



International Foundation
for Electoral Systems



ANNUAL
REPORT

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About Us

VOTING

MISSION STATEMENT

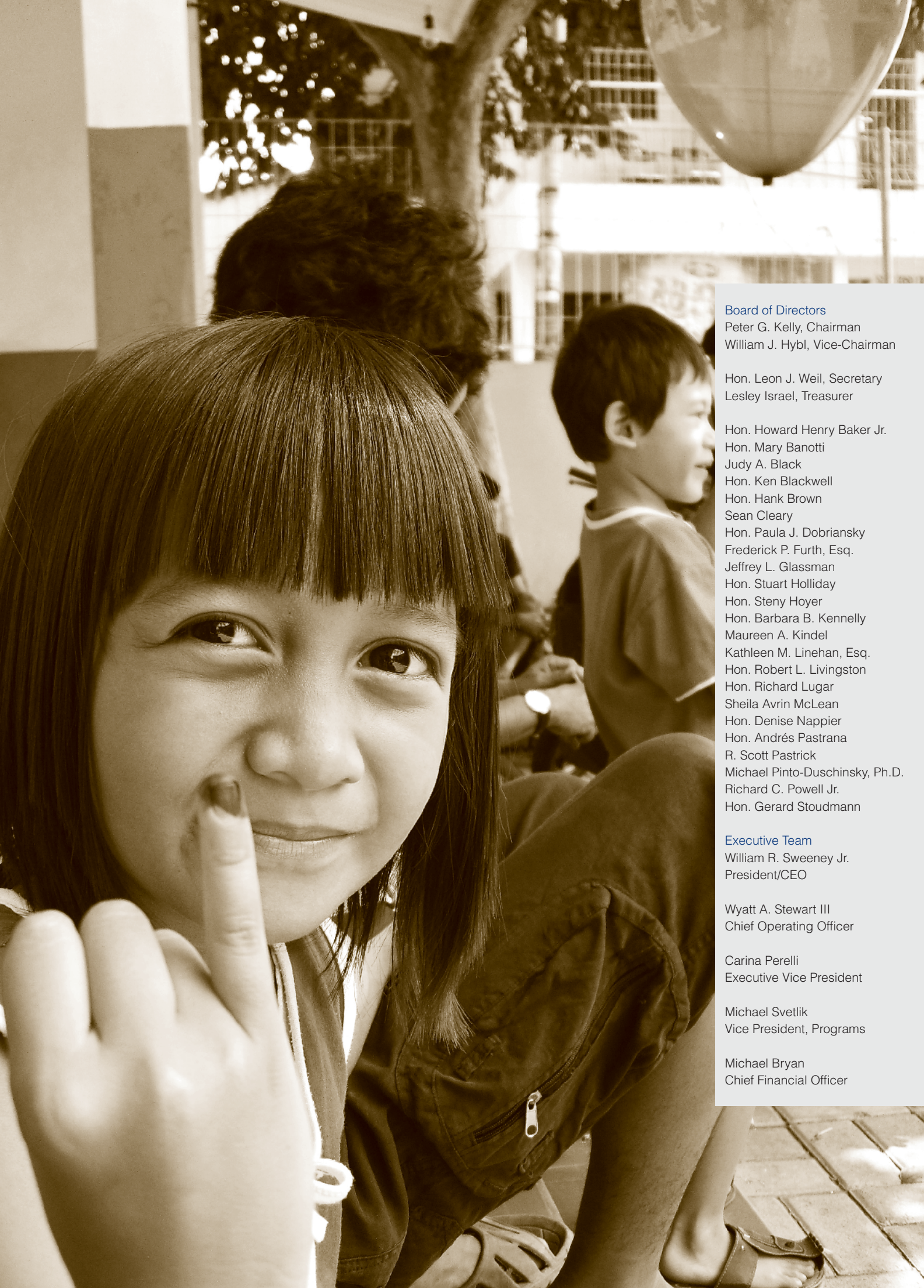
IFES promotes democratic stability by providing technical assistance and applying field-based research to the electoral cycle worldwide to enhance citizen participation and strengthen civil societies, governance and transparency.

APPROACH

IFES is the world's premiere electoral assistance organization, possessing more than 20 years of experience in more than 120 national elections and missions in over 100 countries around the world.

Each IFES project is staffed with local personnel, international experts and partnered with local organizations. This approach ensures IFES expertise is tailored to the needs of the region or country and the resulting benefits outlast the life of the project.

IFES is dedicated to helping all citizens participate in their democracies, increase politicians' accountability to the electorate and strengthen governmental institutions. In this way, IFES assists in building the foundation of democracy.



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Executive Message

Dear Friends,

We are quite pleased to inform you of all the changes our organization went through in 2009 – in staff, in location, in mission, in outward appearance, in leadership and even in the Board of Directors. With the election of President Obama, Peter G. Kelly became the chairman and the outgoing chairman, William J. Hybl, became vice-chairman. As you may know, IFES traditionally aligns its chairman and vice-chairman in accordance with the party affiliation of the U.S. presidential administration to reflect the organization's commitment to bipartisanship in the U.S.

IFES' Board of Directors, already composed of individuals from different countries with different political ideologies, grew to reflect the greater diversity and expertise within the field of technical electoral assistance. The one thing all board members hold in common is a commitment to democracy and an eagerness to assist countries to establish and develop robust and fair electoral systems. We welcome Denise Nappier, Paula Dobriansky and Ken Blackwell to the board.

Our new President and CEO Bill Sweeney was selected in 2009 to lead this diverse and dedicated organization; we hope you will feel his passion when you read his interview in the following pages. Bill's commitment to an electoral process built with integrity is what drives him in his daily operations as the head of IFES while in DC and in the field.

Despite the economic woes that beset not only the United States, but countries all over the world, IFES was able to keep its head above the rising tide, move into a new office to accommodate its growing staff and continue programming in countries which still require the most attention. In light of the economic downturn, IFES will continue to diversify its donor base to keep its profile high and remain accountable to all who support its mission.



The IFES family is large in number and is dispersed all over the world. Early in 2010, we lost one of our oldest employees from our office in Afghanistan. Ghulam Rabini Ameri and several members of his family passed away in a car accident. IFES raised enough money to ensure a stable future for his three surviving children. In April 2010, IFES lost a stalwart supporter of democracy and women's rights in the passing of Patricia Hutar due to complications from Alzheimer's. She was a founding member and director of IFES, as well as chair of the board in 2001. We take this moment to remember both of IFES' former colleagues, their spirit and commitment to democracy and their contributions to IFES.

2010 promises many challenges for IFES in the area of elections: stability in Sudan; reconstruction and elections in Haiti, use of GPS to prevent election-related violence, and many more. IFES will continue to work with nations that put their faith in a just electoral process to further development, democracy and citizen participation.

In our pursuit to assist countries for the best form of a democratic governing system in which each individual can cast a vote freely, we leave you with a quote from American journalist Sydney J. Harris, "Democracy is the only system that persists in asking the powers that be whether they are the powers that ought to be."

Peter G. Kelly
Chairman

William J. Hybl
Vice-Chairman

William R. Sweeney, Jr.
President/CEO

first 365 days in office with

Bill Sweeney

President/CEO



Q: During your first interview after coming here, you said you had two main goals for IFES. How do you feel you are doing in that effort?

A: The first goal is to restore the mission of democracy promotion. Afghanistan and Iraq are global investments. In Iraq there is a sense of progress since the first election in 2005. The judgment on Afghanistan is more complicated. There has been progress in some issues – women’s empowerment, election adjudication processes and parliamentary independence – but serious disappointments in other areas.

The second goal is to showcase IFES’ talents: we’re making progress in that space. The innovations our chiefs of party have brought, using technology in Lebanon, Indonesia, the West Bank/Gaza, Iraq and to a lesser extent, in Afghanistan, enable us to highlight more innovations. The quality of work we did in Afghanistan, and particularly in Iraq, really promotes IFES’ capabilities, which are ultimately people capabilities.

Q: Since you’ve arrived at IFES, we’ve moved to new headquarters, made our mission statement tighter and we have a new website. How are all of these efforts helping us establish ourselves in the democracy promotion field?

A: The simple answer on these things is that after 22 years we’re leveraging the game of learning from each other; we are open to each other as we saw in our first chiefs of party meeting this year. The strategic planning in June and the budgeting process for fiscal year 2011 are going to be linked rather than two completely separate exercises. The move to the new headquarters, the great open house we had, the enhanced communication and outreach activities, the advocacy that’s being done on Capitol Hill [in Washington, DC], all are contributions to raising our profile and raising our image. I can now present how IFES is making a contribution in 2010 and going forward to 2011. I’m very excited and there’s much more to come.

Q: Over the course of your career you have spent a lot of time in the field as well as in DC. Being based in DC, what are lessons that can be learned and shared from and to each location?

A: The challenge is balancing time in HQ (headquarters) and time outside HQ. The first nine months I probably spent too much time in HQ but I did spend a week with each of the teams in Armenia, Liberia, Indonesia and the Philippines while attending global meetings in six countries and visiting four national development agencies to promote IFES. There is always a demand to engage and interact outside of HQ.

There is also an equal demand to pull our people together – like the COP (chief of party) conference or the strategic planning exercise or the November US election program – to advance the reality of IFES as, to what Peter Senge defines, a “learning organization.”

What did I learn? Number one: the commitment of the Washington team equals the commitment of the field teams. Our people do this type of work because they care about the outcomes of democracy as well as for their societies. Second, when dealing with national staff on the ground doing this work, there's a level of energy and commitment that inspires. There are threats of violence and intimidation; some situations are not secure, particularly in post conflict societies. Third, I get a better sense of the impact of training, tools and technology. These three "Ts" make a tremendous difference to people in the field in terms of expertise, training, efficiency and resources.

