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International Federation of Library Associations and Institutions (IFLA)

located, 's-Gravenhage

Report on the annual accounts
2025

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REPORT FROM THE GOVERNING BOARD

The International Federation of Library Associations and Institutions (IFLA) is a Federation headquartered in The Hague, Netherlands. In July 2024, IFLA acquired ANBI (Algemeen Nut Beogende Instelling) status – public benefit organisation (charitable status).

Governing Board
The IFLA Governing Board is responsible for the governance of the organisation, setting its financial and professional direction, and representing the Federation in legal and other formal proceedings.

The Board consists of the President, the President-elect, Treasurer, five members elected at large, the Chair of the Professional Council, the Chair of the Regional Council and the Chair of the Management of Library Associations Section's Standing Committee. In August 2025, the mandate of the previous Board came to an end, and a new Board under the Presidency of Leslie Weir took up its mandate (2025-27).

The Governing Board elects from among its number a Finance and Risk Committee, Chaired by the Treasurer. It is responsible for advising the Governing Board on the financial and risk management of the Federation and supporting long-term sustainability.The Governing Board shall also co-opt an external member to the Finance and Risk Committee with experience in Dutch law and audit practices. They shall serve for the term of the Committee and may be re-appointed for one additional term.

IFLA Strategic Plan
Our current Strategic Plan runs from 2024 to 2029. As such, all of our work in 2025 took place in line with this. The Strategic Plan has a Vision: Sustainable futures for all through knowledge and information, and is structured around three impact areas and an enabler:

1. Community Mobilisation: Libraries are connected and energised through vibrant, global professional communities
2. Advocacy and Partnerships: Libraries are recognised, represented and valued as partners
3. Capacity Building: Libraries are enabled to deliver meaningful change at all levels
4. Enabler: Futureproofing IFLA

IFLA’s mission and goals are primarily supported through membership fees, the annual World Library and Information Congress (WLIC), donations, and external grants. The most significant of these is from the Bill & Melinda Gates Foundation, channelled via Stichting IFLA Global Libraries (SIGL).

SIGL was established by IFLA in 2016 to administer the $31 million USD Legacy Grant awarded by the Gates Foundation to support IFLA’s work following the closure of the Global Libraries programme. The intention was to deploy these funds over ten years to strengthen and expand IFLA’s global engagement with libraries.

Additional funding partners include Arcadia, which supports the Knowledge Rights 21 (KR21) programme, and both the European Commission and the Gulbenkian Foundation, which fund initiatives on media and information literacy.

IFLA deeply values and appreciates the continued support of all its funding partners.

Activities 2025
In 2025, IFLA continued to pursue its work to enable the global library field to realise its potential as a driver of better outcomes for individuals and communities. Contributing to this goal, as in previous years, were our volunteer groups, Headquarters team, and wider community.

IFLA has benefitted greatly from the generosity of the Gates Foundation’s Global Libraries programme for over 15 years. This support has enabled us to expand our reach, strengthen our profile, and build essential skills and connections that ultimately benefit the global communities that libraries serve.

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2025 saw us further intensify work to ensure the long-term sustainability of IFLA, with the end of regular Gates funding coming into view. This has been a major area of focus for both the Board and Headquarters, with the objective of developing a strong and diversified base of partnership support. This in turn will enable us to continue to pursue IFLA's global mission and benefit the global library field and the communities they serve.

Key steps taken in this direction include our ongoing work to deliver successfully on existing projects in order to establish a portfolio. We successfully advanced delivery of the Knowledge Rights 21 Programme, receiving very positive feedback from the funder. We concluded the Media and Information Literacy for Societal Resilience project, working alongside Tactical Tech and funded by the Gulbenkian Foundation, and started work with the EU-funded Intellectual Property for Open Science project.

We also moved towards a more strategic approach to seeking projects and partnerships. We commissioned research into the landscape for partnerships in additional world regions (Latin America and the Caribbean and Sub-Saharan Africa), as well as holding training around bid-writing and a workshop for our Regional Offices. Towards the end of the year, we carried out the recruitment process for a Business Development Manager, with a view to enhancing and systematising further our work towards this goal. Thanks to this, we can build on the work already done within Headquarters to build a pipeline of potential projects, as well as to establish optimal ways of putting together bids.

Equally vital to IFLA's sustainability is our ability to continue to attract library associations and institutions, as well as individuals, to be members. Over 2025, we continued to explore ways to improve the member journey, including welcome webinars for new members, friendly but factual updates (in addition to monthly messages from IFLA's President), and making key steps in defining what we would require from a Customer Relationship Management (CRM) system.

Similarly, our volunteer network is not only a key reason to become an IFLA member, but is also behind a large share of IFLA's overall output, and represents a unique element of the Federation's added value. As a result, enabling them to be most effective represents a significant investment in sustainability. 2025 being an election year, ensuring that these took place in the most efficient and inclusive way possible was a key goal.

We once again saw an increase in the number of candidates interested, and an overall improvement in geographical diversity across our professional units. An upgraded onboarding process also ensured that volunteers beginning the 2025-27 term have more information to support them than before. In particular, they have benefitted from a newly developed set of training sessions on planning for impact, intended to help our volunteer groups identify activities that help them realise their potential as IFLA committee members.

