Enhancing Women's Political Participation in Africa	3100003	2019-07-01	2021-12-31	758	1 783	2 541
Swedish Ministry of Foreign Affairs				-	710	710
Strömsborg rent subsidy	3100083	1995-01-01		-	710	710
Switzerland				97	48	145
The Swiss Agency for Development and Cooperation				-	34	34
Contextualizing the Common Framework for Gender Equality and Social Inclusion in Federalism. Funding for Phase 1 & Phase 2 of the 3 phase project	3100067	2020-12-15	2022-05-31	-	34	34
The Swiss Federal Department of Foreign Affairs				97	14	111
Support to the Federalization Process in South Sudan - Swiss	3100021	2019-09-01	2021-06-30	97	14	111
United Kingdom				2 673	1 793	4 466
Department for International Development				2 581	1 105	3 686
Support to emerging democratic governance and PLGSP effectiveness	3100025	2020-03-17	2023-06-30	453	851	1 304
Support to the AU on Structural Preventive Diplomacy and Political Analysis	3100023	2018-04-01	2021-03-31	2 128	254	2 382
Dialogue Fiji (DF)				-	6	6
CSO Support Election Project - Fiji , FCDO	3100071	2021-10-01	2022-03-31	-	6	6

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
Economic & Social Research Council				-	37	37
National recovery and resilience: learning from elections during a pandemic	3100061	2020-11-02	2021-11-01	-	37	37
Foreign and Commonwealth & Development Office				-	489	489
Support to Peaceful presidential election in the Gambia/UKFCDO	3100089	2021-07-09	2022-03-31	-	164	164
African Union Support Programme	3100074	2021-07-20	2022-03-31	-	325	325
Tetra Tech International Development Limited				-	145	145
Support to Women participation in Constitutional making in South Sudan	3100065	2020-12-17	2021-03-31	-	145	145
University Court of the University of Edinburgh				92	11	103
Innovating on Inclusion in Peace Processes	3100029	2019-04-01	2021-03-31	92	11	103
United Nations				-	139	139
United Nations Development Programme				-	139	139
COVID-Resilient Elections in Timor-Leste	3100070	2021-06-01	2022-03-31	-	139	139
USA				362	895	1 257
New York University				-	6	6
Study on inclusion and political finance	3100075	2021-01-01	2021-04-30	-	6	6
Private Foundation				362	546	908
Support to Sudan's Democratic Transitional Government	3100013	2019-10-01	2023-09-30	362	546	908
US Agency for International Development				-	343	343
Citizen Voices and Engagement Activity	3100053	2021-08-31	2023-12-22	-	343	343
Grand Total				22 351	17 125	39 476

Notes (forming part of the annual financial statements)

9(b) Other revenue and gains

31 December

(Thousands of Euros)

Other revenues and gains comprised:	2021	2020
Interest Income	6	6
Total	6	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 e.g. The Secretary-General's Office and Internal Audit.
- 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)

	2021				2020
	Institutional Costs	Programmatic Costs	Programme support Costs	Total	Total
Contractors	111	8,465	53	8,629	7,919
Operating Costs	1,631	2,858	182	4,671	4,639
Personnel costs	2,069	8,422	1,688	12,179	11,436
Travel	23	1,086	4	1,113	695
Total	3,834	20,831	1,927	26,592	24,689

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	2021			2020
	Restricted Funds	Unrestricted Funds	Total	Total
Programmatic	16,415	2,187	18,602	17,641
Africa and West Asia	7,753	1,540	9,293	5,735
Addis Ababa (Regional Office)	1,942	1,072	3,014	2,589
Kenya	389	13	402	-
Mozambique	2,761	28	2,789	1,355
Sudan	2,165	(28)	2,137	671
Mali	-	-	-	92
Tunisia	496	455	951	1,028
Asia and the Pacific	3,954	1,253	5,207	6,341
Canberra (Regional Office)	205	1,024	1,229	983
Bhutan	198	6	204	-
Fiji	33	16	49	201
Myanmar	2,633	123	2,756	4,577
Nepal	885	84	969	580
North America	6	476	482	490
North American Outreach	6	-	6	-
UN Permanent Observer (New York)	-	476	476	490
Global Programmes	2,500	3,391	5,891	4,738
Constitution-Building Processes	869	656	1,525	1,013
Democracy, Assessment, Analysis and Advisory	441	963	1,404	934
Electoral Processes	103	1,106	1,209	765
Global Programmes	107	626	733	386
Political Parties	-	-	-	697
Inter Pares	980	40	1,020	943
Latin America and the Caribbean	2,037	920	2,957	4,238
Bolivia	346	244	590	2,130

