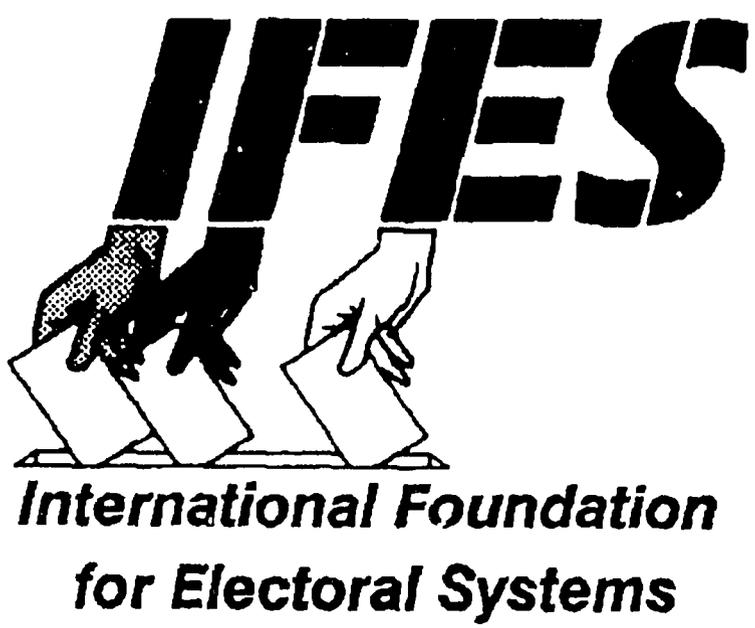


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PROGRAM IMPLEMENTATION PLAN

YEAR II FY 92-93



COOPERATIVE AGREEMENT

NO. PDC-0023-A-00-1089-00

FEBRUARY 1993

Contents

I.	Program Overview	3
II.	Purpose of IFES Activities	5
III.	Principal Accomplishments in FY91-92	6
IV.	FY92-93 IFES Agenda	11
V.	Marketing Strategy to A.I.D. and Non-A.I.D. Sources .	21
VI.	Non-A.I.D. Funded Activities	21
VII.	Future Program Direction	23
VIII.	Budget	24
IX.	Timeline - Attachment A	

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS
YEAR II PROGRAM IMPLEMENTATION PLAN

I. PROGRAM OVERVIEW

The International Foundation for Electoral Systems (IFES) is pleased to submit the Year II FY 1992-93 Program Implementation Plan to the Agency for International Development. This plan supports the goals of A.I.D./IFES Cooperative Agreement #PDC-0023-A-00-1089 and the IFES Five Year Implementation Plan previously submitted to A.I.D.

IFES is a private, non-profit foundation established in September 1987, with the help of a five year, \$1 million dollar grant from A.I.D. IFES is governed by an eleven-member, non-partisan Board of Directors. The IFES mandate is to monitor, support, and strengthen the election process in emerging democracies. The two priority areas of IFES focus are electoral process and civic education. IFES functions strictly on a non-partisan basis and does not work with political parties.

During the past five years, IFES has worked in more than 45 countries. This includes over 30 pre-election technical assessment teams to five continents. IFES has provided on-site technical assistance, poll worker training, training of domestic election monitors, and assistance in the design, procurement and use of election equipment to a wide variety of countries. The countries include: Angola, Albania, Bulgaria, the Congo, Haiti, Georgia, Guinea, Guyana, Madagascar, Mali, Mongolia, Nepal, Paraguay, Romania, Venezuela, and the former USSR.

In keeping with the A.I.D. Cooperative Agreement, the foundation has organized a series of regional election meetings that enable senior election officials to exchange information on the democratic election process and to form regional associations of election officials. Meetings have been organized in Caracas. The first conference for the Americas was held in Buenos Aires, Budapest and Caracas. Plans are underway for similar meetings in Africa and Asia.

Through the Resource Center, IFES serves as a clearinghouse for all types of election-related information such as election laws, constitutions, sample ballots, sample election documentation, election-related articles, books, periodicals, sample civic education materials, and information on vendors of election equipment. Data is also maintained on election and country specialists interested in serving as election observers or

providing technical assistance. The Resource Center is regularly consulted by election officials, embassies, research centers and multi-lateral organizations such as the United Nations.

For FY1991-92 IFES managed a portfolio of projects in excess of \$5 million. The Cooperative Agreement that is managed by the R&D Bureau of A.I.D. provides the core funding that enables IFES to maintain the critical threshold of support necessary to respond quickly and effectively to requests for technical election assistance from A.I.D. Bureaus and USAID Missions. For Year I, the amount of core funds was \$600,000. For Year II, the core funding is \$500,000.

Since 1987, IFES has learned that for newly established democracies to gain legitimacy and credibility in the eyes of the electorate, holding well-organized free and fair elections is essential. IFES has also learned that voter awareness and civic education are equally important to building a sustained electoral process. Countries around the world recognize the importance of IFES' work in the fields of electoral process and civic education to strengthen democratic election systems.

IFES is committed to achieving the goals of the A.I.D./IFES Cooperative Agreement. The foundation looks forward to helping A.I.D. achieve its goal of building democracy around the globe.

II. PURPOSE OF IFES ACTIVITIES

The overall objective of the A.I.D./IFES Cooperative Agreement is "to support IFES in providing technical electoral and other related assistance to emerging democracies and other A.I.D. assisted countries".

IFES' overall development goal is to help newly established democracies in building lasting democratic election systems and, to this end, IFES supports the goals of A.I.D. in the promotion of democracy.

IFES believes that each nation requesting assistance requires a democratic electoral system tailor-made to its unique culture and environment. There is no single blueprint for democracy. IFES utilizes a vast pool of practitioners who reflect the diversity of electoral systems around the globe to assist in strengthening their election processes. The overall purpose of IFES' activities is to help countries develop lasting democratic institutions and to build a global network of election officials. Accomplishment of these tasks will ensure that the worldwide democratic revolution is sustained.