In our advocacy work, we have focused on processes and themes which both promise most to support our wider missions, and offer opportunities to form partnerships that can contribute to our sustainability. We saw significant progress around both the role of culture in climate action, as well as a growing focus on information integrity in this space. In both cases, IFLA has developed a strong reputation that makes our voice credible.

For the first time in many years, a librarian addressed the UN General Assembly, in the context of the WSIS+20 High-Level Meeting, focused on digital inclusion and internet governance. This builds our profile in the digital space – something that has also been boosted by the publication of a joint Issue Brief with UNESCO's Information For All Programme (IFAP) on the role of libraries in digital inclusion.

We also engaged successfully at the MONDIACULT conference, speaking alongside ministers and seeing the launch of the revised version of the Culture2030Goal campaign's draft culture goal proposal, which IFLA has strongly supported. The IFLA delegation at the World Summit on Social Development made the most of the opportunity to engage governments, highlighting the unique potential of libraries as flexible infrastructures for social inclusion initiatives.

We maintain our focus on futures, both in order to support our own work and to build a culture of futures thinking in the field. We released an updated version of our Trend Report, including further scenarios and a chapter on futures thinking, as well as a Skills Agenda identifying some of the skills needed to address an uncertain future. Both have received positive feedback, as well as ideas that we can use to improve future work in this space.

At IFLA Headquarters, 2025 was a year of consolidation. The structures put in place in 2024 continued, with ongoing support to those who had taken on new roles to help them fulfil these most effectively. We experimented with a more flexible approach, with two colleagues hired for one year to enable progress in key areas – the operationality of our repository and to upgrade our focus on impact. In both cases, they delivered effectively within a year, gaining experience that they can bring to their subsequent work.

2026 will see an intensification of work around sustainability, with further initiatives around sustainability engaging the Governing Board and HQ team. We will develop further the relationships that we have in our advocacy work to deliver new opportunities for the field, as well as launching into our centenary year – IFLA100 – in which the future will be a key theme. Across this, there will be a cross-cutting focus on how to ensure that IFLA can realise its vision: sustainable futures for all through knowledge and information.

Conferences
The flagship event of the year was our World Library and Information Congress in Astana, Kazakhstan. This was a return to our traditional format after an 'off' year in 2024 and was also the first time we have ever met in Central Asia. This offered a very positive opportunity to engage colleagues from a less well-known part of the world, both learning from their practice and supporting the sharing of ideas and innovations that will ultimately benefit populations there.

The Congress was the setting for our General Assembly for 2025, as well as for saying farewell to our outgoing President and Board, and welcoming the new one. The Congress offered a full range of open sessions addressing relevant topics for participants in their services to their communities. We were also able to offer grants supporting a range of colleagues from around the world to experience the Congress for the first time.

The Congress received positive feedback from participants, although we did have a lower attendance than usual. The geopolitical situation around Russia (which would otherwise have likely accounted for a large share of attendees) as well as the fact that Astana is a more 'alternative' destination will have played a role in this.

The conference generated a result of €80,205, while the total costs incurred by IFLA for organizing the event amounted to €230,000. This would have resulted in a loss of €149,679 within the BV structure. However, due to the recognition of a deferred corporate income tax (VPB) asset of €22,000 the final reported loss was reduced to €127,227.

Gates (SIGL) Funding
As underlined above, IFLA has for the past years been able to expand and extend its activities thanks to the generosity of the Gates Foundation, with the funding administered by Stichting IFLA Global Libraries. Until 2025, the disbursement of this took place in two parts. Some came through direct funding (for example of travel and research projects). The rest was through a Joint Account Agreement (JAA) according to which the grant would serve to reduce IFLA's management costs (by 2/3), and staff costs (by differing shares per person, according to the level of focus on specific Gates-related projects).

Following a unilateral effort by SIGL to terminate the JAA in 2024 and propose a model that would not have been suitable for IFLA, IFLA was forced to take legal action which delivered a favourable judgement published in January 2025. On this basis, IFLA and SIGL were able to agree on a new model in June 2025 which sees lump sum payments to IFLA in 2025-2027. This supports flexibility and reduces administrative burdens. Importantly, it leaves the possibility for IFLA to hold back unspent funding from one year, and so mitigate the impact of the end of Gates funding in 2028.

Budget 2025
The approved 2025 budget outlines a total income of € 3,905,018. The approved total expected result in the 2025 budget was a € 24,801 surplus.

Income 2025
Total income for the year increased from €3,125,732 to €4,404,823. This growth of approximately €1.2 million is primarily attributable to two factors. First, the administration of the Knowledge Rights 21 (KR21) programme within IFLA contributed an additional €964,461 in recognised income. In previous years, this had been administered by Stichting IFLA Foundation but is now administered directly by IFLA as we have acquired ANBI (charitable) status. Second, a further increase of €700,000 was recorded under SIGL
income. Together, these developments account for the majority of the year-on-year rise in total income.

Membership
Despite a 2% increase in membership fees, income from membership remained stable, decreasing slightly from €826,349 in 2024 to €824,321 in 2025.

Stichting IFLA Global Libraries (SIGL)
As underlined above, IFLA and SIGL agreed to discontinue the Joint Account Agreement (JAA) mechanism. Instead, funding is provided through annual grant payments, which IFLA will recognise as grant income in its financial statements.