Notes (forming part of the annual financial statements)

EXPENDITURE	2021			2020
	Restricted Funds	Unrestricted Funds	Total	Total
Chile	-	-	-	-
Chile Regional Office	-	588	588	501
Mexico	118	16	134	158
Panama	281	(25)	256	241
Paraguay	923	(36)	887	427
Peru	369	133	502	781
Regional Europe Programme	165	622	787	652
Europe	165	622	787	652
Recoveries from Programmatic projects included in programme expenditure above	-	(6,015)	(6,015)	(4,553)
Human Resources Recovery	-	(4,702)	(4,702)	(3,238)
Indirect Cost Recovery	-	(1,313)	(1,313)	(1,315)
Institutional	710	3,123	3,833	2,632
Secretary-General's Office	-	1,768	1,768	1,547
Secretary-General	-	747	747	1,058
Communications	-	909	909	475
Internal Audit	-	112	112	14
Executive Division	710	1,355	2,065	1,085
Executive Director	-	323	323	343
Facilities	710	261	971	672
Information Technology	-	771	771	70
Programme Support	-	4,156	4,157	4,416
Programme Support Costs supported by Indirect Costs	-	951	951	970
Finance and Procurement	-	443	443	586
Budget and Programme Performance	-	508	508	384
Other Programme Support Costs	-	3,206	3,206	3,446
Human Resources and Organisational Development	-	942	942	892

Notes (forming part of the annual financial statements)

EXPENDITURE	2021			2020
	Restricted Funds	Unrestricted Funds	Total	Total
Human Resources Benefits	-	2,264	2,264	2,249
Exchange (gain)/loss	-	-	-	305
Grand Total	17,125	9,467	26,592	24,689

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:	2021	2020
Payroll Costs	9,439	9,188
Insurance	692	326
Pension	1,136	1,142
Other benefits	912	780
Total	12,179	11,436

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.
- 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 2021 in the form of salaries and allowances amounted to 1,011,217 Euros for 6 FTE's (2020:1,076,756 for 6 FTE's)

The base monthly salaries of the Secretary-General and Directors serving as at 31 December 2020 are as follows:

31 December	(Euros)		
Monthly salary	2021	2020	Appointment date
Dr Kevin Roberto Casas-Zamora <i>Secretary-General</i>	€13,307	€13,307	01/08/2019
Ms Fiona Rowley <i>Executive Director</i>	€10,500	€10,100	01/06/2018
Ms Laura Lenore Thornton <i>Director for Global Programmes (left 30 June 2021)</i>	-	€10,500	01/04/2020
Massimo Tommasoli <i>Director for Global Programmes (appointed as a Director on 1 June 2021)</i>	€10,000	-	
Ms Leena Rikkilä Tamang <i>Director for Asia and the Pacific</i>	€10,500	€10,106	19/08/2002
Professor Adebayo Olukoshi <i>Director for Africa and West Asia (left 30 June 2021)</i>	-	€12,000	16/02/2015
Dr Roba Sharamo <i>Director for Africa and West Asia (joined 1 October 2021)</i>	€11,110	-	01/10/2021
Dr Daniel Zovatto, <i>Director for Latin America and the Caribbean</i>	€11,110	€11,110	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 2021, International IDEA employed 187 Staff Members (2020: 195).

13 (a) Distribution of staff members by gender

Levels	31 December 2021		31 December 2020	
	M	F	M	F
Senior Management (level 1-3)	80%	20%	73%	27%
Mid-Management (level 4-5)	61%	39%	60%	40%
Other (level 6-10)	41%	59%	37%	63%
Overall	49%	51%	45%	55%

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

Level	Average Salary	Total number of staff	Male Salary average	Male	Female Salary Average	Female
2	10,644	5	10,740	3	10,500	2
3	8,393	4	8,393	4	-	-
4	7,834	23	7,898	14	7,733	9
5	5,792	31	5,968	19	5,515	12
6	4,279	43	4,230	20	4,323	23
A	3,444	21	3,037	8	3,694	13
B	2,201	21	2,208	9	2,195	12
C	2,214	4	-	-	2,214	4
D	1,916	17	2,250	4	1,826	13
E	1,410	4	-	-	1,410	4
F	863	7	863	7	-	-
G	418	3	431	1	412	2
Temp	2,400	3	2,480	2	2,240	1
All levels	3,986	186	4,409	91	3,824	95

