

2021

ANNUAL REPORT



BREAKING THROUGH

DEMOCRACY FOR A BETTER FUTURE



ABOUT

THE INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS (IFES)

IFES advances democracy for a better future. We collaborate with civil society, independent institutions, governments and the private sector to build resilient democracies that deliver for everyone. As a global leader in the promotion and protection of democracy, 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. IFES is a global, nonpartisan organization based in Arlington, Virginia, USA, and registered as a nonprofit organization [501(c)(3)] under the United States tax code.

BOARD MESSAGE

DEAR FRIENDS AND SUPPORTERS OF IFES,

As co-Chairs of the IFES Board of Directors, we are proud of IFES and its dynamic partnerships at the global, regional and country levels. IFES partnerships have always been based on mutual respect, meaningful collaboration and an active commitment to locally led development.

From IFES' country programs to headquarters and the Board, local staff have risen through the ranks to lead globally. Our partner-centered approaches see local partners set their agendas, advance their ideas and own their engagement in civic and political life. Our networks bring together local partners at the regional and global levels to share information, experience and learning.

New and renewed strategic collaborations in 2021 enabled us to fuse local solutions with IFES' worldwide reach. This report details how IFES' deep relationships with civil society, tech experts, academic institutions, election management and independent oversight bodies, professional networks, and nearly 20 public and private sector donors have unleashed great talent, initiative, innovation and resolve upon the increasingly complex challenges of democracy and the malign actors who seek to undermine it.

As we celebrate IFES' 35th anniversary in 2022, whether you are a long-standing IFES champion or have only recently learned of our vision and mission, we invite you to connect with IFES. Please reach out to us via IFES.org, social media and our events to learn how, together, we can **build resilient democracies that deliver for all**.

Sincerely,



Thomas A. Devine

Thomas A. Devine,
Chair, IFES Board of Directors



J. Kenneth Blackwell

Amb. J. Kenneth Blackwell,
Co-Chair, IFES Board of Directors

MESSAGE FROM OUR PRESIDENT AND CEO



DEMOCRACY IS UNDER PRESSURE.

At the start of 2021, a majority of the world's population lived under autocracy. As COVID-19 mutated into challenging new variants, so too did anti-democratic forces and malign actors evolve and spread their tactics.

Yet, IFES and its partners are **breaking through**. In 2021 we forged ever more nimble and creative strategies, alliances and tools to address corruption, repression and weaponized technology. We connected democratic champions – from elevating the voices of Indigenous youth to facilitating peer-to-peer support in the fight against corruption and money laundering.

IFES and its consortium partners were chosen to hold the United States Agency for International Development (USAID) five-year Democratic and Political Processes (DEPP) award. The Swedish Agency for International Development (Sida) and IFES cemented a new collaboration for core support to develop organizational capacity and deliver on IFES' Strategic Plan 2020–2024.

While we continued to deliver quality programming using world-class approaches developed over decades of experience, IFES was also busy innovating tools to counter emerging and evolving threats to democracy. This year we were proud to launch the new IFES Center for Anti-Corruption and Democratic Trust, which serves as an incubator for new academic and practitioner partnerships and global initiatives that raise awareness of political and electoral corruption, and innovate to address them.

This was a year of challenges, with more hard work ahead. But it is important to celebrate the achievements of IFES' staff and partners in 2021 – because only together can we achieve **democracy for a better future**.

Sincerely,

Anthony N. Banbury,
IFES President and CEO

IFES BY THE NUMBERS

2021



25.3 MILLION
Individuals received voter education worldwide



247
National civil society organization partners worldwide



500
Initiatives to counter disinformation and hate speech



416,000
Impressions on Twitter



32
External publications



\$76.4 MILLION
Fiscal Year 2021 revenue



155,365
Individuals received civic education worldwide



30+
Elections supported worldwide



34
Countries represented in IFES' webinar on the abuse of state resources



46
Global events



803,200
IFES.org page views



58
Countries reached by IFES programming



301,141
Election officials trained worldwide



1,000+
Inclusion activities that local partners conducted with IFES



1,700
Participants in online discussions on electoral integrity in Europe



1,900
Media hits



75,300
Downloads from IFES.org



18
Number of public bilateral funders, foundations and private donors

2021

HIGHLIGHTS

JANUARY 10 – APRIL 11:

Kyrgyzstan holds presidential, local and parliamentary elections and two referenda, prompting [key changes in the government system and constitution](#).