One more learning I have to mention, we have exceptionally dedicated people who are exceptionally committed to the concept of fulfilling their societies' dreams for free and fair elections. I don't think I've spent a week [in DC or in the field] without running into or seeing a part of our team – part of the IFES family – that set me back and said wow this person is really committed to making a difference and is putting all of their energy, body and soul into making that difference – it's inspiring.

Q: What have been the highlights of this past year at IFES? Are there particular projects or programs that you think exemplify what we do?

A: The problem with answering this is that I'm going to leave someone out. Each project in 2009 has one or more unique contributions to the evolution of the democratic profession. Knowing that, the highlights are: (1) Lebanon: making the risk analysis available to security forces to protect voters and Election Day workers from intimidation; (2) use of GPS and Google in a number of situations to make access better by using technology so people [from all levels of society] can check the internet and find out where to go to vote; (3) the effort in Liberia to restore the partnership we had with the national election commission and move forward; (4) the detection techniques to discover fraud in ballot boxes in Iraq and Afghanistan; and (5) IFES' exceptional record in advancing political engagement of women.

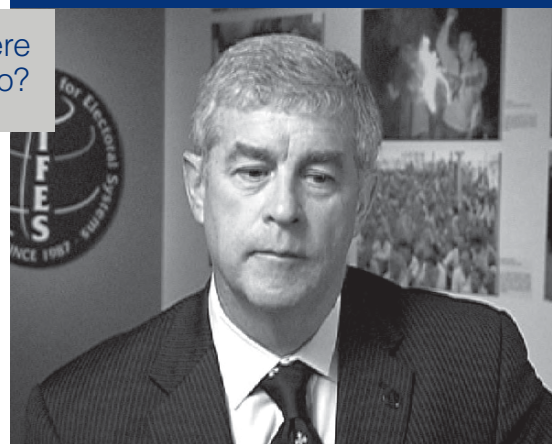
If I were to highlight one single meeting it was with President Ellen Johnson-Sirleaf of Liberia. President Johnson-Sirleaf walked in and said, "here is my vision for Liberia, this is how the election process fits in that vision, this is how the national election commission," pointing to the chairman on the left, "fits in that vision, you guys (IFES) work for the national election commission to make them successful," and then she looked at all of us and said, "any questions?" There was not much left to say, because she knew very precisely who we were, what we were, what contribution we made and how that fit into her vision for her entire country. That was probably one of the most impressive meetings with a politician, political leader, elected official – with President Johnson-Sirleaf; it was truly extraordinary to be sitting there.

Q: What are some personal 2009 highlights, working at IFES?

A: What's been terrific for me this year is to be back involved with ideas I really care about, number one is elections and the idea that people can have a choice, make a determination as to where they want their society and community to go and do that in a peaceful process. It's been a personal highlight to be back in my core philosophical comfort zone.

Number two, I believe the world is getting smaller and smaller every day and to be engaged in a global discussion on a topic I care about, democracy, is a personal highlight.

Often times, you are afraid in your career that you're going to get pigeonholed or stuck in one geography or one zip code and that certainly has happened to me, but the



opportunity here at IFES – working with people across the planet on a daily basis or working on projects that touch all parts of the planet on a daily basis is a meaningful opportunity and challenge.

Number three goes back to people... it will always go back to people. IFES is a global organization; you walk around HQ and see folks from all cultures and all parts of the world that bring a variety of their perspectives. IFES HQ is a very rich environment to work in if you're willing to spend some time in people mining – one of the great joys of last year has been an excavation, if you will, of these talents, interests and dreams. We have a rich team – ambitious, committed and engaged.



Q: When you first arrived at IFES you said you were ready for something slightly different, you said you wanted to refresh yourself – re-brand yourself, have you accomplished this?

A: When I said I wanted to refresh myself, I meant to get away from corporate advocacy and into the core business of elections and political decision-making – my true love. IFES also kept me global. Of course, I did not plan to substitute London, Paris and Sydney for Monrovia, Baghdad and Kabul; but that's what happened and it's been great. I can be an advocate, a salesman, a lobbyist – I'm very good at that. I'm also a pretty good leader and manager and the opportunity to lead this team's energy moving in the same direction simultaneously is a great management and leadership challenge.

In terms of personal re-branding it's been surprising to me because so many of my friends see me as coming home – to my core philosophy and motivation. I was always heavily involved in elections and politics even when I was in the private sector. I thought moving from the private sector to a foundation NGO in this line of work would have been a surprise to many of my friends from the last 20 years, but no, it's very natural.

Q: Given your continuous involvement in democracy and elections, you've heard the debates within the democracy community about the role of elections in democracy development; how do you see it?

A: I don't think anyone has come to a conclusion. The debate continues and will continue for the foreseeable future because it goes to two or three central questions. The first central question is about identity; second, how do you organize society; and third, how do you empower people so they have a voice and decision in where their society is going?

One of the greatest challenges to all of us right now is Haiti. We've got a million people living in tents. We've got 300,000 killed and possibly buried in mass graves. We've got a rainy season followed by a hurricane season. Haiti's president has said he does not want to be in office past February of 2011. Normally, that would say you have an election process sometime in November or December of 2010 for the next government of Haiti, but to have an election process you've got to know who the voters are, where they reside and who they will vote for.

Given the number of displaced and deceased – who are going to be the voters? How are you going to organize society to be able to know who can cast a legitimate vote? One answer might be that you just take anybody who comes in, but you also have parliamentary elections with legislative districts that have to take place in Haiti. So, the debate on whether or not democracy and governance is critical to development goes to how you organize a society. Haiti will be 2010's real life example. It will get into the debate of development versus democracy; which is the priority; how are you going to empower citizens to make a choice in their society knowing their president's leaving next February? That's real life.

Q: When you look at IFES what do you see, what do you think are our strengths, our focus?

A: The core competency of IFES is providing technical assistance to the public servants that constitute their national election commissions as they try to fulfill their responsibilities to their society to conduct a free, fair, transparent, professional election. That is our core competency. That is where we are the best in the world. No question.

Looking at our accomplishments in Lebanon to Afghanistan to Iraq to another dozen situations around the world – that's what we do better than anybody else. We need to continue our leadership because there will always be a demand for technical assistance.

As technology and issues such as campaign finance reform, redistricting and the census come along, election adjudication becomes more complicated. Our core competency is to be the best in the world at making election commissions proud of their job because they've done it as professionally and as capably as their society and resources allow them. Such elections become credible because society and the losing parties accept the results of the ballot box. That's called "democracy."

Our comparative advantage in the market place, our reputation, our performance, is all around being the best at making national election commissions in troubled, transitional societies work. Why step away from that? Why divert our effort? If we are the best, then we are going to define standards and practices and define the environment election commissions are going to aspire to – making the elections succeed for their citizens.

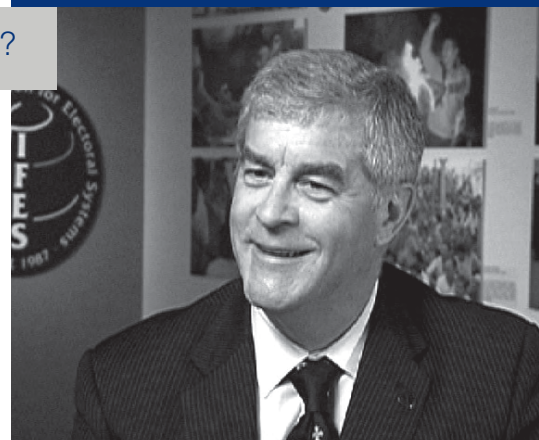
Q: Given our core competency, what do you see for IFES in 2010?

A: Number one: We are going to be at the center of critical global debates concerning democracy and governance that are going to have implications for the world in terms of elections as a process to stabilize [transitional] societies. We are going to be front and center in helping those societies choose ballots over bullets and building a framework for those societies to go forward.

Number two: We're going to be in the middle of the introduction of more technology to the election process. In Indonesia, they took photographs of the tally sheets to provide ballot integrity; it gave quick results and provided ballot integrity for the ballot boxes' long journey back to HQ in Jakarta. Technology helped minimize election violence in Lebanon, and now with the introduction of technologies in the Philippines, another attempt to minimize violence in the May 10th elections. Google, YouTube and other technologies [help] figure out ways to develop greater citizen access and transparency to the political and election processes; we're in the middle of that evolution.

The third interesting challenge for all of us as a team is going to be how we all work together and how we reposition in the new HQ environment as a result of the strategic planning exercise in June. How we get more information and communication from the field and from a very engaged board of directors on defining the "new and better" IFES will be interesting challenges for us as an organization.

We're going to see some changes and we're going to see some positive things for the organization; some disruptive, some unanticipated, but that's alright. We've all got to get used to change because that's a constant feature of our world and our lives and it will be a feature of IFES. There's nothing final in the election business. Stay tuned.



In Focus: Afghanistan



Democratic Milestone

In 2009, Afghanistan faced some of its most important democratic milestones: conducting the presidential and provincial council elections in August while planning for Parliamentary elections in 2010. Afghanistan would be challenged to succeed despite setbacks from insecurity, unemployment, a struggling economy and corruption.

Since the 2005 elections, the Independent Election Commission (IEC) of Afghanistan took over responsibility for all elections. Cognizant of this critical juncture in Afghanistan's development, IFES implemented two programs to develop the electoral sector: one emphasized institutional development of the IEC and the second worked to develop an educated electorate.

Building local strength

Despite the sometimes inhospitable political conditions, IFES supported the electoral process through building the capacity of the IEC to conduct credible elections in 2009 and beyond. In order to deliver this support, IFES worked with the IEC specifically on elections administration, information technology, public outreach and supporting complaints adjudication.

The transition from the wholly international 2005 elections to a fully Afghan-led election has been wrought with programmatic and contextual challenges. IFES and its partners in the international community sought to make this transition seamless; however, the results have been mixed, with limited reach.

