

**MY RIGHT.
MY FUTURE.**



**2014
ANNUAL
REPORT**



ABOUT IFES

The International Foundation for Electoral Systems (IFES) supports citizens' right to participate in free and fair elections. Our independent expertise strengthens electoral systems and builds local capacity to deliver sustainable solutions.

As the global leader in democracy promotion, we advance good governance and democratic rights by:

- Providing technical assistance to election officials
- Empowering the underrepresented to participate in the political process
- Applying field-based research to improve the electoral cycle

Since 1987, IFES has worked in over 145 countries – from developing democracies, to mature democracies.

For more information, visit www.IFES.org.

VISION

Our vision is a world in which strong democratic institutions empower citizens to have a voice in the way they are governed.

MISSION

IFES supports citizens' right to participate in free and fair elections. Our independent expertise strengthens electoral systems and builds local capacity to promote sustainable democracy.





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Executive Message

Dear Friends and Supporters of IFES:

From Indonesia to Tunisia, IFES was at the forefront of promoting democratic and human rights in 2014. We believe that the right to vote is a fundamental human right, as integral to robust and vibrant democracies as freedom of speech, assembly or the press. Around the world, IFES worked with election management bodies, partner organizations, other electoral stakeholders and citizens to ensure that the people had a say in how they are governed.

In Indonesia, we supported efforts to monitor access for persons with disabilities during the world's largest single-day election. In Fiji, our programming focused on pre- and post-election voter and civic education as the country conducted elections for the first time in eight years with significant changes to the electoral and political system. Through a comprehensive approach, IFES supported three rounds of elections in Tunisia in 2014, which completed a critical phase of the country's historic democratic transition. Amid the Ebola crisis, IFES worked with Liberia's National Elections Commission to introduce and educate voters about Ebola-prevention safety measures in place on Election Day and procure vital election-related commodities, such as soap and latex gloves.

This past year was also a time of change for IFES. Early in 2014, we opened a Regional Europe Office to engage electoral stakeholders in Central and Eastern Europe and Eurasia and launched the Center for Applied Research and Learning to build on IFES' history of more than 28 years of innovation, thought leadership and technical election assistance in over 145 countries. In September, IFES announced that Peter Kelly and Bill Hybl – after nearly four decades of combined service to IFES – would be stepping down from their responsibilities as Chairman and Vice Chairman of the Board of Directors at the end of the year.

While IFES prides itself as an independent organization, we made a decidedly compelling statement with the international recipient of the 2014 Charles T. Manatt Democracy Award. Indeed, by honoring Venezuelan opposition leader Maria Corina Machado, IFES declared its solidarity with Venezuelan citizens amid their ongoing struggle for democratic rights.

As Article 21 of the United Nations' 1948 Universal Declaration of Human Rights states, "Everyone has the right to take part in the government of his/her country, directly or through freely chosen representatives." IFES' commitment to this principle animates all of our programming, thought leadership and innovation.

As you read through our 2014 Annual Report – which chronicles the challenges and opportunities that IFES confronted this year in protecting and promoting the right to vote as a fundamental human right – we hope you see the impact of your support to our mission.

Thank you.



Donald R. Sweitzer,
Chairman



Judy A. Black,
Vice Chairman



William R. Sweeney Jr.,
President and CEO



IFES believes that the right to vote is a fundamental human right, as integral to robust and vibrant democracies as freedom of speech, assembly or the press.

IFES OPENS REGIONAL EUROPE OFFICE

In early 2014, IFES opened an office in Prague, Czech Republic, which supports regional programming and presents IFES with new possibilities to engage electoral stakeholders in Central and Eastern Europe and Eurasia. Through the Regional Europe Office, IFES hosts professional development programs featuring innovative approaches, evidence-based solutions, capacity building, and peer-to-peer learning for electoral actors in the public sector and civil society.



Regionally-oriented institutes, workshops, and case studies explore the latest electoral issues and trends as well as perennial challenges of election management including abuse of administrative resources; money and politics; electoral dispute resolution; electoral leadership; electoral integrity; inclusive participation in the electoral process; and the role of technology.

Through the regional Europe program, IFES seeks to further advocate for the implementation of international standards and instruments including the International Convention on Civil and Political Rights, the Convention on Eliminating Discrimination against Women, and the Convention on the Rights of Persons with Disabilities. Regional programming also advances the recommendations put forth by IFES' legal and technical experts, election observation missions, and international advisory bodies.