III. PRINCIPAL ACCOMPLISHMENTS IN FY 1991-92

A. Overall Impact of Cooperative Agreement Core Funding

1. Overview & Implementation

The A.I.D./IFES Cooperative Agreement states that IFES will undertake the following tasks:

1. Pre-Election Technical Assessments
2. On-site Technical Assistance
3. Training
4. Providing Election Commodities & Equipment
5. Civic Education
6. Election Observation
7. Symposiums, Conferences & Election Official Exchanges
8. Expansion of Resource Center & Database
9. Publications
10. Electoral Assistance in Africa

Implementation of these tasks was made possible with core funding provided through the A.I.D./IFES Cooperative Grant. The delivery of electoral assistance requires capability for rapid response. Elections are time sensitive. If one moves too slowly, the window of opportunity to insure maximum benefit of assistance can easily be lost.

A.I.D. core funds provide the essential nucleus that enables IFES to rapidly and effectively respond to requests for assistance from A.I.D. Bureaus and USAID Missions. The one million dollar Africa add-on to the Cooperative Agreement demonstrated IFES' ability to function as a rapid response election assistance unit. The size and complexity of many of the projects that IFES is expected to undertake require that IFES have program personnel capable of designing, managing and implementing projects. Finance and administrative personnel are also essential to insure for proper accounting of all funds and full compliance with A.I.D. and U.S.G. regulations.

2. Output

The A.I.D. Cooperative Agreement enabled IFES to greatly expand its capability to effectively implement a wide variety of assistance projects. Over five million dollars in projects were implemented during FY1991-92. These are listed in the review of the past year's accomplishments. The core funding enabled IFES to expand to a level that allowed the foundation to adequately respond to requests for assistance from A.I.D. bureaus and missions. This core support will enable IFES to implement the activities contained in the implementation plan for FY1992-93.

REVIEW OF 1991-1992 IFES ACCOMPLISHMENTS

AFRICA

<u>Country</u>	<u>Type of Activity</u>	<u>Time Period</u>	<u>Personnel</u>
A. <u>Activities Funded Through This Cooperative Agreement</u>			
Comoros	Pre-Election Assessment	Oct. 1991	Loren Wells Hilary Whittaker
Congo	Pre-Election Assessment	Oct. 1991	Dr. Fred Hayward Paul Landry
Guinea	On-Site Technical Assistance	Oct.-Nov. 1991	Greg Tardi
Guinea-Bissau	Pre-Election Assessment	Nov. 1991	John Blacken Eduardo Pereira Laurie Cooper
Congo	On-Site Technical Assistance	Nov. 1991	
Sierra Leone	Pre-Election Assessment	Dec. 1991	Linda Edgeworth Joshua Forrest Andrew Scallan
Guinea	Pre-Election Assessment	Jan. 1992	Fred Quinn Jean Ouellet
Angola	Pre-Election Assessment	Feb. 1992	Juan Rial Dennis Culkin Roberto Siquiera
Madagascar	Pre-Election Assessment	Feb.-March 1992	Louis Massicotte Bill Kuhn Bernard Owen
Togo	Pre-Election Assessment	Feb.-March 1992	Leonardo Neher Georges Brunet Michel Marchand
Congo	On-Site Technical Assistance	Feb.-March 1992	Hilary Whittaker Gary Ouellet Wenceslas de Souza
Senegal	Pre-Election Assessment	March, 1992	Henriette Guerin Pierre Tessier Dr. Lorenzo Morris
Liberia	On-Site Technical Assistance	March, 1992	Tom Bayer

Burundi	Pre-Election Assessment	March-Apr. 1992	Gary Ouellet Randall Purcell Gerrit de Jong
Ghana	Pre-Election Assessment	May 1992	Laurie Cooper Dr. Fred Hayward Anthony Lee
Congo	Election Observation I	June 1992	David Aasen Robert Sloane
Comoros	Civic Education Assistance	May-June 1992	Eugenie Lucas
Seychelles	Pre-Election Assessment	June-July 1992	Keith Klein Charles Lasham
Tanzania	Contact Visit with Government	July 1992	Keith Klein Charles Lasham
Kenya	Pre-Election Assessment	July 1992	Linda Edgeworth Gina Armstrong
Mozambique (Buy-in)	Pre-Election Assessment	July 1992	Juan Rial David Fleischer Wade Channell
Congo	Election Observation II	August 1992	David Aasen Robert Fritts Bernadette Oddiah William Kuhn Eugenie Lucas Randall Purcell
Madagascar (Buy-in)	Poll Monitor Training	Aug.-Sept. 1992	Carol Kraemer Luciano Pharaon David Backler Sylvie Bélanger

B. Activities Funded Through Separate Cooperative Agreements

Mali	On-Site Technical Assistance (Civic Education, Pollworker Training)	October 1991- February 1992	Tom Bayer Louis Lavoie Dr. Robert Lindsay Théophane Noël
Angola	On-Site Technical Assistance	May-Sept. 1992	Anthony Zenos

EAST AND CENTRAL EUROPE AND THE FORMER SOVIET UNION

A. Activities funded through this Cooperative Agreement

Romania	Pre-Election Assessment	March 1992	Charles Lasham
Romania	On-Site Assistance	March-Sept.92	M.M. Villaveces
Albania	On-Site Assistance	March 1992	Linda Edgeworth Fabricio Soares
Romania	Civic Education	July 92-May 93	Obie Moore Michael Meadowcroft Elizabeth Bee Juliana Pilon

B. Activities funded through Cooperative Agreement with NIS Task Force

Georgia	Pre-Election Assessment	August 1992	M. Meadowcroft Harry Goldberg Clive Kimber Darrell Slider Susan Atwood
Georgia	On-Site Assistance	Aug.-Oct.1992	Clive Kimber

