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.
Executive Message

Dear Friends and Supporters of IFES:

With IFES engaged in historic elections around the globe and major organizational developments, 2015 was a busy and productive year. We worked with national election management bodies, partner organizations, other electoral stakeholders and citizens to ensure a vote for every voice.

IFES was extensively engaged in widely watched, successful elections in Nigeria, Guatemala and Myanmar. In Nigeria, IFES worked closely with the Independent National Electoral Commission to ensure the conduct of credible and transparent elections, which led to the first democratic transfer of power in the country’s history. IFES’ support to Guatemala’s Supreme Electoral Tribunal (TSE) amid a tense political environment aided the TSE in conducting peaceful elections. Our team in Myanmar provided technical assistance to the Union Election Commission to support the first nationwide elections held since the government embarked on reforms in 2011, supporting the development of the first-ever centralized voter list database in the country. These remarkable success stories are discussed more in-depth in the pages of this Annual Report.

IFES continued to advocate for women’s empowerment across all phases of the electoral cycle in 2015. Along with Congresswoman Sheila Jackson Lee (TX-18), IFES co-hosted the “Women, Peace and Security” breakfast series, exploring current issues affecting women and girls in conflict and highlighting their determination and leadership to find peace. As you review the 2015 Annual Report, you will also find stories about our other core areas of work: participation and inclusion, accountability, and electoral integrity, and learn more about IFES’ thought leadership through our research and surveys.

On the organizational front, IFES moved its headquarters to a new office in Crystal City (Arlington), Virginia. With substantially reduced rental costs, IFES will look to invest in our human capital in order to continue to implement our mission to supports citizens’ right to participate in free and fair elections.

We would like to thank all of our supporters and partners for their efforts to help IFES protect and promote the right to vote as a fundamental human right.
THE CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESSES STRENGTHENING (CEPPS)

In October, the CEPPS partners – IFES, the International Republican Institute and the National Democratic Institute – proudly announced that the consortium was awarded the U.S. Agency for International Development’s (USAID) global Elections and Political Transitions (EPT) Leader with Associates award. CEPPS has a 20-year global track record of collaboration, leadership and innovation in democracy, human rights and governance support, responding to evolving geopolitical and technological shifts. USAID’s EPT program will empower local partners to build resilient government institutions, political parties, and electoral processes across the entire spectrum of political contexts, and to harness technological and social change to improve inclusive and accountable governance.

INTERNATIONAL PARTNERSHIPS

Through partnerships with NGOs, multilateral institutions, election management bodies and professional associations, IFES lends its expertise and experience to global efforts that promote international standards and best practice in elections. IFES is a founding member of the ACE Electoral Knowledge Network, a collaborative effort of nine partner organizations – IFES, Elections Canada, the Electoral Institute for the Sustainability of Democracy in Africa, International IDEA, the National Electoral Institute of Mexico, The Carter Center, and three United Nations (UN) agencies – to generate knowledge of elections among election practitioners. The Building Resources in Democracy and Elections (BRIDGE) training curriculum is the result of IFES’ partnership with the Australian Election Commission, International IDEA, and the UN’s Development Programme and Electoral Assistance Division. BRIDGE is a central feature of IFES’ capacity building efforts with election administrators and various election stakeholders. Finally, under a memorandum of understanding with the Association of World Election Bodies, IFES is committed to promoting professionalism in election administration through international exchanges and capacity building.

RELAUNCHING IFES.ORG AND REFRAMING IFES’ CORE AREAS

2015 saw major milestones for IFES’ growing online presence. Following a significant overhaul during an eight-month period, the new IFES.org was launched in conjunction with the release of IFES’ 2014 Annual Report in June. The new website repositioned IFES’ core areas of work to highlight what matters most: Electoral Integrity; Participation and Inclusion; Accountability; Women’s Empowerment; and Research and Surveys. It also features a variety of resources, such as IFES publications and flagship Election FAQs, multimedia features, and an updated careers portal.

Highlights
The April 2015 earthquake in Nepal killed more than 9,000 people, causing massive destruction across the country. In the aftermath of the earthquake, IFES worked closely with the Election Commission of Nepal (ECN) and local partners to ensure that program activities were responsive to critical needs and political developments brought on by the earthquake. The lack of effective local representation and accountability emerged as a key challenge in the post-earthquake relief effort, due in part to the fact that local elections have not been held since 1997. In response, IFES worked with local civil society organizations to support recovery of vital registration documents lost in the earthquake, including work in six earthquake-affected districts.