The establishment of a Gender Unit at the IEC was unprecedented. Its primary mandate is to ensure women are represented as candidates and voters, though its programming also emphasizes gender mainstreaming within the IEC in Afghanistan. The Training Department of the IEC trained 60,000 women as poll workers to ensure women could voice their vote within established cultural boundaries. IFES supported the Afghan Women's Network (AWN), in launching the Five Million Women Campaign (5MWC), which prepared the *Declaration of Commitment* to encourage candidates and voters to support the participation of women in elections. It was attended by 15,00 women, inspiring similar activism in 16 provinces and making huge strides for acceptance of gender activism. Supplementing institutional development with an informed civil society, IFES also trained 186

civic educators (111 males and 75 females) in 14 locations throughout the country and conducted sessions in 180 of the 398 districts in Afghanistan on voter education with over 1 million citizens attending face-to-face sessions.

In seeking to promote issue-based advocacy, with effective reporting of issues, IFES held workshops for 246 women leaders in five provinces and developed an advocacy and journalist training program for 355 journalists. This training helped develop a cadre of professional advocates and journalists who can engage with their local communities on issues through meetings and roundtables. Public outreach components such as: website, concerts, PSAs and billboards, fostered credibility of

the electoral process within civil society. Analysis of website usage indicates voters are seeking to learn more about the issues affecting them. The concerts drew excited young voters, who are heavily invested in the reconstruction of their country and who will be the ones to legitimize future elections through their consistent participation. The fact that these youth have retained optimism about democratic processes despite pervasive corruption and conflict is promising.

Looking ahead

For the 2010 parliamentary elections, IFES is well positioned to support the IEC in collaboration with the United Nations in various areas similar to the 2009 elections.

IFES will continue to support and build capacity of women leaders and journalists in the provinces; develop a "money in politics" program working closely with civil society partners; launch debate/discussion clubs and a lecture series on electoral issues in colleges. In support-

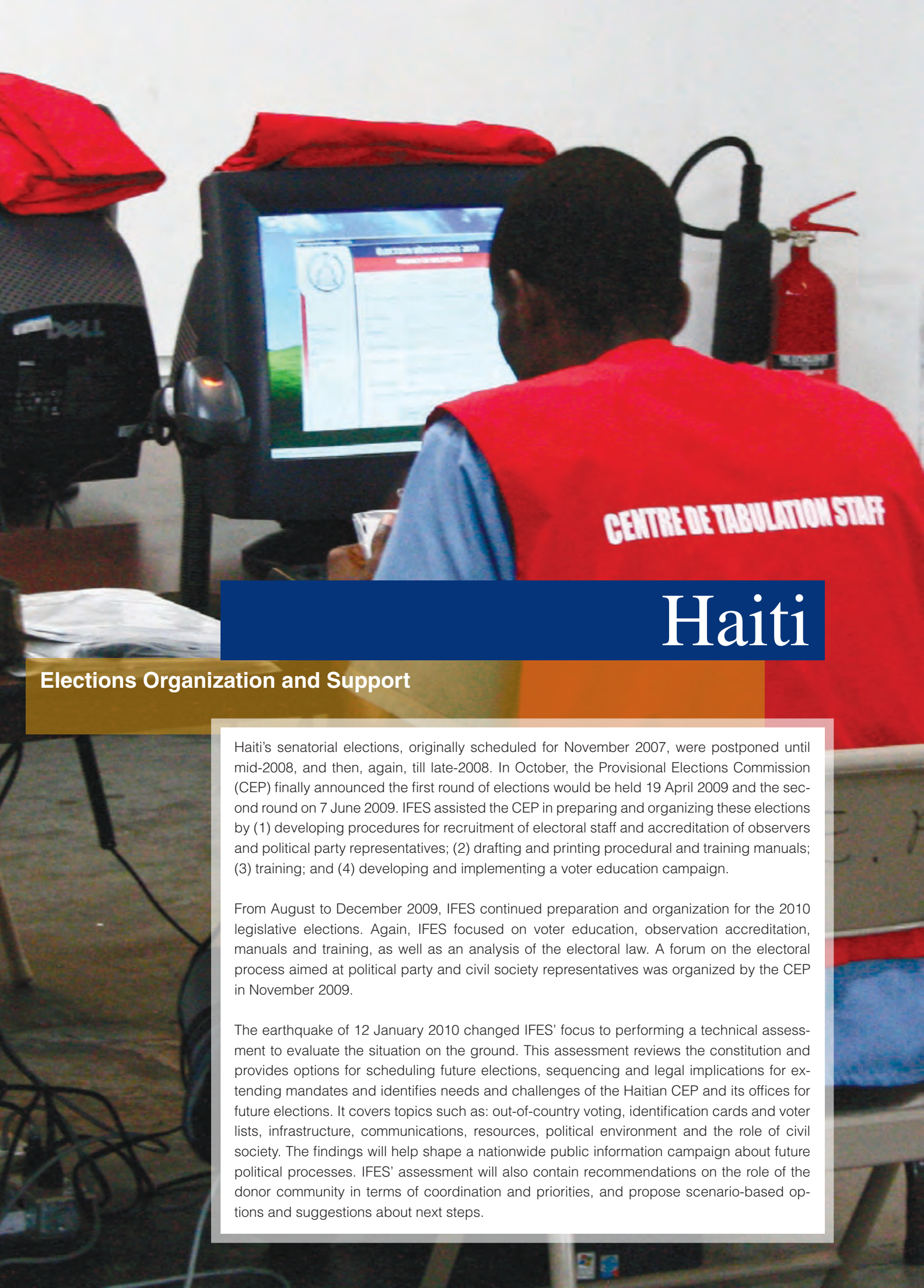
ing election administration and the sustainability of the IEC, IFES will continue to work on: boundary delimitation, fraud mitigation and deterrence, legal reform, voter registration and counting methodologies.

Given the complexity of this operating environment, the pace of change seen in 2009 will likely continue. IFES will emphasize capacity building of civil society and political stakeholders through the necessary technical support for full Afghan ownership of the political process.



"Carina [Perelli] was enormous value added, both as an experienced elections player, and, when it came down to it, a negotiator and facilitator..."

— Timothy Carney,
Ambassador of the United States (Ret.)



Haiti

Elections Organization and Support

Haiti's senatorial elections, originally scheduled for November 2007, were postponed until mid-2008, and then, again, till late-2008. In October, the Provisional Elections Commission (CEP) finally announced the first round of elections would be held 19 April 2009 and the second round on 7 June 2009. IFES assisted the CEP in preparing and organizing these elections by (1) developing procedures for recruitment of electoral staff and accreditation of observers and political party representatives; (2) drafting and printing procedural and training manuals; (3) training; and (4) developing and implementing a voter education campaign.

From August to December 2009, IFES continued preparation and organization for the 2010 legislative elections. Again, IFES focused on voter education, observation accreditation, manuals and training, as well as an analysis of the electoral law. A forum on the electoral process aimed at political party and civil society representatives was organized by the CEP in November 2009.

The earthquake of 12 January 2010 changed IFES' focus to performing a technical assessment to evaluate the situation on the ground. This assessment reviews the constitution and provides options for scheduling future elections, sequencing and legal implications for extending mandates and identifies needs and challenges of the Haitian CEP and its offices for future elections. It covers topics such as: out-of-country voting, identification cards and voter lists, infrastructure, communications, resources, political environment and the role of civil society. The findings will help shape a nationwide public information campaign about future political processes. IFES' assessment will also contain recommendations on the role of the donor community in terms of coordination and priorities, and propose scenario-based options and suggestions about next steps.

AMERICAS

Honduras

Electoral Assistance

At the young age of 21, Jamie Vargas began his foray with elections by working as a computer technician in the Supreme Electoral Tribunal (TSE). Unable to vote three years prior because his name was not on the electoral roll, he continued work with the TSE where technology would make its appearance for the first time in 1984. Fourteen years later, Vargas found himself still “linked to the task of elections” while IFES and Honduras’ prepared for the 2009 general elections.

For the general elections, IFES provided targeted technical assistance in key areas of the electoral process in an effort to enhance the TSE’s capacity to implement free, fair and credible elections. IFES provided assistance in the design of electoral training and outreach materials; advice to senior election officials in managing and resolving electoral disputes; comprehensive assistance in electoral operations and in the transmission of election results on Election Day. This all served to increase the public’s confidence in the electoral process.

IFES’ activities expanded considerably as Honduras continued preparations for the 2009 general elections. IFES provided expert guidance in the areas of electoral logistics, trainings, development of outreach materials and assistance and transmission of a preliminary election results (TREP) program. IFES focused in on areas of poll worker training, monitoring the media and assisting voters with disabilities.

On 28 June 2009 IFES’ assistance and the electoral process were disrupted. After months of petitioning for a constitutional

referendum deemed illegal by the Honduran Supreme Court, military personnel detained then-President Manuel Zelaya and flew him into exile in Costa Rica. The Congress swore in Roberto Micheletti, Speaker of the House, as the interim leader. On 21 September, Zelaya returned to Honduras and took refuge in the Brazilian Embassy. During this period of political turmoil, IFES’ assistance continued in its full capacity, but under a low profile.



On 29 November 2009, despite the call for a boycott, Hondurans flocked to the polls in unexpectedly large numbers. Through IFES’ assistance 83,908 poll workers were trained, 160 ramps at polling stations across 27 municipalities and 11 departments in Honduras were constructed to assist voters with disabilities access polling stations. Two hundred and thirty-two volunteers were trained to assist voters with disabilities in 112 polling stations across Honduras on Election Day. Preliminary election results were accurately tallied and announced by 9:00 p.m. on Election Day. As the sole provider of election assistance during this tumultuous period, the international community deemed this election as being free, fair and credible.