C. Activities funded through Charles Stewart Mott Foundation

Russia	Pre-Election Assessment	October 1991	Danny McDonald Ralph Munro Chris Siddall
Belarus & Russia	Pre-Election Assessment	March 1992	Richard Smolka Bill Kimberling Hoyt Clifton

ASIA

Activities Funded Through This Cooperative Agreement

Nepal	Conf. on Democracy Building	Jan. 1992	Sarah Tinsley
Cambodia	Assessment of UN Plan	May 1992	Richard Soudriette
Mongolia	Election Observation	June 1992	William Kimberling Raymond Gastil Andrew Brick

THE AMERICAS

A. Activities Funded Through This Cooperative Agreement

Argentina	Symposium on Election Reform	Nov. 1991	Ray Kennedy
Panama	Pre-Election Assessment	June 1992	Henry Valentino
St. Lucia	On-Site Assistance	June 1992	

B. Activities Funded Through Separate Cooperative Agreements

Guyana	On-Site Assistance	On-going	Jeff Fischer Henry Valentino
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IV. IFES FY 1992 - 1993 AGENDA

A. Overview

Through this implementation plan, IFES is fulfilling the objective of the Cooperative Agreement to provide "technical electoral assistance and other related assistance to emerging democracies and other A.I.D.-assisted countries." Under the Agreement, the R&D Bureau of A.I.D. provides core funds that enable IFES to maintain a critical threshold of staff needed to adequately respond to requests for assistance on an effective and timely basis.

The anticipated workload for Year II of the Cooperative Agreement requires maintaining staffing levels at the current level of eighteen full-time positions. Although only \$160,000 of the one million dollar add-on from the Africa Bureau remains, it is anticipated that there will be a dramatic shift in the kind of assistance that IFES is required to offer in Africa.

The shift is away from pre-election technical assessments to more comprehensive on-site technical assistance projects. Large technical assistance projects are possible for Liberia, Mozambique, and Guinea. If the election process in Angola gets back on track, IFES will be expected to provide direct assistance to the Electoral Council for the run-off election. The Africa staff will also be in charge of organizing two electoral conferences in Africa for the United Nations.

The IFES Africa staff has also been assigned responsibility for the Near East. IFES is planning implementation of an electoral assistance project in Yemen. This is being funded from \$250,000 from the Near East Bureau that was placed in the AID/IFES Cooperative Agreement.

In December 1992, IFES was informed by LAC/DI and USAID/Lima about a major project to provide technical assistance to the National Electoral Commission in Peru. This potential project may be implemented in cooperation with the Organization of American States.

There is also the possibility of a significant technical assistance project in the Dominican Republic. After the first of the year an IFES representative will travel to Santo Domingo to develop the project.

IFES is planning a pre-election assessment trip to Sri Lanka and/or Bangladesh. This project could generate follow-on technical assistance activity. Nepal is also a potential country for IFES follow-up work in the field of civic education.

B. YEAR II ACTION PLAN

This section outlines the program goals that IFES will be pursuing over the next year to achieve the overall objective of the Cooperative Agreement.

1. RESPOND TO REQUESTS FOR PRE-ELECTION TECHNICAL ASSESSMENTS

With the core funding for Year Two of the Cooperative Agreement, IFES will be able to maintain the level of support necessary to respond quickly and effectively on an on-going basis to requests for pre-election technical assessments for A.I.D. Bureaus and USAID Missions. Anticipated activities and outputs to be funded from the A.I.D. core budget for Year II include:

UN Conference on Electoral Assistance

ACTIVITY: Richard Soudriette, IFES Director, presented a paper, "Pre-Election Technical Assessments as a Prelude to Electoral Assistance", at the UN Conference on Electoral Assistance in Ottawa, Canada.

COMPLETION DATE: October 5, 1992

BUDGET IMPACT: None. The United Nations covered all costs.

STAFF INVOLVED: Director and Executive Assistant.

Manual on How to Organize a Pre-Election Technical Assessment

ACTIVITY: IFES has produced a manual outlining the process involved in organizing a pre-election technical assessment mission.

COMPLETION DATE: December 15, 1992

BUDGET IMPACT: \$4,000

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

Asia Pre-Election Technical Assessment

ACTIVITY: In cooperation with the Asia Bureau of A.I.D., IFES submitted a request to USAID/Colombo and USAID/Dakka to send a pre-election technical assessment to Sri Lanka and/or Bangladesh in November.

COMPLETION: This assessment is anticipated to be completed in March or April.

BUDGET IMPACT: \$57,382 in core funds.

STAFF INVOLVED: Director of Programs for Asia, Director of Finance, Administrative Assistant, Project Accountant and Bookkeeper.

Pre-Election Technical Assistance to Peru

ACTIVITY: IFES sent a technical consultant to Peru to serve as a technical advisor for USAID/Lima.

COMPLETION: The mission and the report were completed by the first week of October 1992.

BUDGET IMPACT: \$4,716 in core funds.

STAFF INVOLVED: Director, Director of Information Resources, Director of Finance, Latin American Program Assistant, Project Accountant, Administrative Assistant, Bookkeeper

Briefings on Results of Pre-Election Assessments

ACTIVITY: IFES regularly organizes briefings on the results of its pre-election assessment missions.

COMPLETION: This is an on-going activity.

BUDGET IMPACT: Briefings are usually conducted at either IFES, A.I.D. or on Capitol Hill so the cost is minimal.

STAFF INVOLVED: IFES Program Staff

Pre-Election Assessment Capability

ACTIVITY: IFES regularly organizes pre-election technical assessments as a prelude to any follow-on technical assistance.

COMPLETION: On-going capability

BUDGET IMPACT: These are usually funded through buy-ins or incremental funding provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES Program, Finance and Administrative Staff.

ANTICIPATED ASSESSMENTS FROM A.I.D. ADD-ONS, BUY-INS OR OTHER: Possible pre-election technical assessment in Belarus, Central African Republic, Chad, Dominican Republic, Gabon, Liberia, Peru, Russia, Slovakia, Slovenia, Uganda and Ukraine.