ELECTION INTEGRITY MANAGEMENT PLANNING IN GEORGIA

In late September 2014, the IFES Regional Europe Office conducted a workshop on Election Integrity Management Planning (EIMP) based on the findings and recommendations of IFES' Election Integrity Assessment (EIA) conducted in Georgia. The assessment, conducted in May 2014, marked the first use of IFES' proprietary assessment methodology in the Central and Eastern Europe and Eurasia region.

The EIMP workshop in Prague provided an opportunity to brief key Georgian Central Election Commission personnel, including Chairperson Tamar Zhvania, and representatives from civil society organizations on the EIA findings and recommendations, and to begin a participatory planning process to support more strategically-oriented election integrity management.

Chairperson Zhvania later commented on the utility of IFES' approach, stating "Every election commission and electoral actor should understand the difference between fraud, malpractice and strategic manipulation; this understanding helps commissions design measures to improve elections. It makes an election commission strong."

POST-ELECTION EVALUATION AND INSTITUTIONAL MODERNIZATION WORKSHOPS IN HONDURAS

Following four years of turmoil, Honduras held general elections in November 2013, closing a difficult chapter in the country's history. To help continue this positive path, IFES conducted and completed an ambitious post-election evaluation and institutional modernization strategy designed to help the Supreme Electoral Tribunal (TSE) chart a course for its much-needed transformation. The IFES-designed strategy was divided into two unique, albeit dependent phases. First, IFES sought to capture the varying opinions and perspectives from the TSE's different departments regarding the organization's strengths and weaknesses. The second phase of the IFES strategy was to undertake a four-day, institutional modernization retreat with representatives from several TSE departments. After more than 80 hours of intense evaluation exercises held in Tegucigalpa with close to 60 key TSE employees and technical staff, including its four Commissioners, the TSE has short-term, mid-term and long-term strategic plans.





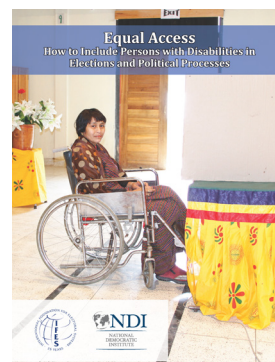
IFES HONORS 2013 JOE C. BAXTER AWARDEE DR. JØRGEN ELKLIT

On March 10, 2014, IFES held a ceremony to honor 2013 Joe C. Baxter winner, Dr. Jørgen Elklit, Professor of Political Science and Government at Aarhus University, Denmark. The award recognizes the contribution of a professional whose skills, dedication and sacrifices to the field of election administration epitomize the mission of IFES and embody the spirit of former IFES Senior Advisor for Election Administration Joe C. Baxter.

Dr. Elklit has worked to advance the field of election administration through original research and scholarly collaboration. He has advised struggling countries worldwide to build credible and democratic political systems and institutions. Most recently, he has served as a valuable reviewer and proponent of IFES' emerging electoral integrity typology and methodology, which distinguishes between and among fraud, malpractice and systemic manipulation. His continuous efforts and dedication for positive change make him a worthy recipient of the Joe C. Baxter Award.

EQUAL ACCESS: HOW TO INCLUDE PERSONS WITH DISABILITIES IN ELECTIONS AND POLITICAL PROCESSES

A true democracy requires that the poorest and most marginalized citizens have a meaningful voice in decisions affecting their lives. However, persons with disabilities, often among the poorest of the poor and comprising approximately 15 percent of the global population, are rarely empowered to participate politically in their countries. *Equal Access: How to Include Persons with Disabilities in Elections and Political Processes*, produced in March and launched in April by IFES and the National Democratic Institute, provides governments, civil society and the donor community the requisite tools and knowledge to promote the participation of persons with disabilities in elections and political processes. The publication is available in plain text for those who use screen readers.