In 2025, €3,000,000 was received, of which €2,236,728 was spent. The remaining €763,272 will be carried forward on the balance sheet for use in future years and will be allocated in accordance with the guidelines attached to this grant. In 2024 IFLA received €1,577,010 through the Joint Account Agreement, while other spending on Gates-related projects was made directly from SIGL.

Knowledge Rights 21 (KR21)
The first year of Phase 2 of the Knowledge Rights 21 (KR21) programme was completed successfully. Based on the progress achieved, approval was granted to release the second tranche of funding for 2026. The programme is expected to continue through to 2029.

In addition, it was possible to repay a larger portion of the overspend from Phase 1 than initially anticipated, in line with agreements made with the funder. This repayment contributes to restoring the financial balance of the programme, while we have continued to be able to deliver successes.

This year also marked the first time KR21 was administered within IFLA's financial systems. This change explains the reported increase of €964,461 in income. Although a total of €1,090,000 was received from Arcadia, only the funds actually used for programme activities in 2025 are recognised as income in the statement of revenue and expenditure. For example. the portion applied to paying for activities associated with Phase 1 (which took place under SIF), is not recorded as income.

Expenses 2025
In 2025, total expenditure amounted to €4,343,295, representing an increase compared to €3,258,227 in 2024. The most significant variances relate to project expenses and staff costs.

Project expenses rose from €429,740 to €1,233,374. This increase is primarily driven by €964,461 in expenditures related to the KR21 project (which in previous years has appeared in the SIF accounts), as well as €214,946 for Gates-related expenses. The latter represents direct project costs that in previous years were paid by SIGL rather than recorded within IFLA's accounts.

Staff expenses increased by €439,000, attributable to several factors. There was a €45,000 rise in sickness insurance costs, largely due to a retroactive charge relating to 2024. A provision of €30,000 was added for accrued vacation days and overtime. Additionally, salary costs that had previously been funded by the IAP grant in 2024 were no longer drawn down in 2025, meaning that an additional €175,000 has come onto our expenses. Following changes to the pension scheme implemented by the pension fund in July last year, our annual pension costs are expected to increase by approximately €100,000. In 2025, an increase of €48,000 was already reflected. Social security costs rose by €26,000.

Conversely, spending on legal advice decreased by €94,000 compared to the previous year.

General reserves
As of 31 December 2025, IFLA’s general reserves amount to €1,598,030. Although not all funds received under the Gates grant were spent during the financial year, the unutilised portion is recorded on the liabilities side of the balance sheet. This reflects the fact that these funds are earmarked and must be used in accordance with the grant conditions. Consequently, these unspent grant funds cannot contribute to an increase in IFLA’s reserves.

Conclusion
IFLA’s shift towards a model that allows both for long-term sustainability and impact continues into 2026. The decision to ensure a strong focus on futures in our centenary celebrations – which will start in August

2026 – provides both an opportunity and an impulsion to consolidate this work. The revised modus operandi that we have with SIGL facilitates this development.

Through these steps, IFLA continues to build on its solid foundations: a strong record of delivery, a committed Headquarters team, a well-recognised brand, and an active volunteer network ready to be mobilised.

BALANCE SHEET AS AT 31 DECEMBER 2025

(After distribution of result)

	31 December 2025		31 December 2024	
	€	€	€	€
ASSETS				
Fixed assets				
Property, plant and equipment				
Other tangible assets		30.851		34.641
Financial assets		128.337		255.563
Current assets				
Receivables		968.175		1.855.727
Cash and cash equivalents		6.099.199		3.852.403
		7.226.562		5.998.334

	31 December 2025		31 December 2024	
	€	€	€	€
EQUITY AND LIABILITIES				
Equity				
Earmarked reserves	108.832		56.329	
Other reserves	1.598.030		1.597.050	
		1.706.862		1.653.379
Long-term liabilities				
Non-current other payables		1.659.933		361.817
Current liabilities				
Trade payables	63.817		49.899	
Payables relating to taxes and social security contributions	179.053		75.033	
Deferred income	23.037		26.931	
Other liabilities	3.593.860		3.831.275	
		3.859.767		3.983.138
		7.226.562		5.998.334

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STATEMENT OF ACTIVITIES FOR THE YEAR 2025

	2025	Approved budget 2025	2024
	€	€	€
Benefits	4.404.823	3.905.018	3.125.732
Expenses			
Conference costs	1.662	25.000	8.087
Project expenses	1.233.376	1.334.498	429.740
Governance	60.551	86.000	52.153
Staff expenses	1.849.616	1.507.369	1.410.698
Professional Activities	47.107	50.000	34.195
Advisory Committees	26.722	7.500	15.155
Costs of publications	40.764	45.000	36.571
Web and IT	244.094	251.000	275.257
Consultancy fees, advisors and office costs	784.306	579.850	936.842
Miscellaneous	24.656	4.500	3.143
Expenses voucher scheme	2.616	6.000	26.791
Expenses against earmarked reserves	3.624	-	6.400
Travel costs	24.201	27.500	23.195
Total of sum of expenses	4.343.295	3.924.217	3.258.227
Total of operating result	61.528	-19.199	-132.495
Financial income and expense	65.699	44.000	60.230
Total of result	127.227	24.801	-72.265
Share in result of participations	-127.227	-	-301.113
Total of net result	-	24.801	-373.378

	2025	*2024*
	€	€
Appropriation of result		
Other reserves	-	-373.378

NOTES TO THE FINANCIAL STATEMENTS

Entity information

<u>Registered office, legal form and registration number at the Chamber of Commerce</u>

The registered and actual address of International Federation of Library Associations and Institutions (IFLA) is Prins Willem-Alexanderhof 5, 2595BE in 's-Gravenhage. International Federation of Library Associations and Institutions (IFLA) is registered at the Chamber of Commerce under number 40407191.