2. PROVIDING TECHNICAL ELECTORAL ASSISTANCE

Manual on How to Organize On-site Technical Election Assistance

ACTIVITY: IFES completed a manual outlining the process involved in organizing on-site technical election assistance.

COMPLETION DATE: December 15, 1992

BUDGET IMPACT: \$4,000

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

Briefings on IFES Technical Assistance Projects and Production of Reports

ACTIVITY: IFES regularly organizes briefings and produces reports regarding its on-site technical assistance projects.

COMPLETION: On-going activity.

BUDGET IMPACT: Minimal.

STAFF INVOLVED: IFES Program Staff

Technical Election Assistance Capability

ACTIVITY: IFES regularly organizes large scale on-site technical election assistance projects.

COMPLETION: On-going capability

BUDGET IMPACT: These are usually funded through buy-ins, incremental funding, or direct grants provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES Program, Finance and Administrative Staff.

ANTICIPATED OUTPUTS FROM A.I.D BUY-INS: Possible technical assistance projects in Angola, Belarus, Dominican Republic, Georgia, Guinea, Liberia, Madagascar, Mozambique, Panama, Peru, Slovakia, Slovenia, Togo, Ukraine, and Yemen.

3. DESIGN & IMPLEMENT POLL WORKER/POLL WATCHER TRAINING

IFES plans to maintain the capacity to respond to requests to assist in the design and implementation of programs for poll workers and poll watchers from A.I.D. Bureaus and USAID Missions during Year Two of this workplan.

Manual on How to Organize a Poll Worker Training Program

ACTIVITY: IFES completed a manual on organizing a poll worker training program.

COMPLETION DATE: December 15, 1992

BUDGET IMPACT: \$4,000

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

Poll Worker/Watcher Training Program Implementation Capability

ACTIVITY: IFES regularly organizes poll worker/watcher training programs. These are essential in helping insure that elections are well organized.

COMPLETION: On-going capability

BUDGET IMPACT: These are usually funded through buy-ins or incremental funding or are A.I.D. funding mechanisms provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

ANTICIPATED OUTPUTS FROM A.I.D BUY-INS: Possible poll worker/watcher projects in Belarus, Dominican Republic, Liberia, Madagascar, Peru, Togo and Yemen.

4. ELECTION COMMODITY AND EQUIPMENT ASSISTANCE

IFES regularly responds to requests from A.I.D. Bureaus and USAID Missions for specification, procurement, and shipping of election commodities and equipment.

Election Commodity and Equipment Directory

ACTIVITY: IFES plans the completion of a Directory and Guide of Election Equipment Vendors.

COMPLETION: August 1993.

BUDGET IMPACT: \$5,000

STAFF INVOLVED: Chief of Staff, Director of Information Resources, Program Assistant for Latin America, Contracts and Procurement Officer, Interns

Election Commodity and Equipment Assistance Capability

ACTIVITY: IFES provides assistance in the design, procurement, shipment and usage of election equipment and commodities.

COMPLETION: On-going capability

BUDGET IMPACT: These activities are usually funded through buy-ins, incremental funding, or direct grants provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES program, finance and administrative staff

ANTICIPATED OUTPUTS FROM A.I.D BUY-INS: Possible election commodity assistance in Dominican Republic, El Salvador, Guinea, Liberia, Madagascar, Mozambique, Panama, Peru, Togo and Ukraine.

5. RESPOND TO REQUESTS FOR CIVIC/VOTER EDUCATION PROGRAMS

Manual on How to Organize a Civic Education Project

ACTIVITY: IFES completed a manual on organizing civic education projects.

COMPLETION DATE: December 15, 1992

BUDGET IMPACT: \$4,000

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

Civic Education Program Capability

ACTIVITY: IFES organizes civic and voter education projects in response to requests from USAID Missions or directly from countries interested in developing these kinds of programs.

COMPLETION: On-going capability

BUDGET IMPACT: These are usually funded through buy-ins or incremental funding or direct grants provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES Program, Finance and Administrative Staff.

ANTICIPATED OUTPUTS FROM A.I.D BUY-INS: Possible civic/voter education projects in El Salvador, Estonia, Madagascar, Nepal and Romania.

6. INTERNATIONAL ELECTION OBSERVATION

Manual on How to Organize International Election Observation Missions

ACTIVITY: IFES completed a manual outlining the process involved in organizing an international election observation mission.

COMPLETION DATE: December 15, 1992

BUDGET IMPACT: \$4,000

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

International Election Observer Briefings & Reports

ACTIVITY: IFES organizes briefings on all elections that it observes and prepares reports.

COMPLETION: On-going activity.

BUDGET IMPACT: Briefings are usually conducted at either IFES, A.I.D. or on Capitol Hill so the cost is minimal. Report production costs are always built into the budgets that are funded as buy-ins, add ons, incremental funding, or separate grant agreements.

STAFF INVOLVED: Appropriate IFES program staff.

International/Domestic Election Observation Capability

ACTIVITY: IFES possesses the on-going capability of organizing international election observation missions and training of domestic election monitors.

COMPLETION: As needed.

BUDGET IMPACT: Funded from buy-ins, incremental funding, or direct grants provided by USAID Missions or A.I.D. Bureaus.

STAFF INVOLVED: IFES Program, Finance and Administrative Staff.

ANTICIPATED OUTPUTS FROM A.I.D BUY-INS: In Year II election observer missions are anticipated in Angola, Estonia, Georgia, Slovenia, Yemen and selected countries in Latin America.

Embassy Personnel Election Day Program

ACTIVITY: IFES organized a one day program that was done in cooperation with the District of Columbia's Board of Elections and Ethics. Over 250 embassy officials, visiting parliamentarians and government officials participated in the all-day program that included a briefing and a bus trip to observe polling places throughout the District.