This publication has been translated into:

- Arabic
- Bahasa Indonesia
- French
- Nepali
- Russian
- Serbo-Croatian
- Spanish
- Urdu

IFES LAUNCHES NEW CENTER FOR APPLIED RESEARCH AND LEARNING

On April 1, IFES launched the Center for Applied Research and Learning. The Center's work combines academic approaches with practitioner perspectives, emphasizing applied research, evaluation, and organizational learning to strengthen democracy and governance assistance. The Center builds on IFES' history of more than 28 years of innovation, thought leadership and technical election assistance in over 145 countries. Through research, writing, and continued collaboration with electoral learning initiatives such as the ACE Electoral Knowledge Network and Building Resources in Democracy, Governance and Elections, the Center also fosters learning opportunities for IFES' own emerging leaders, building the knowledge of staff in all areas of program activity.

THE CENTER AND ITS PARTNERS

At the core of the new team's mandate is an emphasis on learning and building relationships with partners who also seek to transform political and electoral processes and positively impact the lives of individuals around the globe. IFES has embarked on a number of new and productive partnerships with academic, research, and other practitioner institutions to improve the effectiveness of technical assistance and ensure consistent application of international standards and best practices.

- The Center is also forging new relationships with leading academics and research institutions – including Yale University, William & Mary Law School, and Dartmouth College – through a range of fellowship programs (focused on election law and political science), lectures and seminars. As a new member of the Experiments in Governance and Politics network, IFES has also joined a community of social science researchers from a range of academic institutions, donors and implementing organizations dedicated to designing and implementing experimental research on topics of governance, politics and institutions.
- IFES is also working closely with The Carter Center's Democracy Program to hold joint workshops and conduct innovative research on areas of mutual interest, with the objective of strengthening election observation and technical assistance.
- A recently-signed memorandum of understanding between IFES and the Organization of American States (OAS) provides a framework for joint improvements to the methodologies used to evaluate credible elections. The Center has worked with the OAS to develop and define a set of indicators for tracking a country's progress in ensuring that the electoral justice system is fair, equitable, effective and timely.

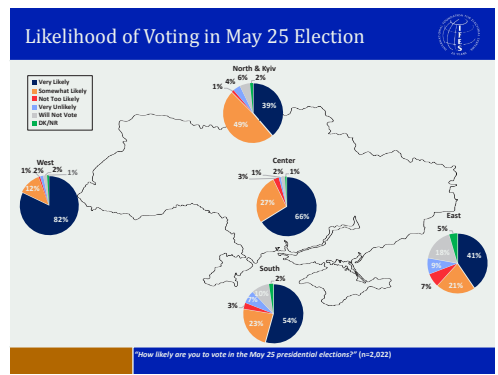




PUBLIC OPINION SURVEYS AHEAD OF UKRAINE’S HISTORIC EARLY PRESIDENTIAL ELECTION

IFES has conducted regular public opinion surveys in Ukraine since 1994 and has been a leading source of research on political attitudes in the country.

Ahead of Ukraine’s historic early presidential election on May 25, IFES conducted two public opinion surveys on a host of political, economic and security issues. An April 2014 survey found that more than twice as many Ukrainians believed that Ukraine would be better off with closer economic and political relations with Europe than with Russia (44% vs. 21%); while an additional 21 percent believed that Ukraine should have good relations with both. By contrast, in the East, more respondents preferred closer relations with Russia (46%) than Europe (16%). This survey, IFES’s 22nd in Ukraine, polled respondents throughout the country on attitudes and opinions regarding the current government and key institutions, the current crisis in the East, alignment with Russia vs. Europe, and political views ahead of the May 25 early presidential elections.



A second omnibus survey, conducted in May 2014, revealed that a majority of Ukrainians were likely to vote in the May 25 presidential election. Overall, 55 percent of Ukrainians said they were very likely to vote, which largely mirrored turnout for the election. In the East, where the ongoing conflict had led many to expect widespread voter apathy and intimidation, 62 percent of Ukrainians still said they were somewhat (21%) or very (41%) likely to vote. IFES’ 23rd public opinion survey also found that Petro Poroshenko, the eventual winner of the vote, was the leading choice for President in all regions of the country, with especially strong support in the West (53%) and Center (48%) among likely voters.



Former IFES Board Member Senator Kelly Ayotte (R-NH) on how IFES can help Ukraine’s democratic transition:

“The U.S. has the preeminent role when it comes to establishing democratic institutions and providing support for fledgling democracies. The U.S. has a very important role to play, but not just through our government officials, but NGOs like IFES, that can help nascent democracies build institutions and hold free, fair and transparent elections.”