As someone who has grown up with the growing pains of Honduras itself, Vargas noted, “IFES’ technical assistance to the TSE of Honduras during the 2009 elections was widely recognized, first by the technical support provided and then for being the only organization that did not suspend its support during the political crisis—this was felt by the TSE as an endorsement of the electoral process.”

The Burundi Electoral Assistance and Technical Support program (BEATS) promotes peaceful and transparent presidential, legislative and communal elections in 2010. The BEATS project increases transparency of the electoral process, while avoiding escalation of electoral disputes, through a coherent and effective conflict mitigation process. The conflict mitigation process is known as EVER, Election Violence Education and Resolution, which builds local capacity in monitoring, publicizing and mitigating election-related violence. The BEATS program also provides targeted technical assistance to the Burundian National Independent Electoral Commission (CENI) for voter education, registration and civic education campaigns. In January 2010, the BEATS project focused on building the capacities of specific electoral stakeholders for the establishment of a sustained election violence mitigation system.

Burundi

Electoral Assistance and Technical Support



AFRICA

Guinea

Building Capacity

2009 was a challenging and defining year for Guinea and for democracy in the country. Just as 1958 was a critical year for Guinea and democracy, recalls IFES staff member Bakary Fofana, it was the first time Fofana saw heated campaigns, lively debates and votes cast as Guinea took its first step towards independence.

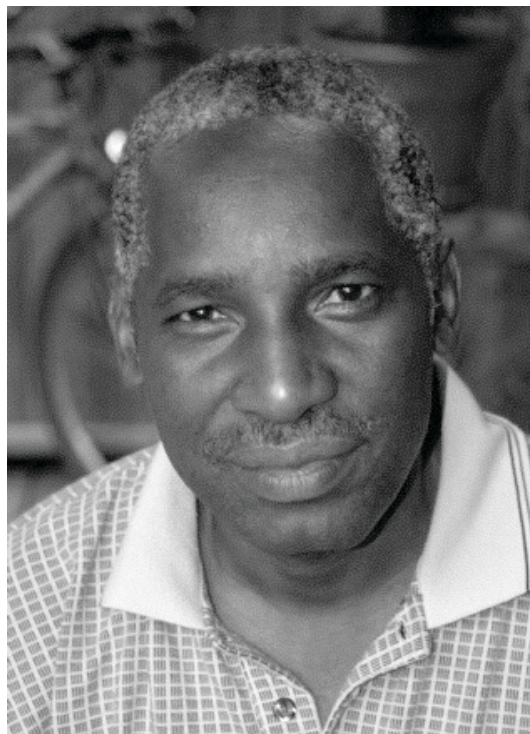
Colonel Dadis Camara, who took power through a military coup at the end of 2008, shifted management of elections from the Ministry of Territorial and Political Affairs (MATAP) to the Independent National Election Commission (CENI). IFES developed program activities to assist the CENI in communications and capacity building, and to assess the needs of MATAP in its new role as the CENI's technical support.

IFES organized strategic planning retreats and capacity building workshops for over 3,000 MATAP electoral staff, local elected officials and CENI local representatives on their roles and responsibilities in the organization of elections. IFES allocated grants to youth groups as well as a women's network to help them educate their target groups in understanding the electoral process and encouraging their participation.

Fofana, a Guinean citizen, has always believed in his "responsibility as a disseminator of democratic principles." With that belief system in place, IFES was able to respond to the stadium massacre on 28 September 2009, by training all radio stations in the country on their role in promoting peace and national unity during these highly sensitive times. This was followed by a nationwide media campaign offering roundtables,

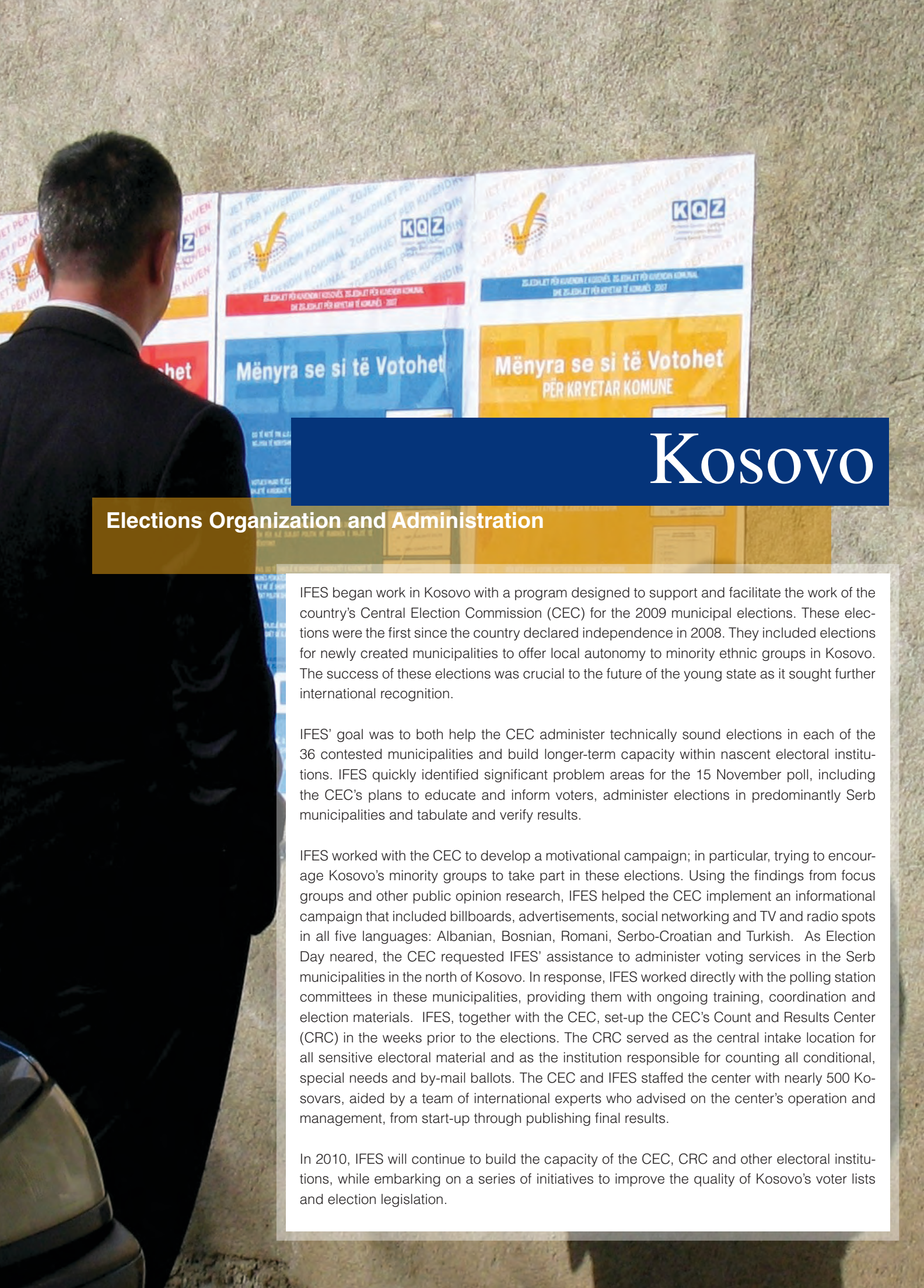
sketches and messages encouraging peaceful conduct. In addition, IFES and partner BEFORE, a project and partnership between Alliance for Peace and Swiss Peace, sent Général Lamine Cissé, a renowned and highly respected military figure from Senegal, to Abuja and Ouagadougou in October to meet

with Economic Community of West African States and the International Contact Group on Guinea. Critical initiatives were discussed to help the negotiation process between the military junta and the Forces Vives, an umbrella organization of opposition parties and civil society groups. Général Cissé and a team of local consultants produced a study on the valorization and reintegration of security forces in Guinea which was officially presented to the new Prime Minister and the Chef d'Etat Major of the Gendarmerie. That effort inspired what is now becoming a fully fledged ECOWAS/African Union/United Nations sponsored Security Sector Reform Program (SSR).



A power-sharing transitional government led by General Sékouba Konaté, Interim President of the Transi-

tion, and PM Jean Marie Doré, opposition leader and former spokesperson of the Forces Vives, appeared determined to hold presidential elections in June 2010. Intense negotiations continued over the composition of this transitional government. There is much hope for IFES to continue to accompany and engage in this process as Guinea returns to peace, stability and rule of law. As Fofana reflected on his eight years with IFES, "Democratic elections are therefore a privileged mechanism to ensure the free choice of the people."



Kosovo

Elections Organization and Administration

IFES began work in Kosovo with a program designed to support and facilitate the work of the country's Central Election Commission (CEC) for the 2009 municipal elections. These elections were the first since the country declared independence in 2008. They included elections for newly created municipalities to offer local autonomy to minority ethnic groups in Kosovo. The success of these elections was crucial to the future of the young state as it sought further international recognition.

IFES' goal was to both help the CEC administer technically sound elections in each of the 36 contested municipalities and build longer-term capacity within nascent electoral institutions. IFES quickly identified significant problem areas for the 15 November poll, including the CEC's plans to educate and inform voters, administer elections in predominantly Serb municipalities and tabulate and verify results.

IFES worked with the CEC to develop a motivational campaign; in particular, trying to encourage Kosovo's minority groups to take part in these elections. Using the findings from focus groups and other public opinion research, IFES helped the CEC implement an informational campaign that included billboards, advertisements, social networking and TV and radio spots in all five languages: Albanian, Bosnian, Romani, Serbo-Croatian and Turkish. As Election Day neared, the CEC requested IFES' assistance to administer voting services in the Serb municipalities in the north of Kosovo. In response, IFES worked directly with the polling station committees in these municipalities, providing them with ongoing training, coordination and election materials. IFES, together with the CEC, set-up the CEC's Count and Results Center (CRC) in the weeks prior to the elections. The CRC served as the central intake location for all sensitive electoral material and as the institution responsible for counting all conditional, special needs and by-mail ballots. The CEC and IFES staffed the center with nearly 500 Kosovars, aided by a team of international experts who advised on the center's operation and management, from start-up through publishing final results.