COMPLETION DATE: November 3, 1992

BUDGET IMPACT: \$2,500

STAFF INVOLVED: IFES Program, Finance, and Administrative Staff.

7. SYMPOSIA AND ELECTION OFFICIAL EXCHANGES

Meeting of Association of Central and Eastern European Election Officials

ACTIVITY: IFES was instrumental in organizing the Budapest based, Association of Central and Eastern European Election Officials to support institutionalizing the election process in the region. IFES and the National Election Office of Hungary are planning the next meeting of the Association in Budapest, Hungary, in April 1993.

COMPLETION: April 1993

BUDGET IMPACT: \$21,500 in core funding.

STAFF INVOLVED: Director, Chief of Staff, Director of Programs, Senior Program Officer for Central/East Europe, Program Officer for Central Europe, Director of Finance, Project Accountant, Bookkeeper.

8. RESOURCE CENTER SUB-COMPONENTS

The information contained in the IFES Resource Center was initially developed to support IFES project activities. The enhancement of the Resource Center completed under the Year I workplan greatly increases IFES' reputation as a unique repository of election-related research material.

Information from the Resource Center is disseminated through such means as IFES Newsletters, reports, the Election Watch section of the Journal of Democracy, and newsletters from organizations such as the Congressional Human Rights Foundation and the Center for Comparative Study of Elections in Paris. Eventually, IFES hopes to develop an on-line capability that will allow it to offer subscription service to interested research centers, universities, and corporations.

Numerous organizations regularly consult and visit the IFES Resource Center. Over the past year, the list includes: United Nations Electoral Assistance Unit, the CSCE Office of Democratic Institutions, the InterParliamentary Union, the Organization of American States, the Center for Comparative Political Studies, the Electoral Institute of Mexico, the Mexican Congress and the Westminster Foundation.

Resource Center Activities & Publications

ACTIVITY: The IFES Resource Center gathers and disseminates information on electoral systems throughout the world. For Year II, it will concentrate on enhancement of IFES' database through the addition of a bibliographic capability, development of an E-mail link with A.I.D. and other outside organizations, publication of a world directory of election officials, publication of an election guide for Central/East Europe, continuous gathering and inputting of country, vendor, and expert data, publication of quarterly IFES newsletters, and procurement and installation of additional computer hardware and software.

COMPLETION: The newsletter will appear quarterly. By August 15, 1993, IFES plans to complete the bibliographic capability enhancement, the A.I.D. E-mail linkage, and the procurement and installation of additional computer hardware and software. The World Directory of Election Officials will be developed by the end of March 1993. Collection of vendor, country, and expert data will continue throughout the year. IFES will survey state and local election officials in the first quarter of 1993 to gather vendor information.

BUDGET IMPACT: \$125,522 for the Resource Center and \$10,000 for the newsletters in core funding.

STAFF INVOLVED: Director of Information Resources, Contracts & Procurement Officer, Director of Finance, Program Assistant, and Interns.

9. MANAGEMENT

IFES will maintain its administrative and financial capabilities to effectively support the accomplishment of all of the tasks outlined in this workplan and discussed in the A.I.D. Cooperative Agreement.

Anticipated outputs from the core budget:

- Board of Directors Meetings. A planned Fall Board Meeting was postponed until Spring 1993 because of the health of the Chairman.
- Appointments to the Board of Directors. A Nominating Committee was appointed by the Chairman and the committee is preparing a list of candidates to be considered in 1993.
- Appointment of regional advisory boards for Africa, the Americas, Asia and Europe.
- Stabilization of the IFES computer network.
- Retention of accounting firm/consultant to provide financial oversight.
- A-133 Audit for FY1991-92.
- Management retreat.
- Staff training.
- Hiring of Chief of Staff.
- Hiring of Director of Finance.
- Hiring of Project Accountant.

V. MARKETING STRATEGY TO AID AND NON-AID SOURCES

With regard to developing a marketing strategy, IFES regularly contacts both AID Bureaus and USAID Missions about the kinds of services offered by IFES. In addition, IFES staff members have been invited to speak to training courses for A.I.D. Democracy Officers. IFES is also invited to participate in numerous international meetings.

IFES was only one of three US NGO's invited to participate in the UN Conference on Electoral Assistance held in Ottawa, Canada, in October 1992. Also, IFES is actively making contacts with other international organizations such as the OAS and the Council of Europe about possible joint projects. The new IFES Chief of Staff is well connected with a number of multinational organizations such as the UN, the OAS, and the Commonwealth.

IFES has adopted a pro-active strategy that stresses the importance of institutionalizing the election process. It is not enough to concentrate on single elections. Rather, IFES is promoting the concept of developing technical assistance projects that support putting in place ongoing electoral processes.

VI. NON-AID FUNDED ACTIVITIES

Since 1987, IFES has been working to expand its base of funding from non-A.I.D. sources. Since 1987, IFES has been able to obtain funding and in-kind contributions from several private sources including:

- Adolph Coors Corporation
- Bradley Foundation
- Charles Stewart Mott Foundation
- Forbes Magazine
- International Exchange Council
- John M. Olin Foundation
- Fred C. Lennon
- NYNEX
- Polaroid Corporation
- RJR Nabisco
- Houghton Mifflin Company
- Raynault Foundation
- Soros Foundation
- Tinker Foundation

During Year One of the Cooperative Agreement, IFES received a considerable amount of support from private sources. The Houghton Mifflin Company donated \$366,800 worth of books entitled The Challenge of Democracy. These books are to be used in IFES civic education projects in Central/East Europe, Africa, and Latin America. In addition, IFES received a donation of \$29,300 worth

of books by IFES Director of Programs, Dr. Juliana Geran Pilon, entitled The Bloody Flag. Shipping costs for both sets of books has been provided by the Soros Foundation, to be sent to Romania (6,000 copies of The Challenge of Democracy and 1,300 of The Bloody Flag). In December 1992, Houghton Mifflin donated another 20,000 books totalling nearly \$1 million. They too will be shipped with assistance of the Soros Foundation.