The earthquake also served as a catalyst for political parties to resolve the long-stalled constitutional process, leading to the submission of a draft constitution in August 2015. IFES provided technical analysis on how proposed constitutional provisions would impact the representation of women and marginalized groups and also supported civil society groups to develop recommendations to the Constituent Assembly during the public review phase. The new constitution was formally approved in September, and in November, IFES brought together a team of international and local experts to provide a comprehensive technical assessment of the impact of the constitution on elections in Nepal.
IFES STAFF RESPOND TO NEPAL EARTHQUAKE

IFES colleagues generously responded to this disaster by donating personal funds to assist the Dalit community and women with disabilities, two groups that the IFES Nepal team felt were in particular need. In three villages near Bhaktapur, donated funds were used to provide support for households with new mothers and people with disabilities. A total of 25 households in these villages were able to receive relief through these contributions. Additional relief was provided in Lalitpur, focusing on women and children with disabilities. Materials provided through this support included aluminum bed sets, clothes and personal hygiene kits for those living in temporary shelters after the earthquake.
Nigeria’s First Democratic Transfer of Power

IFES was extensively engaged in Nigeria’s historic March 2015 elections, which led to the first democratic transfer of power in the country’s history and was marked by the participation of over 29 million voters in the polls. Ahead of the elections, IFES’ programming included voter outreach as well as technical capacity building activities. IFES’ voter education campaign with the Independent National Electoral Commission (INEC) reached over 67 million people.

IFES’ technical support included reviewing the Poll Workers’ Manual and Trainers’ Guide; developing a cascade training plan for poll workers and conducting a training of trainers that led to the subsequent training of 650,000 poll workers; and training 250 judges who sat on Nigeria’s Electoral Petition Tribunals. IFES also supported the INEC in training 37 desk officers in monitoring and reporting campaign finance; supported the INEC’s election management system by developing an operational manual and training for electoral officers across Nigeria; and conducted capacity-building activities with the INEC’s Electoral Institute. Furthermore, IFES supported the establishment of 37 Elections Operations Centers to track and monitor electoral operations on a national scale.

IFES also contributed to the inclusiveness of the polls by collaborating with the INEC to identify strategies that ensured that internally displaced persons were not disenfranchised. Election access forums were also conducted across Nigeria to ensure that persons with disabilities were able to participate in the vote.

IFES also supported the INEC in the development of a comprehensive communication timeline with key operational dates and activities as well as with the implementation of a communications matrix, which was used for planning and monitoring of information.
IFES provided assistance to the INEC’s Graphic Design Center, which for the first time designed all ballot papers in-house and coordinated printing and quality control of ballot papers. Lastly, IFES’ sub-grantee the Center for Social Justice monitored campaign finance and the use of state administrative resources and published a comprehensive report focused on the spending of the presidential candidates and the need for campaign finance regulation reforms in Nigeria.

PROFESSOR JEGA RECEIVES DEMOCRACY AWARD

The strong relationship between the INEC and IFES was highlighted this year by IFES awarding the commission’s former Chairman, Professor Attahiru Jega, with its 2015 Charles T. Manatt Democracy Award. While in Washington, D.C. to receive the award, Professor Jega also participated as a panelist at an IFES event on Capitol Hill, “Assessing Nigeria’s Historic 2015 Elections.”

A Nigerian voter casts his ballot for President during the historic 2015 general elections, which led to the first democratic transfer of power in the country’s history.

PRESIDENT MUHAMMADU BUHARI THANKS CEPPS

IFES’ role in Nigeria’s momentous polls – along with its partners in the Consortium for Elections and Political Processes (CEPPS), the International Republican Institute (IRI) and the National Democratic Institute (NDI) – was acknowledged by elected President Muhammadu Buhari during an event in July at the U.S. Institute of Peace. “The contributions of IRI, NDI and IFES to the success of the 2015 general elections in Nigeria are well documented. I would like to use this opportunity to thank them for their partnership and support to the democratization process in Nigeria,” President Buhari said.

Former Chairman of the Independent National Electoral Commission Professor Attahiru Jega receives the 2015 Charles T. Manatt Democracy Award from NBC’s Meet the Press host Chuck Todd (left) and IFES President and CEO Bill Sweeney (right).

The President of Nigeria, His Excellency Muhammadu Buhari (right), with Ambassador Johnnie Carson (left) at an event at the U.S. Institute of Peace co-hosted by IFES.
Guatemala’s General Elections

Amid a tense political scene, Guatemalans went to the polls on September 6 for general elections and returned for a run-off presidential election on October 25. IFES has built a strong partnership with Guatemala’s Supreme Electoral Tribunal (TSE), and in the lead up to the vote we worked with the TSE to strengthen its capacity to counter political violence and better regulate campaign finance.

IFES worked in partnership with the TSE and other stakeholders to ensure that the elections were peaceful and transparent. IFES conducted an election violence risk assessment and mapping that served as the tool for electoral and security officials to coordinate election violence and mitigation efforts throughout the electoral cycle. IFES also provided technical expertise to implement the Inter-Institutional Security Committee, which was led by electoral authorities and other government agencies in an effort to monitor and coordinate a prompt and adequate response to electoral violence. According to a representative of the National Civil Police on the committee, the “information shared through the committee was very useful for validating their own information and responding to incidents [of electoral related violence].”

In order to increase the transparency of the process, IFES’ information technology advisers provided their expertise to assist with the implementation of the preliminary transmission of electoral results system, which allowed the TSE to provide accurate election results in a transparent manner within hours of the polls closing, increasing the credibility of the process. IFES also conducted a civic education campaign with messages calling for more inclusive, peaceful, and transparent elections.