TRAINING FOR UKRAINIAN ELECTION COMMISSIONERS

Working with the Ukrainian Central Election Commission, IFES developed a plan for training of election workers throughout the country, including areas in the East affected by violent separatism. Local trainers recruited and coordinated by IFES braved difficult circumstances to ensure that election workers received training, information and materials for the presidential election.

VIDEO TUTORIAL FOR UKRAINE ELECTION OBSERVERS

In collaboration with the Ukrainian Central Election Commission, IFES produced a widely used video tutorial for election observers – referred to as “the movie” by IFES’ Ukrainian partners – to learn about key Election Day procedures, including voting, counting and tabulation of results. For the May 25 presidential election, the Canadian election observation mission found the tutorial so useful that it loaded it on to tablet computers for their observers to use as a reference during the mission.



PAKISTAN ELECTORAL INTEGRITY ASSESSMENT SHARED WITH STAKEHOLDERS

Landmark general elections held in 2013 in Pakistan represented the largest electoral undertaking in the country. More than 46 million voters cast their ballots in an improved process that resulted in the first peaceful transfer of power from one elected government to another in Pakistan's history.

In November 2013, IFES conducted a comprehensive electoral integrity assessment in Pakistan, in cooperation with the Election Commission of Pakistan (ECP) and with funding support from the European Union, the United Kingdom Department for International Development, and the Department of Foreign Affairs, Trade and Development Canada. IFES shared the comprehensive report findings and recommendations with key stakeholders in June 2014. The assessment methodology used in that effort differentiates between malpractice, fraud and systemic manipulation. This approach clarifies the vulnerabilities in the Pakistan election environment, which continues to experience challenges with malpractice, fraud allegations and a need for greater public trust. The distinctions are also essential for identifying appropriate remedial actions. By differentiating and tackling the three problems appropriately, tailored remedies can be designed, implemented and assigned to accountable stakeholders, including through the ECP's comprehensive strategic planning process.

The most significant vulnerabilities were mapped by an assessment team and focused on several different parties: the ECP's need to implement the full scope of its constitutional mandate in administering the election, training stakeholders and overseeing polling officials; perceived abuses of power by Returning Officers sourced from the judiciary; the complicated legal framework governing the conduct of elections and electoral complaints; violence and intimidation by and against political parties and candidates; and ineffectual election dispute resolution processes and remedies.

Despite the historic nature of the 2013 polls, and the significant improvements made by the ECP to strengthen the electoral process, it is clear that challenges and vulnerabilities were present in the pre-election period, Election Day and its aftermath. As the integrity assessment identified, the responsibility for administering elections lies with the ECP; however, it is incumbent upon all electoral stakeholders to contribute to a credible process, including government agencies, the legislature, security forces, and civil society.



IFES INDONESIA: SUPPORTING THE LARGEST ONE-DAY ELECTION IN THE WORLD

On April 9 and July 9, colorful celebrations of democracy unfolded across the 17,000 islands of Indonesia in more than 500,000 polling stations, welcoming 190 million voters. Votes were cast for President, Vice President, and four layers of national and sub-national legislatures. The legislative election alone required 750 million ballots in 2,450 ballot designs, where more than 200,000 candidates competed for 19,699 seats in 532 legislatures. With 135 million votes cast, the July 9 presidential election was the world's largest one-day election. IFES continued its long-term support to Indonesia's electoral institutions and civil society. Drawing on the full range of IFES expertise, IFES celebrated major achievements in areas such as: assistance to legal drafting; planning and conducting voter education; increasing participation of women in the electoral process; creating a comprehensive public Indonesian election portal (www.rumahpemilu.org); and training polling station staff on providing electoral access to persons with disabilities. One of IFES' most important achievements has been its profound commitment to Indonesian experts and their institutions. IFES helped build expertise into an open electoral community, facilitating unprecedented levels of collaboration between election management bodies, civil society and academia. Through the introduction of a number of technological innovations, IFES support was crucial to overcoming problems with the voter list and provided certainty of the result despite competing claims of victory. Without investments in improved transparency, the temporary electoral stalemate could have turned into a national crisis. With the peaceful conclusion of this series of elections, Indonesia's vibrant democracy has taken a decisive step toward consolidation.