General notes

<u>The most important activities of the entity</u>

The federation is an independent, international, non-governmental not for profit organisation and has the objective to promote the interest of libraries and information services, from librarians and those who are working for them, wherever in the world.

To achieve its purpose, The Federation seeks to:
a.Promote high standards of delivery of library and information services and professional practice, as well as the accessibility, protection, and preservation of documentary heritage. This is done through the enhancement of professional education, the development of professional standards, the dissemination of best practice and the advancement of relevant scientific and professional knowledge;
b.Encourage widespread understanding of the value and importance of high quality library and information services in the public, private and voluntary sectors;
c.Represent the interests of its Members and library and information organisations and the communities they serve throughout the world;
d.Serve the general interest of society.

<u>Disclosures about estimates, judgements, assumptions and uncertainties</u>

In applying the principles and policies for drawing up the financial statements, the directors of International Federation of Library Associations and Institutions (IFLA) make different estimates and judgments that may be essential to the amounts disclosed in the financial statements. If it is necessary in order to provide the transparency required, the nature of these estimates and judgments, including related assumptions, is disclosed in the notes to the relevant financial statement item.

General accounting principles

<u>The accounting standards used to prepare the financial statements</u>

The financial statements are drawn up in accordance with the provisions and the pronouncements in the Dutch Accounting Standards, as published by the Dutch Accounting Standards Board ('Raad voor de Jaarverslaggeving'), particularly Accounting Standard C1 Not-for-profit small organisations.

Valuation of assets and liabilities and determination of the result takes place under historical cost convention. Unless presented otherwise at the relevant principle for the balance sheet item, assets and liabilities are presented at nominal value.

Income and expenses are accounted for on accrual basis. Profit is only included when realised on the balance sheet date. Losses originating before the end of the financial year are taken into account if they have become known before preparation of the financial statements.
Revenues from services are recognised in proportion to the services rendered. The cost price of these services is allocated to the same period.

Accounting principles

Property, plant and equipment

Tangible fixed assets are valued at acquisition costs or production costs plus additional costs less straight-line depreciation based on the expected life, unless stated otherwise. Impairments expected on the balance sheet date are taken into account.

Subsidies on investments will be deducted from the historical cost price or production cost of the assets to which the subsidies relate.

Financial assets

Participations, over which significant influence can be exercised, are valued according to the net asset value method. In the event that 20% or more of the voting rights can be exercised, it may be assumed that there is significant influence.

The net asset value is calculated in accordance with the accounting principles that apply for these financial statements.

If the valuation of a participation based on the net asset value is negative, it will be stated at nil. If and insofar as International Federation of Library Associations and Institutions (IFLA) can be held fully or partially liable for the debts of the participation, or the federation has the intention of enabling the participation to settle its debts, a provision is recognised for this.

The amount by which the carrying amount of the participation has changed since the previous financial statements as a result of the net result achieved by the participation is recognised in the statement of activities.

Participations over which no significant influence can be exercised are valued at historical cost. The result represents the dividend declared in the reporting year, whereby dividend not distributed in cash is valued at fair value.

In the event of a loss due to an impairment, valuation takes place at the recoverable amount; an impairment is recognised and charged to the statement of activities.

Receivables

Receivables are initially valued at the fair value of the consideration to be received. Receivables are subsequently valued at the amortised cost price. If there is no premium or discount and there are no transaction costs, the amortised cost price equals the nominal value of the accounts receivable. If payment of the receivable is postponed under an extended payment deadline, fair value is measured on the basis of the discounted value of the expected revenues. Interest gains are recognised using the effective interest method. Provisions for bad debts are deducted from the carrying amount of the receivable.

Cash and cash equivalents

Cash at banks and in hand represent cash in hand, bank balances and deposits with terms of less than twelve months. Overdrafts at banks are recognised as part of debts to lending institutions under current liabilities. Cash at banks and in hand is valued at nominal value.

Earmarked reserves

Earmarked reserves are special funds concerning core activities and other funds of which appropriation to be authorised by the board. These reserves are at the disposal of the specific activities. Reference is made to the statement of the profit and loss account for the appropriation of the result 2025.

Other reserves

The other reserves concern the portion of the Foundation’s net assets over which the authorised organs of the Foundation can dispose within the purpose for which the Foundation was established.

Non-current liabilities

On initial recognition long-term debts are recognised at fair value. Transaction costs which can be directly attributed to the acquisition of the long-term debts are included in the initial recognition. After initial recognition long-term debts are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs. If there is no premium / discount or if there are no transaction costs, the amortised cost price is the same as the nominal value of the debt.

The difference between stated book value and the mature redemption value is accounted for as interest cost in the statement of activities on the basis of the effective interest rate during the estimated term of the long-term debts.