FEBRUARY 7 – APRIL 11:

In Ecuador, the National Electoral Council and IFES improve information technology and systems to ensure electoral integrity and credibility.

MARCH 3:

In the lead-up to Pakistan's parliamentary elections, IFES and its local partners conduct "She Leads" trainings to promote women's national identity card registration.

APRIL 13:

The Global Cyber Alliance and IFES [announce a partnership](#) to make political participation safer for everyone.

MAY 18:

IFES and the National Electoral Institute of Mexico [renew our collaboration](#) to strengthen the capacity of electoral institutions across Latin America.

JUNE 9:

IFES hosts an official side event at the United Nations General Assembly Special Session Against Corruption.



JUNE 20 – DECEMBER 5:

Snap parliamentary and local elections in Armenia – the first held following passage of new electoral legislation and a new electoral system – [result in praise](#) from observers and the Parliamentary Assembly from the Council of Europe.

AUGUST 12:

The Electoral Commission of Zambia [delivers a peaceful election](#), manages record levels of voter turnout and ushers in an orderly transition of power.

SEPTEMBER 15:

The [launch of the IFES Center for Anti-Corruption and Democratic Trust](#) affirms IFES' commitment to combatting corruption worldwide.

SEPTEMBER 16:

IFES and the Embassy of Sweden hold [an expert discussion](#) on how to safeguard the democratic rights of the environmentally displaced.

SEPTEMBER 29:

[IFES signs](#) the Generation Equality Compact on Women, Peace and Security and Humanitarian Action.

**OCTOBER 4:**

The Consortium for Elections and Political Process Strengthening is selected as the prime recipient of the USAID DEPP Award.

OCTOBER 10:

Technically successful Council of Representative elections in Iraq take place under new electoral leadership.

NOVEMBER 28:

Local partners and IFES support help 8,035 voters make use of accessible voting devices during Honduras' general elections.

DECEMBER 3:

IFES leads an official side event at the Summit for Democracy, co-hosted by the United States, Norway and the United Kingdom.

DECEMBER 14:

Sida enters a three-year partnership accelerating IFES' mission, "Together we build resilient democracies that deliver for all."



SPOTLIGHT

STRATEGIC GLOBAL PARTNERSHIPS

In 2021, IFES took a fresh approach to global partnerships.

IFES and the Swedish Agency for International Development (Sida) Partner to Advance Democracy

We began a new relationship with [Sida](#) based on core support for IFES. The partnership advances shared Sida and IFES priorities by accelerating implementation of our Strategic Plan and initiatives to improve electoral assistance and election administration; strengthen anti-corruption and democratic trust; expand inclusion and human rights, including gender equality; and improve information integrity and cybersecurity of critical elections infrastructure. The partnership also invests in strengthened internal systems, storytelling and knowledge sharing to advocates and policymakers.

IFES Joins Forces with 100+ Entities for Women, Peace and Security

[IFES](#) became a member of the [Compact on Women, Peace and Security and Humanitarian Action \(WPS-HA\)](#). IFES joined more than 100 entities from the public and private sectors and civil society in this intergenerational, inclusive movement. IFES made nine WPS-HA Compact commitments related to building the capacity of and connections between local, national and international women's organizations; engaging men and boys for gender equality; building feminist movements and harnessing women's leadership; and sharing best practices.



Collaborating with Tech Experts

New approaches to existing partnerships, such as those with tech companies like Microsoft, Google and Meta (formerly Facebook), resulted in collaborations with IFES and independent experts to develop tools like *Social Media Strategies for Election Management Bodies: A Tactical Guide to Expanding Voter Outreach*.

IFES partnerships with tech companies and with the *Global Cyber Alliance* enable us to work at the leading edge of democratic tools and risk. To uphold our integrity, IFES' *Terms of Engagement* establish clear parameters for rigorous transparency, independence and accountability to our mission.

IFES and the Consortium for Elections and Political Process Strengthening (CEPPS) Selected by USAID for Major Five-Year Award

CEPPS has crafted a partnership strategy around a streamlined set of core technical partners and a dynamic approach to engaging new, niche partners over the course of the DEPP award. IFES is a founding member of CEPPS, with the National Democratic Institute and the International Republican Institute. We are proud to partner under DEPP with Internews, D-Arch, the Center for International Private Enterprise and the American Bar Association Rule of Law Initiative.