IFES has also received \$4,000 from the Soros Foundation to support a fellowship program that IFES is implementing in cooperation with the National Association of Secretaries of State. A total of five participants from Hungary will come to the US and be assigned to work in a state election office for a period of three months. The costs will be shared by the host state and the Soros Foundation. It is anticipated that Soros will underwrite the cost of all five fellowships at a cost of \$20,000. Two of the fellows have participated in 1992 -- one in Maryland, the other in Florida.

In April 1992, IFES received 5,000 used metal ballot boxes valued at \$62,500 through a donation from Elections Canada. Five hundred of the boxes were shipped to St. Lucia for April 27 elections, and 200 were sent to Guyana for the October 5, 1992 elections. IFES has already exceeded the goal of obtaining \$250,000 worth of in-kind contributions for Year II.

On June 17, 1992, IFES held its first fundraising event. It was a roast in honor of founder and IFES Chairman, F. Clifton White, which raised \$25,000 dollars. A similar event is planned for 1993.

In December 1992, IFES received a \$25,000 grant from the Raynault Foundation for work in Central and Eastern Europe. Active proposals are presently under consideration at the Charles Stewart Mott Foundation. They have been requested to provide funding for IFES activities in cooperation with the Association of Central and Eastern European Election Officials. This proposal is for \$750,000. In addition, three funding proposals have been submitted to the Coordination Council of North America. These are to fund an IFES civic education project in Nicaragua, an election equipment project in Costa Rica, and an election conference and association for the Eastern Caribbean.

A proposal was also submitted to the Pew Charitable Trusts and has received provisional approval to develop a civic education program in Estonia in the amount of \$150,000.

For Year II, IFES has established the goal of raising \$100,000 in grant funds from private foundations. The IFES Board has assumed the task of raising \$25,000 in unrestricted funds for IFES.

Finally, IFES continues to explore funding possibilities with the United Nations. The UN has agreed to have IFES organize two election conferences in Africa in 1993. The UN also has expressed interest in IFES involvement in projects in Lesotho and Togo. A major goal for Year II is to seek greater involvement of the United Nations as a funding source.

VII. FUTURE PROGRAM DIRECTION

For Year II of the Cooperative Agreement and beyond, IFES anticipates a shift away from short-term election assistance. There will be more emphasis on providing longer-term technical assistance.

IFES has learned that the lasting effect of providing last-minute, short-term assistance linked only to a specific election is minimal. For democratic electoral systems to be institutionalized requires a more planned and thoughtful approach. Once an election is over, A.I.D. should consider providing funds for follow-up assistance in the fields of electoral administration and civic education. In the long run, it will be more cost effective and have greater lasting impact.

IFES plans to undertake a major follow-up effort to all the countries where IFES has worked in over the past five years to help those countries most in need and where follow-up activities would have the greatest impact. IFES will collaborate with A.I.D. and other international organizations such as the UN, OAS, and private foundations to secure funding for follow-up activities.

VIII.A Funding Obligations for Life of Project (As of 9/30/92)

1. IFES CORE BUDGET LOP

Total Budget (LOP).....	\$3,850,000.00	
(Core \$3,850,000.00 Add-ons \$3,850,000.00)		
Obligation to August 15, 1992 (As amed. #07)..		\$2,572,630.84
R&D Funding for FY 92 and FY 93.....		(1,100,000.00)
Other Incremental Funding (Including Africa)..		(1,472,630.84)
	-----	-----
	3,850,000.00	(2,572,630.84)
Available Obligation - amount remaining.....		\$1,277,369.16

2. IFES Add-on (Buy-ins) Ceiling..... \$3,850,000.00

Add-ons (Buy-ins) by Country:		
Romania - Technical Assistance.....		(\$170,037.00)
Romania - Civic Education.....		(341,621.00)
Madagascar - Technical Assistance.....		(291,177.00)

		(802,835.00)
Available Remaining (09/30/92).....		\$3,047,165.00

VIII.B Funding Obligations Amounts by Source, Core and Add-ons (Buy-ins)

CORE FUNDING		ADD-ONS (BUY-INS) FUNDING AMOUNTS	
R&D Obligations and Other Incremental Funding		Sponsor	Obligations
FY 91			
Core.....	\$ 600,000.00		
Africa.....	1,000,000.00		

Total FY 91.....	\$1,600,000.00		
FY 92			
Albania (Amend. #2).....	\$ 36,307.00	Romania - TA (Amend. #3)....	\$170,037.00
Panama (Amend. #4).....	33,372.84	Romania - CE (Amend. #5)...	341,621.00
Mozambique (Amend. #6)....	105,206.00	Madagascar (Amend. #7).....	291,177.00
Near East (Amend. #8).....	250,000.00		-----
Core (Amend. #8).....	500,000.00	Total FY 92.....	\$802,835.00
Estonia (Amend. #10).....	47,745.00		

Total FY 92.....	\$972,630.84		

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VIII.C Core Grant Expenditures - Fy 92 (August 15, 1991 - August 15, 1992)

DELIVERABLE OUTPUTS

FUNCTIONAL COST	RESOURCE CENTER	NEPAL	MONGOLIA ELECTION OBSERVATION	ARGENTINA CONFERENCE	BUDAPEST CONFERENCE	PROJECT DEVELOPMENT	PROJECT MANAGEMENT	TOTALS
SALARIES	45,283.49	3,732.89	0.00	2,855.49	944.68	1,264.49	229,912.71	283,993.75
G & A	0.00	8,206.26	0.00	0.00	0.00	0.00	0.00	8,206.26
FRINGE BENEFITS	0.00	0.00	0.00	0.00	0.00	0.00	145,185.38	145,185.38
CONSULTING	29,591.04	225.00	3,430.00	10,500.00	1,834.00	7,953.34	0.00	53,533.38
COMMODITIES/MATERIALS	25,921.28	0.00	0.00	0.00	0.00	4,571.13	0.00	30,492.41
TRAVEL/PER DIEM	0.00	13,154.28	13,879.00	19,140.67	7,393.04	7,021.49	0.00	60,588.48
OTHER DIRECT COSTS	15,049.03	2,426.56	2,747.66	856.07	1,234.11	7,670.89	0.00	29,984.32
TOTAL	\$115,844.84	\$27,744.99	\$20,056.66	\$33,352.23	\$11,405.83	\$28,481.34	\$375,098.09	\$611,983.98