Current liabilities

On initial recognition current liabilities are recognised at fair value. After initial recognition current liabilities are recognised at the amortised cost price, being the amount received taking into account premiums or discounts and minus transaction costs. This is usually the nominal value.

Accounting principles for determining the result

The result is determined as the difference between the income and expenditures over the reporting year. Incomes is recognised in the year in which it is realised.

Income

Income from Contributions Stichting IFLA Global Libraries, Contributions Arcadia phase 2 and Membership fees are attributed to the financial year to which they pertain. The income of projects is normally equal to the costs actually spent on the project in the financial year. Other income like conference service fee, grants, and other income is recognised in the year in which it is realised.

Applied policy of pension costs

The International Federation of Library Associations and Institutions (IFLA) applies the liability approach to account for all pension schemes. The premium payable during the reporting year is recorded as an expense. Changes in the pension provision are also charged to the result. The contributions are recorded as personnel costs from the date that they become payable. Prepaid contributions are reported as accrual if this results in a repayment or a reduction in future payments. Contributions that are not yet paid are included as a liability in the balance sheet.

Depreciation of property, plant and equipment

Tangible fixed assets are depreciated from the date of initial use over the expected future economic life of the asset, while taking into account any applicable restrictions with respect to buildings, investment property, other tangible fixed assets. Land is not depreciated.

Future depreciation is adjusted if there is a change in estimated future useful life.
Gains and losses from the occasional sale of property, plant or equipment are included in depreciation.

Other operating expenses

Costs are determined on a historical basis and are attributed to the reporting year to which they relate.

Financial income and expenses

Interest income and expenses are recognised on a pro rata basis, taking account of the effective interest rate of the assets and liabilities to which they relate. In accounting for interest expenses, the recognised transaction expenses for loans received are taken into consideration.

NOTES TO THE BALANCE SHEET

Fixed assets

Property, plant and equipment

	Other tangible assets
	€
Balance as at 1 January 2025	
Costprice	399.086
Accumulated depreciation	-364.445
Book value as at 1 January 2025	34.641
Movements	
Additions	8.872
Depreciation	-12.662
Balance movements	-3.790
Balance as at 31 December 2025	
Costprice	407.958
Accumulated depreciation	-377.107
Book value as at 31 December 2025	30.851

The annual depreciation rate on the other tangible assets is 20%

Financial assets

	2025	2024
	€	€
Participation in group company IFLA Holding B.V. (100%) The Hague		
Book value as at 1 January	255.563	556.676
Result	-127.226	-301.113
Book value as at 31 December	128.337	255.563

The result of participation in IFLA Holding B.V. includes the result of the Holding, including its participations (IFLA Conference I B.V., IFLA Conference II B.V., IFLA Conference III B.V.).

Current assets

	31-12-2025	31-12-2024
	€	€
Receivables		
Other receivables, prepayments and accrued income	908.638	1.855.727
Trade receivables	59.537	-
	968.175	1.855.727
Trade receivables		
Trade receivables	59.537	-
Other receivables, prepayments and accrued income		
Receivable IFLA Conference I B.V.	239.800	269.157
Receivable IFLA Conference III B.V.	232.000	232.000
Receivable IFLA Conference II B.V.	230.000	-
RC Stichting IFLA Foundation	136.592	-
Receivable Stichting IFLA Foundation	24.280	155.347
Interest	19.286	12.880
Dutch Government financial aid receivable	6.299	46.992
Prepayments conferences	4.537	4.537
Received in advance	2.155	44.851
RC Stichting IFLA Global Libraries	-	1.024.588
Balance premiums sickness ins. NN	-	65.331
Other prepayments and accrued income	13.689	44
	908.638	1.855.727
Cash and cash equivalents		
ABN AMRO Bank N.V.	5.863.862	3.614.585
Rabobank	209.584	203.792
Multisafe web-account	18.853	28.312
PayPal account	2.321	2.321
Cash	4.324	1.953
Other	255	1.440
	6.099.199	3.852.403

Equity

	Earmarked reserves	Other reser-ves	Total
	€	€	€
Balance as at 1 January 2025	56.329	1.597.050	1.653.379
Appropriation of result	-980	980	-
Transfer A. Bersekowski grant	53.483	-	53.483
Balance as at 31 December 2025	108.832	1.598.030	1.706.862

See above the appropriation of the result for the financial year 2025 allocated to other reserves and earmarked reserves. Reference is made to the statement of income and expenses for the appropriation of the result 2025.

	31-12-2025	31-12-2024
	€	€
Earmarked reserves		
Core Activities Fund	7.342	7.342
Margreet Wijnstroom Fund	9.115	10.095
Shawky Salem Training Fund	28.745	28.745
Other IFLA Funds	6.122	6.122
Congress Grants	4.025	4.025
A. Bersekowski grant	53.483	-
Total	108.832	56.329

Core Activities Fund
The main purpose of this fund is to support the advisory committees of IFLA.

Margreet Wijnstroom Fund for Regional Library Development
This fund was established in 1982. Margreet Wijnstroom was a former IFLA Secretary General and in 2018 the fund was supplemented by a legacy following her death. Its main purpose is to support regional activities and engagement.

Shawky Salem Training Fund
The objective of this fund is to provide grants for Arabic-speaking librarians to attend IFLA conferences and seminars.