A voter education poster illustrates various forms of electoral offenses and encourages citizens to report incidents.
POLL WORKER MANUAL EMPHASIZES RIGHTS OF ALL TO PARTICIPATE

IFES assisted with the production of content for poll worker manuals that emphasized the right to vote of the transgender community. This effort promoted the participation of men, women, transgender people, youth, indigenous people, and persons with disabilities in the election process.

The TSE poll worker manual contains sections addressing the rights of different groups in society. The most recent edition of the manual for 2015 includes a section highlighting rights of all persons to exercise their right to vote without discrimination regardless of sexual orientation and gender identity.
Myanmar’s Historic Elections

Myanmar held historic elections on November 8, the first nationwide elections to be held since the government embarked on reforms in 2011. IFES worked with the Union Election Commission (UEC), political parties, civil society, disabled persons’ organizations and journalists to support a credible, transparent and inclusive election. With IFES’ support over the past three years, the UEC developed the first-ever centralized and digitized voter list database that contains over 33.9 million voters. IFES worked with the UEC to increase their professional capacity by developing a series of manuals and a national cascade training, which trained over 500,000 UEC and polling station staff. For the 2015 elections, the UEC implemented several new integrity measures to increase transparency in the electoral process including ballot seals, indelible ink and for the first time international and domestic observers were invited and accredited to observe an election. To inform and motivate voters, the UEC designed and implemented a national mass media voter education campaign featuring diverse groups, in 16 local languages, via television, radio, billboards, SMS, newspapers posters and pamphlets reaching over 18 million individuals.

To address historic mistrust between stakeholders, IFES supported the UEC to host coordination meetings with civil society organizations and political parties. During 2015, these meetings helped to foster relationships, develop collaborative procedures and materials and build a foundation for a more inclusive electoral process. In addition to its work with the UEC, IFES supported 17 civil society organizations to inform voters and empower the political participation of marginalized communities. The programs included cascade trainings, outreach workshops, polling station simulations, flash mobs and market campaigns among other activities. Organizations targeted ethnic minorities, youth, women, internally displaced persons and persons with disabilities.

Outside of this accessible polling station – designed by IFES’ partners the Myanmar Independent Living Initiative and the Union Election Commission – a voter education poster explains the procedures to vote for persons with disabilities.
MYANMAR INDEPENDENT LIVING INITIATIVE
IFES collaborated with the Myanmar Independent Living Initiative (MILI) to raise awareness of the political rights of persons with disabilities and encourage their participation in the electoral process. As a result, the UEC adopted new election regulations to support persons with disabilities, developed a new polling station layout and piloted braille ballot box and ballot guides. MILI also produced a how-to-vote guidebook for persons with disabilities; conducted advocacy trainings; hosted voter education concerts and helped train 220 election officials on accessible polling procedures as part of the UEC’s poll-worker cascade training program.

SHE LEADS PROGRAM
IFES also worked with local partner Yaung Chi Thit (YCT) to implement a women’s leadership program entitled “She Leads.” YCT trained women across Myanmar’s 14 states and regions, reaching over 500 women throughout the country, and six of the program’s participants went on to stand as candidates. On July 31, Angelina Jolie-Pitt, United Nations High Commissioner for Refugees Goodwill Ambassador, met with young women leaders participating in the program. “The elections in November are an extremely important moment for this country. Today I met inspiring young women preparing to vote for the first time, who have educated themselves about the process and come together to share that knowledge with others at this critical time,” Jolie-Pitt said in a press statement.
Participation and Inclusion

Democratic institutions flourish when all groups of society are represented. IFES’ initiatives around the world seek to increase the participation, influence and representation of all citizens in political processes and governance structures. An informed and empowered citizenry is a crucial component of a healthy and resilient democracy. IFES supports a variety of civic education and training initiatives, including informing voters of their rights and responsibilities and conducting leadership and advocacy trainings to empower citizens to have a voice in the way they are governed.

IFES JOINS DISABILITY RIGHTSNOW! CONSORTIUM

In 2015, IFES joined a new disability rights consortium led by Mobility International USA. The RightsNow! Strong Communities through Enforcing the Rights of Persons with Disabilities project develops tools, resources and networks to advance disability rights by facilitating the effective implementation and enforcement of legislation. Funded by the U.S. Department of State’s Bureau of Democracy, Human Rights and Labor, the consortium is currently working within Armenia, Kenya, Mexico and Vietnam.

IFES RELAUNCHES ELECTIONACCESS.ORG

In May, IFES launched the revamped ElectionAccess.org, the world’s first and only free resource solely dedicated to the global political rights of persons with disabilities. It is a one-stop-shop for disability rights advocates and government officials to learn about election laws, best practices in inclusive political participation, and assistive devices. IFES’ Innovation Fund – an endowment that supports original projects that address pressing issues in democratic development – supported the renovation of the website.

