

IFES 2011

ANNUAL REPORT



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About Us

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 135 countries — from developing democracies, to mature democracies.

For more information, visit www.IFES.org.

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Photo of woman in yellow shirt on page 33: Carlos Valencia

Executive Message

Dear Friends:



2011 started out with all eyes on the Middle East and North Africa. After decades of authoritarian rule, Tunisian citizens and their neighbors demanded their voice be heard. They demanded a transparent, inclusive government that encourages participation. At the same time, in Sudan, we saw a government do just that. The world witnessed a peaceful political process with millions lined up to cast their ballot. This resulted in the dignified birth of a new nation, South Sudan, in July, and a new people able to determine their own future.

These events point to key ingredients for a sustainable democracy – inclusion, empowerment and transparency.



Inclusion sees each citizen fully participate.

Various physical and legal barriers often prevent full, active participation of persons with disabilities in the political process. Leveraging decades of experience, in 2011, IFES engaged in conversations at the global level. Working with the Council of Europe on international standards and the U.S. International Council on Disability on a Global Disability Rights Library, IFES shared 25 years of best practices and success stories. IFES was also the recipient of three awards in recognition of our work with persons with disabilities; reaffirming our efforts and dedication.



Empowerment enables positive change.

In 2011, IFES focused on building capacity and empowering women. In Papua New Guinea, we developed an extensive training manual to boost professional advocacy skills for 22 additional women to be elected to parliament. In Afghanistan, IFES established Future Leaders Clubs in five provinces. Several graduates from this six-month program have become elected officials, paving the way and increasing confidence for other women.

Transparency increases trust in the electoral commission.

IFES supported multiple election media centers, including Tunisia and Indonesia, in 2011. A media center allows an election management body to provide and share information with local and foreign journalists, hold press conferences, provide updates on the progress of voting and make preliminary announcements of election results. In Indonesia, since its launch in August 2011, the media center has held 47 press conferences, issued 107 press releases and hosted over 700 participants at press conferences. The website received over 151,000 hits in October alone. This level of transparency and willingness to engage increases the credibility of the electoral process and the commission to the voter.

Internally, IFES benefitted from a supportive, professional team and strong directors who believe a participatory political process leads to a sustainable democracy. In 2011, IFES said farewell to two stalwarts: Charles T. Manatt and Leon J. Weil. Manatt served as chairman of IFES' Board of Directors from 1993 to 1999, with an unwavering commitment to spreading democracy around the world. Weil served as secretary of the board since 1994 and provided leadership and counsel with a combination of compassion, vision and humility.

This year, IFES will host two flagship events. On September 11, the annual Democracy Awards Dinner will be held in Washington, D.C., recognizing individuals who have made a lasting impact on democratic development. From November 4-7, during IFES' 2012 U.S. Election Program, we will host dozens of international election officials as part of our efforts to place the U.S. experience within an international context. We look forward to seeing you.

Peter G. Kelly,
Chairman

William J. Hybl,
Vice-Chairman

William R. Sweeney Jr.,
President/CEO

The Arab Spring

The Arab Spring reaffirmed the importance of democratic representation and the need for opportunity, access and freedom. The uprisings stemmed from social, economic and political restraints imposed upon the citizens of the Arab region.

In response to these challenges, IFES mobilized to assist these governments and the people of these countries in building a democratic process that ensures basic human rights for everyone, taking into account cultural and social customs.

IFES was on the ground in Tunisia, Egypt, Yemen and Libya as soon as possible, helping pave a way forward. Each country has its own context, struggles and next steps.

In January 2011, IFES' assessment team examined the challenges **TUNISIA** faced following the historic events that culminated in the resignation of former President Ben Ali.

With IFES assistance, Tunisia held its first democratic election 10 months later, on October 23, 2011. Citizens were eager to vote for their National Constituent Assembly (NCA), the body tasked with writing a new constitution. A striking feature of this election was the fact that results were accepted by all — an achievement underlining the credibility of the

process. This election provided a source of hope for nations experiencing the Arab Spring and those hoping to see democratic reforms take root.

IFES was able to assist Tunisians with registration of voters; establishment and management of a multi-purpose media center; and training of master trainers who trained poll workers.

EGYPT has been in transition since the resignation of President Hosni Mubarak in February 2011. During the transitional period, IFES worked closely with local stakeholders to provide advice and assistance in a

variety of program areas, such as electoral reform, voter education, training for judicial staff and the creation of an electoral information website (www.sowty.org).

In late November, Egyptians began voting in Phase I of the first post-Mubarak legislative elections. Since then, elections have been completed for both houses of parliament, and presidential elections have taken place in May 2012. Parliament also formed the committee that will be responsible for drafting a new constitution. The draft will be put up for a referendum before the Egyptian public. IFES will continue



assisting the Egyptian government during upcoming electoral events, including provision of technical advice and assistance; procurement of election materials; and voter education and information efforts.

One month after **LIBYA** declared liberation, IFES deployed a fact-finding mission to assess opportunities and challenges for democratic reform in partnership with the United Nations. Over the course of two assessment trips, IFES' team consulted transitional authorities, the election commission, government actors, community leaders, political groups, local organizations and media representatives to understand the developments leading to the scheduled June 2012 elections.

IFES identified areas where international support could help overcome pressing challenges facing a timely, credible electoral process. Challenge areas include: election administration, voter registration, dispute resolution, campaign finance, strategic communications, election technology, access for persons with disabilities and civic education.

Ensuring that Libyans are informed, equipped and engaged in the creation of political and electoral processes will be key to creating a sustainable democracy.

In **YEMEN**, IFES assembled a rapid pre-election technical assessment team. Over the span of five days, our team met with journalists, Yemen's Supreme Commission for Elections and Referendum (SCER), political party representatives and other international stakeholders.

The resulting assessment report provided an overall evaluation of the SCER's current institutional capacity and readiness to administer the elections. The report identified a few significant election risks: very low participation, complex requirements for unregistered voters, reliance on technology to check displaced persons and a difficult security situation.

IFES' assessment team determined that while the SCER was advanced in its preparations to hold a presidential election in February 2012, it should place special focus on voter education campaigns to inform citizens of voting requirements and the importance of voting.



Zoubeir Souissi/Reuters

“IFES’ provision of electoral materials had great impact on the conduct of the past parliamentary elections. We hope international support will expand beyond procurement of electoral materials to direct trainings that would enhance the performance of those responsible for administering the elections.”

- General Mohamed Refaat Komsan,
Assistant to the Minister of Interior for
Administrative Affairs and Elections,
Egypt

South Sudan

IFES assisted the Southern Sudan Referendum Commission and the Southern Sudan Referendum Bureau to prepare for and conduct the January 2011 referendum on self-determination.

In addition to providing extensive technical consultations and coordinating input from other international partners, IFES trained election officials and poll workers; designed, procured and delivered a wide variety of electoral commodities, including voter registration cards and polling station kits; and developed customized software for voter registration and vote tabulation.

Due to the inadequate travel infrastructure of southern Sudan, IFES provided a nine-passenger fixed-wing aircraft that enabled the Southern Sudan Referendum Commission and Bureau to assess and address the difficult field conditions and transfer documents and materials to and from State High Committee offices. This helped to maintain critical lines of communications with even the most remote field offices. The aircraft also allowed for U.S. government and international officials to visit multiple field offices in a single day.

A notable achievement was the resounding success of the out-of-country voting process for the January referendum. IFES supported the International Organization for Migration's out-of-country voting efforts in eight countries to ensure expatriate southern Sudanese would be able to exercise their right to vote. Of the 3.8 million ballots cast in and out of the country, 98 percent chose secession.

“Although of course the Sudanese deserve the greatest credit, I believe it is accurate to say that it could not have been done without the contributions of IFES, and the UN team, working hand in hand.”