In 2010, IFES will continue to build the capacity of the CEC, CRC and other electoral institutions, while embarking on a series of initiatives to improve the quality of Kosovo's voter lists and election legislation.

EUROPE

Kyrgyzstan

Democracy Schools

Democracy Schools have been a constant feature in IFES programming in Kyrgyzstan since 2000. In 2009, IFES held six such programs, focusing on ninth and tenth graders. These schools teach leadership skills, instill democratic values and show students how to tackle problems in their own schools and communities – in a fun, interactive manner. At the end of the program, students plan post-school projects, such as class elections, presentations to classmates on NGOs and civic education and leadership trainings for school administrators.

Aichurek Usupbaeva first heard of IFES as a tenth-grade student in Jalalabad, in southern Kyrgyzstan. That summer she took part in an IFES-organized Democracy School in her hometown. The experience turned out to be, as she says, “a light that helped direct her life.”

Inspired that she could make a difference in her country, Aichurek moved to the capital city, Bishkek, and pursued a university education in English and Economics. She sought out IFES in Bishkek and volunteered at several Democracy Schools across the country each summer, becoming a school trainer in 2006. In 2008, Aichurek officially became a member of the IFES staff in Kyrgyzstan. By 2009, the student had turned teacher, as Aichurek became Director of the IFES Democracy School in Issyk-Kul.

Aichurek appreciates the work of IFES because she can see beneficial results in the youth and elections projects she supports. “This is real life,” she says, “We’re doing real things.”





Women's Advocacy

Women's Policy Research

IFES and the Institute for Women's Policy Research (IWPR) have united their years of experience in research and capacity building to enhance the status of women in the Middle East and North Africa. Through comparative and country-specific surveys, this policy research project measures how women in Lebanon, Morocco and Yemen see themselves as members of society, the economy and the polity. Using the information obtained from the surveys, the project seeks to build capacity of local NGOs seeking to improve women's well-being by providing them with tools to develop policy recommendations and skills for working on advocacy campaigns.

The project will deliver on five major outcomes: (1) improve availability of useful and effective data to analyze women's status in politics, economy, society and family; (2) enhance the research capacity of in-country research organizations to gather and analyze data; (3) strengthen NGO-capacity to pursue research-based advocacy on behalf of women to influence the policy process around women's status issues; (4) strengthen networks of highly-skilled advocacy and research organizations on cross-cutting issues in the region and (5) increase understanding and awareness of the status and needs of women by legislators and other political leaders. [more on p.21]

MIDDLE EAST & NORTH AFRICA

Jordan

Electoral Administration

Since May 2007, IFES has worked with the Government of Jordan to improve election administration in the Kingdom. In preparation for the 2007 elections for the Chamber of Deputies, IFES' first steps included capacity building of Ministry of Interior staff through training as well as detailing of Election Day procedures for the first time in a training manual. Following the elections, IFES received a formal letter from His Excellency, Minister of Interior Eid Al-Fayez, in which he thanked IFES for its contribution and requested IFES' additional services in providing continued electoral process support to the Ministry of Interior (Mol).

Subsequently, IFES and the Mol collaborated to conduct general capacity building and professional development activities for electoral staff members from the Mol and from other government institutions including the Ministry of Municipal Affairs (MoMA), the Ministry of Political Development (MoPD) and the Civil Status and Passports Department (CSPD). IFES' program focused on introducing Jordanian government officials to international standards and best practices for elections through the Building Resources in Democracy, Governance and Elections (BRIDGE) curriculum. This included the full accreditation of a number of government staff as BRIDGE facilitators.

IFES also conducted study trips to further expose staff from various Jordanian ministries to election administration bodies with strong and recognized traditions of independence, neutrality and transparency, while strengthening their international linkag-

es and networks. IFES also provided briefing papers to ministry officials on topics such as observation, electoral implications of decentralization and the use of smart cards. IFES and the Mol solidified their working relationship through a Memorandum of Understanding (MoU) signed in August 2008.



Sara Utaibi, IFES Deputy Chief of Party in Jordan, has been involved with elections since her time as a lawyer in training. Her insight and dedication to developing strong electoral officials through BRIDGE training and a supportive relationship with the Jordanian government keeps her going to ensure the voice of the citizen will be heard. "Through my work with IFES, I realized how much work still needs to be done for citizens to take responsibility through active participation in the democratic processes that are available to them," states Utaibi.

As Jordan prepares for the 2010 parliamentary elections, IFES will work with various ministries to provide advice and input on the draft election law. IFES will support the Mol and MoMA with operational and logistical planning, with improvement of processes for candidate registration and observer accreditation and provision of effective voter information.

As a native of Jordan and a witness to her country's challenges, Utaibi states, "Although democracy in Jordan is still developing...IFES is playing a significant role in assisting the government with achieving this goal."



Philippines

Transparent, Accountable and Modern Elections

For more than a decade, IFES' work with Filipino civil society organizations has aimed to support local priorities in advancing election reforms on issues as diverse as campaign finance, dispute resolution, journalist training and domestic monitoring. Targeted technical assistance is provided to the Election Commission (COMELEC) in areas such as voter registration and institutional capacity building. With assistance from IFES, COMELEC has introduced professional development opportunities through the Building Resources in Democracy, Governance and Elections (BRIDGE) program on topics like voter education and accessibility management. By exposing a wide range of stakeholders to international election administration practices and standards, IFES strengthened efforts aimed at responding to challenges and opportunities presented in the May 2010 elections – the first nation-wide automated elections in the country's history. To this end, IFES conducted a 2008 international election technology exhibition to share experiences on integrating technology into elections and encouraging the application of lessons learned to find effective solutions appropriate to the Philippine context.

ASIA

Afghanistan

Developing Institutions

In Afghanistan, IFES implemented two electoral support programs: *Support to the Electoral Process in Afghanistan* and the *Consortium for Elections and Political Process Strengthening*. Both programs contained complimentary objectives to support electoral development in Afghanistan for the 2009 (Presidential and Provincial Council) and 2010 (Parliamentary) elections.

The first program which supported the electoral process through institutional development of the Independent Election Commission (IEC) had four main thrusts: elections administration, voter registration and information technology, public outreach and support for a complaints commission. With specific regard to administration of elections, IFES supported training of 177 Trainers, 3,100 District Field Coordinators and 160,000 poll workers. IFES also supported the Elections Education Center in trainings on the electoral process for 987 individuals representing women's groups, youth and other civic organizations. And finally, IFES provided the IEC's Legal Department with advice on electoral law and regulatory issues.

Zaibh Barakzai, IFES staff member in Afghanistan, experienced his first chance at the democratic process in 2004-2005, casting his vote after the fall of the Taliban. "Participating in elections, people feel empowered and citizens have chosen the new generation of leaders who represent them well and this creates a sense of trust and confidence between the citizens and the state which results in strengthening of the country."

The Electoral Complaints Commission (ECC) is one of the electoral bodies which can further enhance the sense of trust and confidence between leaders and citizens. The ECC received IFES' support in establishing its legal mandate to adjudicate the thousands of challenges and complaints related to the electoral process during the nomination and election phases. As a result, IFES developed the comprehensive *Guide to Polling and Counting Irregularities* for ECC staff.

In order to have a true and functioning Electoral Complaints Commission, public outreach must also be strong and vibrant.

IFES assisted the election commission on an information campaign through mass SMS messages, bilingual posters, leaflets and brochures. Special performance mobile theater groups conducted 357 shows with election-related messages. The launch of the Five Million Women Campaign (5MWC) in August brought together more than 1,500 women resulting in a *Declaration of Commitment to Afghan Women*. This declaration document categorically states that Afghan women have the right to determine their political future and to participate in Afghanistan's electoral process.



As more women and youth take part in the electoral process, information technology becomes vital to ensure their participation continues. In voter registration and information technology, IFES supported the Data Center, which was tasked with digitizing 4.3 million updated registers, and assisted the IEC in setting up IT equipment for headquarters in 26 of 34 provincial offices.

The second program focused on increasing educated participation of Afghan voters. IFES held workshops for 246 women in five provinces on a variety of topics, including self-esteem, public speaking, women's issues in families and society

as well as other topics. A journalist training program was developed, offered and implemented, with 355 journalists improving their ability to report on elections. IFES published a triple-language (English-Dari-Pashto) website to provide accurate information about elections (www.afghanistanvotes.com). To include a cultural and entertaining way of education, IFES partnered with local NGO Kochah and Farhad Darya, a famous Afghan singer and songwriter. They helped promote issue-based elections with activities including: three concerts, three music videos, 10 Radio and TV PSAs and 18 billboards.

Barakzai states, "I strongly believe that elections are essential to the democratization process. I know my work gives my people a voice and through IFES I contribute in conducting free and fair elections. Better elections mean better representation, good representation means a good and stable government and a good government means a better life for Afghanistan's citizens."



EVER

Election Violence Education and Resolution

The Election Violence Education and Resolution (EVER) program has been designed by IFES to capture accurate information about incidents of election-related violence. This enables stakeholders in the electoral process to leverage the information in designing and implementing effective electoral interventions. IFES' methodology was implemented by Odhikar during Bangladesh's 28 December 2008 parliamentary election. This unprecedented activity focused attention on the very serious issue of election violence in the country and provided data to reduce the level of violence related to elections in Bangladesh in targeted areas.

The Odhikar EVER project in Bangladesh provided accurate and timely data on patterns of election violence during the campaign period to the public, political parties, election and security officials and other stakeholders to help them develop strategies to mitigate such incidents. Odhikar focused its EVER monitoring activities in 40 districts under six divisions that have a history of election-related violence in Bangladesh. A total of 110 incidents of election-related violence were recorded and verified by EVER monitors during this period.

