



International Foundation
for Electoral Systems



RISING TO THE CHALLENGE

2020-24 STRATEGIC PLAN

Elements of our

Strategic Plan

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Front cover photo: In Myanmar, a Chepang woman receives her citizenship certificate. IFES programming has helped individuals from marginalized groups acquire state identification documents, breaking down barriers to the electoral process.

A note from IFES leadership

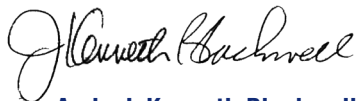
With democracy and electoral integrity increasingly under pressure around the world, the work of the International Foundation for Electoral Systems (IFES) is more important than ever.

For IFES — and all champions of democracy — “business as usual” is not an option. Democracy’s adversaries are working tirelessly to tear down democratic institutions and norms faster than we can build them.

The world is changing, and IFES is changing with it. In 2019 we embarked on an ambitious strategic planning process. The resulting vision, mission, values and strategic outcomes highlighted herein reflect our institutional learning and unique understanding of what is required to deliver credible elections and responsive governance in this unprecedented era.

Despite the many difficulties, this is an exciting time, ripe with opportunities to innovate and strengthen existing approaches, while forging collaborative ways to empower all people to have a voice in how they are governed.

We are proud to lead IFES into this new decade and achieve what is required of us at this transformative moment in history. Together, we can overcome the greatest of challenges.




Amb. J. Kenneth Blackwell
Chairman



Donald R. Sweitzer
Co-Chairman



Anthony N. Banbury
President and CEO



*In Kyiv, an IFES Ukraine employee casts her ballot.
IFES' diverse workforce includes hundreds of local employees in offices around the world.*

Our values and culture

How we do our work matters.

**We believe in the
power of people.**

**We develop individual, institutional
and collaborative capacities to
strengthen democracy.**

**We pursue excellence
and innovation.**

**We learn and adapt to best serve the
people and principles we support.**



**We embody
diversity, equality
and opportunity.**

**We build inclusive relationships based
on trust and mutual respect.**

Culture Statement

We are here to advance democracy's promise. Every day, we choose the path that furthers our mission and exemplifies our values. We apply thoughtful, rigorous solutions to complex problems. We take informed risks and view setbacks as opportunities for reflection and growth. Our people drive IFES and prize inclusion, trust and accountability. We conduct our work with integrity.

We are IFES.

New vision

DEMOCRACY

FOR A BETTER FUTURE

Democracy is complex, but our vision is simple:

Political participation is a human right and makes the world a more peaceful, prosperous and equal place.



An accessible press conference takes place at an election media center in Tunisia.

Election media centers are an IFES innovation, and serve to cultivate trust and communication between journalists, election commissions, observers and the general public.



During Kenya's 2017 elections, the IFES-supported "Youth Vote" (Yvote)

digital media and outreach initiative reached over 1 million Kenyans.

New mission

TOGETHER

WE BUILD DEMOCRACIES THAT
DELIVER FOR ALL

Representative government, at its core, is a recognition of the great collective power of individual voices. IFES' expertise is nothing without the will of people and societies to achieve responsive government, and the support of our donors and partners all over the world.

Together, we are better.

A closer look at our
Strategic Outcomes

IFES' strategic planning process began with listening to our partners around the world, policymakers, donors, thought leaders, our Board and staff, including — critically — our field leadership.

After collecting and distilling the viewpoints of our global stakeholders, we developed **four strategic outcomes** that reflect the highest priority needs in the democracy promotion and electoral integrity space. They are designed to focus our efforts, highlight areas for increased investment and help IFES best align our capabilities and services to today's dynamic world.

The strategic outcomes are not intended to be an exhaustive description of all our important work — they are guidelines, not guardrails. IFES strives to become increasingly agile and adaptive, able to pivot in new directions as needed.

We are proud to share the following strategic outcomes, which position us to provide the highest value and impact to our partners in 2020-24, and beyond.



“The work of building and sustaining democracies requires persistence and it requires cooperation. Since its founding over 30 years ago, IFES has brought both of these attributes to the fight for freedom.”