VIII.D Core Grant Expenditures - FY 92 (August 15, 1991 - August 15, 1992)

Salaries.....	283,993.75
Fringe.....	145,185.38
G & A.....	8,206.26
Consulting.....	53,533.38
(Commodities/Material) Computers/Off. Equip.	30,492.41
Travel and Per Diem.....	60,588.48
Other Direct Costs (i.e., publishing).....	29,984.32

TOTAL	\$611,983.98
	=====

VIII.E Proposed Budget for FY 93 - Program Outputs

DELIVERABLE OUTPUTS

FUNCTIONAL COST	MANUALS	GUIDE CENTRAL/ EAST EUROPE ELEC. ADMINIST.	EVALUATION	RESOURCE CENTER	PRE-ELECTION ASSESSMENT	SEMINARS AND TRAINING FOR FOREIGN EMB.	PROJECT DEVELOPMENT & MANAGEMENT	TOTALS
SALARIES & FRINGE	3,189.00	1,250.00	0.00	50,522.00	3,200.00	4,000.00	118,265.00	180,426.00
G & A	0.00	0.00	0.00	0.00	16,972.00	0.00	82,670.00	99,642.00
FRINGE BENEFITS	0.00	0.00	0.00	0.00	0.00	0.00	40,566.00	40,566.00
CONSULTING	15,000.00	3,000.00	3,000.00	45,000.00	12,750.00	0.00	12,156.00	90,906.00
COMMODITIES/MATERIALS	0.00	0.00	0.00	20,000.00	0.00	4,500.00	0.00	24,500.00
TRAVEL/PER DIEM	0.00	0.00	0.00	0.00	19,960.00	13,500.00	0.00	33,460.00
OTHER DIRECT COSTS	5,000.00	7,000.00	2,000.00	10,000.00	4,500.00	2,000.00	0.00	30,500.00
TOTAL	\$23,189.00	\$11,250.00	\$5,000.00	\$125,522.00	\$57,382.00	\$24,000.00	\$253,657.00	\$500,000.00

VIII.F Expenditures Proposed for Core Grant for FY 93

Salaries.....	180,426.00
Fringe.....	40,566.00
G & A.....	99,642.00
Consulting.....	90,906.00
Commodities/Materials.....	24,500.00
Travel and Per Diem.....	33,460.00
Other Direct Costs.....	30,500.00

	\$500,000.00
	=====

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VIII.G IFES Staff Allocated by Level of Effort to Core Deliverables and Add-Ons
(Buy-ins) and Other IFES Projects for FY 93

R.W.S. - Richard W. Soudriette, Director
J.F. - Jeff Fisher, Chief of Staff
L.A.Z. - Luz A. Zeron, Director of Finance
J.P. - Juliana Pilon, Program Director for Asia, The Americas,
and Central East Europe
R.K. - Ray Kennedy, Director Information Resource
S.A. - Susan Atwood, Senior Program Officer Central/East Europe,
and NIS
C.S. - Chris Siddall, Program Officer Central/East Europe
K.K. - Keith Klein, Program Director for Africa and Near East
T.B. - Tom Bayer, Program Officer for Africa/Near East
L.C. - Laurie Cooper, Program Officer for Africa/Near East
R.P. - Roger Plath, Program Officer for The Americas
D.C. - Diana Cepeda, Program Assistant for the Americas
S.E. - Sharon Edwards, Executive Assistant
T.S.V.- Todd St. Vrain, Administrative Assistant
J.R. - Jason Reynolds, Project Accountant
V.B. - Virginia Bishop, Bookkeeper
L.W. - Lavelle Walthour, Receptionist
Accountant - Vacant

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VIII.H IFES Staff Allocated by Level of Effort to Core Deliverables and Add-Ons
and Other IFES Projects for FY 93