IFES RECEIVES INNOVATIVE PRACTICE AWARDS

In February, IFES’ disability rights programming received two Innovative Practice Awards from the Zero Project. IFES’ global approach to inclusion was highlighted along with a specific accolade for IFES Nepal’s work to include people with disabilities in local governance structures. The Zero Project noted that IFES’ Global Election Access Program – which encompasses IFES’ broader work on supporting po-
political participation by persons with disabilities – has generated tools, best practices, and lessons learned with strong potential for global impact.

FORUM FOR SOUTH ASIAN ELECTION MANAGEMENT BODIES ADOPTS DISABILITY-INCLUSIVE ELECTIONS LANGUAGE

In October, the first “South Asia Regional Disability Rights Dialogue on Political Participation” brought together representatives from 34 organizations and was held concurrently with the annual conference of the Forum for South Asian Election Management Bodies (FEMBoSA). Participants of the dialogue advocated that FEMBoSA adopt accessibility for persons with disabilities as part of their work. Advocacy efforts were successful, with FEMBoSA Commissioners adopting language on disability-inclusive elections in their Colombo Resolution. The conference was co-hosted by IFES and the Sri Lanka Department of Elections.

CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES TRAINING FOR GEORGIAN PUBLIC DEFENDERS OFFICE

For the first time, IFES conducted a training on how to develop a shadow report for the United Nations Convention on the Rights of Persons with Disabilities (CRPD). The November training was organized for the Public Defender’s Office in Georgia, which is charged with coordinating Georgia’s first CRPD shadow report. IFES’ training focused on outlining steps to creating a shadow report, identifying gaps in technical knowledge, and cataloguing existing resources and allies in the country.

KYRGYZSTAN DEMOCRACY CAMPS FOR YOUTH

During the 2015 Summer Democracy Camp series in Kyrgyzstan, more than 110 students learned about the forthcoming parliamentary elections and modern media instruments, equipping themselves to conduct effective youth-oriented voter education campaigns. Professional trainers and Central Electoral Commission representatives provided interactive presentations and trainings. The camps were organized by IFES and led by its local trainer. As a result of the camp activities, five public service announcement videos were uploaded to YouTube and more than 50 open lessons and 14 democracy mini-camps, with more than 1,800 students participating, were subsequently conducted in secondary schools by Democracy Camp alumni.

Students engage in a team-building activity between formal lessons during the August 8-18 IFES Democracy Summer Camp held in Cholpon-Ata, Kyrgyzstan.

IFES WORKS WITH DEAF COMMUNITIES TO DEVELOP ARABIC SIGN LANGUAGE ELECTORAL LEXICON IN LIBYA

In Libya, IFES worked with a team of Deaf leaders and sign language interpreters to develop a 300-term Electoral Lexicon in Arabic Sign Language. By helping to standardize signs for key election concepts, it facilitates communication between interpreters and Deaf communities when discussing elections and political processes. The lexicon is available in print and DVD formats, and via smartphone application. IFES partnered with seven Deaf institutes to train 21 sign language teachers and Deaf persons to disseminate the lexicon throughout Libya.
Women’s Empowerment

Justice and equal rights for women and men are enshrined in international human rights standards and best practices in the pursuit of effective democratic government and social development. Women’s political participation and leadership is often impeded by a labyrinth of barriers, including cultural attitudes and practices, socio-economics, conflict and violence against women and a persistent lack of access to information and education. As an effective and valuable leader in inclusive democracy and governance, IFES works to fortify women in political and electoral processes as candidates and elected leaders, technical experts in elections, engaged civil society leaders and informed voters.

CRISIS IN SYRIA: NOW IS THE TIME TO SEEK MALE ALLIES FOR LEADERSHIP EQUALITY

The crisis in Syria is a hardship for men, women, boys and girls who struggle to subsist amid a brutal conflict with widespread and indiscriminate violence. With support from the U.S. Agency for International Development, IFES is developing a systematic approach for engaging men to support women in leadership and decision-making roles in political and electoral processes. In November, an IFES delegation traveled to Gaziantep, Turkey to meet with Syrians to discuss how men and women can work together in leadership and released a report on their findings in December.

IFES WOMEN’S ELECTORAL LEADERSHIP AND LEARNING

On the sidelines of the second General Assembly of the Association of World Election Bodies in August, IFES convened women election Commissioners attending the conference to launch the IFES Women’s Electoral Leadership and Learning (IFES WELL) network. IFES WELL mobilizes women and men working to improve gender equality and women’s empowerment. The inaugural members were election Commissioners from 20 countries around the world.

IFES PARTNERS WITH CONGRESSWOMAN JACKSON LEE ON WOMEN, PEACE AND SECURITY BREAKFAST SERIES

Along with Congresswoman Sheila Jackson Lee (TX-18), IFES co-hosted the “Women, Peace and Security” breakfast series in 2015, exploring current issues affecting women and girls in conflict and highlighting their determination and leadership to find peace.
In 2015, the series included panels on “Women at the Peace Table,” “Increasing Women and Girls’ Leadership during Political Transition,” and “The Movement of Women and Girls in Conflict,” with more to come in 2016.