IFLA funds
Since 2008, surplus from the ILDS conference has been reserved in the IFLA ILDSS Fund to support delegate participation in the next ILDS conference. Since 2012, CPDWL funds have been reserved to support CPDWL activities. Since 2014, excess funds from some IFLA sections have been reserved to support activities of those sections.

Congress Grants
The main purpose of this fund is to support delegate attendance at the next WLIC.

A. Bersekowski grant
German Librarian, Angela Bersekowski bequeathed a legacy to the Stichting IFLA Foundation for the purposes of supporting the WLIC though grants and a social event. This legacy is used to support young librarians taking part in IFLA's annual conference and for them to benefit from a professional and personal cultural exchange. As of 2025 this grant had been transferred to the International Federation of Library Associations and Institutions (IFLA).

	2025	2024
	€	€
Core Activities Fund		
Balance at 1 January	7.342	7.342
Income	-	-
Expenditure	-	-
Balance at 31 December	7.342	7.342
Margreet Wijnstroom Fund		
Balance at 1 January	10.095	10.095
Income	-	-
Expenditure	-980	-
Balance at 31 December	9.115	10.095
Shawky Salem Training Fund		
Balance at 1 January	28.745	28.745
Income	-	-
Expenditure	-	-
Balance at 31 December	28.745	28.745
Other IFLA Funds		
Balance at 1 January	6.122	6.122
Income	-	-
Expenditure	-	-
Balance at 31 December	6.122	6.122
Congress Grants		
Balance at 1 January	4.025	4.025
Income	-	-
Expenditure	-	-
Balance at 31 December	4.025	4.025
A. Bersekowski grant		
Balance at 1 January	-	-
Income	60.343	-
Expenditure	-6.860	-
Balance at 31 December	53.483	-

Long-term liabilities

Long-term liabilities

	Balance as at 31 December 2025	Repayment due	Remaining pay-back time > 1 year
	€	€	€
Total	1.659.933	-	1.659.933

	31-12-2025	31-12-2024
	€	€
Non-current other payable		
Bill & Melinda Gates Foundation SIGL grant	763.272	-
Bill & Melinda Gates Foundation IAP grant	671.850	361.817
Bill & Melinda Gates Foundation University of Washington	224.811	-
	1.659.933	361.817

Bill & Melinda Gates Foundation SIGL grant
IFLA received a grant of € 3.000.000 from Stichting IFLA Global Libraries (SIGL) as a part of the Legacy Partner Grant from the Bill & Melinda Gates Foundation. From this amount there is no budgeted expenditure in 2026.

BMGF IAP
The Bill & Melinda Gates Foundation IAP Grant represents unspent grants from the IAP (International Advocacy Programme) Grant from the Bill & Melinda Gates Foundation. The amount budgeted to be spend in 2025 has not been spent. Therefor the total amount of unspent grants is € 671,850. From this amount there is no budgeted expenditure in 2026.

BMGF University of Washington
IFLA received a grant of € 229,091 (USD 258,323) from the University of Washington as part of the Gates Legacy Partnership. In 2025, an amount of € 4,280 was spent form this grant. From this amount there is no budgeted expenditure in 2026.

Current liabilities

	31-12-2025	31-12-2024
	€	€
Trade payables		
Accounts payable	63.817	49.899
Payables relating to taxes and social security contributions		
Value added tax	73.288	53.452
Pension premiums	29.178	21.363
Social security charges	310	218
Wage tax	76.277	-
	179.053	75.033
Deferred income		
Membership prepaid for next year	23.037	26.931

	31-12-2025	31-12-2024
	€	€
Other liabilities		
Liabilities vouchers	2.137.044	2.137.278
Arcadia grant phase 2	1.090.000	1.090.000
Provisions for holiday renumeration and days	147.490	98.258
Advisors and consultants payable	135.944	54.447
Audit costs payable	58.419	47.814
Current accruals and deferred income	14.393	12.625
Receivable fees AO Memberships	7.609	1.172
Intercompany Current Account – IFLA Holding B.V.	2.807	2.807
Other creditors and other liabilities	137	32.811
Balance receivable royalties	17	17
Bill & Melinda Gates Foundation IAP Grant (short-term)	-	310.033
Accommodation expenses payable	-	25.916
Staff expenses payable	-	15.885
RC Stichting IFLA Foundation	-	2.212
	3.593.860	3.831.275

Liabilities for vouchers
The liability for vouchers relates to vouchers issued which have not yet been redeemed. The vouchers in portfolio amount to € 48,612 (2024: € 28,004). These are the vouchers held by IFLA headquarters. These vouchers have not been valued in the financial statements since they can be classified as quasi-goods and have no value until they are issued.

Arcadia grant phase 2
International Federation of Library Associations and Institutions has signed a grant agreement with Arcadia Philanthropic Trust whereby the Federation will receive a total of €5,500,000 to spend on the grant purpose, of which €2,180,000 has already been received. Of the remaining amount, €1,100,000 will be received within one year and €2,220,000 within 5 years.

The International Federation of Library Associations and Institutions has signed a grant agreement with Stichting IFLA Global Libraries (SIGL) whereby the Federation will receive a total of €8,000,000 to spend on the grant purpose, of which €3,000,000 is received during 2025. Of the remaining amount, €3,000,000 will be received in 2026 and €2,000,000 in 2027. Any remaining sum in the original Gates grant, once SIGL's operating costs have been taken into account, will be paid to IFLA in 2031.