ACTIVITIES -----	S T A F F - M O N T H S -----																Total Staff/ Months	
	R.W.S.	J.F.	L.A.Z.	K.K.	J.P.	R.K.	S.A.	C.S.	T.B.	L.C.	R.P.	S.E.	T.S.V.	J.R.	V.B.	L.W.		Account.
A. CORE																		
1. Manuals	0.10	0.10			0.05	0.25			0.35			0.20						
2. Guide-Central East Europe Elect.Admin.	0.10	0.10			0.20		0.50	0.50										1.05
3. Evaluation	0.15	0.15		0.30	0.30							0.05						1.40
4. Resource Center	0.55	0.50			1.00	7.00						0.15	2.75				0.95	
5. Pre-Assessment - Asia	0.05	0.15	0.15		0.10			0.50				0.05	0.05		4.00		15.95	
6. Incremental Funds														0.05		0.10	1.20	
a) Africa	0.10	0.10	0.35	1.00					0.20	1.50			0.10			0.10	3.55	
b) Mozambique	0.20	0.20	0.15	0.75						1.00		0.10				0.10	2.50	
c) Near East	0.10	0.20	0.35	0.25	0.50				1.50				0.20			0.20	3.50	
d) Estonia	0.05	0.05	0.15		0.05		0.10	0.95				0.05	0.05				1.50	
e) Panama	0.05		0.05		0.05	0.15					0.50				0.05		0.85	
7. Project Development																		
a) Central/East Europe	0.75	0.60	0.30		0.40		1.00	1.00				0.25					4.30	
b) Africa/Near East	0.40	0.40	0.20	2.00	0.50			0.40	0.75	1.30		0.20					6.15	
c) Latin America	0.60	0.60	0.25		0.50						2.00	0.30					4.25	
d) Asia	0.80	0.30	0.10		0.50							0.15					1.85	
8. Management	3.50	4.50	4.50	2.50	2.50	3.10	2.00	2.50	1.70	2.50	2.50	8.80	7.00	12.00	9.00	8.00	85.10	
B. ADD-ONS (BUY-INS)																		
1. Romania - Technical Assistance	0.15	0.10	0.35		0.25		1.25	0.45					0.05		0.05		2.65	
2. Romania - Civic Education	0.20	0.20	0.35		2.00		1.90	1.00				0.10	0.15		0.15	0.50	6.55	
3. Madagascar	0.10	0.10	0.45	0.40					1.00				0.10		0.15		2.30	
C. OTHER A.I.D. PROJECTS																		
1. Guyana	0.10	0.10	0.35		0.20	1.00					3.00	0.10	0.10		0.15	0.15	5.25	
2. NIS	0.25	0.20	0.90		0.70		3.50	2.70				0.10	0.20		0.25	0.50	9.30	
3. Angola	0.20	0.20	1.00	1.50					2.50	1.50		0.20	0.70		1.00		8.80	
4. Togo - Technical Assistance	0.05	0.25	0.10	0.40					1.00	0.20			0.05		0.10	0.05	2.20	
5. Peru - Assessment	0.05		0.05			0.50					0.50		0.05		0.05		1.20	
C. OTHER POSSIBLE PROJECTS																		
a) Central/East Europe	0.60	0.70	0.60		0.40		1.40	1.00				0.30					5.40	
b) Africa/Near East	0.90	0.40	0.40	2.20	0.50			0.75	2.50	3.00		0.25		0.10		0.30	11.40	
c) Latin America	0.90	1.00	0.50		0.40						3.30	0.30		0.10		0.40	6.90	
d) Asia	0.40	0.30	0.20		0.50							0.15		0.10		0.40	2.05	
D. PRIVATE FUNDING	0.60	0.50	0.20	0.70	0.40		0.35	0.25	0.50	1.00	0.20	0.20	0.45		0.15	0.40	5.90	
	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	204.00	

IX.

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS -- PROGRAM IMPLEMENTATION PLAN -- ATTACHMENT A
 Schedule of Activities: Year Two

32

	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July
PRE-ELECTION TECHNICAL ASSESSMENTS (PETA)												
Presentation to UN Election Assistance Conference			-----									
Completion of How to Manual					-----							
Peru Pre-Election Assistance		-----	-----									
Briefings on Results of Pre-Election Assessments	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
One Asia Assessment								-----	-----			
As-Needed Capability for AID Bureaus & USAID Missions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
ON-SITE TECHNICAL ASSISTANCE												
Completion of How to Manual					-----							
Briefings on Results of On-Site Technical Assistance	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
As-Needed Capability for AID Bureaus & USAID Missions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
TRAINING												
Completion of How to Manual					-----							
Poll Worker Training Capability for AID Bureaus & USAID Missions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
ELECTION COMMODITIES & EQUIPMENT												
Directory of Election Equipment Vendors												-----
As-Needed Capability for AID Bureaus & USAID Missions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS -- PROGRAM IMPLEMENTATION PLAN -- ATTACHMENT A
 Schedule of Activities: Year Two

34

	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July
CIVIC EDUCATION												
Completion of How to Manual					-----							
As-Needed Capability for AID Bureaus & USAID Missions												
INTERNATIONAL ELECTION OBSERVATION												
Completion of How to Manual					-----							
Briefings and Reports on Observer Missions												
As-Needed Capability for AID Bur.& USAID Missions												
SYMPOSIUMS & ELECTION OFFICIAL EXCHANGES												
Meeting of Central/East Europe Election Assoc.								-----	-----			
As-Needed Capability for AID Bur.& USAID Missions												
RESOURCE CENTER & PUBLICATIONS												
Expansion of Database Bibliographic Capabilities								-----	-----			
Link to AID E-mail System & Outside Info. Sources						-----						
Publication of World Directory of Election Officials									-----	-----		
Continuous Country Data Collection												
Continuous Vendor Information Data Collection												
Continuous Expert Information Data Collection												
Production of Four IFES Newsletters												
Production of Elections Guide for Central/East Europe						-----	-----					
Procure. & Install. of Add. Computer Hardware & Software			-----									
Development of User Log for Resource Center			-----									

INTERNATIONAL FOUNDATION FOR ELECTORAL SYSTEMS -- PROGRAM IMPLEMENTATION PLAN -- ATTACHMENT A
 Schedule of Activities: Year Two

35

MANAGEMENT

- Board of Directors Meeting
- Appointment of Reg.Adv.Bds. for Africa,
the Americas, Asia & Europe
- Computer Network Stabilization
- Procurement of Additional Computer Equipment
- Financial Management Oversight
- A-133 Audit
- Management Retreat
- Staff Training
- Hiring of a Director of Finance
- Hiring of a Chief of Staff
- Hiring of Accountant
- Completion of Evaluation Component

	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr .	May	June	July
Board of Directors Meeting												
Appointment of Reg.Adv.Bds. for Africa, the Americas, Asia & Europe								-----				
Computer Network Stabilization								-----	-----			
Procurement of Additional Computer Equipment			-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Financial Management Oversight								-----				
A-133 Audit					-----	-----	-----	-----	-----	-----	-----	-----
Management Retreat				-----	-----	-----	-----	-----	-----	-----	-----	-----
Staff Training								-----				
Hiring of a Director of Finance								-----	-----	-----	-----	-----
Hiring of a Chief of Staff		-----	-----									
Hiring of Accountant						-----	-----					
Completion of Evaluation Component					-----			-----				

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