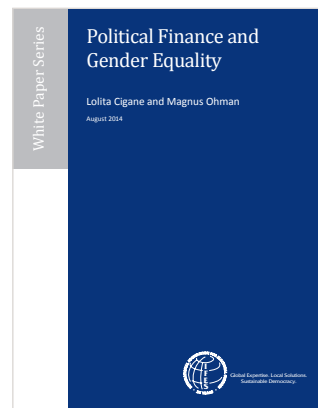
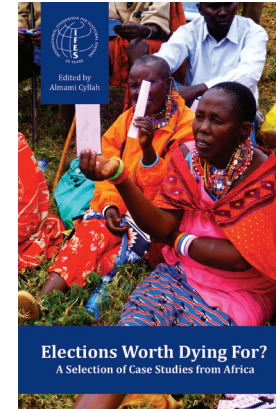


MONITORING DISABILITY ACCESS DURING INDONESIA'S PRESIDENTIAL ELECTION

During the presidential election, the Australian Department of Foreign Affairs and Trade supported the General Election Network for Disability Access in Southeast Asia (AGENDA, www.agendaasia.org) to conduct an election monitoring mission focusing on accessibility for persons with disabilities. AGENDA is a coalition of civil society organizations, disabled persons' organizations and IFES that promotes the electoral rights of persons with disabilities. The results of the monitoring mission found that while awareness of accessibility issues had risen within Indonesia's election commission, significant work remains to ensure access for all Indonesians.

IFES RELEASES PUBLICATIONS ON ELECTORAL VIOLENCE IN AFRICA AND POLITICAL FINANCE AND GENDER EQUALITY

In August, IFES released two unique and noteworthy publications. *Elections Worth Dying For? A Selection of Case Studies from Africa* examines the roots of violence within election processes in Africa from a variety of perspectives. Using recent case studies written by leading specialists in electoral processes in Africa, IFES shows how electoral violence and prevention efforts fit within the context of the entire electoral cycle. This series of case studies examines how violence and its rate of incidence are affected by: election management bodies; electoral education; technology; political finance; media; and youth and women. There are also detailed case studies of Mali, South Sudan and Nigeria's experiences with electoral violence. We believe the lessons taken from this study can support the prevention of electoral violence and encourage free and fair elections in Africa, and around the world.



Political Finance and Gender Equality was developed on the premise that there is an important connection between political finance and gender equality that has not been explored in-depth. After an examination of political finance regulation and its impact on the chances of women and men to effectively run for elected office, the paper reviews the effect of varying electoral systems on gender equality in politics and political finance. Finally, there is a discussion of a recent pilot project in the Middle East and North Africa. A series of interviews with women candidates informed multi-stakeholder working groups in Tunisia and Yemen, and these working groups provided recommendations for political finance reform that could provide a more level playing field for political contestants in their respective countries.

IFES SUPPORTS FIJI'S FIRST ELECTIONS IN EIGHT YEARS

Fiji has experienced four *coups d'état* in the last two decades, 15 changes in government and four iterations of the constitution. The September 17 elections were the first polls in eight years, and significant changes to the electoral and political system (including the introduction of an open list proportional representation electoral system; adoption of a single nationwide constituency; a decrease in the number of seats in Parliament; and changes to how candidates are identified on the ballot) meant that elections were vastly different to those that have come before. The election saw a high turnout of 84 percent, and the Multinational Observation Group found the elections “credible and broadly representative of the will of the people.” Nearly one-third of Fiji’s registered voters had never voted before – the majority of them youth.

IFES’ programming in Fiji focused on supporting local partners to conduct a dynamic pre- and post-election program of voter and civic education, and civil society advocacy and lobbying – with particular focus on women, youth and LGBT groups. The program culminated in a series of town hall meetings across Fiji that brought newly elected members of Parliament and citizens together for the first time in such a format, capitalizing on the momentum generated by the long-awaited election. This gave voice to individuals on issues of concern in their communities, with many citizens – including women, the LGBT community and young people – speaking in public directly to their elected leaders for the first time. These activities in Fiji build on a growing IFES Pacific Island portfolio that stretches east across the Pacific from Papua New Guinea and the Solomon Islands.