- Craig Jenness, Director, Electoral Assistance Division,
Department of Public Affairs, United Nations

Sudan: Conflict, Crisis and Democracy



Deborah Hakes

IFES' photo exhibit on Sudan includes 15 exceptional photographs by IFES staff, international development professionals and journalists capturing recent gains in democracy – in what was once Africa's largest country.

The exhibition traces democratic development in Sudan from the 2005 Comprehensive Peace Agreement to South Sudan's 2011 referendum for independence. Photos were displayed at InterAction's Forum, the Russell Senate Office Building, the National Press Club and a meeting of the Congressional Black Caucus in Washington, D.C.

After years of struggle and conflict, elation permeated South Sudan as it celebrated its independence on July 9, 2011, and peacefully transitioned into its new democracy.

Since South Sudan gained its independence, IFES has been working with the newly-formed government to focus on four main areas: developing an election law; assessing various types of electoral systems best suited for the country; building a sustainable election management body; and identifying stakeholders for census, civil registry and voter registration.

IFES also helped South Sudan's Ministry of Justice draft what is now the South Sudan National Elections Bill. In order to do this, IFES analyzed the 2008 Sudan National Elections Act; considered lessons learned from the 2010 general elections and the 2011 referendum; and incorporated international principles and best practices into a draft bill that would address national priorities and provide improved electoral processes within South Sudan. The National Elections Bill passed in the National Legislative Assembly in April 2012 and is pending executive approval.



Sara Staino



Disabilities

Article 29 of the Convention on the Rights of Persons with Disabilities guarantees that persons with disabilities can effectively and fully participate in political and public life. IFES is working to make this vision a reality for the over 1 billion individuals who live with a disability. Over the past year, IFES has implemented projects that enable more people to fully participate in civic life.

In **GUATEMALA**, IFES helped the election commission install 35 ramps to make polling centers accessible to wheelchair users in Guatemala City and neighboring counties. IFES also helped expand the poll worker's handbook into a 10-page manual that addresses the rights of citizens with disabilities and ways to make polling centers more inclusive and accessible.

In **INDONESIA**, IFES partnered with local organizations to develop a toolkit that provides information on the social and political rights of people with disabilities. Currently, IFES is implementing a regional election accessibility program with activities in nine Southeast Asian countries. The program builds innovative partnerships between disabled person's organizations, civil society and government institutions to monitor and advocate for the electoral rights of persons with disabilities.

In **EGYPT**, IFES worked with local organizations to develop an action plan to address obstacles faced by persons with disabilities. IFES updated the disabilities section of its voter education toolkit and conducted an analysis of the draft bill on the rights of persons with disabilities.

In 2011, IFES was designated as an official contributor to the Global Disability Rights Library, a portal that provides information on disability rights to organizations in 60 countries with little or no Internet access. IFES was also the recipient of three awards in 2011 recognizing its dedication to access for all persons to the political process: InterAction's Disability Inclusion Award, an award from the Indonesian Disabled People's Association and an award from the National Council for People with Disabilities in Guatemala.



“As persons with disabilities, participating in elections is important since it will give us full participation in the development of our country. We can really make our own choices to vote, to be elected and to be election officers.”

- Yusdiana, Project Manager,
Indonesia Disabled People's Association

Gender

Societies are better able to reach their full potential in a world in which women and men are fully engaged as equal partners in their families, workplaces and communities. Based on international human rights standards and best practices, IFES promotes political participation, justice and equal rights for women and men around the world.

Women in **PAPUA NEW GUINEA** and the **SOLOMON ISLANDS** suffer from discrimination and gender violence, and do not have the political power to improve their situation. Working with local women's organizations, IFES launched Women Advocating for Voices in Government (WAVIG), a project to increase the participation and representation of women in politics by improving their capacity to influence decision makers and advocate for equality.

Over 2011-2012, WAVIG will create a forum for exchange between parliamentarians and civil society actors about legal reforms to improve gender parity and expand knowledge on legislative amendments regarding gender quotas. An additional goal is to build regional networks, which leverage experiences and campaign strategies in order to establish linkages between advocates for women's political empowerment in both island nations.

The Future Leaders' Club (FLC) program in **AFGHANISTAN** is building a vital network of young women leaders. FLC is a six-month civic education program for women, 18-25 years old, with a strong interest in political activism. The program provides training on good governance, elections, public speaking and leadership with unique opportunities to apply new skills. IFES has trained 359 young women, in Kabul and five other provinces, since it launched the FLC in 2010 as part of its women's advocacy and civic engagement program.

"Women's voices are seldom either raised or listened to. Convening such programs is an ideal opportunity for women to take part in society and raise their voices and work beside men. This is the time for women to prove themselves."

- Storai Sadat, Future Leaders Club alumna,
Afghanistan



Melanie Smith

Youth

IFES has seen first-hand that, with a little assistance, youth can be a powerful force in improving their society. They bring enthusiasm, stamina and a unique perspective that is often deeply needed in the political process. In 2011, IFES remained committed to programming that tapped into this potential.

In **KYRGYZSTAN**, IFES organized Democracy Camps for young people throughout the country. Tailored to high school students, the 10-day camps are intended to develop students' problem-solving skills and promote values such as leadership, responsibility and civic participation. Over the past 10 years, IFES has held over two dozen democracy camps using lectures, group work, competitions, theater and sports to encourage students to contribute to a stronger democratic society. In 2011, IFES organized three summer camps with over 320 participants.

In the **DEMOCRATIC REPUBLIC OF THE CONGO**, IFES, in partnership with Search for Common Ground, reached out to youth through song. IFES organized and implemented a contest to find a song that would motivate the Congolese to vote in the upcoming elections. A total of 14 artists and community radio stations entered. Two thousand CDs were produced and distributed to 14 partner radio stations in Bandundu, South Kivu, Maniema and Katanga, ensuring widespread airplay.

In **GEORGIA**, IFES and six universities signed a memorandum of understanding in July 2011. This served as the foundation for a new IFES initiative – a pilot civics course. The curriculum and course book, developed by IFES through engagement



with international and local subject matter experts, strengthens students' understanding of civic responsibility and encourages their participation in public life. The course was made available in 2011 and has reached over 700 students to date.



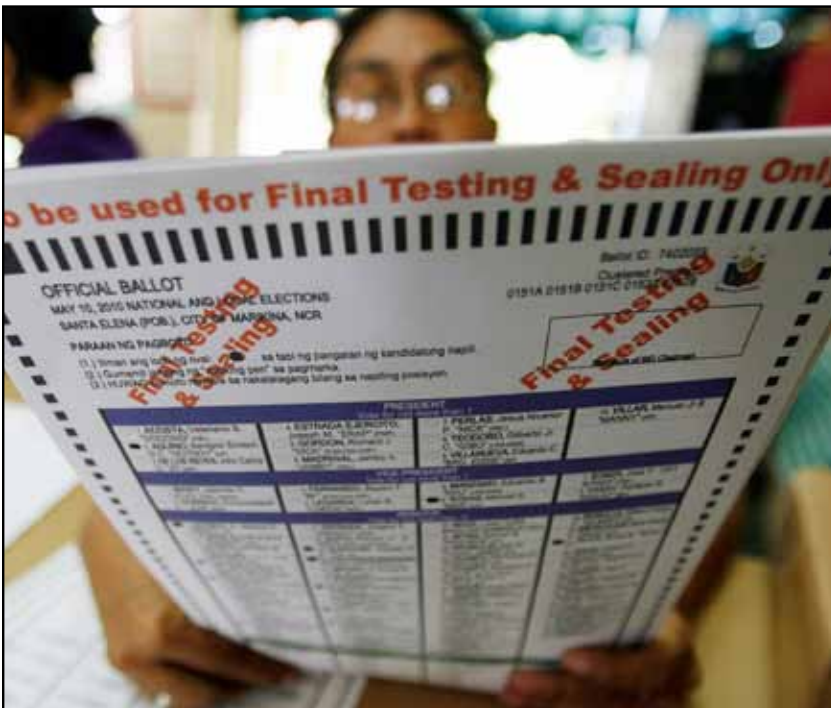
“Democracy camp helped me to learn [about] the essence of democratic values, ideas about the role of youth in building democracy as well as my personal involvement and contribution that I can add to this process.”