The report on this initiative highlighted specific districts in which incidents of violence exceeded most other districts dictating where mitigation efforts should be focused. On the positive side, significantly more districts with no violence were found. Local peace initiatives in those areas were recommended as guidelines for those districts in which election-related violence remains high.*

*The full report can be found on www.ifes.org

APPLIED RESEARCH

Status of Women

The SWMENA (Status of Women in the Middle East and North Africa) project is a gender-focused research project that evaluates the status of women in three countries: Lebanon, Morocco and Yemen. The project's overarching goal is to improve the status of women in the broader Middle East and North Africa (MENA) region by strengthening local NGO capacity to effectively advocate on behalf of women.

The project's approach is two-pronged: it starts with a survey and data collection phase aimed to fill gaps in existing data in each country on the status of women. It is followed by an advocacy phase where different stakeholders working on women's issues are trained to design better strategies to approach members of parliament, other governing bodies and the press about data and policy recommendations.

As a native Arabic speaker and survey specialist, Sr. Research Officer Rola Abdul-Latif has been leading the research efforts of the SWMENA project. She helped design the survey approach, instruments and setup to monitor field implementation of the SWMENA surveys in each country. The survey instrument is designed to have a core section that is standard for all three countries to allow for comparisons across several key indicators. These include women's civic and political participation, economic participation, social attitudes towards women, legal reforms and access to education and health. The survey also elicits opinions about violence towards women. Each country survey also has a specific country module that focuses on country-specific gender issues and challenges. Survey reports can be found online at www.IFES.org

Abdul-Latif's interest in the SWMENA project goes beyond her professional background and survey expertise. "As a woman who grew up in the Middle East region, I have always been passionate about the advancement of women. There is a long way to go before gender equality is attained and we cannot just sit back and expect this to happen by itself," says Abdul-Latif.



In Lebanon, the SWMENA survey gathered opinions about key law reforms that have the potential of improving the status of women in the country. Many existing laws currently discriminate against women. "I was excited to observe how people in Lebanon, my home country, would react to the SWMENA survey when we asked them about reforming different laws."

The survey found there is widespread support for introducing gender quotas in elected bodies and for reforming the current discriminatory nationality law. However, most Lebanese were opposed to the introduction of an optional civil marriage law which could facilitate the intermarriage between religious sects and would make laws governing marriage and family more favorable

towards women. "I was surprised and somehow disappointed to see that more women (64 percent) were opposed to civil marriage than men (56 percent) even though the personal status laws in Lebanon are unjust and discriminate against women."

Despite good and bad realities and truths a survey uncovers, Abdul-Latif remains interested in public opinion surveys which help local election authorities and commissions adequately plan civic and voter education efforts.

Meet Our Experts

INTERNATIONAL



IFES maintains its edge and success in technical assistance by leveraging the hundreds of years of collective experience of its experts. Below, you will find areas of expertise, regional experience and languages spoken by each of our experts. Full bios can be found on www.ifes.org, under Experts.

Zeinab Abdelkarim | Regional Director, Middle East and North Africa
Project management and development, law, BRIDGE methodology; Sudan, Yemen, Iraq, Lebanon, Jordan, Egypt, the Maghreb, the U.S.; Speaks English and Arabic.

Micheline Begin | Chief of Party, Democratic Republic of the Congo
Electoral development, legal frameworks, technical assistance, civic education, civil society; Nigeria, Cameroon, the Democratic Republic of Congo, Côte D'Ivoire, Benin, Mali, Azerbaijan, Albania, Haiti; Speaks English and French.

Richard Chambers | Chief of Party, Lebanon
Technical electoral assistance, electoral reform, legal and electoral frameworks, election and political party legislation, observer training; Lebanon, West Bank/Gaza, Jordan, Yemen.

Elizabeth Côté | Chief of Party, Guinea
Civil society strengthening, elections, communication, networking, advocacy, education campaigns, women's rights, training for media and political office holders; Guinea, Mali, Canada; Speaks English and French.

Almami Cyllah | Regional Director, Africa
Conflict resolution, political affairs, democracy development, electoral process, civil society, political parties, candidates; Liberia, Kenya, Cote d'Ivoire, Washington DC, Haiti; Speaks English, French, Haitian Creole, Temne, Mandingo.

Sean Dunne | Chief of Party, Iraq
International democracy promotion, stabilization, election operations, assessment, design and management of international assistance operations, security, political and risk analysis; Worked in 20 plus countries across Central and South America, Africa, the Middle East, Central Asia, South East Asia, South Pacific.

Peter Erben | Chief of Party, Pakistan
Electoral technical assistance, democratic institutions, post-conflict, transitional and developing countries, advisor to commissions, out-of-country voting; Pakistan, Nepal, Palestinian Territories, Afghanistan, Kosovo, Bosnia and Herzegovina, Lebanon, East Timor, Iraq, Bangladesh, the Philippines.

Michael Getto | Chief of Party, Armenia
Voter registry development, election management, election code revision, political finance reform, stakeholder discussion, democracy building, political party development, women's rights, parliamentary reform, quantitative survey research, observer and governance training, economic reform; Armenia, Tajikistan, Georgia, Belarus, Lithuania, Moldova.

Shalva Kipshidze | Chief of Party, Liberia
Election assistance, electoral data management, advisor to commissions, voter registration; Liberia, Sierra Leone, Afghanistan, Iraq, Azerbaijan, Lebanon, Jordan; Speaks English, Russian, Georgian.

Sophie Laguény | Chief of Party, Haiti
Electoral management and processes, technical assistance, capacity building, financial operations, electoral staff training, civic education, local governance, monitoring and evaluation, electoral reform; Cambodia, Bosnia and Herzegovina, Chad, 20+ missions; Speaks English, French, Spanish, Portuguese.

Charles Lasham | Chief of Party, Egypt

Pre-election technical assessment, election studies, election assessments, voter registry and advising electoral management bodies, strategic planning, training of electoral officials and election observers, political parties, civil society; Egypt, Moldova, Azerbaijan, Nigeria, Iraq, Afghanistan, United Kingdom, 30+ countries.

Jerome Leyraud | Country Director, Sudan

Technical, electoral and administrative assistance, operations in post-conflict environment, technical cooperation, program design, project management, governance, democratization, peace building; Balkans, Middle East, Central America, Africa, Central and Southern Asia; Speaks English, French, Spanish.

Rafael López-Pintor | Senior Electoral Cycle Specialist

Electoral assistance, disabled voters, electoral infrastructure, political finance, civil society, political parties, advisor on four continents, democracy development; Nicaragua, West Bank/Gaza, Iraq, Afghanistan, Nigeria, Yemen, Ethiopia, Guatemala, Ecuador, Nicaragua, Spain; Speaks English, Spanish, French.

Samia Mahgoub | Chief of Party, Burundi

Technical election assistance, project and contract management, training, logistical assistance, civic education programs, gender and elections programs, political parties and civil society leaders; Burundi, Democratic Republic of the Congo, Montenegro, Lebanon, Palestine, Mozambique, Asia, Europe, the Middle East; Speaks English, French, Arabic.

Nermin Nisic | Chief of Party, Georgia

Elections, civil society, election law reform, communications/outreach and transparency, trainings for journalists, political parties, observers, voter education, project management; Georgia, Bosnia and Herzegovina, Afghanistan, Yemen, Kosovo, Kazakhstan; Speaks English, Bosnian/Serbo-Croatian.

Robert Patterson | Chief of Party, Cambodia

Former Chief Electoral Officer of British Columbia, Canada, democratic processes, election finance, legislation, electoral assessment, observation, education; Malawi, Ethiopia, Yemen, the Gambia, South Africa, Nigeria, Jamaica, Guyana, Papua New Guinea, Ukraine, Georgia, Afghanistan, Papua New Guinea, Liberia, Zambia, the Palestinian Territories.

Carina Perelli | Chief of Party, Afghanistan

Former head of UN's Electoral Assistance Division, regional strategy for political and electoral transition, democracy and governance; West Bank/Gaza, Paraguay, Iraq, Afghanistan, East Timor, Sierra Leone, Nigeria, Dominican Republic, South America; Speaks English, Spanish, French, Italian, Portuguese.

Vladimir Pran | Chief of Party, West Bank/Gaza

Advisor on technical election assistance, training, political party development and operations, electronic voting, vote tabulation, campaigns, research; West Bank/Gaza, Indonesia, Uganda, Ukraine, Nigeria, Armenia, Georgia, the Balkans, Croatia.

Nhelly Saleh-Ramirez | Regional Director, Americas

Empowering civil society, reconciliation, local economies, media transparency, fragile states, stakeholders; Guinea-Bissau, Venezuela, Sudan, South and Latin America; Speaks English and Spanish.

Mary Lou Schramm | Chief of Party, Kosovo

Democracy and governance programs, electoral assistance, democratic transition, civil society, rule of law economic development; former Soviet Union, Indonesia, India, Pakistan, Afghanistan, Bangladesh, Cambodia, China, East Timor, Nepal, Papua New Guinea, the Philippines, the Solomon Islands, Thailand.

Rakesh Sharma | Director, Applied Research

Survey, focus group and research projects, monitoring and evaluation, survey analysis; 60+ survey and focus group projects in Bangladesh, Indonesia, Nigeria, Uganda, West Papua, Albania, Armenia, Azerbaijan, India, Indonesia, Macedonia, Moldova, Nigeria, Pakistan, Uganda, Ukraine; Speaks English and Hindi.

Dmitry Shevkun | Chief of Party, Kyrgyz Republic

Civic education, technical elections assistance, program development and management, NGO support, civic education, youth programs; Kyrgyz Republic, Kazakhstan, Uzbekistan, Central Asia, the Caucasus; Speaks English and Russian.