Turning Anti-Corruption Analysis into Action with Local and International Partners

In 2021, IFES established the Center for Anti-Corruption and Democratic Trust. The Center will pursue new academic and practitioner partnerships and global initiatives that enhance awareness and innovation.

With the Central and Eastern European Law Initiative (CEELI), we developed *Piercing the Veil: Using Peer Reviews in the Fight Against Corruption*. This guide helps stakeholders transform insights from country-level peer review into anti-corruption action and reform.

IFES also contributed to the consultative process in preparation for the United Nations General Assembly Special Session against Corruption in 2021, in our role as an official observer to the United Nations Convention Against Corruption (UNCAC). We highlighted *six priority areas* requiring more international attention in the fight against corruption, including different forms of corruption in the electoral process.



IFES ADJUSTS ITS STRATEGIC PLAN

When IFES adopted its Strategic Plan 2020–2024, we committed to a midpoint assessment. We initiated this process in 2021 with a thorough and unflinching review. IFES' Monitoring and Evaluation and Survey Research Team started to collect background information and views from internal and external stakeholders on the strengths and weaknesses of our Strategic Plan. Subsequent internal deliberations focused on adjustments we should make.

As a result of this assessment, in 2022 the IFES Board of Directors adopted some modest adjustments to our mission and four Strategic Outcomes:

VISION

Democracy for a better future.

MISSION

Together we build *resilient* democracies that deliver for all.



STRATEGIC OUTCOMES



Trusted electoral *stakeholders* deliver credible elections.



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



Effective governing institutions are accountable to the people they serve.



Technology, information and data positively serve elections and democracy.





STRATEGIC OUTCOME 1

Trusted Electoral Stakeholders Deliver Credible Elections

IFES elevates the trust and credibility of electoral officials and institutions. Election officials need to protect democratic norms and deliver elections that are technically sound, inclusive, safe and secure. Electoral stakeholders must be responsive to and mitigate corruption, disinformation and other threats to election integrity. Without credible elections, other democratic institutions and processes are called into question.



STRATEGIC OUTCOME 1

In 2021, IFES collaborated with election management bodies and partners in Latin America and the Caribbean:

- During El Salvador's February 2021 legislative election, IFES technical assistance supported successful systems for the transmission of preliminary results, final tabulation and disclosure of results.
- Working with the Dominican Republic's Central Election Board (JCE), IFES supported an after-action review of the 2020 elections to develop a new JCE strategic plan.
- Ahead of Honduras' November 2021 general elections, IFES built capacity for data management, campaign finance oversight and electoral dispute resolution processes in the National Electoral Council and Electoral Justice Tribunal, advancing institutional preparedness and public trust.

By leveraging IFES' deep regional relationships and global networks, these individual successes will collectively have a multiplier effect across elections, countries and years.



Back from the Brink: Zambia achieves a fair election and peaceful transition of power

- Context: Widespread political violence, economic crisis and polarization.
- Action: IFES training to all provincial and district election officers on conflict mitigation, electoral leadership and establishing channels for crisis intervention.
- Impact: The Electoral Commission of Zambia delivered peaceful presidential and legislative elections, managed record voter turnout and ushered an orderly transition of power.



ДЕМО
КРАТІЯ

ВІД ТЕОРІЇ
ДО ПРАКТИКИ

SPOTLIGHT

KEY FINDINGS FROM CEPPE REPORT ON DEMOCRACY AND GOVERNANCE IN POST- CONFLICT COUNTRIES

IFES analyzed nearly three decades of democracy assistance programs in post-conflict countries to identify challenges, document strategies and draw lessons learned for more effective and sustainable interventions. A reflection piece summarizes some of these lessons and reaffirms our commitment to learning from experience and evidence.

Democracy support in post-conflict environments adds layers of complexity, requiring responses that are both highly technical and cognizant of specific contextual challenges. As an international actor, we are acutely aware that IFES' programming can only be effective when it has the acceptance gained through local ownership and leadership, and the meaningful participation of people in the countries where we work.

So, what did we learn?

- ✓ Deep understanding of the specific context and post-conflict dynamics is essential.
- ✓ Four overarching categories must be addressed in conflict and post-conflict settings. Taking steps to understand and mediate these can mean the difference between success and failure.