- Mirgulia Taelibek kyzy,
Democracy Camp Participant,
Kyrgyzstan

Technology



In past presidential and parliamentary elections, 13,954,129 registered voters in **UGANDA** had no easy way of inquiring about their registration status or assigned polling station. For the February 2011 elections, IFES worked with the electoral commission to use simple technology through which voters could verify their information. An SMS service was introduced to the electorate to verify their polling station location via text message prior to and on Election Day. The service allowed voters to send an SMS to 8683 — or “VOTE” — with their voter registration numbers. Newly registered voters sent their 17-digit number on their registration receipt. Voters then received a reply confirming their polling station. The National Voter Registry was also made available online through the electoral commission’s website. This was an effective tool for political parties and local organizations to verify information on the voter registry since they could download complete lists of registered voters from each polling station.



In September, **NORWAY** implemented an online voting pilot program during the elections for municipality and county councils. Ten municipalities saw voters cast ballots through the Internet for the first time in Norway’s history. To ensure their assessment of the trial was completely thorough, the Ministry of Local Government and Rural Development asked IFES to observe and analyze the pilots. IFES is currently focused on the efficiency of counting and tabulation of Internet votes; providing an overview of international experiences with Internet voting; and assessing the extent to which the Norwegian system complies with international electoral standards.

In **LEBANON, YEMEN AND MOROCCO**, IFES implemented the Status of Women in the Middle East and North Africa project (SWMENA) to collect and analyze data on the rights and opportunities of women and their participation in political, legal, economic, health and social aspects of society. In November, SWMENA.org, the digital complement to the project, was launched. The website provides comparative information on the status of women in the Middle East and North Africa and features all data collected through surveys between 2009 and 2010 in three languages: English, Arabic and French.

Cheryl Ravelo/Reuters

Electoral Security



Abbas Atilay

While conflict will always exist, democracy provides a framework through which societies can debate social and political issues without resorting to force. Democratic systems establish ground rules that promote equality among citizens, trust in the electoral process and freedom of peaceful expression.

Elections are a core system in democracy building and provide space for peaceful competition between political ideas and personalities so political conflict can be constructive. In this manner, they can be a tool for conflict management and resolution.

However, electoral competition can aggravate socioeconomic, ethnic or religious divisions, resulting in conflict escalating to violence. Elections can also present a threat to those in power — and their access to state resources and patronage networks. Those persons in power and their supporters may then seek to influence or disrupt the process through intimidation and violence. In other cases, elections may be attacked by groups who want to delegitimize democratic institutions of the state.

IFES recognizes that different electoral conflict dynamics require different responses. Our programs include conflict analysis, prevention, mitigation and resolution strategies to help each local partner address the risk of electoral violence within their country.

“While the past 20 years have seen an unprecedented growth in democratic governance, they have also witnessed the diversification of politically-motivated conflict and violence...Likewise, the opening up of the non-governmental sphere in many developing countries has introduced sweeping opportunities for citizens to engage with transnational advocacy networks to pressure their leaders.”

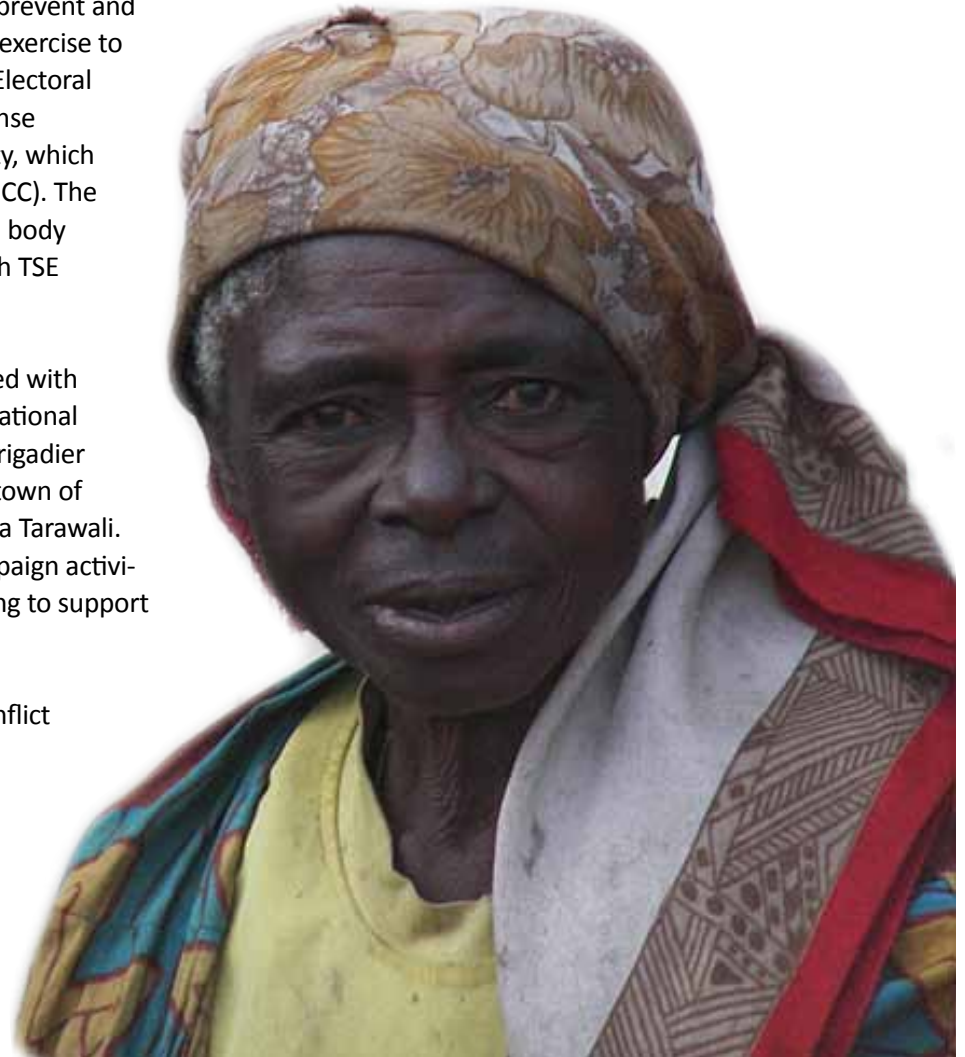
- Gabrielle Bardell, IFES Consultant,
Breaking the Mold: Understanding Gender and Electoral Violence, 2011

In the **MALDIVES**, the Maldivian Democracy Network (MDN) is a non-partisan, local organization that promotes human rights and democracy and has undertaken a variety of awareness-raising, monitoring, reporting and advocacy work since 2004. It serves as a network of human rights defenders, community-based individuals trained to report on the human rights environment and violations of these rights within their communities. In 2011, IFES provided assistance to MDN to develop an online conflict mapping tool. MDN has trained over 75 human rights defenders and developed a website (politicalviolencewatch.org) that categorizes and maps tension, indicators of tension and incidents of political violence throughout the country with IFES' support. At present, MDN's political violence mapping project is the only effort that provides a national and international audience with crucial information, while giving communities a voice in time of crisis.