Beverly Hagerdon Thakur | Chief of Party, Philippines

Civil society, stakeholders, electoral modernization, reform, poll worker training, professional development programs, conflict management; Philippines, Azerbaijan, Bosnia and Herzegovina, Armenia, Croatia, United States; Speaks English, French, Russian, Serbo-Croatian.

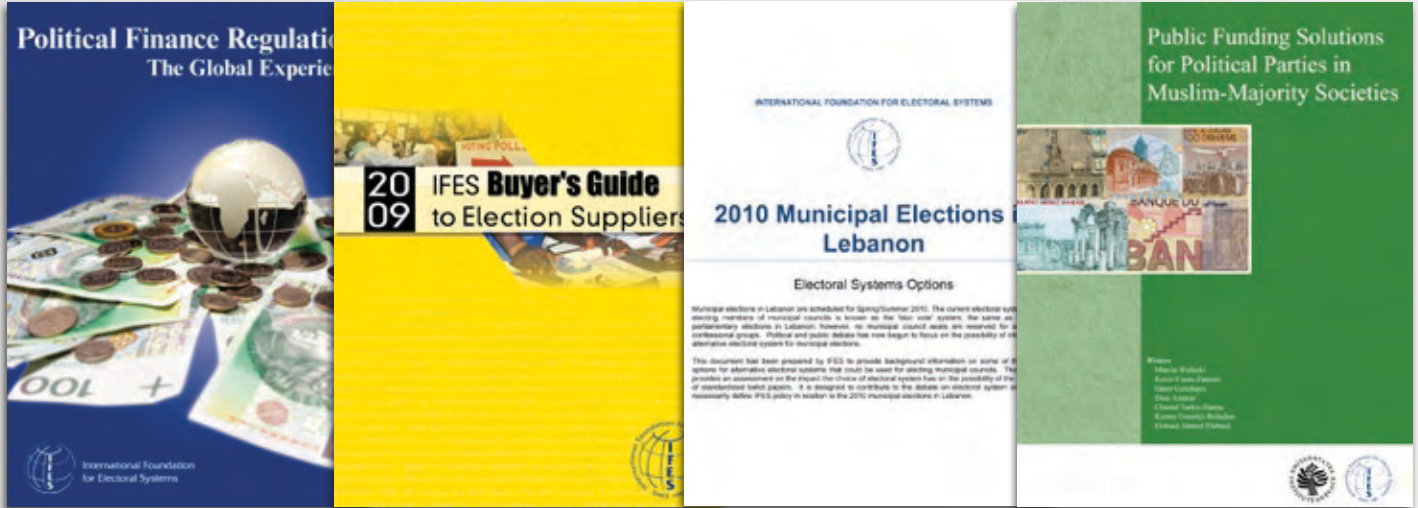
Hermann Thiel | Chief of Party, Jordan

Technical election assistance, post-conflict environments, political science, management, analyst, field coordination; East Timor, Kosovo, Iraq, South Africa.

Chad Vickery | Regional Director, Europe and Asia

Legal and international election administration, strengthening democracy and governance in transitioning societies, designing and managing election complaint adjudication programs; comparative legal analysis, rule of law programs, legal frameworks, voter registration lists, women's political participation; South Asia, Southeast Asia, Eurasia, the Middle East.

Online Publications



Release of Ukraine Survey 2009

As Ukraine prepared for the January 2010 presidential elections, this survey found a precipitous decline in satisfaction with socio-political conditions and political elites in the country since the Orange Revolution.

Post-Election Violence in Eastern Africa

Carl Dundas, IFES chief of party for the Africa Union, contributed to the section "Architectures of Electoral Systems and their Relationship to Conflict" in a comparative report on post-election violence in Eastern Africa by the University of Oxford, the Center for Global Communications Studies at the Annenberg School, University of Pennsylvania and the Stanhope Centre for Communications Policy Research.

Money and Politics in Nigeria

As Nigeria works to strengthen its nascent democracy, *Money and Politics in Nigeria*, a collection of essays by democracy experts in Nigeria, gives Africa's most populous country advice on how to handle money and politics issues. Articles are written by experts specializing in Nigerian politics who recognize understanding the country's past and accounting for culture are key, especially when enacting reforms and reducing political corruption.

Highlights from Lebanon SWMENA Survey

The Status of Women in the Middle East and North Africa evaluates the condition of women in Lebanon, Morocco and Yemen. The survey attempts to build local data collection and analysis capacity to strengthen local NGO ability to advocate on behalf of women and improve the position of women within society.

Online Resources

IFES.ORG

a comprehensive database of reports, articles and electoral events as well as a news source for elections worldwide.



ELECTIONGUIDE.ORG

an interactive calendar of international elections and a timely resource for election dates worldwide.



IFES Annual Report 2008

IFES' 2008 Annual Report covers major programming and results displaying the breadth, depth and experience of our staff. 2008 was filled with assessments and auditing of voter registries; addressing the needs of special voters; focusing on engaging youth and women; and monitoring and mitigating election-related violence.

Electoral System Options for Lebanese 2010 Elections

This briefing provides background information on the available options to the Lebanese government for alternative electoral systems that can be used for electing municipal councils. The briefing assesses the impact each type of electoral system has on standardized ballot papers.

Public Funding Solutions for Political Parties in Muslim-Majority Societies

Examines how political finance reform, a problematic aspect of the democratization process, can be addressed in relation to political finance practices. The publication addresses how to design public funding systems that encourage cleaner and more competitive elections and robust party systems in Muslim-majority societies.

IFES Buyer's Guide

The IFES Buyer's Guide is an industry specific directory featuring information about companies selling goods and services used during the electoral process. The Guide also presents case studies and articles of interest to election officials and staff responsible for procurement. No other resource brings together more buyers and sellers of electoral commodities.

Pakistan: Post-Election Community-Based Mediation and Adjudication Program

This report discusses ways to strengthen the electoral dispute resolution process and decrease the potential for election violence by: streamlining and standardizing, building capacity to address electoral complaints and enhancing the understanding of stakeholders and citizens of the purpose and function of an adjudication process.

Bangladesh: Election Violence Education and Resolution

This report details the findings from the Election Violence Education and Resolution (EVER) program, designed by IFES and implemented by local partner Odhikar. The EVER methodology allows stakeholders to collect data on election-related violence and implement effective mitigation strategies within the country.

Election Management and Public Confidence: Lessons from Latin America

Voter confidence in elections is critical, as it effects the legitimacy of elected officials, support for government policies and institutions and the quality of democratic representation. Using public opinion data from 18 Latin American countries, as well as aggregate data on the institutional design of election management bodies, this study attempts to fill this gap in the literature.

Electoral Governance in sub-Saharan Africa

High quality elections are central to the consolidation of democracies. Yet very little is known about the factors that influence citizens' perceptions of the legitimacy of electoral contests. This paper explores the influence of electoral management bodies — institutions vested with the responsibility to organize, supervise, and adjudicate — on the multiple dimensions of the electoral process.

BRIDGE-PROJECT.ORG

a professional development course in election administration, developed by electoral administrators.



ACEPROJECT.ORG

authoritative information on elections, networking for election-related professionals and capacity development services.





IFES Democracy Fellowships

“I am confident that these connections will benefit my work in the future and provide the basis for a long-lasting relationship between IFES and the Election Commission of Pakistan.

::Shahid Iqbal, Election Commission of Pakistan, Hubert Humphrey Fellow 2008-09

IFES annually awards two to four \$5,000 Democracy Studies Fellowships to bring outstanding graduate students to Washington, DC, to engage in democracy development research.

Based at IFES' F. Clifton White Applied Research Center for Democracy and Elections, Fellows have access to IFES experts and conduct independent research with IFES mentors for six to eight weeks. At the end of the fellowship, fellows must complete a paper for presentation to the public and IFES colleagues.

Hybl Fellowship

The William and Kathy Hybl Fellowship, funded by William Hybl, Vice Chairman of IFES Board of Directors, and wife, Kathy, awards a \$5,000 Hybl Fellowship to bring outstanding graduate students from the Rocky Mountain region to Washington, DC, to conduct research in democracy-building. Rocky Mountain region: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah and Wyoming.

Yann Kerevel (pictured left), 2009 Hybl Research Fellow, from University of New Mexico, used public opinion data from 18 Latin American countries and aggregate data on the institutional design of electoral management bodies (EMB) to explore how the attitude toward the EMB and its nature influences perceptions of election quality and political participation.

Manatt Fellowship

The Charles and Kathleen Manatt Fellowship, funded by former U.S. Ambassador to the Dominican Republic and former Chair of IFES' Board of Directors Charles Manatt and his wife, Kathleen, awards a \$5,000 Manatt Fellowship to bring outstanding graduate students from the American Midwest to Washington, DC, to conduct research in democracy-building. The Manatt Fellowship marked the inauguration of the Democracy Studies Fellowship programs at IFES. American Midwest region: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota and Wisconsin.



Nicholas Kerr (pictured above), 2009 Manatt Research Fellow, from Michigan State University, explored the factors that influence citizens' perception of the legitimacy of electoral contests by exploring the influence of election management bodies based on institutional capacity and autonomy.

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, DC, each year to learn more about democracy development, election administration and civic participation in the political process.

The Residency is open to Humphrey Fellows with professional experience or interest in the field of elections, democracy, civil society and rule of law. The program is intended to enrich professional development through exposure to development professionals, academics and policy-makers working on issues critical to effective election administration and democratic development.



The Joe C. Baxter Award 2009
Presented to
Rafael López-Pintor

2009 Joe C. Baxter Award

“Fighting for democracy, which is fighting for justice, civil rights, human rights, freedom, is always worth the battle. When we fight for these principles we are also fighting for the recognition that each human being matters.

::Rafael López-Pintor, Senior Electoral Cycle Specialist, IFES

Rafael López-Pintor, a pioneer in the democracy promotion movement, who helped improve the electoral systems of more than 20 countries, is the winner of IFES' 2009 Joe C. Baxter Award.