HAITI’S FIRST GENDER AND ELECTIONS STRATEGY

After consultation with key national and international stakeholders, Haiti’s Provisional Electoral Council (CEP) developed the country’s first national gender and elections strategy with support from IFES. This document serves as a tool for the CEP to promote women’s participation in all stages of the electoral process and for all relevant stakeholders to coordinate their efforts regarding gender equality in elections in an effective manner. IFES supported the CEP and the Ministry of Women in the organization of 10 regional workshops to validate the strategy.

“WE CAN” CAMPAIGN IN THE MALDIVES

In September, IFES launched the Vaane (We Can) social media campaign with digital posters and videos highlighting male champions for women’s empowerment, women in decision making, women in non-traditional roles, and men and women sharing household responsibilities. The videos were viewed over 70,000 times, and were aired on television to reach a wider audience. At the end of the IFES project in November, the Human Rights Commission of Maldives took ownership of the campaign.
Electoral Integrity

The legitimacy of an election and public confidence in the resulting governance institutions largely depend on the actual and perceived integrity of the electoral process. If citizens and candidates believe an election was unfair or poorly-administered, they may not accept the outcome. To support credible elections, IFES works with election management bodies around the world on all aspects of election administration and across all phases of the electoral cycle, including long-term institutional capacity building. In addition, IFES’ electoral integrity portfolio focuses on three principle areas – election dispute resolution, fraud and malpractice mitigation, and political finance regulation, including measures to address the abuse of state resources for electoral campaigns – that build on international standards and nearly three decades of experience strengthening the effectiveness of election management around the globe.

REFLECTING ON ELECTION DISPUTE RESOLUTION FOR TUNISIA’S UPCOMING LOCAL ELECTIONS

In September, IFES in collaboration with Tunisia’s Administrative Tribunal organized a workshop on the electoral dispute resolution process for the forthcoming municipal and regional elections. The main goal of the roundtable was to launch a debate over which jurisdictions should be responsible for adjudicating complaints from the upcoming elections, and to review the experience of the 2011 National Constituent Assembly elections and the 2014 parliamentary and presidential elections to identify which aspects of the existing legislation should be amended to enhance the efficiency of adjudication mechanisms. The workshop took place as the Tunisian government was in the process of drafting a new electoral law for the municipal and regional elections.

IFES PROMOTES ELECTORAL SECURITY THROUGH PEOPLE AGAINST VIOLENCE IN ELECTIONS PROGRAM

IFES developed a training program entitled People Against Violence in Elections (PAVE), which is designed to equip a cadre of trained individuals – including political party advocates, elected representatives, women’s leaders, journalists and students – with the skills to understand election violence, engage in cross-party collaboration on conflict-related issues, implement peacebuilding activities around elections, and build public pressure for reducing election-related
violence. In Bangladesh, IFES trained over 500 civil society leaders and electoral stakeholders – many of whom remain with the program as Ambassadors for Peace – through the PAVE program, who have since implemented hundreds of community-level peace-building activities within their spheres of influence.

**IFES DELEGATION DISCUSSES ELECTORAL INTEGRITY AT THE SECOND GENERAL ASSEMBLY OF THE ASSOCIATION OF WORLD ELECTION BODIES**

In August, IFES President and CEO Bill Sweeney led a delegation from IFES at the second General Assembly of the Association of World Election Bodies (A-WEB). The theme of the conference was the “Roles and Challenges of EMBs in Ensuring Integrity of Elections,” with discussion topics ranging from election architecture to jurisdictional control of the electoral process. A-WEB supports election management bodies capacity building efforts by providing training for election officials and organizing various election observations missions.

**ELECTION AUDITS: INTERNATIONAL PRINCIPLES THAT PROTECT ELECTION INTEGRITY**

In recent years, large-scale audits have been used in several countries to settle disputes over electoral results. When conducted in response to contentious elections, audits can increase the credibility of the final outcome and ensure results are accepted. On the other hand, poorly-administered audits can actually undermine these objectives. On April 22, IFES and Democracy International released a joint white paper – entitled Election Audits: International Principles that Protect Election Integrity – that identifies standards that should be applied to guide the conduct of a post-election audit.

*IFES Board Director Irena Hadžiabdić (6th from right to left) joins IFES staff at the second General Assembly of the Association of World Election Bodies (A-WEB)*
Accountability

IFES views accountability as an essential principle of democracy that is based on an explicit set of rules and ethical standards and reflects the popular will. IFES promotes accountability in the electoral process and beyond through the development and enforcement of laws and regulations governing political and campaign funding; oversight of the use of administrative resources by elected officials; support for conducting proper investigations of and providing effective remedies for election complaints and disputes, and holding electoral actors accountable for wrongdoing; and the application of codes of conduct that support professionalism and high standards of ethical behavior among election administrators and other electoral stakeholders.

"The recommendation I respectfully make today is that the U.S. Congress maintain and even increase American engagement with democracy and governance programming, particularly such public institution building as the strengthening of electoral management bodies and electoral cycles. Such support directly aids the institutions and individuals best positioned to promote peaceful change, and arms them with the necessary knowledge to tailor democratic ideals to each unique nation."