**— Dr. Madeleine K. Albright,
2019 Charles T. Manatt
Democracy Award recipient**

Strategic Outcome #1

Trusted electoral institutions deliver credible elections

The heart and soul of IFES' work is leveraging global best practices to build credible, resilient election management bodies (EMBs). This supports:

- Transparent, inclusive elections that deliver in crisis situations and resist manipulation by malign actors;
- Outcomes accepted by voters and peaceful transfers of power; and
- Empowered electoral officials who can proactively address emerging challenges and sustain public faith in elections.

To strengthen our efforts in 2020-24, IFES will innovate more data-driven programs, facilitate global information-sharing and design new tools and methods that build trust in election results.

Strategic Outcome #2

Effective governing institutions are accountable to the people they serve

IFES amplifies the efforts of public officials and civil society to promote good governance and rule of law. IFES empowers:

- Civic groups to fight corruption and the abuse of state resources, and to reform political finance systems;
- Public transparency and accountability mechanisms; and
- Global and regional peer networks of judges and election commissioners.

In 2020-24, IFES will continue to expand its anti-corruption and good governance portfolio. IFES will also innovate approaches to preserving electoral integrity, security and rule of law in conflict situations.



A Guatemalan couple shows off their inked fingers after voting. IFES works alongside the Supreme Electoral Tribunal to conduct inclusive, credible and peaceful elections.

A group of approximately 15 people, including men and women of various ages, are standing in a loose circle on a paved area with hexagonal tiles. They are all looking towards the center of the circle, where a person is lying down. The person lying down is wearing a red shirt and dark pants. The group is diverse in their clothing, with some wearing casual t-shirts and others in more formal attire. Some individuals are holding small white cards or papers. The background shows some greenery and a building with a red door.

“I think a true democracy must be inclusive. It must represent everyone.”

— Nayeem, a young man with a disability who participated in IFES’ “People Against Violence in Elections” program

Strategic Outcome #3

All people safely participate in civic and political life on an equal basis

When all groups of society are represented, democracy thrives.

Throughout its work, IFES promotes an informed and empowered citizenry by:

- Mainstreaming an intersectional approach to traditionally underrepresented groups;
- Promoting peaceful participation through conflict mediation and mitigation activities; and
- Innovating culturally tailored civic education and leadership programs.

IFES will further its award-winning inclusion programming by exploring new approaches to the political inclusion of youth and displaced people.



Strategic Outcome #4

Technology, information and data positively serve elections and democracy

Adapting technology to advance — not degrade — democracy and elections is both a universal responsibility and complex challenge. IFES will do its part by:

- Delivering technology and information integrity solutions for civic engagement and electoral management;
- Working with electoral stakeholders to counter hate speech and use social media to promote tolerance, accessibility and inclusivity;
- Researching the evolving relationship between elections and technology, and developing cybersecurity and disinformation toolkits.



In 2020-24, IFES will achieve these goals with the support of the Technology for Democracy (T4D) Fund and its dedicated technology team.



The T4D Fund supports IFES efforts to develop tools and conduct research on the positive use of technology in democracy and elections. Core contributors to the T4D Fund include social media and technology companies.



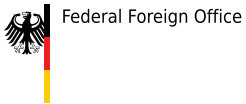
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State Department Bureau of International Narcotics and Law Enforcement Affairs
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make our work possible.

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India International Institute of Democracy and Election Management
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United Nations Development Programme



IFES has supported disabled persons organizations and others to conduct election access observation in 12 countries, including Nepal. In 2019, IFES received an Innovative Practice Award from the Zero Project for its Election Access Observation Toolkit.

Learn more

About IFES

IFES advances democracy for a better future.

We collaborate with civil society, public institutions and the private sector to build resilient democracies that deliver for everyone. As the global leader in the promotion and protection of democracy and electoral integrity, our technical assistance and applied research develops trusted electoral bodies capable of conducting credible elections; effective and accountable governing institutions; civic and political processes in which all people can safely and equally participate; and innovative ways in which technology and data can positively serve elections and democracy. Since 1987, IFES has worked in more than 145 countries, from developing to mature democracies.



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