Contingent assets and liabilities

Disclosure of off-balance sheet commitments

There are off-balance sheet commitments for the rent of the office. The rental cost for this is € 42.382 per year and the agreement runs until December 2025.

There are off-balance sheet commitments for the lease of a copier machine. The rental cost for this is € 9.420 per year and the lease agreement runs until December 2029.

The off-balance sheet liabilities relating to the fiscal unity

The Federation forms a fiscal unity for VAT with IFLA Holding B.V. and the other group companies; consequently, the Federation is jointly and severally liable for the resulting debts.

NOTES TO THE STATEMENT OF ACTIVITIES

	2025	*Approved budget 2025*	*2024*
	€	€	€
Income			
Contributions Stichting IFLA Global Libraries	2.236.728	1.447.966	1.577.010
Contributions Arcadia phase 2	964.461	1.090.000	-
Membership fees	824.321	800.000	826.349
Conference services fees	230.000	48.000	232.000
Sales of publications and royalties	36.075	29.500	25.558
MILSR income	33.968	92.338	80.026
Income vouchers scheme	33.439	38.000	35.213
IP4OS	20.000	-	-
Corporate supporters, grants and donations	18.397	17.000	4.180
Other income	3.154	70.000	13.831
Contributions Bill & Melinda Gates Foundation for Key Initiatives	4.280	228.839	200.414
Contributions Arcadia phase 1	-	43.375	94.073
Contributions Media Literacy	-	-	35.368
Workshops	-	-	1.710
	4.404.823	3.905.018	3.125.732

Total income for the year increased from €3,125,732 to €4,404,823. This growth of approximately €1.2 million is primarily attributable to two factors. First, the administration of the Knowledge Rights 21 (KR21) programme within IFLA contributed an additional €964,461 in recognised income. In previous years, this had been administered by Stichting IFLA Foundation. Second, a further increase of €700,000 was recorded under SIGL income. Together, these developments account for the majority of the year-on-year rise in total income.

	2025	*Approved budget 2025*	*2024*
	€	€	€
Conference costs			
Conference costs	1.662	25.000	8.087

	2025	Approved budget 2025	2024
	€	€	€
Project expenses			
Expenses Gates	214.945	-	-
Expenses Unesco	20.000	-	-
Expenses Bill & Melinda Gates Foundation for Key Initiatives	-	60.000	24.738
Expenses other projects	-	-	8.266
	234.945	60.000	33.004
Staff expenses Bill & Melinda Gates Foundation for Key Initiatives	-	168.839	175.677
Staff expenses other projects	33.968	30.779	126.986
Expenses Stichting IFLA Foundation (Arcadia)	601.614	693.134	94.073
Expenses KR21	362.849	381.746	-
	1.233.376	1.334.498	429.740

The project expenses correspond with contributions for projects as stated under income. The expenses can be higher or lower compared with previous year and budget, depending on the actual progress of the project.

	2025	Approved budget 2025	2024
	€	€	€
Governance			
Steering bodies, board meetings, travel expenses	55.840	60.000	41.301
Office president (including travel)	4.711	26.000	10.852
	60.551	86.000	52.153

Staff expenses

Wages and salaries	1.414.256	1.151.106	1.048.750
Social security premiums and pensions cost	435.360	356.263	361.948
	1.849.616	1.507.369	1.410.698

	2025	*Approved budget 2025*	*2024*
	€	€	€
Wages and salaries			
Gross salaries	1.456.572	1.584.803	1.363.201
Sickness insurance staff	90.936	80.070	54.472
Other staff expenses	32.323	65.500	85.710
Received sick-pay	-	-	-115.202
	1.579.831	1.730.373	1.388.181
Charged to other projects	-165.575	-399.710	-70.492
Project expenses Stichting IFLA Foundation (Arcadia)	-	-10.718	-94.073
Project expenses Bill & Melinda Gates Foundation of Key Initiatives	-	-168.839	-174.866
	1.414.256	1.151.106	1.048.750

Staff expenses increased by €439,000, attributable to several factors. There was a €45,000 rise in sickness insurance costs, largely due to a retroactive charge relating to 2024. A provision of €30,000 was added for accrued vacation days and overtime. Additionally, salary costs that had previously been funded by the IAP grant in 2024 were no longer drawn down in 2025, meaning that an additional €175,000 has come onto our expenses.