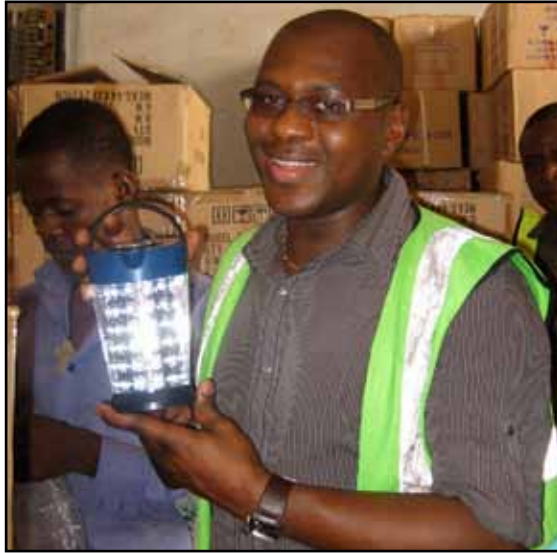
GUATEMALA has some of the highest violence rates in Latin America. In the past few years, this violence has been increasingly politicized and, in turn, election-related. In an effort to prevent and mitigate violence in the 2011 process, IFES conducted an election conflict mapping exercise to identify risks and develop a range of conflict mitigation strategies for the Supreme Electoral Tribunal (TSE). As a result, the TSE, the Ministry of Interior and the Ministry of Defense established a Security Coordination Table that met regularly to plan election security, which led to the creation of an Inter-institutional Monitoring and Coordination Center (IMCC). The IMCC was created to respond to security incidents and threats on Election Day. This body successfully mediated issues as they arose, including one hostage situation, in which TSE staff were held by voters fearing fraud.

As **SIERRA LEONE** began preparations for the 2012 elections, many were concerned with the potential for electoral violence. In 2011, political violence first erupted on the national level in July when the Sierra Leone Peoples Party (SLPP) nominee and flag bearer, Brigadier Julius Maada Bio, was assaulted during a speaking event. That same month, in the town of Kono, young persons attacked the convoy escorting Minister of Internal Affairs Musa Tarawali. As a result of these incidents, the Sierra Leone police banned all political party campaign activities until December 2011. Once the ban was officially lifted, IFES began programming to support a peaceful environment for the upcoming elections.

Stressing the importance of a violence-free election is a key first step to keeping conflict at bay. IFES partnered with a local communications agency to develop messages of non-violence. The goal is for these messages to bring awareness to Sierra Leoneans about how easily certain acts can spark violence and how to avoid engaging in these behaviors. Both television and radio clips will be broadcast across the entire country in each of the 14 districts.



Election Management



In **NIGERIA**, IFES played an important role in supporting the Independent National Election Commission (INEC) by providing technical advice on procedures; timelines and logistics; and, in a few cases, providing commodity support to the INEC leading up to presidential, legislative and gubernatorial elections.

In one extraordinary case, IFES procured and delivered over 21,000 electric and battery operated lanterns for use in collation centers on the eve of the presidential election. The INEC chairman requested support in obtaining rechargeable lanterns to provide light for counting votes in collation centers, many of which are in areas with no or irregular access to power. The IFES team sprang into action, heading to Nigeria's commercial center, Lagos, to locate, purchase and deliver the lanterns to the INEC in time for distribution to the nation's 10,610 collation centers. In the space of three and a half days, the IFES team was able to find lanterns and negotiate delivery terms that would allow the INEC enough time to send the lights to all of the nation's collation centers.

IFES provided assistance to **LIBERIA** for the 1997, 2005 and 2011 elections. However, 2011 presented a unique challenge; it encompassed almost every type of electoral event into a single, carefully-sequenced year leading up to general elections in October.



“Technical cooperation and exchanges among EMBs within the region is indeed a key factor to ensuring higher levels of credibility for future elections.”

- Antonio Spinelli,
IFES Country Director in Egypt

IFES assisted the National Elections Commission (NEC) in Liberia develop procedures for the national voter registration effort, which took place over January and February. The NEC was able to quickly and accurately process Liberia's 1.8 million voters and re-draw electoral boundaries before the start of candidate nomination in July, in time for the August national referendum.

IFES enhanced the IT capabilities of the NEC by installing Internet connections and developing tally software in all 19 magistrate offices. This allowed the NEC to announce progressive results; meet legal deadlines for reporting election results; and, eventually, announce final results for the national referendum a week earlier than scheduled.

In **IRAQ**, IFES' electoral technical assistance included information and communications technology (ICT), media and capacity-building. ICT

initiatives focused on building the capacity of the Independent High Electoral Commission (IHEC) IT staff so they can maintain systems and develop databases by themselves, with IFES as a mentor.

IFES' media assistance activities included a tracking code on the IHEC website and training workshops for web staff on interpreting usage reports from the IHEC website (www.ihec-iq.com).

A major highlight of IFES' efforts included the introduction of a comprehensive capacity building program for all IHEC staff based on the Building Resources in Democracy, Governance and Elections (BRIDGE) curriculum, which exposed more than 300 IHEC staff members to international standards and best practices for election management, and comparative examples of electoral systems and administration.



Voter Education: Boîtes à Images



In the Democratic Republic of the Congo (DRC) IFES used a new tool called *boîte à images*, or "image box," to educate voters. For example, there might be an image that depicts a family reviewing voter education materials. This image would then elicit a discussion on voting or the registration process and allow the facilitator to deliver key messages to the participants.

The main advantage of *boîtes à images* is that it communicates the message regardless of literacy or education levels. IFES tapped into the networks of local partners to reach deep into the provinces, a key factor in the success of the program.

IFES' project in the DRC started in four provinces and then expanded nationally. IFES' civic education efforts have reached over 20 million citizens.

Election Law

In **GEORGIA**, IFES held a series of electoral reform discussions with 14 political parties and provided technical advice on political finance, voter registration, electoral dispute resolution and the use of administrative resources. In order to promote inclusiveness and increase voter awareness of the draft election code review process, IFES supported three Georgian organizations to formulate an opinion paper on the new draft code. They also engaged with local media outlets to publicize the opinion paper, which covered a range of topics that included election administration, dispute resolution, punitive measures for violations, political finance, use of administrative resources, election systems and voter lists.

The Georgian Young Lawyers' Association, International Society for Fair Elections and Democracy and Transparency International Georgia met with citizens, representatives from media outlets, non-profit organizations, political parties and election commission members in 16 municipalities to discuss electoral reform, reaching over 1,400 citizens through these regional roundtables. With IFES support, the organizations participated in four television talk shows to discuss election code reform.

In November 2010, the government of **UKRAINE** created a working group to revise the country's electoral legislation. This led to development of a draft parliamentary election law, which IFES formally reviewed at the request of the Ministry of Justice in the summer of 2011. IFES' in-depth analysis was based on international standards, best practices and Ukraine's own election experiences. The analysis addressed key changes in the draft law in relation to the electoral system; registration of candidates and observers; the electoral campaign and campaign finance; and the adjudication of electoral disputes.

IFES worked with local partners to contribute to the ongoing debate around the parliamentary election law by hosting public discussions, writing position papers and producing high quality analyses of the various revised drafts, including the draft that was finally adopted by the legislature in December. International attention and advocacy around the parliamentary election law, including formal comments prepared by IFES and the Council of Europe's Venice Commission, helped inform decision makers within the government and the opposition who eventually agreed on a law that is relatively consistent with international norms.

Resolving Election Disputes



Electoral complaints adjudication does not often garner as much attention as the casting of ballots; however, it is a crucial part of the election process. The legitimacy of an election and public confidence in democratic institutions depends on the way countries resolve election disputes and complaints. A challenge for emerging and established democracies is to ensure valid disputes or complaints are resolved in a timely, effective manner.

In *Guidelines for Understanding, Adjudicating, and Resolving Disputes in Elections (GUARDE)*, IFES has identified seven important principles to assist international actors in the development of effective complaint adjudication systems. These principles, thoroughly outlined in the publication, can be applied to any electoral system.

Political Finance



“IFES cooperation in providing an independent media monitoring was essential for the TSE to provide reliable information on campaign expenditure. For the first time in Guatemala the EMB had a tool to control the reports given by political parties.”

- Dr. María Eugenia Villagrán De León,
President of the Supreme Electoral Tribunal,
Guatemala

Political finance regulation is one of the greatest challenges faced by countries aiming to enhance transparency and accountability in elections.

Regulation of political finances is a central issue in **GUATEMALA**, not only because of large campaign investments made by political parties, but because of challenges posed by organized crime. At present, Guatemalan legislation and the Supreme Electoral Tribunal (TSE) are struggling to meet international standards in electoral competence, transparency and control of fund movement.