IFES ANNOUNCES KELLY AND HYBL'S DEPARTURE FROM BOARD LEADERSHIP POSITIONS

In September, IFES announced that Peter Kelly and Bill Hybl – after nearly four decades of combined service to IFES – would be stepping down from their responsibilities as Chairman and Vice Chairman of the Board of Directors at the end of the year. Kelly and Hybl have been engaged in democracy promotion since before the fall of the Berlin Wall and are advocates for the right to vote as the foundation of the democratic philosophy of how people are governed. We have been honored and pleased to benefit from their knowledge and insight for nearly 40 years of combined service to IFES’ Board and through their work with the Center for Democracy, the National Endowment for Democracy, the National Democratic Institute and the International Republican Institute. IFES honored both with legacy awards during its 2014 Charles T. Manatt Democracy Awards.

FIFTH ANNUAL CHARLES T. MANATT DEMOCRACY AWARDS

On October 1, IFES hosted the fifth annual Charles T. Manatt Democracy Awards dinner. Awardees included Venezuelan opposition leader Maria Corina Machado, Senator Jerry Moran (R-Kan.) and Congressman Steny Hoyer (D-Md.). IFES also honored Board of Directors Chairman Peter Kelly and Vice Chair William Hybl, who stepped down from their leadership responsibilities after decades of service to not only IFES, but to the causes of freedom and democracy.

As she has been banned from leaving the country by the Venezuelan regime, Machado's son Henrique Sosa Machado and former Colombian President Andres Pastrana, a dogged advocate for democracy in Venezuela, accepted the award on her behalf. In a message recorded for the dinner, Machado spoke about the confidence needed to organize collectively and fight for democracy in Venezuela and thanked IFES for recognizing the struggle of the Venezuelan people.

The Charles T. Manatt Democracy Awards recognize the exceptional work of individuals who demonstrate an unwavering commitment to freedom and democracy. IFES presents the awards annually to three individuals who embody the character and spirit of the late U.S. Ambassador and IFES Board of Directors Chairman Charles T. Manatt. The Democracy Awards are given every year to three individuals — one Republican, one Democrat and one member of the international community — who work tirelessly to build organizations and strengthen networks of professionals that share a common dedication to freedom and democracy.



Venezuelan Opposition Leader
Maria Corina Machado



Senator
Jerry Moran



Congressman
Steny Hoyer



2014 CHARLES T. MANATT DEMOCRACY AWARDS





IFES PRESENTS 2014 JOE C. BAXTER AWARD TO DR. CHRISTIANA THORPE

At a special reception during the U.S. Election Program, IFES honored Dr. Christiana Thorpe, the Chief Electoral Commissioner and Chairwoman of the National Election Commission of Sierra Leone, with the 2014 Joe C. Baxter Award. While Dr. Thorpe was unable to leave her country, valiantly staying in Sierra Leone to assist in efforts to combat the spread of Ebola, the reception featured a moving video message in which she discussed the importance of women's rights and education in electoral processes. Sierra Leone's Ambassador to the United States Bockari Kortu Stevens delivered opening remarks and described Dr. Thorpe as an icon. "She is a lady of substance and somebody who was prepared to sacrifice her own life, her own security, for the sustenance of democracy in our country," he said. Ambassador Linda Thomas-Greenfield, Assistant Secretary for the Bureau of African Affairs at the State Department, also spoke during the ceremony, introducing Dr. Thorpe's accomplishments in election administration.

The Baxter Award recognizes the contribution of a professional whose skills, dedication and sacrifices to the field of election administration epitomize the mission of IFES and embody the spirit of former IFES Senior Advisor for Election Administration Joe C. Baxter.

IFES' 2014 U.S. ELECTION PROGRAM

From November 2-5, IFES gathered nearly 150 participants from 55 countries for the 2014 U.S. Election Program (USEP). This was IFES' 12th USEP since 1992. This flagship event brings together election officials, parliamentarians and diplomats from around the world to observe and learn about the U.S. electoral system as well as discuss elections and voting from comparative international perspectives. Across the four-day program, participants were also offered sessions that featured a variety of experts on salient topics such as voter identification; public opinion; social media; campaign finance; accessibility for persons with disabilities; and strategies for boosting women's participation in politics. Participants also took part in an interactive election access simulation that reflected the experiences of voters with disabilities. Another highlight of the program was the polling tour, which took participants to polling stations throughout the District of Columbia, Maryland, and Virginia to witness the American voting process. At these polling stations, participants were able to ask questions of voting precinct personnel and view what IFES President and CEO Bill Sweeney called "our celebration of democracy," as Americans voted in the 2014 midterm elections.