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 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 2021	31 December 2020	Change +/- (-)
Nordic Countries	21	17	+4
Other European	44	39	+5
North America	6	4	+2
Central and South America	26	33	(7)
North Africa and Middle East	16	14	+2
Central and Southern Africa	48	42	+6
Asia	24	44	(20)
Oceania/Pacific	2	2	-
Total	187	195	(8)

13 (d) Location of Staff

Office/ Region	31 December 2021	31 December 2020	Change +/- (-)
Stockholm HQ	65	48	+17
Brussels Office	9	9	-
The Hague Office	10	7	+3
New York Office	1	1	-
Latin America and Caribbean	21	30	(9)
Africa and Western Asia	58	50	+8
Asia and the Pacific	23	50	(27)
Total	187	195	(8)

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.

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.

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	2021	2020
Receivable Contributions	4	3,054	5,861
Cash and cash equivalents	3	25,354	21,779
Other Receivables		3,015	2,603
Total		31,423	30,243

Exposure to credit risk through deposits at banks is similar to that in 2020 as International IDEA has the equivalent of 19,9 million Euros (2020: 19.9 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)

	2021	2020
Foreign holdings	3,054	5,861
Past due 0 to 90 days	1,748	4,782
Past due 90 to 181 days	1,067	666
Past due over 181 days	239	413
Total	3,054	5,861

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 organization 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 €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 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						
31 December 2020	Carrying amount	Contractual Cash flows	6 months or less	6-12 months	1-2 years	2-5 years
Non-derivative financial liabilities	(21,013)	(13,299)	(1,341)	(19,672)	-	-
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. As at 31 December 2021, if the Euro had strengthened/ weakened by 1per cent against the major operating currencies there would have been a decrease/increase in the surplus for the year of EUR 13,812 (2020 EUR 14,527).

Notes (forming part of the annual financial statements)

15. Budget statement for the year ended 31 December 2021

31 December

(Thousands of Euros)

	Final Budget vs Actual			Initial Budget vs Final Budget		
	Budget	Actual	Execution	Initial Budget	Final Budget	Change
Income	36,002	28,321	79%	32,612	36,002	3,390
Member States Contribution	10,663	11,187	105%	10,663	10,663	-
Restricted Income	25,339	17,127	68%	21,949	25,339	3,390
Other Income	0	7	0%	0	0	0
Expenditure	36,559	26,593		32,612	36,559	3,947
Programmatic	33,916	24,630	73%	30,423	33,916	3,493
Non-staff Cost	20,298	12,167	60%	17,575	20,298	2,723
Staff Cost	11,722	11,075	94%	10,968	11,722	754
Indirect Costs	1,896	1,388	73%	1,880	1,896	16
Institutional	1,742	2,100	121%	1,655	1,742	87
Non-staff Cost	389	1,650	424%	253	389	136
Staff Cost	1,353	450	33%	1,402	1,353	(49)
Programme Support	901	(137)	(15%)	534	901	367
Non-staff Cost	2,300	597	26%	1,888	2,300	412
Staff Cost	216	654	303%	202	216	14
Indirect Costs	(1,615)	(1,388)	86%	(1,556)	(1,615)	(59)
(Deficit)/Surplus	(557)	1,728	(310%)	0	(557)	(557)

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 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 2021 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 in 2021 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 the cancellation or delays in activities arising as a result of the Covid-19 pandemic and other events within the countries that 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)	
	2021	2020
Within one year	1,308	1,072
In the second to five years inclusive	790	365
After five years	-	-
Total	2,098	1,437

17. Post Balance Sheet Event

2020

On 1 February 2021 there was a coup in Myanmar and the subsequent capture and control of all essential state institutions and the administrative machinery by the Myanmar military. This challenged the foundations on which the Institute built its presence and programmes in Myanmar. International IDEA reacted by clearly condemning these actions and calling for a return of the constitutional order and the respect of the vote of November 2020. An unprecedented civil disobedience movement has mobilized millions around the country and has transformed civil society in Myanmar instantly. Most political leaders are under some form of detention. An interim committee has been formed by the elected members of parliament.

2021

In 2021, International IDEA underwent a process, together with the key donors, of rethinking the manner in which the Institute remained involved in Myanmar and the implications for projects going forward. This thinking has been reflected in the annual financial statements for the year ended 2021. The MyCon, SHWEBO and Step 2 Democracy projects as reflected in Note 9(a) (iii) were impacted by the changes.

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.

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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