- 01** **LEVEL OF SECURITY AND GOVERNMENT REPRESSION.** People in these environments might fear retaliation from government forces or militias and refrain from participating in program activities and engaging in political processes, reducing the overall impact of interventions.
- Mitigations include making adequate security arrangements and ensuring that reporting requirements are flexible, to preserve participants' anonymity.
- 02** **PERSISTENT SOCIAL CLEAVAGES.** The collaboration, cooperation and tolerance necessary for a functioning democracy may be lacking in post-conflict situations where populations are divided and traumatized.
- Mitigations include the analysis of political dynamics and application of do-no-harm approaches; steady engagement and trust-building with actors across the political spectrum; and identifying and building initiatives around common interests.
- 03** **POLITICAL WILL.** Without political will, even well-designed assistance programs are unlikely to succeed. Political will is much more than the support of one leader or another; it is acceptance and buy-in from the community. In post-conflict situations and as an outside organization, acceptance must be earned.
- Mitigations include identifying less politicized entry points in closed spaces, maintaining trusted relationships to build reputation, harvesting "low-hanging fruits" to demonstrate program benefits to skeptical stakeholders, being realistic about what the program can achieve and setting the pace for expected changes at a speed that is comfortable for the community.
- 04** **PARTNER CAPACITY.** Implementing partners must understand the varying capacities of partners; capitalize on local resources and expertise; and avoid rushing progress, as this can be counterproductive and damaging to overall efforts.
- Mitigations include understanding institutional needs and developing broad capacity along with specific technical knowledge; employing national and regional expertise to build skills; and developing an exit strategy that allows for the steady transfer of skills and sustainability of results.





STRATEGIC OUTCOME 2

Effective Governing Institutions Are Accountable to the People They Serve

Corruption poisons democracy – this was the message delivered by all speakers at the IFES [webinar](#) “Taking on Kleptocrats.” It was also the impetus behind the establishment of the IFES [Center for Anti-Corruption and Democratic Trust](#) in September 2021, which will address pervasive forms of political and electoral corruption that pose the greatest threats to democracy.



STRATEGIC OUTCOME 2

Corruption is not a victimless crime. It impacts all citizens in practical ways, such as starving health clinics of medicines, feeding polarization and sapping governance institutions of legitimacy. Civil society is the connective tissue between citizens and governing institutions, playing a vital role in accountability.

IFES works in partnership with civil society in countries moving from autocracy to democracy by providing tools that enable them to counter corruption. Together with our partner CEELI, we designed an introductory curriculum – *Anti-Corruption and Anti-Money Laundering Course for Civil Society in Post-Transition Environments* – and [piloted it in Ethiopia and The Gambia](#) in the summer of 2021.

Feedback made it clear that what participants learned was eye-opening and valuable. A participant from Ethiopia noted, “I had a great time with the course and trainers. Currently, I am working in the media sector.... This course will help me a lot...[and] motivates me to research corruption-related reporting in the Ethiopian context...”

In 2021, IFES tackled corruption by:

- Launching the [IFES Center for Anti-Corruption and Democratic Trust](#);
- Giving local partners the tools and space to develop solutions (i.e., the IFES/CEELI partnership);
- Publishing *Piercing the Veil: Using Peer Reviews in the Fight Against Corruption*;
- Piloting a new civil society curriculum on the abuse of state resources in elections;
- Observing the UNCAC 9th Conference of the States Parties;
- Engaging in the Consultative Process for the United Nations General Assembly Special Session against Corruption;
- Expanding the [Effective Combat Against Corruption](#) project to Kosovo;
- Expanding the Implementation of Anti-Corruption Treaties and Standards project to Morocco and Algeria; and
- Launching new regional anti-corruption, pro-integrity programs with the Association of Southeast Asian Nations and in the Pacific Islands.

SPOTLIGHT

LOCALIZATION

For the last four years, IFES has supported local agendas for good governance, electoral integrity and the fight against corruption in Bulgaria. An IFES partner, the Bulgarian Institute for Legal Initiatives (BILI), has partnered with the National Audit Office on training for auditors and political party financial managers, with the Supreme Judicial Council to clarify criteria for judicial remuneration and with the National Institute of Justice to strengthen judicial mentorship and judicial ethics training.

The COVID-19 pandemic exacerbated corruption worldwide. BILI rose to the challenge by swiftly expanding its activities to monitor social and economic spending around the pandemic, supported by IFES. This rapid pivot enabled BILI to enhance transparency around state hospitals' use of funds and to flag corruption risks for state institutions. BILI also leveraged its practical experience monitoring relief funds to develop a step-by-step tool for civil society organizations to undertake local-level monitoring of the use of public funds in the pandemic.