MORE POWER TO MORE PEOPLE: HOW THE ADA AND THE CRPD ARE EXPANDING POLITICAL RIGHTS



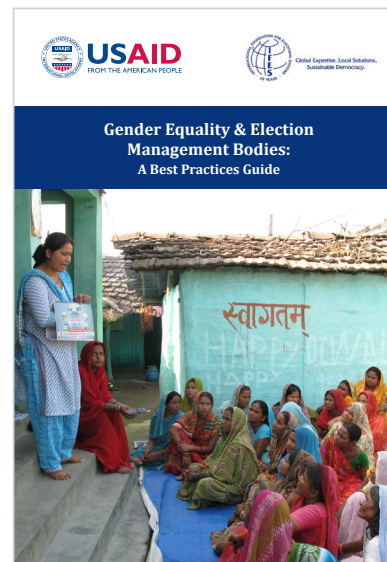
Twenty-four years ago, the United States became the first country in the world to adopt national civil rights legislation banning discrimination against people with disabilities. Since that time, the Americans with Disabilities Act (ADA) and the Help America Vote Act (HAVA) have provided the legal context for accessible and inclusive elections. The UN Convention on the Rights of Persons with Disabilities (CRPD), which came into force in 2008, incorporated many standards identified in U.S. legislation. IFES Access and Inclusion Specialist Virginia Atkinson moderated the panel, which included Judith Heumann, Special Advisor for International Disability Rights at U.S. Department of State; Charlotte McClain-Nhlapo, Coordinator for Disability and Inclusive Development at USAID; and Lewis Bossing, Senior Staff Attorney for the Bazelon Center for Mental Health Law.

ERASING THE GENDER GAP: SUCCESSFUL STRATEGIES TO BOOST WOMEN'S PARTICIPATION IN U.S. POLITICS

In the United States and countries around the world, women and men have the right to vote and run for office. There has been good gender news in recent elections. In the 2012 U.S. presidential elections, women outnumbered men as voters 53 percent to 47 percent respectively. Women made “big gains” in office, with a record 20 female Senators and 97 Congresswomen now in Congress. Despite these upward trends, numbers fall short of gender parity, especially for women as elected officials. Why is this? Do women have the time and resources to run? Do they have the right connections in a traditionally male dominated arena? Do they have the information to become engaged? Why does gender parity matter?

IFES Senior Gender Adviser Jessica Huber moderated the panel, which featured Semhar Araia, Executive Director of the Diaspora African Women's Network and Susannah Wellford, President and Founder of Running Start.

At the panel session, IFES also launched *Gender Equality & Election Management Bodies: A Best Practices Guide*, authored by IFES Europe and Asia Regional Director Vasu Mohan, Program Coordinator Sarah Bibler and Gender Consultant Katherine Ryan. First piloted in Nepal, translated into Georgian and Burmese and undergoing translation into several other languages, this booklet aims to provide election management bodies with a resource to develop an integrated approach to gender in electoral administration.



A COMPREHENSIVE APPROACH TO SUPPORTING ELECTIONS IN TUNISIA

In December, Tunisia completed a critical phase of its democratic transition with parliamentary elections on October 26, first-round presidential elections on November 23, and a run-off presidential vote on December 21. Since President Zine El Abidine Ben Ali abdicated power and fled the country in January 2011, IFES has worked with the Tunisian election commission (Instance Supérieure Indépendante pour les Élections, ISIE), various components of the Tunisian government, the National Constituent Assembly and civil society to help secure the fundamental human and political rights that so many Tunisians demanded during the initial wave of uprisings in the Arab world. Indeed, IFES has taken a comprehensive approach to supporting Tunisia's transition, including training judges and election officials responsible for regulating campaign finance and adjudicating electoral complaints; supporting ISIE's Media Center; training poll workers; implementing an online communication and voter outreach strategy, which included illiterate voters as a target group; and developing a Polling and Counting Manual for poll workers.



In December, IFES launched two new Twitter handles @IFESTech and @IFESGender. For more information on our ICT and Gender programming, follow these accounts.