In 2011, IFES collaborated with the TSE in the auditing process, providing an instrument to monitor publicity in mass media and advertising in the public space for the duration of the campaign.

Additionally, IFES worked with the TSE’s audit office to increase transparency prior to the election, which involved making improvements to the TSE’s website (www.tse.org.gt).

To help election officials in the Latin American and Caribbean regions share their experiences and knowledge in campaign finance, IFES partnered with **MEXICO’S** Federal Electoral Institute (IFE) on a first-of-its-kind workshop for Latin American election management bodies.

The gathering brought together participants and senior electoral officers from 13 Latin American countries to Mexico City in October 2011. Countries represented included Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Panama, Paraguay, Peru and Uruguay.

The introduction of public funding to political campaigns was also debated in **CAMBODIA**. Although legislation allowed for such funding, a system was never implemented, leaving political parties to rely exclusively on private and business contributions. To help local electoral stakeholders deliberate state financing of political parties, IFES held a workshop in March, in Phnom Penh.

This workshop allowed participants to exchange ideas on various types of state funding systems and the possibility of having an effective public funding system in Cambodia. Representatives from four major political parties expressed a desire to see the establishment of a public funding system and laws to regulate political party finance.

Events and Activities



Delia Ferreira Rubio speaks on political finance in Latin America.

Duality by Design: The Iranian Electoral System

For the release of *Duality by Design: The Iranian Electoral System* in March, IFES invited Barbara Slavin, nonresident senior fellow at the Atlantic Council; Andrew Reynolds, associate professor of Political Science at the University of North Carolina at Chapel Hill; and Yasmin Alem, author of the desk study, to discuss Iran's electoral system.

Dirty Money in Politics: How El Padrino's Contributions Affect Security in Latin America

Lack of security is one of the most serious problems facing Latin America. In June, IFES gathered Political Finance Expert Delia Ferreira and Senior Fellow at Financial Investigations and Transparency Douglas Farah to discuss how illicit money affects governance, elections and the rule of law in the region.

A Conversation with General Lamine Cissé

In June, Almami Cyllah, IFES regional director for Africa, sat down with Senegalese General Lamine

Cissé to discuss the future of Africa, as it moves away from military and dictatorial rule. Cissé spoke on the positive role security forces can play in elections and the steps that can be taken to ensure the military acts constructively.

Youth and Politics: Long-term or Spring Fling?

Approximately half of the world's population is 25 or younger. This demographic has produced astounding political and social change, often with the aid of social media and art forms such as music and film. In June, Rock the Vote President Heather Smith, Filmmaker Ben Herson and White House Staff Assistant Kyle Lierman explored the informed, yet sporadic engagement of youth in politics.

Assessing Pakistan's Founding Promise

Washington Post Foreign Correspondent Pamela Constable sat down with IFES President and CEO Bill

Sweeney in July to talk about her latest book *PLAYING WITH FIRE: Pakistan at War with Itself*. Covering "the A's" in Pakistan — Army, Allah and America, or anti-America, for many — Constable gave audience members a glimpse into her experiences in one of the "most puzzling countries on the planet."

Road to Reform in the Middle East and North Africa

Seven months after the Arab Spring, in July, IFES co-hosted a panel with the Transatlantic Policy Network to discuss what the relationship between the Middle East and North Africa and the United States and Europe will look like. Elmar Brok, a member of the European Parliament, stressed that good government means good local government. The U.S. and the EU should offer support by starting small and starting local, which would help reach long term goals. The panel also fielded several thoughtful questions from the audience.



Panelists talk about the current political outlook in Ukraine.



IFES Country Directors Elizabeth Côté and Gregory Kehailia.

Women in the Middle East: Attitudes and Advocacy in an Opening Political Space

In August, Rola Abdul-Latif, IFES senior research specialist, and Vasu Mohan, IFES deputy director for Europe and Asia, presented at a workshop on women during InterAction's 2011 Forum, covering survey results from Lebanon, Morocco and Yemen.

Alumni Network Launch

IFES depends on a global network of experts to fulfill its mission of helping citizens around the world have a say in the way they are governed. In September, IFES launched its alumni network. Judge Johann Kriegler, an IFES alumnus and 2011 Democracy Award



MEP Elmar Brok speaks on transition in the Middle East.

recipient, drew on his 40 years of experience in the field of law and elections to address issues related to IFES' global mission.

Public and Political Outlook in Ukraine

In October, IFES hosted a discussion on the latest public opinion survey in Ukraine covering an in-depth look at the changes proposed in the new election law and how such developments are affecting the country's democratic institutions. Speakers included Steven Pifer, former ambassador to Ukraine; Rakesh Sharma, IFES director of applied research; and Gavin Weise, IFES deputy director for Europe and Asia.



Senegalese General Lamine Cissé.

Elections Worth Dying For?: Maintaining the Peace During Elections in Africa

Election violence, an unfortunate and widespread occurrence in Africa, jeopardizes the underpinnings of democracy. To mitigate this practice, it is important to understand its roots and address the issue at all levels. In December, IFES hosted a discussion on the topic with IFES Country Directors Elizabeth Côté, Sidi Diawara, Gregory Kehailia and Staffan Darnolf.

For more information on events held in 2011, visit www.IFES.org.

2011 IFES Photo Contest



Twenty-two images of popular protests, elections, political campaigns and civic action were named winners and finalists in the 2011 Photography Contest sponsored by IFES. The third-annual contest drew approximately 500 entries from professional and amateur photographers from around the world. Images were judged in two categories: a public category open to photographers aged 18 and older, and an IFES Choice category open to current IFES employees.

The winning photograph in the public category was *The Egyptian Revolution* by Jonathan Rashad, an image of a man holding an Egyptian flag during a demonstration in Cairo's Tahrir Square in February. The IFES Choice category was won by Matthew Parry's photograph *Issuing Referendum Ballot*, which depicts a southern Sudanese woman receiving her ballot paper during the region's referendum on self-determination in January.

Awards

Charles T. Manatt Democracy Awards Dinner

On September 15, International Day of Democracy, IFES presented its Democracy Award to three individuals: a Republican, a Democrat and a member of the international community. The recipients of IFES' Democracy Award embody the character and spirit of former U.S. Ambassador and IFES Board of Directors Chairman Charles T. Manatt.

Senator Patrick Leahy (D-Vt.) was honored for advancing democratic ideals, civil liberties and guaranteeing a free and independent judiciary in the United States. Representative Ileana Ros-Lehtinen (R-Fla.) was honored for working to promote freedom, human rights and democracy around the world. Judge Johann Kriegler of South Africa was honored for his time as chairman of the South African Election Commission, work on electoral reform following Kenya's post-election violence in 2007 and his service on Afghanistan's Electoral Complaints Commission.

With talk of bipartisanship and democracy, the ceremony continually found its way back to the individual from which it received its name. The Honorable Bill Brock, former U.S. Secretary of Labor, said the job of the politician is not to preach, but to help people gain access. When it comes to freedom and democratic values, we are no longer talking about the values that represent individual parties, but about values that represent the country itself.

The awards dinner was attended by current and former members of Congress, foreign dignitaries and international development advocates. Despite the extensive list of attendees, the evening felt like an intimate affair, as many in attendance considered Ambassador Manatt a close and personal friend.

Proceeds from the event went to IFES' Innovation Fund, an endowment that supports original projects that address pressing issues such as women's empowerment, electoral security, increasing access for persons with disabilities and incorporating technology in democratic development.



Above (L-R): IFES Board Member Robert Livingston, Rep. Ileana Ros-Lehtinen, IFES Board Member Ken Blackwell, President and CEO Bill Sweeney.
Below (L-R): IFES Chairman Peter G. Kelly, Sen. Patrick Leahy, Judge Johann Kriegler.