To support regional civil society organizations, activists and journalists to better monitor relief spending and corruption in their communities, BILI led a July 2021 training and shared the step-by-step guide with approximately 50 organizations across Bulgaria. This enhanced widespread anti-corruption monitoring efforts.





STRATEGIC OUTCOME 3

All People Safely Participate in Civic and Political Life on an Equal Basis

To reach their full potential, democracies must **deliver for all**. The needs, strengths and experiences of all members of society, including historically excluded or underrepresented groups, must be considered.



STRATEGIC OUTCOME 3

In **South Asia**, IFES creates opportunities for organizations of persons with disabilities, civil society and governments to connect and remove barriers. During the "South Asia Regional Power to Persuade Virtual Conference" in March 2021 – supported by Global Affairs Canada, UK Aid and USAID – women with disabilities from the region who participated in the advocacy program met for the first time.

With support from the Australian Government and the Swiss Agency for Development and Cooperation, in **Nepal**, IFES' She Leads women's leadership trainings helped women navigate their roles as elected officials. *"We used to just follow in the chairperson's footsteps, but this training taught us that as women – especially ... from the Dalit community – we should bring attention to issues that affect us unjustly,"* said Kamala Sarki, a participant.

In **Pakistan**, IFES conducted trainings with 500 women to support them in promoting women's registration for national identity cards in their communities. One participant, Yashpa, a 19-year-old woman from Khyber Pakhtunkhwa, conducted community meetings, door-to-door outreach at over 100 houses and sessions for 400 students. *"I will continue ... working on ... spreading awareness among women to inspire them to exercise their right to vote,"* she said.

In 2021, IFES promoted safe, inclusive democratic participation...

- Globally: To mark the International Day of World Indigenous Peoples and International Youth, IFES hosted "Promoting the Political Rights of Indigenous Youth," featuring young Indigenous advocates from Guatemala, Libya and Nepal.
- With donor governments: A bill to establish an Office of International Disability Rights at the U.S. Department of State – an IFES advocacy priority – became law.
- In the Democratic Republic of the Congo: IFES trained women civil society activists on gender inclusion in the legal framework and reform processes. "Before IFES' training, the problems of our country did not interest me much because I thought that, as a woman, I could not change anything for the better. Thanks to the training session with IFES, I decided to run for electoral manager of the youth committee in my political party," said program participant Vicky from Goma, North Kivu.

In 2021, IFES programming in the Asia-Pacific region received support from the governments of Australia, Canada, Denmark, New Zealand, Switzerland, the United Kingdom and the United States.

SPOTLIGHT

SUMMIT FOR DEMOCRACY

IFES was a key contributor to the December 2021 Summit for Democracy convened by the United States. On the International Day of Persons with Disabilities, IFES partnered with the governments of the United States, Norway and the United Kingdom on an official side event, “Disability-Inclusive Democracy.” This brought together disability rights advocates and government officials to discuss evolving challenges around access to voting, elections, and political and civic participation.

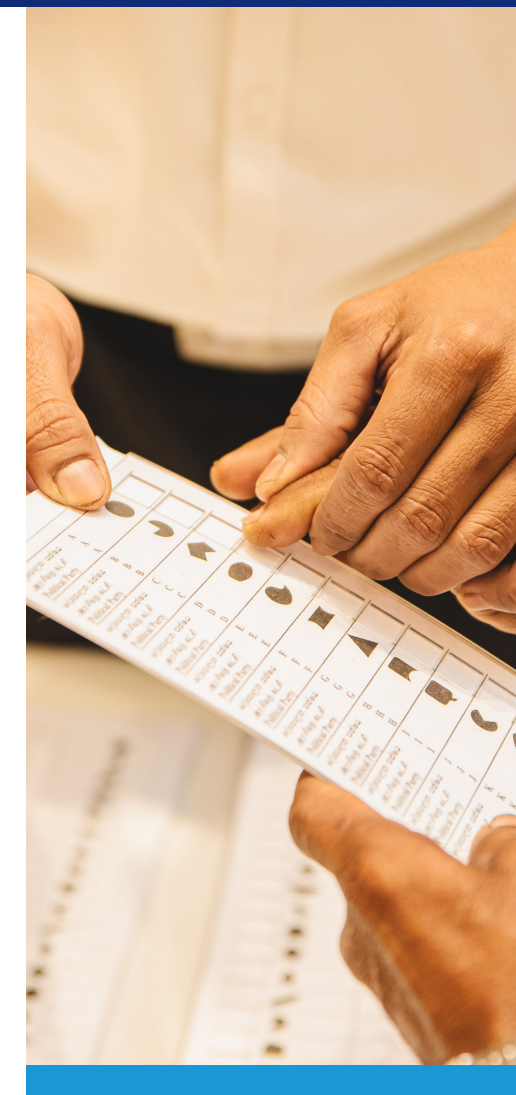
In opening remarks, U.S. Department of State Deputy Secretary Wendy Sherman highlighted IFES programming in Ukraine, Indonesia and Liberia, and U.S. government representatives showed videos highlighting IFES Libya (Rights Unite) and IFES Ukraine (Team Up for Inclusive Elections). As a follow-up, IFES participated in the Year of Action formulation of a Disability Inclusive Democracy Action Plan. IFES was also one of a group of 14 global pro-democracy organizations that addressed Five Messages to leading democracies at the Summit for Democracy.