-William R. Sweeney Jr., IFES President & CEO

PRESIDENT SWEENEY TESTIFIES ON IMPROVING DEMOCRACY AID IN AFRICA

In March, IFES President and CEO Bill Sweeney provided testimony for the House Foreign Affairs Subcommittee on Africa, Global Health, Global Human Rights, and International Organizations on the implementation of effective electoral assistance in Africa, and provided recommendations for improving future aid. President Sweeney returned to Capitol Hill in July to discuss Tunisia’s progress toward democracy since the 2014 elections and provide recommendations on future U.S. support before the House Foreign Affairs Subcommittee on the Middle East and North Africa.
COMMEMORATING THE 25TH ANNIVERSARY OF CZECHOSLOVAKIA’S 1990 ELECTIONS

In June, participants gathered to commemorate the 25th anniversary of the first democratic elections in Czechoslovakia following the fall of communism. Distinguished guests participated in a robust program dedicated to the development of electoral democracy in the Czech and Slovak republics, as well as Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. The watershed 1990 elections served as the inspiration for discussions on a range of themes about the evolution of electoral practice over the past 25 years and the work that remains to be done to ensure credible electoral processes.

MONEY IN POLITICS

A cornerstone of IFES’ approach to political finance regulation is consultation with all key stakeholders. In September, IFES shared this perspective with academics and practitioners during a global conference on “Money in Politics” in Mexico City, organized by International IDEA and the Electoral Tribunal of the Federal Judiciary of Mexico. IFES President and CEO Bill Sweeney moderated a panel on political finance disclosure, focused on how efforts to promote transparency can lead to increased compliance and accountability.

BIOMETRIC VOTER REGISTRATION IN YEMEN

Under the 2011 Gulf Cooperation Council Agreement that outlined a political transition in Yemen, Yemeni authorities were required to enhance the accuracy of the voting register as a means of strengthening the accountability of Yemeni electoral authorities and the credibility of the electoral process. As part of that effort, IFES served as chief technical adviser to the Yemeni Supreme Commission for Elections and Referendum (SCER) to develop a biometric voter register (BVR). IFES oversaw the design and implementation of all aspects of the project, including drafting of new legislation, development of a training and voter outreach strategy, procurement of BVR hardware and software, and onsite support to the SCER during the pilot launch in May 2014.

AGENDA JOURNALIST TRAINING

In early 2015, the General Election Network for Disability Access (AGENDA), an IFES-supported coalition in Southeast Asia focused on disability rights in elections, met with journalists and other media representatives from leading news organizations in Indonesia to discuss the role of media in supporting inclusive and accessible elections for persons with disabilities. The feedback from the discussion groups became essential components of the Indonesian country edition of the Media Guidelines for Reporting on Accessible Elections.

IFES Board Director William J. Hybl (second from right) opens a conference commemorating the 25th anniversary of the first democratic elections in Czechoslovakia following the fall of communism.
Research and Surveys

IFES conducts innovative applied research to identify socio-political and programmatic factors that impact the development of robust democratic institutions and processes, which informs the development of effective programming in the democracy and governance sector. Our long-standing opinion research programs are focused on providing data on citizens’ voices to inform and evaluate IFES technical assistance, as well as to provide reliable data on the electoral and political environment impacting these programs. In 2015, IFES conducted surveys during some of the most widely-watched elections around the globe.

PUBLIC OPINION SURVEY IN UKRAINE

Since 1994, IFES has conducted regular public opinion surveys in Ukraine. In 2015, IFES fielded national surveys in both June and September to gauge Ukrainians views on the country’s overall direction; confidence in political leaders and institutions; views on democracy and political and economic relations with Europe and Russia; and attitudes on corruption and campaign finance reform, among other things. According to the September 2015 survey, close to half of all Ukrainians (49%) believe that democracy is preferable to any other form of government. While support for democracy as the preferred system of government has declined from 64 percent in the September 2014 survey to 49 percent in 2015, preference for democracy still significantly outpaces support for non-democratic governance.

ASSESSING ELECTORAL PROCESS IN INDONESIA

For 16 years, IFES surveys have tracked progress made to the conduct of elections in Indonesia. In 2015, IFES designed a national survey to capture the
opinions of local experts on Indonesia’s elections on the subjects of the electoral process, electoral law, inclusivity, money and politics, and the conduct of the December 9, 2015 regional elections. The survey, which gathered opinions from experts in academia, civil society and the media in targeted provinces, came at a critical moment in Indonesia’s electoral progress as it underwent major legal reforms and began preparations for upcoming elections.

PRE- AND POST-ELECTION SURVEYS IN NIGERIA

IFES conducted pre- and post-election surveys in Nigeria focusing on perceptions of electoral integrity, opinions of election administration, and satisfaction with Nigerian democracy. From the December 2014 pre-election survey to the July 2015 post-election survey, satisfaction with democracy more than doubled with a 56 percent majority expressing satisfaction with the way democracy works in Nigeria, up by 30 percentage points from the pre-election phase (26%). Similarly, while only 23 percent of respondents in the pre-election phase believed Nigeria is a full democracy or a democracy with minor problems, 51 percent now believe Nigeria is a full democracy (18%) or a democracy with minor problems (33%).