"Elections are the most exciting undertaking in the world. It is democracy dramatically, powerfully, dynamically, enthusiastically, obviously in action."

-Judge Johann Kriegler,
Recipient, 2011 Charles T. Manatt Award

Joe C. Baxter Award

Delia Ferreira Rubio, an internationally recognized expert in political finance and advocate for transparency in government, was awarded the 2011 Joe C. Baxter Award in December.

“This award is much more than a lovely recognition of my efforts to increase transparency and accountability in the electoral process,” Ferreira Rubio, a native Argentinian, said upon receiving the honor. “It is a commitment for the future. Increasing transparency and accountability is a never-ending task, and this award has ‘recharged my batteries,’ as we say in Argentina, to continue doing this.”

IFES’ Joe C. 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 its namesake.

Baxter had a firm commitment to the principles of local ownership, transparency and sustainability of electoral administration. The Baxter Award honors an individual with a proven track record of exceptional dedication to improving the way in which people have a say in the way they are governed.



Denise Rollins, senior deputy assistant administrator for Asia at USAID, presents the Joe C. Baxter Award to Delia Ferreira Rubio, with IFES President and CEO Bill Sweeney and IFES Board Member Michael Pinto-Duschinsky.



Saad Shehab accepts the 2011 Patricia Hutar Award.

Patricia Hutar Award

Saad Shehab, director of the Elections Department within the Ministry of Interior of the Hashemite Kingdom of Jordan, was awarded the 2011 Patricia Hutar Award in March.

Shehab has worked for the government of Jordan for the past 23 years. Among his many accomplishments in elections, he developed the first-ever written-procedure manuals adopted by the Ministry for the Polling & Counting Committees in the 2007 and 2010 parliamentary elections. Shehab was also responsible for making the electoral process more accessible to persons with disabilities and changing procedures to allow voters with disabilities to cast their ballot with the assistance of individuals they freely choose.

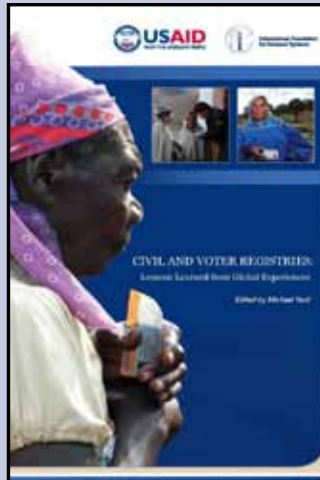
IFES’ Patricia Hutar Award recognizes the contribution of both public officials and citizens in strengthening democracy and democratic practices. IFES presents the Hutar Award annually to one individual dedicated to public service from either the private, public or non-governmental sphere.

The award is named after former IFES Chair and Board Director Patricia Hutar, a pioneer for women’s economic and political empowerment and global democracy.

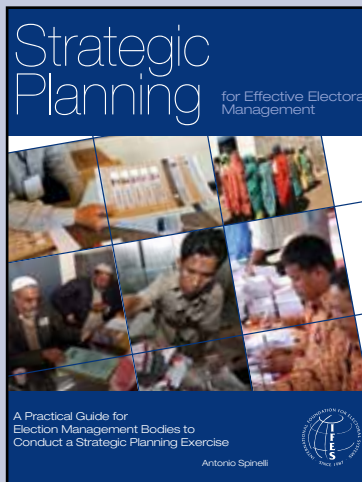
Publications and Research



Duality by Design:
This study provides a comprehensive overview of the Iranian electoral framework and sheds light on the “rules of the game” for the most politically significant elections.



Civil and Voter Registries:
This study examines three categories of civil and voter registries through local culture and global principles, using examples from Kosovo, Iraq, Guyana, the Philippines and Canada.



Strategic Planning for Effective Electoral Management:
Strategic planning is at the heart of every successful election. This guide details eight steps to develop a plan and provides examples from countries around the world.



Electronic Voting and Counting:
This publication provides clear guidelines for conducting thorough feasibility studies and gaining further insight into whether electronic voting and counting technologies should be adopted.

F. Clifton White Applied Research Center

The F. Clifton White Applied Research Center (ARC) supports vibrant, effective programming through innovative studies in democratic development. ARC has conducted over 150 opinion research surveys and focus groups in more than 35 transitional democracies around the world. ARC’s findings help give a voice to citizens in these democracies, while providing practical information on a country’s opinions and attitudes to government officials, development professionals, political actors, academics and other stakeholders.

ARC applies research and conducts programming on emerging issues, such as technology, political finance and electoral security, which leads to a more credible political process. ARC supports the need for information and research through searchable databases (Election Resource Center) and online portals (electionguide.org) that provide resources on electoral processes around the world.



IFES continued its white paper series in 2011, delving into a new subject: gendered electoral violence. *Breaking the Mold: Understanding Gender and Electoral Violence* accounts for commonly used forms of violence committed by and against women in both the public and private spheres.



With 12 briefing papers and five sets of frequently asked questions (FAQs) published in 2011, IFES produced informative publications on the most-watched elections around the world.

FAQs cover a range of topics, including the candidates in Liberia's presidential run-off election, strategies to prevent electoral violence in Guatemala before polling and the role of media in Tunisia's Constituent Assembly elections.

Briefing papers examined Egypt's first post-Mubarak election and Yemen's place in the Arab Spring, among other topics.



In 2011, IFES' new brochure series covered programmatic core competencies. Four brochures were produced on electoral violence, youth, disabilities and gender.

Each brochure highlights stories about IFES' work in the field, from democracy camps in Kyrgyzstan to conflict prevention in Burundi; from installing wheelchair ramps in Honduras to gathering data on the status of women in the Middle East and North Africa.

Visit www.IFES.org for more publications.

Fellowships

Election Administration Residency

IFES' Election Administration Residency is a professional enrichment program for Humphrey Fellows. This residency program brings one outstanding Humphrey Fellow to Washington, D.C., each year to learn more about democracy development, election administration and civic participation in the political process.

Samuel Cole, 2011 Hubert Humphrey Fellow and director of civic and voter education at the National Election Commission of Liberia, explored women's participation in Liberia. He took lessons learned from India, Rwanda and South Africa and explored possible strategies to level the numbers of Liberian women and men in national governance and decision-making capacities.

The Charles T. and Kathleen Manatt Democracy Fellowship

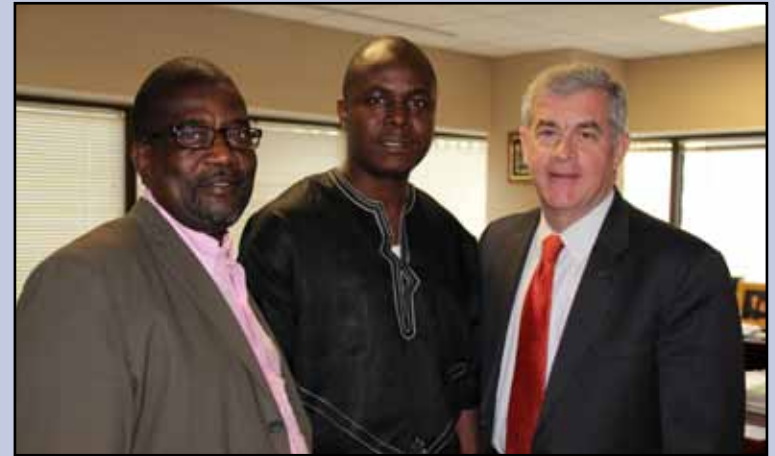
The Manatt Fellowship is sponsored by former U.S. Ambassador to the Dominican Republic and former Chair of IFES' Board of Directors, the late Charles Manatt, and his wife Kathleen. The \$5,000 fellowship brings outstanding graduate students from the American Midwest to Washington, D.C., to conduct research in democracy-building.

Inken von Borzyskowski, 2011 Manatt Fellow from the University of Madison-Wisconsin, examined the role international organizations can play in the causes and potential remedies for election violence. Her findings suggest that election monitoring and technical assistance can improve election-related procedures, which would modify the behavior of domestic actors thereby reducing election violence.