López-Pintor, currently a Senior Electoral Cycle Specialist at IFES, is an acknowledged expert in the world of elections. He was the main researcher and writer of a United Nations Development Programme (UNDP)-commissioned policy book on electoral management bodies and has done top-level work on four continents.

Upon receiving the award, Lopez-Pintor remarked, “it is very moving that I was chosen from among my colleagues, all of which are such hard workers. It is especially meaningful that I was given an award named after Joe Baxter. Joe had incredible vision and skill. He was an individual that one could not help but admire. He not only was a consummate professional, he fully believed in what he was doing, and he infused his work with that passion.

“Hearing that I won this award at the U.S. Capitol was also very meaningful to me. The very first talk that I was asked to give on democracy was at the U.S. Capitol in 1983. I was part of a panel of five people who were speaking about democratization. The Berlin Wall had not yet fallen, but we were already envisioning that things were going to change. Who would have thought that 26 years later I would be in the same building receiving an award for my life's work?”

In his work at IFES, López-Pintor has worked closely with Nicaragua's Supreme Electoral Council to build the country's electoral infrastructure and increase access for voters with disabilities. López-Pintor also led IFES' efforts to set up a network of political finance regulators in Nicaragua and encourage civil society to monitor political parties and candidates. His other work for IFES includes similar projects in West Bank/Gaza, Iraq, Afghanistan, Nigeria, Yemen and Honduras. He has worked as a deputy chief observer of European Union missions in Ethiopia, Guatemala, Ecuador and Nicaragua, as well serving in various positions with the Organization for Security and Co-operation in Europe (OSCE) and the National Democratic Institute (NDI). In his home country of Spain, López-Pintor was director general of the main polling agency attached to the Office of the Prime Minister.

A tenured professor at Universidad Autónoma in Madrid, López-Pintor writes and speaks extensively about democracy development. He holds a doctorate in political science from the University of North Carolina at

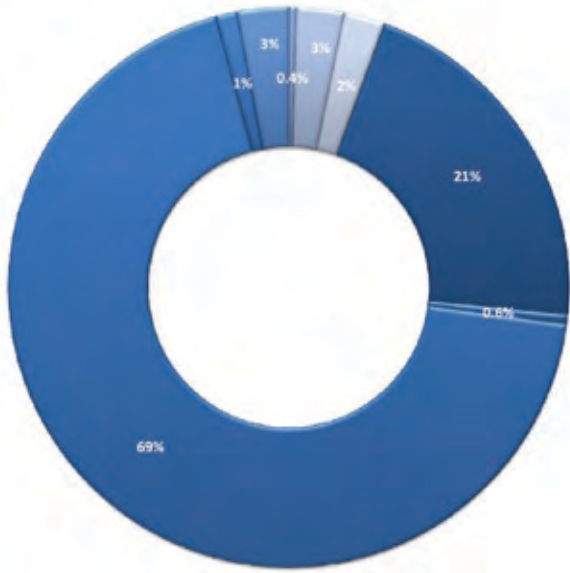
Chapel Hill and a doctorate in jurisprudence from the University Complutense in Madrid. He is fluent in Spanish, English and French.

IFES' Baxter Award recognizes the contribution of a professional whose skills, dedication and sacrifices to the field of election administration epitomize the mission of IFES and embody the spirit of its namesake, Joe C. Baxter.



Finances

FY 2008 - 2009



■ Cash and Cash Equivalents	\$4,140,805
■ Investments	\$111,704
■ Grants and Contracts Receivable, Net	\$13,564,054
■ Subrecipient Advances	\$240,176
■ Prepaid Expenses	\$589,903
■ Travel Advances	\$80,153
■ Property and Equipment, Net	\$546,949
■ Restricted certificates of deposit	\$464,337

Cash and Cash Equivalents	\$	4,140,805
Investments	\$	111,704
Grants and Contracts Receivable, Net	\$	13,564,054
Subrecipient Advances	\$	240,176
Prepaid Expenses	\$	589,903
Travel Advances	\$	80,153
Property and Equipment, Net	\$	546,949
Restricted certificates of deposit	\$	464,337
Total assets	\$	19,738,081

Liabilities		
Accounts payable and accrued liabilities	\$	6,331,851
Accrued salaries, taxes and leave	\$	1,467,473
Bank lines-of-credit	\$	5,291,866
Deferred revenue	\$	1,287,108
Total liabilities	\$	14,378,298

Commitments and contingencies

Net assets		
Unrestricted	\$	5,207,208
Temporarily restricted	\$	152,575
Total net assets	\$	5,359,783
Total liabilities and net assets	\$	19,738,081

IFES gratefully acknowledges United States and international development agencies for enabling IFES to carry out its mission. We also thank the individuals and corporations whose contributions continue to help IFES pioneer the best ideas and approaches in promoting democratic stability around the world.

In Memory of....

We use this page of our annual report to take the time to remember those who have contributed to IFES in ways big and small, in the field and at HQ. Each person that comes across IFES' path has helped our organization expand its reach by affecting more and more people.

Each person pushes IFES to be better, strive for better and set the gold standard for democracy development while ensuring each voice and vote is heard. We remember all our staff members, current and former, for their contributions shall continue to live on.



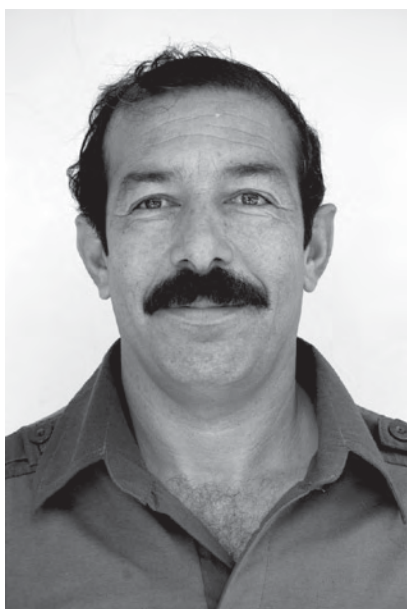
Patricia Hutar

In April 2010, Patricia Hutar passed away at the age of 84 due to complications of Alzheimer's. Ms. Hutar was a founding member and director of IFES. She was elected chair of the Board of Directors of IFES in June 2001, and was also elected chair of the Board of Directors of IFES Limited, in London, in July 2001. She was a pioneer in the women's movement, the Republican Party and the cause of global democracy.

Her political involvement began with the Young Republicans, becoming an early advocate for women's rights in international affairs, personally and professionally. She served as co-chair of the Republican National Committee. She was appointed to the Task Force on Women's Rights and Responsibilities and later, appointed by the President of the United States to serve as U.S. Representative to the U.N. Commission of the Status of Women. At the U.N. she was chair of the U.S. delegation to the International Women's Year Conference in Mexico City. Due to her unwavering commitment to international women's affairs, she became the Founding President of the United Nations Development Fund for Women (UNIFEM).

Ms. Hutar also served as the President of the National Federation of Republican Women, as the Director of the Office of International Medicine for the American Medical Association and as a member of the Washington Roundtable of the Center for Strategic and International Studies.

She will be missed greatly.



Ghulam Rabini Ameri

On Thursday, 28 January 2010, Ghulam Rabini Ameri, 40, was taking members of his family to a shrine in Surkh Rod District in Laghman Province. With him was his wife, their two year old daughter and 11 year old son as well as Rabini's sister and mother. That morning, their car was struck by an oncoming tractor, leaving their 11 year old son as the fateful survivor. A burial and memory service were held Friday, 29 January and 6 February, respectively.

Rabini had been with IFES since 2002; a dedicated staff member with a friendly and gentle spirit. He left three surviving children who will be adopted by his eldest brother, a resident of the Netherlands. An account was established at the Afghanistan International Bank for the benefit of the children's future.

IFES sought to raise approximately \$30,000 for the children so Ismail (Grade 7), Malika (Grade 4) and Ibrahim (Grade 2) will each have at least USD\$ 10,000 by their 18th birthday. It is with great happiness, we report the goal was reached and surpassed within three months! We give our deepest appreciation to each individual who helped reach the goal.

IFES is still accepting donations for the children's account to ensure a stable future for them. If you wish to make an additional contribution, please contact Belma Ejupovic at bejupovic@ifes.org or directly at +1-202-350-6724. Contributions to this special account can be made in U.S. dollars or Euros.

2009 Photography Contest



IFES conducts an annual democracy-themed photography competition as a means to profile the many ways individuals can demonstrate a sense of civic responsibility and call to action.

Winner Public Category 1

Events, objects or activities representing democracy in action.

Desirs d'avenir (Desires for the future) Kate Fedosova (Somerville, MA)

Political rally for Royal, the French Socialist Party's nominee for President, in 2007. The woman in the picture is holding a rose, a symbol of the Socialist Party, to show her support for the first female candidate. Her headdress suggests she might be foreign, which is significant as the Right made "French identity" an important issue in the elections. Unlike others at the rally, she sat in silence, relying on the rose and the sign to convey her message.



Winner Public Category 2

People or places symbolizing democracy in public or private life.

Future of Afghanistan Melanie Smith (Washington, DC)

These two girls symbolize cooperation, hope and the future of Afghanistan. On the surface, they symbolize the democratic changes their country has seen just by the fact that they are in school. On a deeper level, these young girls are a part of a civil society that is struggling to open up to equality and freedom. Their education will hopefully bring their country forward, creating a democracy open to civil engagement.

Winner IFES' Choice

Photographs representing the attitude and substance of IFES' work.

Introducing Transparency Aysha Shujaat (Islamabad, Pakistan)

For Pakistan's 2008 General Elections, IFES Pakistan procured the first stock of translucent ballot boxes and tamper evident seals for the Election Commission. This was one of the key steps towards transparency of election administration in Pakistan. Voters of all ages appreciated the initiative.



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VOTING



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