**Perceptions of Election Integrity & Assessments of Democracy**

*Nigeria 2015 Post-Election Survey*

**Three quarters of Nigerians judge the 2015 elections to be better than the 2011 elections**

*2015 elections vs. 2011 elections: Better, Same, or Worse?*

- **Election Integrity**
  - Better, 73%
  - Same, 17%
  - Worse, 8%

- **Election Organization**
  - Better, 74%
  - Same, 17%
  - Worse, 6%

**Satisfaction with Nigerian democracy up by 30 points from pre- to post-election levels**

- Pre-election Dec. 2014: 26%
- Post-election July 2015: 56%

**Six in ten Nigerians say elections were completely free & fair**

North West/South West assess election integrity highest; South South/South East assess it lowest; All Progressives Congress (APC) supporters assess it much higher than People’s Democratic Party (PDP) supporters

- **Overall**
  - Completely free and fair: 61%
  - Somewhat free and fair: 23%
  - Completely free and fair: 84%

- **North West**
  - Completely free and fair: 87%
  - Somewhat free and fair: 10%

- **South West**
  - Completely free and fair: 79%
  - Somewhat free and fair: 17%

- **Lagos**
  - Completely free and fair: 67%
  - Somewhat free and fair: 25%

- **North Central**
  - Completely free and fair: 65%
  - Somewhat free and fair: 27%

- **North East**
  - Completely free and fair: 61%
  - Somewhat free and fair: 28%

- **South South**
  - Completely free and fair: 31%
  - Somewhat free and fair: 29%

- **South East**
  - Completely free and fair: 27%
  - Somewhat free and fair: 38%

**APC supporters**

- Completely free and fair: 77%
- Somewhat free and fair: 18%

**PDP supporters**

- Completely free and fair: 35%
- Somewhat free and fair: 29%

**Despite positive public perceptions of election integrity**

- Over a quarter of Nigerians admitted to accepting money or a gift in return for their vote: 26%
For the past 12 years, IFES supported Iraq’s election commission, working in an often tense security environment impacted by war, sectarianism, and later the rise of the Islamic State (IS). IFES began working in Iraq in 2003 to support Iraqi stakeholders, the Coalition Provisional Authority and United Nations in setting up Iraq’s first representative electoral legal framework. Under the U.S. Agency for International Development (USAID)-funded “Electoral Technical Assistance” program (2004-2011) IFES’ staff and technical advisers supported the temporary Independent Electoral Commission of Iraq (IECI) in voter registration, voter outreach, and training hundreds of thousands of poll workers in the 2005 elections for a transitional assembly and a permanent Council of Representatives (CoR). Through the “Election Violence Education and Resolution” (EVER) project in Iraq, IFES also trained members of 84 Iraqi NGOs in election violence monitoring and conflict resolution during and directly after the three 2005 electoral events.

In 2007, Iraq’s permanent election body, the Independent High Electoral Commission (IHEC), was created. IFES supported the IHEC in managing governorate-level elections, as well as the presidential and parliamentary elections in the semi-autonomous region of Kurdistan in 2009. IFES also provided key support to the IHEC’s implementation of the March 2010 CoR elections, and advised the IHEC as it carried out a high-profile and politically-sensitive post-election recount after the elections, which was widely recognized as credible and independent.

IFES assisted the IHEC in administering the Governorate Council elections in April 2013 and the CoR elections in April 2014, through the 2011-2015 USAID-funded “Elections Support Project.” In conjunction with the 2014 CoR elections, IFES launched a sub-grants program to strengthen partnerships with local NGOs to support voter outreach in marginalized communities.

Following the 2014 elections, IFES advised the IHEC on developing a long-term strategic plan, which it completed and made public. IFES also supported IHEC in opening its Electoral Education Institute so that the IHEC can continue to train civil society and media professionals about electoral processes.

IFES programming in Iraq ended in September 2015, but IFES continues to look for ways to support Iraq’s long-term electoral and political development.
IFES MOURNS IHEC WORKERS MURDERED IN NINEWA PROVINCE

IFES was deeply saddened by the senseless killing of more than 300 IHEC employees in Ninewa Province by the Daesh terrorist group in August 2015. According to news reports, the civil servants, including at least 50 women, were shot to death at the Al Gazlani army camp. Their targeted killing exemplifies the barbaric extent of Daesh’s actions to silence people’s voices by preventing citizens from exercising their democratic right to elect their leaders.