The William and Kathy Hybl Democracy Fellowship

The William and Kathy Hybl Fellowship, funded by William Hybl, vice chairman of IFES Board of Directors, and wife, Kathy, awards one \$5,000 Hybl Fellowship to bring outstanding graduate students from the Rocky Mountain region to Washington, D.C., to conduct research in democracy-building.

Kelly McNichols, 2011 Hybl Fellow from the University of Denver, studied the use of social media as a tool for democracy, a tool for political parties and a tool for politics within the Egyptian context. McNichols showed that while social media serves as yet another alternate venue for democratic thought to be shared, the art of sharing is still to be perfected.



Regional Director of Africa Almami Cyllah, 2011 Humphrey Fellow Samuel Cole and IFES President and CEO Bill Sweeney.

"In the short run, there is need for concerted efforts, through civic education and advocacy, to enable all political actors and institutions to use gender mainstreaming to create a future where men and women are equally represented in Liberia."

- Samuel Cole, IFES 2011 Humphrey Fellow

IFES Alumni Network

IFES depends on a global network of experts to fulfill its mission and strives to remain connected to those who have been a part of the organization as an intern, consultant, member of the board of directors or employee.

The IFES Alumni Network serves as a dynamic resource to match talent and opportunities, as well as allow former and current IFES employees to remain connected.

The network saw an official launch in September 2011 with a talk by IFES President and CEO Bill Sweeney and IFES Board Vice Chairman Bill Hybl. Following the presentation, Judge Johann Kriegler, an IFES alumnus, drew on his 40 years of experience in the field of law and elections to address issues related to IFES' global mission.

Since the launch of the network, IFES has issued the first Alumni Newsletter, reliving memorable moments from former colleagues' time with IFES and catching up with where they have been since.

To join, visit www.ifes.org/alumni.



*Samia Mahgoub,
Former IFES Chief of Party in Burundi*



*Orien Kuang, Former Business
Development Officer*



*Yusef Jedian, Former IFES Deputy
Chief of Party in Sudan*

"I have had so many wonderful experiences with IFES, mostly related to the people with whom I have worked."

- Daniel Murphy,
Former IFES Executive Assistant to the President/CEO

Finances FY 2010-2011

ASSETS

Cash and cash equivalents	12,586,080.72
Grants and contracts receivable, net	7,174,532.00
Subrecipient advances	414,998.39
Prepaid expenses and other current assets	552,432.86
Travel advances	138,549.21
Restricted certificates of deposit	309,557.79

Total assets \$ 21,176,150.97

LIABILITIES AND NET ASSETS

Liabilities

Accounts payable and accrued liabilities	5,665,764.65
accrued salaries, taxes and leave	2,355,188.75
Bank lines-of-credit	1,000,000.00
Deferred revenue	1,065,995.78
Deferred rent	1,596,994.33

Total liabilities \$ 11,683,943.51

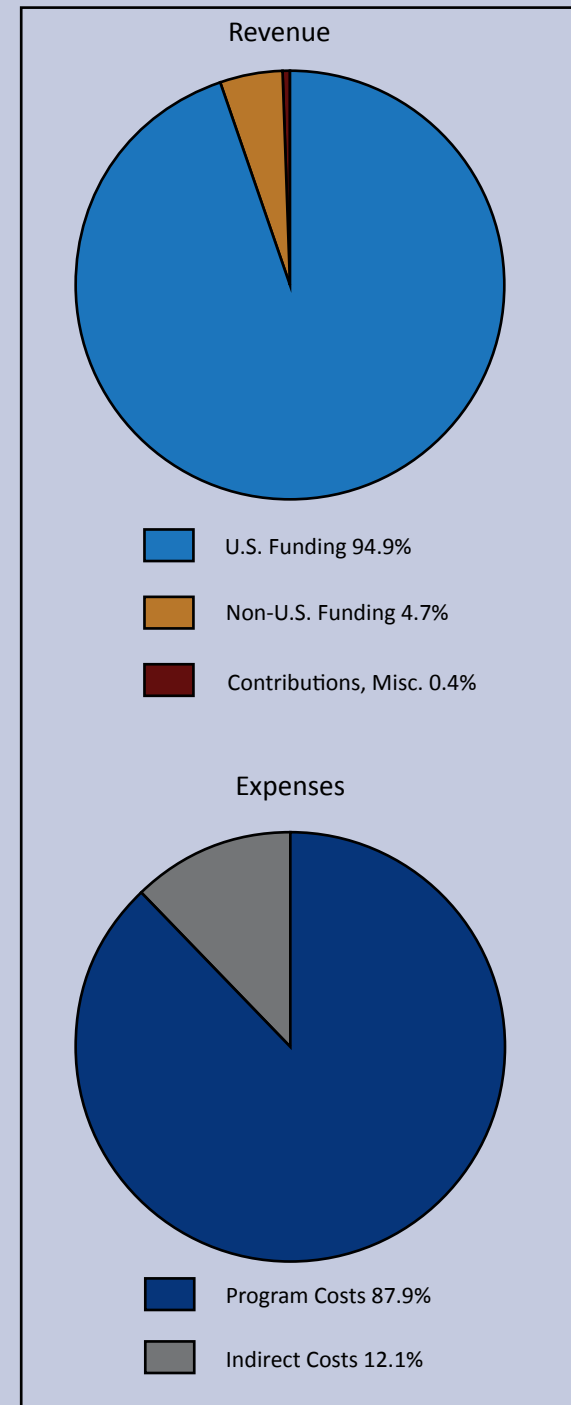
Net assets

Unrestricted	9,089,638.78
Temporarily restricted	402,568.68

Total net assets \$ 9,492,207.46

Total liabilities and net assets \$21,176,150.97

Disclaimer: The above information represents unaudited financial statements of the International Foundation for Electoral Systems for the period ending September 30, 2011. Audited financials will be posted and available online at www.IFES.org when complete.



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IFES thanks all of its friends for their continued support over the past 25 years.

In Memoriam

Charles T. Manatt (1936 – 2011)

At the 2011 Democracy Awards Dinner, IFES reflected on the life of former Board Chairman Charles Taylor “Chuck” Manatt, who passed away on July 22 at the age of 75.

Manatt served as Chairman of IFES’ Board of Directors from 1993 to 1999 and was a distinct leader, with an unwavering commitment to spreading democracy around the world and helping those who are less fortunate. He touched the lives of many. Manatt mentored people at every stage of his distinguished career, with a keen interest in nurturing future political and business leaders.

Manatt was heavily involved in establishing the National Endowment for Democracy (NED), where he served as vice chairman, served on the board for the Center for International Private Enterprise (CIPE) and was the founding chairman of the National Democratic Institute (NDI), the NED’s Democratic affiliate.

In 1999, former President Bill Clinton appointed Manatt as the U.S. Ambassador to the Dominican Republic, where he emphasized election administration reform and greater cooperation between the Dominican Republic and the United States’ criminal justice systems.

In the U.S., Manatt served as co-chair of the 1992 Clinton-Gore presidential campaign, chair of the Democratic National Committee (1981-1985), chair of the National Finance Council of the Democratic Party, and chairman of the Western States Conference Democratic Party. At the state level, he was chairman of the California/Southern California Democratic Party and served on the National Committee of the California Democratic Party.



“Chuck’s legacy spans the globe — he laid the foundation for the democracy-building movement around the world and was instrumental in IFES’ early years.”

-Peter G. Kelly, IFES Board Chairman

“For the past 27 years, Lee Weil provided leadership and counsel to IFES and was someone that you could always count on to be a positive part of the Foundation’s efforts throughout the world.”

- Bill Hybl, IFES Board Vice Chairman



The Fund for American Studies

Leon J. Weil (1927 – 2011)

IFES was saddened by the passing of the Honorable Leon J. Weil in October 2011. Weil joined IFES’ Board of Directors in 1994, and served as its secretary from 1994 until his passing.