One of those messages – “put our own house in order” – was powerfully reiterated during the IFES side event “Taking on Kleptocrats.” Panelists observed that proceeds from corruption flow into Western democracies from autocracies, requiring a focus on “corruption enablers.” With dictatorships on the rise, the world’s democracies are challenged to act.

In the lead-up to the Summit for Democracy, IFES and the Global Democracy Coalition co-hosted “Turning the Authoritarian Tide through Civic Education” with civic education champions from the United States, Ukraine, Georgia and Bangladesh. The panel focused on three recommendations:

- ✓ **Prioritize civic education** as an essential component for democratic renewal;
- ✓ Promote education that **emphasizes exposure to diverse views and learning experiences**; and
- ✓ Institutionalize **democratic values** in schools and universities.

Two IFES youth partners from Bangladesh and Nepal reiterated these messages in a Youth Town Hall hosted by U.S. Ambassador to the United Nations Linda Thomas-Greenfield.





STRATEGIC OUTCOME 4

Technology, Information and Data Positively Serve Elections and Democracy

Communications, surveillance and analytic technologies greatly expand the global reach and impact of governments, the public and activists – as well as bad actors. We are all witnesses to the influence of information and disinformation on voting patterns, and of surveillance on democratic participation. Meanwhile, novel platforms and tools show promise to increase engagement and advocacy. As internet and mobile penetration rates rise quickly, technology, information and data present opportunities and risks.



STRATEGIC OUTCOME 4

In **Morocco**, our local partner Taфра developed an online game – adaptable to other country contexts – that helped players match their political preferences to political party platforms. An impact evaluation showed that players with misaligned preferences were more likely to make better informed decisions about their party preferences after the game. This activity was implemented using IFES' internally managed [Tech4Dem](#) fund – generated by a 10 percent levy on all money IFES receives from tech companies – which enables IFES and its partners to leverage information and technology to contribute positively to democracy and elections, and mitigate against misuse.

In **Tunisia**, the [Democracy Exhibit](#) leveraged augmented and virtual reality and interactive videos to inform young visitors about Tunisia's political history, democracy, the role of public institutions, civic engagement and elections. To ensure full accessibility, IFES and its partner, the High Independent Authority for Elections, created three versions of the exhibit: full audio-visual, sign language and an audio version with a screen reader. To accommodate COVID-19 precautions, the physical exhibit was complemented by an [online platform](#) and mobile application.



IFES working group counters disinformation and misinformation

IFES established a Social Media, Electoral Integrity and Disinformation working group to encourage and support cooperation on information integrity:

- The election management bodies of 13 countries in Europe and Eurasia have joined.
- Activities have supported strategic and crisis communication planning.
- The working group launched a crisis communication disinformation playbook, which is now being leveraged globally.

SPOTLIGHT

ENHANCING CREDIBILITY IN KENYA'S HIGH-STAKES ELECTIONS

Kenya's Independent Electoral and Boundaries Commission (IEBC) faces a narrow timeline to deliver a credible election and effective dispute resolution process in 2022. In 2021, to empower the people of Kenya to hold peaceful and credible elections, IFES partnered with local electoral stakeholders such as the IEBC, the judiciary, local civil society organizations and others.