IFES stands with the men and women of IHEC who routinely risk their lives to protect Iraqis’ rights to have a voice in how they are governed and fully supports the independence of IHEC as defined in the Iraqi constitution.
In September, IFES held its sixth annual Charles T. Manatt Democracy Awards, honoring former Chairman of Nigeria’s Independent National Electoral Commission Professor Attahiru Jega, House Democratic Leader Nancy Pelosi (D-Calif.) and Congressman Ed Royce (R-Calif.). NBC’s Meet the Press host Chuck Todd emceed the awards dinner, which was co-chaired by IFES Board Director and Baker & Hostetler LLP Partner Ambassador Tom McDonald and IFES Board Director and Manatt, Phelps & Phillips LLP Partner June L. DeHart.

The Charles T. Manatt Democracy Awards are presented each year to a Democrat, a Republican and a member of the international community who demonstrate the dedication to democracy and human rights embodied by the award’s namesake, former IFES Board of Directors Chairman Charles T. Manatt.
Fellowships and Academic Partnerships

IFES partners with the academic community to continually review international standards and design research projects aimed at increasing the effectiveness of development assistance. IFES is an active participant in several networks that seek to bridge the gap between academics and practitioners, including the Electoral Integrity Project (EIP) and Evidence in Governance and Politics (EGAP). In September, IFES participated in the seventh EIP workshop in San Francisco, which focused on best practices and strategic interventions to improve electoral integrity.

During 2015, IFES staff were also invited to give guest lectures and lead class discussions at several universities in the United States and Europe, including the Johns Hopkins University School of Advanced International Studies, Basque University, Yale University, Hood College, and the Quality of Government Institute at the University of Gothenburg.

Recognizing that academic research provides democracy practitioners with valuable perspectives on the effectiveness of their interventions and approaches, IFES annually awards two Democracy Studies Fellowships to bring outstanding U.S. graduate students to the Washington, D.C. region to engage in democracy development research. Based at IFES’ Center for Applied Research and Learning, fellows have access to IFES experts and conduct independent research with IFES mentors for six to eight weeks. In 2015, IFES awarded the William and Kathy Hybl Fellowship to Tanya Kelley (Arizona State University) and the Charles and Kathleen Manatt Fellowship to Alexandra Castillo (Ohio State University).

Kelley undertook research on open data use by election management bodies, in collaboration with IFES’ Program Development and Innovation team. Kelley’s research aims to address what can be done with open data to improve the conduct of elections and advance democracy.

Castillo’s research at IFES sought to address why views on democracy vary so widely throughout Latin America, with particular focus on Bolivia, where she found that wealthier groups were more inclined to express democratic dissatisfaction than poorer and indigenous Bolivians. However, her results also found that wealth is not consistently related to support for or satisfaction with democracy across the region. Moreover, her preliminary evidence suggests that satisfaction with and support for democracy is stratified by racial and ethnic concerns as well.

In addition to the Democracy Studies Fellows, IFES hosted Research Fellow Iuliia Serbina, a Senior Researcher at Ukraine’s National Institute for Strategic Studies, through the American Councils’ Professional Fellows Program funded by the U.S. Department of State. While at IFES, Serbina provided a comprehensive analysis of election assistance challenges in the Ukrainian and post-Soviet contexts. Serbina also developed a successful proposal with IFES Senior Program Manager Anthony Bowyer for improving citizen-government communication in Odessa.

From left to right: 2015 Hybl Fellow Tanya Kelley, IFES President and CEO Bill Sweeney, 2015 Manatt Fellow Alexandra Castillo, and IFES Board of Directors Vice Chair Judy Black following the fellows’ presentation of their research while at IFES.
## Finances FY 2015-2016

### Assets

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<th>Description</th>
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<tr>
<td>Cash</td>
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<td>Investments</td>
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<td>Prepaid Expenses and Deposits</td>
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### Liabilities

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### Revenue Distribution by Region

- **Europe/Asia**: 47%
- **Africa**: 21%
- **Americas**: 2%
- **Middle East**: 30%

### Revenue Distribution by Donor

- **USG**: 71%
- **Non-USG**: 29%

**Disclaimer**: The above information represents unaudited financial statements of the International Foundation for Electoral Systems for the period ending September 30, 2015. Audited financials will be posted and available online at www.IFES.org when complete.
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United Kingdom Department for International Development
United Nations Development Programme
United States Agency for International Development
United States Department of State

E-CAMPAIGN
In 2015, IFES held “#AVoteForEveryVoice” – the organization’s first-ever online fundraiser – to support IFES’ 2016 programming to empower persons with disabilities. Thank you to the following individuals and organizations, whose generosity made our campaign a success!

Zeinab Abdelkarim
Hon. Wayne Allard
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Randal C. Teague
Manuel Wally
Elizabeth Wilner
In Memoriam

IFES mourned the passing of Allen Weinstein this year. A former Archivist of the United States and renowned author and academic, Allen made extensive contributions to the global democracy movement. In 1985, Weinstein founded the Center for Democracy, which merged with IFES in 2003, and was a Senior Strategic Adviser for IFES from 2009-2010.

IFES also mourned the loss of two other colleagues in 2015, Jacky Sutton, formerly of IFES Iraq, and Cheick Oumar Diakité, IFES Mali’s Field Office Receptionist. The IFES family joins their families in both mourning and celebrating their lives.
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