Weil was a World War II Navy veteran and Princeton University graduate. He was associated with Janney Montgomery Scott LLC, a full-service financial services firm, based in New York. A brilliant financier, he was previously a partner and senior executive in Wall Street firms. He served as an exchange official on the American Stock Exchange and on various committees of both the New York Stock Exchange and the Securities Industry Association.

Weil’s vast international experience included serving as U.S. Ambassador to the Kingdom of Nepal (1984-87), a position he was appointed to by former President Ronald Reagan, and being a special consultant to the United Nations Development Programme. He was an official international election observer in Asia, Eastern Europe, and Central and South America. He also served as governor of the Foreign Policy Association, a director and trustee of the Council of American Ambassadors, and on the National Committee on American Foreign Policy. In addition, he developed capital market systems in Mongolia, Russia, Ukraine and Armenia.

Weil was a protégé of National Review Founder and Editor William F. Buckley Jr. and his brother, James L. Buckley, a U.S. senator from New York and Judge of the U.S. Court of Appeals for the District of Columbia. Through them, he met F. Clifton White, who conceived IFES as an elections technical assistance organization supported by the enactment of the National Endowment for Democracy Act.

Weil was closely involved with IFES before joining its board of directors. Drawing on his experience in Nepal, he helped build IFES’ program in Nepal in 1990 and promoted the organization throughout the world, particularly in the countries of post-Soviet Central Asia.

IFES by the Numbers

Over the last quarter century, IFES has been involved in projects around the globe that support citizen's right to free and fair elections.

Key accomplishments include:

675 election ballots collected from around the globe



1.2 million poll worker trainings

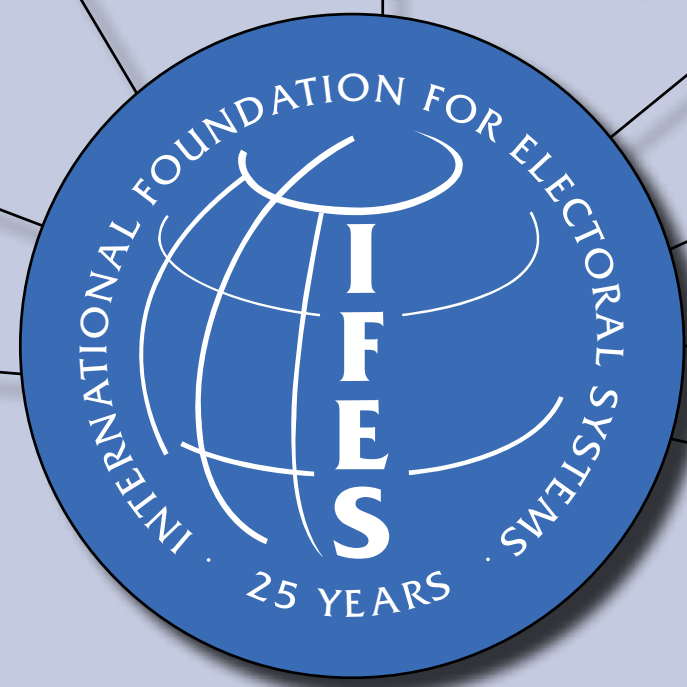


Overseen the procurement of election commodities valued at nearly **\$52 million**

covering **15** countries across the globe

148 projects involving technical assistance and training of election commissions

including **53** Building Resources in Democracy, Governance and Elections trainings



485
publications



Managed **207**
electoral processes



across **135**
countries

with nearly
\$660 million
in project funding



150+ surveys
and focus groups



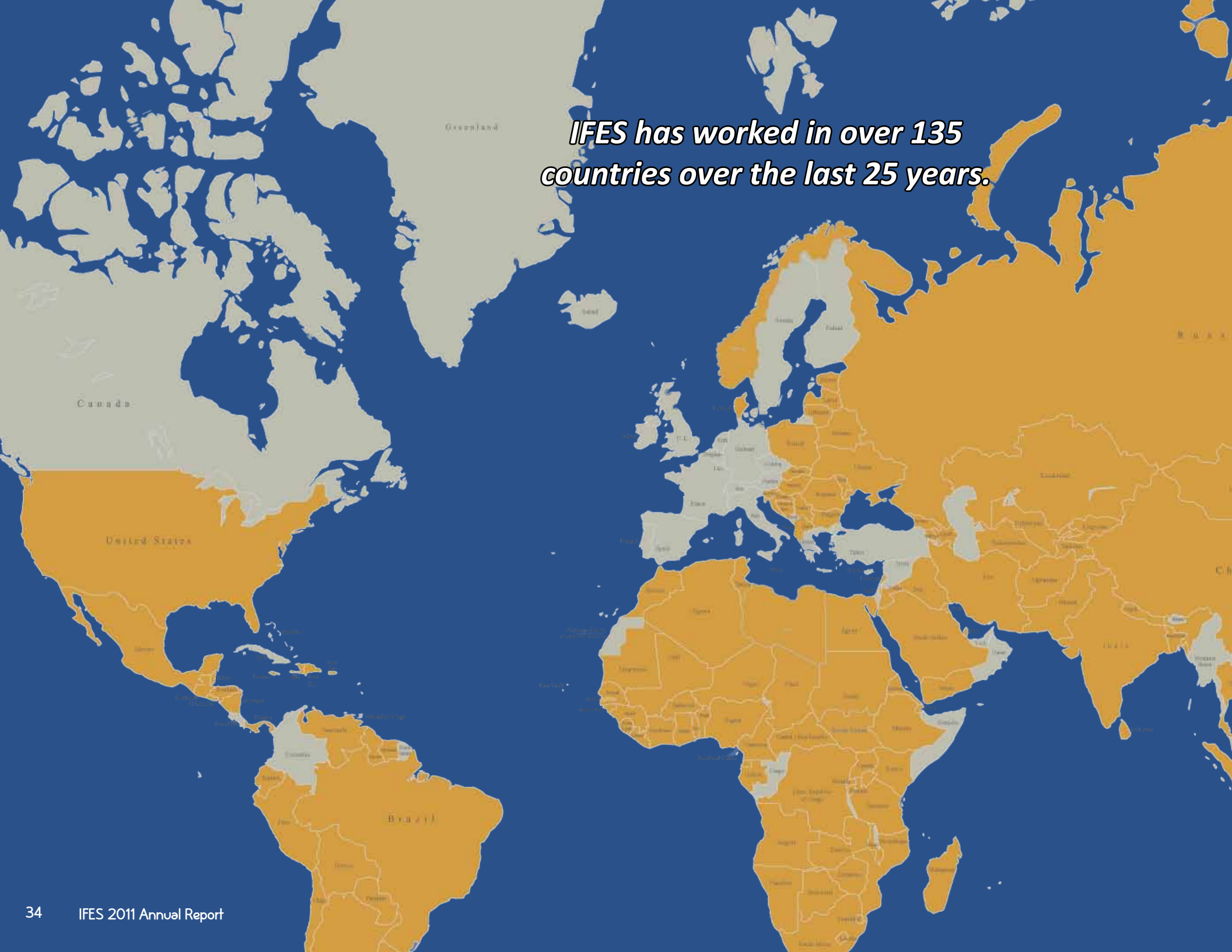
65 million

voters reached through
voter/civic education
campaigns



done in **35+**
countries

IFES has worked in over 135 countries over the last 25 years.





Offices

IFES currently has offices in the following countries:

Afghanistan	Liberia
Angola	Libya
Armenia	Mali
Cambodia	Moldova
Cote d'Ivoire	Nepal
Democratic Republic of the Congo	Niger
Dominican Republic	Nigeria
Egypt	Pakistan
Georgia	Philippines
Guatemala	Senegal
Guinea	Serbia
Indonesia	Sierra Leone
Iraq	South Sudan
Jordan	Tunisia
Kenya	Ukraine
Kosovo	Yemen
Kyrgyzstan	Zimbabwe
Lesotho	



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