The Kenya Elections Support Programme (KESP) – funded by the United Kingdom Foreign Commonwealth and Development Office (FCDO) – acts as a neutral facilitator and advisor to provide technical aid for key institutions and other critical stakeholders. FCDO awarded this program an “A” for two years in a row, as it “ensured ambitious delivery in a challenging context.”

Together, KESP partners have supported:

- ✓ Deployment of IFES' Executive Curriculum in Electoral Leadership (iEXCEL), which develops skills to strengthen institutional independence, deliver elections within the context of a crisis, resist manipulation of elections by political actors and foster institutional resilience and capacity.
- ✓ Capacity building and direct technical assistance to key directorates within the IEBC. This facilitated their effective and efficient implementation of the Election Operation Plan to promote accountability and citizen confidence in the IEBC.
- ✓ Meaningful electoral reforms that are determined by Kenyan stakeholders, spaces for engagement and open dialogue between parties.
- ✓ Engagement of political parties and the Political Parties Liaison Committee to ensure an enabling environment for the participation of women, youth and persons with disabilities.
- ✓ The ongoing development of locally led civic and voter education campaigns targeting women, youth and persons with disabilities, which will contribute to the increased participation of marginalized communities.
- ✓ Youth engagement forums in nine regions that trained over 1,500 youth voter education champions.
- ✓ The launch of the IEBC Youth Coordinating Committee, and its delivery of an Election 2022 Youth Action Plan for Voter Mobilization and Participation.
- ✓ Through local and international trainers, media training for the IEBC and development of campaign messaging, a communication strategy and nationwide voter registration.

- ✓ The rollout of election dispute resolution training for the IEBC, Judiciary Committee on Elections and Political Parties Dispute Tribunal for multiple levels of the judiciary, including the Supreme Court.
- ✓ Support to nationwide survey polling, focus group discussions and political economy analysis research and assessments on disability, gender and conflict.
- ✓ Stakeholder discussions on election security strategies and plans.

By working with electoral institutions, civil society and the media, IFES is helping restore credibility and enhancing oversight of the 2022 electoral cycle.

IFES helps meet Africa's demand for democracy

- IFES' [Mali Electoral Integrity Assessment](#) helped the country [chart a path forward](#) after the 2020 coup.
- [Congoese women were equipped to advocate on](#), understand and participate in the country's electoral reform process, ensuring greater equality and accountability.
- In Nigeria, IFES partnered with local organization Kimpact Development Initiative to pilot gender-sensitive early warning indicators of violence and conflict, part of IFES' [new global framework](#).
- IFES supported the [first presidential elections](#) in the "New Gambia" era, in which more women than men were registered to vote.
- In Niger, [unique and engaging public service announcements](#) enhanced civic education ahead of presidential and legislative elections.
- IFES leveraged the [Africa Regional Electoral Justice Network](#), bringing judges from South Africa and Kenya to share their experiences with their Ethiopian peers.
- In Malawi, IFES analyzed prominent court judgments and consulted with election stakeholders to identify recommendations for elections and dispute resolution.
- To support election dispute resolution in Africa and around the world, IFES launched [ElectionJudgments.org](#), a first-of-its-kind database of national election judgments.

PUBLIC BILATERAL FUNDERS, FOUNDATIONS AND PRIVATE DONORS

PUBLIC BILATERAL FUNDERS

UNITED STATES

- U.S. Agency for International Development (USAID)
- Department of State
 - Bureau of Democracy, Human Rights and Labor
 - Bureau of International Narcotics and Law Enforcement Affairs
 - Bureau of Near Eastern Affairs
 - Bureau of Conflict Stabilization Operations

AUSTRALIA

- Department of Foreign Affairs and Trade (DFAT)

UNITED KINGDOM

- Foreign, Commonwealth and Development Office (FCDO)

CANADA

- Global Affairs Canada (GAC)

SWITZERLAND

- Swiss Development and Cooperation Agency (SDC)

FRANCE

- Ministry of Foreign Affairs (MFA)

DENMARK

- Danish International Development Agency (DANIDA)

NEW ZEALAND

- Ministry of Foreign Affairs and Trade (MFAT)

SWEDEN

- Swedish International Development Agency (Sida)

INDIA

- Election Commission of India

FOUNDATIONS AND PRIVATE DONORS

ORGANIZATIONS

- Google
- Meta
- Microsoft
- Open Society Foundations (OSF)