LIBERIA CONDUCTS NATIONWIDE ELECTIONS DURING EBOLA CRISIS

One of the lesser-publicized impacts of the Ebola epidemic was its role in delaying Liberia's senatorial elections, originally scheduled for October 14 and eventually conducted on December 20. By August 2014, it was evident that Liberia's National Elections Commission (NEC) would not be able to organize nationwide polling amid the unprecedented public health emergency. Moreover, it was widely feared that mass campaign rallies could exacerbate infection rates. While the electoral calendar was in doubt between September and December 2014, IFES collaborated with the NEC and the United Nations Development Programme to identify items – such as plastic buckets and soap for hand-washing outside of polling stations, stamp pads and ink for ballot marking, as well as cotton swabs to mark voters' fingers after casting their ballot – that could be provided regardless of when the elections were held. In addition, IFES procured posters and flyers to educate voters about Ebola-prevention safety measures in place on Election Day, as well as posters encouraging women to vote. At the NEC's request, IFES also provided technical, financial and logistical support to the conduct of several trainings, including for journalists, temporary poll workers and electoral supervisors.







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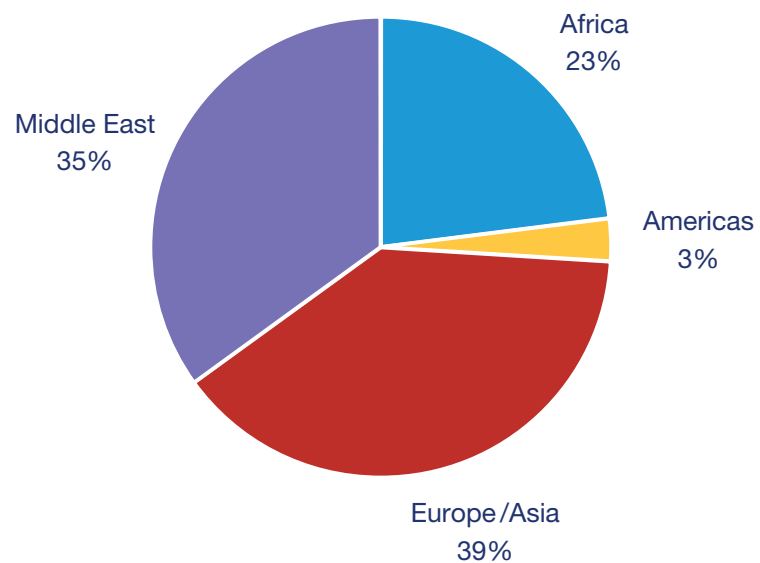
Assets

| | |
|-------------------------------|----------------------|
| Cash | \$ 21,242,994 |
| Investments | \$ 1,154,922 |
| Receivables | \$ 663,382 |
| Fixed Assets | \$ 54,723 |
| Prepaid Expenses and Deposits | \$ 824,831 |
| Total Assets | \$ 23,940,852 |

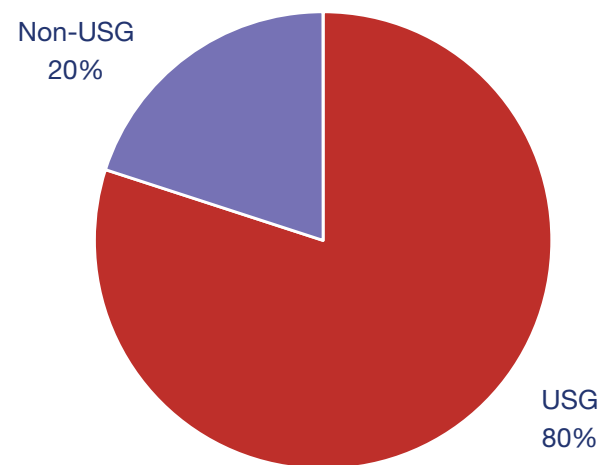
Liabilities

| | |
|---------------------------|----------------------|
| Accounts Payable | \$ 2,595,589 |
| Accrued Payroll and Leave | \$ 1,767,294 |
| Other Accrued Expenses | \$ 2,588,562 |
| Deferred Revenue | \$ 11,203,867 |
| Net Assets | \$ 5,785,540 |
| Total Liabilities | \$ 23,940,852 |

Revenue Distribution by Region



Revenue Distribution by Donor



Disclaimer: The above information represents unaudited financial statements of the International Foundation for Electoral Systems for the period ending September 30, 2014. Audited financials will be posted and available online at www.IFES.org when complete.

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