	2025	*Approved budget 2025*	*2024*
	€	€	€
Social security premiums and pensions cost			
Pension premiums	224.251	153.814	176.351
Social security premiums	211.109	202.449	185.597
	435.360	356.263	361.948

Professional Activities

Other expenses	47.107	50.000	34.195

Advisory Committees

Copyright and other Legal Matters	16.117	-	11.032
Cultural Heritage	10.605	7.500	4.123
	26.722	7.500	15.155

Costs of publications

Costs of publications Journal	40.764	45.000	36.571

	2025	Approved budget 2025	2024
	€	€	€
Web and IT			
IT support	117.131	127.500	148.106
Membership system	41.016	40.000	35.018
Hardware and software expenses	35.409	20.000	31.343
Repository	19.252	-	13.649
Consultancy IFLA HQ	14.589	14.000	12.874
Online voting system	10.769	35.000	21.713
Hosting	4.242	12.500	10.949
Network expenses	1.686	2.000	1.605
	244.094	251.000	275.257

Consultancy fees, advisors and office costs

	2025	Approved budget 2025	2024
Consultancy	421.401	359.600	490.496
Legal advice	167.686	35.000	261.411
Audit	74.087	60.000	56.442
Advisors and advocacy	46.416	59.500	63.471
Accommodation expenses	42.566	30.000	33.167
Supplies, printing and duplication	17.765	22.500	26.455
Insurances	16.735	20.000	13.712
Postage, telephone, fax	5.134	7.000	4.992
Other office expenses	4.015	2.500	4.666
Canteen costs	3.225	500	332
Repair and maintenance	20	-	-
Handling fees minus credit card expenses	-14.744	-16.750	-16.802
	784.306	579.850	938.342
Charged to other projects	-	-	-1.500
	784.306	579.850	936.842

The legal advice in 2024 was significantly higher because of the court proceedings with SIGL.

Miscellaneous

	2025	Approved budget 2025	2024
Contributions and memberships	22.188	3.000	3.078
Awards and promotion materials	2.468	1.000	65
Honors and awards	-	500	-
	24.656	4.500	3.143

Expenses voucher scheme

	2025	Approved budget 2025	2024
Printing costs vouchers	2.057	5.000	1.004
Bank costs	559	1.000	25.787
	2.616	6.000	26.791

	2025	*Approved budget 2025*	*2024*
	€	€	€
Expenses against earmarked reserves			
Expenses Congress Grants	5.720	-	4.108
Expenses Margreet Wijnstroom Fund	980	-	-
Expenses Shawky Salem Training Fund	-76	-	-78
Expenses other IFLA Funds	-3.000	-	2.370
	3.624	-	6.400
Financial income and expense			
Other interest and similar income	65.699	44.000	60.230
Other interest and similar income			
Other interest received	65.699	44.000	60.230
Share in result of participations			
Result from IFLA Holding B.V.	-127.227	-	-301.113

The result participation IFLA Holding B.V. includes the result of the Holding, including its participations (IFLA Conference I B.V., IFLA Conference II B.V., IFLA Conference III B.V.).

OTHER NOTES

Average number of employees

	2025	2024
Average number of employees over the period working in the Netherlands	18,00	17,00
Total of average number of employees over the period	18,00	17,00

's-Gravenhage, 9 June 2026
International Federation of Library Associations and Institutions (IFLA)

Leslie Weir President	Te Paea Paringatai President-elect	Stuart Hamilton Acting Treasurer
Loida Garcia-Febo Board Member	Silvia Stasselová Board Member	Lisa Hinchliffe Board Member
Anya Feltreuter Board Member	Athena Salaba Board Member	Ertugrul Çimen Board Member
Jan Richards Board Member	Julia Konopka-Zolnierczuk Board Member	

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INDEPENDENT AUDITORS' REPORT

To: The Members of the Governing Board of the International Federation of Library Associations and Institutions

A. Report on the audit of the financial statements 2025 included in the annual report

Our opinion

We have audited the financial statements 2025 of the International Federation of Library Associations and Institutions (IFLA), based in The Hague.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of IFLA as at 31 December 2025, and of its result for 2025 in accordance with the Guideline for annual reporting "C1"Not-for profit small organisations of the Dutch Accounting Standard Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2025;
2. the income statement for 2025; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of IFLA in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- The management report of the Governing Board;
- Other information as required by the Guideline for annual reporting "C1"Not-for profit small organisations of the Dutch Accounting Standard Board.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information as required the Guideline for annual reporting "C1"Not-for profit small organisations of the Dutch Accounting Standard Board.

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We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Guideline for annual reporting “C1”Not-for profit small organisations of the Dutch Accounting Standard Board and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the management board's report in accordance with the Guideline for annual reporting “C1”Not-for profit small organisations of the Dutch Accounting Standard Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of management and the Governing Board for the financial statements

Management and the Governing Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting “C1”Not-for profit small organisations of the Dutch Accounting Standard Board. Furthermore, management and the Governing the board are responsible for such internal control as the management and board determines is necessary to enable the preparation of the financial statements that are free from material misstatements, whether due to fraud or error.

As part of the preparation of the financial statements, management and the Governing Board is responsible for assessing the Federation’s ability to continue as a going concern. Based on the financial reporting framework mentioned, the management and the Governing Board should prepare the financial statements using the going concern basis of accounting unless management and the Governing Board either intends to liquidate the federation or to cease operations, or has no realistic alternative but to do so.

Management and the Governing Board should disclose events and circumstances that may cast significant doubt on the Federation’s ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

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 this financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

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- Identifying and assessing the risks of material misstatements of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatements 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;
- Obtaining an understanding of internal control relevant to the 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 federation's internal control;
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and the Governing Board;
- Concluding on the appropriateness of the board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the federation'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. 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 an organisation to cease to continue as a going concern;
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- Evaluating whether the financial statements represents the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Eindhoven, June 9, 2026
Govers Accountants/Adviseurs

was signed
drs. W.A.J. de Wijs RA RC

Assurancekenmerk: 2026CA096