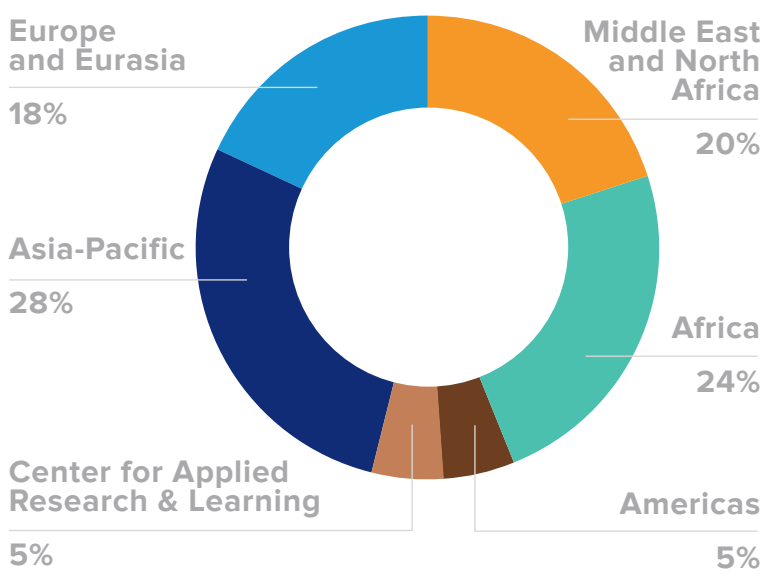
BOARD OF DIRECTORS

- MARGARET BIGGS
 - AMB. J. KENNETH BLACKWELL, Co-Chair
 - G. GARVIN BROWN IV*
 - KENNETH CUTSHAW
 - THOMAS A. DEVINE, Chair
 - CHARLES HALLIDAY DOLAN, JR.
 - FRANK J. DONATELLI
 - AMB. WILLIAM C. EACHO, Vice Chair
 - HON. IRENA HADŽIABDIĆ
 - HON. STENY HOYER
 - FREDERICK S. HUMPHRIES, JR.
 - WILLIAM J. HYBL
 - ATTAHIRU MUHAMMADU JEGA
- JUNE LANGSTON DEHART, Vice Chair
 - GREGORI LEBEDEV
 - AMB. TOM MCDONALD
 - HON. M. PETER MCPHERSON
 - H.E. ANDRÉS PASTRANA
 - HON. ROB PORTMAN
 - DANIEL F. RUNDE
 - AMB. THEODORE SEDGWICK, Treasurer
 - CAMILLE STEWART
 - DONALD R. SWEITZER
 - RANDAL TEAGUE SR., Secretary
 - SARAH TINSLEY

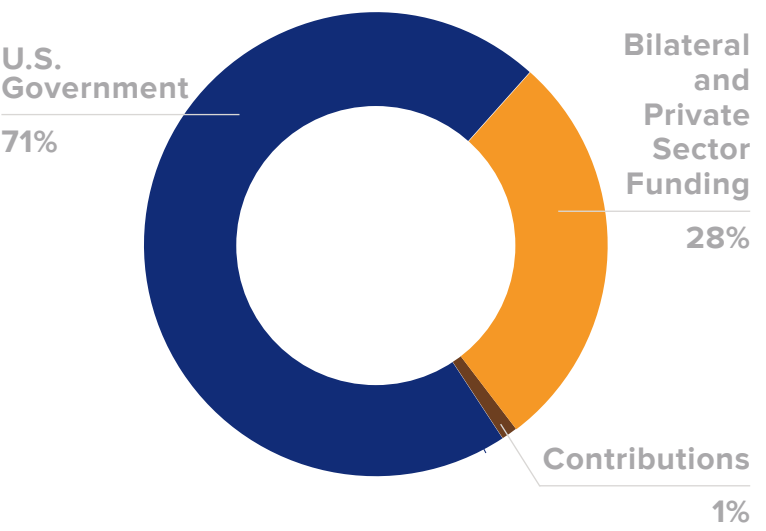
*WELCOMED TO THE IFES BOARD IN 2022

FISCAL YEAR 2021 FINANCIAL DATA

PROGRAM SERVICES



SOURCES OF REVENUE



REVENUE GROWTH





International Foundation
for Electoral Systems

Headquarters | 2011 Crystal Drive | Arlington, Virginia 22202 | USA  www.IFES.org